

## About the Authors

**TUN DR MAHATHIR MOHAMAD** joined active politics in 1945, and was first elected as a Member of Parliament in the 1964 General Elections. In 1973, Dr Mahathir was appointed a Senator. In 1974, he became Minister of Education. In 1976, he was appointed Deputy Prime Minister in addition to his Education portfolio. He relinquished the latter in January 1978 for that of Trade and Industry. Dr Mahathir was elected an UMNO Vice-President in 1975. In 1978, he became the party's Deputy President. On 16 July 1981, he became the fourth Prime Minister of Malaysia, and retired from the post on 31 October 2003.

He is the author of several books, including *The Malay Dilemma*, *The Way Forward*, *The Challenge*, *The Malaysian Currency Crisis* and *Globalisation and the New Realities*. He has also written several books about issues affecting the Muslim world, including *The Role of Islam in The Modern State* and *Islam and the Muslim Ummah*.

At present, he serves as Adviser to four government entities, namely PetroliaM Nasional Berhad (Petronas), Perusahaan Otomobil Nasional Berhad (Proton), Langkawi Island Development Authority and Tioman Island Development Authority.

**PEHIN DATO HJ AWANG ABDUL AZIZ UMAR** is the Minister of Education of Brunei Darussalam. He also plays significant roles in various government councils such as The National Legislative Council, The Privy Council, The Council of Ministers, The Council of Succession and The Islamic Religious Council. He has a distinguished career in numerous fields, especially in infrastructure development, education, health and communications.

After attaining a Bachelor of Social Sciences degree in Economics, Politics and Sociology in 1964, he served as an administrative officer and then directed departments such as Public Works and Establishment. In 1973, he became State Secretary and was promoted in 1981 to Acting Chief Minister. He has held many offices within the Brunei Darussalam government service, particularly as Minister of Education and Health,

Acting Minister of Health, President cum Chairman of Southeast Asian Ministers of Education Council (SEAMEO Council) and Chairman of Brunei Investment Agency.

He has received various awards and decorations obtained from Brunei Darussalam, Jordan, the United Kingdom, Pakistan and Thailand, and has been conferred many honorary doctorate awards from various renowned international universities and Universiti Brunei Darussalam, such as Honorary Doctor of Laws awarded by the University of Liverpool and Fellowship of The Royal College of Surgeons from The Royal College of Surgeons, Edinburgh.

**GÜNTER K. STAHL** is Assistant Professor of Organizational Behaviour at INSEAD and was Assistant Professor of Leadership and Human Resource Management at the University of Bayreuth (Germany) and visiting fellow at the Fuqua School of Business and the Wharton School of the University of Pennsylvania (USA). At INSEAD, Stahl has been teaching MBA, Executive MBA, and Executive Development Programmes. In addition to this, he was involved in the design of innovative management development systems for various multinational corporations.

Stahl has (co-) authored several books, including *Developing Global Business Leaders: Policies, Processes, and Innovations* (Quorum Books), and many journal articles and teaching cases. He has received several research awards, including the Carolyn Dexter Best International Paper Award of the Academy of Management and the Academy of Intercultural Studies and Daimler Chrysler Award. His current research interests include the link between strategy and leadership, global leadership development and international career issues, the dynamics of trust within and between organizations, and the management of mergers and acquisitions. Stahl is also co-editor of the *Handbook of Research in International Human Resource Management* (Edward Elgar), and principal investigator for the Asia-Pacific region of the “Global Human Resource Management Research Alliance”.

**DAVID SCRUGGS** is Vice President of Dale Carnegie & Associates, Inc. and the Curriculum Director for Leadership Development in the Dale Carnegie Global Services Department headquartered in St. Louis, Missouri. He managed the Asia Pacific and African regions for Dale Carnegie and Associates from 1996 through 2001.

David has been with the Dale Carnegie organization since 1986. He is a Master-Trainer in all Dale Carnegie programmes and seminars. He has

supported Dale Carnegie's franchise development worldwide in over 30 countries, working with franchisees and their clients to develop local trainer capabilities, global partnerships and strategic relationships. Some of the new Dale Carnegie franchises and territories that he has played a key developmental role in opening include Malaysia, Mauritius, Kenya, New Zealand, Beijing, Mumbai, Delhi and Brunei.

