

# **Transformational Leadership.**

## **A New Way of Working to Drive Big Fast Results!**

**PRISM 2025: Bionic Edge  
Human and AI Collaboration for Sustainable Project Success**

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Non-Executive Co-Chairman of Sunway Group Berhad**

**28 July 2025**



**PEMANDU  
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# The Challenge of Transformation for Top-Performing Organisations.

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## The Challenge:

How can the Senior Leadership unleash their organisation to achieve Big Fast Results?

## The Answer:

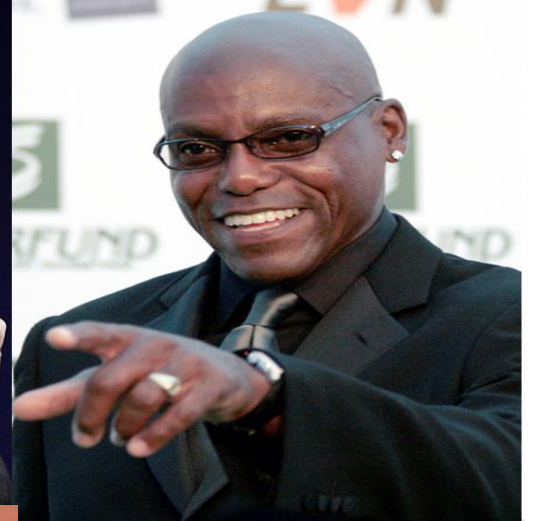
- 1 The Senior Leadership must pursue the **"Game of Impossible"**
- 2 Senior Leadership must insist on a **"New Way of Working"**

# Transformational Leaders must pursue the Game of Impossible.

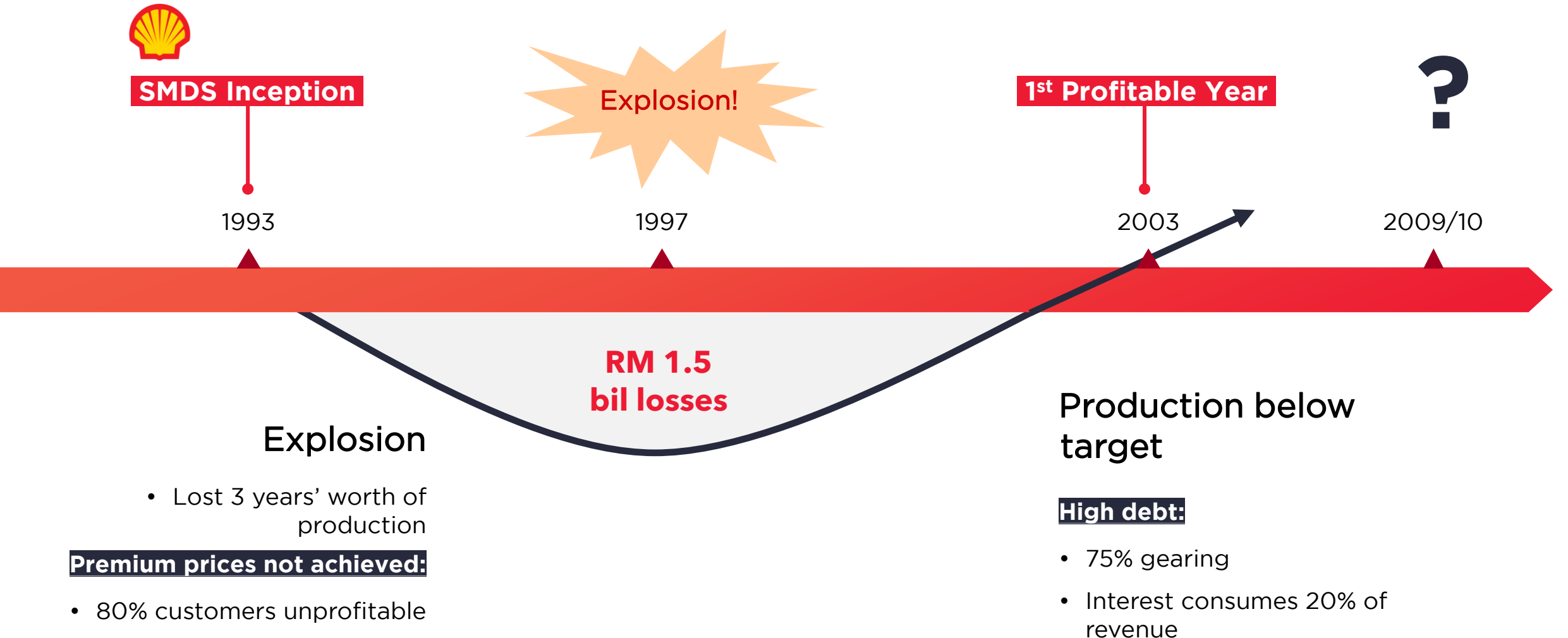
## What is the Game of Impossible?

The "Impossible" is something that is impossible based on the current way of working ...

... but can be achieved by introducing a new transformative way of working.



