



# COMMUNIQUE

For Internal Circulation Only

Vol. 3

Issue 4

November 2004

## The Six Key Roles Of The Modern Manager

So much is changing in our economic and business environment these years, is it any wonder that the nature of leadership is changing too? Leadership - as it is progressively practiced today - is here to stay! If you manage, supervise, direct or formally influence other people, you lead them! So, just for the record, what does this new style of leadership comprise?

I have always liked this distinction: "management" is getting things done through others; "leadership" is getting others to want to get things done. Howard Gardner, chronicling some great 20th century leaders in his fascinating book, *Leading Minds*, calls a leader "an individual who, by words and/or personal example, significantly influences the thoughts, feelings, and/or behaviours of... human beings." Leadership now is really the practice of influencing.

Why is influencing becoming the preferred way? What is wrong with just telling them, from your own experience and authority base, what to do? Allow me to offer two good reasons.

First of all, the processes to provide most products and services have become complex. No one person alone has the answer any more. People are increasingly called upon to communicate and make decisions laterally with others, rather than vertically through the boss. In my own consulting practice I am seeing more cross-functional teams, greater sharing of vital information, and more involvement in the ranks. I am frequently being asked to assist in initiatives to break down walls between those darn "silos."

Secondly, today's more complex work demands high levels of skill and knowledge. Employees, the so-called "knowledge workers," who possess these assets are in great demand. They seek the challenge of contributing their ideas and using their heads in their work. This is what they are being paid for. These people do not tend to hang around when you become overly directive with them.

So, what is a well-meaning manager or supervisor supposed to do? How does he or she operate as a leader in today's emerging high performance organisations? My advice is to concentrate on six roles that, together, earn you the right to call yourself a "modern leader."

### **Servant Leader.**

The idea is that the best leaders see themselves as servants first. Decide whom - not what - you serve in your leadership capacity. Help them succeed in contributing to the organisation, help them learn and grow, and see them as your "customer" for your leadership services.

### **Direction Setter.**

Communicate the overall goals of the company so that they are understood. Engage your people in crafting individual and team objectives that support these wider goals. If you are a unit leader, your job is to ensure that the energy and priorities of your group are aligned with the organisation's strategic direction.

### **Steward for High Standards and Results.**

No matter how much you share decision-making power and involve your people, you are still ultimately responsible for the results being achieved and the objectives being met. Insist on high standards, for yourself, of course, and for those you lead. This means dealing with those who choose to under perform.

### **Motivator/Coach.**

Yes, you do have a role in - but by no means 100% responsibility for - motivating your people. That direction you articulated above adds your passion about it. Enthusiasm is contagious. It is also motivating. Help them identify what they truly desire from their work and career. Do what you can to help them achieve this.

### **Changemaster.**

You will never stop being called upon to lead, or at least support, change initiatives. All humans, are forced on a psychological journey when faced with change. The journey takes one from "endings" through a "neutral zone" and finally into a period of "new beginnings."

### **Role Model.**

Leadership manifests itself, above all, in how you behave. On what to you focus your attention? Your time? Your questions? Do you act consistently with your values? For example, if you espouse an open, trusting work culture, do your people find it "safe" to speak their mind to you?

Make no mistake about it! These six roles are at the core of leadership in the coming years. Give them a central place in your set of attitudes and skills and you will be better, do better and feel a whole lot better as you serve others... from out in front.



**We can be contacted at:  
PM RESOURCES SDN BHD**

Suite 14-13A 14th Floor

Wisma UOA II

21 Jalan Pinang

50450 Kuala Lumpur

Telephone: (603) 2713 6868

Facsimile: (603) 2713 6869

E-Mail: [enquiries@pm-resources.com](mailto:enquiries@pm-resources.com)

[www.pm-resources.com](http://www.pm-resources.com)

# Blue Chip Candidates

In an increasing complex business environment, competition for high calibre human resource has never been so intense. The need to adapt and change behaviours and attitudes is a fact of life for today's organisations. Thus, to assist you in exploring alternatives, we took the initiative to improve your ability to recruit potential human resource by furnishing you with extracts of the following candidates' profiles shortlisted from our Database.

These profiles have been prepared in good faith, summarised from details provided by the candidates and is supplied in the strictest confidence. All introduction of candidates are subject to our Terms of Business available from our office.

## **FASHION MERCHANDISER / BUYER (REF. NO. 755)**

Has a diploma in Tourism Management with 5 years experience where 2 years in the fashion retail buying fashion and 3 years in the tourism industry. Has experience in interacting and negotiating with suppliers, details about fabric cuts, tailor, measurement, etc and realised that the most important responsibility associated with the job is being able to assist the shops in achieving their sales targets through right buying. Other experience gained includes having both a number and fashion sense, and the ability to read reports to determine her buying. Also has experience in visual merchandising and handling outright brands.


