



INTAN Sarawak CITRA

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Buletin Keluaran INTAN Sarawak



INSARA:

Tuan Rumah
Festival i-fit
Sarawak 2016
"Meraikan
Kepelbagaian"

PERPUSTAKAAN
MALAYSIA SARAWAK

**"Set-up Work-out Group":
Harnessing Your People
For Excellence In
Service Delivery**

MOMENTS OF UNITY

"Alone we can do little, together we can do much"
-Helen Killer

EDISI KHAS

GAMBAR PERSIAPAN
i-fit INSARA



Sambutan Perayaan



Perjumpaan Bersama
Pengarah INTAN





“A change towards a higher level of group performance is frequently short lived; after a “shot in the arm”, group life soon return to the previous level. This indicates that it does not suffice to define the objective of the planned change in group performances as the reaching of a different level. Permanency at the new level, or permanency for a desired period, should be included in the objective. A successful change includes therefore three aspects; unfreezing (if necessary) the present level...moving to the new level...and [re] freezing group life on the new level. Since any level is determined by a force field, permanency implies that the new force is made relatively secure against change”. - Lewin (1947)

“People don’t change without pain-lots of it!-and anxiety-lots of it! Bad situations motivate change. Very bad situations. Pain and anxiety create the urgency to change. Don’t create this urgency, and people feel powerless to change. We don’t visit the dentist unless the tooth hurts so badly that we can’t stand it anymore. We don’t change a light bulb until it burns out. We don’t leave a “terrible” job until we got fired or some awful triggering events occur (such as a big fight with the boss). We don’t end a personal relationship until it gets to be unbearable”.

- Dr. James A. Belasco (1990)

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Ketua Editor

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Tuan Haji Hussin bin Mahmud
Pengarah INTAN Sarawak

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TEKANAN DALAM KEHIDUPAN

Kehidupan kita seharian penuh dengan cabaran dan ini memberikan tekanan. Bagi mereka yang berfikiran positif, cabaran yang dialami, diterima sebagai motivasi kepada diri untuk terus maju dan berjaya. Namun yang penting adalah langkah-langkah yang kita ambil untuk mengatasi tekanan dalam kehidupan. Antaranya termasuklah:

- Merancang jadual hidup anda. Pastikan ada perancangan untuk kerja dan juga keluarga dengan membahagi masa yang berkualiti untuk kerja dan keluarga dibuat dengan teratur.
- Meluangkan masa untuk bersenam sekurang-kurang 2-3 kali setiap minggu. Bersenam akan mempercepatkan aliran darah dan sekaligus membantu membawa lebih banyak oksigen ke paru-paru, di samping membantu anda untuk mendapat kualiti tidur yang lebih baik.
- Melakukan hobi secara tetap dan berkala. Dimana anda dapat menenangkan fikiran dengan mengalihkan perhatian dan fikiran kepada perkara yang diminati.
- Minum lebih banyak air kosong ketika tertekan dapat membantu memulihkan tubuh anda dari keletihan.
- Bagi seorang Islam, berdoa dan bertawakal selepas berusaha, membantu menerima segala perancangan yang ditetapkan oleh Sang Pencipta.
- Merancang waktu tidur. Tidur yang tidak mencukupi akan mempengaruhi aktiviti seharian. Dimana tubuh menjadi lemah dan anda lebih mudah tertekan.
- Makan bukan perkara yang baik untuk menghilangkan stress. Makanan yang mempunyai karbohidrat yang tinggi akan mempengaruhi kadar insulin menyebabkan badan lemah dan menjadi malas.
- Berbincang dan berkongsi masalah dengan rakan juga dapat membantu anda mengawal tekanan dan apabila bersama-sama rakan anda dapat merancang untuk menyelesaikan masalah dengan idea-idea dan cadangan baru dari perkongsian tersebut.
- Sekali-sekala rancang percutian anda ke tempat-tempat yang anda minati bagi menambah pengetahuan dan melihat budaya orang lain.
- Mengamalkan sikap toleransi dan bekerjasama dalam organisasi. Hormat menghormati dan menerima seadanya setiap kebolehan rakan sekerja kita. Berusaha untuk bersama-sama menyelesaikan masalah dengan menerapkan kemahiran komunikasi yang lebih berkesan.

Ini merupakan sebahagian tips yang boleh diamalkan bagi mengawal dan menghilangkan tekanan dalam kehidupan kita. Pada pendapat saya, yang penting adalah merancang jadual kehidupan merupakan elemen utama kerana kita tahu tahap kemampuan diri kita dan dalam masa yang sama kita berusaha untuk menjadi yang lebih baik.

“Positive thinking is how you think about problem. Enthusiasm is how you feel about a problem. The two together determine what you do about a problem.” -Norman Vincent Peale-

Salam Hormat dan Semoga Berjaya

**“1 Sentiasa Di Hadapan”
“MEMACU TRANSFORMASI MELALUI PEMBELAJARAN”**

**Yang Berusaha Tuan Haji Hussin bin Mahmud
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FESTIVAL I-FIT 2016 SARAWAK**“KESERONOKAN BEKERJA MELALUI I-FIT: MERAIKAN KEPELBAGAIAN”**

Disediakan oleh,
Audree Changik

Pada 11 Ogos hingga 14 Ogos 2016, seramai 320 orang warga INTAN dari INTAN kampus wilayah yakni INTIM, INTURA, IKWAS, Kluster Inovasi (INTENGAH), INTAN Sabah dan INTAN Bukit Kiara telah datang ke Bumi Kenyalang untuk berkampung di INTAN Sarawak bagi meraikan Seminar Kecergasan dan Festival i-fit Sarawak 2016.

Bertemakan “Keseronokan Bekerja Melalui i-fit”, program ini telah berjaya mencapai objektifnya iaitu meningkatkan semangat kesukanan dan membudayakan kecergasan di kalangan warga INTAN. Program tahunan ini adalah wadah yang menghimpunkan warga INTAN dari seluruh Malaysia untuk berinteraksi dalam suasana santai sambil bersukan bagi merapatkan lagi hubungan yang sedia ada. Tahun ini, hampir kesemua Pengurusan Tertinggi INTAN berkampung di INTAN Sarawak bagi bersama menikmati hospitaliti dan kemudahan sukan yang baharu.

Komitmen dan iltizam yang tinggi, yang dipamerkan oleh warga INTAN menerusi penganjuran Festival INTAN setiap tahun dapat diterjemah dengan semangat yang jitu dan tekal dalam merealisasikan Agenda Transformasi Negara dan Transformasi Perkhidmatan; INTAN sebagai pemacu transformasi perkhidmatan awam melalui pembelajaran.

