

Visioning Exercise for National Audit Department

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Classroom Discussion

- What is your personal appreciation of Vision 2020, given the data from the Competitiveness Trends Malaysia and the IMD Roadmap 2012-2050?
- After watching “The Power of Vision,” how has your personal appreciation of Vision 2020 changed?
- What PESTE factors do you think will be most important for NADM’s work in contributing to Vision 2020 effectively and efficiently?

Vision 2020

Establishing a united Malaysian nation made up of one Bangsa Malaysia

Creating a psychologically liberated, secure and developed Malaysian society

Fostering and developing a mature democratic society

Establishing a fully moral and ethical society

Establishing a matured liberal and tolerant society

Establishing a scientific and progressive society

Establishing a fully caring society

Ensuring an economically just society, in which there is a fair and equitable distribution of the wealth of the nation

Establishing a prosperous society with an economy that is fully competitive, dynamic, robust and resilient

Exhibit 6. Strategic Challenges for Vision 2020.

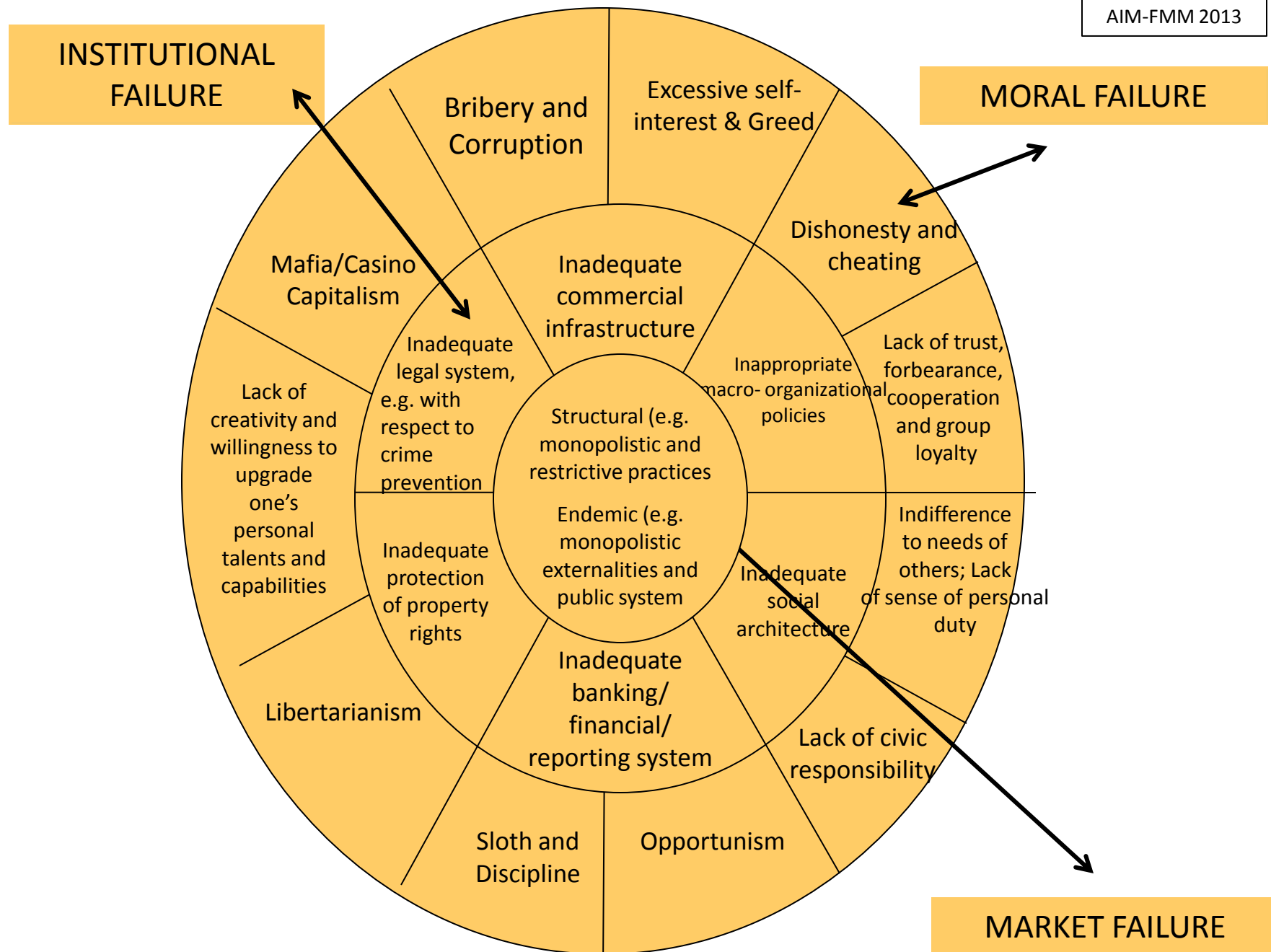
Source: Economic Planning Unit, Vision 2020: 1991–2020, available online at <<http://www.epu.gov.my/184>>.

