



THE TAKE OFF FOR HUMAN VALUES AT MALAYSIAN AIRLINES SYSTEM (MAS)

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Abstract:

The paper is an illustration of the case study of trying to create awareness of Human Values at MAS, as part of its work culture. Some of the principles of this intervention and the key process used in developing a Values Based Culture are highlighted.

A brief background of why MAS undertook a Values journey is given along with the approach and the process used, based on “The Values Clarification Process” (VCP). The development of other internal processes customized to design “In-house” modules through the Values Awareness Program (VAP) and the Values Inculcation Program (VIP), are also outlined.

The paper combines two perspectives in this case study, one of who was an internal consultant with MAS and the other of an external consultant to parts of the process.

Our objective is to share the insights from such an intervention to enable other organizations gain from this experience.

Introduction

Long-term value creation in an organization demands focus on the organizational values. And Organizational values are a direct reflection of employee values. Employees are not separate from business they are the business. The latter exists for the benefit of people and run by people. Yet, global corporate history seems to indicate that this fundamental concept is yet to be understood

Today, in the knowledge economy people matter more than raw materials, physical facilities or financial resources. The people strategy needs to undergo fundamental changes, moving beyond its traditional responsibilities or merely being an operation process to play a central role in helping companies fulfill their highest level of business goals. No organizational strategy can be implemented unless the implementers have the knowledge, skills, attitudes and values for doing so. The corporate world could also become a catalyst to support individuals in fulfilling their highest potentials. Potential being couched in opportunity, converting opportunities into realities contributes not only to self-realization but to the progress of humankind itself. This understanding and its conversion into action depend on our values. This makes a strong case for work in the area of Values.

In seeking to link human values of corporate strategy, top companies are taking many different paths that go out to enrich the depth of knowledge of human values, to tighten the ties to corporate strategy and to communicate their enhanced capability. Connecting human values to the Organization strategy can bring extraordinary holistic results in the long term. It will enable them to attract and retain valuable staff because they will be highly successful companies that take wonderful care of customers and are able to reward both the stakeholders and employees. When employees are recognized and valued they will be able to aspire towards the quality of customer care that the global arena will require.

The corporate human values transformation is not choosing the “right” course of action. Many management teams have had trouble figuring out what it will actually take to transform corporate human values into strategic function. At present, efforts at transformation involve negotiating between two or more right alternatives especially when dealing with its stakeholder’s values and business priorities. As a result, much lip service has been paid to making people “strategic partners”. The only real changes that have occurred in most companies have resulted from downsizing and other cost-control efforts rather than from realignment of responsibilities and values.



Communicating and negotiating a moral business consensus with external stakeholders without sacrificing personal moral integrity is a major corporate task for the 21st century. This means that added emphasis is being placed on identifying ethical values that balance individual's sense of professional integrity and worth with the corporation's. Therefore, a challenge to understand one's own ethical values, as well as corporate human values imperatives, guidelines and boundaries to ensure psychological contract between the two interests. This has been the complex understanding arising from our work.

Background to the take off at MAS

In 1996, a series of discussions was held on initiating values into the corporate culture of MAS. Emphasis on Akhlaq (impeccable character), with a special focus on the primary values of Shukur (gratefulness), Amanah (trustworthiness), Ikhlas (sincerity), was gradually introduced into the workplace as well as into training programs.

The 1996/1997 annual report stated that MAS continues to place emphasis on values education training and development of the airline's human resource." It was recognized values woven into the fabric of the corporate culture would ensure that the company practices a purposeful, thinking corporate culture underpinned by strong ethical foundations."

By mid 1997 it was perceived that the stage was set for formal and systematic internalization of human values as an integral part of staff development program, throughout MAS. Further management brainstorming sessions on corporate human values were held in which senior management examined and fine-tuned their thoughts on values.

The Values process for the internalization of corporate value was formalized by allocating special responsibility for the initiative to appointed process owners. Further deliberations concluded that the key common corporate values that should be crystallized should be Shukur (gratefulness), Amanah (trustworthiness) Ikhlas (sincerity). A fourth core value Disiplin (discipline) was subsequently added to form four core SAID human values. In arriving at the SAID human values, we also looked at it across the boundary of religions, Malaysia being a multi-cultural and multi-racial society that is well rooted in respective religious practices of the various religions. Whether to a Muslim, Hindu, Buddhist or Christian employee, it was examined that these values represented a common ground and held relevance.

By the beginning of 1998, the Malaysian Airlines Academy (MAA) embarked into the values initiative and training programs. It began by collaborating other organizations; discussing with the International Islamic University, Malaysia, University Tun Abdul Razak (UNITAR) and the Malaysian Graduate School of Management (MGSM) of University Putra Malaysia (UPM). Benchmarking was also done with world-class companies like General Electric, Motorola and local Johor Corporation.

From the beginning, MAA understood the importance of the three key principles that would need to be followed:

1. Maintain the support of the management and the SAID values steering committee.
2. Integrate the values initiatives into all training programs and the day-to-day operations
3. Work continually to earn the trust of all employees.

MAA adopted the SAID values process as an OD intervention at MAS by the following:

1. Reinforce and establish clear consistent standards of values practices for the entire company.
2. Develop and maintain an employee body that is aware of values issues and educated in values practices.
3. Communicate continually to all employees on the values issues they may face from day to day
4. Promote ongoing discussions with the employee on SAID values best practices.
5. Capture the real moments of truth for consistent application of values manifestation standards throughout the company.

Getting Ready for the Process.

By 1998, it was evident that, gaining ownership and understanding of MAS employees numbering some

22,000, located at several national and International offices, was a challenge. A series of workshops and dialogues on SAID values as part of the initial learning process were organized. In May 1998, a 2-day in house Managers workshop entitled “The Influence of SAID Values on managerial practices” was conducted. Eminent local experts from the corporate world, government body, academia and HR consultancy were asked to present their views. The external coauthor was also invited to speak at this forum. This was the first formal interaction the two authors had on the Values Journey at MAS.

During the course in 1998, other values dialogue and internal management presentations were held. In October 1998, a Values Coaching clinic was conducted by Prof Dr S K Chakraborty, from the Management Centre of Human Values (MCHV) at Indian Institute of Management, Kolcutta (IIM, K). By December, a timetable for The Proposed 1999 SAID Values monthly calendar of activities for implementation, by the MAA, was presented to the management.

Commencing in early Jan 1999, an Internal Values in-house newsletter was launched as a communications tool. The co-author of this current paper, representing MAA participated in the ten-day international workshop on Management by Human Values at the MCHV of IIM, K and visited other Indian organizations. (The other co-author had earlier attended a previous session at MCHV in 1997).