# 10 years of losses was an impossible turnaround



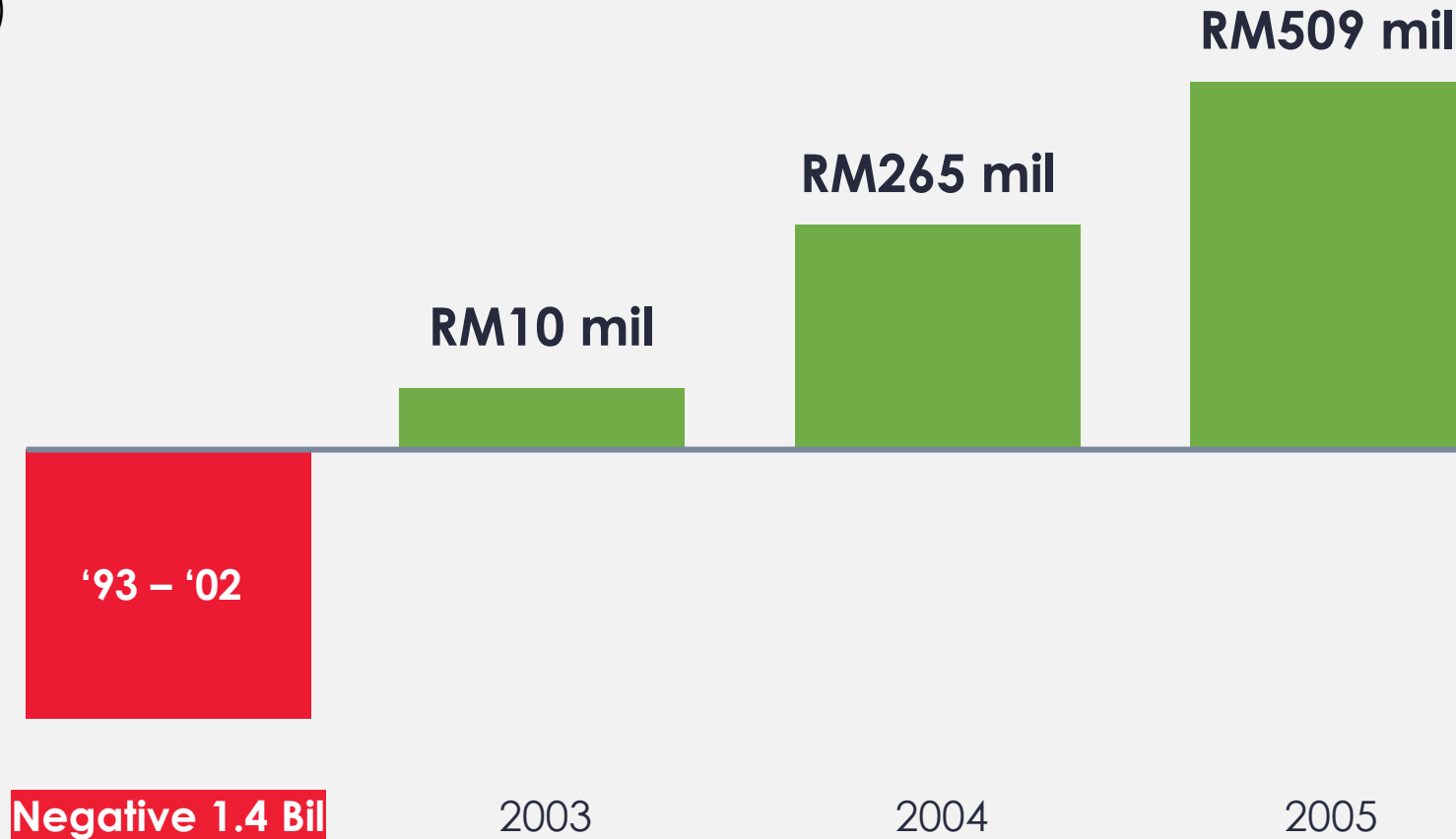


Shell Middle Distillate Synthesis (SMDS)

# Successful Turnaround within 1-year



Profit and  
Loss (RM)



# Transformational Leaders insist on a New Way of Working for the Organisation.

## A New Way of Working entails leaders to:

- **Reject a “Business as Usual” approach**
- **Anchor on True North**
- **Be uncompromising and ruthless in prioritisation to achieve the True North!**



# Most countries and organisations produce beautiful plans but they fail to deliver on their promises !



## Common Challenges Faced:

- 1 Unclear direction, not focused
- 2 Lack of leadership commitment
- 3 High level plans not translated into practical 3-foot program
- 4 Rigid implementation
- 5 Silo mentality and work approach
- 6 Public and stakeholder input not adequately heard / obtained
- 7 Poor monitoring or results and accountability
- 8 Lack of transparency and resulting in trust deficit

# "A New Way of Working"

## The Big-Fast-Results 8-Step Methodology<sup>®</sup>

### Common Challenges

- 1 Unclear direction, not focused
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### STRATEGIC WORKSHOP

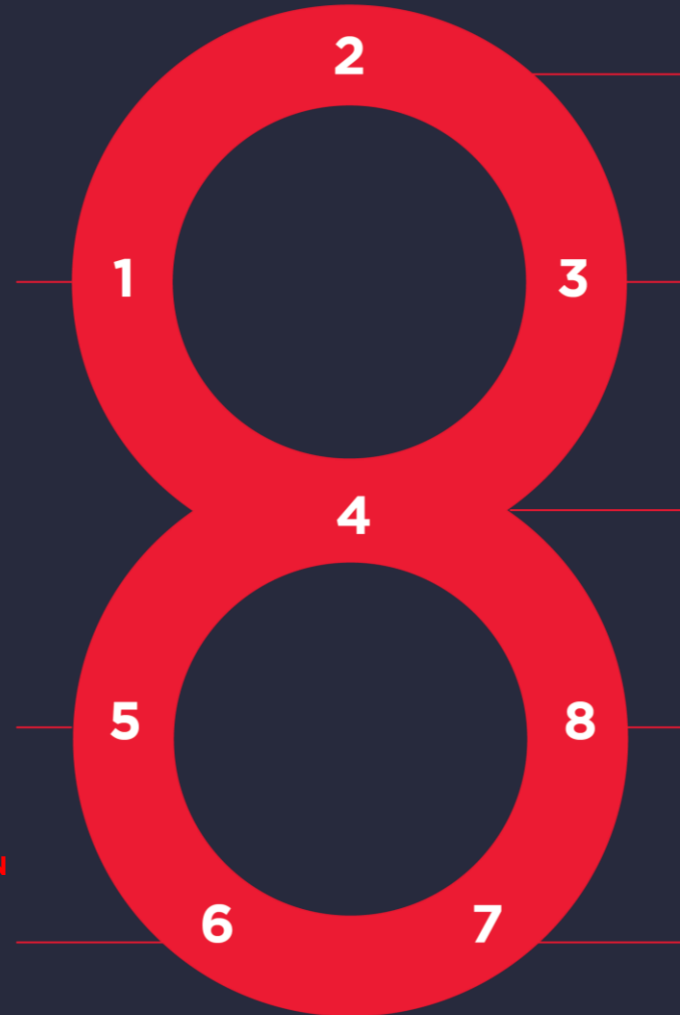
To ascertain the strategic direction required

