



Ministry Of Transport
Malaysia



Toolkit: Advocating Leadership through Mentoring Programme within the APEC Framework of Women in Transportation

Sharing on the Implementation and Outcomes of the Data
Initiative Pilot Project of the Port Sector in Malaysia

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The whole team is grateful for the gracious contributions, ideas, and submissions shared by hundreds of individuals, agencies, companies, and associations from across the APEC region.

We are certain that this toolkit will be of benefit in developing women leaders and increasing women participation in the transportation sector.



Toolkit: Advocating Leadership through Mentoring Programme within the APEC Framework of Women in Transportation

APEC Women in Transportation Project Team - Data Initiative Pilot Project of Port Sector in Malaysia

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Definition of Acronyms

APEC	Asia-Pacific Economic Cooperation
CILT-M	The Chartered Institute of Logistics and Transport of Malaysia
MWF&C	Ministry of Women, Family and Community Development
MITRANS	Malaysia Institute of Transport
MOT Malaysia	Ministry of Transport Malaysia
NGO	Non Governmental Organisation / Non Profit Organisation
PPWE	Policy Partnership on Women and the Economy
SME Corp	SME Corporation of Malaysia
TalentCorp	Talent Corporation Malaysia Berhad
TMM	Transport Ministerial Meeting
TPTWG	Transportation Working Group
TWG	Transport Working Group
UiTM	Universiti Teknologi MARA
US AID	United States Agency for International Development
US-ATAARI	US APEC Technical Assistance to Advance Regional Integration
USDOT	United States Department of Transportation
WiLAT	Women in Logistics and Transport
WiT	Women in Transportation
WLP	Women in Leadership Programme
CEO	Chief Executive Officers
GM	General Managers



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Executive Summary



Why Do We Want More Women in Transportation?

Women's economic equality is good for business. It is clear that women play a fundamental role in building and sustaining the world economy. When we have women equality, we ensure that the followings are achieved:



Source: APEC Women in Transportation: A Framework for Inspiring and Measuring Change

Studies show that an organisation with 30 percent female leaders could add up to 6 percentage points to its net margin¹.

- **Productivity and performance.**

As validated through research in a number of sectors, there is a link between gender balance in a workforce and company performance. The inclusion of women brings more qualified workers to the transportation sector, thus allowing firms to meet their demands for labor and strengthen their bottom lines.

- **Women upward mobility.**

As the “infrastructure of mobility,” transportation facilitates the movement of people to where they need to be in able to learn, work, and contribute to society. Transportation often represents the critical link between women and school, and women and work – in other words, women and opportunity.

- **Sector sustainability.**

Given transportation's importance to an economy's productivity and domestic security, women need to play a part in its long-term development and direction. Women's understanding of and commitment to the sector can help drive its sustainability over time.

- **Economic growth.**

According to McKinsey (September 2015), if women were to participate in the economy identically to men, annual global GDP would go up by 26%, or \$28 trillion, in 2025, compared with a business as usual scenario. That is the size of the US and Chinese economies combined. If participation reached ‘best in region’, the benefit would be \$12 trillion.

- **Firm competitiveness.**

The transportation sector needs to employ more women in order to better understand and respond to the needs of their customers. Where firms do not integrate perspectives of women into their offerings, their brands suffer².

Source:

1. New research from The Peterson Institute for International Economics and EY reveals significant correlation between women in corporate leadership and profitability, EY, 8 February 2016, URL: <https://www.ey.com/us/en/newsroom/news-releases/news-ey-new-research-from-the-peterson-institute-for-international-economics-and-ey-reveals-significant-correlation-between-women-in-corporate-leadership-and-profitability>

2. APEC Women in Transportation: A Framework for Inspiring and Measuring Change

The Five Pillars of Women in Transportation (WiT)



- Survey of economies
- Consultation with firms
- Literature review
- Continued outreach to stakeholders and data professionals

Source: APEC Women in Transportation: A Framework for Inspiring and Measuring Change

History about the Five Pillars...

- The Women in Transportation initiatives were mooted in 2011 during the 7th APEC-Transportation Ministerial Meeting (TMM) with the aim of developing and implementing actions that advance opportunities for women throughout the transport and logistics sector. Further elaborated in APEC-TMM8 at Tokyo, Japan in 2013, TPTWG39 at Christchurch, New Zealand and TPTWG40 in Hong Kong in 2014
- Research to date has confirmed the four priorities identified during the early stages of WiT – Education, Access to Jobs, Retention, and Leadership – and added a fifth: “Access and Use,” as they pertain to the experiences of women as consumers of transportation services.
- The WiT activity was announced in conjunction with the 41st meeting of APEC’s Transportation Working Group (TPTWG) in Jeju Island, Republic of Korea in May 2015.
- Research then began with two APEC/TPTWG surveys addressing priorities and activities pertaining to women and transportation across the Asia-Pacific

region. The first was distributed to all 21 APEC economies through the TPTWG, and the second was shared with a range of private transportation firms.

- In developing the final data framework and collecting best practices, interviews with professionals in data analytics, transportation, and gender studies, as well as a broad literature review was conducted.
- This activity further draws upon the lengthy process of developing the Women in the Economy Dashboard for APEC’s Policy Partnership on Women and the Economy (PPWE), which was implemented by US-ATAARI in 2014. Compilation and vetting of the Dashboard produced deep insights into the state of data pertaining to economically active women in the APEC economies generally.

Source:
1. APEC Women in Transportation: A Framework for Inspiring and Measuring Change

Ministry of Transport Malaysia in collaboration with WiLAT / CILTM, MITRANS, UiTM and TalentCorp commissioned this toolkit to share the learnings we achieved via APEC WiT Data Initiatives Pilot Project – Case of Malaysia Ports.

Background

On April 6, 2016, Malaysia presented a working proposal to APEC-TPTWG 42 meeting at Papua New Guinea and received the official letter of participation from APEC WiT Task Force US Department of Transport on April 28, 2016. To advocate the implementation of diversity in the workplace and break the glass ceiling for women in Top Management and at Board Level, the Ministry of Transport Malaysia has jointly undertaken this pilot data initiatives project focusing on Leadership Pillar. This project was funded by US-AATARI.

Rationale:

The rationale of opting the Leadership Pillar is to support the policy of gender diversity at the decision making level of the Government. The choice of the port sector is due to it being a male-dominated industry and ports being the gateway of the country where 90% of the international trade pass through.

Under the Leadership Pillar, there are three desired outcomes, ie **Investment**, **Opportunities** and **Recognition** of the Women Leaders. Mentoring programme were identified as an investment for women's professional growth in the sector. The support of the Mentoring programme by the key stakeholders and by the port organisation through the nomination of mentees as their potential women leaders marked the beginning of realisation in creating increased opportunities for women to be leaders in the transportation sector. By recognising the Mentee as future potential women leaders, organisations are demonstrating their commitment in the journey of advocacy for diversity and inclusion.

The Pilot Mentoring Programme focuses on the Leadership Pillar through;



Key areas explored by the pilot project to drive specific calls to action

01 Project Target Group: Transportation Mode, sub-sector and area of WiT Data Initiative Engagement – Maritime Transport with a focus on Port Organisations

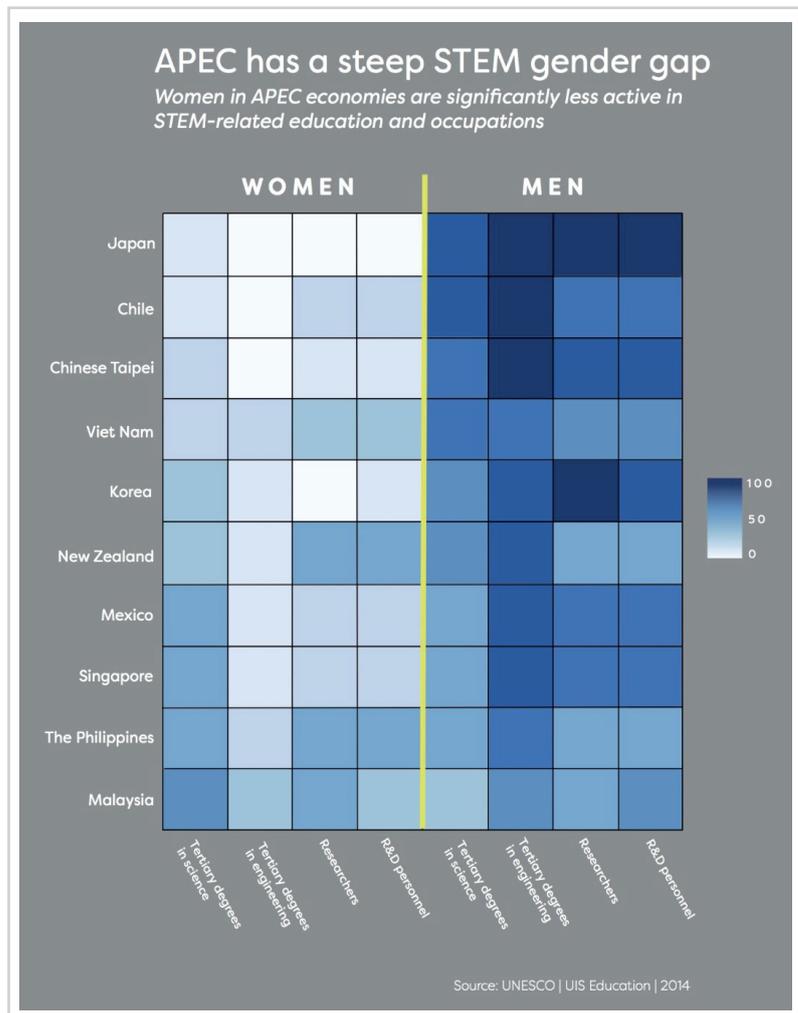
02 Project Focus: Investigating the extent of women involvement including barriers and opportunities in port operation at managerial level in port planning, operations, policy and human capital development.

Where Does Malaysia Stand Within APEC?

“When it comes to preparing women leaders ...

Malaysia is ahead of the pack!”

Louise Williams
(Director of Gender, US-ATAARI)



Transportation Leadership – What’s missing?

“The lack of female mentors provides a serious impediment for younger women in the industry. With the scarcity of women in transportation, younger women have few opportunities to observe the behaviors of other women in transportation and lack a model for success. The lack of older women in transportation poses a problem for young women who would benefit immensely from mentoring in non-traditional fields such as transportation.”

