TM was awarded de billion dollar national broadband project in 2007.

The technology and logistical roll-out challenges needed a **drastic, immediate and complete realignment of the behavioural models** within the company. From the traditional 'do-what-you-are-directed-to-do' environment in what was considered a monopolistic framework of doing business, TM under the CEO embarked towards true change.

https://youtu.be/Ozj7hXj2BaA

The change needed to be driven from within. And the within meant the behaviour of its top management.

Traditional class-room and hypothetical exercise-based developmental programmes had to be run in parallel with realistic, situational, experiential moments.

Talents and wisdom had to be tested, diagnosed and potentials assessed.

Six vice presidents were selected to take part in a unique, tailored experiment that had as its most critical criteria: to be something that none of them had any experience on. In other words, all needed to start from ground zero.

It had to include **behavioural opportunities** for:

- efficient & effective learning adaptation
- test the mental capabilities for complex information-gathering, analysis and decision-making with the element of time-pressure and consequence management
- moving from a team-work to team-spirit environment
- self-realisation beyond the ego state one is in proving by doing, inspiring by acting rather than designation/age-based motivations

see it for yourself

Behavioural enhancements as required for the project as well as for the individual were initially decided by the **CEO, Tan Sri Zamzamzairani Mohd Isa (CEO of the year 2015)**. *Under his stewardship, TM recorded multiple milestones – over-coming the odds during the demerger exercise in 2008; successfully rolling out the national High Speed Broadband project with global recognition and launched UniFi, the nation's first triple play service in 2010, in a historic collaboration with the Government of Malaysia. Both were instrumental in transforming the structure and culture of TM, and helmed the Company throughout its journey towards becoming Malaysia's Convergence Champion. In 2015, TM graduated at the top of the class in the conclusion of the 10 year GLC Transformation Programme and to date, we delivered Total Shareholder Return of more than 390% since demerger, with industry-beating revenue growth rates & the highest employee engagement index scores.*
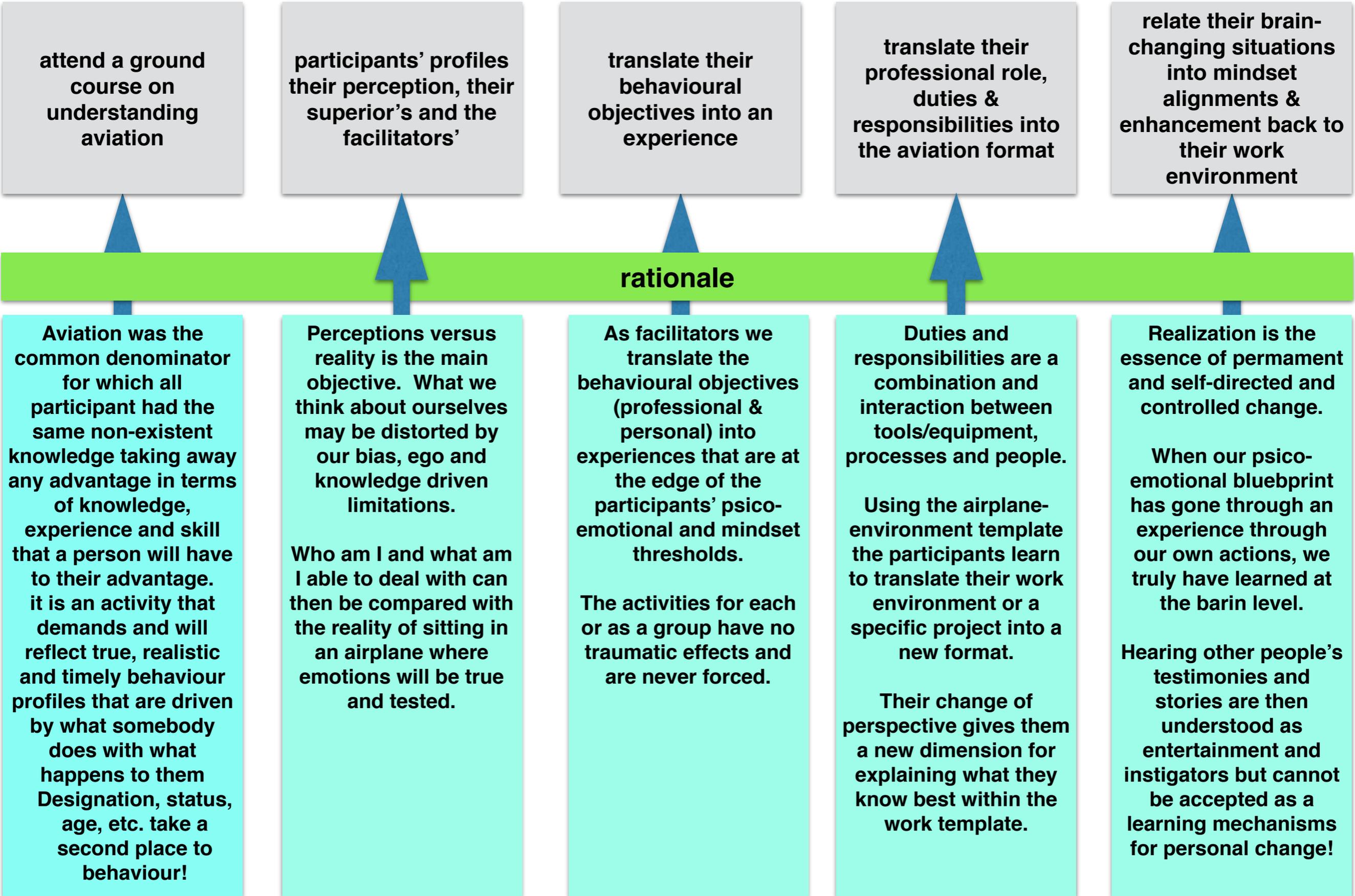
https://youtu.be/D4s-KH2Dh38