### KPI TARGETS

Setting KPI for monitoring and tracking

### IMPLEMENTATION

Problem-solving on the ground implementation



### LABS

Establish in detail what needs to be done

### OPEN DAYS

Share lab output with people and seek their feedback

### ROADMAP

Tell the people what are we going to do

### ANNUAL REPORTS

Tell the people what we have delivered

### VALIDATION

External Validation on results achieved

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# The Big-Fast-Results 8-Step Methodology.



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## Step 1:

# Hold Strategic & Leadership Workshops

The senior leadership team to use the strategic workshop to:

- ✓ **Obtain clarity on the True North (define the measurement of success)**
- ✓ **Alignment on Key Priorities across the business**



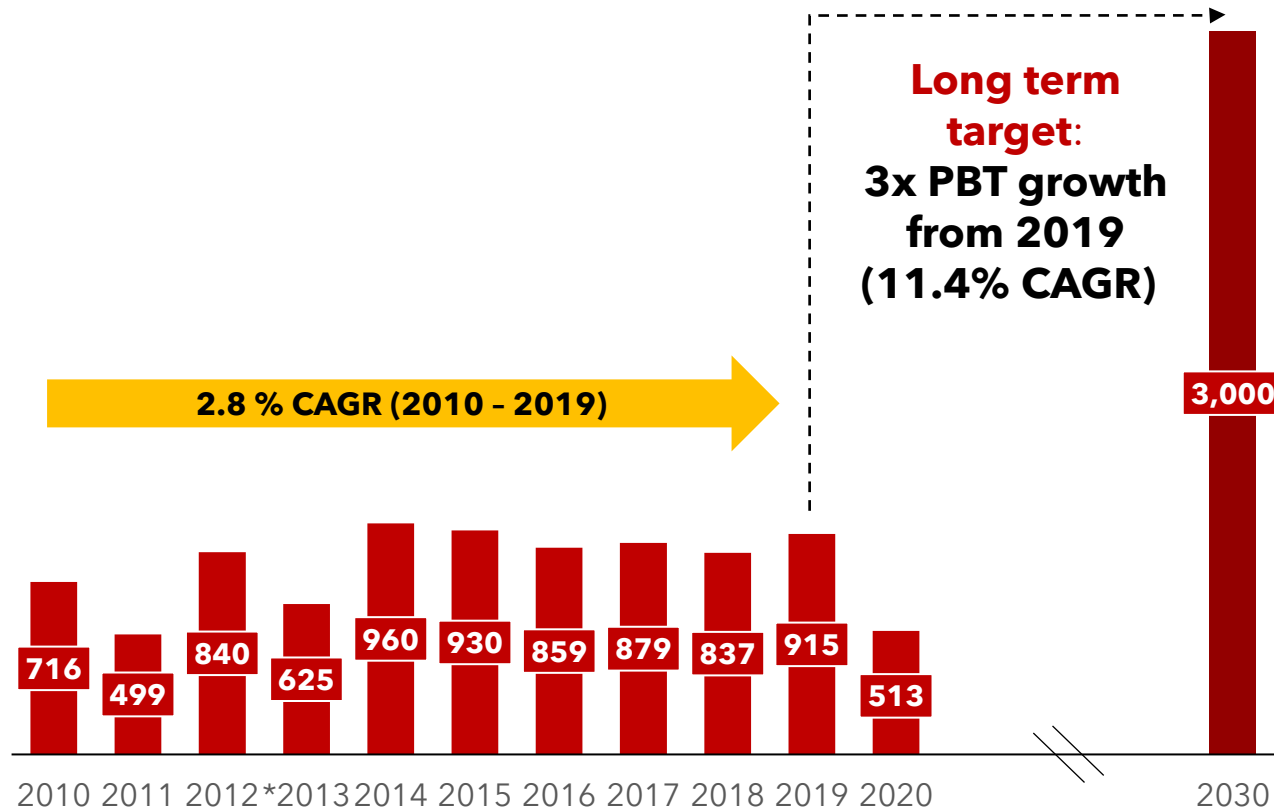
Malaysia's Cabinet Workshop



Lesotho's Cabinet Workshop

# Sunway 2019 & 2022 Strategic Workshops: Declaring the 3X PBT Game of Impossible

PBT of Sunway Berhad, FY2010 - YTD2021, targets for 2024 and 2030  
RM Million



**Strategic Workshop 2019 & 2022:**  
Tan Sri Sir Jeffrey Cheah sets Sunway a target to increase its PBT from RM 915 million to RM3 billion by 2030

- **75 initiatives** were originally identified and pursued from all 13 Business Units in 2019
- **63 initiatives** were finally adopted after revisions in 2022 following the Covid-19 pandemic
- The **BFR 8-Step Methodology** was utilised as the framework to achieve Sunway's 3X True North

## Step 2: Conduct Labs

The Senior Leadership team to collaborate and develop “3-feet operational plans” to achieve their True North.