Based on the insights and learning gained from the earlier processes, MAS sought to identify suitable processes for developing a values based culture. For this, several alternatives were examined and presentations made to the Values Committee. Based on these presentations, the committee arrived at a final process of selection. It was felt that the most appropriate methodology was the “Values Clarification Process” (VCP) being pioneered and conducted by Dr J M Sampath, of Arpitha Associates Pvt. Ltd., who is based in Bangalore, India. His Doctoral Thesis work is on “Building Organizational Culture Through a Process of Value Clarification” His list of clients includes Fortune companies such as Ford Motors, Detroit, USA. And has by now conducted around 350 workshops across the world. As such, a 4 days pilot VCP workshop was organized in the first week of March 1999, for a team of senior executives from MAS Group and its subsidiary company.

This VCP workshop addressed essential elements of “Building Organization Culture”. In the process of building Organizational Culture, Value Clarification facilitates a change arising out of realization that one’s own cherished values rarely ever match the values one lives by. Until we help the individual recognize and bridge this gulf within, it would be difficult to expect him/her to match his/her values with the values of the organization. While layers and layers of conditioning have fossilized each one of us, any attempt to bring about a change without touching the very core of the individual would only be at surface level. If by using the organizational authority one forces the organization values on the individual, he/she only follows it as a rule to protect oneself rather than internalizing the same. Under such circumstances, the commitment of the individual towards the organizational values would be very low affecting the performance of the organization. Thus, it becomes essential to touch the very core of the individual to bring in a long lasting change.

The objectives of the VCP:

- To understand the meaning of values and gain clarity on why one behaves the way one does.
- To understand the gap that exists at Individual, Group and Organizational level and learn how to bridge this gap at a deeper level.
- To understand the cause and effect relationship in value formation and learning how to work with cause than with effect to bring about a deep change.
- To understand one’s own orientation towards:
 - Freedom & Achievement
 - Relationship
 - Power and Influence
 - Learning
 - Honesty and Integrity



- To gain deeper clarity on one's own style of functioning and its implication in the organizational and personal life context.
- To learn the source of conflicts and be able to deal with it at the cause level for bringing about a lasting change.
- To understand the gap between personal and organizational values and find ways to bridge the gap.
- To understand difference between being in control of oneself than being controlled.
- To understand the power of trust and the ability to risk and accept challenges.
- To understand what prevents one from changing.

The detailed design of the 4 days VCP process is indicated below.

Value Clarification Process

A Process to Align Personal & Organizational Values at MAS

Program Outline

<i>Session Title</i>	Objectives	Approx. Time
DAY I		
<i>Micro Lab</i>	To ease the participants and give them an insight into what they are likely to experience during the course of the workshop and also enable them to open up comfortably.	1 ½ hrs (one and half hours)
<i>Defining the boundaries</i>	To set the boundaries of the workshop and establish ground rules for working.	15 minutes.
<i>Setting the context for learning.</i>	Understanding learning and enable people to begin the real process of learning.	45 minutes.
<i>Understand business Context</i>	To gain insights into the presently prevailing business realities	3 hrs (Three hours)
<i>Critical skill in coping with today's business scenario</i>	Understanding learning Learning how to learn Understanding one's own ability to learn	4 hrs (four hours)
<i>Takeaways</i>	<ul style="list-style-type: none"> ▪ Understanding the business perspective of the world we live in ▪ Understand the need to be change sensitive ▪ Understand the journey from Knowledge to Wisdom and the need to be a learner in being sensitive to self and life ▪ To understand what blocks us from being learner- a skill important to continue the process of Value Clarification 	
DAY II		
<i>Understanding the need for value clarification</i>	To create awareness on the need for value clarification and its relevance in the context of everyday life.	1 ½ hrs (one and half hours)
<i>Understanding the meaning of values</i>	<p>To provide meaning of values from the context of everyday life rather than a concept.</p> <p>To enable people to understand why they behave the way they behave and the cause and effect relationship of behavior.</p> <p>To enable people to change at the cause level than at the effect level.</p>	2 hrs (two hours)
<i>Understanding the impact of beliefs and paradigms.</i>	To let people experience the consequences of their own beliefs and paradigms in the context of the various roles they play in life.	1 ½ hrs (one and half hours)

<p><i>Understanding the gap between what one wants to be and what one is.</i></p>	<p>To facilitate the realization of the gap that exists between what one wants to be and what one is.</p> <p>To enable people to understand the blocks that prevents one from bridging this gap.</p> <p>To understand the need to take ownership for reducing the gap.</p>	<p>2½ hrs (two and half hours)</p>
<p>Takeaways</p>	<ul style="list-style-type: none"> ▪ Gaining understanding on the word Values and understand how to work with the cause than the effects ▪ Learning how to bridge the gap between what one wants to be and what one is ▪ Understand the interdependence of Values 	
<p>DAY III</p>		
<p><i>Value Profile</i></p>	<p>To enable people to understand their value profile.</p> <p>To enable people to see the interdependence of values and the implications of any imbalance in the context of real life.</p> <p>To understand the importance of freedom, relationship, power and influence, learning, honesty and integrity.</p> <p>To facilitate individuals to connect their own life events with the consequences that shows up with every imbalance.</p>	<p>6 hrs (Six Hours)</p>
<p><i>Understanding value conflicts</i></p>	<p>Understanding the values which are at the source of almost to all human conflicts one experiences.</p> <p>Enabling people to experience their own sources of conflicts.</p>	<p>2-½ hrs. (Two and half hours)</p>
<p><i>Understanding the way one's behavior is Manufactured</i></p>	<p>To enable people to see how their own behavior has evolved over the years.</p> <p>To facilitate how one's own knowing has blocked further knowing.</p> <p>To facilitate an understanding of how at each level of manufacturing one's own behaviour, one seems to be unmindful of the realities which in turn affect the quality of the final behavior.</p>	<p>3 hrs. (Three hours)</p>
<p><i>Understanding the multiple facets of the values and develop the ability to learn.</i></p>	<p>To introduce basic human values and to initiate a process of self-enquiry which takes care of the need to learn.</p> <p>To understand the multiple facets of each value in the real life context.</p>	<p>3-½ hrs. (Three and half hours)</p>