KUTIPAN MARKAH PERLAWANAN FESTIVAL I-FIT 2016 @INSARA

BIL	KONTINJEN	JENIS PERMAINAN														Σ
		PP	BTS	F(L)	BT (W)	DRT	DH	BD	CG	KR	BT(L)	BJ	F(W)	BS	P	
1	KIARA	10	10	10	6	10	10	10	8	8	10	10	0	10	2	114
2	KIS	6	6	6	10	2	8	2	6	10	2	4	6	6	8	82
3	INTIM	2	2	8	8	6	2	8	10	2	8	2	2	2	10	72
4	KLUSTER INOVASI	8	2	2	2	8	4	6	2	2	4	2	8	2	2	54
5	IKWAS	4	8	2	2	2	2	2	2	6	6	6	2	8	2	54
6	INTURA	2	2	4	4	2	6	4	4	2	2	8	4	2	4	50
7	INSARA	2	4	2	2	4	2	2	2	4	2	2	10	4	6	48

Festival i-fit Sarawak 2016 telah dirasmikan oleh YBhg. Dato' Dr. Mazlan bin Yusoff, Pengarah INTAN pada pagi 13hb. Oktober, 2016. YBhg. Dato' Dr. Mazlan tiba di Astaka bersama-sama Pengurusan Tertinggi INTAN dan Pengarah-Pegarah Wilayah dengan berjalan kaki dari Blok Asrama dan disambut dengan wajah-wajah ceria warga INTAN yang datang seawal 6:30 pagi. Pada festival ini, 13 acara dipertandingkan termasuk satu acara baru iaitu futsal.

Laporan Aktiviti INTAN SARAWAK

Citra
5

Festival i-fit Sarawak 2016 sekali lagi menyaksikan INTAN Kiara masih lagi berbisa dengan mengekalkan kejuaraan sebagai jaguh sukan. Sehubungan dengan itu, pada tahun ini kebangkitan INTAN Sabah (KIS) terserlah dengan merangkul tempat kedua, manakala INTIM di tempat ketiga.

Juara Keseluruhan i-fit 2016 telah membawa pulang dua Piala Pusingan Juara, di mana INTAN Sarawak telah menyumbangkan sebuah lagi Piala Pusingan sebagai tanda kenang-kenangan menjadi tuan rumah i-fit buat pertama kalinya.

Menjadi tradisi INTAN, pada Majlis Malam Penutupan Festival i-fit Sarawak 2016, INTAN Kampus Timur Laut (INTIM) telah diumumkan sebagai penganjur Festival i-fit 2017. Simboliknya pada penghujung majlis, Pengarah INTAN Sarawak telah menyerahkan bendera kejohanan i-fit kepada Pengarah INTIM dengan disaksikan oleh YBhg. Dato' Dr. Mazlan.

INTAN Sarawak merakamkan ribuan terima kasih kepada Pengurusan Tertinggi INTAN dan semua INTAN Kampus Wilayah dan juga INTAN Kiara yang terlibat secara langsung dan tidak langsung dalam menjayakan Festival i-fit 2016 ini. Tahniah jua kepada warga INTAN Sarawak, pekerja-pekerja kontrak Domestik, Pembersihan dan Sajian serta para pelajar praktikal kerana berjaya menganjurkan kejohanan Festival i-fit Sarawak 2016. INTAN Sarawak telah dapat membuktikan yakni kakitangan yang sedikit bukanlah penghalang bagi menjayakan sesuatu perkara. Apa yang penting adalah kerjasama, kefahaman, komitmen dan saling membantu. Warga INTAN Sarawak sedia menerima cabaran mendatang!

Bak kata pepatah:

"Yang berat sama dipikul, yang ringan sama dijinjing"

"Bersatu kita teguh, bercerai kita roboh"

"Bulat air kerana pembetung, bulat manusia kerana muafakat"



INTAN PUBLIC LECTURE KAMPUS INTAN SARAWAK

PROSES PILIHAN RAYA DI SARAWAK

Disediakan oleh,

Siti Ayeshah binti Morshidi

Pada 8hb. April, 2016, INTAN Public Lecture (IPL) telah dianjurkan oleh INTAN Kampus Sarawak dengan kolaborasi bersama Suruhanjaya Pilihanraya Negeri (SPR) Sarawak. Ceramah ini telah diadakan di Auditorium INTAN Sarawak dengan kehadiran lebih kurang 200 orang peserta daripada jabatan dan agensi persekutuan di Sarawak.

Bersempena dengan Pilihanraya Negeri Sarawak ke-11, pihak INTAN Sarawak mengambil inisiatif untuk mengundang YBhg. Datu Haji Takun bin Sunggah, Pengarah Pilihan raya Negeri Sarawak sebagai penceramah ILP 2016. Menerusi wadah ini, para penjawat awam di Sarawak khususnya dapat berinteraksi secara terus dengan pihak SPR bagi mengutarakan segala kemusykilan dalam proses pilihanraya. Pihak INTAN Sarawak amat berbesar hati kerana YBhg. Datu Haji Takun bin Sunggah dapat meluangkan masa beliau untuk menjayakan ceramah kali ini dengan tajuk “Proses Pilihan raya di Sarawak”.

Sehubungan dengan itu, ceramah ini diadakan bagi meningkatkan pengetahuan dan memberi kefahaman serta kesedaran kepada penjawat awam berkenaan proses pilihan raya Dewan Undangan Negeri yang dilaksanakan di Sarawak. Selain itu, ceramah ini juga menjadi wadah untuk menjelaskan kepada para penjawat awam proses-proses yang terlibat kerana terdapat sebilangan penjawat awam yang masih belum memahami sepenuhnya ketelusan proses pilihan raya di Malaysia.

Kefahaman yang kurang jelas berkenaan proses pilihan raya boleh menyebabkan kita mudah terpedaya dengan tanggapan negatif yang diutarakan dalam media sosial. Di samping itu juga, proses persempadanan semula kawasan pilihan raya dan tanggungjawab sebagai pengundi berdaftar di bawah Perlembagaan Negara turut dijelaskan.





BICARA EKSEKUTIF RAMADAN 2016 Memaknai Ramadan

Disediakan oleh,
Siti Ayes Shah binti Morshidi

Sempena bulan Ramadan yang mulia, INTAN Kampus Sarawak pada tahun ini telah menganjurkan Program Bicara Eksekutif Ramadan yang bertajuk “Memaknai Ramadan” pada 16 Jun 2016 bersamaan 1437H bertempat di Auditorium, Tingkat 17 Bangunan Sultan Iskandar, Kuching. Program ini telah dihadiri oleh 180 orang pegawai dan kakitangan daripada pelbagai agensi dan Jabatan dan Agensi Persekutuan. Penceramah Bicara Eksekutif Ramadan kali ini ialah Yang Berusaha Al- Fadhil Ustaz Haji Sarbini bin Dahlan. Beliau merupakan Pegawai Latihan dan Dakwah Harakah Islamiah (HIKMAH) Kuching.