National Audit Department Malaysia

- Mission: to provide independent, objective and value added audit in management of public resources and thereby enhancing good governance in the public sector
- 1968: Shift in auditing approach from regularity or compliance-oriented to performance-based approach → A-G ascertain that public funds are spent and managed economically and efficiently within its parameter of the national objectives and policies
- A comprehensive accountability framework takes into account moral aspects, e.g., Moslem civilisation practices of *Shura* and *Hisba*
 - *Shura* – ensures that any activities and policies of the organisation are properly discussed and that a consensus-decision making process is followed
 - *Hisba* – ensures that right conduct and forbid unethical behavior in business dealings

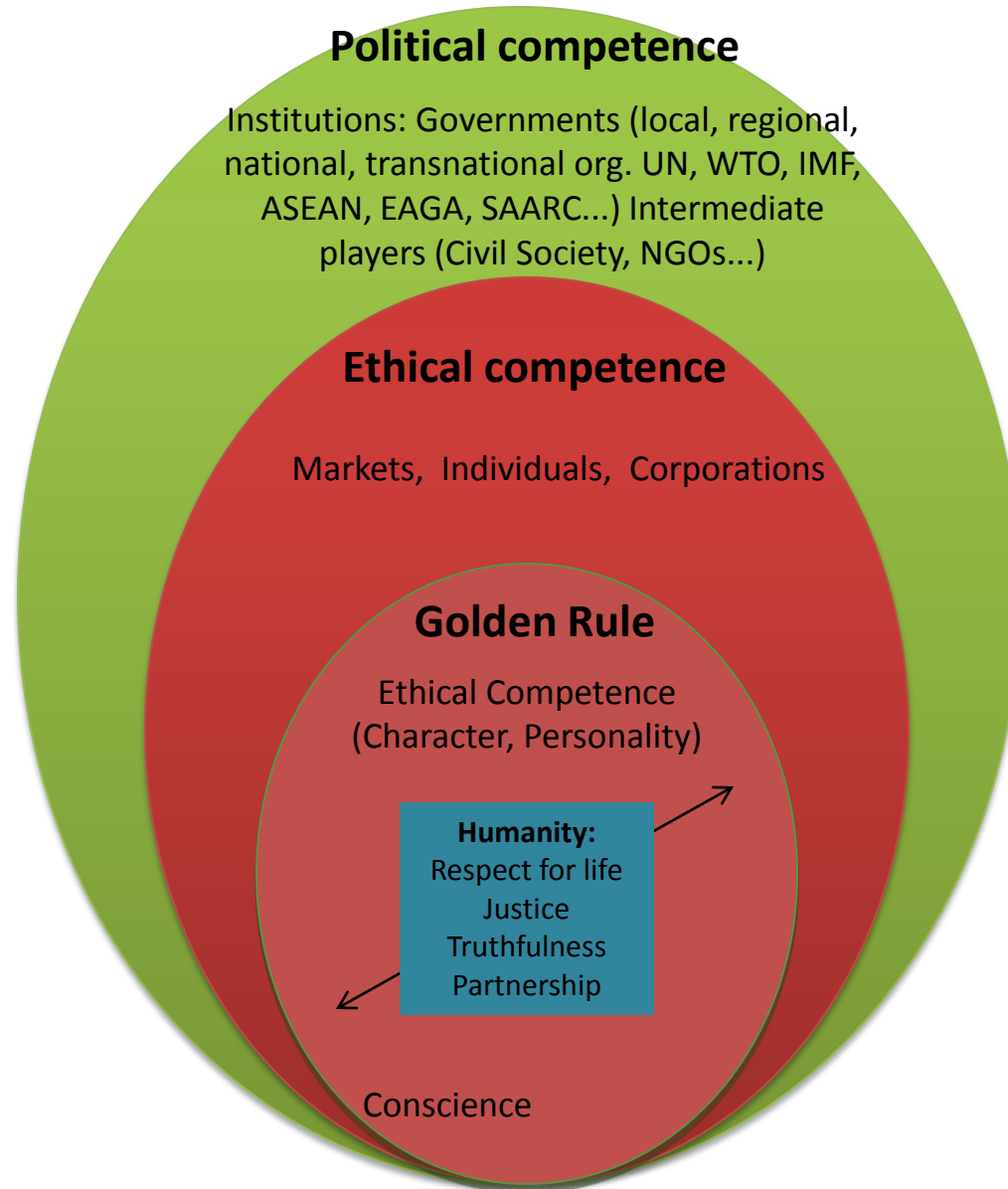
Source: Ambrin Buang, *Issues and Challenges in Public Sector Auditing in Malaysia* (National Audit Department of Malaysia, 2011)

VALUES

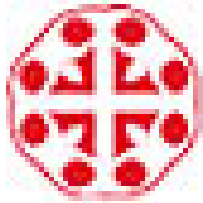


Illustrations of three ways in which global capitalism might fail. Source: Dunning 2000,2001

Applying Hans Kung Ethical Framework for Competencies of Leadership for the Common Good



The *Golden Rule* in world religions



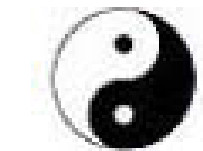
Indigenous Spiritualities

Do not strive to cause your neighbour's undoing,
for as you strive for your own good treatment,
so render it to others.



