

A Publication of the **Perdana Leadership Foundation**



PERDANA MAGAZINE

2012-2013

PERDANA MAGAZINE 2012-2013

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Does Malaysia's
Higher Education
Need a Revamp?

Khoo Kay Kim on the
study of history

CEOs on Malaysia's
True Potential



Tun Dr
Mahathir
on

**AFFIRMATIVE
ACTION**

FOREWORD BY TAN SRI AZMAN HASHIM



We finally went to the polls in May 2013 and the Rakyat has made its choice. The country now can concentrate on becoming a high-income, knowledge-driven nation by the year 2020.

Here at Perdana Leadership Foundation, our role remains the same: we serve as the repository of the nation's archive with regard to the leadership history of this nation. We collect, research, disseminate and develop materials related to the Prime Ministers of this nation, as well as the events and policies that have shaped the story of Malaysia. Our story as a nation remains a compelling one – one that can serve as a useful model for other developing nations with similar challenges of multi-ethnicity and a growing middle-class, as well as provide some lessons in policy planning and decisions. This was our Honorary President's vision for the Foundation.

Throughout the latter half of 2012 and the early half of 2013, Perdana Leadership Foundation has continued its programmes to further deepen the resource archives contained within the Perdana Library as well as generate dialogues on issues of national concern. Our CEO Forum continues to be our annual flagship event, along with our PROTON-sponsored Perdana Discourse Series, and now, working with Maybank Foundation, the Essay Competition. The speeches and discussions are always recorded and we hope they will connect us with more Malaysians.

Technology is helping us to engage with the Malaysian public and particularly with younger Malaysians. It is also enabling us to provide direct access to our digitised materials – now numbering more than half a million records – via our website www.perdana.org.my. We anticipate that the number of people utilising our resources will grow along with interest in our nation's history as well as leadership path. Even now, we are encouraged by the dialogues and exchanges on Malaysia's past – so long as the interaction is kept objective and fair, we see them as healthy indicators of interest in history and a hunger for knowledge.

It is thus timely to have Perdana Magazine feature an interview with the nation's most noted historian, Tan Sri Professor Emeritus Dr. Khoo Kay Kim. He has been faithfully following our nation's progress and putting together the pieces of history for us to interpret, and from which we can draw lessons and conclusions. He has played an important role in keeping Malaysian history alive.

Do enjoy this issue of Perdana Magazine, and keep in touch with us through our social media sites as well as through more traditional means.

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FROM MAY 2012 TO MAY 2013, Perdana Leadership Foundation received about 1,308 visitors from all over the world. The visitors toured the Foundation's Perdana Library as well as accessed our digitised materials. The visitors also observed firsthand the digitising, archiving and indexing process of the books, news clippings, speeches, policy papers, biographies, video footage and sound recordings of Malaysia's nation-building history. PLF welcomes group visits via appointments on weekdays. To arrange for a group tour, contact Encik Adnan Haris (Tel: 03-88858940 or email adnan@perdana.org.my)

MORE THAN 1,000 VISITORS TOURED PLF IN 2012





Dr Sivamurugan at the lectern while other panelists look on



IT IS THE GENERAL CONSENSUS

of many scholars and members of the public alike that although Tun Dr. Mahathir Mohamad's many contributions and accomplishments as the Fourth Prime Minister of Malaysia are very well known, few actually realise Tun Dr. Mahathir's contributions to the writing world.

An attempt to correct this was made via the Tun Dr. Mahathir as a Writer Seminar held at the Perdana Leadership Foundation, Putrajaya on Wednesday, 17 April 2013. Organised by Perdana Leadership Foundation and the National Library of Malaysia, the Seminar was indeed overdue as it discussed Tun Dr. Mahathir's written contributions to intellectual thought.

Veteran journalist and Chief Editor of Berita Publishing, Datuk A. Kadir Jasin, delivered a punchy keynote address that took the audience from the early stages of Tun's articles through to

TUN DR. MAHATHIR AS A WRITER

**17TH APRIL 2013
PERDANA LEADERSHIP FOUNDATION**



Datuk A Kadir Jasin

his latest memoir. A panel session followed the keynote, and amongst the panelists were Dato Dr. Syed Ahmad bin Syed Samsuddin Al-Sagoff, Prof. Madya Dr. Sivamurugan Pandian, Assoc. Prof. Dr. Kamila Ghazali, and Prof. Ahmad Murad Merican who analysed

Tun's writing style, use of language as well as the impact of his written words. One of the many points raised by Prof. Ahmad Murad Merican was how Tun Dr. Mahathir's writing style is similar to that of his way of delivering speeches; easily understood, brief, and to the point.

In the afternoon, Tuan Sayed Munawar SMM Jamalullail took the discussion further, joined by Datuk Zakaria Wahab, the Deputy Editor-in-Chief of Economic News Service, Berita, as well as Prof. Dr. Abdul Rahman Abdul Aziz from Universiti Utara Malaysia, and Dr. Rahmat Ghazali from MARA University of Technology.

It is often said that a great reader makes a great writer. The panelists all agreed that Tun is both an avid reader and a prolific writer, with a gift of communicating the complex in a manner easily understood by his audience. Tun Dr. Mahathir Mohamad's writings should be properly lauded as work that have contributed significantly to the discourse of the nation.



PLF Foyer



Encik Azhar Mohd Nor with panelists

WINNERS OF MAYBANK FOUNDATION – PERDANA LEADERSHIP FOUNDATION ESSAY COMPETITION 2012 RECEIVE PRIZES FROM TUN DR. SITI HASMAH



Tun Dr. Siti Hasmah, Tan Sri Nik Mohamed, Puan Eliza Mohd, Dato' Ng with prize winners.

8TH MAY 2013 - IT WAS A sweet occasion for more than 30 young Malaysian prizewinners of the 2012 Maybank Foundation-Perdana Leadership Foundation Essay Competition when they received their prizes from Tun Dr. Siti Hasmah Hj Mohd Ali, the wife of fourth Prime Minister, Tun Dr. Mahathir Mohamad. The prizegiving took place at the Perdana Leadership Foundation and began with a welcome address by

the Foundation's Executive Director, Tan Sri Nik Mohamed Nik Yaacob, followed by a Judges Statement by Tan Sri Hashim Makaruddin, the Executive Chairman of Kumpulan Utusan (M) Sdn Bhd.

Tun Dr. Siti Hasmah Hj Mohd Ali also took to the rostrum, delivering a 10-minute speech on the importance of writing and ending with a plea to all young Malaysians to write more and to write often.

"I still believe that the ability to

write, and to write well, is an essential foundation for the communication of ideas and arguments. A big part of leadership, after all, has to do with changing mindsets and perceptions, and the written word is a far-reaching weapon of influence. If you can imagine your thoughts living on long after you have gone, touching the emotions of people you have never met and reaching lands that you have never set foot on, you would have imagined the power of the written word," Tun Dr. Siti Hasmah said.



The winners for the essay category are:

Category A

Cassandra Law Yen Li and Jamie Kok Yixin (1st Prize - Tie)

Raymen Arviin Chandrasagran (3rd Prize)

Rachel Chua (Special Mention)

Loh Stacey (Special Mention)

Shariffah Dayana Syed Mohammed

Feisal (Special Mention)

Venosha A/P K. Ravana (Special Mention)

Denzel Shaun Low (Special Mention)

Sean Teh Eu Gene (Special Mention)

Allyna Goh Shu Min (Special Mention)

Danial Hamzah (Special Mention)

Yap Xin Wen (Special Mention)

Harashadeep Kaur (Special Mention)

Category B

Ashvinder Singh (Grand Prize)

Yong Chang Yi and Stanley Lee Wai Jin (1st Prize - Tie)

Darryl Tan Jie Wei (3rd Prize)

Shahira Mohd Afzal (Special Mention)

Noratiqah Satari (Special Mention)

Lee Yit Mun (Special Mention)

Alyssa Lee Weng Sie (Special Mention)

Nur Joo Lee A/P R. Guna Segar (Special Mention)

Thew Hin Loong (Special Mention)

James Wong Hsin Yew (Special Mention)

Lee Jie Jiun (Special Mention)

Lugman Safwan Che Mohd Fauzi (Special Mention)

Jeremy Chong (Special Mention)

As there were very few entries for blogposts, the judges decided to award only Special Mention prizes. The winners are:

Category A

Ruth Kezia Hope A/P Sethu Muthu

Mathew (Special Mention)

Elina Lua Ming Muhammad Ridha Lua (Special Mention)

Lee Yi Shuen (Special Mention)

Category B

Mohd Fakhuradzi Tajuddin (Special Mention)

Indran Kunusilin (Special Mention)

In addition, in recognition of its popularity, a Most Popular Blogpost award was given to Ms Nur Firzanah Mohd Kamil. Her blogpost entry generated more than 500 Facebook Likes and sparked an interesting discussion on the power of youth (you can read her blogpost here: <http://cherryapplebaum-sugarisssweet.blogspot.com/2012/10/the-youngsters-power.html>).

Congratulations to all of the winners! The winners received prizes that include RM8,000 in cash (Grand Prize winner), an eBook Reader from MPH, MPH book vouchers, an iPad, a trophy plus a certificate of participation signed by Tun Dr. Mahathir Mohamad, the Honorary President of Perdana Leadership Foundation.

