

RSOG Leadership Forum

“Embracing Leadership Transformation: Private Sector Experience for the Public Service”

with

YBhg. Datin Paduka Siti Sa’diah Sheikh Bakir

When : 15 August 2014
Where : Razak School of Government
Speakers : YBhg. Datin Paduka Siti Sa’diah Sheikh Bakir

About The Seminar

Summary

Malaysia is transforming the culture of public service to be more efficient, effective & responsive, under the Government Transformation Programme (GTP). GTP has effectively marked a new approach to public sector reform in Malaysia as the focus is shift to performance measurement that is tied public service delivery with governmental accountability. Public sector needs to be more dynamic, flexible & quick in fulfilling changing global scenario, and be equipped with:

- Public officers who are multi-skilled with various specializations.
- Diversity in talent & capability.
- Improved talent management.
- Government organizations that pay equal attention to performance (e.g. budget targets) & organizational health (e.g. leadership) to bring about & sustain change.

In evolving the public service to the next phase, the speaker highlighted that the public sector leaders must increase public value. Public leaders must also possess responsibility, accountability & authority, with given resources, in leading followers to ever greater heights – proactively, efficiently & effectively, to achieve the desired team results. These qualities are the qualities of transformational leaders that public sector leaders needs to embrace. This is because transformational leadership has often been referenced as one of the most powerful factors motivating purposeful action & high public employee performance.

The speaker then launched into an introduction of KPJ Healthcare Berhad, which has successfully transformed a state GLC entity into an entrepreneurial industry leader since 1981. Some of KPJ's key strengths are as follows:

- Nationwide presence: largest integrated network of 25 private specialist hospitals in Malaysia.
- High standards of patient safety.
- Healthcare innovation e.g. IT, SoA equipment and treatment.
- Most number of specialists and sub-specialists.
- Market leadership.
- Healthcare education: medical school training medical specialists.

KPJ's strategic direction are as follows:

- Capacity building: KPJ creates and optimizes own opportunity, expands business, strengthens integrated network, constantly expands and upgrades facilities and involves in international market. KPJ also creates added value for the nation's healthcare sector by contributing to achievement of the overall Government Transformation Programme (GTP), such as, meeting the consumers' healthcare needs and employment priorities.
- Talent management: 1. Well-balanced Board of Directors with diverse range of experienced leaders & professionals including specialist doctors, 2. Continuous training programmes, 3. Creative value creation through collaborations with renowned varsities, and 4. Development of medical school.
- Innovation: KPJ creates own business model, new financing scheme for healthcare, and own integrated information system. KPJ pursues quality and patient safety and KPJ practice aggressive branding.

Transformational role models who shaped & positively influenced KPJ's commitment to constantly innovate were:

- YBhg Tan Sri Basir Ismail (1970 – 1980): He paved the way for JCorp to embark on healthcare. He believes in high integrity, continuously acquire knowledge & to never be complacent.
- YBhg Tan Sri Dato' Muhammad Ali Hashim (1981 – 2010): He transformed JCorp into a successful entrepreneurial corporate organisation. He believes in integrity and unity; be transparent, above board, & honest in all aspects.

Driven by inspirational leaders & supported by motivated personnel, KPJ underwent a successful growth process in 4 phases (1. Development of Hospitals, 2. Strengthening the Business, 3. Integration and Consolidation, and 4. Transformation) in 30 years.

The session continued with the highlight of the talk; sharing lessons from KPJ's experience to the public service. The speaker listed several important lessons:

- Go Beyond the Conventional, The 'Entrepreneurial' Way: Public service leaders to have a truly entrepreneurial mind-set, by focusing on opportunities to improve people's lives.
- Adapt to Change: Public sector leaders must learn to adapt in evolving situations.
- Apply Contemporary Logic: Shift focus innovatively to increase competitiveness levels.
- Innovation in the Public Sector: Public offices must become more change-oriented, actively embrace innovation and also put in place measures that acknowledge and implement the ideas of employees.
- Learn from Other Industries: There are mutual benefit in adopting similar 'best practices' across sectors.
- Embody Transformational Leadership.
- Continuous Talent Development: Leaders must nurture future leaders and transform ordinary staff into extraordinary staff.

The speaker also shared her personal values that have led her to transform KPJ Malaysia to be the leading private healthcare services provider and to become CEO of the Year (2009). She firmly holds the 5Cs principle:

- Capabilities (leadership competencies): Leaders must dare to take on more, discover talents and skills, be innovative and cultivate charisma & aura.
- Commitment (focus on goals: Leaders must hold firm to convictions even when challenged, be passionate and driven about work and pave the way with innovation and be a catalyst.
- Continuous Learning: Leaders must acquire knowledge, build and enrich pool of internal talents and disregard glass ceiling.
- Creativity: Leaders must learn to revitalise brands, teams and organisations, rejuvenate to prevent irrelevance & redundancy and be young at heart.
- Coordination: Leaders must achieve a healthy balance between the demands of physical, spiritual and emotional beliefs, intellectuality, friends and family.

She also shared words by former chairman of KPJ, Tan Sri Dato' Muhammad Ali Hashim, on his take of her characteristics that all should aspire to, the 5 'SITIs':

- CapaSiti: Capability to take on hard work.
- TenaSiti: In overcoming odds & challenges.
- AudaSiti: Dare do what many others would hesitate to try.
- GeneroSiti: Selflessness in giving all.
- ElectriSiti: Charm that enables the recharging of everyone else's batteries so that the organisation is always full of excitement, unstoppable energy & drive.

The session ended with the wisdom of John F. Kennedy, "Let the public service be a proud and lively career. And let every man and woman who works in any area of our national government, in any branch, at any level, be able to say with pride and with honor in future years: "I servedin that hour of our nation's need".

Issues Raised:

Public sector leaders must strive to be transformational leaders. Transformational leadership occurs when leaders and followers raise one another to higher levels of motivations and morality. Transformational leaders conform to these core concepts:

- Behaviour: idealized influence, inspirational motivation, individualised consideration and intellectual stimulation
- Focus areas: empower and nurture followers, stimulate change by becoming strong role models for followers, create a vision, become social architects and build trust & foster collaboration.

The art of management (in planning, coordinating, delegating, motivating etc.) must be learned in order to be successful managers. Successful managers also adopt efficient management whereby managers are able to maximize and optimize all resources. Influencing skills are especially important in influencing good things to employees. Managers, as leaders, must walk the talk.

Key Lessons Imparted:

- Leadership occurs when leaders and followers raise one another to higher levels of motivations and morality.
- Transparency is very important. KPJ has a transparent business model because the top management values integrity. Integrity is a respectable value that must be championed.
- To become organization of the giant, collaboration and teamwork are important.

About The Speaker

YBhg. Datin Paduka Siti Sa'diah Sheikh Bakir is the Non-Independent, Non-Executive Director and Corporate Advisor of KPJ, appointed since 1 January 2013. She is also the Chairman and Pro Chancellor of KPJ Healthcare University College. She began her career with the Johor Corporation (JCorp) in 1974 and had been directly involved in JCorp's Healthcare Division since 1978. She was appointed as the Chief Executive of Kumpulan Perubatan (Johor) Sdn Bhd (KPJSB), from 1989 until the listing of KPJ in November 1994. Committed to promoting excellence in healthcare, she is also the President of the Malaysian Society for Quality in Health (MSQH), the national accreditation body for healthcare services, elected since its inception in 1997 to date. She graduated with a Bachelor of Economics from University of Malaya and holds an MBA from Henley Business School, University of Reading, United Kingdom

Contact

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