Source: Global Skills X-Change, White Paper on Women in Transportation, 2014

Project Timeline: Activities, Research Methodology Used and Implementation of Mentoring Programme for Productive Results

PHASES	ACTIVITIES	METHODOLOGY
1	<ul style="list-style-type: none"> Profiling of Ports Establishment – ownership, business activities, identifying talent management policies, recruitment, training, promotions, career path, human capital size and levels, women personnel involvement etc. 	<ul style="list-style-type: none"> Stakeholder engagement anchored at Ministerial Level Questionnaire surveys both quantitative and qualitative methods
	<ul style="list-style-type: none"> Identifying opportunities and barriers on women leadership in ports operation, management and development for different categories and types of ports 	<ul style="list-style-type: none"> In-depth interviews with ports CEOs, General Managers and women at managerial positions of the port sector
	<ul style="list-style-type: none"> Profiling of Women Organisations and Institutions in Malaysia – activities, location, memberships, achievements etc 	<ul style="list-style-type: none"> Secondary data from Registrar of Society, Ministry of Women, Family and Community Development; Interviews, newspapers etc.
2	<ul style="list-style-type: none"> Presentation and discussion on identified gaps (Findings from Phase 1) and proposed for way forward to identified stakeholders. 	<ul style="list-style-type: none"> Focus Group Dialogues with NGOs Interviews
	<ul style="list-style-type: none"> Identification of potential women leaders (mentees) of the respective port organisations and their training needs analysis. 	<ul style="list-style-type: none"> Mentee identified by CEOs and GM of port sectors Profiling of Mentee Establishing gaps of potential women leaders Leadership traits evaluation (Strengths of Mentee)
	<ul style="list-style-type: none"> Identification of mentors among senior members of ports organisations as Industry Mentors 	<ul style="list-style-type: none"> Profiling of Industry Mentors Interviews with Industry Mentors
	<ul style="list-style-type: none"> Benchmarking of women leadership programs with NGOs identified in Phase 1 	<ul style="list-style-type: none"> Benchmarking procedures
	<ul style="list-style-type: none"> Formulate and develop personnel development programme, modules and schedules for identified potential women leaders. 	<ul style="list-style-type: none"> Mentoring Programme as intervention Launching of Women in Leadership Programme and Mentoring Workshop
3	<ul style="list-style-type: none"> Execution of trainings and feedback (APEC WiT leadership training expertise required at this phase) 	<ul style="list-style-type: none"> Mentees undergo mentoring programmes facilitated by External Mentors, nominated by TalentCorp
	<ul style="list-style-type: none"> Evaluation of mentees performance and sustainability of the designed training programme. 	<ul style="list-style-type: none"> Pre- Survey Mentoring Workshop Post – Mentoring Survey Evaluation process vide Reflection Sessions (Video recording)
	<ul style="list-style-type: none"> Evaluation of gaps, proposed corrective actions for continuous improvement. 	<ul style="list-style-type: none"> Evaluation and review process Propose improvements
4	<ul style="list-style-type: none"> Recognition of potential women leaders (unbias approach of evaluation) 	<ul style="list-style-type: none"> 360 Leadership assessment, identifying Mentee “blind spots”, against peers, direct reports and supervisors Coaching and Mentoring Log Award of Certificate of Recognition to Mentees and Mentors
	<ul style="list-style-type: none"> Final presentation project to National Task Force and APEC WiT 	<ul style="list-style-type: none"> Data Initiatives Pilot Project and Mentoring Programme Toolkit entitled: Advocating Leadership through Mentoring Programme within the APEC Framework of Women in Transportation

Pilot Project – Leadership Pillar

There were two main activities implemented under the Leadership Pillar:

PHASE 1 - Baseline Data Establishment - Questionnaire Surveys and Interviews

The focus of this activity was to establish the profile of the port sectors (both authorities and port operators) and the reasons being the following:

- i) To document the gender representation or percentage of women participation at the decision making and management level
- ii) Identifying the barriers and challenges perceived by the executives of the participating ports
- iii) Identifying investment approach in developing the women potential as future leaders of the port

PHASE 2 & 3 – Project Implementation, Training And Evaluation - Building Talent Pipeline via Mentoring Programme

- i) Identified potential women leaders (middle management level) nominated by CEOs and GMs of participating port organisations;
- ii) Identified behaviour strengths and undergo the mentoring programme of Mentee guided by the external mentor, ie the third eye concept;

PHASE 4 : Final Analysis, Knowledge Sharing And Recognition

- i) Assessments of leadership journey through reflection sessions and further assessment on Mentee “blind spots” through 360 leadership e-assessment feedback
- ii) Establishing coaching and mentoring logs and their action plans to ensure continuing leadership journey
- iii) Proliferation of the Mentoring Programme in the organisation and the sector of the transport industry, ie Mentor Mentee Programme continues as an organisational culture.



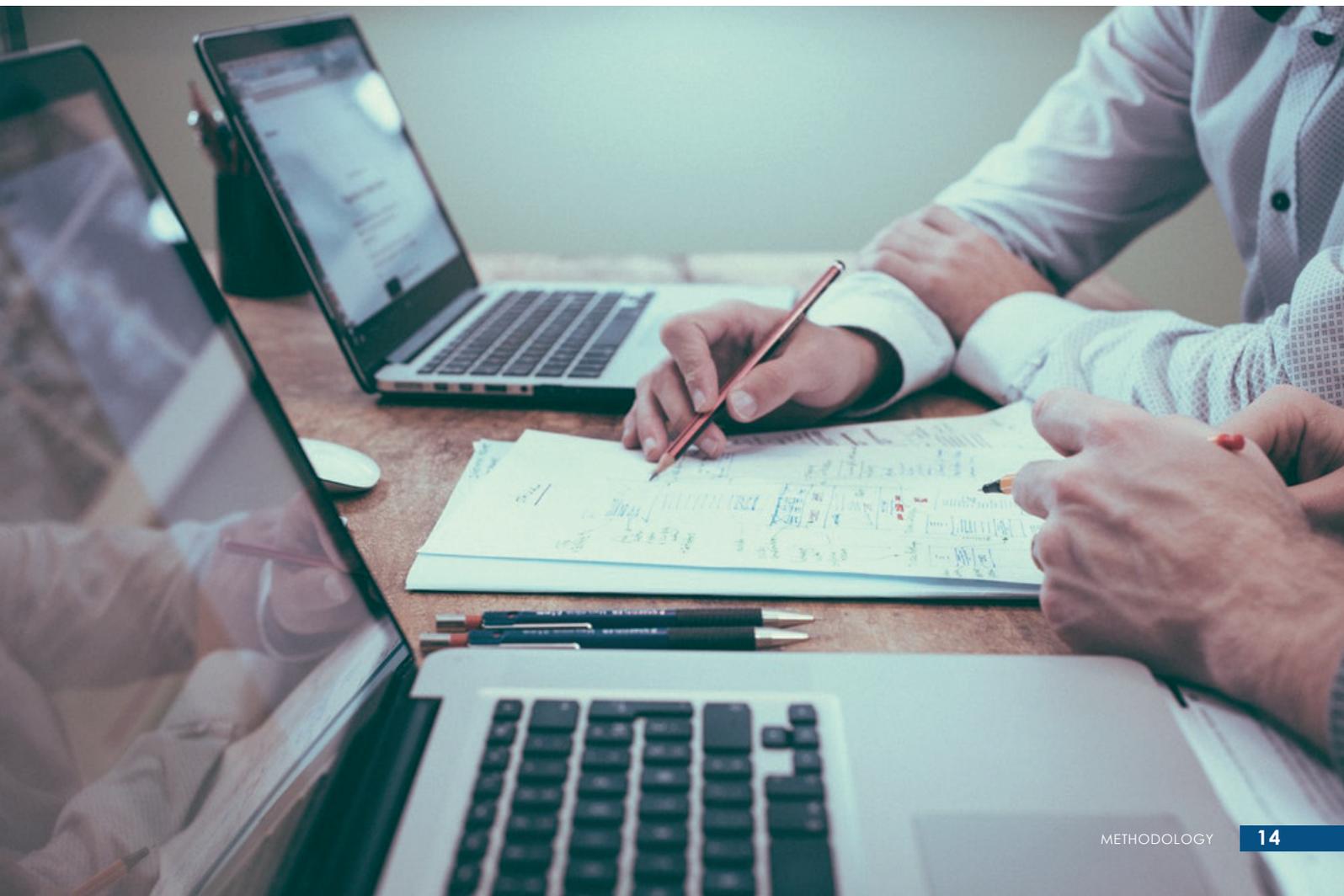
Making Progress

OUR MILESTONES

The milestone below illustrates the overall journey of the pilot mentoring programme implementation. Here is a brief history of the experience.