Our Grand Prize winner, Ashvinder

"I STILL BELIEVE THAT THE ABILITY TO WRITE, AND TO WRITE WELL, IS AN ESSENTIAL FOUNDATION FOR THE COMMUNICATION OF IDEAS AND ARGUMENTS."

TUN DR. SITI HASMAH



Singh, has chosen his previous alma matter, SMK Maxwell, Jalan Tun Dr. Ismail, Kuala Lumpur to receive the desktop PC.



Tun Dr. Mahathir and Tan Sri Azman



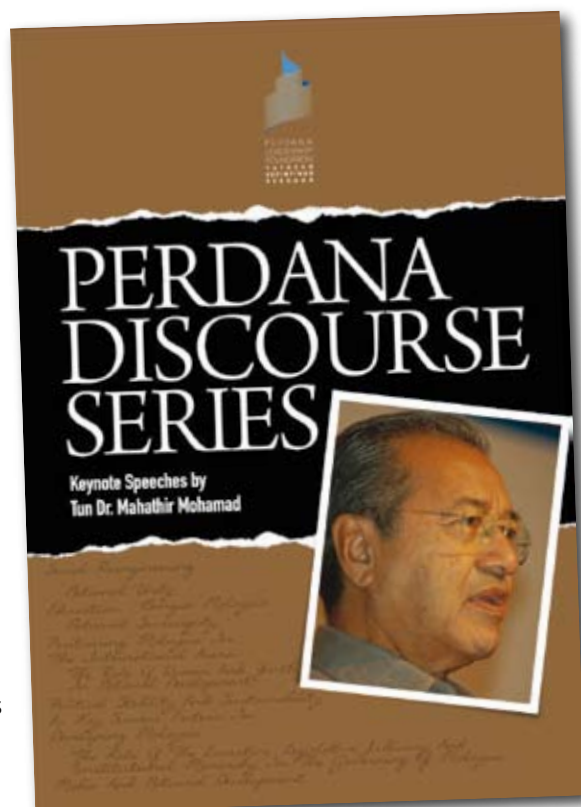
LAUNCH OF PERDANA DISCOURSE SERIES: KEYNOTE SPEECHES BY TUN MAHATHIR

It was an auspicious date to launch a book: 12.12.12. Along with the unique date were unique personalities to introduce Perdana Leadership Foundation's newest publication to the public: Our longest-serving and fourth Prime Minister and Honorary President of the Foundation, Tun Dr. Mahathir Mohamad, and one of the country's eminent bankers (and probably the only one to have earned the nickname, "The Singing Banker"!) Tan Sri Dato' Seri Azman Hashim, Chairman of the Board of Trustees, Perdana Leadership Foundation.

Tan Sri Azman Hashim did the honours of launching the Perdana Discourse Series Keynote Speeches by Tun Dr. Mahathir Mohamad – a collection of ten keynote "off-the-cuff" speeches of Tun who was keynote speaker for the first ten of our Discourses, on a variety of subjects related to Malaysia:

Social Re-engineering; Political Stability; International Relations; Bangsa Malaysia; Women and Youth; Media and National Development; The Executive, Legislative and The Judiciary, among others. These speeches had been carefully transcribed by Perdana's team of dedicated transcribers, and edited for clarity by the book's editors. A selection of Tun's answers to some interesting questions from the various Discourses were also included.

The book is a slim and handsome brown hardcover, with content that's a valuable reference on Malaysian history, policies and issues. It's a steal, at only RM35 (this price is only if you purchase direct from Perdana Leadership Foundation),



so reserve your copy today. Contact Datin Latifah at 8885 8942 /latifah@perdana.org.my or Cik Adilah at 8885 8961 / rabiatal@perdana.org.my.

AFFIRMATIVE ACTION

IN MALAYSIA, AFFIRMATIVE

action is implemented via the New Economic Policy (NEP) and continued under the New

Development Plan (NDP) and the Vision Plan. The NEP was introduced in 1971, precipitated by the 1969 racial riots in Kuala Lumpur. The NEP sought to ensure that the twin goals of poverty eradication and a more equitable wealth redistribution were achieved. As it was the Bumiputeras in Malaysia who were lagging in the areas of business and industry, the NEP was directed to the Bumiputeras. How much has the policy actually achieved and is this policy of affirmative action based on ethnic group still relevant to Malaysia, going forward?

That is the question that the Perdana Leadership Foundation hoped to answer, through the 15th Perdana Discourse Series on "The Future of Affirmative Action" that was held at the Foundation on the 12th of December 2012.

The keynote speaker was none other than Tun Dr. Mahathir Mohamad, the Foundation's Honorary President and the fourth Prime Minister of Malaysia. Tun spoke at length on the history of the NEP and why it was deemed necessary by the leaders of the day. He stressed that the NEP was not a privilege, nor a sign of any ethnic group's superiority. It was quite the opposite, in fact. Affirmative actions are assistance or "crutches" and people needing these were less able to survive on their own than others.

IN MALAYSIA IS STILL NEEDED, BUT SHOULD NOT BE PERMANENT



Tun Dr. Mahathir explaining affirmative action

Tun's conclusions were that while the NEP has made great strides in terms of Malay equity ownership and building up a good class of business people in the country, the policies are still needed as there are large pockets of society that cannot survive without affirmative action. However, the NEP never was intended to be permanent (its end date was, in fact, 1990 but it was carried on after 1990 under other

names). The "crutches" need to be thrown away as soon as the Bumiputeras are deemed ready.

Tun's keynote was followed by a lively Q and A session, and after the book launch and a short break, the panel session convened. Comprising Senator Datuk Dr. Firdaus Abdullah (UM), Dr. Steven Wong (ISIS) and Dr. Lee Hwok Aun (UM), the panel offered different views of affirmative action.



Q&A session

Steven Wong, while acknowledging that affirmative action had its place in Malaysia, wondered for how long affirmative action policies could withstand the pressures of globalisation and competition.

It was another active round of Q and A with some academics posing questions and challenges to the panelists. These questions and answers, along with the keynote speech and panellists' views, would be transcribed and documented in the monograph of the discourse.



Panel session in progress



An attentive audience

Dr. Lee urged caution in judging affirmative action as many people misunderstood the actual definition of affirmative action. He then displayed some interesting slides, including one that compared the exam results of matriculation students (who are mostly Malays) against that of STPM students (who are mostly Chinese), and highlighted that the former group have performed less well over the

years. Affirmative action in education, according to him, has not been implemented well.

Senator Datuk Dr Firdaus emphasised that appreciation of history was essential in understanding the NEP, and stressed that he and many of his cohorts would not have been as successful or educated if the NEP had not existed. He believed the policy was still necessary, going forward. Dr.

SPEECH EXCERPT OF TUN DR. MAHATHIR MOHAMAD'S KEYNOTE ADDRESS

"What is affirmative action? It is to recognise the need for certain actions to be taken which may become discriminatory. You have to discriminate in order to achieve parity and equality. In socialism, the discrimination against the rich is by taxing them in order to give to the poor.

There was a time in Britain when taxes on the rich were 99%; for every pound that rich people earned, they had to pay 99 pence to the government through tax. That was in order to reduce the wealth of the rich. But that is not going to be a good thing because when you disposes the rich to give to the poor, the total sum doesn't increase. It remains the same because you are taking from one to give to the other.

What we needed was to grow the economy. From the growth, we could give more to the poor and less to the rich; you are not taking away (from the rich) but you are just simply not giving as much to the rich as they think they are entitled to have. Then we may be able to reduce that disparity. That was why we adopted the idea of Affirmative Action and we tried

to interpret it in ways that are within the government's jurisdiction. The government of course has certain powers to rearrange the economic scene in the country. In order to enrich the poor, we had to discriminate against the rich in favour of the poor. The idea is not by taking away from the rich, but by giving more to the poor than to the rich."

(Tun's full speech, his responses during the Q&A as well as panelists' presentations are available in the monograph of the Perdana Discourse Series 15 which can be purchased from the Perdana Library by contacting rabiatal@perdana.org.my)



SENATOR DATUK DR. FIRDAUS ABDULLAH: "Affirmative action is by nature a controversial concept. Primarily, it is meant to resolve undesirable situations, to do away with social disparity and economic equality. It is meant to change the social landscape and economic status quo in the country. Then again, not everyone is in favour of changing the status quo, which was the main reason why not everybody is in favour of affirmative action."

DR. LEE HWOK AUN: "Affirmative action in Malaysia needs to be more effective in order for it to be truly phased out. We should re-focus on productive affirmative action especially in education and put more emphasis on capability building."



MR. STEVEN WONG: "Like it or not, without affirmative action, there will inevitably be a group that will still be left behind. They will be left behind because in any kind of proven market economy, the market doesn't solve problems for you. In other governments, for example in the Scandinavian countries they placed a social platform which they labelled as "social policies", regardless if you are an immigrant or a Swede or a Norwegian. But does that solve the problem? Does everyone have access to it?"