**Objective: To achieve Big Fast Results !**

- ✓ **20 - 50 participants, with Lab sponsors, leaders, and facilitators**
- ✓ **Typically 6 - 8 weeks full time**
- ✓ **Conduct analysis, develop solutions, and produce detailed implementation plans (“3-feet plans”)**
- ✓ **Syndication, testing, experimentation, etc.**
- ✓ **Exit criteria is approval of Lab recommendations**



# We use the Lab as a tool to break siloes and force people to work together.

Labs are working sessions attended by key stakeholders to establish implementation programmes to detail out what needs to be done - we call them "3-foot-plans"



# Front Page of the New Straits Times, 2005

## SAVING MAS

2005 LOSSES

- Q1 - RM280.7m
- Q2 - RM367.7m
- THAT'S H1 - RM648.4m
- LOST IN 6 MONTHS

REVENUE UP 9.4% TO RM3b BUT...

OPERATIONAL COSTS UP 32% TO RM3.4b

FUEL COSTS UP 45% TO RM1.16b

MAINTENANCE AND OVERHAUL CHARGES UP

STAFF COSTS UP

HANDLING AND LANDING FEES UP

etc, etc, etc...

Plans to trim expenditure by RM400m in 2006. But no plans yet to downsize 22,513 - strong workforce

CRASH OF 2005

Airline lost RM367.7m in second quarter. New MD has one big mess to clean up - starting today.

HOW TO SAVE MAS

IDRIS JALA

New Straits Times  
(1st Dec 2005)

# MAS: Anchoring on Profitability

**52** routes were profitable **180** routes losing money



**110,000** flight P&L statements

# Fixing Unprofitable Routes: Because of the SPnL, the Solutions Jumped At Us

## London and Manchester



The same two flights across the whole year were unprofitable:

**Get Rid of Those  
Two Flights!**

## “Kangaroo” Routes



Not enough passengers boarding flights to AUS/NZ

**Change the  
Schedule!**

## Taiwan and Hong Kong



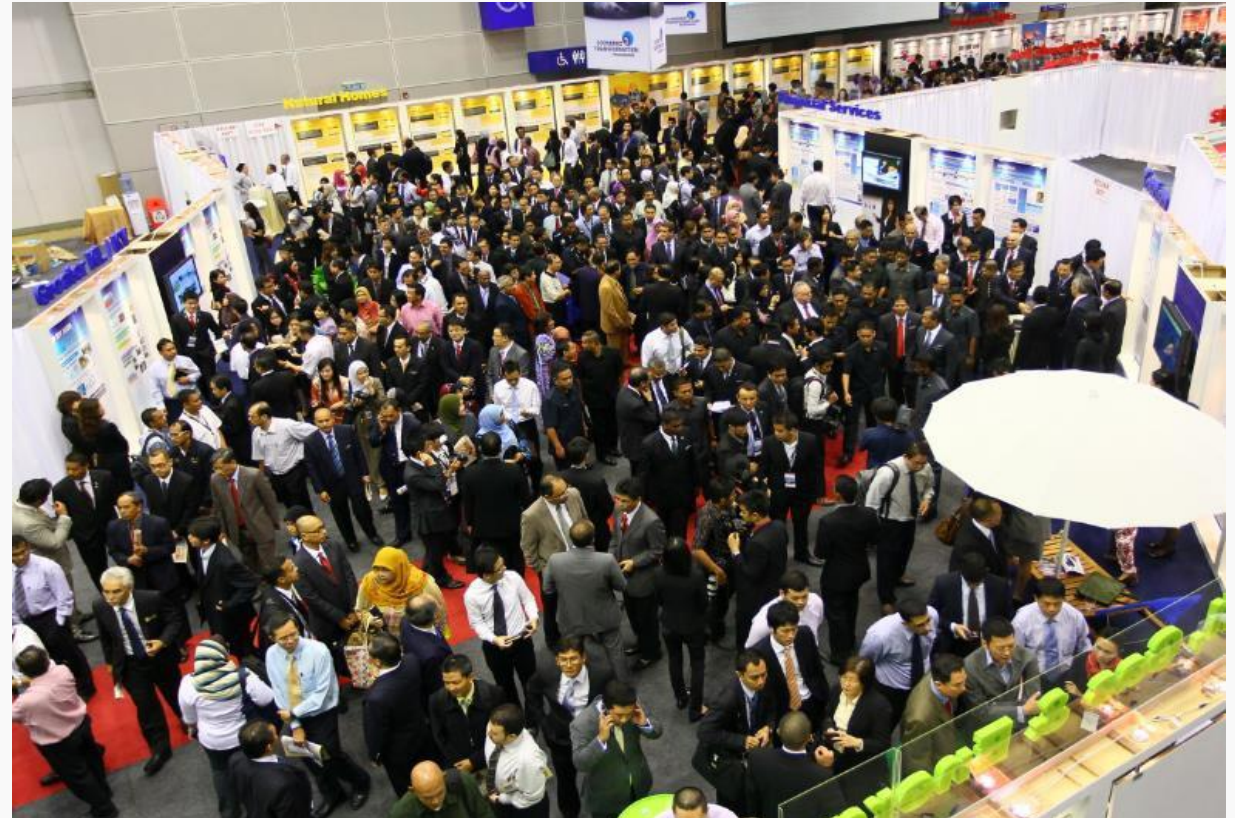
Not enough planes to accommodate high demand

