



**SPEECH**

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DIRECTOR-GENERAL OF  
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**AT**

**THE ADVANCED LEADERSHIP AND  
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SERI BAIDURI HALL,  
EXECUTIVE DEVELOPMENT CENTRE,  
INTAN BUKIT KIARA**

**Assalamualaikum Warahmatullahi Wabarakatuh,  
Good evening, Salam 1Transformation and Salam  
“1Malaysia: People First, Performance Now”.**

**YBhg. Dato’ Dr. Halim Man**

**Director of INTAN**

**YBhg. Dato’-Dato’, Datin-datin, Ladies and  
Gentlemen,**

**First of all, I would like to thank INTAN for inviting  
me to address participants of the second  
Advanced Leadership and Management Programme  
(ALMP) session for 2013. I am indeed happy to  
meet and share with you some of my thoughts on  
what our stakeholders expect from us and what we  
need to do as senior government officers,  
especially in ensuring the success of the  
‘1Malaysia – People First, Performance Now’  
concept.**

**2. Let me also take this opportunity to congratulate all of you for having qualified to attend this ALMP programme. I hope that you find this on-site programme both challenging and enriching at the same time. A major objective of this programme is to ensure that as senior government officers, we are fully aware and understand the critical and urgent issues that we face in these challenging times. More importantly, we need to be very clear about what we need to do at our respective organisations to support and ensure the national agenda to achieve the aspirations of Vision 2020.**

**Ladies and Gentlemen,**

**3. The Malaysian Civil Service has for some time now been under pressure to become more effective and efficient. This has been compounded by effects of the uncertain global economic**

**scenario and concerns about the federal budget deficit. The Government Transformation Programme or GTP was introduced in recognition of the need for a major overhaul of the way the Government operates in spurring economic growth and meeting the expectations of the rakyat. The push for change became especially critical as it became evident that our regional competitors were starting to pull ahead although Malaysia was the early leader in the years after independence. While we have been successful in growing the economy, and delivering crucial infrastructure for both the rakyat and business community, there was a need to shift to the next gear if we were to achieve our ambitious developmental goals.**

**4. Against this context the issue of public service delivery has become even more challenging. We have to admit that even in the best of times, public service delivery to the 'Rakyat' has been a point of**

**concern. What more during times of upheaval and change. Although the Government has a well-conceived transformation agenda in place, the response from individual departments and agencies has not been consistent. In many instances we continue to be in a reactive mode whereas the demands of transformation call for creative and proactive methods and approaches.**

**5. In addition we are faced with the lack of coherence in implementation because the Government machinery operates in silos. We are all familiar with the hurdles of implementation and coordination in terms of the federal, state and local administration. But even at each of these levels the relevant agencies do not work in cohesion with each other. That is why the Prime Minister, YAB Dato Sri Mohd. Najib bin Tun Haji Abdul Razak himself is now leading the drive for seamless and collaborative government through**

**the National Blue Ocean Strategy or NBOS. Initiatives under the NBOS umbrella are premised on four (4) main principles namely, creativity of a programme, speed of delivery, depth of impact and sustainability of change. We have seen the implementation of several mega NBOS programmes based on these principles. Among these are the PDRM-ATM Strategic Collaboration to reduce Crime, Community Rehabilitation Programme, Rural Water Supply Project, Urban Transformation Centre (UTC), Rural Transformation Centre (RTC), 1Malaysia One Call Centre (1MOCC) and 1Malaysia Training Centre (1MTC) to name but a few.**

**6. NBOS has thus paved the way for a new collaborative framework for Government implementation. As senior leaders within the Civil Service, you have to leverage on the NBOS strategy and its underlying principles to realise**

**significant outcomes for the rakyat and the business community through a creative and boundary-breaking perspective. Challenge yourselves by asking fundamental questions about the way your current programmes and projects are being implemented. Do not be bound by tradition for nothing is carved in stone. The easy way is to follow convention and carry on with business as usual. I would urge you to take the challenge and probe if there is a better approach or process, a speedier way of doing things, if somebody else should be doing the job you are doing or whether better outcomes can be achieved through collaboration with other agencies.**

**7. My own experience in implementing the 1Malaysia One Call centre in 2012 as part of the NBOS initiative amply proves this point. Getting ministries and agencies to come on board was a key challenge. More so the effort to mobilise more**

**than 200 Customer Service Officers or CSO from various ministries and agencies and equipping them with a Knowledge Base to provide a single point of access to Government information and services. It was a major task, something many thought was almost impossible to do. We had to break the conventional mindset that each ministry or agency must handle its own CSO in order to make 1MOCC a reality. We had to do things differently.**

**8. Innovation is the key to doing things differently. Saul Kaplan in his book “How To Stay Relevant When The World Is Changing” states that “Incrementalism won’t invent the future. Stay clear, focused and certain of the goal moving towards transformational change ..... Transformation is MORE ABOUT CREATING NEXT PRACTICES than implementing best practices.”**