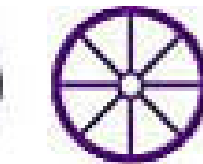
Hinduism

This is the essence of morality:
Do not do to others which if done to you would cause you pain.



Chinese Religion

Do not do to others what you do not want them to do to you.



Buddhism

A state that is not pleasant or delightful to me must be so for
him also; and a state which is not pleasant or delightful for me,
how could I inflict that on another?



Judaism

What is hateful to you, do not do to your neighbour – that is the basic law, all the rest is commentary.



Christianity

Whatever you wish that others do to you, do so to them - that is what the law (of God) and (the teachings of) the prophets are all about.



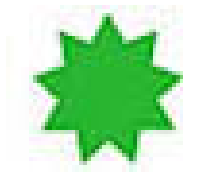
Islam

No one of you is a believer until he desires for his brother that which he desires for himself.



Sikhism

Do as you desire goodness for yourself, as you cannot expect tasty fruits if you sow thorny trees.



Baha'i Faith

If your eyes be turned towards justice, choose for your neighbour that which you would choose for yourself.

ASEAN 2015 : CHARTING PROGRESS TOWARDS REGIONAL ECONOMIC INTEGRATION

By 2015 a single market and production base is to be established by the ten economies of the Association of Southeast Asian Nations (ASEAN). This is the vision of the ASEAN Economic Community (AEC), which is to create a highly competitive single market that promotes equitable economic development for Member States, as well as facilitating their integration with the global community. To achieve this target, ASEAN adopted the AEC Blueprint (www.asean.org/5187-10.pdf) in November 2007 which outlines the measures to be taken and the schedule for implementation. The entry into force of the ASEAN Charter and the adoption of an integrated Roadmap for an ASEAN Community 2015, have provided further impetus towards attaining this goal. To track progress towards the AEC 2015, a scorecard mechanism has been developed to monitor the implementation of measures listed in the AEC Blueprint. This report is the first AEC Scorecard which covers the first two-year period from January 2008 to December 2009.