Then each participant gave us a behavioural objective for him/herself.
These objectives were translated into the theme of aviation which became the blueprint for driving change & enhancement.
Following the participation of ground courses (class-room) and then the practical, reality-based exposure and experience of the group, their feedback was to become the guide and rationale for a roll-out to the management level.

100 people from the top management team were selected and went through the programme with detailed video-taped feedback for discussion and as evidence of behavioural challenge talent moments.
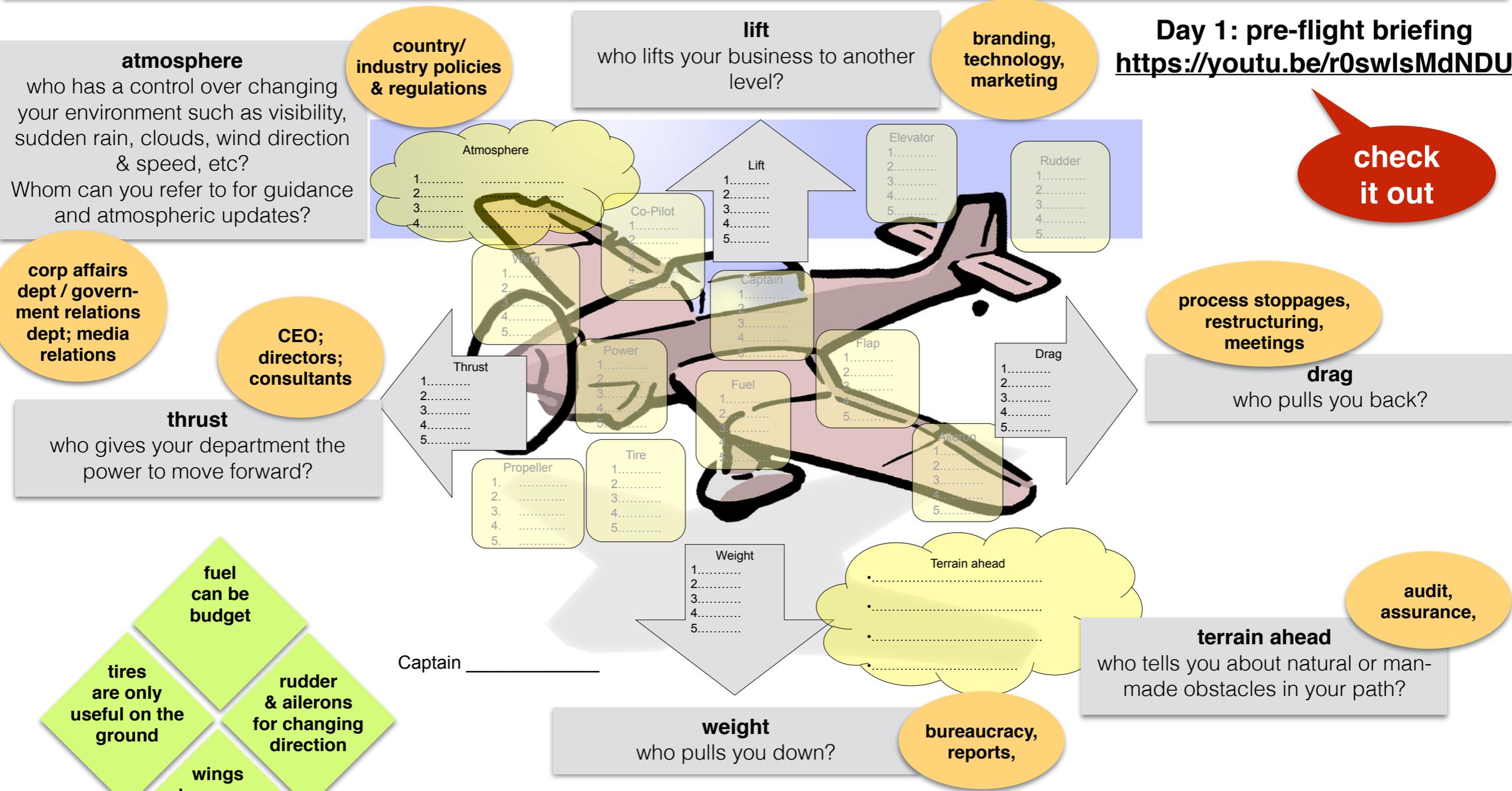**The drive and commitment of the CEO was crucial and instrumental in a continuous and developmental approach!**

behavioural assessment & enhancement journey - process summary

TM Opening up possibilities

| attend a ground course on understanding aviation | participants' profiles their perception, their superior's and the facilitators' | translate their behavioural objectives into an experience | translate their professional role, duties & responsibilities into the aviation format | relate their brain-changing situations into mindset alignments & enhancement back to their work environment |

rationale

Aviation was the common denominator for which all participant had the same non-existent knowledge taking away any advantage in terms of knowledge, experience and skill that a person will have to their advantage. it is an activity that demands and will reflect true, realistic and timely behaviour profiles that are driven by what somebody does with what happens to them Designation, status, age, etc. take a second place to behaviour!	