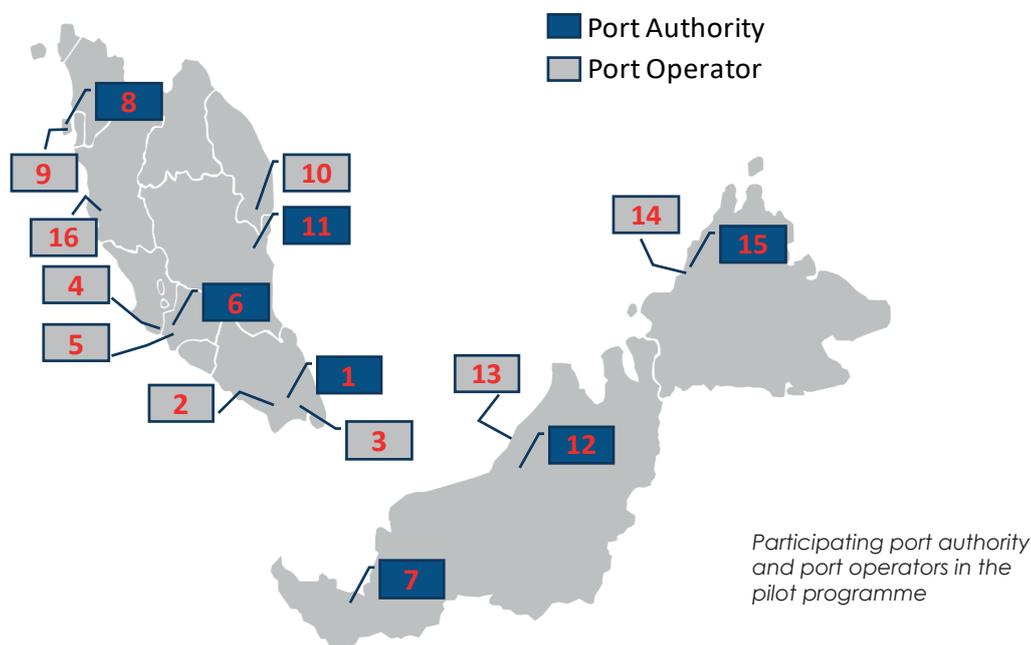


Methodology



Phase 1: Baseline Data Establishment

Baseline Data Collection – Major Ports of Malaysia



No	Date	Port / Authority
1	21 Jun 2016	Johor Port Authority, Pasir Gudang, Johor
2	21 Jun 2016	Johor Port Berhad (JPB), Pasir Gudang, Johor
3	21 Jun 2016	Port of Tanjung Pelepas (PTP), Tanjung Pelepas, Johor
4	24 Jun 2016	Northport Malaysia Bhd (NPB), Selangor
5	27 Jun 2016	Westports Malaysia Sdn Bhd (WESTPORT), Selangor
6	27 Jun 2016	Port Klang Authority, Selangor
7	28 Jun 2016	Kuching Port Authority,
8	28 Jun 2016	Kuching Port Sdn Bhd Sarawak
9	13 Jul 2016	Penang Port Commission, Penang
10	13 Jul 2016	Penang Port Sdn Bhd; Penang
11	18 Jul 2016	Kemaman Port Consortium, Terengganu
12	18 Jul 2016	Kuantan Port Authority, Pahang
13	25 Jul 2015	Bintulu Port Authority, Sarawak
14	26 Jul 2016	Bintulu Port Sdn Bhd, Sarawak
15	27 Jul 2016	Sabah Ports Sdn Bhd, Sabah
16	28 Jul 2016	Sabah Ports Authority, Sabah
17	3 Aug 2016	Lumut Maritime Terminal Sdn Bhd
Total		Port Authorities: 7 Port Operators: 10

- Objective of the development of baseline data is to identify present state of women leaders in higher management levels in the transportation sector, specifically ports management in Malaysia.
- Findings of the Baseline Report (2016 – 2018): Women Leaders in Ports of the Maritime Sector in Malaysia are included in the following pages.
- These organisation provided data that could be categorised into three tiers;
 - Tier 1 being on the Board of Directors
 - Tier 2 being the senior management
 - Tier 3 being in the management team
- Potential recommendations may involve targeted and customised engagements needed to be put in place to approach these organisations.

Phase 1: Baseline Data Establishment

Port Profiling – Cargo and Port Services by Activities

The picture below gives a summary of the business nature of the ports in Malaysia.

Name of Port	Johor Port Berhad	Tanjung Pelepas Port Sdn Bhd	Northport (Malaysia) Bhd	Westports Sdn Bhd	Penang Port Sdn Bhd	Bintulu Port Sdn Bhd	Kemaman Port Consortium	Sabah Ports Sdn Bhd	Lumut Maritime Terminal Sdn Bhd	Kuching Port	Total (10)
Container	√	√	√	√	√	√		√		√	8
LNG						√	√				2
Liquid Bulk	√		√	√	√	√	√			√	7
Dry Bulk	√		√	√	√	√	√	√	√	√	9
Break Bulk	√		√	√	√	√	√		√	√	7
Project Cargo									√		1
LPG						√	√				2
Marine Services	√	√	√		√	√					5
Vehicle Terminal				√						√	2
Cruise Terminal					√ (Others)					√	2
Dangerous Goods	√	√		√	√	√	√	√	√	√	9
Godown Rental					√					√	2
Barter Trade					√			√			2
Others	√	√	√								3

Source: APEC WIT Malaysia Project Team Survey 2016

- Currently, Malaysia has a total of seven (7) major Federal ports namely Port Klang, Johor Port, Port of Tanjung Pelepas, Kuantan Port, Penang Port and Kemaman Port. Meanwhile, the ports in Sabah and Sarawak are under the jurisdiction of the State Government of Sabah and Sarawak respectively except Bintulu and Labuan Port.
- The administrations of ports are legislated under the Port Authorities / Commission Acts. Port Authorities were established to govern the major ports.
- Port operations have been privatised to port operators. The main terms of port privatisation concessions as follows:
 - Land are leased to the operators
 - Operating license
 - Operator responsible for the development / port expansion

Source:
Official portal of Ministry of Transport Malaysia

Phase 2 & 3: Project Implementation, Training And Evaluation – Building Talent Pipeline via Mentoring Programme

Ports Nominated Mentee (two per port) and Industry Mentor

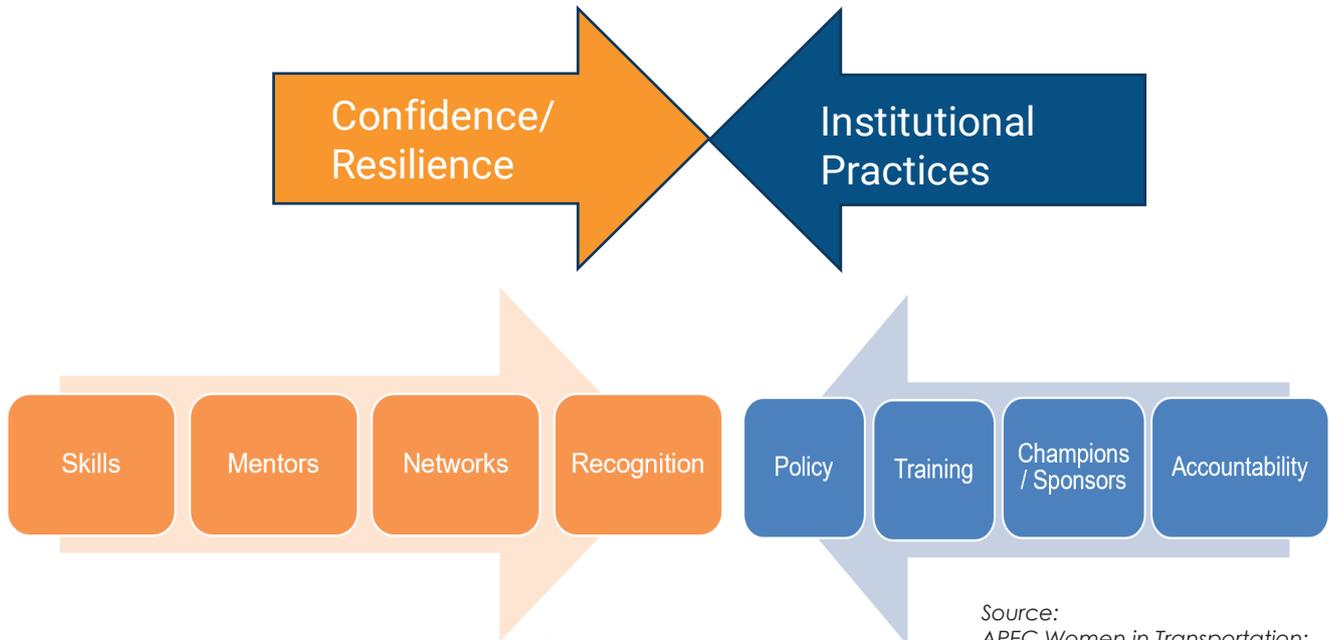
- ii) E-assessment of Mentee's top five strengths-based leadership
- ii) Launching of Women Leadership in Ports Mentoring Programme
- ii) Third Eye Concept of Mentoring
 - Understanding of the concept through workshop session
 - Handover of Mentoring Handbook
(Guideline on project approach and timeline)
 - Articulating Mentee's top five strengths by facilitator
 - Matching of External Mentor (Third Eye) with Mentee
 - External Mentor providing a different perspective on the journey
- iii) Reflection Sessions
(Mentee Sharing experience and challenges during the six-month journey)

Phase 4: Final Analysis, Recognition and Knowledge Sharing

- ii) Establishing gaps pre- and post-mentoring
- ii) Assessment of benefits and challenges by Mentee
- ii) 360 leadership E-Assessment of Mentee, identifying the “blind spots”
- iii) Establishing coaching and mentoring log for action plans of Leadership Journey
- v) Recognition of Mentee as potential women leaders of port

Developing Women Leaders – What Does it Take?

The key is having a balance of both:



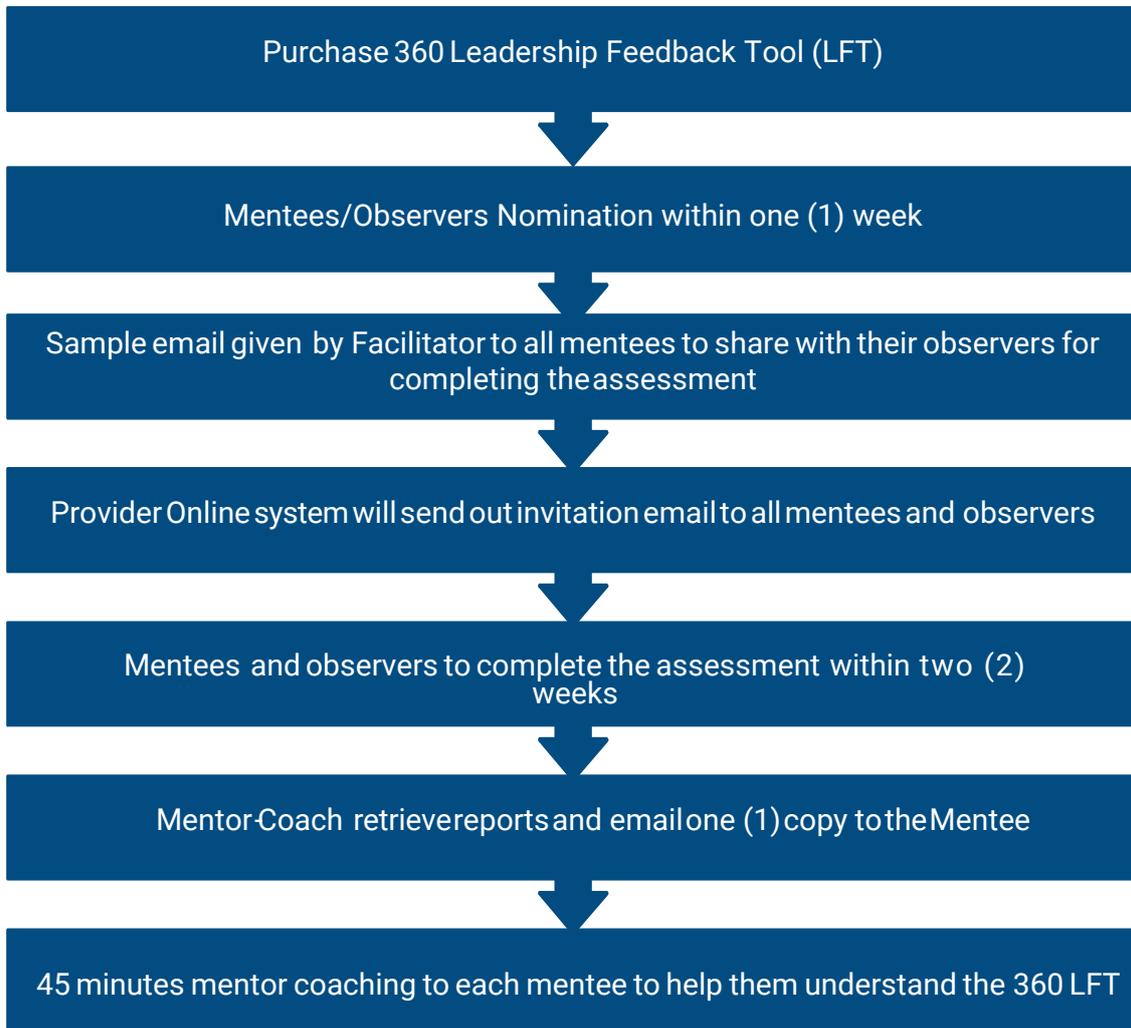
Source:
APEC Women in Transportation:
A Framework for Inspiring and
Measuring Change