Takeaways	<ul style="list-style-type: none"> ▪ Understand the interplay of Values and its implication in real life context ▪ Learn how conflicts are born and how one contributes to these and ends up hurting oneself ▪ Understand how to audit one's own life and deal with situations in a different way 	
	DAY IV	
Understanding the valuing process.	<p>To enable people to understand the valuing process.</p> <p>To experience one's own skill level in the various steps involved in the valuing process.</p> <p>To facilitate the realization that each one of us are hardly working at 5% - 6% of our capability.</p>	3 hrs (three hours)
Individual and Organizational values	To enable participants to see the implications of alignment/non-alignment of individual and organizational values	2 hrs.
Strengthening organizational culture & value system.	To identify mechanisms for aligning the individual and organizational values so as to accomplish the MAS Values.	4 hrs
<i>Understanding the meaning of "form" and "essence".</i>	<p>To enable people to see the distinction between form and essence.</p> <p>To enable people to see how conflicts are usually at the form level.</p> <p>To enable people to understand the need to be form flexible.</p>	45 minutes.
<i>Understanding the limitations set by oneself.</i>	To enable people to break one's own beliefs which prevent them from changing.	45 minutes.
<i>Learning to look at options.</i>	To facilitate the realization that there is always a way out in any situation without breaking the boundaries.	30 minutes.
<i>Closure</i>	To nurture faith and hope in being able to be what one is capable of.	1 hour (one hour)
Takeaways	<ul style="list-style-type: none"> ▪ Understand the Valuing process ▪ Identify the gap between individual and organizational values and draw action plan to bridge the gap at personal level ▪ Learn to appreciate Values at essence level than form level ▪ Understand what makes any Value functional or dysfunctional ▪ Learn how to move forward and integrate values into real life context 	

Methodology

The methodology adopted in the VCP is primarily semi-structured wherein enough of scope is provided for human processes to emerge. The small groups activities are designed to enable an individual to look into his/her own inner-self and realize the need for change. Tools like the “Value Profile Instrument” (VPI) and Discovery are used as a part of the process.

The four days workshop was followed by individual one on one coaching by Dr Sampath for each participant based on the inputs from the 360 degree Values Profile Instrument.

The objectives of this coaching being:

The one on one coaching session is an important section of the entire Value Clarification programme. Dr Sampath, spent time with each of the participants after the workshop and coach them based on their Value Profile generated out of the Value Profile Instrument –

Value Profile is a unique 30 item, easy to fill instrument that evaluates an individual on five critical dimensions including-

- Freedom achievement orientation
- Relationship (sociability)
- Power and Influence (managerial style)
- Learning orientation
- Honesty and integrity

The instrument is built on the principle that-

“No single value by itself is valuable. Values are interdependent and one needs to understand this interdependence in order to understand one’s own behavior”

The instrument has successfully been used by now to help over 15,000 individuals understand themselves in the last 10 years. VPI offers exhaustive and comprehensive understanding of the personal value profile of people as compared to many of the other tools. The coaching thus using the instrument throws light on three styles of the person in an organizational context and if the participant is willing, it can also deal with their personal front:

- Leadership style
- Collaborative style
- Followership style
- Social style (optional)

Action plan

The coaching resulted in drawing up an action plan for each participant in the areas of concern as identified through the Value Profile Instrument. The coaching session was utilized by the participants to understand the root causes of their behavior.

The Evaluation

The participants’ feedback at the end of the VCP workshop averaged 9.28 out of a maximum score of 10 points. Some main comments from the participant about their insights from this workshop:

- Tools available to analyze and change one’s behavior
- Gives me the opportunity to better understand my true self and to enhance my values
- Insights into one’s self, learn to learn, beliefs, values
- People can change if they want to

Aspects of the VCP workshop that were appreciated:

- The values profiling and group work towards better understanding of values
- The way the values are interlinked
- It allows the participants to search within themselves, bring out their true self, check flaws and examine areas of values in us
- The parables and real life experiences shared to bring about the deepest understanding of the concepts discussed
- Case studies- the impact was great
- Self realization on values is a very powerful tool in steering your life
- The fact that it touches the very core of your belief system

Also during the workshop sessions a module was included for the participants to arrive at their own understanding of the SAID values and to explore behavioral manifestations of the same in both their home and work life. In conclusion there was a consensus that the VCP process is so far the best approach towards spreading values to the staff and that it should include top management.

The above was the outcome of the pilot workshop for a sample group from the organization. The profiles of the 15 participants were an average age of 42 years, most being graduates and a few with Masters Qualifications ranging from Business to Engineering. In terms of designation, ranging from VPs to Managers and Engineers. The average number of years of service was over 12 years. The number of staff reporting to this group directly/indirectly was around 630 employees.

Subsequently, a further half day presentation was held on 8th March 1999, on “Values and Ourselves” for a larger audience of MAS. Moreover the graduates made a presentation on the VCP session highlighting their key learning points. Following on the 7th of May a presentation was also made to the Organization Transformation Team (OTT) meeting of MAS by 2 participants. The objective being to keep the involvement and commitment alive for this initiative and the different levels with MAS.

It was found that the enthusiasm for Values was gaining greater momentum. The numbers attending the various briefings and dialogues on a voluntary basis seemed to be increasing. There also emerged some feelings amongst the members that besides bringing the awareness of Values to MAS, as a leading group in Malaysia, it should also play a role in exposing others in the corporate world to the need for Values.

Thus the MAA took the initiative to launch a public workshop on 27th April 1999: “Workforce: Commitment Strategies for Reawakening Human Values at Work”. Around 60 Change Agents and Senior Managers from MAS and other leading institutions in Malaysia, representing financial services, technology, government regulators and academia attended. Prof SK Chakraborty, who has gained a respectable global recognition in this field, facilitated this workshop. It was felt that this workshop achieved its objective in introducing this unusual topic” to the Malaysian corporate sector. The momentum to expose others to the subject of values continued.

In line with the original plan Dr J M Sampath was invited again to MAA in early May 1999 to conduct a series of 3 further workshops on the VCP. The idea being to expose more people from a wider cross-section at MAS to the depth on Values. The objective was to create a wider pool from which volunteer facilitators would emerge who had the most passion and conviction to be involved in the cascading process. A further 60 participants were involved in this series of sessions. These sessions were found to be equally well received from the evaluations and feedback.

Based on the above common experience with VCP, the MAS Alumni network grew. There was a need for a continuous discussion to help keep the values message fresh. In late May a gathering was organized to brainstorm ideas and action plans with a network of like-minded managers and executives. This alumni network was designed to answer the needs as well as addressing the issues and concerns raised by the OTT on: “What steps can the Values Team take to ensure SAID Values are applied consistently throughout MAS.”



Three representatives from the VCP alumni network also shared their learning from the workshop. At this forum the three change agents of values presented the tools and methods that can help individual employees implement new change initiatives. At these sessions, like in the past, Dr Sampath and the external co-author shared their perspectives and clarified points raised by the forum, which was again open to all members of MAS.

There had been a common concern that practicing values was difficult. The challenge was to ensure continuously through communication and actions. Ways had to be found to help ensure that the values and traditions are understood and embraced by employees.