Perceptions versus reality is the main objective. What we think about ourselves may be distorted by our bias, ego and knowledge driven limitations. Who am I and what am I able to deal with can then be compared with the reality of sitting in an airplane where emotions will be true and tested.	As facilitators we translate the behavioural objectives (professional & personal) into experiences that are at the edge of the participants' psico-emotional and mindset thresholds. The activities for each or as a group have no traumatic effects and are never forced.	Duties and responsibilities are a combination and interaction between tools/equipment, processes and people. Using the airplane-environment template the participants learn to translate their work environment or a specific project into a new format. Their change of perspective gives them a new dimension for explaining what they know best within the work template.	Realization is the essence of permanent and self-directed and controlled change. When our psico-emotional bluebprint has gone through an experience through our own actions, we truly have learned at the barin level. Hearing other people's testimonies and stories are then understood as entertainment and instigators but cannot be accepted as a learning mechanisms for personal change!

behavioural assessment & enhancement journey - JOB - AVIATION adaptation

TM Opening up possibilities

You are the pilot in command (PIC). You will list down the names of the people that for your duties & responsibilities at work or a specific project that you are working on belong next to the various focus points below.

atmosphere
who has a control over changing your environment such as visibility, sudden rain, clouds, wind direction & speed, etc?
Whom can you refer to for guidance and atmospheric updates?