Malaysia's senior workforce could be potential beneficiaries of the mentoring programme

PROCESSES INVOLVED IN THE MENTORING PROGRAM

PROCESSES INVOLVED IN THE MENTORING PROGRAM		
1	Formulate personnel development programme	Need to know your (Mentee) STRENGTHS AS STRENGTHS PRODUCE SUPERIOR RESULTS
2	To discover the signature talent themes	Opted for Gallup Clifton Strengths Based Leadership, a bridging solution that connects employees with a high performance culture
3	STRENGTHS – the ability to consistently provide near to perfect performance	Focus on what people do well, then emphasise and build those strengths to help individuals become more productive
4	Online self assessment test – a week before workshop	Answering 119 questions at 2 seconds per question to produce top give strengths of a person; shared 19-paged report of their strengths
5	Workshop STRENGTHS Finder – Outcome	Articulate participants unique top 5 talents and how this relates to their leadership behaviour and attitude
6	The Third Eye Concept of Mentoring Matching of Mentor and Mentee Establishing Mentoring Log and Reflective Learning	Establishing common understanding on respective roles and common goals between the parties. Reflection and mentoring journey - it is about self discovery, reflecting and learning from planned activity and/or daily activity which could have been done differently. The Third Eye Concept provides a third perspective or an outside view on the mentoring journey.

360° Leadership Feedback on Mentee “Blind Spots”



Malaysia's senior workforce could be potential beneficiaries of the 360 leadership assessment

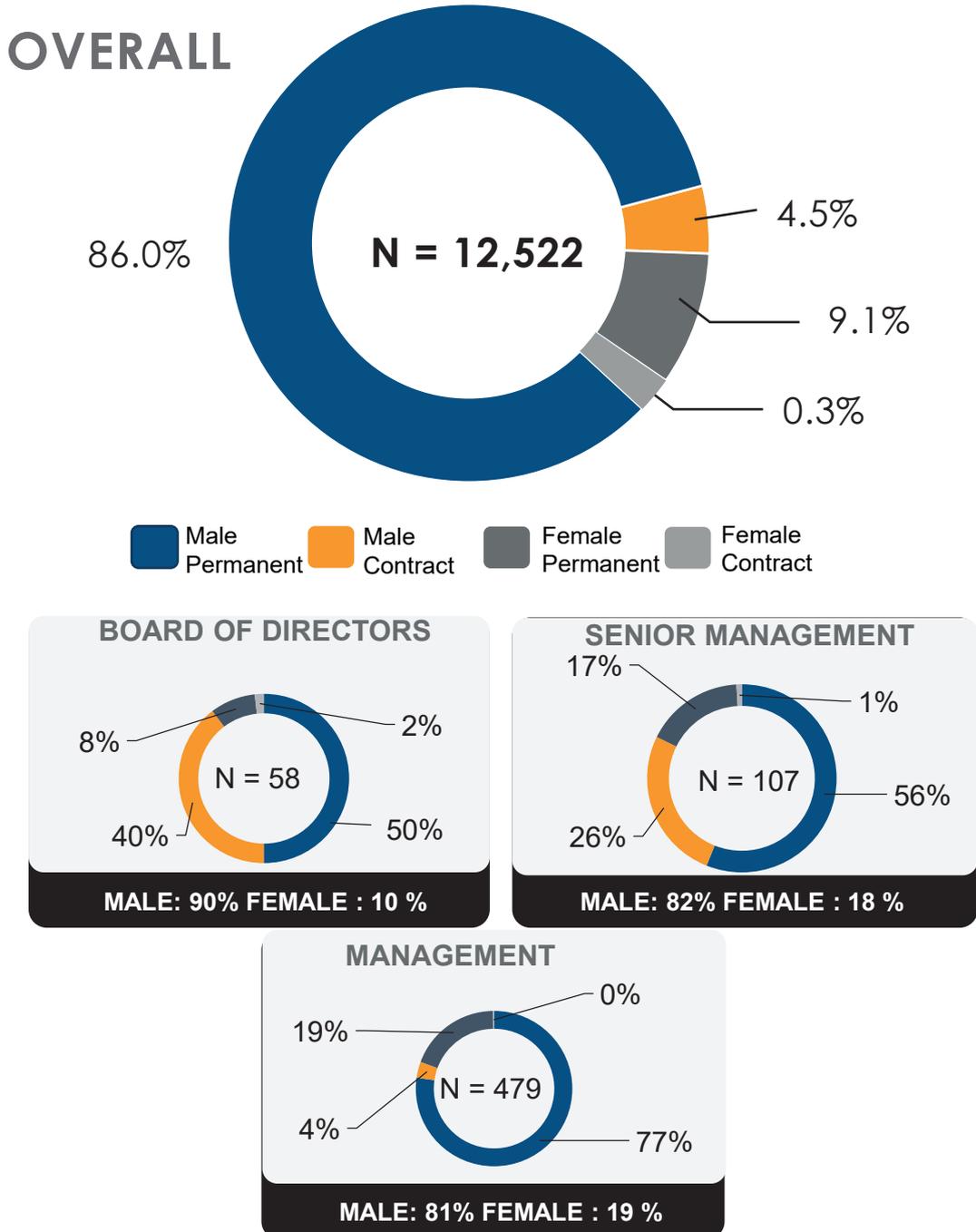
UNBIAS APPROACH OF ASSESSING THE LEADERSHIP POTENTIALS OF THE MENTEE – TRIANGULATION

1	<p style="text-align: center;">Adopted 360-degree Leadership Feedback Tool</p>	<p>A 360-degree feedback review designed to gather anonymous feedback about the Mentee from all angles, supervisors, direct reports, peers and bosses</p>
2		<p>It does not focus on performance but rather on all aspects that can be attributed to the Mentee's behaviour. It helps the Mentee improve their interactions, their communications, and their job performance.</p>
3		<p>Since it is done anonymously, it can be a great way to find out about the Mentee "blind spots" (how you perceive yourself versus how others perceive you) without adding strain to the Mentee's professional relationship. It is rated on Likert Scale of 1-5. It provides both Quantitative and Qualitative Assessment</p>
4		<p>The assessment covers the following areas:</p> <ul style="list-style-type: none"> • Permission – Relationship and EQ • Performance – Result and responsibility • People Development – Reproduction, growth and excellence • Personhood – Respect <p>Assessment done by SELF (Mentee) and Supervisors, Peers and Direct Reports of Minimum 10 in total Triangulation Method of Assessing a Potential Leader</p>

Key Findings : Baseline Data



Port Authority & Operator Profiling – Management & Gender



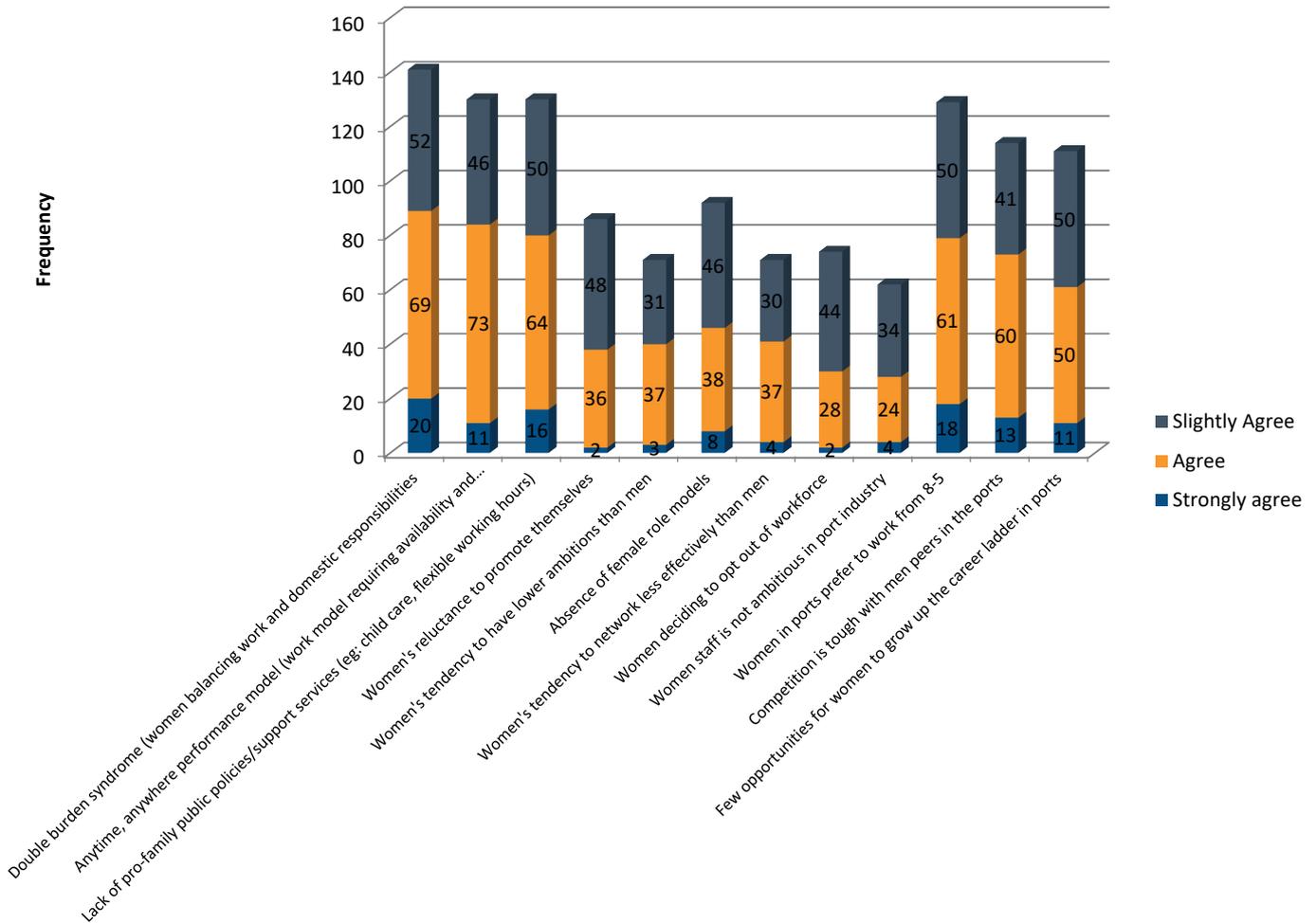
- The above data clearly illustrate that at the decision making and senior management level of the Port Authorities and Port Operators are predominantly occupied by men.
- Comparison of women leaders in management level, shows that Port Authorities have 8% women on board of directors, 15% women in senior management and 30% middle management (department heads) level while Port Operators have 6%

women on board of directors, 8% women in senior management and 19% middle management (department heads) level.