The internal magazine for MAS called BERITA had also featured Values to ensure a consistent flow of communication to the wider circle of employees. By now an internal confidence and optimism was creating a further push to bring the awareness of Values to an even larger corporate arena. Thus in August 1999 a one day National Seminar on Corporate Human Values was organized jointly by MAS, Celcom and UNITAR (a local University). The theme: "Can Values Guarantee Corporate Success? Challenges for the next Millennium"

This seminar was opened by the Minister of Education, YB Dato' Sri Mohd Najib Tun Razak. The minister stressed that only nations with values which are in line with success will achieve excellence", he also urged the forum to address the gap between mission statements made by organizations and the actual policies with respect to values. The role of leadership in the inculcation of core values amongst the people and conflict between organizational goals and the goals of society also needed serious attention. Most of the speakers including Tuan Syed Mohamad Amin, a board member of one of the newest universities, UNITAR expressed that values will define the way we look at our business and people. He went on to share the core values of UNITAR, which in his view, would bring about education excellence to the people. Prof Dr Syed Hussein Al-Attas cautioned that corporate culture must operate within the parameters of the moral values or they will face ruin. Prof Dr SK Chakraborty stressed that in shaping ethical Holistic decision-making, "wisdom leadership", oneness teamwork and the distinction between money and wealth was needed. One prominent issue he stressed is that there is a wide gap between knowing and doing.

This seminar was attended by people from a variety of organizations keen to learn more. It put forward a strong case for the corporate sector in Malaysia to develop a value-based culture by:

- a) Developing consciously a values perspective in business
- b) Implementation of a corporate human values policy

The National Television Network and the National Press covered this event and probably for the first time the subject of corporate human values was being introduced. MAS had been instrumental in pioneering the introduction of Values to the society at large in Malaysia.

The Next step: Internalizing Process

A further 5 days design /coaching was conducted by Dr Sampath for 20 of the previous participants of the VCP sessions who had by now had some time to internalize and implement some of the insights gained from the earlier sessions conducted by Dr Sampath on VCP. Here the objective was to involve the potential internal trainers in the design of smaller modules that could be internally facilitated.

Thus it became an important prerequisite to clearly understand the role and the responsibility of the internal facilitators. As such this phase focused on:

- a) Developing an in-house design customized for MAS
- b) Developing the facilitators.

Before the design could be put into motion the prospective internal facilitators had some interesting concerns that needed to be explored. Some of the points raised included:

- Why do we need Values now when we have not needed it earlier?
- How to be more effective agents of change in values?
- When as an individual I am struggling to control myself how can I help others?
- How can I facilitate the understanding of Values by others in MAS?
- How to be a catalyst in a systematic and impactful way?
- How to resolve internal conflicts?
- How to align personal values with corporate values?
- How to narrow one's own values gap?
- How to create interest in values when others are not?
- How to help others to discover themselves?
- How to create an awareness that moves to internalizing to understanding?
- How to avoid making this into an external process rather than an internal one?

Understanding the Concerns and Observations of Internal Facilitators:

The enhanced understanding on the subject of Values had also manifested into insights and concerns of the internal facilitators. It is noteworthy to be aware of their observations to help prepare higher quality internal facilitators:

- The facilitator needs to have a passion for values, as prospective participants may have negative mindset or emotions.
- Selection of the facilitators is critical. “ The effectiveness of Values depends on the amount the facilitator lives the Values”
- Focus on helping individuals clarify personal values then help them to align to corporate values.
- Many of us are not aware of our own Values gap.
- How can we do a self-audit?
- We need a solution-focused culture not giving problem mindset.

Some additional issues arose relating to their own observations/experience with Values; they could already see the benefits in their departments in terms of:

- Better team spirit
- Reduction in “company bashing” conversations in the canteen.
- Better negotiations in contract
- Some outstanding issues for over 2 years were now being promptly attended to.
- Younger heads of department enjoying better cooperation from older employees

Some suggestions for systems and process enhancements included:

- Incorporate practicing the Values as part of the job description for employees
- Internal communications/circulars be connected to values
- Senior management also to go through Values training.
- Connecting values to other MAS transformation process.
- Incorporation of a values component for Selection process
- Incorporation of a values component for appraisal process

After a week of intense work on the design and coaching, 2 main components evolved as suitable modules for bringing awareness of values to the wider audience at MAS. These two initiatives are the VALUES AWARENESS PROGRAMME (VAP) and VALUES INTEGRATION PROGRAMME (VIP). Once it was felt that the designs for VAP and VIP were able to add value to MAS and that a core group of facilitators had taken the bold challenge for themselves and the organization it was decided to launch the programme. It was felt that the approach should be to first put a critical mass of employees through the VAP and then the next level exposure through VIP. The details of these are as follows:



VALUES AWARENESS PROGRAMME (VAP)

1. Course Title: Values Awareness Programme (VAP)
2. Course Duration: Two (02) hours
3. Course Description: VAP is an introductory programme about personal and corporate human values. This course will enable participants to have a better view of values.
4. Course Objectives: At the end of the programme, participants will be able to:
 - Revisit their personal values
 - Be aware of our corporate values
 - Effect simple values change
5. Course Highlights:
 - The sources of values
 - Personal human values
 - MAS corporate human values
 - Change of values through transformation
 - How you can be somebody through values
6. Methodologies
 - Lecture
 - Stories & parables
 - Practical work
 - Sharing of experiences
 - Questions & answers

VALUES INTEGRATION PROGRAMME (VIP)

1. Course Title: Values Integration Programme (VIP)

2. Course Description:

The path of excellence is through goal setting and human values –where the goal is organizational transformation and what human values do to business.

This programme will enable participants to clarify their personal values and be aware of the importance of human values in the transformation of individuals and organizations and thus translating these values into real life practices at home and the workplace.

The programme will also focus on the internalization of SAID values as a way of life and the setting up of Values Circles, which will bring about the behaviors, which eventually will bring about the Values Community in the organization.

3. Who should attend: This programme is carefully designed for all people from all levels in the organization

4. Course Objectives:

- Understand the process of learning better.
- Understand the meaning of values more clearly.
- Know how to integrate personal values with organizational values better.
- Know the importance of internalizing and translating values into practice more clearly.
- Know the need and mechanisms to set up Values Circles.

5. Methodology:

- Lectures
- Group discussions
- Parables
- Games
- Individual work
- Brainstorming
- Ice-breakers

6. Course Leaders: This programme is conducted by 15 Values Facilitators in the pool who are:

- Managers / Senior Executives / Executives
- Specially trained by overseas' Values Consultants
- Academically and professionally qualified

7. Course Highlights:

- What is the process of learning?
- Understand the meaning of Values.
- Integrating personal values with organizational values.
- The internalization and translation of values into practices.
- The concept of Values Circles and how to go about it?