country/ industry policies & regulations

lift
who lifts your business to another level?

branding, technology, marketing

Day 1: pre-flight briefing
https://youtu.be/r0swIsMdNDU

check it out

corp affairs dept / govern-ment relations dept; media relations

CEO; directors; consultants

thrust
who gives your department the power to move forward?

process stoppages, restructuring, meetings

drag
who pulls you back?

fuel can be budget

tires are only useful on the ground

rudder & ailerons for changing direction

wings keep you in the air

Captain _____

weight
who pulls you down?

bureaucracy, reports,

terrain ahead
who tells you about natural or man-made obstacles in your path?

audit, assurance,

Aircraft diagram labels:
- Atmosphere 1. 2. 3. 4.
- Lift 1. 2. 3. 4. 5.
- Elevator 1. 2. 3. 4. 5.
- Rudder 1. 2. 3. 4. 5.
- Co-Pilot 1. 2. 3. 4. 5.
- Wing 1. 2. 3. 4. 5.
- Captain 1. 2. 3. 4. 5.
- Thrust 1. 2. 3. 4. 5.
- Power 1. 2. 3. 4. 5.
- Flap 1. 2. 3. 4. 5.
- Drag 1. 2. 3. 4. 5.
- Fuel 1. 2. 3. 4. 5.
- Propeller 1. 2. 3. 4. 5.
- Tire 1. 2. 3. 4. 5.
- Aileron 1. 2. 3. 4. 5.
- Weight 1. 2. 3. 4. 5.
- Terrain ahead

Each Vice President (Captain) later personally invited the people he listed on this form to the same programme. This lead to 100 top managers attending the programme creating the beginning of an enhanced management mindset towards openness, readiness and personal commitment towards professional requirements.

It is common, that when budget have to be cut due to an immediate top-down directive, meetings are held to discuss the projects and decide which ones need to be restructured or even cut.   Many times, the following takes place whereby the decision-maker (DM) is guided by paper content whilst the project manager (PM) is driven by ground exposure:

DM: *"I believe that you have to cut all spending on your project immediately!"*

PM: *" I understand the situation, but I need to be able to close the project and ensure that we don't fall into any legal, operational, financial consequences with the parties we have engaged with. I need a month a sufficient, minimal funds to close the project.*

DM: *"The decision is made and the instruction must be clear. Starting tomorrow we cannot spend one cent on the project!"*

This situation happens often and the consequences to an organisation are generally negative. How to realign the mindset of the DM to comprehend - not understand - what the PM means?

fuel can be budget

DM is in the air with the expert pilot also trained in psychology

Situation of the office meeting is created in the aircraft

At a safe altitude, the engine is turned off. This is the outcome of the directive of the DM to the PM.

The options for a safe landing are to glide having a landing area that is appropriate for such landing.

The plane is slowly going down.

Expert Pilot asks the DM? What should we do?

DM: glide and land

Expert Pilot: we wont make the distance to the landing area

DM: can we just have enough engine power (fuel) to land?

Following the safe landing the DM has gone through a realignment of his emotional blueprint for logic decision-making.

From then onwards, his language during similar budget situations has changed. His mindset is now that of airmanship - a sort of team spirit that tops that of team work.

His superiors, peers and subordinates at work are inspired by a new leadership maturity. His words during meetings are shaped by his experience in the air:

"How much budget do you need to land your project safely, PM?"

Such mindset realignment and enhancements will not happen by only attending class-room courses, by reading books, by watching motivational videos, by seeing eye-opening posters. True and long-term changes in behaviour happen when we go through something with most senses - not around it.

behavioural assessment & enhancement journey - SCENARIO 2

Seniority, wisdom has a powerful cultural dimension to it. Many of us are programmed to automatically perceive an older person as the one with more wisdom: more knowledge and a higher behavioural capability. And if at a higher management level, the one who decides, who knows best, learns best and can lead anybody.