- We are currently striving to achieve our national agenda of 30% women at decision making level by 2025. At the management level, the CEOs would have to put in greater efforts for women upward mobility and inclusion. 75% of the respondents indicated that their organisations do not have a diversity agenda in place.

Barriers and Challenges Faced by Women In Port

The survey was sent out to port operators and port authorities in Malaysia. 212 responses were received, and input gathered from the responses became the basis of the insights below:



- Generally, the number one barrier or challenge that hold the women back from progressing upward in the corporate ladder in their career is the 'double burden syndrome' where women have to find the equilibrium of balancing work and domestic responsibilities.
- However, the work model requiring availability and geographical at all times - anytime, anywhere performance model - also plays a part in women's decision to climb the career ladder.
- Survey responses illustrate that the lack of pro-family public policies or support services in the organisations also creates a barrier for women. Examples stated were lack of childcare services and the availability of flexible working hours.
- Most women in port also indicated that they prefer to work from 8am to 5pm verses the 24/7 work culture that may be required in the industry. They perceive that the port sector demands long hours and the ability to work in harsh environment. This links to the next challenge in a women's career. They find that competition is tough and there are few opportunities for women to grow up the career ladder
- Competition is also tough with their male peers in the ports due to the nature of the work.

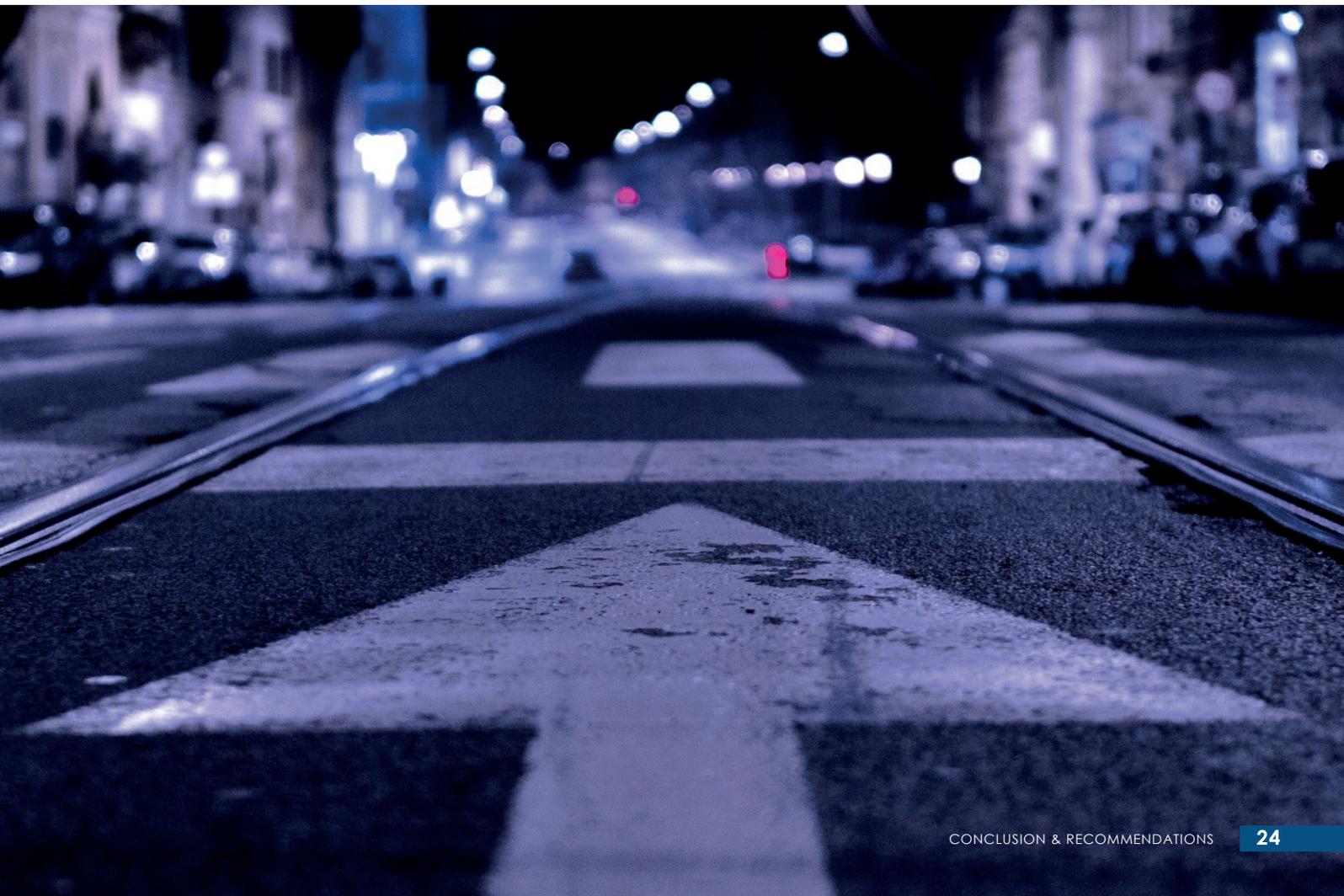
Key Findings: Mentoring Programme

FEEDBACK FROM MENTEES PARTICIPATING IN THE MENTORING PROGRAM

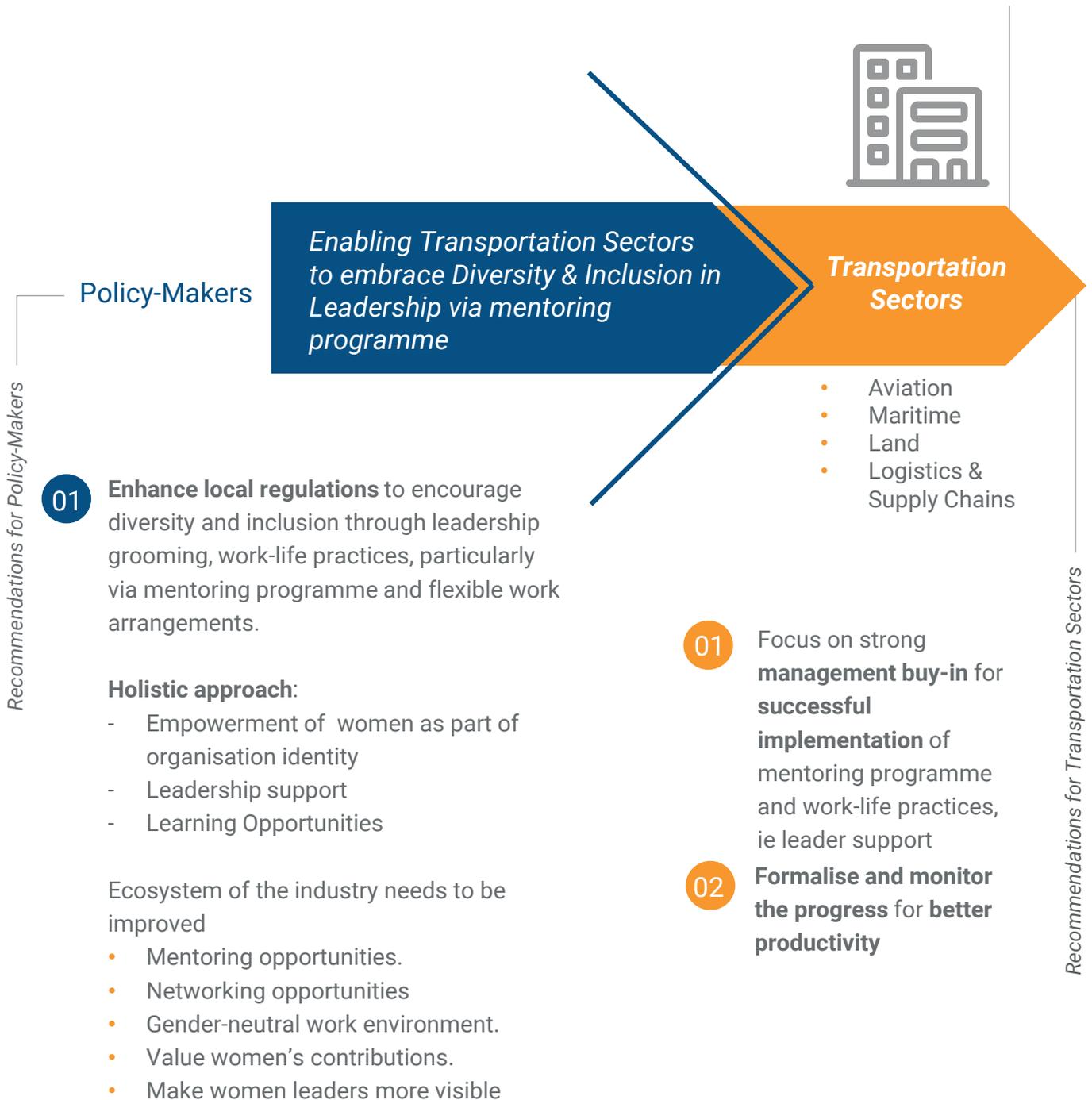
BENEFITS TO THE MENTEE	360 LEADERSHIP ASSESSMENT OF MENTEE
Improve self confidence	This is a triangulation method of assessment of Mentee by their stakeholders. Leadership is all about influence.
Develop a supportive relationship	The assessment provides the realisation of Mentee " blind spots " (the difference how a Mentee perceive herself vs the Supervisors, Peers and Direct reports) without adding strain to the Mentee professional relationship.
Offers professional development	The overall reports generated comments of Mentee on: i) Five highest scores and five lowest scores ii) Mentee's Self Comments- - key strengths, - key areas for self improvement - what it take for Mentee to be successful at the next level of leadership position
Encourage reflection in practice	iii) Observer's Comments – - key strengths of the Mentee, - key areas for improvement of the mentee - what it takes for this Mentee to be successful at the next level of leadership position
Opportunities for networking, and the creation of mentoring pipeline and cross-mentoring among participating ports	<p><u>Coaching and Mentoring Log</u> At the end of the face-to-face coaching session, Coaching and Mentoring Log is provided to the Mentee, where Mentee is required to come up with three to four immediate actionable items to work on for enhancing own leadership to the next level.</p>