Pada sesi perkongsian ilmu tersebut, beliau telah menerangkan kepentingan bagi umat Islam untuk memahami maksud puasa yang sebenarnya; bukan hanya sekadar menahan diri dari lapar dan dahaga. Disamping itu, beliau turut menekankan kepentingan umat Islam untuk mengetahui dalil dan syariat mengenai puasa di bulan Ramadan, iaitu asas dalam melakukan ibadah di bulan yang penuh kemuliaan. Dari segi dalil puasa Ramadan juga telah disebut dalam Al-Quran dalam surah Al-Baqarah (2) : 183 yang berbunyi

“Wahai orang – orang beriman, telah diwajibkan atas kalian berpuasa sebagaimana telah diwajibkan atas orang – orang sebelum kalian agar kalian bertaqwa”

Manakala menurut syariat, shaum atau shiyam adalah bermaksud menahan diri dari hal-hal yang membatalkan, dari terbitnya fajar sampai terbenamnya matahari dan disertai dengan niat (berpuasa).

Beliau berharap agar penjawat awam mendapat penerangan yang jelas mengenai kewajipan berpuasa di bulan Ramadan serta amalan-amalan sunnah yang dituntut untuk disempurnakan di bulan yang penuh keberkatan. Sesungguhnya sesuatu ibadah adalah lebih bermakna dan lebih diberkati apabila kita memahami serta mengerti dalil, syariat dan fadhilat bagi ibadah yang dilaksanakan dan tidak sekadar hanya melakukannya oleh sebab amalan masyarakat atau tuntutan agama tanpa cuba untuk mencari erti sebenar sesuatu ibadah.

TAKLIMAT "NEVER TRUST FIRE"

Disediakan oleh,
Emelia Gunggu



Semasa kecil menjadi kawan, apabila besar menjadi lawan, begitulah sifat api yang boleh memudaratkan dan mengakibatkan kebakaran seterusnya kerugian sekiranya tidak dikawal. Menyedari bahayanya api, INTAN Sarawak telah mengundang wakil dari Pertubuhan Pencegahan Kebakaran Kuala Lumpur iaitu Encik Jeffrey Chin.

Taklimat yang diadakan pada pagi 14hb. Julai 2016 telah dihadiri oleh warga INTAN Sarawak serta pekerja kontrak yang bekerja di INTAN Sarawak iaitu pekerja landskap, penjaga keselamatan dan pekerja pembersihan.

Tujuan taklimat ini diadakan adalah untuk memberikan pendedahan berkenaan dengan tindakan bagi pencegahan kebakaran terutamanya semasa berada di pejabat. Pada sesi taklimat tersebut, penceramah turut menerangkan jenis-jenis alat pemadam api serta cara-cara mengendalikan alat pemadam api, disamping menekankan langkah-langkah yang perlu diambil bagi mengelakkan kebakaran berlaku sama ada di rumah, di kereta, di pejabat ataupun di pusat membeli belah.

Perjumpaan Bersama Pengarah INTAN

Disediakan oleh,
Emelia Gunggu

Bersempena dengan kehadiran Pengarah INTAN, YBhg. Dato' Dr. Mazlan bin Yusoff bersama barisan Pengurusan Tertinggi INTAN di Kampus INTAN Sarawak bagi Festival i-Fit Sarawak 2016, diadakan suatu perjumpaan di antara YBhg. Dato' Dr. Mazlan bersama warga INTAN Kampus Sarawak pada petang 12hb. Ogos, 2016.

Sesi yang berlangsung lebih dari sejam tersebut merupakan salah satu inisiatif turun padang dan musywarah Pengurusan Tertinggi INTAN dengan warga kampus wilayah. Sesi ini menjadi wadah untuk warga INTAN di kampus wilayah mendapat maklumat terkini mengenai hala tuju Jabatan disamping menyuarakan sebarang pandangan atau pertanyaan kepada Pengurusan Tertinggi INTAN. Sesi tersebut turut dihadiri oleh YBhg. Dato' Dr. Syed Omar Sharifuddin bin Syed Ikhsan, Timbalan Pengarah Kanan INTAN; YBrs. Dr. Anesee Bin Ibrahim, Pendaftar INTAN serta Encik Mohd Azrul bin Mat Said, Timbalan Pendaftar Kanan (Kewangan).

Antara pengisian pada sesi tersebut termasuklah pembentangan kursus-kursus dan seminar di INTAN Kampus Sarawak, maklumat pentadbiran dan pengurusan serta laporan pelaksanaan Kursus Diploma Pengurusan Awam bagi Integrasi Nasional yang bakal berlangsung di Sarawak mulai bulan Oktober 2016.



KEMERIAHAN RAYA 2016 DISAMBUT BERSAMA

Disediakan oleh,
Emelia Gunggu

Majlis Ramah Tamah Aidilfitri INTAN Kampus Sarawak 2016 telah diadakan pada 14hb. Julai, 2016 bersamaan 9 Syawal 1437H di Dewan Seminar, INTAN Sarawak dan dihadiri oleh semua warga INTAN Sarawak.

Pada sambutan tersebut, warga INTAN turut meraikan Puan Genevie Kumang Salang yang berpindah ke Jabatan Perpaduan Negara dan Integrasi Nasional Negeri Sarawak serta warga INTAN Sarawak yang menyambut ulang tahun kelahiran pada bulan April hingga Jun.

Di samping keseronokan bertegur sapa dan menjamah juadah, majlis pada petang tersebut turut dimeriahkan dengan nyanyian oleh beberapa orang warga INTAN Sarawak.



SEMINAR PEMATUHAN PENGAUDITAN: TEGURAN AUDIT NEGARA

Disediakan oleh,
Wong Yee

Pada 27hb. Julai 2016, INTAN Kampus Sarawak telah menganjurkan Sesi Perkongsian ilmu bersama Yang Berbahagia Tan Sri Haji Ambrin bin Buang, Ketua Audit Negara. Antara tetamu yang hadir termasuklah Yang Berhormat Datuk Haji Talib bin Zulpilip, Menteri Muda Pembangunan Infrastruktur dan Menteri Muda Urbanisasi; Yang Berbahagia Dato' Mustafa Bin Haji Saman, Timbalan Ketua Audit Negara; Ketua-ketua Jabatan dan pegawai-pegawai dari Perkhidmatan Awam Persekutuan, Perkhidmatan Awam Negeri, Badan Berkanun Persekutuan, Badan Berkanun Negeri dan Pihak Berkuasa Tempatan. Seramai 680 orang peserta telah hadir pada seminar tersebut yang telah diadakan di Auditorium INTAN Sarawak.

Objektif seminar ini adalah untuk memberi kesedaran khususnya kepada ketua-ketua jabatan serta pegawai-pegawai yang berkaitan dengan pengurusan kewangan, perolehan kerajaan berkenaan kes-kes ketidakpatuhan terhadap peraturan-peraturan kewangan, di samping perkongsian mengenai perkara-perkara berkaitan dengan teguran audit yang bersifat "corrective" dan juga "punitive" di jabatan-jabatan Kerajaan Persekutuan, Negeri, Pihak Berkuasa Tempatan sepanjang tahun 2015 dan 2016.

Seminar ini turut memperingatkan semua pegawai Kerajaan untuk mengambil tindakan penambahbaikan terhadap hasil pengauditan yang telah dijalankan oleh Jabatan Audit Negara dan juga Audit Dalaman di jabatan atau agensi masing-masing supaya kelemahan di organisasi awam dapat ditambah baik.



