



an evolution
mind *power*
masterclass &
conference

Human Capital Competencies'07

Championing Talent Ownership Towards Continuous Business Growth and Sustainability

JW Marriott Kuala Lumpur

10th - 12th July 2007

The 2006 Human Resources Magazine Australia research reveals that
"MORE THAN 90 PER CENT OF CORPORATE MERGERS AND ACQUISITIONS ARE FALLING SHORT OF THEIR OBJECTIVES, AS COMPANIES STRUGGLE TO COMBINE CORPORATE CULTURES AND STRUCTURES."

This 2-day masterclass & post-conference will be covering issues on:

- Identifying and building organisation and human capabilities for future success
- Creating a practical framework for succession planning and leadership development
- Confronting the challenges of outsourcing, restructuring, downsizing, retrenchment and redundancy
- Overcoming the human resource intergration and system integration
- Changing the role of HR and the utilisation of technology in HR planning and management
- Preparing for and developing a roadmap for future action
- Accelerating management and professional development as tools for retention and effectiveness
- Determining corporate policies & guidelines for recruitment, retention & development of human capital

**HRDF CLAIMABLE -
UNDER SBL SCHEME**

OUR EMINENT MASTERCLASS LEADERS

**LES PICKETT - President
ASIA PACIFIC FEDERATION OF HUMAN
RESOURCE MANAGEMENT**

**HAJI ZULKIFLI BAHAROM - Former GM
MALAYSIA AIRLINES**



Human Capital Competencies '07 Strategic Partners

Why this event?

Gain insights on the challenges and strategies of HR Professionals in ensuring continuous business growth, sustainability and workforce optimisation. This becomes especially challenging when organisations undergo Change in the form of departmental and/or organisational-wide restructuring or and M&A exercise, very often employees do not react well. A common scenario is employees take on the mindset of "wait & see". During this period, which could last for weeks or months, the organisation's business growth & sustainability suffers most because of the workforce's uncertainty in the company's objectives. Therefore, it is extremely crucial for the CEO, Human Resource Manager, Department Head to synergistically communicate and execute timely objectives of the organisation.

The 2006 HR Review study on senior business leaders in Asia with M&A experience found that just 9 per cent of mergers are considered "completely successful" in achieving their stated objectives. "The M&A feeding frenzy over the last year has been fuelled not only by cheap debt and the rise of private equity, but also by companies' strategic focus on consolidation," said report author David Derain, M&A director at Hay Group, which conducted the research. "However, the enormous amounts invested in M&A are not delivering their promised value." The survey of more than 200 major Asia Pacific M&As taking place over the last three years also identified critical omissions in companies' due diligence and post-merger integration strategies as the primary causes of M&A failure. Firms are prioritising financial and systems due diligence at the expense of the vital, intangible assets critical to a merger process – such as business culture, human capital, company structure and corporate governance.

While business leaders pay lip service to the need to audit and integrate intangible assets, there is a worrying lack of focus on them, not only during the due diligence stage, but also as part of post-merger integration strategy. Only 13 per cent of business leaders state that engaging and integrating senior management and the workforce was given high priority as part of their company's integration strategy, while as many as 70 per cent failed to prioritise intangible assets generally. Little over a quarter (27 per cent) analysed the cultural compatibility of the firms to be merged. Fewer still (22 per cent) carried out a human capital audit. Crucially, nearly two-thirds (59 per cent) failed to prioritise a leadership capability review. This has a disastrous impact on the success of the integration process, according to executives: 78 per cent of acquired company employees opposed the mergers, 50 per cent of them actively.

The role of the Human Resource Manager is evolving with the change in competitive market environment and the realization that Human Resource Management must play a more strategic role in the success of an organisation.

Topics will range from the role of senior corporate executives in planning for the future, considering the implications of human capital on merger and restructure initiatives, the evolving role of HR professionals in the strategic planning process, identifying internal HR capabilities, managerial and specialist competencies, through the due diligence and transition phases to ultimate post merger or restructure phase, the HR system integration and acquiring challenges. There is a special feature on the considerations to outsourcing corporate activities and balancing the cost/benefits and the implications on staffing and career development. Practical case studies will be discussed and action guides provided for post workshop implementation.

SUCCESSION PLANNING: SMOOTH MERGING

Around 80% of mergers and acquisitions or restructure of an organization business structure failed to achieve the projected benefits. Mergers and acquisitions can put HR information systems to the ultimate test. Departments must bring together often disparate systems, usually on tight deadlines and limited budgets, to provide information critical at all levels of the company. Success requires thorough planning and meticulous execution as well as a cohesive HR systems integration strategy.