The Take Off

In providing the 22,000 employees of MAS with the values education, it was agreed that all employees must go through the Values Awareness Program (VAP) first. As this process could take some time, in order to speed up the process, the facilitators were encouraged to conduct the VAP concurrently in the different departments.

By the end of the year 2001, a total of approximately 14,916 employees had attended the values training all over Malaysia (see Pie Chart A). The majority of the participants numbering 12,700 were from Kuala Lumpur (KUL), the balance from some of the main operating stations in East and West Malaysia. I.e. Kuching (KCH), Penang (PEN), Kuching (KCH), Ipoh (IPH), Langkawi (LGK) and Alor Star (AOR).

The break down of participants from each station is given in the attached by **Pie Chart** a titled "Number of staff attended to date".

Number of Staff Attended to Date

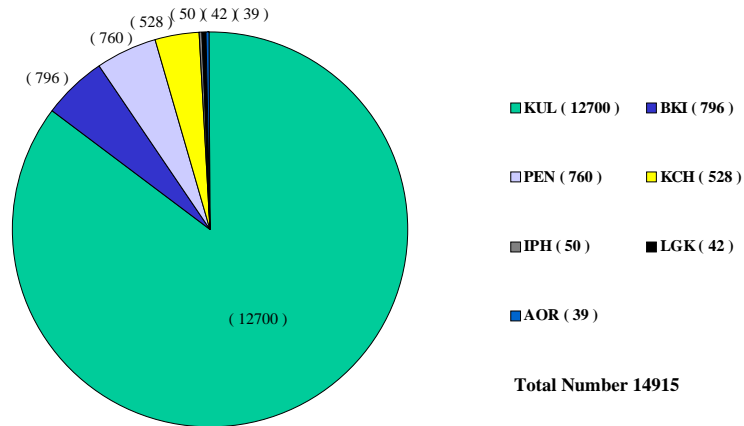


Chart A

In conducting the program for all employees of MAS, the response of employees towards the program was also being gauged from time to time. At the end of program, evaluation forms were distributed to all participants with the purpose of getting feedback from them. Direct feedbacks were also received by talking to the participants after the program had been conducted.

In March 2001, a study was carried out by the practical trainees from one of the local universities where a sample of 5,343 participants were taken from the 12,700 respondents. See Pie Chart I

NUMBER OF STAFF ATTENDED BY DIVISION / DEPARTMENT IN YEAR 2001

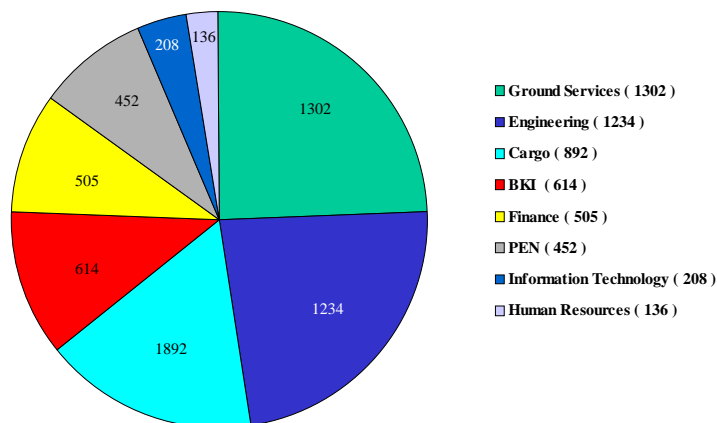


Chart I

- It was rated as follows:
- 30% excellent
 - 42% very good
 - 25% good
 - 3% poor and very poor.

From May 2001 to August 2001 a total of 528 employees in Kuching, Sarawak had gone to the program, the feedback was:

- 41.2% excellent
- 43.9 very good
- 13.2% good
- 1.5% poor and very poor

Based on the above feedback, it is generally agreed that almost all the employees accepted the VAP program, which was being conducted in MAS.

- Some of the main employee feedback from the various departments for VAP indicate that:
- The program was applicable to all levels of employees.
 - An increase in the duration of the course
 - Is beneficial.

Feedback from Ground Services Staff

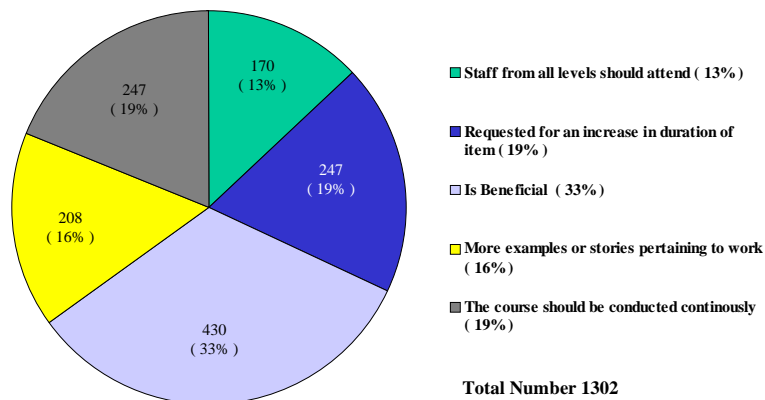


Chart B

A more detailed analysis of main feedback by the different divisions, are given on **Pie Charts B to H**.