MALAYSIA'S HIGHER EDUCATION NEEDS A REVAMP

AT THE 16TH PERDANA
DISCOURSE SERIES "MALAYSIA'S
HIGHER EDUCATION: IN NEED OF
RADICAL TRANSFORMATION?"

FOR AN 84 YEAR OLD, TAN SRI Arshad Ayub was in top form when he spoke at the 16th Perdana Discourse Series, on "Higher Education in Malaysia: In Need of Radical Transformation?" on the 24th of April 2013 at the Perdana Leadership Foundation. The octogenarian who helped found ITM (Institut Teknologi MARA) in 1967 very clearly laid down his points in favour of Malaysia's higher education, and also in criticism of some of the policies and practices in our august halls of learning throughout the nation.

Tan Sri Arshad opened up his speech by refreshingly stating that

for higher education to progress, we cannot rely too much on past practices to figure out what will work. While education in Malaysia has achieved a great deal in terms of national and individual development, the world has changed. To the question "Does Malaysia's higher education need a radical transformation?", Tan Sri Arshad's answer is a strong "Yes" if Malaysia wants to keep up with the rest of the globalised world.

While lauding Malaysia's higher education achievements, Tan Sri Arshad nonetheless criticised the practice of anointing selected universities as research universities and showering

these universities with research grants, to the detriment of other universities. Good researchers should be funded "wherever they are found", he said. He was also skeptical of the value for money that we are receiving from the research funds awarded, and pointed out that a great deal of research in Malaysia is merely "façade" – they plump up the statistics without reducing society's problems.

Tan Sri Arshad stressed on the need for the instructional approach in Malaysian universities to change from its current authoritarian style where too much emphasis is given to conformity and compliance, to one that encourages individual thought and innovation. He was of the view that laws like AUKU "stultify emotional and intellectual growth" and need to be reviewed. Universities also need to be depoliticised but this, he admits, is a difficult task.

PANEL SESSION

It was a rare occasion when women outnumbered men on the panel. Presided by the ebullient Dato' Dr. Roziah Omar, Deputy Director-General (Private Institutions) of the Ministry of Higher Education Malaysia, the panel consisted of Professor Datin Paduka Dr.



Tan Sri Nik Mohamed presenting a memento to Tan Sri Arshad



Dr. Norsaadah, Prof. Datin Paduka Dr. Zaleha, Tan Sri Arshad, Datuk Dr. Ibrahim Bajunid, Ms Elizabeth Lee, Dato' Roziah, Tan Sri Nik Mohamed

"SHOULD WE FAIL TO RADICALLY CHANGE OUR APPROACH TO EDUCATION, THE SAME COHORT WE'RE ATTEMPTING TO 'PROTECT' COULD FIND THAT THEIR ENTIRE FUTURE IS SCUTTLED BY OUR TIMIDITY."

David Puttnam, MIT, 2012,
quoted by Ms Elizabeth Lee

Zaleha Kamaruddin, the Rector of the International Islamic University; Dato' Dr. Ibrahim Bajunid, the Deputy Vice-Chancellor of INTI Laureate University and Ms Elizabeth Lee, Senior Executive Director, Sunway University.

Datin Paduka Dr. Zaleha cited the five trends in higher education that universities cannot ignore, and these are:

- Digital developments, bringing to reality MOOCs (Massive Online Open Courses) that compete and also complement existing courses
- The revenue problem – her opinion is that Vice-Chancellors need to focus on generating revenue for their universities and leave the daily operations to others. She cited IIU's funding needs of RM500 million annually of which 30% needs to be self-funded
- The need to improve compliance and performance measures
- A continued outreach to the business community for management best practices and to ensure a strong link between industry and academia; she recommends the appointment of adjunct professors from the corporate sector
- Better management of data security



The panelists in discussion



Tan Sri Arshad Ayub



Datin Paduka also spoke about the global problem of youth unemployment which must be tackled by governments all over the world.

Dato' Dr. Ibrahim Bajunid emphasised that radical can also include incremental improvements, and singled out technology as a great equaliser, in terms of bringing opportunities and information to the masses. He put forward two examples of "radical changes" in Malaysia, the first being the policy to democratise education, that is, to make higher education more accessible to all Malaysians; the second is to create opportunities for further learning for women. The policies have been so successful that to date, 65% of university students in Malaysia are women. Dr. Ibrahim also pointed out that higher education in Malaysia has not yet set up the infrastructure that embraces indigeneous knowledge and Islamic knowledge, but instead still gives prominence to Western knowledge. Dr. Ibrahim ended by reminding the audience that intellectual character is just as important as personal character, and that universities should strive as much as possible to elevate the process of thinking for their students.

Ms Elizabeth regarded as imperative the objective of higher education which is to mould young people into responsible and mature citizens through the pursuit of knowledge. To her, universities also represent an opportunity to learn "how to learn", which in today's globalised world, is becoming as important, if not more important, than the knowledge that is being imparted through the courses. The competitive higher education landscape has also made the new student consumer "king", but in the pursuit of student enrollments, universities should not forget their main role in transforming the economy and society.

Ms Elizabeth laid down the World Bank's criteria of a world class higher education institution:

- A high concentration of talent, both in the student and faculty
- Sufficient resources for a comprehensive learning environment and rich resources for research work
- Favourable government policy that nurtures autonomy for the institutions, vision and strategic direction of the sector.



Tan Sri Azman Hashim at the lectern

“REALISING MALAYSIA’S TRUE POTENTIAL”

– A FULL DAY OF DIALOGUES AND INTERACTIONS AT THE PERDANA LEADERSHIP FOUNDATION CEO FORUM 2012

AFTER MONTHS OF PLANNING and anxious anticipation, the Perdana Leadership Foundation CEO Forum 2012 finally happened on the 19th of September 2012 at the Berjaya Times Square Convention Centre in Kuala Lumpur. Ernst & Young was the major sponsor of the event while Berjaya was the venue sponsor. Tan Sri Azman Hashim, Chairman of the Board of Trustees, Perdana Leadership Foundation, delivered the opening speech to the 500-plus delegates.

“Our true potential lies further north and we need to stretch our capabilities and find new sources of growth in order to reach it.....A constant, unrelenting drive for excellence in everything that we do will put us in good stead to withstand the challenges that come our way. We’ve seen how successful companies beat the odds and thrived when they focused on delivering excellence in their products and services; Malaysia as a nation must do the same. We must hold ourselves to high standards – this does not just

apply to the work that we do, the products that we manufacture, the services we provide, but also in how we govern ourselves – in business and in government, whether it be in terms of transparency, accountability, fairness, and incorruptibility. It is only by committing to excellence that we will seed an environment that rewards excellent performance, and that breeds a culture of excellence,” Tan Sri said.

Following Tan Sri Azman’s open-

ing remarks, the CEO Forum kicked off in earnest with a plenary session on “The Global Economic Outlook and New Growth Drivers for Malaysia, 2012 and Beyond”, followed by concurrent sessions on Malaysia’s global competitiveness, world class entrepreneurship and talent management. During lunch, the delegates were regaled by Dato’ Sri Mohd Effendi Norwawi, Executive Chairman of Encorp Berhad, who, very wittily, reminded everyone to treat their bodies like they would a Lamborghini – with a lot of care and attention.

More discussions followed the lunch. Concurrent Session D dealt with the resource challenge. Another session had earnest exchanges on Malaysia’s Productivity Challenge while Session F was all about politics, specifically the new world political order and how it impacts Malaysia.

The delegates were invited back into the plenary hall for a frank discussion on the impediments to Malaysian success by a trio of experienced corporate analysts from Ernst & Young. The entire event was capped by a talk on what Malaysians can expect, post GE-13 by the country’s fourth and longest-serving Prime Minister, Tun Dr. Mahathir Mohamad. Tun received a standing ovation from the still 500-strong crowd, marking a strong end to the event.



PLENARY SESSION

MODERATOR:



Tan Sri Dr. Sulaiman Mahbob, Chairman, Jambatan Kedua Sdn Bhd,

"The resource ability in the country is namely savings investment. Our savings is high and they are largely available in the private sector. So the latent potential is in the private sector. How can we unleash the private sector? How can we unleash the potential to fuel economic growth?"

PANELISTS:



Dato' Badlisyam Ghazali, CEO, MDeC

"One aspect which is not known is how the world actually runs on digital technology. Global trade is significantly dependent on digital technology to actually secure transactions and move goods and today with mobile devices, mobile commerce is also expanding rapidly. The dependency on technology and the productive use of the technology have actually increased the level of productivity which helps the economy to spin even faster."



Dato' Dr. Mahani Zainal Abidin, CEO, ISIS

"What is the impact of China's re-balancing to Malaysia? If China re-balances it means it has to reflect some of its actual cost including rising wages. There are two possibilities for Malaysia. Some of the production from China is going to move out of China to possibly countries like Malaysia and other ASEAN countries. We may benefit if we have good infrastructure, logistics and good governance. So what is happening in China does not automatically benefit Malaysia."



Dato' Zainal Abidin Putih, Chairman, CIMB

"We talked about the component of household debt. This is a serious matter. In the good days, people borrow to buy houses, cars, and they use credit cards. This is growing at a pace which is uncomfortable to us. So this is an area we need to watch because we do not want to live beyond our means. If we do, then we are borrowing on the prosperity of our children and grandchildren. And we know what happened to Greece and that's not the way we want to go."