**ROBERTO F. DE OCAMPO** is president of the Asian Institute of Management. Between 1992 and 1998, he served as Secretary of Finance under President Fidel V. Ramos and was widely recognized as the principal architect of the resurgence of the Philippine economy. He graduated with honours from De La Salle College (1962) and the Ateneo de Manila University (1967) where he received his Bachelor of Arts in Economics (Cum Laude). He has a Master in Business Administration from the University of Michigan (1970) and a post-graduate diploma from the London School of Economics (1971).

He began his career in public service in 1972 by initiating the rural electrification programme. He received the Ten Outstanding Young Men of the Philippines (TOYM) award in 1975. After working as a senior loan officer at the World Bank, he was appointed chairman and CEO of the Development Bank of the Philippines (DBP) in 1989. He was presented with the very first "Man of the Year Award" by the Association of Development Finance Institutions in the Asia-Pacific (ADFIAF) in 1997.

In 1995, he was named "Finance Minister of the Year" by *Euromoney* magazine, the first Filipino and first ASEAN finance minister to be so recognized. He was chosen in 1996 by *Euromoney* as "Finance Minister of the Year", and in 1997, he was again cited as "Asian Finance Minister of the Year", this time by the *Asiamoney* magazine.

**DR R. PALAN** is Chairman of Specialist Management Resources Group, a company with a 27-year track record. The company is involved in ER training, consulting & technology. Palan's 5 Is — Introduce, Involve, Interact, Instruct, and Intensify Retention are based on theoretical models and extensive research. Before he became a full-time consultant, he was the Marketing Director/Chief Executive Officer of a large resort hotel. He served one term as the Chairman of the Working Committee on HRD, ASEAN Chamber of Commerce and Industry.

He holds a Bachelor's degree in Chemistry from New College, University of Madras and a Certificate in Plastics Technology from the institute of

Plastics Technology, Madras. He then pursued his Masters focusing on Social Sciences at the Madras School of Social Work. Later, he pursued his Certificate in Personnel Management and Industrial Relations from the Malaysian Institute of Management. He completed his Ph.D. in Organizational Behaviour with the California Coast University, Santa Ana. He also attended Harvard Business School, the John Anderson School at the University of California, Los Angeles, and the National Training Laboratories.

He has authored several books, including *Competency Management: A practitioner's guide*, *Frequently Asked Questions in Human Resources Development*, *Performance Management & Measurement: The Asian context*, *The Magic of Making Training FUN!!*, *101 Frame Jokes*, *Creating Your Own Rainbow* and *Creative Training Tips*.

**DAVID CORY** is a workplace performance consultant specializing in individual and organisational performance improvement. In addition to a Master of Arts Degree in Adult Education, David is certified as a trainer/facilitator with Achieve Global, Development Dimensions International (DDI), Gilmore, and Insights. He is a Certified Trainer in the area of Emotional Intelligence (EI) with MHS Inc. and is considered to be an international expert on the integration of emotional intelligence and leadership development.

In addition to his consulting practice, David teaches at two local universities and one foreign university (University of the West Indies, Trinidad) and provides services to the Canadian Centre for Management Development in Ottawa. David is also active on the executive of the International Society for Performance Improvement as Past President of the Vancouver Chapter.

**CHRISTOPHER MILLS** is Managing Director of Core Measures, a consulting company specializing in measuring and managing performance with offices in Singapore and Shanghai. A British-born Singapore PR who has worked and lived in Asia for over 20 years, he has worked with over 100 organizations in 14 countries and audited, designed, and facilitated over 70 strategy and performance management related projects.

He received his first Masters degree from the University of Wales. He also holds an MA in Human Resources from George Washington University. He has an Advanced Postgraduate Diploma in Management Consultancy from Henley Management College in the United Kingdom. He also studied at the Universities of Leeds and Southampton where he specialized in

English and Psychology. His Doctorate in Business Administration research focused on Performance Management. He was also a full-time lecturer at the National University of Singapore throughout the 1980s.

He has authored three books on performance management and over a dozen articles, the latest book titled *Performance Management Under The Microscope: A study of performance management practices in Singapore* published by the Singapore Human Resource Institute.