When organizational change happens there is risk involved. This risk takes many forms, which may include uncertainty about what the change means, confusion about how to manage the change, loss of confidence and moral among staff and stakeholders, and other challenges. Change can be made more manageable by taking time in advance to think through different leadership change scenarios, developing competency among the staff and board to respond to change, and putting supportive practices in place.

DAY ONE**IDENTIFYING AND BUILDING ORGANISATION AND HUMAN CAPABILITIES FOR FUTURE SUCCESS**

- Corporate governance and its impact on human capital management
- Clarifying future directions and organisational objectives
- Strategic business planning and human capital capabilities
- Identifying critical core competencies for future growth
- Confronting talent gaps that restrict corporate performance and limit future growth

DETERMINING CORPORATE POLICIES AND GUIDELINES FOR RECRUITMENT, RETENTION AND DEVELOPMENT OF HUMAN CAPITAL

- Changing role of the senior executive team in policy determination and implementation
- Grow our own or recruit externally policy decisions and guidelines
- Impact of corporate branding and organisational reputation on recruitment and retention
- Identifying the greatest barriers to effective career and succession planning and talent management

ALIGNING SUCCESSION PLANNING AND TALENT MANAGEMENT INITIATIVES WITH BUSINESS OBJECTIVES

- Conducting the human resource and talent audit
- Integrating objective based human resource and succession planning with corporate strategies
- Using PEST, SWAT and HCC strategies to focus resources for best impact

CREATING A PRACTICAL FRAMEWORK FOR SUCCESSION PLANNING AND LEADERSHIP DEVELOPMENT

- Building and utilising an effective integrated human capital framework
- Criteria for a successful succession planning programme
- Guidelines for effective professional staff and leadership development
- Career planning, remuneration strategies and key talent retention

ACCELERATED MANAGEMENT AND PROFESSIONAL DEVELOPMENT AS TOOLS FOR RETENTION AND EFFECTIVENESS

- Developing leaders to optimise organisational performance and growth
- Accelerated development as a strategic advantage in the war for talent
- Action learning and cross functional leadership development
- Transitioning from technical specialist to effective managerial leader

CONFRONTING THE CHALLENGES OF OUTSOURCING, RESTRUCTURING, DOWNSIZING, RETRENCHMENT AND REDUNDANCY

- Human resource implications of restructuring, mergers and acquisitions
- Guidelines for effective outsourcing – financial and human aspects
- Minimising the impact of downsizing, retrenchment and redundancy

THE CHANGING ROLE OF HR AND THE UTILISATION OF TECHNOLOGY IN HUMAN RESOURCE PLANNING AND MANAGEMENT

- Evolution of HR and future directions for human capital management
- Utilising technology to improve managerial decision making
- Determining information and reporting requirements, roles and responsibilities
- Benefits and limitations of on-line computer based recruitment

OPTIMISING SUCCESSION PLANNING, LEADERSHIP DEVELOPMENT, PERFORMANCE MANAGEMENT AND KNOWLEDGE MANAGEMENT FOR COMPETITIVE ADVANTAGE

- Establishing priorities for effective succession planning and talent management
- Retention of critical knowledge and experience in a rapidly changing environment
- Utilising human capital for competitive advantage in the market place
- Aligning training and development initiatives with business priorities
- Activating managerial leadership as the key success factor

**LES PICKETT -President
ASIA PACIFIC FEDERATION OF HUMAN RESOURCE
MANAGEMENT**

"THE 2006 HR REVIEW STUDY ON ASIAN ORGANISATIONS REVEAL THAT UP TO 60% OF EXECUTIVES SAY UNCERTAINTIES DURING A RESTRUCTURING OR M&A EXERCISE IS THE MAJOR BARRIER TO THEIR BUSINESS' SUCCESS."

DAY TWO**HUMAN CAPITAL DEVELOPMENT (HCD) ROLE IN MERGERS AND ACQUISITIONS: PEOPLE SKILLS RULE**

Cultural and Organisation issues are more likely to cause problems during a merger than financial issues. Because of their skill with and knowledge of "human capital", HR Departments are crucial to the merger process. Human Resource plays the key role in three areas:

DUE DILIGENCE

- Determine which employees are the crucial to the success of the new company
- Develop strategies to retain these individuals

EASING TRANSITIONS

- Identify areas of dissonance in the two company cultures in order to move forward with a unified culture.
- Examine personality and motivation of employees to determine their fit in the new culture

INTEGRATION PLANNING AND COMMUNICATION

- Designate a team that can work full-time on the integration effort and that will address employees' concerns about the mergers.
- The team should communicate with employees and shareholders even when it doesn't yet have all the information.