Dr. Zakariah Abdul Rashid, Executive Director, MIER

"We should address some of the long-term structural issues such as the deficit problem – the public debt. Our public debt is around 52% and the major concern right now is that the debt for the past few years has increased. The GDP debt rate is also increasing. Our debt is 90% funded by domestic sources and the revenue base should be broadened. Everybody knows that GST should be implemented and the dependence on oil and gas revenues should be reduced."



Tengku Dato' Zafrul Abdul Aziz, CEO, Maybank Investments Berhad

"We believe the prospect for 2013 remains difficult and we expect that the US economy may contract by 1% to 1.5% in the first half of 2013. Of course, this is our house view. Nevertheless, there is a risk of an even greater contraction should politicians fail to skim back on the pre-planned spending cuts and tax increases."

"RAISING THE BAR : IMPROVING MALAYSIA'S GLOBAL COMPETITIVENESS AND SUSTAINING IT"

MODERATOR:



Dato Dr. Nellie S.L. Tan-Wong, CEO, Women's Institute of Management

"As a nation we can no longer afford to ignore the competitive consequences of our actions and inactions. We do not have to look far. We need to be closely informed of the competition we face with our nearby ASEAN neighbours: Myanmar, Thailand, Vietnam and Laos, the new emerging economies."

PANELISTS:



Tan Sri G. Gnanalingam, Executive Chairman, Westport (M) Sdn Bhd

"Malaysia today has three major concerns. Firstly, minimum wage. Secondly, maximum wage and thirdly, credit card lending...My last point is, to be competitive, we need talents. We should train (our graduates) up so that they become talented and have skills rather than saying that our universities are not providing the types of graduates we want."



Tan Sri Dato Dr. Michael Yeoh, CEO of ASLI

"If we look at the World Economy Forum's Global Competitiveness reports, we came out last year in the 21st position which is a big improvement from previous years. However, this year (2012) we have declined 4 places to 25th position. This is in spite of the fact our scores are almost the same as previous years. So what it means is that other countries have become more competitive than we are."



Dato Dr. Paul Chan Tuck Hoong, Vice-Chancellor & President, HELP University.

"So basically, when we say we want to improve our competitiveness, it's like running a corporation, of course, magnified many times. What is our national value proposition? How do we become somewhat exceptional? To be exceptional is not just having industries per se but to be truly unique in a certain way which is sustainable. So, in the end, like corporations, how can we as a nation outwit, outperform, out-manoeuvre other people?"



En. Amiruddin Abdul Satar, Chief Operating Officer, KPJ Healthcare Berhad.

"We need to do more to enhance the mentality of our people. From the UNESCO studies: In Malaysia, only 28% of our population engaged in tertiary education. We have lots of room to improve in this respect...If our economy keeps growing, I would suggest that Malaysia look at strategies and policies to offer free education. If Malaysia can offer such services to our people I am sure it will do a lot of good and make our people more competitive."



"NURTURING WORLD-CLASS ENTREPRENEURSHIP: IS A NEW APPROACH NEEDED?"

MODERATOR:



Datuk Dr. Hamzah Kassim, Co-Founder and Group Managing Director iA Group Sdn Bhd

"It is not technology that creates wealth, it is the entrepreneurs. They deploy technology, find ideas, and find concepts and convert them to global industries."



PANELISTS:



Dato' Nelson Kwok, Founder and Managing Director Nelson's Franchise Malaysia Sdn Bhd

"A small corn can become big business. Dr. Mahathir once said: "Do not look down on the business you are venturing into. No matter how small they are; love it, like it and enjoy it. Grow the business." This is what I have been doing up until today."



Khailee Ng, Co-Founder Youth Asia Sdn Bhd

"The question of whether a new approach is needed to entrepreneurship in Malaysia requires a deeper look...The core elements that make up the answer are quantity, competence and size of market. There is always a genuine opportunity for Malaysians to re-create something from scratch which you have never seen before."



Philip Rao, Director, Ernst & Young Entrepreneur Of The Year (EOY) award programme, Ernst & Young

"Everyone can become an entrepreneur and can actually build innovation. To me it still boils down to our basic education. Are we creative thinking students or creative muggers? Are we looking outside the box? Are we thinking of ways and means of innovation and so on and so forth."



Ms. Chok Kwee Bee, Managing Director Teak Capital Sdn Bhd

"One of the famous sayings by Steve Jobs goes: "You must stay hungry, stay foolish". But our entrepreneurs here may not be that lean because the government is there to support them. You have to make them feel the pain so that they can create better."





WHERE FOR ART THOU, MALAYSIAN TALENT – HOW BUSINESS, THE GOVERNMENT AND THE HIGHER EDUCATION SECTOR CAN WORK TOGETHER TO ADDRESS MALAYSIA'S TALENT GAPS"

MODERATOR:



Moderator: Benny Phillip, COO-Outsourcing, Scicom (MSC) Berhad

"The unfortunate thing is what we say and discuss often goes into reports and kept away. It is not an issue of talent shortage. It's the way we run our business. The corporate sector needs to wake up and stop saying we are not getting enough talents because you are not doing what you are supposed to do."

PANELISTS:



Nora Abd Manaf, Head, Group Human Capital, Malayan Banking Berhad

"A good problem that any organisation wants to have is to have more ready talent to fit into jobs than they need. So you do have to create your own talent factory internally. This is what I am trying to build here within Maybank and within the industry as well."



Elizabeth Lee, Senior Executive Director, Sunway University College

"As an educationist, we acknowledge and accept that we have a lot of room for improvement in terms of preparing the graduates to be job ready. As people change, technology advances as well as industry demands shifts, and as an education provider we have the responsibility to constantly monitor our curricula, design and pedagogical approach. We also believe that change must happen from early childhood education, all the way up to tertiary education."



Mark Chang, CEO, Jobstreet.com Sdn Bhd

"Whenever my customers complain that they cannot hire the right person, my standard response to them is: If you pay people well enough you should have no talent problem."

"THE RACE FOR RESOURCES: HOW CAN MALAYSIA BEST OVERCOME ITS RESOURCE CHALLENGE AND ENSURE SUSTAINABILITY OF ITS RESOURCES?"

MODERATOR:



Mr. Chow Sang Hoe, Managing Partner, Advisory Services, Ernst & Young



Puan Hajah Norchahaya Hashim, Deputy Director General, Malaysian Timber Industry Board

"In addition to national forest resources, the Forestry Department also has the Forest Plantation programme, 581,825.04 hectares. The Ministry of Finance has allocated RM1.045 billion (for) this Forest Development programme...We are targeting 375,000 hectares to be planted with the 8 species that are being used by the Timber Industry."



Mr. Steve McCoy, Founder and Principal, Counterpoint Consulting Sdn Bhd

"Sustainability is really a way of perceiving and understanding interactions between the human systems and natural systems...one of the most complex of human systems is the system of commerce and business, technology and everything related to it."

PANELISTS:



Tan Sri Dr. Salleh Mohamad Nor, Pro-Chancellor, Universiti Teknologi Malaysia

"We are very selfish. There is no such thing as enough is enough. You drive a car, you want a bigger car. You have a house, you want a bigger house...This is not sustainability. Mahatma Gandhi said we have not inherited this earth from our grandparents but borrowed it from our grandchildren. If you know enough is enough then you follow the philosophy of Mahatma Gandhi and you will reach what you aspire."



Mr. V. Kanesan, President, Scomi International

"Resources is not a Malaysian issue. It's a worldwide issue...we need to take into account global challenges...So what do we do to make the game changer happen? This is what we need to look at: the enabler - to increase mobility and globalisation"



Dato' Mokhzani Mahathir, Non-Independent Executive Director and Executive Vice-Chairman, Sapura-Kencana Petroleum Berhad

"Many still think that the 2020 target of becoming a developed nation is measured by per capita income alone but there are other quantifiable methods we need to look at. This would include broadband access, telephony and mobile communications, portable water, energy and other items that contribute towards improving our quality of life"

“MALAYSIA’S PRODUCTIVITY CHALLENGE: IN WHAT WAYS CAN MALAYSIA INCREASE PRODUCTIVITY TO REMAIN COMPETITIVE?”

MODERATOR:



Dato' Abdul Aziz Abu Bakar, Chief Executive Officer, Malaysian Directors Academy (MINDA)

“Productivity is a big buzz word now. In terms of competitiveness, Malaysia really needs to be ahead of the competition to be able to lead in this global world. High productivity rates feed into more robust economic growth and attract foreign investors. While Malaysia’s productivity growth last year beat those of the OECD countries, we are still far behind in terms of productivity level per employee.”

PANELISTS:



Dato' Mohd Razali Hussain, Director General of the Malaysia Productivity Corporation

“Getting more and more important is that productivity in Malaysia and innovation require people working together in partnership and collaboration. A higher level of cooperation and teamwork is demanded. In the Global Competitiveness Report that was recently released by the World Economic Forum (WEF), the WEF had called all countries to strengthen recovery by raising productivity. Malaysia has been upgraded to the transition stage of development from Efficiency Driven stage towards the Innovation Driven stage of development.”