SEMINAR INTAN PUBLIC POLICY INSIGHTS (IPPI) SIRI 1/2016

Disediakan oleh,
Emelia Gunggu



Kerjasama strategik



Sambutan dan sokongan jitu penjawat awam dan anggota Keselamatan Negeri Sarawak



Selararas dengan fungsi INTAN sebagai institusi latihan awam perdana serta bertanggungjawab bagi merangka dan menyediakan program yang menyemarakkan budaya diskusi di kalangan penjawat awam, INTAN Sarawak sekali lagi menganjurkan Seminar INTAN Public Policy Insights Series (IPPI) 1/2016 pada 19hb. Ogos, 2016 dengan tajuk "Emerging Threats Challenging Public Order and Security in Sarawak Landscape". Penceramah jemputan yang diundang adalah Yang Dihormati Datuk Mazlan bin Mansor, Pesuruhjaya Polis Sarawak. Seramai 230 orang penjawat awam dari pelbagai agensi dan jabatan Kerajaan Negeri Sarawak dan Persekutuan telah hadir di Auditorium INTAN Sarawak.

Pada seminar ini, YDH Datuk telah berkongsi trend jenayah di Negeri Sarawak dan beliau memaklumkan bahawa keselamatan negara kita masih terkawal. Namun, beliau menekankan rakyat tidak harus mengambil mudah dan bersikap samal lewa terhadap isu keselamatan yang semakin kompleks pada era teknologi dan dunia tanpa sempadan ini, sebaliknya semua pihak harus berhati-hati dan bekerjasama dengan pihak Polis dalam menangani dan membanteras isu serta cabaran keselamatan. Sehubungan dengan itu, YDH Datuk turut berharap pada masa akan datang, PDRM dapat bekerjasama lagi dengan INTAN Sarawak untuk menganjurkan sesi perkongsian ilmu mengenai isu-isu keselamatan negara.

Pelaksanaan seminar ini memberi ruang kepada penjawat awam memahami pendekatan yang diambil oleh anggota Keselamatan Negara dalam mendepani dan membanteras ancaman keganasan di Malaysia, khususnya di Sarawak, disamping memberi kesedaran mengenai peranan penjawat awam dalam menjaga dan memelihara keselamatan dan kesejahteraan negara.

Semarak budaya diskusi





SOROTAN AKTIVITI

April hingga Ogos 2016

April

20^{hb}. **Perbincangan Penyelarasan Urus Setia**

Perbincangan bagi merangka cadangan atur cara serta anggaran perbelanjaan bagi penganjuran Festival i-fit 2016 untuk dikemukakan kepada pihak Pengurusan Tertinggi INTAN.

2.30 petang @ Bilik Perbincangan Perpustakaan

Mei

19^{hb}. **Mesyyarat Pengurusan Festival i-Fit INTAN Sarawak 2016**

Pada mesyyarat tersebut dibentangkan cadangan atur cara sepanjang festival, aktiviti-aktiviti sampingan untuk para peserta yang hadir, acara-acara sukan yang dipertandingkan serta hal-hal domestik dan logistik oleh Jawatankuasa-jawatankuasa Berkaitan. Sehubungan dengan itu, berlangsung pelantikan Pengurus Sukan bagi setiap perlawanan dan Penyelaras Kontijen (Liaison Officer).

2.30 petang @ Bilik Mesyyarat Utama

Jun

16^{hb}. **Mesyyarat Penyelarasan Festival i-Fit2016 & Peraturan Sukan**

Mesyyarat bersama wakil-wakil Kelab Kebajikan dan Sukan INTAN dari setiap kampus bagi membincangkan peraturan bagi setiap acara yang dipertandingkan serta sesi mencabut undi bagi menentukan susun perlawanan untuk setiap acara.

2.00 petang @ Bilik Mesyyarat Utama

Ogos

3^{hb}. **Mesyyarat Penyelarasan bersama Penyelaras Kampus & Sukan**

Perjumpaan diadakan bersama semua Penyelaras Kontijen bagi setiap kampus dan pengurus sukan bagi memastikan semua pihak siap siaga dengan penganjuran Festival i-fit 2016.

2.30 petang @ Bilik Mesyyarat Utama

8^{hb}. **Gotong Royong & Raptai Majlis Perasmian**

Aktiviti gotong-royong membersihkan dan meratakan tanah di sekitar kawasan astaka serta mengangkut bangku meja ke lokasi-lokasi perlawanan dan Dewan Serbaguna. Disamping itu, turut diadakan sesi latihan Zumba dan Bodycombat.

9.00 pagi @ Astaka

10^{hb}. **Raptai Majlis Penutupan**

Penyelarasan program, yang melibatkan Jawatankuasa Teknikal, warga yang terlibat

dengan persembahan serta Pengacara Majlis. Aktiviti menghias dan memperindahkan Dewan Serbaguna yang dibantu oleh pelajar-pelajar praktikal turut dilaksanakan selepas raptai.

9.00 pagi @ Dewan Serbaguna

10^{hb}. **Ketibaan Kontijen Bertanding**

Wakil dari IKWAS (Kampus Wilayah Selatan) merupakan kontijen yang pertama tiba di INTAN Sarawak. Kehadiran setiap kontijen di Lapangan Antarabangsa Kuching disambut oleh Penyelaras Kontijen, yang mewakili INTAN Sarawak.

Bermula 10 pagi @ Lapangan Antarabangsa Kuching

11^{hb}. **Taklimat Kontijen**

Disampaikan oleh Ketua Jawatankuasa Sukan, Encik Mohd Shahrudin bin Zaidil, diikuti dengan taklimat bagi Majlis Perasmian dan Penutupan oleh Jawatankuasa berkaitan. Pengarah Wilayah Kampus Sarawak, Tuan Haji Hussin bin Mahmud yang turut hadir, mengalu-alukan kehadiran Pengarah-pengarah Wilayah dan Pengurus-pengurus Kontijen.

4.00 petang @ Auditorium

12^{hb}. **Seminar Kecergasan**

Urus setia mengundang Encik Nazrie bin Abdullah@Sulaiman yang merupakan salah seorang Trainer bagi Program Jom Kurus 1Malaysia. Antara perkongsian beliau termasuklah tips-tips penjagaan kesihatan yang merangkumi jenis-jenis senaman yang sesuai untuk dilakukan di pejabat dan pemakanan berkhasiat.

2.15 petang @ Auditorium

FESTIVAL I-FIT SARAWAK

keseronohan bekerja melalui TPPT

11-14 AGOS 2016 | INTAN KAMPUS SARAWAK





SUPERH

T-FH



CROCODILE WARRIORS

Disediakan oleh, **Emelia Gunggu**

Tahun 2016 merupakan tahun kedua INTAN Kampus Sarawak bertanding sebagai sebuah kontijen yang memperkenalkan diri sebagai "Crocodile Warriors". Pada tahun-tahun sebelumnya, INTAN Sarawak bergabung bersama warga Kluster Pengajian Pembangunan Pengurusan dan Inovasi (INTAN Kampus Wilayah Tengah, INTENGAH).