ASEAN COMMUNITY IN 2015

ASEAN ECONOMIC COMMUNITY

73.6% of targets achieved

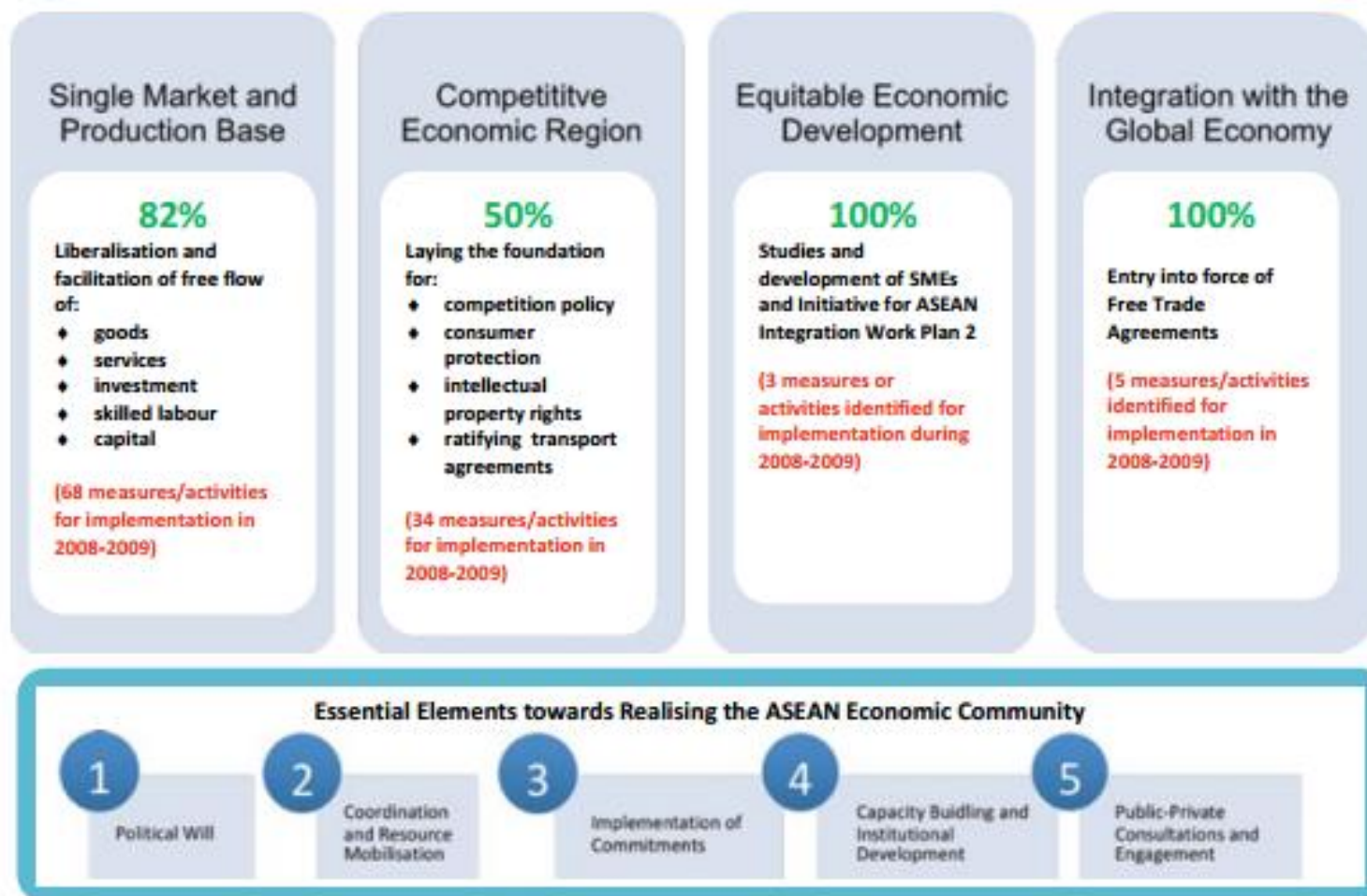
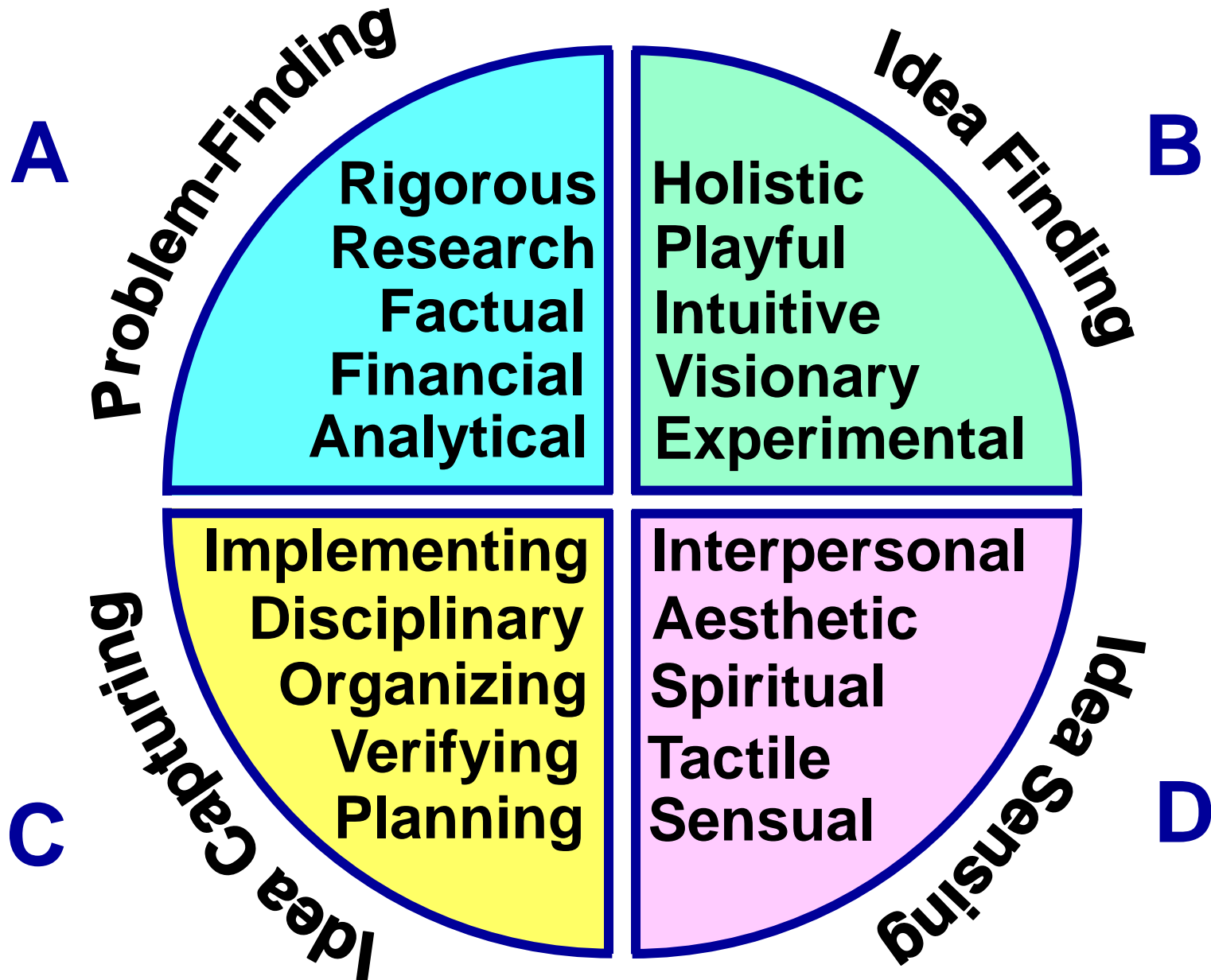