Feedback from Engineering staff

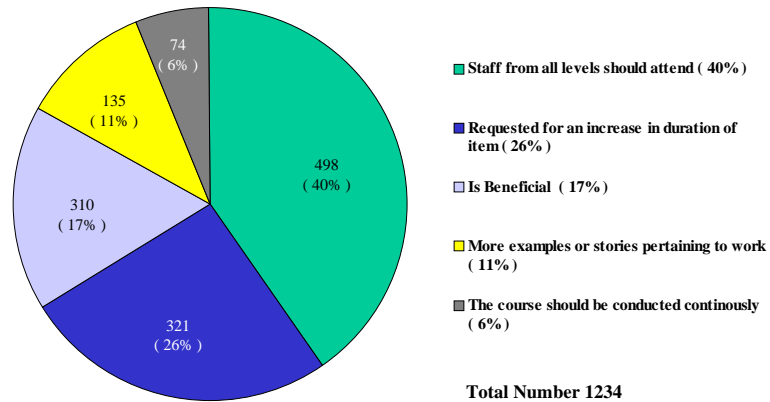


Chart C

Feedback from BKI/PEN staff

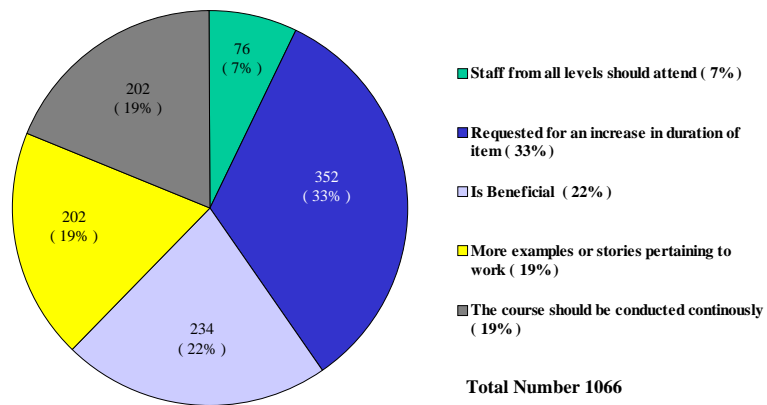


Chart D

Feedback from Cargo staff

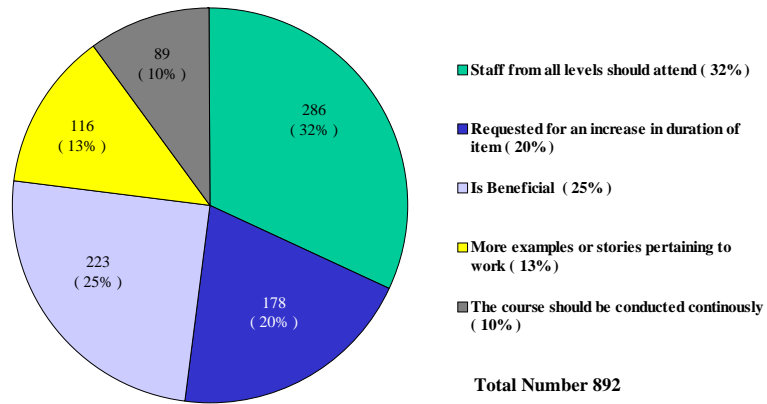


Chart E

Feedback from Finance staff

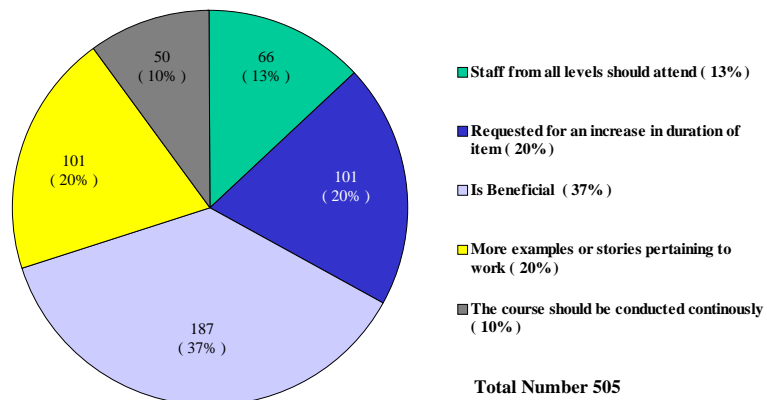


Chart F

Feedback from Information Technology staff

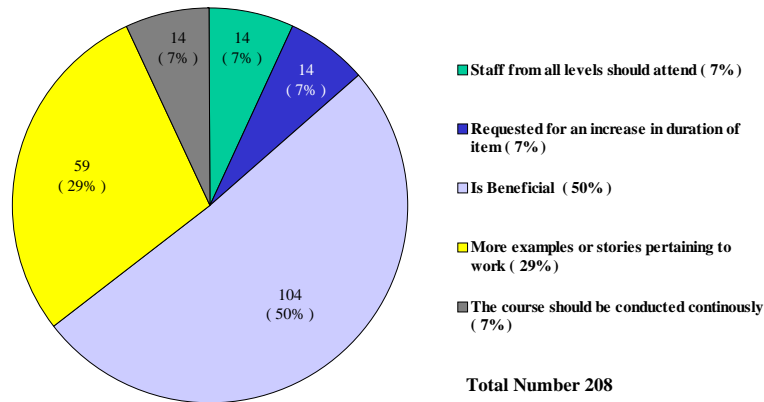


Chart G

Feedback from Human Resources staff

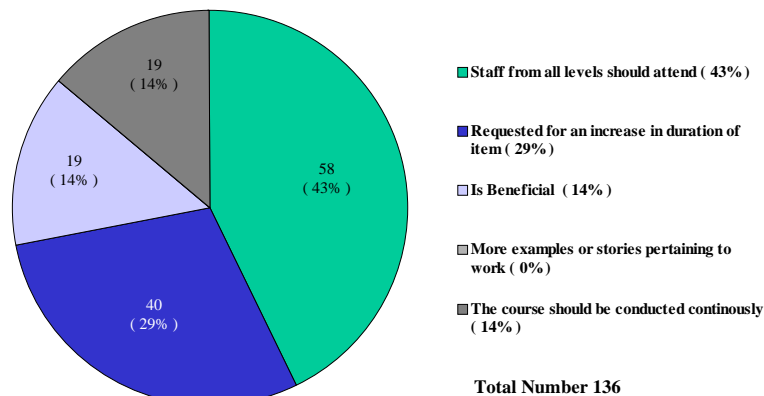


Chart H

In another study done with 614 employees from Kota Kinabalu and 452 employees from Penang in 2001: 11% mentioned that the program was suitable for all levels of staff and 33 percent suggested that the two-hour program should be extended to 3 hours or more. 22 percent of participants admitted the program was beneficial to all and 7% percent suggested the program should be conducted continuously. The remaining 22% suggested the program should include more illustrations.

In an internal memo from a District Manager recorded his own observations/feedback on the VAP course held at his station. He felt the program was excellent as it instilled a sense of responsibility, teamwork, spirit and

honesty to all. VAP had also highlighted the importance of human values among staff irrespective of their ranks, beliefs, culture and upbringing. He believed the program had also been able to improve staff morale and made them realize that they have to make the change themselves, which would benefit them at home, and their workplace. The program had also demonstrated how little some staff value their job, he said. Some staff also realized that in this millennium they should be IT literate, multi skilled and self motivated. In conclusion, he felt the message had been successfully delivered as some staff had already shown encouraging changes in carrying out their daily duties.

Another Regional Manager, interviewed in the in-house Reach magazine was recommending VAP to all staff of all grades and urging them to make it a point to attend.

Although initially it was a challenge to get various departments to give priority for the values education, over time the different divisions had also started initiating requests to MAA for scheduling of this training. The people it seems had begun to see the meaning for themselves and their organization. Regardless of the various business pressures and the by the end of 2001, about 200 participants were exposed to the one day VIP. This represented groups from: security, cabin crew, chief stewards and a group from Indonesia.