**DATUK K.Y. MUSTAPHA** has been State Secretary of Sabah, Malaysia, since April 2000. He completed a Bachelor of Arts degree in Anthropology and Sociology at the University of Malaya. His career has been within the Chief Minister's Department of Sabah. Prior to his present post, he was Permanent Secretary of Ministry of Communications and Works. He has facilitated workshops on government and public service issues such as "Reinventing Government Facilitators" and also spoke at the 1999 MS ISO Management Representative Workshop on "Professionalism of the Public Service – An Expectation For The New Millennium".

**PUTRI JULIANI JOHARI** is the Learning Research and Development Manager at Petronas Management Training Centre, PERMATA. With 20 years' experience mostly in the area of human resources development and human resources management, she has been actively involved in several corporate HR improvement and learning management initiatives in her organization. Within Petronas, she has worked with Insurance and Property Management, Training and Staff Development, Planning and Development, Salary Administration and Compensation, Personnel Policies and Evaluation, Management Training, Staff Development, Corporate Leadership Development, Learning Intervention and Learning Assessment and PMNTSB. She holds a Masters degree in Public Administration (MPA) from University of Southern California and a Bachelor of Arts (English) (Hons) from the University of Malaya.

**NA BOON CHONG** is the head of Hewitt Associates in Singapore. His expertise lies in organization strategy and diagnosis, and the alignment of people processes. He consults in diverse areas such as executive and professional compensation, performance measurement and management, competency development and organization design. Previously, his responsibility was in the practice and market development for ORC, Inc. He was also with Hay as a senior consultant in integrated compensation and human resource consulting. He consults with major organizations in

the public sector. Boon graduated from the University of Minnesota and Rutgers University with a B.Sc. and M.Sc. respectively. He is accredited by the American Compensation Association as a Certified Compensation Professional.

**AYMAN ADHAIR** is Managing Director of the International Public Services Practice of BearingPoint, and has been actively involved in developing many strategic e-Government initiatives and promoting electronic delivery of government services by utilization of IT in the provision of Local and Federal Government services. Those of his initiatives that have been utilized include the Abu Dhabi Crown Prince Court initiative for the establishment of a Government Centre for Policy, Performance and Innovation based on a common government-wide information infrastructure; Sharjah Government for Cross Government Computerisation; and more recently, the development of vision and strategy for the State of Qatar Electronic Government Initiative. He is also responsible for developing the business case for starting the Government of Montenegro e-Government Initiative. He was recently elected a member of the United Nation Information and Communication Technology Task Force Bureau for the Arab Countries to support sustainable socio-economic development.

**GARY YOUNG** is Head of Learning and Development in Brunei Shell Petroleum Company (BSP), and manages the Learning and Development Centre in Seria. In 1976, he graduated with honours in Mechanical Engineering from Leeds University, England. He then joined Brunei LNG as mechanical engineer. After five years, he made a career change to HR. In HR, he has served in several capacities — as personnel planning and resourcing adviser, as housing and amenities officer, as head of technical and management training, as organizational effectiveness consultant, and currently as head of L&D. He has worked for Shell in Nigeria, Australia and Holland during his 28-year career. His key interests in BSP are leadership development and cultural change. In particular, he is very keen on the development of graduates. Recently, he revised and implemented a mentoring scheme and is piloting a shadow-coaching programme for selected graduates in BSP.

**GERARDO PLANA** is Executive Director of the Personnel Management Association of the Philippines (PMAP). He has worked as Executive Trainer since 1978 and delivered training programmes to more than 100 companies in the Philippines. He is also a Certified Professional in the

International Public Management Association and a Secretary General in Asia Pacific Federation of Human Resource Management (APFIIRM). Since 1990, he has been a faculty member of the Human Resource Management Development Center (HRMDC) at PMAP. He was speaker in the National HR Conference of Colombo, Sri Lanka, at a series of seminars on “Consulting Skills” in Malaysia, Bangladesh and Sri Lanka and at a seminar on “Personal Growth” in Indonesia.