Conclusion & Recommendations



The Way Forward – Recommendations to enable Transportation sector to embrace Diversity in Leadership via Mentoring Programme

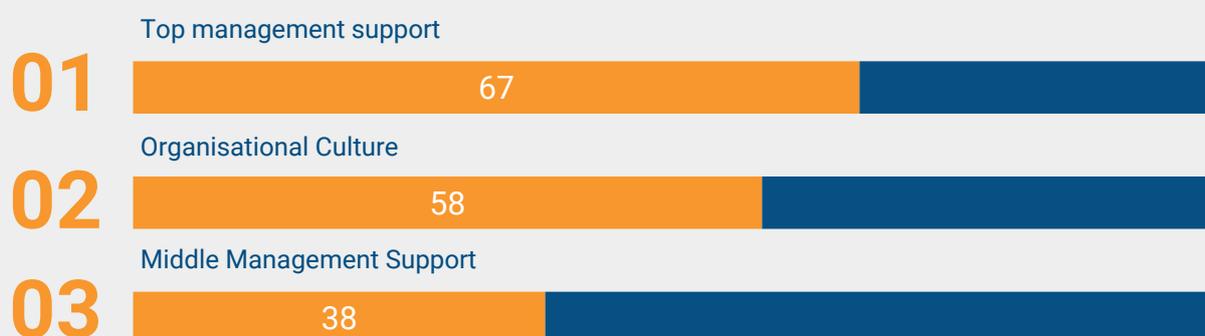


Recommendation for Transportation Sector

Focus on strong management buy-in for successful implementation of proliferation

Organisations should focus on developing a strong business case to get leaders (top and middle management) on-board with the diversity and inclusion agenda via mentoring, as management support is rated as the top success factor to successful implementation of mentoring programme.

Top management buy-in is the number one success factor for implementation of mentoring programme (% of organisations)



Additional evidence:

- Organisations that cite **top and middle management support** as implementation success factors have significantly **better business outcomes** than firms that do not state as success factors.
- Organisations that cite **top and middle management resistance** as implementation challenges have significantly **poorer business outcomes** than firms that do not state as challenges.

Approach



Tailor pitch to transportation sector's specific challenges and **business objectives**



Present **clear objectives** for the mentoring practices, and business challenges the practices will address

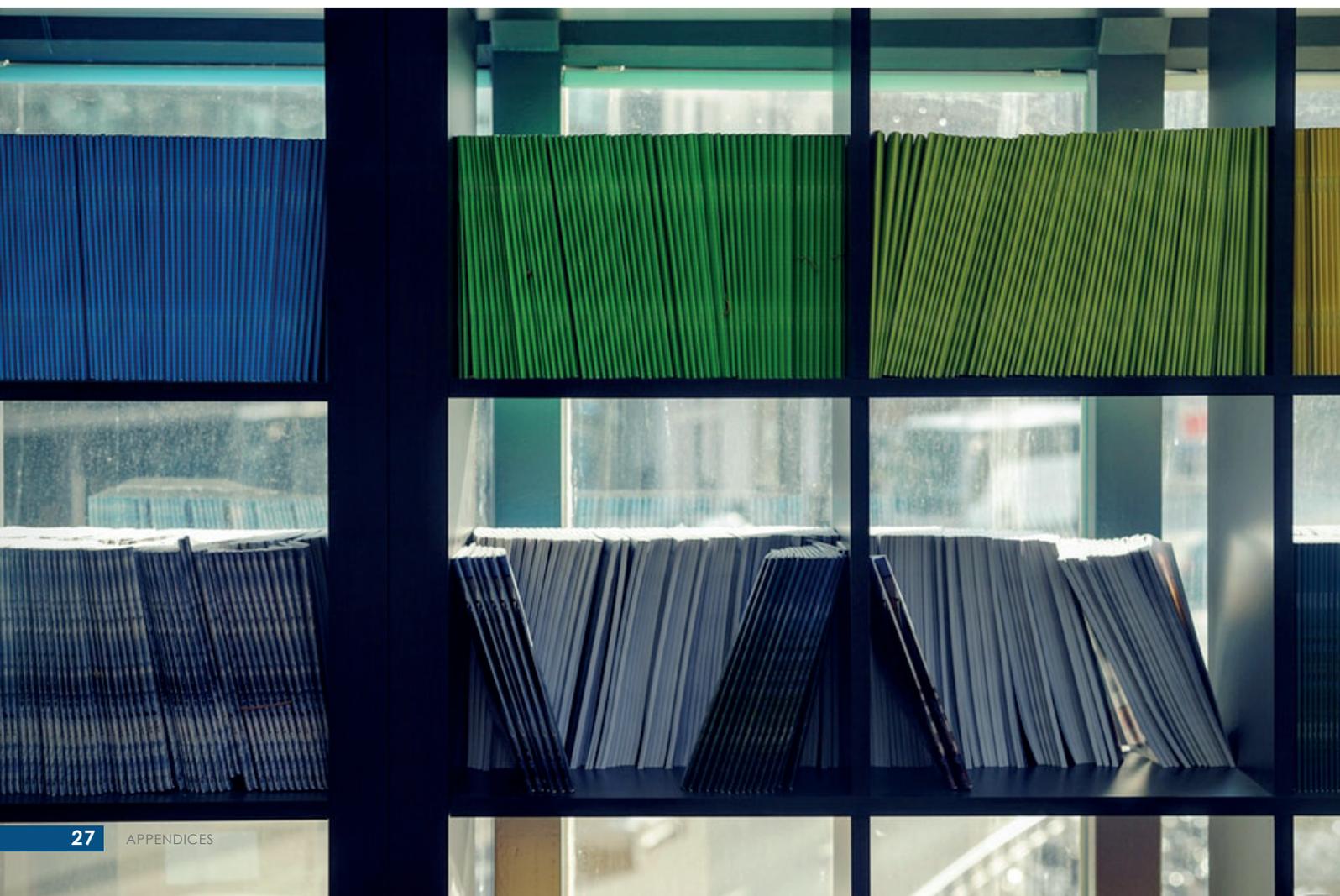


Leverage **study findings** showing positive impact of the mentoring practices on business outcomes to **highlight benefits to the bottom line**



Use **case studies** and **success stories** to illustrate best practices, as well as **toolkit** for detailed guidance

Appendices



NATIONAL PROJECT:
WOMEN IN TRANSPORT (WiT): WOMEN LEADERSHIP FOR MARITIME PORT SECTOR IN MALAYSIA

CONSENT FORM

I, _____ hereby give my consent to participate voluntarily in the above research conducted by a team of researchers undertaking the above-mentioned national project for 2016 – 2018. Additionally, I have been informed of the objectives of the research project; the interview session is tape-recorded for the sole purpose of research inquiry; and that all names of informants will be kept with strict confidentiality.

Signature:

Date:

Research Team

Project Leader

Member No 1

Member No 2

Supporting Government Agency:

Ministry of Transport, Maritime Department, 62100 Putrajaya, Malaysia

NATIONAL PROJECT:
WOMEN IN TRANSPORT (WiT): WOMEN LEADERSHIP FOR MARITIME PORT SECTOR IN MALAYSIA

Introduction

Malaysia through a tri-partite project collaboration between Ministry of Transport Malaysia (MoT), Malaysia Institute of Transport, Universiti Teknologi MARA (UiTM), The Chartered Institute of Logistics and Transport Malaysia (CILTM), specifically Women in Logistics and Transport (WiLAT) is embarking on a national project on Women in Transport (WiT) for the maritime–port industry.

Background

The Women in Transport initiatives was mooted in 2011 during the APEC-TMM7 with the aim of developing and implementing actions that advance opportunities for women throughout the transport and logistics sector. Further elaborated in APEC-TMM8 at Tokyo, Japan in 2013, TPTWG39 at Christchurch, New Zealand and TPTWG40 in Hong Kong in 2014. The APEC-WiT workshop in Cebu, Philippines on 8 October 2015 has invited more interested economies to participate in WiT Data Initiative Pilot Program. Malaysia has expressed and accepted the invitation to participate and has submitted the Data Initiatives Pilot Activity Planning Worksheet on 9 March 2016.

This research project is undertaken as part of the APEC (Asia-Pacific Economic Cooperation), US Department of Transportation and USAID project with reference to APEC WOMEN IN TRANSPORTATION DATA: FRAMEWORK AND BEST PRACTICES REPORT – 9th Transportation Ministerial Meeting, October 2016. The Ministry of Transport Malaysia, Maritime Department, Putrajaya is supporting this project as one of the national agenda to upscale the economic and image for the country. Hence with, we truly seek your kind support to provide us with the pertinent information related to the above project.

Objective

The objective of this survey (form) is to do a profiling of the present state of ports and women leadership in ports management in Malaysia. This research project is also in line with the Government's initiatives in promoting the 30% Club of women in the decision making level of both the public and private sectors.

Your cooperation in responding to the survey is very much appreciated so that future plans can be proposed towards human capital development in Malaysia. The information provided by you will be kept confidential. The results of the research works will be shared with you.

Thank you.