THE ROLE OF HUMAN RESOURCE LEADER IN THE MERGER PROCESS

- Develop several guiding principles.
- Assure employees that merged organizations will be more valuable.
- Take action and make decisions quickly, better to retain key people.
- Be honest with employees, and treat them with respect.
- Treat departing employees with the same amount of respect as people who are staying

POST OF MERGER & ACQUISITION INTERVENTION

- There are two kinds of synergies that companies seek through a merger or acquisition: growth and economies of scale.
- The work is still on even after M&A because the human side of integration continues to evolve.

USING TECHNOLOGY TO FACILITATE SUCCESSION PLANNING PROCESS

- Utilising performance evaluation information in successfully departing individuals
- Assessment of qualified individuals for the next business goal strategy

**ZULFIKLI BAHAROM - Former General Manager
MALAYSIA AIRLINES**

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MASTERCLASS TIME SCHEDULE

08.45 - 10.30 AM - Workshop Begins
10.30 - 10.50 AM - Refreshments
10.50 - 13.00 PM - Workshop Resumes
13.00 - 14.00 PM - Lunch
14.00 - 16.00 PM - Workshop Resumes
16.00 - 16.20 AM - Refreshments
16.20 - 17.30 PM - Workshop Resumes

DAY THREE

8.45 AM - REGISTRATION & MORNING COFFEE

9.00 AM - OPENING ADDRESS BY THE MINISTER OF HUMAN RESOURCES, MALAYSIA

9.15 - 10.00 AM

HR IN ALIGNMENT

- Creating a wholly integrated HR plan for your organization
- The interdependent in the HR disciplines
- Discover how HR competencies form a strategic framework

ABDUL JALIL MD TAIBGeneral Manager, International Human Resource
PETRONAS BERHAD**FEATURED
CASE STUDY**

10.00 - 10.50 AM

STRATEGIC CHANGE THROUGH HR TECHNOLOGY AND BUSINESS INNOVATION

- Understanding the impact of technology and innovation based investments on a firm's competitive strategy
- Solving the "right" problem and setting the "right" metrics
- Prioritising HR projects and managing a project portfolio
- Forecasting the technologies and business innovations of today and tomorrow

SHIV SHANKER*

Head of Learning Asia

STANDARD CHARTERED BANK, SINGAPORE

10.50 - 11.15 AM Coffee Break

11.15 - 12.00 AM

BUILDING HR AS THE INTERNAL BUSINESS UNIT

- Equipped the HR leaders with the business language and concepts in this demanding business environment
- Designing, managing and improving operations
- Marketing and communicating business decisions to the stakeholders

PROF. DR. ALIAS MASOD

Executive Director

INTERNATIONAL FEDERATION OF TRAINING & DEVELOPMENT ORGANISATIONS (IFTDO)

12.00 - 1.00 PM

OBTAINING MANAGEMENT BUY-IN TO YOUR HUMAN RESOURCE DEVELOPMENT IDEAS AND STRATEGIES

- Persuasion strategies that work
- Appealing more to personal win than business results
- Strategies that affect people's mind and memory retention
- The WOW! factor in persuasion

G K LIM

Vice President

HRD GATEWAY

Fellow, INSTITUTE OF SALES AND MARKETING MANAGEMENT, UK

1.00 - 2.00 PM - LUNCH BREAK

2.00 - 3.00 PM

THE NEXT PARADIGM OF STRATEGIC LEADERSHIP

- Mapping the architecture of human capital
- Understanding the strategy making process and how HR leaders can influence this process toward greater effectiveness
- Identify strategic, ethical, legal and financial implications of business decisions
- Integrating your business model and core competencies

RAYMOND D'CRUZ*

Regional HR Asia Pacific

SIEGWERK ASIA PACIFIC

3.00 - 3.50 PM

MAKING THE HR OUTSOURCING DECISION

- When companies need to address the various aspects of change management in the project lifecycle
- Trimming down the outsourcing challenges and how to narrow down the gap
- Determining of human resource outsourcing transformation effectively
- Reaching the ideal way out human resource outsourcing (HRO)

UNGKU HARUN AL RASHID

HR Director APAC

CABOT CORPORATION

"PROGRESSIVE CORPORATIONS HAVE REALIZED THAT A MERGER IS IN NAME ONLY WITHOUT THE POSITIVE SUPPORT OF THE NEWLY ACQUIRED HUMAN RESOURCES."