Haji Shamsudin Bardan, Executive Director of the Malaysian Employers Federation (MEF)

“Of course, when you talk about global rankings we have done very well. As far as economic performance is concerned we have improved. Government efficiency, yes Dato Razali also mentioned about efforts made by PEMANDU. So it’s much easier to do business. Business efficiency has improved from 13 to 14. But infrastructure, we are still at 25th position. Of course, we can see that we still have weaknesses in these areas: Energy Intensity, Secondary School Enrolment, Dependency Ratio, Total Health Expenditure and Total R&D personnel nationwide per capita.”



"THE NEW WORLD POLITICAL ORDER AND ITS IMPACT ON MALAYSIA"

MODERATOR:



Moderator: Datuk A. Kadir Jasin, Editor-in-Chief, Berita Publishing Sdn Bhd

"The world is yet to fully recover. The world is pretty bleak as it now stands. Add to that, we have a lot of political problems too."



PANELISTS:



Professor Ruhanas Harun, Director of Centre for Defence & International Security Studies (CDISS), UPM

"In terms of its position, Malaysia is considered as a medium power and the strength of Malaysia would be its stability which includes unity, economic stability, and many more. I think in that sense, Malaysia has what it takes to weather the storm if you are looking at stormy emerging political order. But of course, it will not be a bed of roses."



Karim Raslan, CEO, KRA Malaysia Sdn Bhd

"Asia is still the place to be. The contacts, the resources, the role of media and potential flash point. This idea of new world political order, I must admit things always go back. We re-tread history as much as we like to say we are moving on. We always got to look back to historical parallels."



Professor James Chin Ung Ho, Head of School of Arts & Social Sciences, Monash University Sunway Campus

"If you were to hold a General Election in any part of the Middle East today it is more likely that more than 50% of the Islamists will win. This is unacceptable for the West because... one of the unwritten rules of the Western Liberal Democracy is that you have a secular state and you don't want to bring religion in. The Americans are very good at regime change but they are not very good in accepting what they had originally put in place, which is the General Election."



SPECIAL SESSION
WITH ERNST AND YOUNG

**"WHAT IS STOPPING US?
IMPEDIMENTS TO
MALAYSIAN SUCCESS"**

MODERATOR:

**Azwan Baharuddin, Partner & Market Leader, Malaysia
Ernst & Young**

"We can argue that we are the best. We have a strategic location. We have an economic success story. However, with increased global competition from countries like China and India, Malaysia needs to push ahead in many areas such as good governance, economic development, political maturity and social wellbeing so that we can achieve our ambition to become a developed high income nation by 2020."

PANELISTS:

**Dato' Rauf Rashid,
Country Managing Partner, Malaysia.
Ernst & Young**

"Over the last few years, we probably dropped a little bit in terms of the interest to invest in talents. The

education blueprint that came out last week is a start to better things. But the question on a lot of people's minds on the blueprint is: is it too little, too late or it's too long term? We need something more in a shorter period of time that can create faster and better impact."

**Harsha Basnayake,
Asean Managing Partner (Transaction Advisory Services)
Ernst & Young**

"I don't think you can look at Malaysia on its own without really looking at the hinterland that you have. You have 23 million people in the midst of 600 million people. If you are sitting in this region, it is important to understand the different layers of development that different countries are going through. And you have a head-start. I think the challenge to Malaysia is how do you position yourself to really capitalise the inefficiencies that are still there (in SEA)?"

**Keith Pogson,
Asia Pacific Managing Partner
(Financial Services)
Ernst & Young**

"I see a future war ahead of us. I am not talking about a political war. It's not a political war that interests me. It's an economic war. It's not a war between capitalism and communism. That war has already been won. It's a war about innovation. As we look forward, what is going to be important wealth creators for our society? Information technology and innovation. Innovation is going to become critically important in a highly technologically driven society. Ideas will come and be copied. They will be replicated very rapidly. Technology will allow that to happen."



TUN DR. MAHATHIR SPEAKS ON MALAYSIAN POLITICS POST-GE 13



EXCERPT OF TUN DR. MAHATHIR'S CLOSING KEYNOTE ADDRESS

“WILL THE BN deliver if they win the election? I think that depends on how strong is the government. Today, the government is not strong. It has a majority of 30 seats in Parliament. We have a 30 seat majority in Parliament, but if 16 of them jump to the other party, the government collapses. So the government is more interested in trying to survive. The government is not interested in ensuring that this



country grows, develops and prosper. But how to thrive when the leader is preoccupied with wanting to survive? Then the attention through business, commerce, industry and other things that the government should be responsible for would be much less.



If you want to see a government that is focused on developing the country you need to give the government a very good majority. Preferably a two-thirds majority. I am thankful that during my time, I won five elections and each election, I won by a two-third majority.

A strong government is necessary if we are going to do unpleasant things. Because you cannot do pleasant things all the time. Governments have to annoy the people. We have to collect taxes, increase taxes. We have to restrict this and that. If a government wants to be popular all the time then it will be doing the wrong thing. Of course, some of the things done by the government which are strong but unpopular would be bad but on the whole when the government is strong it can do things a lot better. Of course, it can also rob the country i.e. steal the country's money. That has happened in other countries. But in our country there is a chance for you to bring down the government during elections. The government will try to be popular in this country except when they can't help it.

At the moment we find that the BN is still on balance better than the opposition. That's my opinion. You don't have to agree with me. You can vote for the opposition but then the future will be different.

So I think (at) the 13th General Election, the BN would still win and will stay in Putrajaya, but there is a possibility that it will not get a good majority.”

TAN SRI PROFESSOR EMERITUS DR. KHOO KAY KIM

He has been dubbed “The Last Historian” of Malaysia – certainly, if you were to ask a Malaysian on the street for the name of a history expert, Tan Sri Professor Emeritus Dr. Khoo Kay Kim’s name would probably pop out nine times out of ten.

BORN IN KAMPAR, PERAK IN 1937, Tan Sri Khoo Kay Kim has his own interesting history, and one Friday in June 2013, he granted Perdana Magazine’s editors, Zarina and Izyan, three hours of his time to share his past as well as his thoughts on history and Malaysia.

We felt privileged at being given his time as Tan Sri had a heart attack late last year and has scaled down his public appearances as well as speaking engage-

ments. The recent controversy involving misquotes in a mainstream newspaper has also made him wary of giving interviews. He greeted us at the door, looking frail, and we did our best to assure him that our interest is strictly apolitical.

The conversation was conducted in his home, a quiet bungalow on a tree-lined street in Petaling Jaya, and centred on his university years, his career as a historian and his views on the subject of history.

HOW DID YOU DECIDE THAT HISTORY WAS FOR YOU?

I was actually a Science student in school! I went into Science class (at that time, all the good students were asked to do Science) and I hated Science. All you do is you memorise and you reproduce what was taught. By the time I was in Form Four, my football career had taken off. My school team was very good in football. The director also was good. He allowed the school players to



play for the club outside, so we were in the Ipoh League. Believe it or not, my school team in 1956 beat the best Army side in the country. The best Army side was from Scotland so they had one or two Scottish First Division players, and then we beat them! I became an Arts student in the 6th Form in order to play football. So I was originally thinking of making football my career, you see, but there was no pro football then.

To concentrate on football, I still

had to cari makan. So the usual way in those days was to take a simple job anywhere and then don't leave your home. Stay with your parents for some time, you know? But that was 1955-56, short of 1957, and the whole country was thinking, "By 1957, white men would have left, and there would be ample opportunities for graduates." So my friends persuaded me to go to university instead of becoming a footballer. I have no regrets. I still continued to play football in university but not so seriously anymore.

In university, at first, I wanted to do English Literature but the English Lit lecturers did not inspire me. I thought I was good in English Literature but I didn't like the lecturers then, you know, because they insisted that you repeated what they said. If they said Shakespeare was the greatest playwright in the world, you must agree. The history lecturers, on the other hand, inspired me."

WHO WERE YOUR SOURCES OF INSPIRATION?

"I had some good lecturers in Universiti Malaya. There were three lecturers. One was my own professor, Tregonning. One was Wang Gungwu. And there was a brilliant professor – Professor Singhal. They were all very good. Wan Gungwu is now Chairman of the Board that runs ISEAS in Singapore.

Once my lecturers inspired me to do research, I started to go all out to prove them wrong. If you could not write in a rational way, the lecturers would not pass you. I thoroughly enjoyed sitting in libraries from morning to night. You have to keep on challenging your lecturers - it was a kind of competition."

WHAT WERE YOUR OTHER SUBJECTS IN UNIVERSITY?

"English language was compulsory and you had to choose three other subjects, so I chose English Literature, Natural History and I chose Philosophy. Philosophy was very good. Through Philosophy,

I learnt how to be critical. You learn never to simply accept a statement, you learn to ask for evidence and things like that.

They were teaching Philosophy in UM in Singapore, then the government in Malaysia became a bit concerned because Philosophy students started to ask questions about God. The first question they asked was, "Does God exist?" There were very few Malays in university then, but the government here got afraid students would question whether Man was indeed created by God or whether Man was descended from monkeys. So, from day one, the government decided not to have Philosophy as a department in the university.