Research Team

Project Leader

Member No 1

Member No 2

Supporting Government Agency: Ministry of Transport Malaysia, Maritime Department, Putrajaya

3 JUNE 2016 (Amended v1)

Section A	Participant Details
-----------	---------------------

i. Name of Participant (optional): : _____

ii. Gender: : _____

iii. Work Level

Board of Directors Senior Management
(managers reporting to CEO/MD; JUSA staff)

Management Executive/Administrator
(managers not reporting to CEO/MD; grade 45 & above) (officers/ Grade 41 and below)

iv. Age: : _____

v. Ethnic: : _____

vi. Years of Service in this Organization: _____

vii. Years of Working Experience: : _____

viii. Your Department: please write down: _____

ix. Your Highest Qualification:

PHD Master Degree Diploma

SPM Professional Qualification Others
(please write): _____

Section B	Port Details
-----------	--------------

i	Name of Authority /Port	
ii	Location Address	
iii	Category <input type="checkbox"/> Authority <input type="checkbox"/> Operator	<input type="checkbox"/> Private <input type="checkbox"/> Federal <input type="checkbox"/> State
iv	Types of Operations/ Activities: (please write down; or use attachment)	
v	Volume (Throughput) per year (if applicable; use attachment if needed)	
vi	Port / Terminal Capacity (if applicable; use attachment if needed)	
vii	Types of Cargos / Goods in Operations (attachment can be used)	

Section C		Manpower Details																																																																	
i	Total Manpower in Organization	As of year: _____: _____ _																																																																	
ii	Breakdown of number of staff (refer to Section A iii for definition) As of year: _____ Note: P – Permanent staff C – Contract staff																																																																		
iii	Distribution of staff by departments (refer to Section A iii for definition) As of year: _____ M – Male F – Female	<table border="1"> <thead> <tr> <th rowspan="2">Department</th> <th colspan="5">Number of staff</th> </tr> <tr> <th></th> <th>BOD</th> <th>SM</th> <th>M</th> <th>E</th> </tr> </thead> <tbody> <tr> <td rowspan="2">HR</td> <td>M</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>F</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td rowspan="2">Operations & Maintenance</td> <td>M</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>F</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td rowspan="2">Finance</td> <td>M</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>F</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td rowspan="2">Marketing/Sale /Corporate</td> <td>M</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>F</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total Numbers</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>					Department	Number of staff						BOD	SM	M	E	HR	M					F					Operations & Maintenance	M					F					Finance	M					F					Marketing/Sale /Corporate	M					F					Total Numbers					
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	F																																																																		
Total Numbers																																																																			

Any Feedback from you: _____

Section D		Talent Management -- Short Write Up; Interview will be carried out during Field Visit to the Organization.	
Please elaborate on your present Organization Policies and Procedures on these matters: Please use attachments if necessary.			
i	<u>Sourcing, Recruitment and Placement Policies and Procedures</u> To include requirements on: academic qualifications working experience job grades / job scales	For: A. Board of Directors B. Senior Management C. Management	

		D. Executives																		
ii	<p><u>Promotion and Career Opportunities Policies and Procedures</u></p> <p>To include criteria and system</p> <p>Please use attachment if need be.</p>	<p>For:</p> <p>A. Board of Directors</p> <p>B. Senior Management</p> <p>C. Management</p> <p>D. Executives</p>																		
iii	<p>Does your organization have:</p> <p>A. Training or Talent Management Department</p> <p>B. Training or Talent Management Policy?</p> <p>C. Succession Planning Program</p> <p>D. Mentoring Programs for Women Leadership</p> <p>E. Award Programs for Staff (if yes, elaborate)</p>	<p>Tick: /</p> <table border="1"> <thead> <tr> <th>Yes</th> <th>No</th> <th>In Process</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> </tbody> </table>	Yes	No	In Process															
Yes	No	In Process																		
iv	<p>Types of Training Programs Provided to Staff (just the name of training programs)</p> <p>Please use attachment if need be.</p>	<table border="1"> <thead> <tr> <th>Level</th> <th>Types of Trainings</th> </tr> </thead> <tbody> <tr> <td>Board of Directors (BOD)</td> <td></td> </tr> <tr> <td>Senior Management (SM)</td> <td></td> </tr> <tr> <td>Management (M)</td> <td></td> </tr> <tr> <td>Executives (E)</td> <td></td> </tr> </tbody> </table>	Level	Types of Trainings	Board of Directors (BOD)		Senior Management (SM)		Management (M)		Executives (E)									
Level	Types of Trainings																			
Board of Directors (BOD)																				
Senior Management (SM)																				
Management (M)																				
Executives (E)																				

Section E	What are the Possible Barriers and Challenges For Women Leaders (Managers) in Port Management?—In point forms.
Please give your valuable and constructive feedback on this question:	

Section F	What would be your recommendations or suggestions to promote women leadership in ports management.

Please provide us your contact number and e-mail address (your call card) for us to contact you for our forthcoming on site visits to the Port Stakeholders in Malaysia.

Contact Number: _____

E-mail address: _____

Thank you for your much valuable time in supporting this survey and national project.

If you need additional information or queries to this questionnaire, feel free to contact any one of us below:

Research Team: _____

Email addresses: _____

Supporting Government Agency:
Secretary Division
Ministry of Transport Malaysia, Maritime Department,
62100 Putrajaya

END OF DOCUMENT

NATIONAL PROJECT: FIELD RESEARCH SURVEY (Time Period)
WOMEN IN TRANSPORT (WiT):
Project Title

1. Introduction

2. Background

Objective

The main objective of this FIELD RESEARCH SURVEY is to investigate the extent of women involvement in port management and development with specific focus on areas: management and decision making, leadership and traits, policies and opportunities, investments (trainings and human capital development), and recognition.

Hence, your kind cooperation in responding to the survey is greatly appreciated. The information provided by you will be kept confidential. However, the results of this research will be shared with you upon request.

Thank you.

Research Team
Project Leader
Member No 1
Member No 2

Supporting Government Agency: Ministry of Transport Malaysia, Maritime Department, 62100 Putrajaya, Malaysia.

SECTION A	PARTICIPANT DETAILS – DEMOGRAPHIC PROFILE
-----------	---

- i. Gender: _____
- ii. Age: _____
- iii. Ethnic: _____
- iv. Marital Status: _____
- v. Family size (number of children): _____
- vi. Monthly Income: _____
- vii. College/University Last Graduated: _____
- viii. Your Highest Qualification: _____

- ix. State the name of College/University Last Graduated: _____
- x. Field of Specialization: _____

- xi. Years of Service in this Organization: _____
- xii. Years of Working Experience: _____
- xiii. Professional Membership: _____
- xiv. State Status Membership: _____

- xv. Your Level: Board of Directors Senior Management
(managers reporting to CEO/MD; JUSA staff)
 Management (managers not reporting to CEO/MD) Executive/Administrator
(Grade 45 & above) (Officers/ Grade 41 and below)
- xvi. State your Job Position: _____
- xvii. Name of your Department: _____
- xviii. Name of Port / Authority: _____
- xix. Zone Location: Central Southern Eastern Northern
 Sabah Sarawak

Section B aims to determine PERCEPTIONS of stakeholders and management towards gender: women participation and involvement in maritime industry and ports management.

Please tick (/) your responses using the Likert scale given below:

1 – Strongly Disagree (SD); 2 – Disagree (D); 3 – Slightly Disagree (SD); 4 – Not Sure (NS); 5 – Slightly Agree (SA);
6 – Agree (A); 7 – Strongly Agree (SA)

SECTION B: MANAGEMENT AND DECISION MAKING								
B-1	MANAGEMENT (specify items measured)	SD	D	SD	NS	SA	A	SA
1								
2								
3								
4								
5								
B-2	DECISION MAKING (specify items measured)	SD	D	SD	NS	SA	A	SA
1								
2								
3								
4								
5								

Section C aims TO IDENTIFY LEADERSHIP CHARACTERISTICS AND TRAITS NEEDED FOR WOMEN to advance their career towards the management level in seaports.

Please tick (/) your responses using the Likert scale given below:

1 – Strongly Disagree (SD); 2 – Disagree (D); 3 – Slightly Disagree (SD); 4 – Not Sure (NS); 5 – Slightly Agree (SA);
6 – Agree (A); 7 – Strongly Agree (SA)

SECTION C: LEADERSHIP AND TRAITS								
C-1	STRATEGIC THINKING (specify items measured) - A LEADER ...	SD	D	SD	NS	SA	A	SA
1								
2								
3								
4								
5								

C-2	INTRINSIC TRAITS (Pattern of behavior) (specify items measured) Items) – A Leader has/is	SD	D	SD	NS	SA	A	SA
1								
2								
3								
4								
5								
C-3	PERSON-ORIENTED TRAITS (specify measured items)	SD	D	SD	NS	SA	A	SA
1								
2								
3								
4								
5								
C-4	TASK-ORIENTED TRAITS (specify measured items)	SD	D	SD	NS	SA	A	SA
1								
2								
3								
4								
5								

Section D aims to determine the PERCEPTIONS AND PRACTICES ON POLICIES AND OPPORTUNITIES for women to become leaders in ports management and operations.

Please tick (/) your responses using the Likert scale given below:

1 – Strongly Disagree (SD); 2 – Disagree (D); 3 – Slightly Disagree (SD); 4 – Not Sure (NS); 5 – Slightly Agree (SA);
6 – Agree (A); 7 – Strongly Agree (SA)

SECTION D: POLICIES AND OPPORTUNITIES		SD	D	SD	NS	SA	A	SA
D-1	POLICIES (specify measured Items)							
1								
2								
3								
4								
5								
D-2	OPPORTUNITIES (specify measured items)							
1								
2								
3								
4								
5								

Section E aims to find out whether there is ORGANIZATIONAL EFFORTS AND INITIATIVES towards human capital development, particularly creating women’s professional growth potentials in ports and management.

Please tick (/) your responses using the Likert scale given below:

1 – Strongly Disagree (SD); 2 – Disagree (D); 3 – Slightly Disagree (SD); 4 – Not Sure (NS); 5 – Slightly Agree (SA);
6 – Agree (A); 7 – Strongly Agree (SA)

SECTION E: INVESTMENT AND HUMAN CAPITAL DEVELOPMENT								
E-1	INVESTMENT (specify measured Items)	SD	D	SD	NS	SA	A	SA
1								
2								
3								
4								
5								
E-2	HUMAN CAPITAL DEVELOPMENT (specify measured Items)	SD	D	SD	NS	SA	A	SA
1								
2								
3								
4								

Section F aims to identify programs for RECOGNITION OF WOMEN LEADERS in the maritime industry and ports management.

Please tick (/) your responses using the Likert scale given below:

1 – Strongly Disagree (SD); 2 – Disagree (D); 3 – Slightly Disagree (SD); 4 – Not Sure (NS); 5 – Slightly Agree (SA);
6 – Agree (A); 7 – Strongly Agree (SA)

SECTION F: RECOGNITION AND PROGRAMS								
F	RECOGNITION (10 Items)	SD	D	SD	NS	SA	A	SA
1								
2								
3								
4								
5								

Section G aims to provide respondents to identify and rate the BARRIERS AND CHALLENGES for women involvement in maritime industry and ports management.

