



# COMMUNIQUE 滿新

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## Want to Improve Hiring? Look For the Soft Skills

As a human resources professional with over 10 years experience, I have had the opportunity to interview, hire, and unfortunately, fire literally hundreds of people. I agree that people are hired and promoted based on their technical or hard skills and fired based on their lack of interpersonal or soft skills.

Human Resource professionals and other executives found that, without exception, today's employees from the lowest to the highest levels in the organisation must possess strong soft skills to be fully successful. Today, more than ever, factory workers, office workers, and **managers must be good communicators and demonstrate exceptional people skills** if they are to meet the demands of a highly competitive environment.

At my company, we have tried to "fine tune" our associates' people skills with soft skills' training such as Covey's Principles, the Donnelly Effect, stress management, conflict management, and various supervisor / leadership in-house programmes. Even so, we have found, via employee feedback, that we are far from perfect, and it is a never-ending battle to arm our associates with the necessary soft skills for a team environment.

Of course, technical skills should be closely analysed in the hiring and promotional process. However, decision makers should be careful not to overlook negotiation, communication, problem solving, and even political skills.


We use a team interviewing process where the functional manager, next level manager, and human resource all participate in the interview. Often, co-workers are also included. This allows for everyone to observe both the technical and people skills of the individual being considered. I also ask the receptionist and others who may have come into contact with a prospective employee for their opinions. Prospects sometimes respond quite differently to a receptionist than they do to an interview panel.

While compiling data for this article, I asked several Human Resource managers for experiences that they were willing to share. One described how union relations improved dramatically when their director of manufacturing was transferred. He was a very intelligent engineer who unfortunately was arrogant, non-caring, vindictive, and power hungry. His leadership style had crippled the organisation.

The new director is much more people-oriented and, as a result, a recent attitude survey showed a twofold improvement in morale. Further, the company's business is again thriving and they are actively hiring.

Another Human Resource professional noted that, due to the nature of their business, they hire technical people who, in turn, hire people just like themselves... feeling they are always correct and disliking criticism, which makes consensus sometimes impossible.

Consequently, the company has begun a teaching programme that includes assertiveness, conflict management, and a principle called the "Oz Principle," which emphasises a more positive leadership style than the old style of "blaming, denying, and ignoring." They also have begun a hiring programme similar to ours that uses team interviews so that they can avoid hiring too many people who think exactly the same.

Today, technical skills are not at the top of the list for the most successful organisations. Rather, soft skills such as communication, negotiation, and problem-solving abilities are making their way to the top. Decision makers should not overlook the so called "soft" skills, which are perhaps the hardest skills to find. 

### WE CAN BE CONTACTED AT:

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# 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.

## **SALES MANAGER**

**(REF. NO. 1095)**

Has a PSC with 15 years experience in sales, marketing and account servicing functions. Successfully set up a new telemarketing department which generated telemarketing and direct to customer (DTC) sales revenue. Also experience in planning and executing sales activities which include counter promotion, exhibition, road shows, etc with the ability in managing a sales and telemarketing team. Able to build and maintain customer relationships and negotiate renewal of account contracts. Achieved and awarded the International Incentive Reward Award after 2 months in the job. Industry experience includes call centre, publishing houses and recruitment company.

## **SALES MANAGER**

**(REF. NO. 1087)**

Has a general MBA with 17 years of experience in all phases of overall management processes which includes handling internal management issues, problem solving, decision making as well as developing marketing and sales strategies. Other experience includes handling end-user and channel management in the hardware machinery and servicing industry on a regional basis, branch operation and ensuring revenue, cash flow and profit to meet overall company objectives, recruitment, training, appraisal and development programmes for staff, staff management in servicing, customer service and sales as well as handling sales and collection, preparing yearly sales targets and department budget, etc. Industry experience includes silicon wafer manufacturing, audio equipment distribution, oleochemical and industrial product manufacturing and distribution, pumps distribution, and machinery spare parts.

## **CHEMIST**

**(REF. NO. 1080)**

Has a Bachelor of Science in Biochemistry with 4 years experience in the technical and operations functions. Experience includes monitoring the daily production process control and chemical consumption of a glove manufacturing company as well as handling customer complaints. His speciality is in research and development where he conducts initial study from laboratory scale up to plant trials to design automated chlorination line. Also assists in developing hand friendly and antimicrobial gloves at plant scale. Product speciality includes synthetic gloves.