During exercise Eagle Eye where the success of the group mission depended upon the coordinated joint capabilities of the pilot, the observer in the airplane (behind the pilot) and the control tower. The critical aspect of the mission was the correct and timely instruction of flight by the person in the control tower, while the pilot was to execute the orders. Wrong orders and the entire mission would fail. Throughout the aviation-related activities, capabilities were clear and based on visible and measurable outcomes. Groups were to select their team members for their ultimate challenge: the Eagle Eye Mission.
It turned out that whilst seniority was the initial mental selection by the junior staff (not allow the senior people in age and designation) to loose face, the requirements for success needed the best capabilities as criteria.

true capability

team selection based on proven capability

Team selection was based on:

Flight Planner: designs a flight pattern as per the objectives of the mission for the execution between air traffic controller and pilot.

Air-traffic controller: translates the planned flight pattern into clear, precise and timely directives for the pilot

Pilot: can follow instructions on time and effectively

Observer: has the skill for translating visual images into orientation positioning in terms of hight, heading and mapping. Providing feedback to the Flight Planner to assess plan versus action situation.

Following the previous days opportunities for all participants to practice the various roles thus testing their process and behavioural capabilities (the group included senior as well as junior people in terms of age and corporate designations) two events took place that:

1. some senior people acted as leaders withdrawing from the mission recognizing that their skills were less than those of the juniors who should be selected
2. some juniors fired senior people who selected themselves for the mission stating as evidence their lack of capability for the skills needed

These, very dramatic and realistic situations, highlighted a move towards corporate maturity: those capable should be selected and they do not have to be always the same people nor necessarily those who have proven themselves in other areas.

pilot2part1 **https://youtu.be/UvXhRrKhtCl**

pilot2part2 **https://youtu.be/eNcaOy6Agnw**

must see

Each of us has some kind of fear towards something. Either through a hightened sense of negativity, a traumatic event in life or just based on pure statistical evidence. Aviation is very complex and in the minds of most something very dangerous. And to some extend it is. But not more dangerous as driving a car. Yet perception has more power than reality.

How should we approach a situation where a person has a deep fear of something but has never gone through it?

Leadership plays their role here in a counselling-coaching approach. This requires a suspension of one's ego, assess the personality profile of the person and use covert tactics to complete the grand strategy: get them to do it without them consciously attaching their pre-determined mindset to it.

It is here were a talent can emerge out of nothing. A behavioural talent rather than a skill talent. Because activity talents are driven by behavioural talents!

NOT ME

from psico-emotional blocks to an amazing change

The person joins the aviation program but makes it clear that has a tremendous fear of heights and therefore flying.

The agreed plan is to engage the person in all activities on the ground and take a passive role in all other activities.

Expert Pilot, Counsellor & Coach (EPCC): *"How about we just sit in the cockpit and you tell me what you remember about the instruments?"*
Participant (P): *"Sure!"*
EPCC: *"Well, you know the role and functions of the instruments. How about putting on the headset and talking to the control tower with a pretend conversation for the procedure of start-up?"*
P: *"Ok."*

Both instrument conversation and talk to the control tower
was in a relaxed manner and the P did it very well.

EPCC: *" We don't have to take off. We can just stay on the ground. How about just starting the engine and taxiing?"*
P: *"If we don't fly, let's do that. Sounds like fun."*

The P does all the procedures and taxis. The EPCC guides the P to the point of the runway where one prepares for take-off. The P agrees to take off but only for a flight less than 5 minutes.

When we have knowledge and are introduced to an initial NO-NO situation by constantly calibrating situation and behavioural feedback of the person we can achieve changes beyond the expected.

One can only manage a company, a department, a project, a team if all the members know their roles and responsibilities. Each member becomes a PIC (pilot in command) of their personal duties. By translating this into the aviation concept/blueprint, one understands that the wing is there to do the function of the wing - not that of the propeller, tyre or any other part of the aircraft. Equally, the instruments are there to just play their part. And consequently each crew member has a specific job, a specific set of skills. Yet all under the command of the PIC.

If you are now asked to go on a specific mission, to complete a specific objective, should the PIC be the one to select the right equipment (aircraft), together with the flight planner design the most appropriate process (flight route) and select the people for his team who not only know their specific job function, but can work on the same 'frequency', WHO SHOULD MAKE DECISIONS?