We were different. Although we did Philosophy, through Philosophy we learnt how to ask questions. When these people asked, "Can you prove that God exists?", we turned it around and asked, "Can you prove that God doesn't exist?" They could not answer!

We engaged in rational discussion – a simple philosophy that we learnt was that you must agree to disagree instead of quarrelling and fighting. In those days, we always had inter-class and inter-school debates. Now, there is no more. During such debates, you cannot use rough language. So we were trained to be gentlemen. Today, we are not taught this.

If you train young children, they will grow up to be gentlemen. But if you wait until they are grown up, it is too late. As we always say, a leopard cannot change its spots. Today, if you try to lecture people, they just shout you down and throw eggs at you."

WAS HISTORY A POPULAR COURSE THEN?

"In University Malaya, the Arts Faculty was always the most popular. And the history department - even into the '80s - was popular. We used to take in more than 1,000 students a year. My history lecture had more than 700. It's different now."

HAS SCIENCE AND TECHNOLOGY OVERSHADOWED HISTORY TOO MUCH IN OUR SCHOOLS AND UNIVERSITIES?

"I always explain that it is human beings that give birth to Science, not the other way around. We should not be slaves to Science. You cannot apply a scientific approach to the study of human beings. Cultural history is important and is so interesting. If you are not an expert in your own culture, you have to depend on an American to explain your own culture to you. A lot of work on ethnicity are quite bad because there is no background (knowledge). You cannot say 2 + 2 equals 4 without knowing the background. Society is so complex."

SO, WHAT DOES BEING A HISTORIAN MEAN, REALLY?

"A historian is, generally speaking, somebody who writes on the past. But we have amateur historians and the professional historians. With amateur historians, they write based on oral sources alone, from hearsay. But the professional historian must always do research and write based on empirical evidence."

I have so many enemies. Because I explain things which in a sense shock people. Like, on the Hang Jebat issue, I had a debate in Dewan Bahasa because a politician insisted my citizenship be withdrawn because I insulted the Royalty.

But Malay Royalty derive their Daulat from Iskandar Zulkarnain and not from Hang Tuah - he was only a Laksamana. According to the great tradition, the Daulat is derived from Iskandar Zulkarnain. The Daulat is so important. It's so important that today, every Ruler can install you as a Raja - so commoners can become royalty through the Daulat.

Malacca is supposed to be the Mother of Malaya so its Daulat is from

Iskandar Zulkarnain. All these things are facts. But you must explain to people so that they know how it originated."

SO ARE THERE ABSOLUTE TRUTHS IN HISTORY?

"I think most of the time you can more or less bring forth sufficient empirical evidence to back your arguments. But not all the time. For some local tales (folklore), it's tentative and speculative. And then you keep on looking for evidence. Maybe it's possible that one day you will find the evidence."



SPEAKING OF EVIDENCE, WHAT DO YOU FEEL ARE THE BEST SOURCES OF INFORMATION ON MALAYSIAN AND MALAYAN HISTORY?

"We have one good source of information nearby. Singapore. Singapore's National University library is good but you must know what you are looking for. I discovered, for example, there are lots of material on Malaya during the Japanese Occupation in the Taipei National Archives because Japan was ruling Taiwan at the time. But it's in Japanese. So, you have to know Japanese to interpret the records. I tried my best to get someone to learn Japanese and go there, but did not succeed."

We (Malaysians) have been argu-

ing about our early history. So much material is in Bangkok. I have been persuading people to go to Bangkok to do research but to date, none have gone yet. I had a student who used Thai material but it was more on Patani. So the early history on the peninsula, nobody has done it.

The British newspaper library is one other good source. I have discovered also so many written accounts of Malaya from travelogues and journals written by Westerners. For example, there was an American who visited

Malaya who wrote "The Malayan Symphony". He wrote that, 'Singapore is the New York of Malaya. Kuala Lumpur is the Washington of Malaya. Malacca is the Mother of Malaya.'

WHAT DO YOU THINK SHOULD BE DONE TO MAKE HISTORY MORE INTERESTING TO OUR STUDENTS TODAY?

"Make sure a lot of important questions are answered. For example, if you ask about Article 153, are our students able to answer? The Malays would say the Article came about because they came first. It was not because of who came first. It was because

when the British came, they recognised the *kerajaan* of the Malays as the legitimate government. You must explain these things in school. The term "daulat", for example, is not explained."

Today, the schools don't know their own history. The children don't know the history of their own environment. Kuala Lumpur people do not know how Kuala Lumpur began. Every town has its own history (but) curiosity is not encouraged by the teachers. Schoolteachers in Kuala Lumpur should take their students to the spot where KL started - near Masjid Jamek. Many cannot explain the origins of the name Kuala Lumpur. In Malay language, if there is a kuala, there must be a sungai - Kuala Selangor, Sungai Selangor;

Kuala Kangsar, Sungai Kangsar - Kuala Lumpur, Sungai Lumpur. The problem is that Sungai Lumpur since 1875 has been called Sungai Gombak."

YOU WERE INVOLVED IN THE FORMULATION OF THE RUKUNEGARA. DO YOU THINK RUKUNEGARA HAS BEEN SUCCESSFUL IN BINDING THE NATION TO ONE PURPOSE?

"The idea of Rukunegara originated in Pancasila. Most of us were graduates of Universiti Malaya. If Indonesia could succeed at Pancasila, (Malaysia could also succeed). If we could then have a national ideology to be disseminated, the people would come together. Everything was nicely discussed and it went to the National Operations Council and it was passed. But after that, Rukunegara never really spread to the young generation. They do not know what it is. They cannot explain what it means. Even if they memorise it, they will memorise it blindly. Right now, there are young Malaysians who can take the national flag and step on it. The national flag represents the nation state, and not the government in power! This they do not understand."

SO, ARE YOU WORRIED ABOUT WHAT MALAYSIAN SOCIETY HAS BECOME?

"I am really worried. We are not changing for the better. We are simply changing for the sake of change, not changing for the better. I worry because I lived through the times before the war, and if I were to compare the present with those times, I get really *takut* (frightened). Everything was so clear cut in those days. Today, you don't know who is who. We have become materialistic. In the whole of Asia, we Malaysians buy the most number of cars. If you bring in expensive cars, there would be a long queue to buy those cars. And most families in KL or PJ, they would have more than one car per family. If you go to university now, many students have cars. So Malay-

sian culture has changed but not for the better. I am really afraid-lah. I was already in secondary school when we had the first elections in 1955, and we were not like we are today."

HOW WOULD YOU COMPARE NATIONAL UNITY AT PRESENT TO WHEN WE FIRST BECAME INDEPENDENT?

"During those times, the races were not really that close. The political parties also did not encourage this (the races getting together). Nowadays they (politicians) are talking of one party but

"Today, the schools don't know their own history. The children don't know the history of their own environment. Kuala Lumpur people do not know how Kuala Lumpur began. Every town has its own history (but) curiosity is not encouraged by the teachers."

they forget that in those times, they formed the Alliance Direct Membership Organisation (ADMO). It failed. They don't remember. If it succeeds, then each of the parties will have to close down eventually. IMP (Independence of Malaya Party) also failed about ten years earlier (than ADMO). You cannot come together if the representatives from each political party is fighting for their ethnic group.

Now Malaysians are being torn apart by the politicians. I remember once I was invited to give a talk. I got into the hall late and was shocked. One side were the Malays, on another side were the Chinese, and the Indians were to another. Each ethnic group is uncomfortable with each other. I know what it is like even though I have

always got along with all ethnic groups. Those days, at least sports brought us together. Nowadays, we don't have enough of this.

Singapore is really interesting. Singapore's national language is Bahasa Melayu. Singapore has 70% Chinese but no Chinese schools. They are very pragmatic as a nation. Of course, Singapore is very different from Malaysia.

Schools have to play a part. At school, it really depends on the teachers. When teaching, teachers need to pay attention to each pupil. You need to bring out the best in each student and learn what they are good at. I also feel teacher training should be decentralised. Now we have only one teacher training college, UPSI, which is doing the main work. In those days, there were more. The best teachers, I found, were those who used to attend "Normal Class". They would teach from Monday to Friday then they would attend classes over the weekends. Those from smaller towns would have to travel to the capital - some teachers had to sit in army trucks to get to the classes."

FINAL QUESTION: WHAT ARE THE ROLES OF THE ARCHIVIST AND THE HISTORIAN IN NATION-BUILDING?

"The archivists need to preserve the data that is so important for historians, and historians should do research. The historian is somebody who is not just focusing on the past. He is using the past to explain the present. History is a process - you cannot understand the present without knowing what happened in the past. A lot of people think history is just so many stories. Somebody even went to the extent of saying, history is 'his story'. Rubbish! If we say this, from the beginning, we are distorting our children's perception of history. Stories can be invented but history is based on empirical evidence. And looking at the rearview mirror is not unimportant. One of the questions asked when you take a driving test is the number of times you have to look in the rearview mirror."



