

Excel at Revenue Generating Roles

Dato' Dr. Mahani Zainal Abidin
Chief Executive, ISIS Malaysia



Institute of Strategic and International Studies (ISIS) Malaysia

Excelling in revenue generating roles

❑ Women participation includes

- Being employed
- Owning businesses
- In leadership position – government, business, politics

❑ Issues

- Choosing a career
- Sustaining a career
- Moving up
- Owning a business and making it successful





Women are making headway in business

❑ Women-owned firms continue to grow in number and economic standing

- About 19% of Chinese women who are in management positions hold the title of CEO, the second highest percentage recorded among 39 countries and regions - 2011 Grant Thornton International Business Report.
- Companies employ female CEOs:
 - Thailand - 30%
 - China - 19%
 - Taiwan - 18%
 - EU - 9%
 - North American countries - 5%
- Between 1997 and 2012, when the number of businesses in the United States increased by 37%, the number of women-owned firms increased by 54%, a rate 1.5 times the national average.

Women in Leadership



Meg Whitman, President and CEO Hewlett-Packard

- former **eBay** President and CEO and California Republican gubernatorial candidate Meg Whitman.
- With Whitman seven and a half months into the job, IT research firm Gartner reports that HP's PC sales grew by 3.5% in the first quarter, blowing away the industry average of 1.7%.
- Whitman is already planning to merge HP's computer and printer lines and is staking a claim in the white-hot cloud-computing arena.



Indra Nooyi, Chairman and CEO PepsiCo

- An 18-year PepsiCo veteran, Nooyi has been leading the beverage company's restructuring. That includes the company's high-profile spin-off and sale of its Taco Bell, KFC and Pizza Hut restaurants into Tricon Global Restaurants — now known as Yum Brands.
- Nooyi, who has a reputation for being a driven and confident leader, presides over PEP's 22 billion-dollar brands, including Pepsi-Cola, Quaker, Gatorade, Frito-Lay and Tropicana. She also spearheaded PEP's \$13.4 billion acquisition of Quaker Oats as well as the \$3.3 billion acquisition of Tropicana.



Women in Leadership



TAN SRI DR ROBAAYAH ZAMBAHARI

Highly respected and known for her extensive experience in cardiology, both locally and internationally, Dr Robaayah is CEO and managing director of the National Heart Institute (IJN) in 2009.

Dr Robaayah, who pursued medicine at Universiti Malaya in 1977 and received speciality training at the Academy of Medicine of Malaysia, is a fellow of Royal College of Physicians of Glasgow, the Royal College of Physicians of London, and the American College of Cardiology

She was appointed senior consultant cardiologist and head of department at IJN in 1992.



TAN SRI SITI NORMA YAAKOB

She is Malaysia's first woman High Court judge, Court of Appeal judge, Federal Court judge and Chief Judge of Malaya, marking this as a most remarkable breakthrough for women's achievements.

In January 2008, she was appointed a judge of the Dubai International Finance Centre (DIFC) Courts for a period of three years.

Siti Norma is also a designated member of the Panels of Conciliators and of Arbitrators maintained by the International Centre for Settlement of Investment Disputes (ICSID) for a period of six years effective from 2008 till July 2014.



Improving your Career

Imagine that you're making a speech at your retirement party years from now. What would you wish you had accomplished? Then act upon it! If you don't limit your thinking, you won't limit the possibilities.



- Build Value On the Job Now: Become Indispensable
- Your career currency will follow your passion.
- Design your career objectives based on what would bring you the greatest long-term satisfaction
- Tactical Steps
- Network...relentlessly.
- Be a promoter. There's a difference between being a shameless bragger and a subtle self-promoter. When you sing the praises of your company, some of the glory is inevitably reflected back on you.



What are the challenges

- Work life balance
- Family support
- Child-care support
- Sustainability of career
- Glass Ceiling
- Social conditioning
- Particularly crucial to our approach to careers is the fact that men seem to expect to be successful, and when they are, they take full credit. While women **HOPE** to be successful, and when they are, generally attribute it to teamwork or luck.



What can be done

- Encourage women to take on responsible roles and use merit to measuring performance
- Women should take on the challenge and organizations should assess results transparently.
- How?
 - **Measure by Performance:** Create performance metrics that eliminate gender bias. Set clear roles and responsibilities for every job.
 - **Make Succession Transparent:** Post jobs regularly and ensure a diverse candidate slate. Hold regular succession planning reviews and make managers accountable.
 - **Offer a Range of Roles:** Equip employees to run operations by offering a range of roles. Embrace individual styles of leadership.
 - **Articulate the Case of women's contribution :** Make clear why advancing women leaders will improve the organization. Hold leaders accountable for placing women in responsible roles.



Importance of Networking



- **Harness your openness.**
 - Women tend to go deep quickly. Instead of “Why are you here” type of questions, we ask “What is your passion” type of questions. This encourages openness and honesty.
- **Go beyond the board room.**
 - When men network, conversations tend to stay in the business realm. Women, on the other hand, wander to other topics – families, restaurants, workouts, and more. This encourages making friends, developing strong relationships, etc. and makes networking all the more valuable to your career and your life.
- **Bigger than yourself.**
 - It’s just a fact – women’s networking groups tend to have stronger ties to charitable organizations and volunteer opportunities. Networking with women will often give you an opportunity to give back.



“Women hold up half the sky”

The Imperatives:

- “a goal of improving competitiveness—not by giving women special career tracks or entitlements, but by creating a fairer meritocracy”.
- Women excel with opportunities and not pity
- Don't hide your light under a bushel.