Dalam persediaan untuk bertanding di Festival i-fit Sarawak 2016, Kelab Kebajikan dan Sukan INTAN Sarawak (KEKSIS) melantik 13 orang warga INTAN Sarawak sebagai penyelaras bagi setiap kategori sukan yang dipertandingkan, di mana pada 19hb. Mei, 2016 diadakan sesi penyerahan tugas kepada penyelaras-penyelaras sukan.



GIGIH MEMBINA KECERGASAN

Latihan sukan diadakan setiap hari selepas jam 4.30 petang. Manakala bagi indoor games seperti karom, congkak dan dart, latihan diadakan pada waktu rehat iaitu pada jam 12.30 tengah hari hingga 2.00 petang setiap hari. Bagi menambahbaik mutu serta strategi perlawanan, perlawanan persahabatan turut diadakan bersama agensi dan jabatan Kerajaan yang lain. Antaranya, termasuklah Perlawanan Bola Jaring bersama pelajar UNIMAS, Perlawanan Bola Tampar dan Badminton dengan kakitangan Jabatan Pengangkutan Jalan (JPJ).

BIL	SUKAN	PENGURUS
1	Bola Sepak	Encik Mohd. Syafiq Anas
2	Futsal (L)	Tuan Haji Hussin bin Mahmud
3	Futsal (P)	Cik Emella anak Gunggu
4	Bola Jaring	Cik Siti Ayesha binti Morshidi
5	Bola Tampar (L)	Encik Erick Drenner Dangan
6	Bola Tampar (P)	Cik Siti Rozellawati binti Arbi
7	Badminton	Encik Ahmad bin Aziz
8	Ping pong	Encik Mathias Charles Buas
9	Carom	Encik Hasbi bin Zainuddin
10	Dam Haji	Encik Mortadza bin Hj Adenan
11	Dart	Encik Ahmad Fikri Nasuha bin Massumi
12	Batu Seremban	Cik Sharifah Fatimah binti Wan Idris
13	Congkak	Encik Mohd Mustaqim bin Zulkhanain



MOMENTS OF UNITY

*"Alone we can do little,
together we can do much" –
Helen Keller*

Dalam rangka mempersiapkan diri sebagai penganjur Festival i-fit Sarawak 2016, mesyuarat penyelarasan, latihan sukan, raptai bagi Majlis Perasmian serta Penutupan diadakan. Disamping itu, gotong-royong bersama pekerja landskap dan pembersihan turut dijalankan bagi memastikan kemudahan yang sedia ada di kampus ini serta persekitarannya dalam keadaan selamat, bersih dan baik untuk digunapakai.



Bagi festival kali ini juga, buat julung kalinya persembahan dari setiap kampus yang kebiasaannya dipersembahkan pada Majlis Penutupan, dipertandingkan. Semangat dan sokongan warga kampus tiada tandingannya untuk mengambil bahagian dalam persembahan tersebut.



POST- I-FIT

Buang yang keruh, ambil yang jernih

Pengumuman YBhg. Dato' Pengarah INTAN pada 16hb. Ogos, 2015 di IKWAS di mana INTAN Kampus Sarawak diamanatkan sebagai tuan rumah Festival i-fit 2016 amatlah perit dan sukar dilaksanakan pada mulanya. Namun, kepercayaan yang diberikan dijadikan azimat. Bak kata Mattite J.T. Stepanek ... "unity is strength....when there is teamwork and collaboration, wonderful things can be achieved."

Perjalanan meniti hari-hari sebagai tuan rumah Festival INTAN Fitness (i-fit) buat pertama kalinya bukanlah mudah dengan kekuatan tenaga seramai 41 orang. Acap kali juga persoalan timbul- siapakah yang main, wakil kampus? siapakah yang menjadi urus setia, menyelaras sukan? Kerap juga latihan sukan diadakan tanpa bilangan pemain yang mencukupi atas sebab keperluan tugasan hakiki - mengajar; mengikuti kursus di luar kampus, menghadiri mesyuarat di luar kampus dan kesibukkan menganjurkan seminar. Tegang, tertekan ada kalanya berlaku jua perselisihan faham- yang pastinya atas sebab semua mahukan yang terbaik.

Memetik kata-kata Tunku Abdul Rahman dalam ucapan beliau semasa Hari Malaysia 1963...

"The road to nationhood has not been an easy journey. Surprises and disappointments; tension and crisis have marred the way. The peoples of Malaysia, however have endured all trials and tribulations with confidence and patience, calmness and forbearance with faith in our final goal- Malaysia"

Lantas melihat kepada pelaksanaan Festival i-fit 2016 di INTAN Sarawak kata-kata ini amat bermakna dan bersesuaian dengan apa yang berlaku di kampus ini sepanjang persediaan dan sepanjang festival berlangsung.

Jerih payah warga INTAN Sarawak tiada sia-sianya apabila rata-rata peserta yang hadir tidak putus-putus memuji dan mengucapkan taniah kepada warga kampus atas kejayaan menganjurkan festival i-fit yang disifatkan lain dari yang lain (spectacular) dan tidak pasti tidak akan dilupakan; rata-rata juga menyuarakan kepuasan dan kegembiraan dengan layanan yang diberikan sepanjang festival.

Sesungguhnya, tiada yang mustahilnya walaupun bilangan (kuantiti) yang kecil untuk menghasilkan kualiti yang terbaik - selagi adanya ramuan utama yakni kebersatuan. Bimbingan serta sokongan warga INTAN dari kampus-kampus lain juga sangat memberansangkan. Begitu jua, agensi-agensi serta Jabatan Kerajaan Negeri Sarawak dan Persekutuan tidak memukirkan untuk INTAN Kampus Sarawak menganjurkan festival ini. Bantuan dihulurkan dari segi khidmat pengadil, persembahan dan kenderaan.

Penganjuran Festival i-fit Sarawak 2016 memberi impak positif kepada warga INTAN Kampus Sarawak - buang yang keruh, ambil yang jernih. Bukan saja bakat-bakat bersukan peserta diketengahkan, malah bakat-bakat seni seperti menari, berpantun turut berjaya dicungkil disamping jalinan silaturahim antara warga INTAN Sarawak diperkukuhkan lagi.



THE REALITY OF ORGANISATIONAL CHANGE

By Dr. Dusit Jaul

Introduction

As many organisational leaders can attest to, the reality of organisational change is not tidy. Some may venture to opine that it is fraught with dangers and risks. In any organisation, big or small, just spare the moment talk to managers, be they the experience ones or otherwise, they will have much to share on this subject. None the least, it is to be expected that the overwhelming majority of them who have been involved with the change initiatives will tell us that the path to change is sometimes confused and uncertain, more often than not strewn with obstacles and unexpected difficulties.

Some of the more experienced managers that I have met and spoken to readily admit that change is of course something that as managers, we have to plan and its results, much as we would like, to be the way we expect, can be unpredictable. Most would admit that initiating change is a natural process which evolves around managerial functions and responsibilities, thus unavoidable.