SECTION G: BARRIERS AND CHALLENGES								
G	BARRIERS AND CHALLENGES (12 Items)	SD	D	SD	NS	SA	A	SA
1								
2								
3								
4								
5								

SECTION H: FACTORS FOR WOMEN LEADERS IN PORTS (open ended)

Please feel free to write you views on factors for women leaders in ports:

Thank you very much for your valuable time in participating in this survey of national interest. All information are kept with strict confidentiality.

If you need any clarification/queries or additional information in respect to this questionnaire, feel free to contact any one of us below:

- Research Team
- Project Leader
- Member No 1
- Member No 2

Supporting Government Agency:

END OF DOCUMENT

APEC WOMEN IN TRANSPORTATION (WIT) MALAYSIA'S PILOT PROJECT MENTORING PROGRAMME

"WOMEN IN LEADERSHIP " (WLP) HANDBOOK MAY, 2017

1. OBJECTIVES

The objective of the mentoring program for the potential women leaders of port organisation is to gain clarity on the potential identity of a leader and to provide coaching to be effective leaders whom could then mentor and lead the team and create greater talent pool in the sector.

2. ROLE OF MENTEE

Mentoring is a partnering between the mentor and the mentee. Successful mentoring will depend on the mentee to drive the relationship, identify skills, knowledge and goals to achieve, work with the mentor to seek resources for learning and sharing of information. Mentee are encouraged to develop and maintain the mentoring the mentoring action plan and work with mentor to set up goals, developmental activities, and time frames.

3. ROLE OF MENTOR

The primary role of a Mentor is to provide guidance and support to mentee. Mentor may also identify resources to help mentee enhance personal development, leadership qualities and career growth.

There is no strict rule on the mentoring log and mentee action plan documentation format. The following is an example.

MENTORING LOG

To be completed by Mentee after each interaction with the Mentor

DATE	TIME	SPECIFIC ISSUES TO BE DISCUSSED (COMPETENCY/CHALLENGES)	ACTION PLAN (STEPS)	COMPLETION DATE

MENTEE ACTION PLAN

Action plan to be discussed and agreed with the Mentor

Competency What specific skills do I want to develop?	Learning Action What action will I take to develop this	Start and End Date	My co-worker, supervisor and subordinates will see the following change in me	I know I have achieved my goal when
1.				
2.				
3.				
4.				
5.				

**WOMEN MENTORING PROGRAM
360 LEADERSHIP FEEDBACK TOOL (LFT)**

WRITE UP

360 Leadership Feedback Tool is A **360 degree feedback review** is designed to gather anonymous feedback about an employee from the people working most closely with him or her — including direct reports (in the case of managers & supervisors), peers, and managers. In this regard it isn't a typical performance review.

During a 360-degree review, a team member can expect to receive feedback from all angles. Supervisors, direct reports and peers will all chip in with their views on that person's skills, behavior, and impact on the rest of the team.

It's a completely different way to approach the traditional performance review, in which the manager alone tells the team member how well they're doing their job.

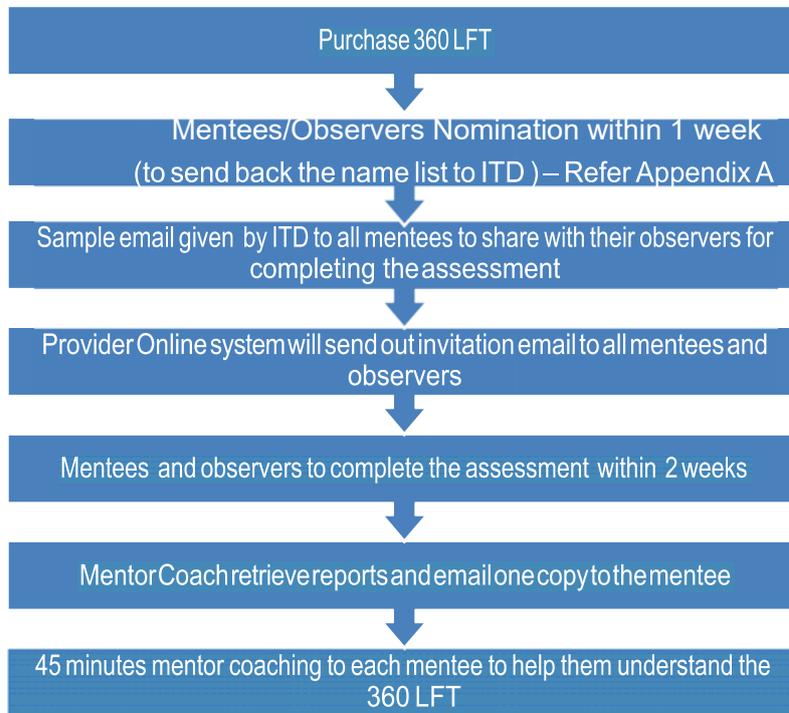
360 feedback doesn't actually focus on performance, but rather on all aspects that can be attributed to an employee's behavior. In this way it can help the person improve their interactions, their communication, and in the end, their job performance.

Since it's done anonymously, it can be a great way to find out about your 'blind spots' (the differences between how you perceive yourself vs. how others perceive you) without adding strain to your professional relationships.

Our assessment covers the following areas:

1. Permission – Relationships & EQ
2. Performance – Results and Responsibility
3. People Development – Reproduction, Growth & Excellence
4. Personhood - Respect

e-ASSESSMENT FLOW CHARTS



Note: Reminder notification from provider e-assessment system will be sent to participants on the 7th, 3rd & last day prior to due date.

SAMPLE NOMINATION (APPENDIX A)

No	Participant Name	Direct/Indirect Supervisor 1	Email address	Direct Employee 1	Email address	Peer/Stakeholder /Customer/Client 1	Email address
1							
2							

NOTE:

Select 15-20 individuals to add as observers. They should be people who directly observe you. Include your manager (or managers, if you have more than one) and at least six to eight others: direct reports, co-workers, and others who have directly observed your behaviours, such as key clients and suppliers

SAMPLE REPORT

e-Assessment 2.0

<http://eassessment.itdworld.com/r.php?hash=MGIVUmFY3ExNFNm...>



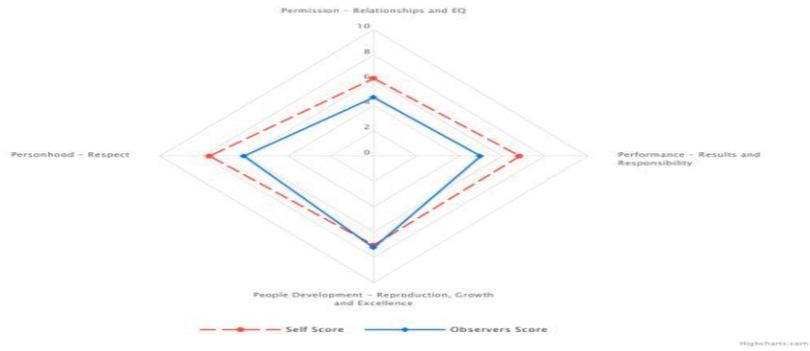
Participant Individual Report

Name: Brandon
Email: brandon.wong@itdworld.com (mailto:brandon.wong@itdworld.com)
Assessment Tool: 360° Leadership Feedback Tool
Organization: ITD World
Group: APP DEMO
Program Period: 28/11/2017 — 12/12/2017

Evaluation Summary

The score shown is the average score where the maximum score is 10.

	Self Score	Observers Score (2)
Permission - Relationships and EQ	6.14	4.64
Performance - Results and Responsibility	6.83	5.00
People Development - Reproduction, Growth and Excellence	7.05	7.25
Personhood - Respect	7.67	6.06
TOTAL (AVG)	6.92	5.74



Top 5 Strengths

- Shows interest and takes initiative for continuous learning and self-improvement.
- Contributes to the attainment of organization's Mission and Vision.
- Demonstrates ability to learn fast.
- Is effective in training and developing people in the organization.
- Understands the learning & development needs of people.

Top 5 Areas to Improve

- Maintains happy relationships and gets along well with people in the organization.
- Maintains happy relationships and gets along well with external parties, such as customers, resource persons, partners and suppliers.
- Takes responsibility for results and focuses on solutions.
- Has initiative and is proactive in getting things done.
- Is able to manage and control one's own emotions effectively.

Coaching & Mentoring Log

Name of Coach/Mentor:	Name of Mentee :
Date of this session:	Time:
Session No: One	Total sessions based on contract (if relevant): One
Type of session: Coaching <input type="checkbox"/> Mentoring <input type="checkbox"/> (<input checked="" type="checkbox"/> Please select ONE only): Coaching & Mentoring session	

Overall Objective/Goal of Coaching/Mentoring Engagement (for all agreed sessions):

Review 360 Leadership Feedback Tool (LFT) results

Key objective for today's session (for one session only):

To come up with 3-4 immediate actionable items to work on in enhancing Leadership to the next level.

Key points for today's coaching/mentoring session:

Action plan, steps & commitment from today's coaching/mentoring session (to be completed by Mentee)

Target Date/ Timeline Done (✓)	Description	People In Charge & Support Structure
	<p>ACTION PLAN FOR ENHANCING LEADERSHIP</p> <p>A) DELEGATION (Please fill up specific actions that you would like to take with a timeline)</p> <p>B) COMMUNICATION ~ Assertive communication (Please fill up specific actions that you would like to take with a timeline)</p> <p>C) WHAT TO DO WITH 'NEGATIVE COMMENTS' (Please fill up specific actions that you would like to take with a timeline)</p> <p>D) FINDING A MENTOR (Please fill up specific actions that you would like to take with a timeline)</p> <p>E) READING/STUDYING (Please fill up specific actions that you would like to take with a timeline)</p>	

Action plan, steps & commitment from today's coaching/mentoring session (to be completed by Mentee):

Target Date/ Timeline Done (✓)	Description	People In Charge & Support Structure

Feedback from coachee (if any):

Feedback from coach/mentor (if any):

Signature & commitment from Mentee to implement action plan & steps:

Definition of Coaching

Coaching is an empowering process of unleashing human potential by drawing out solutions from people through effective listening, asking great questions, using feedback, appreciating and continuously supporting people to take ownership and be accountable for taking action to realize their goals.

-Peter Chee & Jack Canfield

Definition of Mentoring

Mentoring is a relationship where a mentor becomes a role model to teach, advise and uplift the mentee through the sharing of knowledge, skills, experiences and connections that engages, inspires and develops the mentee.-Peter Chee & William Rothwell

NOTES

Let's Talk

Ministry Of Transport Malaysia

No. 26, Jalan Tun Hussein, Presint 4,
62100 W.P. Putrajaya

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