**Divert the  
Planes!**

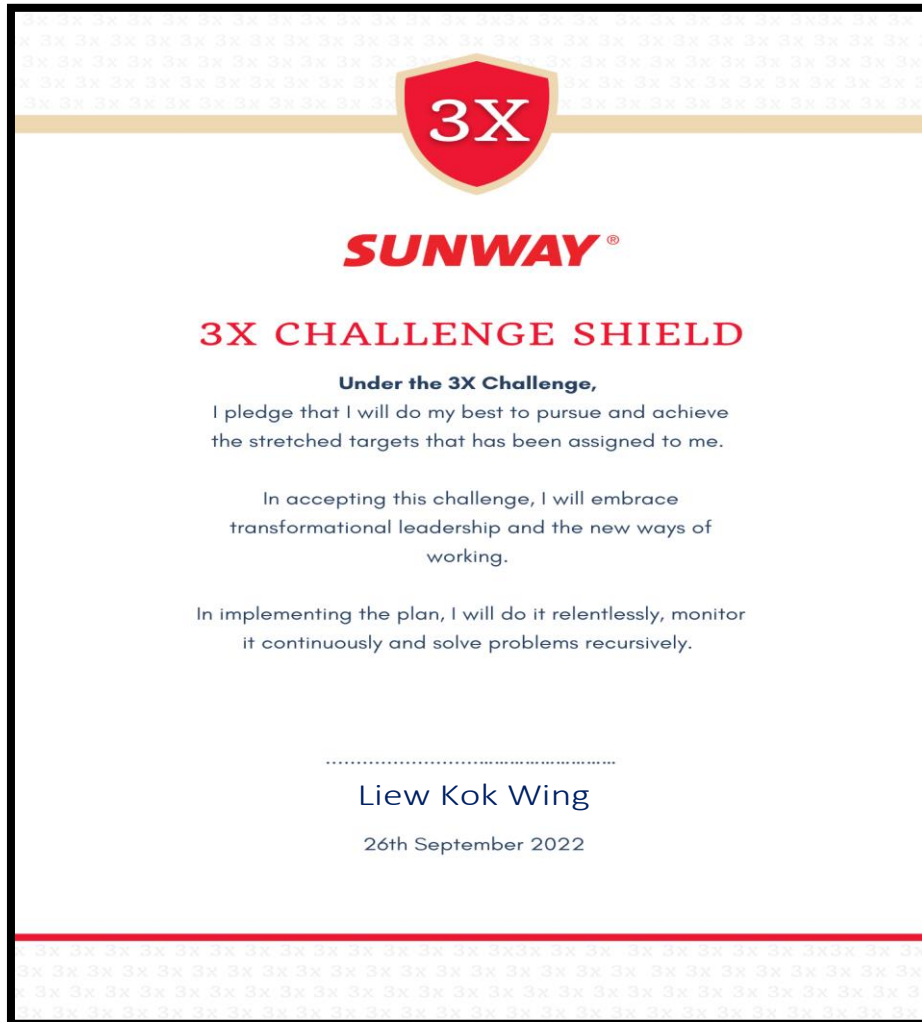
## Step 3:

# Hold Open Days (Townhalls)

The Senior Leadership team to use Open Days/Townhalls to engage key stakeholders to secure their buy-ins



# Sunway 3X Challenge Shield Pledges: Signed by All Involved in the 3X Initiatives



- All BU project owners **signed pledge certificates** to deliver their results stated in the final 3X initiatives
- The **Transformation Office** was created and led by Sarena and Evan Cheah
- The Steering Committee regularly held **problem-solving meetings** to improve implementation



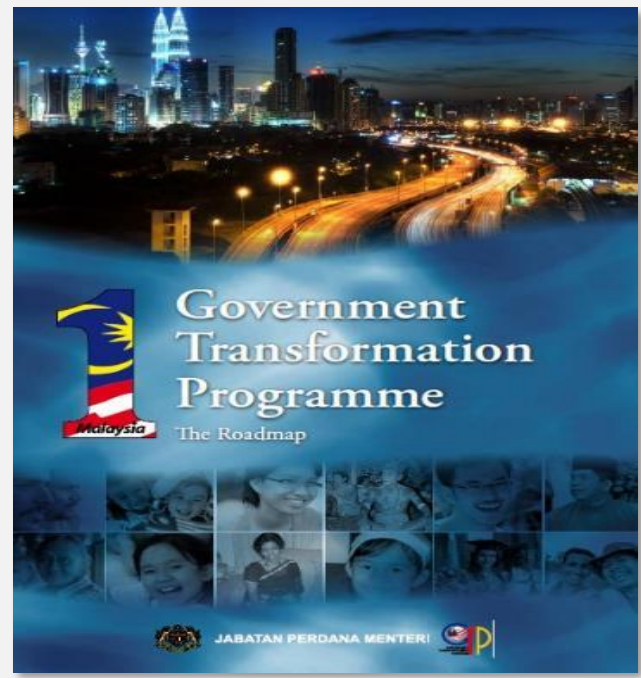
# Step 4:

# Publish a Roadmap

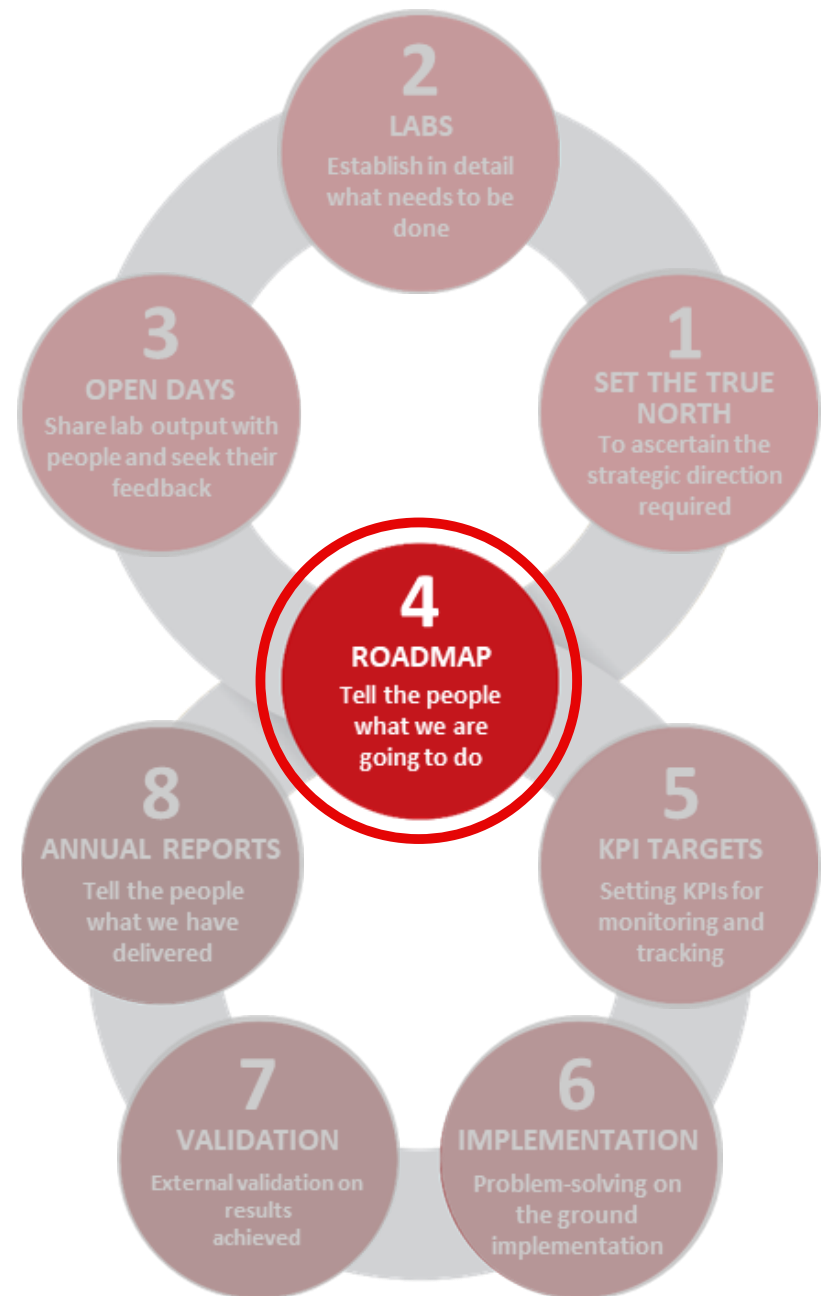
The Senior Leadership team to use the Roadmap to rally the entire organisation to become a high performing team



### MAS Business Turnaround Plan



### NTP: GTP + ETP Roadmap





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## Step 5: Set Clear KPI Targets

The Senior Leadership team to make sure that the True North is cascaded via KPI targets throughout the entire organisation

NKEA / Palm Oil

POR

KPI | GNI & Inv | Budget | Jobs | STDs | EPP List | Photo Gallery | Repository | Schedule

KPI (2016) - 29 Aug 2016 to 02 Sep 2016

Select Report Date: 29-Aug-2016

You have not updated your report for 19 Sep 2016 to 23 Sep 2016

ADD EDIT EXPORT

**Highlights**

KPI	Target 2016	Actual Achievement	Score
<b>NKEA: EPP</b>			
<b>1. POR EPP1: Accelerate the replanting and new planting of oil palm and increasing independent smallholders' income</b>			
1.1 Area of replanting and new planting approved for smallholders (ha)	3000	8278	276%
1.2 Area of replanting and new planting implemented by smallholders (ha)	15000	7940	53%
1.3 Crop Integration to be implemented (ha)	500	50.8	10%
1.4 Number of individual projects under livestock integration scheme (goat and cattle)	85	15	18%
<b>2. POR EPP2: Improving FFB Yield</b>			
2.1 Total FFB sold to mills by all cooperatives by year end (MT)	40000	24,042.57	60%
2.2 Number of new cooperatives (KPSM) start selling FFB to mills with minimum 500 MT/year	5	1	20%
2.3 New area of plantations/smallholders complying with MSPO/RSPO/CoGAP (ha): (i) MSPO	50000	123,329.44	247%
2.3 New area of plantations/smallholders complying with MSPO/RSPO/CoGAP (ha): (iii) CoGAP	50000	18,601.58	37%



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## Step 6:

# Pursue “DMS” Implementation

The Senior Leadership team to use the “DMS” methodology for effective implementation



**Automatic Escalation:** Problem solving takes place from the working level all the way to the level of the CEO/Chairman.

If not resolved, escalated to the CEO for direct intervention



2 weeks before escalation

If not resolved, escalated to the Manager in charge



2 weeks before escalation

Central Coordinating Team and Project Owner in charge to resolve on a project level



Monitored weekly

Unresolved issue by Project / Initiative Owner

# Step 7:

## Ensure External Validation

The Senior Leadership team to ensure that all results are validated and not “fudged”

**International Performance Review 2012 Panel**

 <b>Michael Hershman</b> Fairfax Group	 <b>Dr. Yukon Huang</b> Carnegie Asia Program	 <b>Sir Michael Barber (Remote)</b> UK Administration	 <b>Stephen Sedgwick</b> Government of Australia	 <b>Yong Hee Kong</b> Commonwealth Secretariat
 <b>Dr. Ravi Balakrishnan</b> International Monetary Fund (IMF)	 <b>Andrew Lee</b> Government of Western Australia	 <b>Ambassador Ombeni Sefue</b> Government of Tanzania	 <b>Alex Mourmouras</b> International Monetary Fund (IMF)	 <b>Michael Thatcher</b> Microsoft Corp



## Step 8:

# Publish Annual Reports

The Senior Leadership team to conduct annual appraisals and perform reward and consequence management



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**Potential**  
**Shell: HAIR, CAR**