When discussion on the subject of change management goes deeper, I begin to appreciate the fact that successful managers start with a strong sense of the direction in which they want to move but unsure of how to get there or how fast they can go. They are constantly adjusting their course to hold on to their chosen direction. In the case of a business entity, one reason they have to keep adjusting their course is that the world moves on: just when a company had improved its performance, it finds its competitors have as well and the hope-for competitive advantage has crumbled. In the case of public sector organisation, it is tied down to ever-changing stakeholders' expectation, as one, Prof Sunil Erevelles of University of North Carolina's reference to today's situation as one of, "an era of never satisfied customers".



Prof. Sunil; whom I have the opportunity to meet during one workshop in KL

Individual Resistance to Change.

The basic of understanding the change dynamics is to first of all, to appreciate the fact that resistance to change is a common phenomenon for individuals and organisations. The following reasons are often mentioned as to why people resist change.

1. **Lack of trust:** This is a basic reason why people resist change. Distrust can magnify the effect of other sources of resistance.
2. **Believe that change is unnecessary:** Change will be resisted if the current way of doing thing has been successful in the past and this resistance is compounded if there is no clear evidence of serious problems. If this be the case, naturally people will ask, why the need for change?
3. **Believe that change is not feasible:** Even when there are problems, proposed changes may still be resisted because it seems unlikely to succeed.
4. **Economic threat:** People who think that they will suffer as a result of change initiatives in the organisation is not going to accept change easily. To them, additional resources may be needed to keep up with the new change.
5. **Fear of personal failure:** People who lack self-confidence will be reluctant to trade procedures they have mastered for new ones that may prove difficult to master.
6. **Loss of status and power.** Changes in organisations invariably result in some shift in relative power and status for individuals and subunits. People responsible for activities that will be cut back or eliminated will lose status and power, making them more likely to oppose change.
7. **Threat to values and ideals:** Change that appears to be inconsistent with strong values and ideals will be resisted. Threats to a person's values arouse strong emotions that fuels resistance to change.
8. **Resentment of interference:** Some people do not want to be controlled by others. Attempts to manipulate them or force change on them will elicit resentment and hostility.

If we analyze carefully the above reasons, two words actually can describe why individual resist change. People find that change is *disruptive* and *intrusive* to their personal life.

How these work in individual is not too difficult to understand. Each and every one of us has a *habit*. As human being, we are *creatures of habit*. Life is complex enough, more so in present day setting. Resulting from this, in our mind, our thinking mode is such that we don't have to be a busy body to add another burden to our

otherwise hectic life schedule. We don't need to consider the full range of options for the hundreds of decisions that we have to make everyday. Play safe thus becomes the order of the day. Routine becomes our passion. To 'rock the boat' is far off from our thought.

Simply put, the fact is that people find change to be disruptive and intrusive, coupled with deep ingrained habit that make them resistance to change. As commonly said, "Old habits die hard". Change effort fails because people really don't sign up to change. People hang on to old habits even though people consciously or otherwise may be fully aware that old behaviors have long past their usefulness. But who cares?

Organisational Resistance to Change.

The demands of an ever competitive and changing environment are increasing the need for knowledge about how to lead and manage organisational change rapidly, efficiently, and effectively. The management mantra as we enter the twenty-first century is "lead change". But then, in as much as we would like to lead change, as mentioned earlier, the task is not easy. Management gurus have attributed the followings as to why initiating change in an organisation is fraught with difficulties.

1. **Structural inertia:** Organisations have built-in mechanism to produce stability. Such mechanism can be found in the selection process where people who are hired into an organisation are chosen for fit. This is just one example.
2. **Limited focus of change:** Organisations are made up of a number of independent subsystems. You can't change one without affecting the others.
3. **Group inertia:** Even if individuals want to change their behavior, group norms may act as a constraint.
4. **Threat to expertise:** Changes in organisational pattern may threaten the expertise of specialized groups.
5. **Threat to established power relationships.** Any redistribution of decision-making authority can threaten long established power relationships within an organisation. For example, the introduction of participative decision-making or self-managed work teams is the kind of change that is often seen as threatening by superiors and middle managers.
6. **Threat to established resource allocations:** Groups in the organisation that control sizeable resources often see change as a threat. They tend to be content with the way things are.

The six factors mentioned above constitute some of the major reasons for organisational resistance to change. Banded together, they form credible source of organisational resistance to change, and to management, become a cause for great concern.

Overcoming Resistance to Change.

Though admittedly it is impossible to totally eliminate individual or organisational resistance to change, it could be minimized to a manageable level if management undertakes certain measures.

Various approaches as well as strategies to managing change can be considered. These ranges from instances where one manager made all the major decisions by himself to others where staff in the areas concerned led and planned change projects. In this era of empowered workers, the general tendency is for managers to involve employees in planning and implementing smaller, more short-term projects, often of technical nature, and in some cases even to devolve such responsibility to them. Larger, more strategic and longer-term projects, especially those concerned with attitudinal or behavioral change, were very much initiated and under the control of senior managers.

Summarily, some experts on change management have recommended three ways as to how we can manage and overcome resistance to change. These are people-related activities that needed to be undertaken.

- Creating a willingness to change
- Get people involved, and
- Sustain the momentum

How to create a *willingness to change*? Even where change is purely of a technical or structural form, there has to be willingness amongst those concerned to change; to want to be involved. Organisations have to put a great deal of effort into creating a climate where change is accepted as the norm. Organisations also need to create a readiness for change amongst their employees, and adopt an approach that is aware of the possibility and causes of resistance, and deals with these at an early stage. To achieve these, there are four (4) steps an organisation can undertake; (1) Make people aware of the pressure of change, (2) Give regular feedback on the performance of individual process and areas of activity within the organisation, (3), Publicise successful change, (4), Understand people's fears and concerns. What these mean is that *education* and *communication* are effective ways to reduce resistance to change.

If employees received the full facts and get any misunderstanding cleared up, resistance will subside. This point is not lost on Prof David Garvin of Harvard Business School, with whom I have the opportunity to meet personally during one of his workshop organized by INTAN few years back. Prof David Garvin recommended the following formula for an effective change initiative.



Prof. David Garvin

Probability of Successful Change is Higher If:

$$D \times M \times P > C$$

D: Level of *dissatisfaction* with status quo

M: *Model* of the desired future – a compelling future

P: *Process* of change – few changes take place in one step, it is incrementalism

C: *Costs* to existing/current employees of the recommended changes.

To ensure that change initiatives are successful and to develop its momentum, the commitment and support of all concerned, especially those who are most closely affected are crucial. In effect, it requires them to take ownership of the process so that it is “their” project and “their” success. In other words, the *participatory* element must be there.

Logic tells us that it is difficult for individuals to resist a change decision in which they themselves have participated. It is necessary too, prior to making a change, to bring those who opposed the change initiative to be part of the decision-making process by way of consultation, or *engagement*; the management term we so love to use nowadays.