A sample evaluation based on 77 participants yielded the following feedback:

- a) 26% Excellent
- b) 66% Very Good
- c) 8% Good
- d) 0% Fair
- e) 0% Poor

Comments from an end of workshop feedback form from a sample group for VIP (GP05/00) on 25 April 2002, of 22 participants on the process are as follows:

1. I like the..

- Style of the teaching process.
- Way the facilitators present their programme, WONDERFUL!
- Content of the presentation because it is very useful for me to improve my values in the future in my life.
- Presentation contents and the speaker's presentation, presentation technique.
- Course / subject matter about "VALUES"
- Way internal facilitators conducted the class.
- Course of Values Integration Programme.
- Course and the facilitators.
- Values section.
- All the presenters.
- Trust and patience.
- Course facilitator.
- Learning methods and very interesting subject.
- Method of teaching.
- Session because it is very important for me to improve my value in my life.
- Course.
- Course because of the material, increasing my knowledge and motivating me to be a different person.
- Way you do your presentation.
- Topic and how to make presentation, program because it has added value to increasing our performance.

2. I didn't like the..

- Time allocation because very full.
- Short break time.
- Limited time given by the organization to take this course.
- Time, it is too long.
- Mix class and wasting time (observed).
- The very limited time in presentation.
- Time, not enough for us.
- Time, because it is very short to learn about "Values".
- Time as it moves very quickly.
- Long time for us.

3. I'll use..

- Values and some of the methods.
- Teaching techniques as the facilitators performed.
- This values information in my life to improve the good values so I will be successful.
- VIP to improve my organization and myself / office.
- Advantages of "Values Learning" to my life and work.
- Values to improve myself.
- Course to inform to my students.
- Values added that I have to bring it in the real way of my life.
- Technique or methods of teaching.
- Values, it is good to my life.
- Values Integration in my life.
- Computer and OHP.
- Examples given and all the subjects given to improve my values.
- Values in my life so that I can be a good human.
- Session to increase my motivation in my work.
- Good values.
- Content and materials of the course to implement when I go back to my work place.
- Values in my life.
- Method you showed.
- Thing that I think is good and make improvement of my organization and also myself.
- System of the course.

4. I'd also like to say..

- Thanks a lot for your co-operation.
- That this topic is interesting and all of us are very involved in all the activities of this session.
- Thank you very much for training us.
- Thank you. The facilitator can open my eyes to do better than before.
- Many thanks to all of the facilitators and MAS Academy that give me the opportunity for attending this course.
- Your teaching is good and interesting.
- Thank you very much.
- I love this subject and thanks a lot to the professional instructors.
- Thanks very much for your explanation.
- That less activities in morning and more in the afternoon to make people awake.
- Thank you very much for your presentation about values. I hope I can apply in my life.
- Thank you for this programme / course to cheer me in my job.
- Thanks very much and nice to all.
- Thanks to MAS Academy and MAS staff.
- Thank you for your kindness to give me the new knowledge and experience during the course.

- Thank you very much for your information.
 - Thank you En Manaf and Mr. Jothi.
 - Many thanks to the speakers / presenters for VIP that I can have more experience about teaching and everything.
 - Thanks for your good presentation.
 - The speakers are very professional and expert so I would like to say thank you for giving me the chance and give us the time to share their experience.
 - That we can meet and talk more about “Values” in another place and time.
 - Thanks for your excellent presentation.
5. **General Comments..**
- Nil.

The challenges ahead are now two fold:

- a) To continue the VAP for the remaining staff and to further introduce the one-day VIP education incorporating suggestions and to make improvements.
- b) The economic realities facing MAS, a change in management in early 2001 and the down turn in the global airline industry especially after September 2001 may put pressures on the continuity of the values process.

Some conclusions and insights that have emerged that one needs to be aware of during such an intervention are:

- 1 Commitment of top management and stakeholders towards building a sustainable organization
- 2 Focus on developing Personal Human Values and then aligning them to corporate values rather than the other way around
- 3 Gain ownership of the process through involvement and support of members to resist challenges and obstacles in the process.
- 4 Not to treat Values Education as just another management development approach. *Value education* is not education, as in the common parlance of the word, education. Rather the key component of value education, in this context, is a process of *clarification*.
- 5 Clear consistent and open communication at all levels
- 6 Involve people with a passion for the subject.
- 7 Focus on the demonstration of values in all parts of the organization’s behavior e.g. respect of time.
- 8 Recognition of role models for continuous reinforcement through capturing moments of truth.
- 9 Review of existing business policies and HR practices to align them with the values.
- 10 Embarking on a Values process is a matter of choice; no one can be forced to participate. All that an organization can do is providing an educational opportunity.
- 11 The focus should be an inside out approach. Change starts from oneself.
- 12 The more we practice living the values, the more challenges one may have to go through. The personal journey gets tougher not easier
- 13 Change in behavior is not necessarily based on a change in character
- 14 Organizations and people do have certain values, along a continuum. It would be presumptuous to say that values are in any sense *introduced* to people or organizations. What is possible is a facilitation of *awareness* about the values one *already* holds. What an intervention can do is to bring about a *focus* on the issue of values.

Some thoughts on how the Initiative could have been enhanced.

This case study is based in the period prior to a change in management and ownership in early 2001. The current management recognizes the need for values and is conceiving ideas, which will align values with Corporate Governance to enhance the quality of corporate actions.

The following factors and clearer understanding of the points raised below could have enhanced the values process and gained a wider understanding and acceptance of the values intervention.

1. Any Values initiative should reflect its sincerity; if it is perceived as a public relations exercise then there is danger that such an intervention can become dysfunctional.
- 2 The process of communication should reflect the “sincerity of purpose” and avoid relying on publicity or rhetoric to get the message across.
- 3 The CEO and senior management must be seen as the custodians of the values and be active role models. This is one of the most powerful sources for change in the culture and thus communicates the commitment.
- 4 In the absence of the points raised in points 1 to 3, it is better not to embark on Values as to do so brings down the culture and morale of the organization rather than enhance.
- 5 Vision and Values gives the direction of where we want to go and how we travel there. Only when we know why we are doing what we doing can the quality of what we do enhance. Senior management needs to understand that values are not merely a strategy or business tool such as TQM, reengineering, 6 sigma etc that are designed for business results. Values are the guide for these business tools. It is important to note that confusing the two is possible and caution is needed here.
- 6 All stakeholders especially the leadership need a conviction and confidence in their own beliefs that business deliverables will follow as a natural consequence of practicing the values. The focus on building a strong foundation through values will bring its just returns.
- 7 Values enhances the soul of the organization, while the other business processes help the physiology of the organization. When an organization has a healthy body and a fine soul, excellence becomes a way of life not an extra effort that the organization needs to make.