3.50 - 4.15 PM - COFFEE BREAK

4.15 - 5.30 PM - PANEL DISCUSSION

BEYOND TRADITIONAL BENCHMARKING: BUILDING THE NEXT GENERATION OF HUMAN CAPITAL METRICS AND ANALYTICS**MODERATOR - HAJI ZULKIFLI BAHAROM****PANELISTS -**

- LES PICKETT

- SHIV SHANKER*

- UNGKU HARUN AL RASHID

- PROF. DR. ALIAS MASOD

5.30 PM - CLOSE OF CONFERENCE

Note: Speakers marked with an asterisks (*) in the agenda is/are at various stages of confirmation. The organiser reserves the right to alter the speakers and the programme but will always do so keeping the same level and quality as far as possible.

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WHO SHOULD ATTEND ?

- MANAGING DIRECTORS /CHIEF EXECUTIVE OFFICERS
- CHIEF INFORMATION OFFICERS
- CHIEF OPERATING OFFICERS
- HR DIRECTORS
- DIRECTORS OF SUCCESSION PLANNING
- DIRECTORS OF ORGANISATIONAL PLANNING
- HEAD OF HUMAN RESOURCES
- HEAD OF PERSONNEL AND EMPLOYMENT
- HEAD OF INFORMATION SYSTEM
- TALENT MANAGEMENT MANAGERS
- LEADERSHIP DEVELOPMENT
- ORGANISATIONAL EFFECTIVENESS & DEVELOPMENT
- RESEARCH & PLANNING MANAGERS
- PERFORMANCE DEVELOPMENT MANAGERS
- STRATEGIC PLANNING & ASSESSMENT MANAGERS
- LEARNING & DEVELOPMENT MANAGERS
- TRAINING MANAGERS

INDUSTRIES

- FINANCIAL INSTITUTIONS
- OIL & GAS
- TELECOMMUNICATIONS
- HEALTHCARE / PHARMACEUTICAL
- AUTOMOTIVE
- ELECTRONICS / SEMICONDUCTOR
- MANUFACTURING

ABOUT OUR MASTERCLASS LEADERS

LES PICKETT - President ASIA PACIFIC FEDERATION OF HUMAN RESOURCE MANAGEMENT

Les Pickett has been internationally recognised for his work in strategic business planning, performance management, human resource development, change management, organisational transformation, leadership development and managerial effectiveness. He has held senior executive positions in general management, information technology, marketing management and human resource management in a number of different industries and has played an active role in the development of effective managers and human resource management programmes in Australia, New Zealand, Southern Africa, North America and in many different countries in Asia and Europe.

He is former Senior Advisor and Acting Deputy Director of the **United Nations Staff College**; Fellow, **Graduate School of Management, Swinburne University of Technology [Australia]**; Visiting Fellow **Centre for Labour Market Studies, University of Leicester [United Kingdom]**; member International Board of Advisors, **International Personnel Management Association [USA]**; President **Asia Pacific Federation of Human Resource Management**; member of the board of directors of the **World Federation of Personnel Management Associations**; Vice President **Asian Regional Training and Development Organisation**; Director **Vision Australia Foundation**; Manager Professional Development **Australian Human Resources Institute**; Fellow **Chartered Institute of Company Secretaries** and Past International President **Institute of Business Administration**.

LES PICKETT'S TESTIMONIALS

Les Pickett is one of the most experienced and influential human resource executives in the Asia-Pacific region - **ARTDO INTERNATIONAL**

One of the outstanding global leaders in human resource development - **INTERNATIONAL FEDERATION OF TRAINING & DEVELOPMENT ORGANISATIONS**

A significant contributor to the development of the United Nations System Staff College as the centre of expertise and excellence in knowledge management and learning for the global UN System - **UNITED NATIONS SYSTEMS STAFF COLLEGE**

Very helpful from his own experience. Shared information & knowledge with pointers - **TNB TRANSMISSION**

He has provided us with a real experience and tools that will help me in executing my work in the future - **TENEGA NASIONAL BERHAD**

ZULKIFLI BAHAROM - Former General Manager MALAYSIA AIRLINES

Haji Zulkifly Baharom is a Chartered Fellow of the **Chartered Institute of Personnel and Development (CIPD), United Kingdom** since 2005 after having been a certified Chartered Member of **CIPD** for more than 15 years. Concurrently, he has also been appointed as the External Moderator/Assessor of **CIPD** professional qualification programmes for Malaysia and the Asia-Pacific Region Examination Centres.

Haji Zul is the General Council of **Malaysian Institute of Management (MIM)** since June 2005 and sits in the HR Committee. He is a Director of the **Asian Institute of Management (AIM)** and Treasurer of **Malaysian Society of Training and Development**.