TABLE 1: LIST OF INITIATIVES AND MEASURES TO BE IMPLEMENTED FOR 2008-2009

	MEASURES TO BE IMPLEMENTED	ACTIONS REQUIRED
1	Entry into Force of ASEAN Trade in Goods Agreement (ATIGA)	To ratify ATIGA
2	Determination of the end rate for tariff reduction on Highly Sensitive List products such as rice and sugar	To enhance consultations between parties involved and determine the end rate
3	National Single Windows	To expedite its establishment and implementation
4	ASEAN Cosmetic Directive	To transpose the ASEAN Cosmetic Directive into national legislation and put in place a notification system for placement of cosmetic products
5	Completion of the 7th package of trade in services liberalisation commitments	To schedule sectors that meet higher foreign equity participation levels and other commitments
6	Entry into Force of the ASEAN Comprehensive Investment Agreement (ACIA)	To ratify ACIA and finalise the reservation list
7	Entry into Force of ASEAN Framework Agreement on the Facilitation of Goods in Transit (AFAFGIT)	To ratify AFAFGIT and its Protocols
8	Entry into Force of ASEAN Multilateral Agreement on Air Services (MAAS)	To ratify MAAS and its Protocols
9	Entry into Force of the ASEAN Multilateral Agreement on the Full Liberalisation of Air Freight Services (MAAFS)	To ratify MAAFS and its Protocols

WHOLE BRAIN THINKING

AIM-FMM 2013



SKILLS IN DEALING WITH TEAMS

MBTI – Myers-Briggs Type Indicator

TYPE and TEAMS

Introduciton to MBTI
Hirsh and Hirsh and Hirsh
2nd Edition

MBTI: Its Benefits

- Reflects individual preferences for:
 - ✓ source of energy (Extraversion – Introversion),
 - ✓ taking in information (Sensing – Intuition),
 - ✓ decision making (Thinking – Feeling), and
 - ✓ lifestyle (Judging – Perceiving)

MBTI® Preferences

Source of Energy

Extraversion

People with a preference for Extraversion direct and receive energy from the outer world. Extraverts are more likely to

- Prefer action over reflection
- Talk things over in order to understand them
- Prefer spoken communication
- Share their thoughts freely
- Act and respond quickly
- Extend themselves into the environment
- Enjoy working in groups
- Put themselves in the foreground

Introversion

People with a preference for Introversion direct and receive energy from the inner world. Introverts are more likely to

- Prefer reflection over action
 - Think things through in order to understand them
 - Prefer written communication
 - Guard their thoughts until they are (almost) perfect
 - Consider and think deeply
 - Defend against external demands and intrusions
 - Enjoy working alone or with one or two others
 - Stay in the background
-

Taking in Information

Sensing

People with a preference for Sensing like to take in information in a precise and exact manner. Sensing types are more likely to

- Like hearing facts and details first
- Prefer the tried and true
- Emphasize the pragmatic
- Desire predictability
- See problems as needing specific solutions based on past experience
- Focus on the practical applications of a situation
- Want to know what is
- Value realism

Intuition

People with a preference for Intuition like to take in information in an ad hoc, innovative manner. Intuitive types are more likely to

- Like hearing general concepts first
- Prefer the new and untried
- Emphasize the theoretical
- Desire change
- See problems as opportunities to innovate based on inspiration
- Focus on the future possibilities of a situation
- Want to know what could be
- Value imagination

Decision Making

Thinking

People with a preference for Thinking seek general truths and objectivity when making decisions. Thinking types are more likely to

- Seek logical clarity
- Question first
- Have an interest in data
- Know when logic is required
- Prefer things to be objective
- Remain detached when making a decision, weighing the pros and cons
- Search for the flaws in an argument
- Strive to be fair

Feeling

People with a preference for Feeling seek individual and interpersonal harmony when making decisions. Feeling types are more likely to

- Seek emotional clarity
- Accept first
- Have an interest in people
- Know when support is required
- Prefer things to be personal
- Remain personally involved when making a decision, weighing values
- Search for points of agreement in an argument
- Strive to be compassionate

Judging

People with a preference for Judging like to come to closure and to act on decisions. Judging types are more likely to

- Want things to be settled and ordered
- Finish tasks *before* the deadline
- Like goals and results
- Limit surprises
- Draw conclusions
- Quickly commit to plans or decisions
- See routines as effective
- Trust the plan

