

PRE-AGM TALK: ENTREPRENEURSHIP & LEADERSHIP

URBAN ENGINEERING DEVELOPMENT SPECIAL INTEREST GROUP

reported by



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The Urban Engineering Development Special Interest Group (UEDSIG) of IEM held its 2nd AGM on 8 December, 2018 at 11.00 a.m. Prior to this, 50 participants attended a pre-AGM talk on "Entrepreneurship & Leadership", presented by Mr. Ngian Siew Siong at 9.00 a.m..



Mr. Ngian

Mr. Ngian initially worked as a engineer at JPS and later moved to the property development arena with the Sunway Group in 1985; he was the only employee at that time. He retired in 2012 as its Managing Director. Now a board director for a few large property developers as well as the COO of Glomac Bhd, he is recognised for developing Talent, Product & Procession Innovation, and Sustainable Development.

Mr. Ngian began by relating his early days at Sunway – from the exceptional aptitudes of his boss, Tan Sri Jeffery Cheah, to his own experiences in entrepreneurship and leadership, which he defined as both an art and a science.

He pointed out that in order to shape a successful enterprise, there were 3-interlinked qualities to be addressed: Entrepreneur, Leadership and Management (see Figure 1 and Table 1).

Mr. Ngian gave risk-taking examples such as how Sunway sent employees to Disney World in Orlando, Florida, to learn and gain ideas for the Sunway Group. In addition, Sunway had a good reputation with local banks

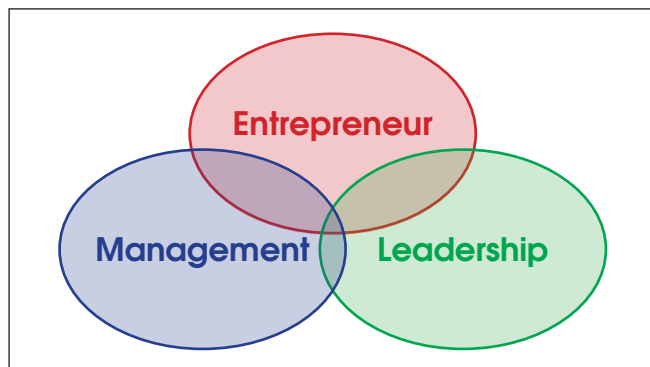


Figure 1: Successful Enterprise (3-interlinked qualities)

Table 1: Three Interlinked Qualities

Entrepreneur	Leadership	Management
Innovative	Visionary	Resources
Seek Opportunity	Creative & Innovation	Strategy of Organisation
Recognise Potential	Passion	Planning/ Organising
Risk Taking	Inspiration	Staffing & Coordination
Hope for Profit	Team Building	Leading/ Directing
Perseverance	Empowering	Assets
Vision & Courage	Accountability	Skills
	Change Agent	

Table 2: A.J.I.D. (Talent Skills Assessment Qualities)

Agility	Judgement	Influence	Drive
Flexible	Rational thinking	Other skills	Positive mindset
Fast to think & grasp	Objective	Ability to influence	Positive energy
Receptive to ideas	Not personal	Motivate/ inspire	Energetic
Accept change	Think of other's feelings	Ability to sell ideas	Determination
Change agent	Do not over-react	Rally staff support	Result driven
Innovative	Think before speaking	Convince management	Alternative options
Think out of the box	Analytical thinking	Response skills	
See positive side	Think out of the box	Positive perspective	
Resistance to change		How to say	

Table 3: Quotations of Tan Sri Jeffrey Cheah

Topics	Quotations
Lesson 1	Recruit staff smarter than you. Boss to pull up & staff to push you up. Customer first. No complaints from purchaser. Be bold.
Long term	View long term. Win a war but lose a battle.
Value creation	Cost vs value creation. Supply chain management (e.g. Dell). Value engineering.
People the biggest asset	Develop people. Training budget. Good company but bad boss.
Culture	Visionary. Trust. Forgiving. Lets you talk at a meeting. Leadership by example. Pick talent. Strong career development programme. Management trainee programme. Competency vs KPIs. Work with people and not against them,

and raised capital; it never defaulted on loan repayments. To overcome adversity during the 1986-89 economic downturn, it decided to sell Quarry, 48% of Sunway Pyramid Mall and only retained the best talent.

Highlighting leadership, people and management skills, Mr. Ngian briefly described A.J.I.D. (A=Agility, J=Judgement, I=Influence, D=Drive) as qualities for talent assessment as a form of Sunway's staff asset (Table 2).

As practised at Sunway, Mr. Ngian continued, the 3 main assets of an organisation are Staff (talent), Brand (product) and Knowledge. For staff talent, the main goal is attraction, development and retention. This may include coaching, mentoring, succession planning and knowledge learning at institutions. Other factors include respect for staff, fair treatment, equal opportunities, growth, performance rewards and good managers (see Table 3).

As for creating a brand, the factors are creation of a quality product which is elegant, which does not require renovations, which delivered ahead of schedule with zero defects, the use of durable materials and prompt communication, response and service. Thirdly, knowledge belongs to the company; however, it stays with the staff which poses a risk. Knowledge includes SOP, various reports, work references, checklist templates and case studies.

Lastly, he stressed on the importance of a good supply chain management which includes design & engineering, new product introduction, purchasing & planning, factory & test automation, production, dedicated logistics and after sales service.

After the question-and-answer session, Mr. Ngian ended with the advice that in order to be ahead in property development business and to stay competitive, entrepreneurs need to adopt the latest BIM tools and technology available. A certificate and a token of appreciation were then presented to Mr. Ngian. ■