Concluding remarks:

Whilst the debate goes on in many minds about the need for Values Clarification in organizations, the global expectations of business is going through remarkable pressures. The Asian Wall Street Journal of March 3, 1999 quotes a land mark decision by the House of Lords in the UK which over turned an 88 year old legal precedent to allow a case to go to trial, saying a business could be forced to pay damages for breaking it’s implicit contract with employees to operate honestly.

The Fortune Magazine of 18th March 2002, documents a history of white-collar crimes in its cover story, WHITE-COLLAR CRIMINALS-Schemers and Scams: A Brief History of Bad Business. The article outlines cases from 1920 to 2000, which were involved in white-collar crime. The business world has had a lot of overachievers willing to give it a shot. The interesting pattern we observed is that these white-collar crimes have increased in both frequency and the amounts involved as the years have gone by.

Alistair Cooke in his letter from America titled Batten down the hatches dated Monday, 28 January, 2002, 12:16 GMT makes an analogy to the recent collapse of the energy giant Enron with the sinking of Titanic, he comments:

The American public is as stunned (regarding Enron) as the British people would have been in 1912 to learn that the captain of the Titanic, having been told by the ship's architect - as he was - that the ship would go down in two hours, summoned his exec officer, told him to round up the officers and prepare to abandon ship as silently as possible, ordering two or three lifeboats to be slipped down on the starboard side.

Meanwhile the purser was instructed to open the ship's strongbox, take all the currency and the jewels of the passengers and join the fleeing officers. The chief steward was told to have his men patrol the ship and assure the passengers that everything was fine, no danger and go back to sleep. The stewards might then join the rest of the crew in the departing lifeboats and pull away.

Becoming more aware about what one values will allow one to be self-regulated. External rules or regulators, as the recent corporate disaster of Enron in the USA demonstrates, are not the key. The fallout from this Enron corporate disaster has not become clear, but The New York Times of 11 March 2002 reports that Arthur Anderson has seen defection of employees and clients and is facing criminal indictment Now Anderson is negotiating to sell itself to another accounting giant.

Yet, just 2 years earlier we forget that, The Straits Times of Singapore reported on February 3, 2000, revelations of widespread rule violation at one of the Big Five US Auditors. More rules were being introduced that would require the top Five US Accounting Firms to set up more rigorous Internal Controls. An independent review found that nearly half the partners at one of the Big Five had violated rules prohibiting them from owning stock in companies they audited. These revelations were an embarrassment for Public Accountants, whose mission is to serve as independent arbiters of the way publicly traded companies keep their books. The review has recommended the most intensive set of compliance rules for independence that has ever been issued.

Dilemma here is:

A) Why is it that even the most reputed global advisors on internal controls & compliance to CG are having trouble with rules?

B) Will more rules really help?

Indeed it is time we acknowledge that it is our values that play a significant part in self-governance, which in itself is the prerequisite for Corporate-Governance. Yet, values are certainly about more than just governance issues. Our experience with this Values Journey at MAS will support:

An earlier study by:

- B.Z. Posner and W.H. Schmidt, Journal of Business Ethics 1993, on PERSONAL & ORGANISATIONAL VALUE SYSTEM Case studies from several organizations edited in “Human Values for Managers” by SK Chakraborty, also documents a series of convincing case studies for the need for a values based culture.
- A series of business studies in “Built to Last, successful habits of Visionary companies” by Collins and Porras

Questions have been raised as to whether this model evolved at MAS is applicable to other organizations or is it peculiar only to MAS. We feel that this process can be adjusted to suit any particular organization, retaining the basic fundamentals. They cut across race and as such will be acceptable as a common language that is being developed. In this Values process developed for MAS, we are not teaching people. We're just reviving and clarifying what we have known since childhood. These Values perhaps had become less important in our rush to be modernized and meeting results and we may have under-valued the ancient fundamentals. Yet, these are the concepts that are needed the most today, if the corporate world is to take its new leadership in dealing with this Globalize world.

This approach though needs to be thoroughly understood; whilst we all aspire to move towards excellence there remain three fundamental gaps to bridge.

- a) Between the person that one is and the person one wants to be.
- b) Between the quality of relationships one has and the quality of relationships one would like to have
- c) Between what I expect of myself and what the organization expects of one.

These gaps need to be bridged in the order mentioned above and starts with the self. Organizations need to take the courage to help their people bridge the first fundamental gap. With the new confidence gained from bridging the first and most fundamental gap the individual can then also work on aligning the other 2 gaps. Organizations need to help people understand what is true “self interest”.

"A farmer, whose corn always took the first prize at the State Fair, had the habit of sharing his best corn seeds with all the farmers in the neighborhood. When asked why, he said, "It is really a matter of self interest. The wind picks up the pollen and carries it from field to field, so if my neighbors grow inferior corn, the cross pollination brings down the quality of my own corn. So I am concerned they plant only the very best."

This attitude requires self-leadership. It needs to be understood that this journey is not only about improving the bottom line for the organization. It benefits not only the organization. The 22,000 employees of MAS from diverse cultural backgrounds have in themselves a role to play, that extends beyond their corporate interactions, social interactions through their unions and cooperatives. They play too a role in building social cohesion. This self-leadership will have its impact on their families, society and extend to the government. It helps to make a more sustainable world. Building truly visionary individuals and organizations that add to the creation on “wealth” for their nations and humanity as a whole.

The Way Ahead

Today in the global business arena there is much discussion on Corporate Governance and Business Ethics with emphasis on the legal and ethical obligations. Here again we caution the danger of looking solely to legal frameworks to govern our corporate behavior. Just as the external audit function at the corporate levels serves Corporate Governance, as an independent function. Similarly, the first level of audit should be an “inner self-audit”. Our values will be the key mechanism for enhancing the quality of this “inner self-audit”.

Values are the foundation upon which good Corporate Governance and Business Ethics needs to be built. Otherwise we are in danger of relying on a system whilst forgetting to lay the solid foundation of values. Without this solid foundation of values there is a danger that lessons on corporate failure may not be learnt and that we may find history repeating itself. We urge the community to reexamine its paradigms and reflect on the need to understand that Corporate Governance is optimized where there is Self Governance. For this we need to take a serious look at the need for a process in education in human values, which helps individuals to align their personal values with organizational values and the values of the larger system. The current approach to Corporate Governance seems to focus on establishing systems and processes for building an ethical organization. Whilst this is essential at the organizational level what is most fundamental is Self Governance by each individual who belongs to the organization. In the absence of which, Corporate Governance again becomes a futile exercise. “For until individuals don’t own up to their values, organizations cannot live by values.” The Values Clarification process forms the first step for conducting a personal audit. This enhances commitment of individuals to bridge the gap between ones own and the organizations values which further builds the foundation for creating a High Vision and High Values organization which functions ethically and meets high standards of governance.

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