## **MIS ASSISTANT MANAGER / TRAINER (REF. NO. 754)**

Has an MBA and a degree in Computer Science and an advanced diploma in Computer Studies with 14 years experience in the IT functions. Experience in implementing all types of IT activities and projects towards improving the company's operation and information sharing. Other experience includes planning, proposing and coordinating the formulation of medium to long term planning to achieve the overall company's vision and mission. Also formulates and develops IT policies and procedures to identify IT needs in terms of new application systems and IT training. Familiar with S / 36, AS / 400 and IBM PCs as well as RPG / 400, COBOL, Visual C++, Visual Basic, Visual J++ and Pascal. Also familiar with Lotus Notes, Lotus 123, MS Office Applications, Vision Flowchart, Corel Draw and Internet related facilities.

## **SECRETARY (REF. NO. 744)**

Has a certificate in Administration and Office Management and a certificate in English for Business Communication and PSC with 23 years of experience in the secretarial and administration functions. Gained vast experience in handling secretarial matters for both middle and senior management as well as office administration matters.

## **CLAIMS EXECUTIVE (GENERAL INSURANCE) (REF. NO. 742)**


Has a certificate in General Insurance (Part 1) and an intermediate certificate in Loss Adjusting with 19 years experience in the general insurance industry. Has experience in processing motor claims on OD, TPPD, KFK, KFK recovery and RI claims. Also accountable for making prompt decisions relating to settlement of claims, recommending adequate reserves, ensure outstanding claim files are brought out each day, monitoring and coaching of staffs, feedback to underwriters on advise risk development, ensure good customer service, ensure RI / KFK recoveries are up to date, conduct audits at branch levels and was actively involved in the company's merger integration. Other experience include medical underwriting. 

---

# Overview of Salaries in Malaysia

Information provided in this guide is intended to provide general information on matters of interest only. The user accepts full responsibility for the use of any information provided below. PM Resources Sdn Bhd makes no warranty of any kind as to the completeness or accuracy of the information contained below. Allowances, commissions, stock options, incentive payments and other benefit - in - kind are not included.

## Office Support

<b>Administration Manager</b>	Min. 4 years experience in office administration and management with a degree / diploma. May supervise junior administrative staffs.	<b>RM 3,500 - 5,500</b>
<b>Executive Secretary</b>	Min. 4 years experience in secretarial functions with PSC / degree / diploma. May work with top management and supervise administrative staffs.	<b>RM 3,500 - 5,000</b>
<b>Senior Secretary</b>	Min. 4 years experience in secretarial functions with PSC / STPM / SPM. Many work with management staffs. Handles independent correspondences. Other duties include travel arrangement, coordination of meetings, preparation of presentation materials, etc.	<b>RM 3,300 - 4,000</b>
<b>Department Secretary</b>	Min. 3 years experience in secretarial and administrative support functions with PSC / STPM / PSC. Supports a work group or department. Provides secretarial and administrative support and coordination work.	<b>RM 2,500 - 3,500</b>
<b>Secretary</b>	Min. 3 years experience in secretarial functions with PSC / STPM / SPM. Supports a manager and handles independent correspondences, travel arrangements and other secretarial duties.	<b>RM 2,300 - 3,000</b>
<b>Junior Secretary</b>	Min. 1 year experience in administrative support with PSC / SPM. Typing, basic administrative functions and travel arrangement.	<b>RM 1,500 - 2,300</b>
<b>Senior Receptionist</b>	Min. 3 years experience in reception duties with SPM. Handling switchboard system, receiving walk - in visitors, typing and faxing. Also handles courier and mail services. 	<b>RM 1,500 - 2,000</b>

# Back to School...

## PROJECT MANAGEMENT

25 November, 2004

## EFFECTIVE COMMUNICATION SKILLS

11 January, 2005

## MANAGING CHANGE & STRESS MANAGEMENT

9 December, 2004

## CREDIT MANAGEMENT

13 January, 2005

## HIGH IMPACT PRESENTATION

14 December, 2004

## UNDERSTANDING FINANCIAL STATEMENTS

15 January, 2005

## DEALING WITH PEOPLE YOU CAN'T STAND

16 December, 2004

## MANAGING FOR PERFORMANCE

19 January, 2005

## LEADERSHIP SKILLS, PEOPLE MANAGEMENT

21 December, 2004

## SUCCESSFUL NEGOTIATION SKILLS

27 January, 2005

## PROFESSIONAL SALESMANSHIP

6 January, 2004

## COACHING & COUNSELLING SKILLS

3 February, 2005

**FEES:** RM 220 per participant

RM 180 per participant for 3 pax & above

All trainings will be held at the Tropicana Golf & Country Resort.

For further details, please contact (603) 6156 1686 / 012 - 658 1970 or visit our website at [www.mindgrowth.com.my](http://www.mindgrowth.com.my)