5TH – 7TH FEBRUARY 2013
PERDANA LEADERSHIP FOUNDATION

WORKSHOP ON LEADERSHIP FOR LIBRARIES AND INFORMATION CENTRES (SERIES 2): EFFECTIVE SUCCESSION PLANNING AND TALENT MANAGEMENT IN LIBRARIES & INFORMATION CENTRES

P LANNING AND CHALLENGES aren't exactly the words one would normally associate with being a librarian and yet few actually know how crucial succession planning in a library and the challenges it faces on a daily basis. To take the first step in planning and facing challenges, one has to know and understand the library's own competencies and abilities and only then the process of developing the methodology for identifying top talent or potential can be initiated. This was what the Workshop on Leadership for Libraries and Information Centres (Series 2): Effective Succession

Planning and Talent Management in Libraries & Information Centres was all about.

Encik Azahar Mohd Noor, Chief Librarian of Perdana Leadership Foundation, opened the workshop followed with an introductory speech entitled "Defining Succession Planning and Talent Management". The workshop was held from 5th to 7th February 2013, at Perdana Leadership Foundation

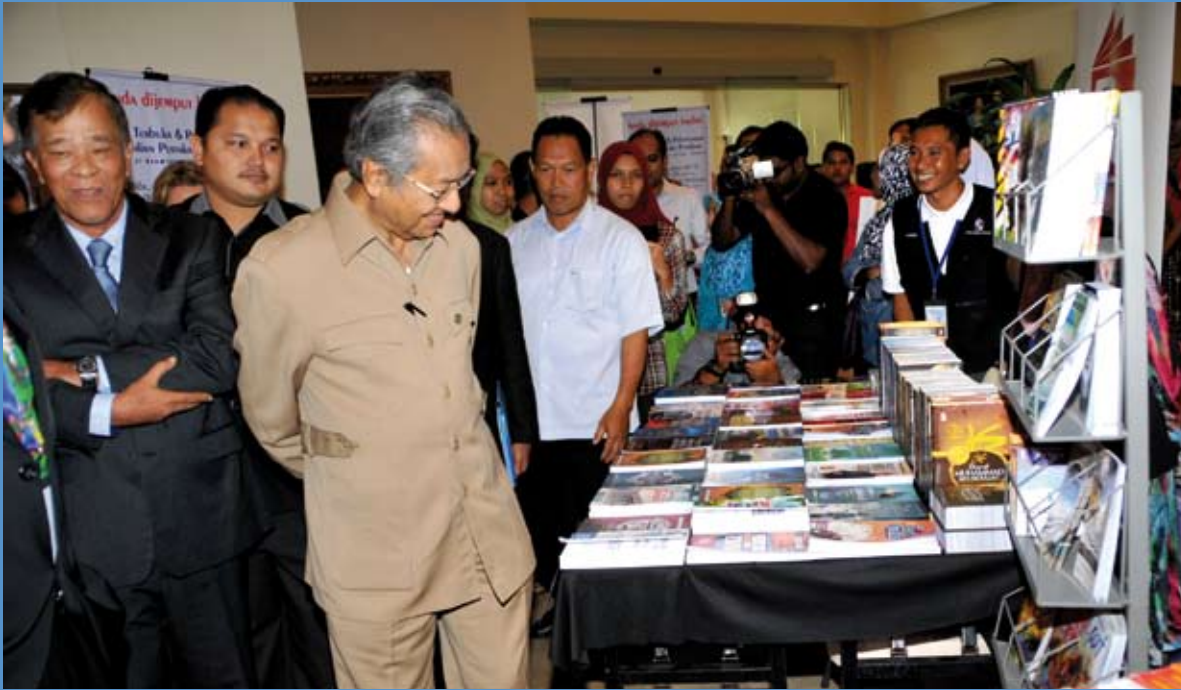
17 participants from 12 different libraries and information centres took part in the workshop. Dr. Nik Abdullah Nik Awang, a corporate trainer, facilitator, and internal consultant

– who started off his career in PETRONAS in 1982 as a trainer and internal consultant, and also is currently the Executive Director/Principal Consultant at Organisation Design & Development Consulting Sdn. Bhd. was the lead facilitator.

Participants were put into different groups where they were required to work on a specific topic given by the organiser. The workshop proved to be as fun as it was educational as there were series of discussions and group presentations.

The workshop ended with a short scenic trip around Putrajaya on the Putrajaya Lake Cruise.



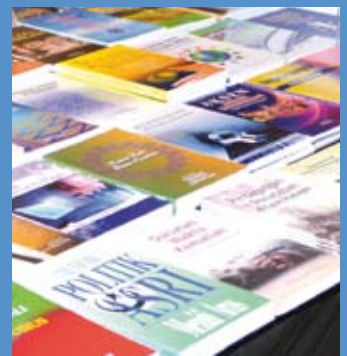


I F THERE EVER WAS A PRIZE FOR leaders who support libraries, the Malaysian prize must surely go to Tun Dr. Mahathir Mohamad. Tun took time off his busy schedule on 7th November 2012 to officiate the Perdana Library's first Open Day and launch the new membership drive. He also gave a speech on the role of Perdana Library.

"Many people have asked me how Malaysia managed to develop from an agricultural country into a developed industrial nation within a span of only 55 years after independence. It led me to think of setting up a place to store all the letters, policies and speeches of past Prime Ministers of Malaysia, to have one repository for the public to access all this information. This was the reason why Perdana Leadership Foundation is here today," Tun said in his speech.

Currently, the Perdana Leadership Foundation stores more than 10,000 physical books in its cosy library, and has amassed more than half a million digitised records of speeches of the past Prime Ministers, reports and newspaper clippings. Membership is free for digital access and borrowing books from the Library requires an investment of only RM10 per year. Those interested can contact perdana@perdana.org.my or call 03-88858940 for more information.

TUN DR. MAHATHIR OFFICIATES PERDANA LIBRARY'S OPEN DAY





WHAT DOES PERDANA LIBRARY DO?

To non-librarians, the work of librarians seem to be shrouded in mystery. Librarians deal a lot with books but what exactly does a librarian's work entail? At the Perdana Library, digitisation forms the core of the library's work and we are proud to have built a sizeable collection of digitised speeches, articles, clippings and out of print books. The digitisation unit works in tandem with the other units of the library. To learn more, read on.

Digitisation

Perdana Library has built an extensive collection of digitised materials (more than 500,000), consisting of speeches of our past PMs, rare books, articles, newspaper clippings, and photos. The digitised materials are processed for OCR – Optical Character Recognition to allow searches within the documents themselves. To facilitate research further, our Google Mini indexes more than 150,000 documents and allows fast Google-like searches through our archives.

Collections Development

The collections development unit ensures that Perdana Library's collections grow each year. The unit coordinates library purchases and recommends materials for new purchases. This unit also reviews subscriptions to digital resources that will enhance the research experience of Perdana Library. The Library currently has more than 10,000 physical items in its collection.

Cataloguing & Bibliographic

The cataloguing unit catalogues and classifies all materials of the Perdana

Library according to international library standards. The unit also indexes all digital materials and is in charge of shelving responsibilities. The cataloguing librarians are also usually the ones referred to for queries on items in the library. Perdana Library has also published bibliographies of materials on Tun Hussein Onn and Tun Abdul Razak, with more bibliographies being produced.

Transcription Unit

It's not all books and journals at Perdana Library. We handle audio video materials, too, and our transcription unit transforms recorded speeches into printed form. Other than transcription work, this unit is also responsible for the control and cataloguing of AV materials as part of library collections. These are all part of our Oral History initiative at Perdana Leadership Foundation.





PERPUSTAKAAN TOETI JUAIRIAH: TAN SRI SANUSI JUNID'S BOOK ARCHIVE



EARLIER THIS YEAR, PERDANA Leadership Foundation paid a visit to Tan Sri Sanusi Junid's private library, Perpustakaan Toeti Juairiah, named after Tan Sri Sanusi's mother (Juairiah) and mother-in-law (Toeti). Time Magazine had once called this library the first generation private library in Malaysia.

The Toeti Juairiah Library was built in 1972 and was launched on May 1st, 1989 by then Prime Minister, Tun Dr Mahathir Mohamad. Situated at Damansara Heights, Kuala Lumpur, the library stores more than 30,000 books cover-

ing an array of subjects such as Leadership, Biography, Literatures, Banking, Economics, Politics, Islamic, History, Management, and Architecture.

Apart from its main library building in Damansara Heights (which stores around 80% of Tan Sri's total collection), Tan Sri Sanusi also stores his books in Mont Kiara (10%) and Jalan Sultanah, Alor Setar, Kedah (10%). His collection is so massive that he has hired librarians to assist him - past staff include Puan Sri Rogayah Abd. Rashid (Ex-Chief Librarian, UiTM: 1965-1993), and Dr Zuraidah Abdul Manaf (Now-Deputy Dean, UiTM).

Trivia

Books: Approx. 30,000 titles

Magazines: 400

Video tape: 200

Cassettes: 300

Speeches: 900

Newspaper clippings: 800

LIBRARIES AS A DRIVING FORCE FOR CHANGE

THE 21ST CENTURY HAS BEEN an era of tremendous change for libraries. Information has become ubiquitous, with powerful search engines, wireless connectivity, online communities, and handheld mobile devices. Library patrons are at ease online, using digital technologies in their everyday lives. They are also embracing the digital tools and the technologies in order to increase their productivity and cultivate new relationships across disciplinary boundaries. Along with this advancement, people expect to be able to work, learn, and study whenever and wherever they want. In addition, it is unlikely that things will slow down in the future. In fact, these changes are expected to accelerate. Thus, the use of technologies has changed the roles of librarians.