Traditionally, organizations operate towards one department selecting the equipment and human resources for the other.

mission focus

team members must feel what I feel; understand without being told

Capability development programmes at higher levels require a higher investment.

How to justify a junior person, member of the team attend a training that the designation-training budget policy does not allow it to happen?

The PIC has the option to act like a manager or a leader.

When the mission's success is the ultimate measurement for overall benefits, than a PIC takes the responsibility of his flight.

What should he do if he has bad weather in front of him, requests a change in altitude but is denied this request by the air traffic controller?

The objective is to perform a reconnaissance of the environment (in the corporate word - the competitive environment). You are given a jet. You request a plane that can fly slow. You are given analysts who have experience in a non-tropical environment yet your objective is over a jungle area. You receive budget to train the senior team but not the juniors.

During our aviation programme, some PICs actually requested the approval for the most junior teams of his department to attend the same training. Their justification had the following message: "Only if all my team members truly comprehend what we mean when we say something, then I can trust them and they will follow not just with their heart but with their mind. With one word, they should create the entire story; our meetings to discuss plans and strategies will then become more meaningful!"

Although not all PICs had the 'guts' to do this, those that did created a teams that were the most loyal, the most responsible. And in the eyes of the CEO were given a higher leadership status.

Challenging the norm is risky. But the act shows ownership - leadership.

One form to be submitted after each sortie

Captain _____ Sortie ☐

Shame Guilt Apathy Grief Fear Desire Anger Pride Courage Neutrality Willingness Acceptance Reason Love Joy Peace Enlightenment

(annotation) guiding force: either on a sub-conscious or conscious level

Ground ... **Air** ... **Ground**

		Pre-flight	Marshal	Taxi	Take-off	Fly	Land	Taxi	Shut Down
Behaviour	Before								
Skill		- 0 L M H	- 0 L M H	- 0 L M H	- 0 L M H	- 0 L M H	- 0 L M H	- 0 L M H	- 0 L M H
Knowledge	After								
Main Focus Areas									
High-lights									
Capt. Blue									
Capt. Conga									

(annotation) behaviour, skill or knowledge to focus on

(annotation) dealing with emotions as they have an effect on a situation

(annotation) behavioural assessment template for each captain/flight

(annotation) each captain chooses a code name: Blue is Andreas: Head of Flight Operations, Expert Pilot & Facilitator; Conga is Peter: head of ground operations & facilitator

- **-** **Below Zero** position: I have a negative emotion about the activity without clear and logical evidence why. **I DON'T KNOW WHAT I DON'T KNOW**

- **0** **Zero** position: I have no starting standard as reference point. **I KNOW WHAT I DON'T KNOW**

- **L** **Low** position: I have enough to understand how it works. **I KNOW HOW MUCH MORE I NEED TO KNOW**

- **M** **Medium** position: I know enough to do it myself without supervision / support. **I CAN EXPLAIN IT IN DETAIL**

- **H** **High** position: I can teach others how to do it. **I CAN INSPIRE OTHERS**

The personal transformation was obvious. The path of each participant - and their designation, age, gender, status did not matter - became the essence of who they really are, what they were really appreciating about the programme and what it meant for them.

One showed his frustration against himself fired from the difference between expectation and outcome **https://youtu.be/YhzGKY3qqHE** ; another no matter how sick she was after the flight decided to go again; a true leader shared the typical feeling with a large company of loosing the magic of situations at work; realisation of what it means to look at something with knowledge and experience and then when we were involved in it **https://youtu.be/_0ZVBrCn6Ec** ; thanking his CEO for having selected him **https://youtu.be/I5lI_mFD1fM** created a common feeling of appreciation and hit against the possible engagement of the arrogant behaviour "I know it all"; then we came about team spirit by comprehending that one word **https://youtu.be/z1QfRID6xAU** can create powerful connections between the people who felt that word together; a touching moment came when the feeling of being special because somebody made the effort just for the sake of it seemed to have filled an emptiness that lead to recognise how powerful it can be **https://youtu.be/9Jnp0KX6B_M** ; we spoke about passion and unlike giving up to go and just give it all when it is needed for us to know that we have given our last drop **https://youtu.be/azFIsljoi8Y;**