## **MARKETING MANAGER**

**(REF. NO. 1076)**

Has a general MBA and a Bachelor of Mechanical Engineering with 8 years of experience in the manufacturing and automobile industries. Experience includes overall project management of new model production preparation in the automotive assembly plant and responsible for the sourcing and setting up of an automotive manufacturing plant to assemble China automobiles to be distributed in the South East Asia region. Sourcing includes automotive assembly facilities and components in Malaysia, Indonesia and Thailand. Also responsible for sourcing KD components and CBU storage areas, production equipment and facilities, setting up of pre delivery inspection facilities and recruiting appropriate manpower to support the manufacturing operations. Has experience liaising with the government in the procurement of CBU and CKD applications in Malaysia and Indonesia. Other experience includes coordinating with the principal in China for information exchange as well as coordinating between ASEAN manufacturing and principal business / technical information and engineering preparation. Was previously transferred to Japan to coordinate the Malaysia IMV series new model project and was responsible for supporting the overseas technical and production engineering team.

# 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 benefits-in-kind are not included.

## Human Resources

<b>HR Assistant</b>	Min. 2 years experience in general HR administration duties including maintenance of leave and medical records as well as coordinating interviews with SPM / Certificate in HR.	<b>RM 1,100 – RM 1,500</b>
<b>Training Executive</b>	Min. 2 years experience in conducting company training programmes and possesses knowledge in commonly used concepts, practices and procedures with a Diploma / Degree in Training / related disciplines.	<b>RM 2,200 – RM 3,500</b>
<b>HR Executive</b>	Min. 3 years experience in conducting recruitment and employment of staff. Able to handle benefits and compensation with Diploma / Degree in HR / related disciplines.	<b>RM 2,800 – RM 3,500</b>
<b>Recruitment Manager</b>	Min. 2 years experience in conducting recruitment with the ability in handling benefits, performance evaluation and supervising a team of HR assistants. Diploma / Degree in HR / related disciplines.	<b>RM 3,500 – RM 4,500</b>
<b>HR Manager</b>	Min. 4 years experience in design, planning and implementation of HR policies and procedures. In charge of recruitment, salary and staff benefit programmes as well as performance evaluation. Able to determine and enforce government regulations and supervise a team of HR executives.	<b>RM 4,500 – RM 8,000</b>
<b>HR Director</b>	Min. 8 years experience in design, planning, development and implementation of HR strategies. Overseeing the entire HR department and functions which includes policies & procedures, recruitment, benefits and compensation programmes, performance evaluation, training, etc. Familiar with government regulations and able to supervise a team of managers.	<b>RM 8,000 – RM 15,000</b>



# Acknowledgement

On December 20, 2006, our Managing Director, Ms. Pat PW Yeoh was involved in a horrific car accident which left her with 12 broken bones and 24 fractures. She underwent 15 hours of surgery and was out of action for more than 3 months. She is currently still recuperating and undergoing physiotherapy but we hope she will regain total normality by end of this year. While Pat continues to recover, we would like to take this opportunity to thank our clients and friends for their kind understanding and support during this difficult time. Special thanks to the following clients who not only sent gifts, cards and flowers but also visited Pat at the hospital:

- **Mr. Vincent Cheng (Director)**  
**ACI INTEGRATED COMMUNICATIONS (M) SDN BHD**
- **Mr. CO Chan (Country Manager)**  
**Ms. KT Lee (Accountant)**  
**BLACK BOX NETWORK SERVICES SDN BHD**
- **Ms. Me Me Ong (General Manager) & her team members**  
**CEO SUITE (M) SDN BHD**
- **Ms. ST Ang (General Manager)**
- **Ms. Chen Pau Chuen (Financial Controller)**  
**CLUB TWENTY-ONE RETAIL (M) SDN BHD**
- **Ms. Lim Sean Wei (Finance Manager)**  
**EMC COMPUTER SYSTEMS (M) SDN BHD**
- **Mr. John Lau (Managing Director)**  
**HANN CONSULTING ASIA SDN BHD**
- **Ms. Jenvien Ho (Secretary) & her team members**  
**INTEGRATED INFORMATION (M) SDN BHD**
- **Ms. Sheela Mukundan (Office Manager)**  
**Ms. Stacy Tang (Finance Manager)**  
**TURNER & TOWNSEND (M) SDN BHD** *TM*