**Staff**  
**Assessment**

**Performance**  
**Results**  
**Delivery**

**Competency**  
**Knowledge,**  
**Skills,**  
**Attitude**

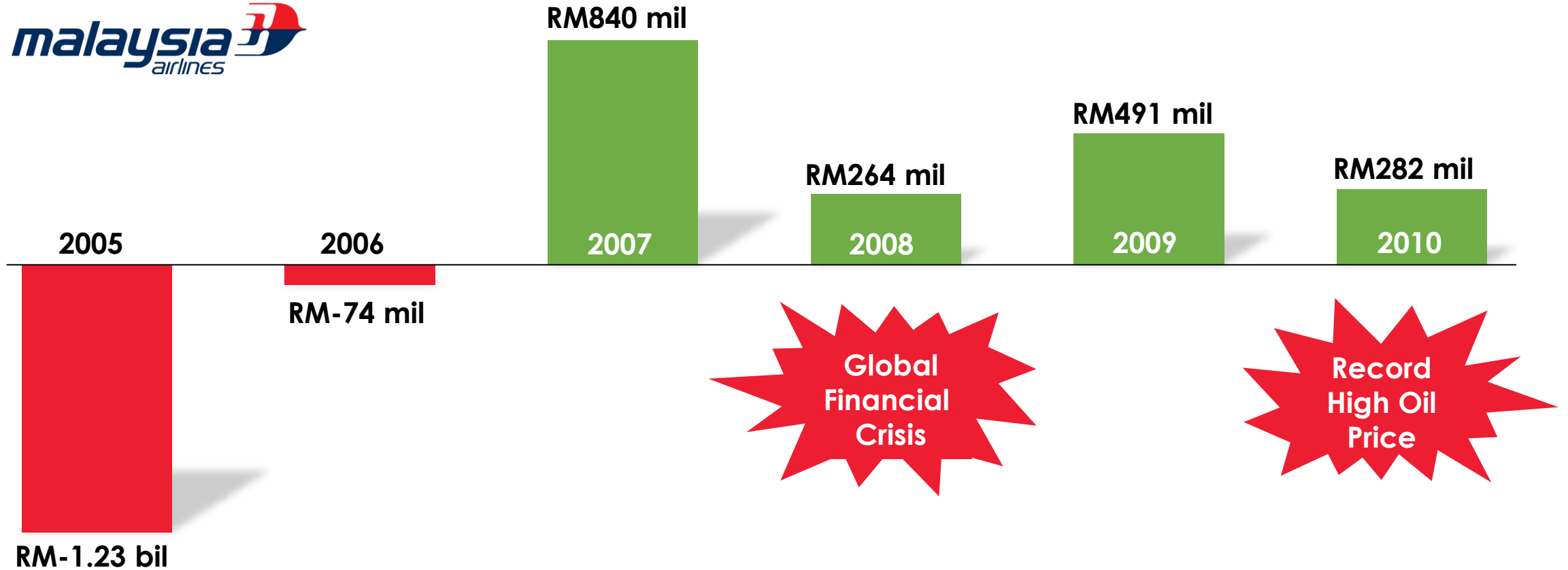


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# Big Fast Results Across MAS & Sunway.

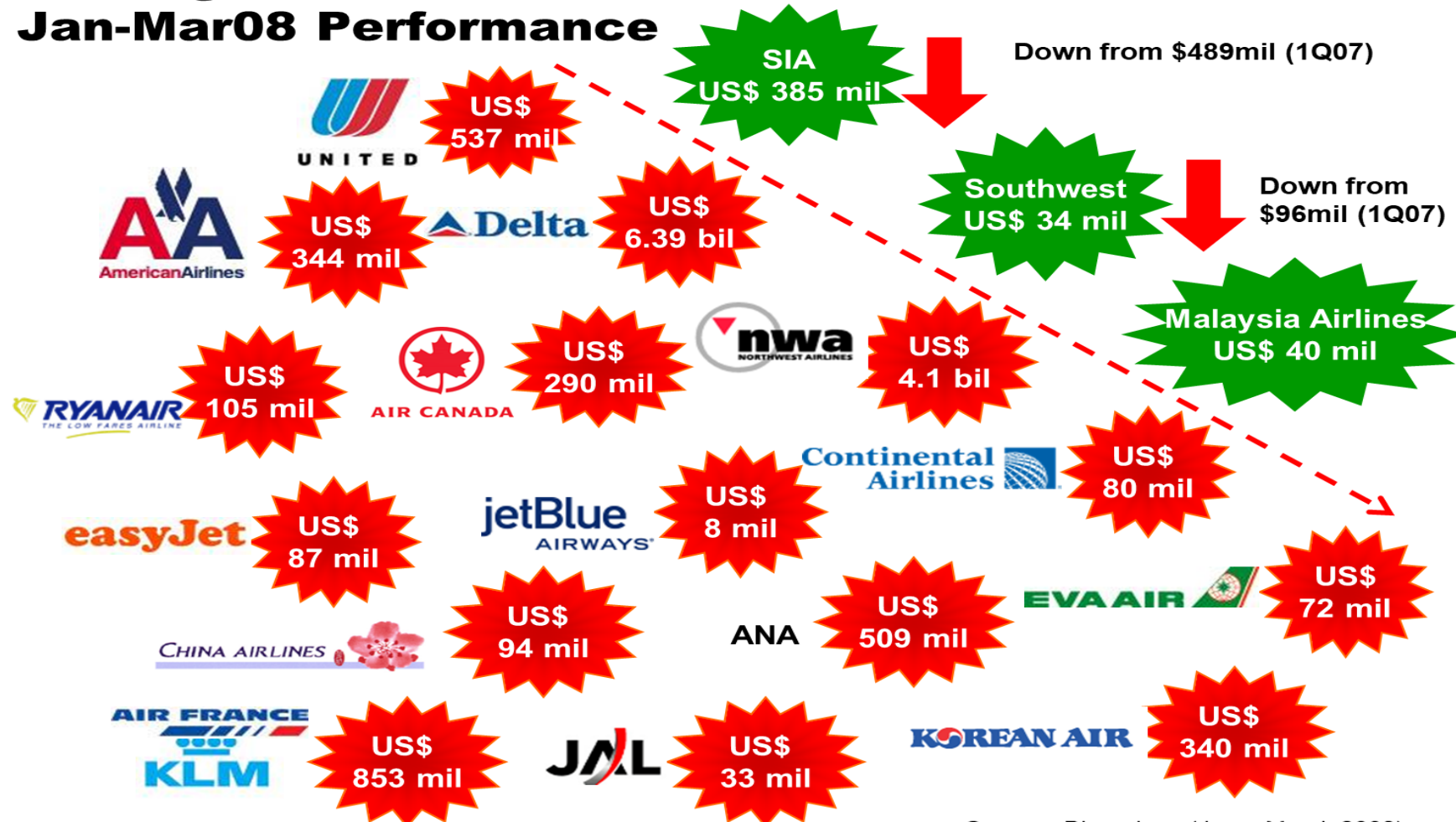
Malaysia Airlines Berhad (MAS)