It is quite normal to see that even in the best of organisations, it happens that initial enthusiasm for change wanes. In the face of the normal day-to-day pressure, progress become slower and can grind to a halt. Confronted with other tasks and challenges, not to mention resistance, leaders become less enthusiastic about change. The *momentum of change* has to be sustained.

There are many ways and means as to how an organisation can keep the change momentum. For examples, organisations is to ensure that sufficient resources are allocated, giving support to change agent, developing new skills and competencies and reinforcing the desired behavior. This point on sustaining the change momentum is a crucial issue in change management and is only mention in passing here. It deserves more space, but perhaps can be reserved for future undertaking.

More important is for leaders and managers to play their meaningful roles as champions of change. After all, by virtue of their management positions, they are the rightful ones to provide support in efforts to reduce resistance. When employees’ fear and anxiety are high, it calls upon leaders and managers to act. As examples, the following actions can be carried out: employee counseling and therapy, new skills training, or a short paid leave of absence may facilitate adjustments. These are decisions and actions well within the authority of leaders and managers to undertake with ease.

Lewin's Three-Step Model of Change.

Lewin's Three-Step model is one of the approaches to managing organisational change. It was developed by Kurt Lewin (1947) and consists of three steps; *unfreezing*,

movement and refreezing. He argued that successful change in organisation should follow these steps; unfreezing the status quo, movement to a new state and refreezing the new change to make it permanent.

In developing this model, Lewin (1947) noted that, “A change towards a higher level of group performance is frequently short lived; after a “shot in the arm”, group life soon return to the previous level. This indicates that it does not suffice to define the objective of the planned change in group performances as the reaching of a different level. Permanency at the new level, or permanency for a desired period, should be included in the objective. A successful change includes therefore three aspects; unfreezing (if necessary) the present level...moving to the new level...and [re] freezing group life on the new level. Since any level is determined by a force field, permanency implies that the new force is made relatively secure against change”.

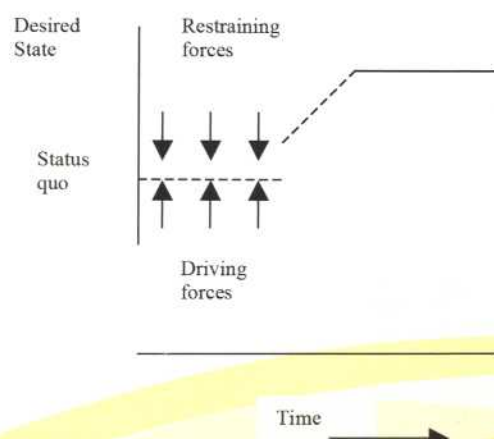
In essence, Lewin recognized that before new behavior can be successfully adopted, the old has to be discarded. Only then can new behavior become accepted. Central to this approach is the belief that the will of the change adopter (the subject of change) is important, both in discarding the old, “unfreezing”, and the “moving” to the new. This once again stresses the importance of felt-need or the strong desire for change in the mind of the change adopter.

In real life situation, I do find that Lewin's three-step model is not far from the truth. If people really want to change a system in which they feel inertia runs deep, Lewin's three-step model, *unfreeze-change-refreeze* is the right prescription.

Lewin's presumption that there could be high resistance to change is not far off the mark. Lewin was quoted to have said that, “To break open the shell of complacency and self-righteousness it is sometimes necessary to bring about deliberately an emotional stir-up”. In layman's term, what this means exactly is that at times we have to be cruel in order to be kind. People need to be shaken up from their long-cherished complacency.

Lewin's three-step model for managing change is shown in the figure below.

Unfreezing the Status Quo



In the figure shown above, the status quo can be considered to be an equilibrium state. To move from this equilibrium-to overcomes the pressures of both individual resistance and group conformity-unfreezing is necessary. It can be achieved in one of three ways. The *driving forces*, which direct behavior away from the status quo, can be increased. The *restraining forces*, which hinder movement from the existing equilibrium, can be decreased. A third alternative is to *combine the first two approaches*.

Initiating and implementing change process in an organisation is not without its dire consequences to employees and organisation alike. But true to what Dr. James A. Belasco (1990) said, *"People don't change without pain-lots of it!-and anxiety-lots of it! Bad situations motivate change. Very bad situations. Pain and anxiety create the urgency to change. Don't create this urgency, and people feel powerless to change. We don't visit the dentist the tooth hurts so badly that we can't stand it anymore. We don't change a light bulb until it burns out. We don't leave a "terrible" job until we got fired or some awful triggering events occurs (such as a big fight with the boss). We don't end a personal relationship until it gets to be unbearable"*.

Another point worth mentioning here is that *any* change is uncomfortable. However, in some instances, as the ones illustrated above, it won't occur until *after* the pain of realizing that current behavior must go.

How do we overcome, or at least reduce resistance to change? In the context of Lewin's three-step model, some suggestions are offered. Management for example could use *positive incentives* to encourage employees to accept change. This is the top-down approach, and it is deemed crucial to ensure the success of any change initiatives. Management for example can offer an increase in pay to employees who are willing to go on transfer.

It is apparent that in the first of Lewin's three-step model of change, *unfreezing*, the urgency to change must be established first. Next, management has to create a need for change, followed by the removal of rewards for present, counterproductive behavior and finally, empower people to want to change.

The second step, *moving*, in practice, involves acting on the results of the first step. This mean to say that having analyzed the present situation, identified alternatives and selected the most appropriate, action is then necessary to move to the more desirable state of affairs. This requires developing new behaviors, values and attitudes through changes in organisational structures and processes. The key task is to ensure that this is done in such a way that those involved do not, after a short period, revert back to the old ways of doing things.

Change is a process and not a destination. It never ends. Regardless of how successful you are this year, there is always next year. This in essence is the third and final step in Lewin's three-step model, *refreezing*.

As Lewin's Three-Step model readily testifies, the change process is indeed a powerful step for empowering employees to change. Change surrounds us, and all change relies upon the change process. This necessitates management to build a sense of urgency, create a clear tomorrow (*unfreezing*), develop a migration path (*movement*) and reinforce the new behavior (*refreezing*).

Conclusion

Initiating change is no easy task for the underlying reason that most organisation members may not like it. For this very reason, leaders and managers are not too keen to be the change agent. But then, in a rapidly changing world, what choices do they have? As commonly said nowadays, mastering change is the only way forward. Due to this, it is worthwhile for leaders and managers to master change strategy be it at the individual or organisational level.

One of the strategies is Lewin's Three-Step Model. It represents a realistic approach to managing change. Over the years, Lewin's Three-Step Model had been much quoted by other management gurus which go to show that his idea mooted way back in 1947 is as much relevant today as it was before.

References

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HARNESSING YOUR PEOPLE FOR EXCELLENCE IN SERVICE DELIVERY

By Yong Ying Kiu

Introduction

No matter how automated and technology-driven an organisation can be, the biggest component in delivering an excellent service still depends on people. Jack Ma, a Chinese business magnate and philanthropist, founder and executive chairman of Alibaba Group, has a very interesting Motto: "Customers First, Employees second and Shareholders third". To him for a business to success, employees that are people are more important than the shareholders that are the bosses. Steve Job also shares similar standing when he stresses the important of building a great team. To quote from Lee Iacocca 'In the end, all management can be reduced to three words: People, product and profits. People come first'. Indeed it's the power of the people who turn up every day that makes the machine, technology, and everything else run properly.