Perceiving

People with a preference for Perceiving like to remain open and adapt to new information. Perceiving types are more likely to

- Want things to be flexible and open
- Finish tasks *at* the deadline
- Like to see what turns up
- Enjoy surprises
- Stay tentative
- Reserve the right to change plans or decisions
- See routines as limiting
- Trust the process

Key Points

- Type is about preferences; type is not about knowledge, skills, or abilities
- There are no right or wrong preferences
- No preferences are unhealthy or inappropriate
- Type is not an excuse – we can all use every function (sensing, thinking, feeling, etc.)
- Each team members is best judge of his or her own preferences
- Type should empower team members, not limit them

MBTI tool

- Based on the idea that we all have **unique gifts** to offer and **challenges** to overcome.
- In teams we maximize gaps in knowledge and skills, thereby **minimizing gaps in knowledge and skills**.

Teams and Teambuilding

- A **team** is a group of two or more people **working together** to accomplish a task.
- **Teambuilding** is the process by which a group of individuals are **encouraged to learn** about themselves, each other, their leader(s), and how these components **fit together** to boost team **success**.

The MBTI Tool and Team Effectiveness

- The MBTI tool specifically aids team members by
 - Fostering openness and trust
 - Providing a neutral and affirmative language with which to discuss differences
 - Underscoring the value of diversity
 - Teaching team members to value and work with the strengths of others
 - Helping increase productivity by aligning an individual's MBTI preferences to particular team tasks
 - Identifying team assets and blind spots

Framework

- Communication
- Team culture
- Leadership
- Change
- Problem solving/conflict resolution
- Stress

MBTI predicts team effectiveness

- Mary McCauley (1975) – MBTI tool allows us to make predictions about team effectiveness based on psychological type, such as the following:
 - The more similar the types on a team, the more readily the team members will understand
 - The more dissimilar the types on a team, the slower the understanding
 - Groups with members of many different types will reach decisions more slowly (and painfully) but may reach better decisions because more viewpoints are covered
 - Teams with only a single representative of a certain preference (e.g., only one Introvert) may fail to appreciate the gifts/skills associated with that preference and may view that member as different
 - Teams that come to appreciate and use different types may experience less conflict
 - Successful teams with members of many different types promote the personal development of team members by encouraging learning from gifts of other types