# 1-year turnaround to record profit



# MAS was **One of Only Three Airlines** to Remain Profitable in 2008

## Soaring F\*\*\* Price Jan-Mar08 Performance



Source : Bloomberg (Jan – March 2008)

# MAS Awards and Recognitions During My Tenure



**Air Transport World (ATW)  
Phoenix Award 2007**



1) 5-Star Airline Award  
2005, 2006, 2007

2) Best Cabin Staff  
Award  
2006 (Top 3) & 2007  
(No. 1)

3) Global Winner for  
'Economy Class  
Onboard Service  
Excellence 2006'

4) Best Airline 2006  
(Top 10)



*Best Airline to Asia*



*Reader's Digest  
Trusted Brand Platinum  
Award 2008*



*Best New Business  
Class Seat*



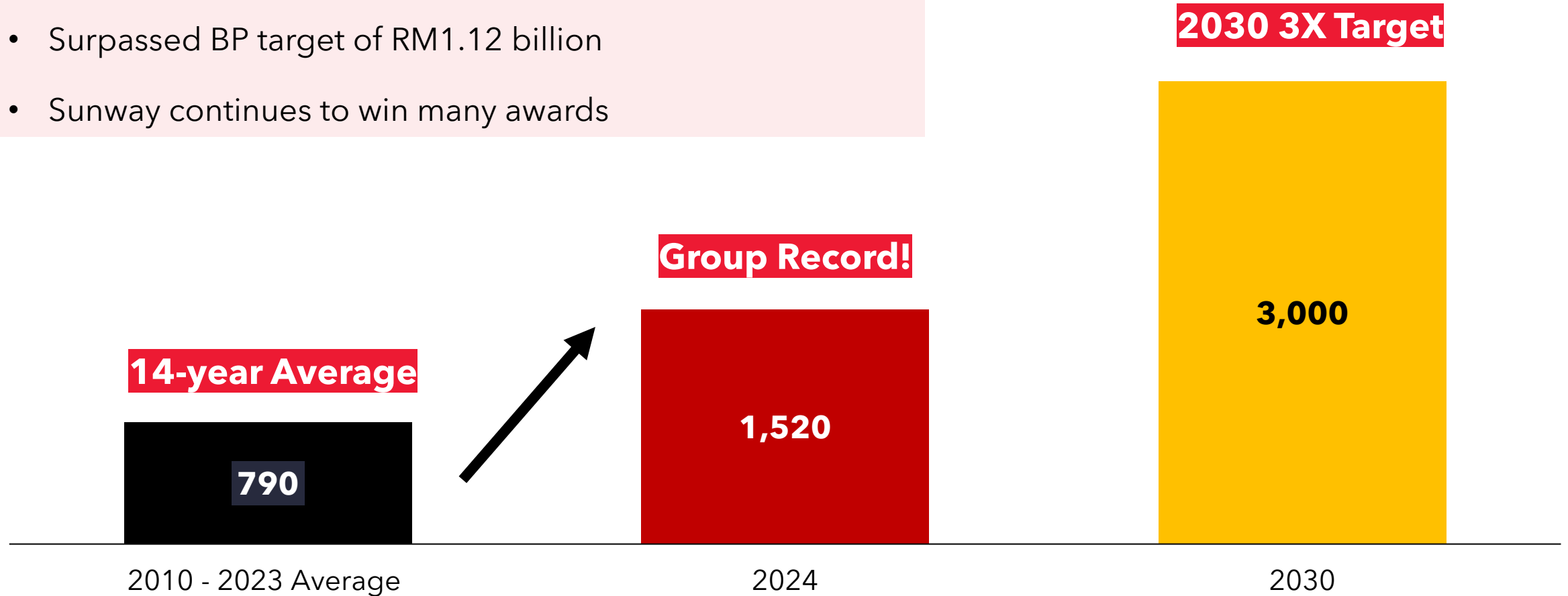
**CAPA Airline  
Turnaround of the  
Year 2006 Award**



# Sunway 2024 Results:

## Record High PBT of RM1.52 billion (53% increase)

- Record high PBT of RM1.52 billion (53% increase)
- Surpassed BP target of RM1.12 billion
- Sunway continues to win many awards



# Sunway 2024 Results: Rocketing Share Price & Market Cap

**SUNWAY** Sunway Bhd  
KLSE: SUNWAY

Market Summary > Sunway Bhd

**4.82** MYR

+0.09 (1.90%) ↑ year to date

25 Jul, 5:00 pm MYT • Disclaimer

+ Follow

1D | 5D | 1M | 6M | YTD | 1Y | 5Y | Max



Open	4.86	Mkt cap	30.22B	52-wk high	5.16
High	4.87	P/E ratio	28.32	52-wk low	3.51
Low	4.78	Div yield	1.24%	Qtrly Div Amt	0.01

More about Sunway Bhd >

- Sunway's share price improved from **RM1.50 to peak RM5.06** and emerged as once of the highest performing stocks in 2023/2024
- **Sunway Healthcare divestment** (16%) to GIC and IPO boosted market sentiment
- **Market Capitalisation:**
  - ① **Sunway Group:** RM27.7 billion
  - ② **Sunway Construction:** RM4.8 billion
  - ③ **Sunway REIT:** RM6.3 billion

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