This concept is just that simple: People first, and executives universally agree their employees are important and name 'people' as their number one asset. Indeed the importance of people to the organisation is so great that one could legitimately ask: If you remove the people from the organisation, what is left?

People: Your Employee

People provide inspiration, creativity, vision and motivation that keep an organisation alive. People also provide skills and competencies necessary to make an organisation work. According to Rosabeth Moss Kanter, professor at Harvard Business School, "In today's increasingly uncertain, competitive and fast-moving world, companies must rely more and more on individual to come up with new ideas to develop creative responses and push for changes before opportunities disappear or minor irritants turn into catastrophes. Innovations, whether in products, market strategies, technological processes or work practices are designed not by machines but by people".

Similarly, success of our Government's effort to transform the country to achieve the status of a developed country with high income economy will depend very much on the people especially the public sector's employees to transform the Government's machinery to support the transformation program such as GTP (Government Transformation Program) and ETP (Economic Transformation Program). Imagine the impact on the nation's transformation agenda when the public sector's employees can grow to their fullest potential and make their best contribution each day and every day.

Orison Marden, an American inspirational Author, explains beautifully that "Deep within humans dwell those slumbering powers; powers that would astonish them, that they never dreamed of possessing; forces that would revolutionise their lives if aroused and put into action". Are these slumbering power being fully captured by leaders, managers and executives of their organisation? Are you harnessing the talents, skills and potential of your employees to the fullest? How are you going to unlock the greatest resources you have – your people?

In fact, harnessing your employee in order to achieve a competitive edge or an excellence in service delivery is consistent with the importance of Knowledge Worker in the era of K-economy where knowledge means wealth. It is also in accordance to the concept of Strategic Human Resource Management (SHRM) where your employee should be managed by linking with strategic goals and objectives in order to improve business performance and develop organisational cultures that foster innovation and flexibility.

Ways of Harnessing Your Employees

If an egg is broken by an outside force, life ends. If an egg is broken from the inside, life begins. Great things always tend to begin from within. Similarly great actions begin from the inside and the answers to greatness are all within your employees – your people. The question is how are we going to tap into each employee so that they will contribute enthusiastically and passionately the best of what they possess.

Are rules and regulations the answer to harness your employee? Just like an egg broken by an outside force, life ends, rules and regulations will not be able to force the best out of your people; they will only be demoralized by too many rules and regulation. Netflix, an American global provider of streaming films and television series over 190 countries, has only two types of rules: those designed to prevent irrevocable disaster and those designed to prevent moral, ethical, and legal issues. Its motto is "increase employee freedom as we grow, rather than limit it, to continue to attract and nourish innovative people, so we have a better chance of long-term continued success."

Jack Welch, the Great Business Leader, believes that to capture the talents, skills and potential of the employee, we need to involve everyone, set-up work-out group, stretch the people, instil confidence and make business fun.

Involve Everyone

Managing an organisation is all about capturing intellect from everyone. According to Karl Albrecht, organisational intelligence is the capacity of an organisation to mobilize all of the employees' brain power to focus on achieving the mission. 'Managing Knowledge Workers' by Frances Horibe stated that High involvement is the way to tap knowledge throughout the organisation.

Involving every employee will be materialized if the organisation instills the following:

- Allow your employees into your organisation through information sharing. Tell employees where we are trying to go, what challenges we see and how they can help;
- Empower your employees by encouraging them to play an active role in their work, by involving them in taking responsibility to improve the way things are done and by enabling them to make more and bigger decisions without referring to someone more senior. Kemp & Dwyer (2001) explained that employees are likely to be more motivated and more productive if they feel they can make a valuable contribution through contributing new ideas, better ways of doing things and participation in decision making;
- Create an atmosphere where employees feel free to speak out. Jack Welch believes that down-up communication is as important as top-down communication. Organisation need to build an effective program for listening to employees;

Set-up Work-out Group

Jack Welch used groups to tackle problems, making recommendations to improve the organisation and pursue the implementation of the recommendations. Team/group is also one of the five disciplines for Learning Organisation by Peter Senge. This is also in accordance to William D. Hitt's 'Synergistic Team' for Learning Organisation where members learn together and manifest a level of collective intelligence greater than the sum of the intelligence of the individual members. However for the team to give the desired impact, we should make everybody a Team Player.

Stretch

Jack Welch coined the term "Stretch Goals", which means setting a target that are seemingly unattainable with present resources and most importantly mind set. It requires extending oneself to the limit to be actualized. People are required to think out of the box, to think without the box so as to improve performance by magnitude they had never thought possible. Stretching the goals will inspire and energize and push people to work harder and smarter.

Create an environment of stretching: Stretch your strategy, stretch yourself and stretch your employees. Reach for the stars; don't settle for

the second best. Stretching is going to improve performance results. Be more creative, more imaginative and more thoughtful about the ways job is to be done. The higher your stretch targets, the better off you are going to be. However do not penalise those that fall short of the stretch goals. Instead rewards them. Don't ever abuse stretch, make sure that you do the right stuff and keep stretching.

Instil Confidence

According to Jack Welch, self-confidence employees are open to good ideas and are willing to share them. Thus they can make meaningful changes as well as simplify and speed up procedures. Speed, simplicity and self-confidence, when they are encouraged and developed, are powerful management tools that can help streamline the organisation and boost productivity of the entire workforce. It is to be noted that confidence is also a vital ingredient of any learning organisation. In fact confidence is at the root of every success and achievement.

Quote from unknown: "A GOOD leader inspires others with confidence in him or her, a GREAT leader inspires them with confidence in themselves". So leaders, be Great leaders, inspire your employees with confidence in themselves.

Have Fun

To Jack Welch, business is ideas and fun and excitement and celebrations, all those things. Similarly, work doesn't have to be about slogging through bureaucracy and approvals and all the other things that make work so depressing. It should also be about ideas and fun and excitement and celebrations, all those things. Only employees taking pleasure in their work will contribute willingly, passionately and enthusiastically the best of what they possess.

In Silicon Valley, People do not only work hard but also have a lot of fun at the same time, it is hard work combined with hard play, at every level from executive down and back up again. They are not just having fun, but planning it and making it part of their cultures. This is the spirit that truly enables relentless innovation in the organisation and thus creates innovation-adept culture.

Fun should be a big element in your organisation's strategy. No one should have a job that they do not enjoy. Remove anything that makes people less excited about coming to work. Let them take pleasure in their job.

Conclusion

People, your employees, are opportunities not interruption. They are the one that keep the organisation alive. However only through association, is there a transformation. To be excellent in delivering your service, intelligently capturing the talents, skills and potential of your employee is vital. Engage the energies, passion and enthusiasm of your people in the most effective way is the key to successfully delivering an excellent service.