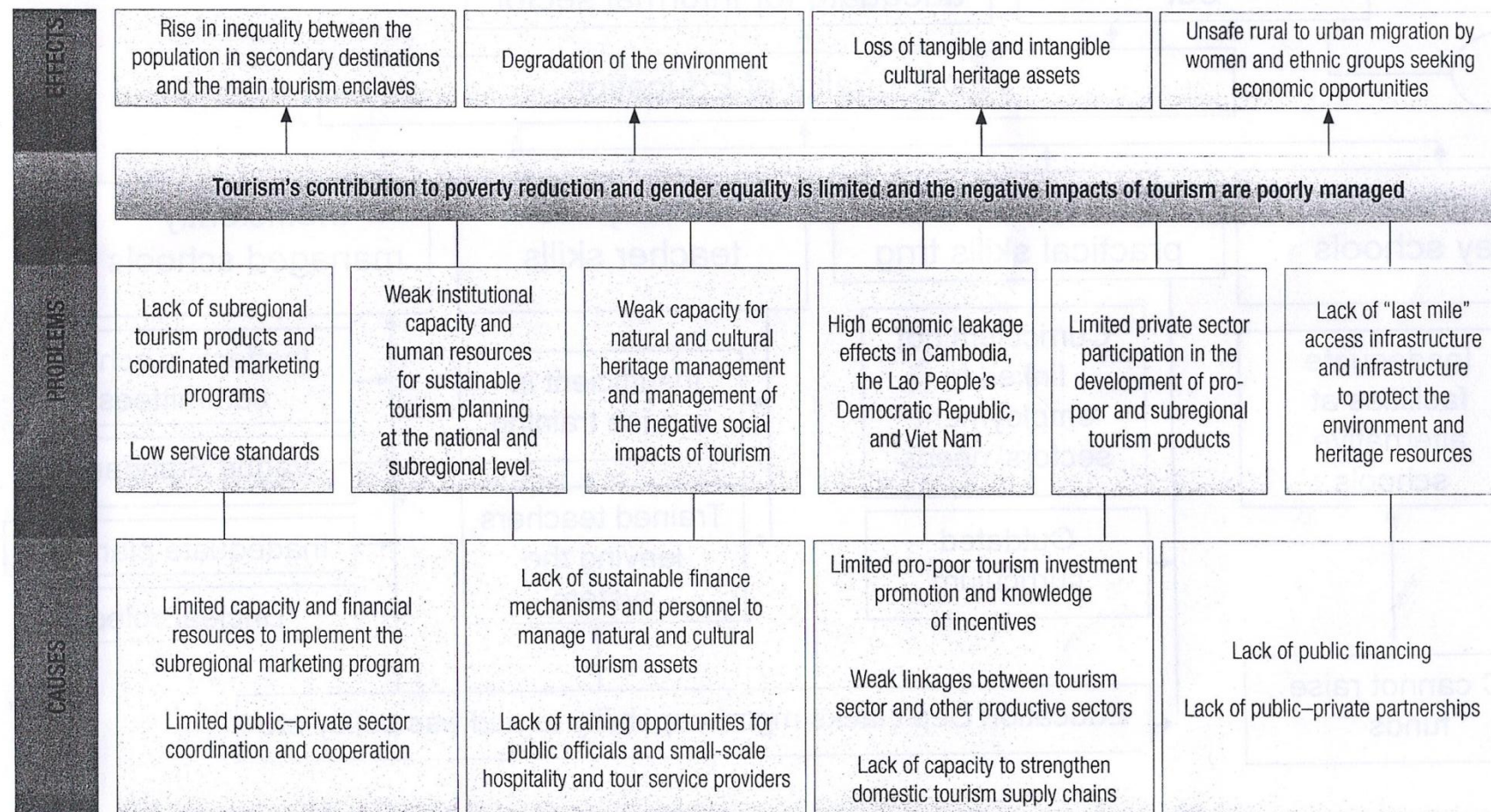
Final Words

- MBTI tool can help team members **understand** their **differences** and work to convert them into **strengths**.
- MBTI tool can help you and your teammates **contribute** to the **success** of the team – each in your own **unique** and **distinctive** way.

ADDITIONAL SLIDES

Appendix 1

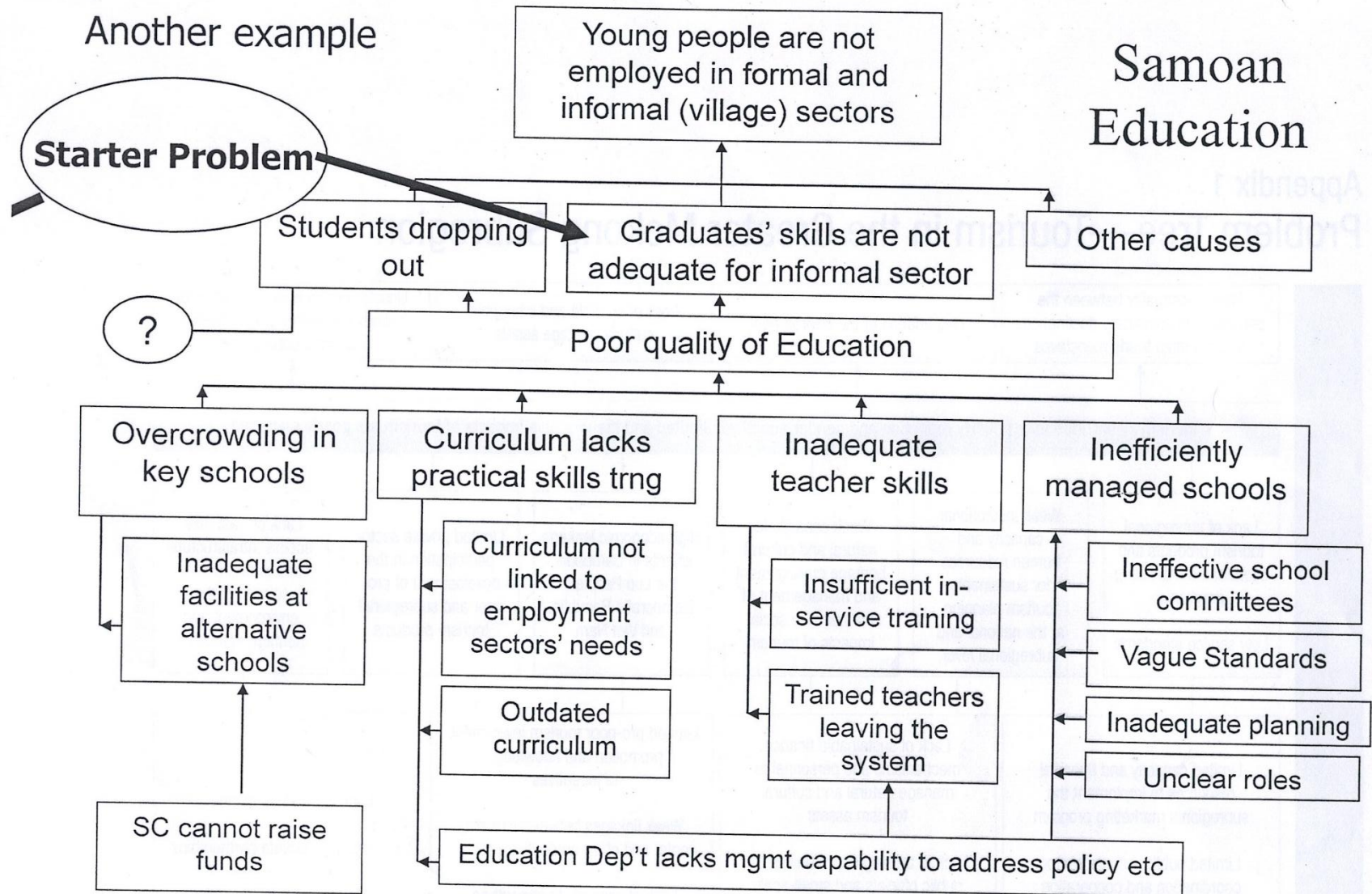
Problem Tree—Tourism in the Greater Mekong Subregion