"The roles of a librarian have changed," said Dr. Ingrid Parent, the President of International Federation of Library Associations and Institutions (IFLA), who explained that librarians now need to incorporate digital books and resources into their definition of "library". Dr. Parent was delivering the keynote address entitled 'Libraries as a driving force for change in a knowledge society: Challenges and future direction' at a seminar organised by the National Library of Malaysia in Perdana

Leadership Foundation, Putrajaya.

In her presentation, Dr. Ingrid also discussed possible future scenarios for research and education as well as the possible impact these futures may have on library services, while considering how libraries can remain relevant in tumultuous times.

Being the President of IFLA, Dr. Ingrid promoted the functions of IFLA in enhancing the image of libraries around the globe, by working out issues such as copyright and digital lending. To conclude the lecture, she stressed that it is important for libraries to offer an inviting space for people to utilise library resources.



Melayu 5 Dekad

**Abdul Mua'ti @ Zamri Ahmad. Shah
Alam: Penerbit Press UiTM, 2012. 353 pp.**

THE BOOK ANALYSES TEXTS AND SPEECHES from Malaysia's first five Prime Ministers, from Tunku Abdul Rahman to Tun Abdullah Ahmad Badawi, focusing on the economic, political, social, and Malay issues.

The author, an expert in the study of language analysis, speech communication, rhetoric, and political communication, analysed the speeches using different rhetoric laws but Aristotle's 5 Canons were used extensively, namely the inventio (invention), dispositio (arrangement), elocutio (style), memoria (memory), and actio (delivery). For the most part, the author uses the two canons, inventio and dispositio.

Melayu 5 Dekad is an excellent book for research on Malaysia's Prime Ministers and to further understand the science of linguistics as it applies to political communication.

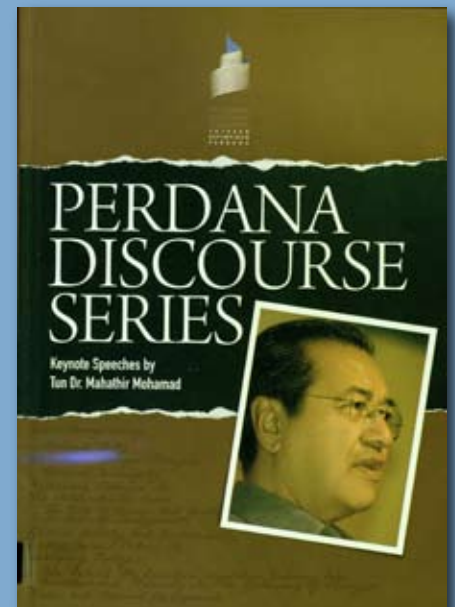


Perdana Discourse Series: Keynote Speeches by Tun Dr. Mahathir Mohamad

**Putrajaya: Perdana Leadership
Foundation, 2012. 158 pp**

THROUGHOUT HIS 22 YEARS OF LEADERSHIP, Tun Dr. Mahathir Mohamad worked hard to transform Malaysia into a developed nation that follows its own mould. Though his premiership has ended ten years ago, his thoughts on the country's past, present and future are still sought after. The Perdana Discourse Series: Keynote Speeches by Tun Dr. Mahathir Mohamad is a compilation of the ten speeches Tun Dr. Mahathir delivered at the Perdana Discourse Series from 2004 to 2009.

The book spans a range of topics, most of which would strike a chord with Malaysians, including National Unity, Social Re-engineering, Political Stability, Education, International Relations, the Judiciary, Bangsa Malaysia, and the Media. Tun Dr. Mahathir spoke mostly off-the-cuff, and as the speeches were transcribed pretty faithfully, readers would be treated to his wry humour and anecdotes. Make no mistake, though, about the substance - each of the speeches can be a history lesson in itself, with Tun taking his audience patiently through Malaysia's past and explaining some important policy decisions. Some questions and answers are included in the slim volume, making this compilation an interesting and varied look at Malaysian issues, from the point of view of the country's most influential leader.



BOOKS & MERCHANDISE

Perdana Leadership Foundation publishes and sells a range of books on leadership, history and national issues. The books can be purchased directly from the Foundation by contacting Nurul Nawar (03-8885 8968/ nawar@perdana.org.my) and Datin Latifah Ismail (03-8885 8942/latifah@perdana.org.my). A selection of the books available are:

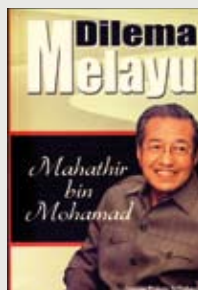
BOOKS WRITTEN BY TUN DR MAHATHIR BIN MOHAMAD :



Doctor In The House
(Tun Dr Mahathir
Mohamad's
Memoirs)
RM100.00



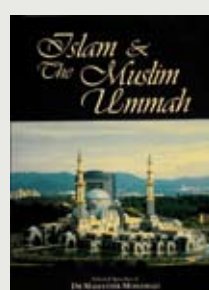
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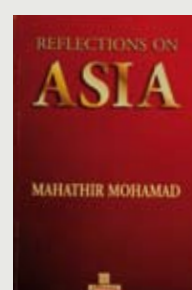
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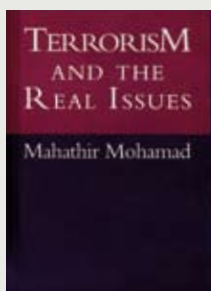
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Menteri Malaysia
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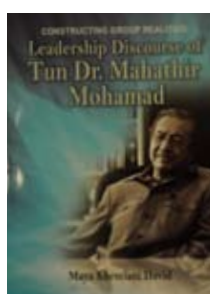
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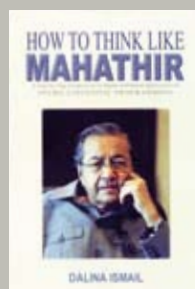
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How To Think Like
Mahathir by
Dalina Ismail
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Smart Growth by
Salleh Buang
RM135.00



The High Priests Of War
By Michael Collins Piper
RM30.00

Other books by PLF are also available.

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Cartoon T-shirt	RM27.00	Card Holder	RM12.00
Metal Keychain	RM10.00	Notepad (Big)	RM12.00
Plastic Keychain	RM5.00	Notepad (Small)	RM5.00
Pen	RM2.00	Magnetic Bookmark	RM4.50



ABOUT PERDANA LEADERSHIP FOUNDATION

PERDANA LEADERSHIP FOUNDATION was set up in 2003 with the aim of preserving, developing and disseminating materials by and on Malaysia's past Prime Ministers. Believing that past leadership can yield valuable insights for future development, the Foundation's objective is to increase awareness and appreciation of Malaysia's intellectual heritage.

The Foundation's objectives are:

- To research, document, disseminate and publicise the intellectual legacies of Malaysia's past prime ministers.
- To elucidate and illuminate the contribution of Malaysia's past Prime Ministers in the social, economic and political development of the nation.
- To create awareness of the development process of the nation and serve as a platform for future development.
- To be a resource centre of policies, strategies and initiatives that were adopted under Malaysia's various Prime Ministers which may be used and adapted as models for the development of other nations.

The Foundation's broader objective is to promote global understanding by providing a channel for scholars and thinkers to undertake research and idea-sharing for lasting, peaceful resolutions. The Foundation operates a physical and electronic library, the Perdana Library which provides direct access to a wealth of information on Malaysia's past Prime Ministers. The Library collects, organises, preserves and disseminates materials by and about Malaysia's national leaders and events connected to them, and outlines the policies, strategies and initiatives they adopted. Much of these materials are digitised and are made available to Perdana Library members through the Internet.



UPCOMING WORKSHOPS

ADVANCED WORKSHOP ON MARKETING AND PROMOTING LIBRARIES & INFORMATION SERVICES

Date: 6th – 8th November 2013

Venue: Quality Hotel City Centre Kuala Lumpur

Facilitator: Assoc. Prof. Dr. Maznah Ghazali
(Faculty of Business Management, UiTM)

Workshop Fees: Single Occupancy - RM 1250.00
Twin Sharing - RM 1130.00
Non Residential - RM 950.00

**Discount RM50 for PLF Library Members*

Contact: 03-8885 8968 |
Fax: 03-8889 1166

Khairun Nisa Kamal |
nisa@perdana.org.my

Nurul Nawar Mahshos |
nawar@perdana.org.my

WORKSHOP ON AACR2 TO RDA USING THE RDA TOOLKIT

Date: 25th – 27th October 2013

Venue: Sri Intan Resort Sdn. Bhd. Port Dickson,
Negeri Sembilan.

Facilitator: Assoc. Prof. Hamidah Binti A. Rahman
(Faculty of Information Management Universiti
Teknologi MARA (UiTM))

Workshop Fees: Twin Sharing - RM 1250.00
Single Occupancy - RM 1400.00

**Discount RM50 for PLF Library Members*

Contact:

Siti Suliana: 03-8885 8966
(suliana@perdana.org.my)

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