**9. As you return to your respective organisations after this ALMP course, each one of you will need to reflect on what it will take to inject a transformational dimension in your respective organisations. As I said earlier, you must start from an innovative mind set as your platform. After which you will need to focus on seven key elements that are associated with the implementation of a successful transformation programme.**

**10. Firstly, Allocate Resources Effectively. We need to identify and allocate resources to the most critical areas that support the transformation agenda. Ideally this means allocating resources to ensure positive outcomes. This calls for the application of Value Management tools which will test the value of each component in the delivery process to ensure optimal value to the end user.**

**11. Secondly, Ascertain the nature and design of the Delivery Chain from the Policy level right down to programme or project execution. There is a great distance between the policy makers and what actually happens on the ground. Be hands-on by finding out exactly how the delivery chain works so that you can bridge the gap between each link in the delivery chain. In this way, you can also pin point the fault lines should things go wrong.**

**12. Thirdly, Aspire and Define where your organisation wants or should be within the context of the transformation agenda. As leaders within our organisations, we must ensure that there is no disconnect between the agency mission and the Government's transformation agenda. We must ensure the linkage between the national aspiration and organisational mission.**

**13. Fourthly, we must Assess and Understand the state of our organisations. In other words, the 'As Is' picture. It is important that we do a thorough assessment of our current performance as well as our fundamental strengths and weaknesses. If as leaders we pay scant attention to the element of assessment, then we will end up making a short-sighted choice. A well-crafted assessment enables the organisation to arrive at a good solution and a higher probability of successful implementation.**

**14. Fifthly, as leaders, we need to act as the Architect and Design the change journey. Rolling out transformation requires a carefully sequenced action plan that delivers impact throughout the journey and at its end. It is otherwise difficult to build buy-in. Transformation efforts must include initiatives explicitly focused on changing the way people think, which drives the way they behave. Transforming mind-sets and behaviours requires a**

**multipronged approach whereby leaders must explain why the Transformation is important, role model the desired behaviours and build skills among employees so that they can perform the new functions asked of them. Given the effort required, it is critical to prioritise the cultural changes needed to deliver the new mission, policy changes, or performance improvements.**

**15. The sixth element is to Act which means to Manage the transformation journey. While this may seem fairly straightforward, in truth however, the actual management of transformation is replete with pitfalls, as we make the transition from plan to action. The crucial elements are getting the staffing and structure right and monitoring progress energetically. A key factor that can make or break the transformation process is the ability of leaders to identify the right people for this task.**

**16. In managing the transformation process, agencies cannot afford to wait long to find out how the Transformation effort is going. Performance management is crucial. It is important to obtain visible results quickly. The transformation must make a concrete, tangible difference in terms of improving services to reassure those involved that we are heading in the right direction, so that all stakeholders understand and follow the movement towards transformation.**

**17. The final and seventh element is to Advance and Sustain the change. This calls for the development of transformation leaders for the long term. Leadership development as a means to advance the organisation begins with leaders as individuals who can clarify and deepen their personal vision while embracing a sense of accountability so that they can model the transformation they want to see.**

**18. As we begin shaping ideas for transformation that will help our respective agencies adapt to the changing landscape, two things come to mind. Firstly, the reality is that the rakyat will continue to expect higher levels of service in the future. Basically this means that we have to constantly raise the performance and service level bar. Secondly, we need to tailor our services for the "next generation" of customers, to meet the demands of the so-called "Generation Y" – those who are all IT savvy, and who expect new ways of engaging with the Government. In fact, the Civil Service must NOW be tailored to anticipate the needs and life style expectations of "Generation Z", an even more highly connected, mobile and globally-oriented community of citizens and customers.**

**19. The key to the transformation agenda is to feel the pulse of the rakyat. We need to constantly**

**identify and manage the pain points of the rakyat by providing solutions at the right touch points. An effective strategy would be to identify ourselves, members of the Civil Service, as a Community of Citizens. This is the essence of the *Merakyatkan Perkhidmatan Awam* initiative. All of us are civil servants. But we are also citizens and customers who require the services of Government agencies from time to time. What better way to ensure that our service is one of par excellence but by providing the level of service that we ourselves expect.**

**20. We too want speedy passport issuance at the Immigration Department when we wish to travel abroad for our holidays. We too do not want our children to have to wait in long queues at the National Registration Department when they apply for their myKad after they turn 12 years of age. Clearly, civil servants can drive the transformation agenda if we view our performance from this**

**perspective. As leaders, it is crucial for us to bring this perspective home to all members of our organisations so that each one of us takes personal ownership of the national transformation agenda through exemplary service and high integrity.**

## **CONCLUSION**

**21. The Government's transformation agenda is one with objectives that must be achieved in totality. The Malaysian Civil Service is the instrument through which this agenda is to be realised. The expectation is that each one of you will provide the leadership and take charge of the responsibility to deliver upon this promise.**



**22. Today and tomorrow, let us begin to apply our ideas and skills more vigorously, to pick up the pace of transformation to serve the Rakyat, well through to 2020 and beyond.**

**Thank you very much.**