Haji Zul is the Immediate Past President of **Malaysian Institute of Human Resource Management** and Deputy President of **Tourism Educators Association of Malaysia**.

Professionally, Haji Zul has served well in a number of well-known business corporations spanning almost 33 years with a very good track record in various operational and managerial capacities, including:
- Director, **MAS Academy & Senior Manager, Leadership and Mgt. Development, Malaysia Airlines**
- Manager, Human Resource Management & Admin of **PETRONAS Carigali**
- Industrial Relations Manager of **PETRONAS Bhd**

Haji Zul holds a Master in Management degree and Strategic Human Resource Management Programme from the **Asian Institute of Management (AIM)** Manila, and professionally accredited as:

- Certified Trainer of American Management Association
- Facilitator of Action Learning Coaching Programme, USA
- Certified Workplace Staff Consulting Programme, USA

He also sits in the National HRD Committee and Board of Studies with several local and foreign Universities including most importantly with Universiti Malaysia Sabah (UMS) Master in Human Capital Management Programme.

ZULKIFLI BAHAROM'S TESTIMONIALS

Very good presenter. Knows how to relate a practical approach to the topics discussed. Well done - **PETRONAS**

More topics by Tn. Hj. Zulkifli, please. Liked his examples. - **MAYBANK**

ABOUT OUR ENDORSERS



Founded in 1974, **ARTDO International** links together various professional training groups and other organizations engaged in people development under one umbrella in order to encourage a unified approach to common problems and concerns in the development, utilisation and management of human capital.

ARTDO is a private non-profit organization with membership representation from various parts of the world with specific link to the HRD community in Asia and the Pacific.

ARTDO assists in the formation and growth of training and development organisations, cooperates with international private and government institutions working in the field of management and HRD, and encourages and sponsors researches and publications designed to meet training and development needs.

Throughout the world HR managers, trainers and professionals continually face a critical challenge - how to better understand, manage and develop human resources in a rapidly changing volatile environment.

ARTDO INTERNATIONAL plays a vital role in the quest to address this challenge. With its vast international pool of resources, expertise and experience, ARTDO vigorously promotes effective human resource development and management through a unified approach. Please visit www.artdointl.org



MALAYSIAN INSTITUTE OF HUMAN RESOURCE MANAGEMENT

PROFILE AND ACTIVITIES

Malaysian Institute of Human Resource Management was established in 1975 as a sole national institute in conducting training for HR professionals. MIHRM is the leading institute for quality training and education in Human Resource Management in Malaysia. MIHRM has trained approximately

7,000 competent HR professionals and practitioners in both private and public sector since its establishment. To-date, MIHRM has over 2000 individual members and 171 corporate members.

MIHRM is a non-profit, non-governmental voluntary organization. The Institute is managed by Council Members elected bi-annually amongst the members at a General Meeting.

MIHRM MEMBERSHIP is open to individuals as well as organizations who are engaged in HR functions. For more information, please visit www.mihrm.com



HRD Gateway is an international non-profit and non-governmental organization dedicated to human resource and organizational development excellence worldwide.

It was formed to address the needs in human resources development. We use a networking approach to bring together HRD professionals and provide development services at all levels. We define HRD professionals as all those who can contribute positively to their workplace and the communities in which they live.

Led by a diverse group of international professionals, HRD Gateway has national chapters and affiliates in Malaysia, Vietnam, Thailand, Philippines, Cambodia, Brunei, Laos, India, Pakistan, Indonesia, Singapore, Sri Lanka, Maldives, Mauritius, Myanmar, China, Taiwan and the USA, with a total membership of over 25,000. It is managed by a group of international professionals.

Whether you are a local practitioner or an international professional, you will find us to be an invaluable partner in your pursuit of excellence. Our distinguished Executive Council members will work with you to bring you the highest quality of learning, networking services, community development, and business opportunities. Please visit www.hrdgateway.org



malaysiaHRonline was formed on February 5, 2000. Its formation was the result of a growing need for a platform for HR Practitioners and Trainers in Malaysia/Asia Pacific Rim to interact, discuss, exchange views and news on all matters related Human Resource Management.

Since its inception more than 5 years ago, it has attracted nearly 900 online members many of whom are top notch and experienced HR Management practitioners and Trainers. The membership of this forum has attracted members from the international community such as India, Sri Lanka, Philippines, Singapore, UK, Brunei and the USA. A membership check could be done by visiting <http://groups.yahoo.com/group/malaysiaHRonline>

REGISTRATION INFORMATION

To gain more information about this conference and masterclass or to register, please feel free to contact our Marketing Department on +603 2283 1388 or via email on enquiry@emp-asia.com