**ZAINAL ABIDDIN TINGGAL** is Special Duties Officer at the Prime Minister’s Office. His portfolio includes the civil service, the media and social affairs. Prior to this assignment, he was Deputy Director of the Civil Service Institute, an organization responsible for implementing HRD programmes for the civil service. His area of expertise is Human Resource Management and Development, Management, Public Policy and Communications. He started his career at Radio Television Brunei as a journalist during which time he was also a consultant for regional training programmes in journalism and media management. He has represented several organizations in regional and international meetings and delivered papers discussing Public Management and Human Resource Development. He completed his tertiary education both in Brunei and Singapore and attained his Masters in Communications in the United Kingdom.

**LAURENCE SMITH** is Vice President of Accenture Learning in Asia-Pacific. Previously, he worked at the World Bank as a Knowledge and Learning Adviser and for the Organizational Design Practice of McKinsey. He holds a Masters degree in Organizational Learning from the United States and a Bachelor in Organizational Studies from the United Kingdom. His area of work and study for the last 19 years has been the impact of emerging technologies on emerging markets in the Asia Pacific. He is interested in exploring the ways countries and companies can jump the curve of competition and development by the intelligent use of knowledge, learning and technology.

**PROF DR CHARTCHAI NA CHIANGMAI** is Professor of Political Science at the National Institute of Development Administration, Thailand. He earned his Ph.D in Political Science from the University of Wisconsin-Madison, USA. He was awarded a Distinguished Research Award in 1990 by the National Research Council of Thailand. He was Director of the National Institute of Development Administration at the Training Centre from 1988 to 1990. He is a member of the Asian Regional

Training and Development Organization, Social Science Association of Thailand and Political Science Association of Thailand. He is the author of *Administrative Manual of Service Delivery in Rural Development, Meeting New Demands, Civil Society in Thailand, "Duj Fon Sahalom Din Thi Haeng Paak" Development Paradigm of "King Rama 9<sup>th</sup>'s NEW THEORY"* and *Holistic Development Management*.

**KAREN ONG** is Managing Director of Specialist Management Resources. She is a learner-oriented trainer with over twenty years of experience. Her experience with a Fortune 100 automobile company and Malaysia's leading television station has given her great reference in the relation of training to workplace environments. As well as being an SMR Accredited Training Professional (ATP), she also possesses a Certificate in Training and Development from CIPD, the United Kingdom. In addition, she is also a Zenger-Miller certified trainer (Frontline Leadership). Her training style is participative and friendly, and has benefited participants from Malaysia, Singapore, India, Taiwan, Japan and USA.

**VICTOR S.L. TAN** is Managing Director of KL Strategic Change Consulting Group. He has more than 25 years of experience in consulting, banking, strategic planning and training. He holds a Bachelor of Science from Elmira College, New York and an MBA from the Ohio State University, Columbus, Ohio, USA. He has won the Phi Beta Kappa Award, the highest academic honour given for overall achievement for American universities. To date, he has trained over 350,000 individuals in the area on managing change. His clients include American Express, Bank Negara Malaysia, BMG Malaysia, BMG Entertainment International, Chief Minister's Department, Sarawak, Dell Asia, Felda Plantations, Fujitsu Microelectronics (M), MIMOS. He has won several public speaking championships from the Institute of Bankers Malaysia and has had more than 300 of his management articles published in *The Banker's Journal, Malaysian Business, The New Straits Times, The STAR, The Executive Today, the Malaysian Tatler* and others.

**PRAKASH ROHERA** is Director of The RedwoodEdge, and has been involved in training for the last 11 years both in India and overseas. Prior to that, he worked with Citibank N.A. and the Bank of America N.T. & S.A. and has conducted more than 1,250 programmes so far in India and other countries. His eleven-year experience in leading organizations ranges from front-line sales & customer service functions to branch management



and from sales management to human resources. Previously, he was Head of Customer Services & Operations with Bank of America, New Delhi. He set up a training firm “The Corporate Trainers” in 1991.

**ANTHONY O’HARA** has nine years of experience working with the leading e-Business technology and solutions vendor, Oracle Corporation. He has first-hand experience of the business transformation being driven by information technology and the Internet. In addition, his senior role within Oracle Corporation Asia Pacific has afforded him the privilege of working with government organizations and companies in a diverse range of industries and countries, and learning their business issues and priorities first-hand. His broad experience gained over 18 years in the IT industry has encompassed many roles and business settings. Anthony has worked on many government projects including in the areas of HRMS, Payroll, Financial Management, and Materials Management, amongst others.