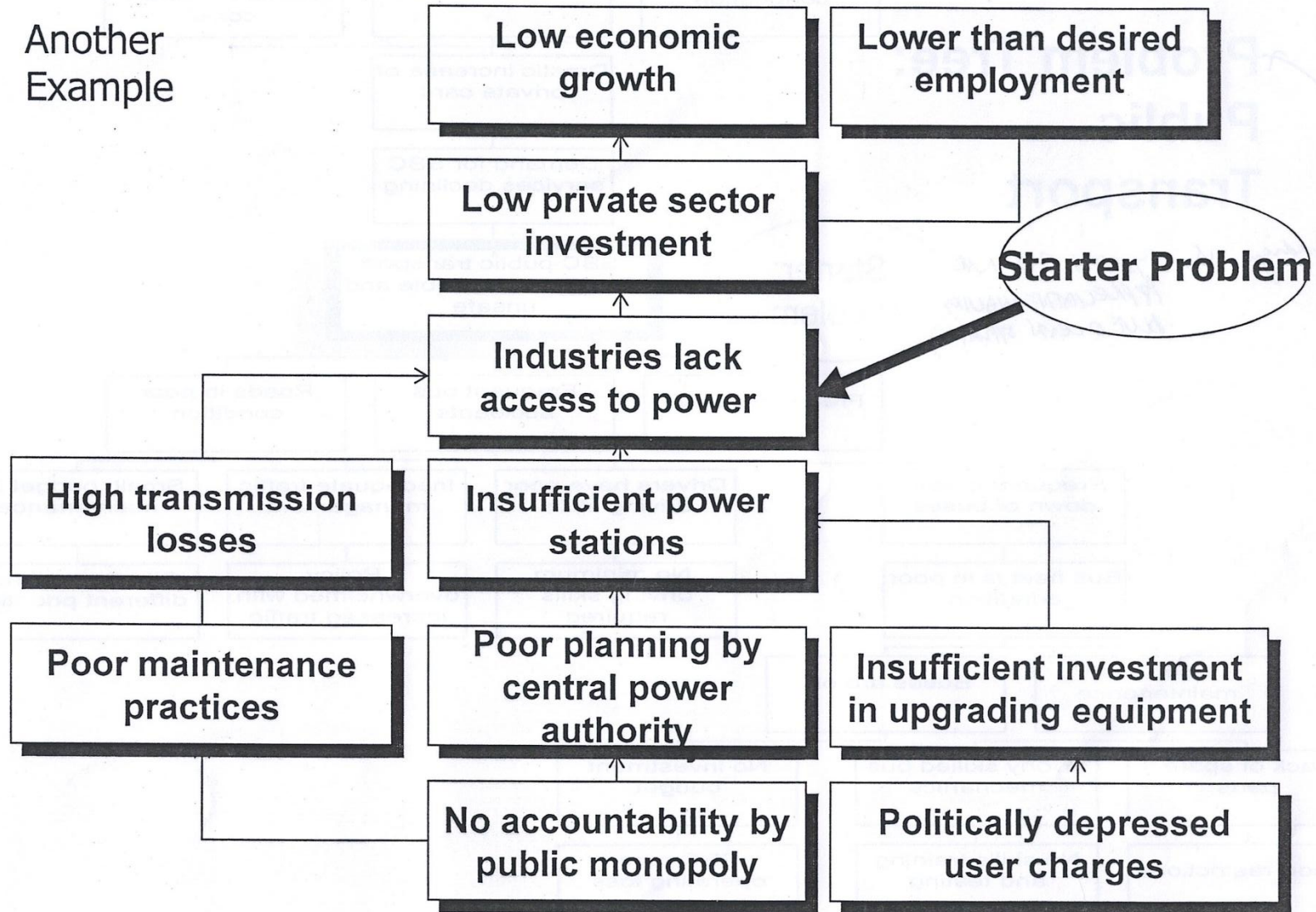
Source: Adapted from the Greater Mekong Subregion Tourism Sector Strategy, 2005–2015.

Another example

Samoan Education



Another
Example



Problem Tree: Public Transport

*OLD paradigm vs. SYSTEMS THINKING
PRECISIVE INQUIRY
BLUE OCEAN STRATEGY*

