

Keynote Sharing: Growth Culture: Building Resilient Teams through Strategic Learning & Development

Dato' Mohd Khalis Abdul Rahim
Group Chief Human Capital Officer,
Malaysia Aviation Group



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Supporting Partners:



GROWTH CULTURE

Building Resilient Teams through
“Strategic Learning & Development”

Dato' Mohd Khalis Abdul Rahim
Group Chief Human Capital Officer
Malaysia Aviation Group

7 August 2024
11:45 am - 12:45 pm

I'M KHALIS

Dato' Mohd Khalis Abdul Rahim
Group Chief Human Capital Officer
Malaysia Aviation Group

*More than 30 years of HR
experience covering FMCG,
Semi-conductor,
Telecommunication and
Aviation Industries.*



What do you think of a strategic plan for learning & development



***Everyone has a plan until you
get punched in the face***

Mike Tyson





What do you think about Resilience?



***Resilience isn't born,
it's **BUILT.*****

Tim May

Resilience is forged in fire.

Khalis Rahim



Cultivate A Resilience Culture



- Strong Leadership Commitment
- Training & Development Programme
- Effective Communication Strategies
- Recognition & Reward System
- Data-driven Decision Making



P2
A0
C2
C4



The Malaysia Airline Story

Malaysia Airlines flight to Beijing vanishes

© 8 March 2014

Malaysia Airlines flight MH17 crash: world demands answers from Russia

● This article is more than 8 years old

Analysis

Malaysia Airlines 'technically bankrupt' as new chief seeks to shed 6,000 jobs

Gwyn Topham

transport correspondent

APAC | OCTOBER 13, 2020 / 4:55 PM / UPDATED 3 YEARS AGO

Explainer: Malaysia Airlines' survival in doubt as political support dims

AEROSPACE AND DEFENSE | APRIL 20, 2016 / 4:40 PM / UPDATED 7 YEARS AGO

Doubts cloud Malaysia Airlines recovery after abrupt CEO exit

By Rozanna Latiff, Emily Chow

3 MIN READ



KUALA LUMPUR (Reuters) - Malaysia Airlines said chief executive Christoph Mueller would step down little more than a year after joining the struggling carrier in

Is there a future for Malaysia Airlines after flights MH370 and MH17?

Airlines often rebrand after a crash - repainting livery, tweaking logos or even changing their names. But after the loss of two of its planes, it will not be easy for Malaysia Airlines to survive

Malaysia Airlines Employees' Union Demands CEO Resignation

Union Agrees Company Needs Restructuring and Expects to be Consulted on Plans.

By Jason Ng And Gaurav Raghuvanshi

Aug. 1, 2014 3:47 am ET

Malaysia Airlines 'technically bankrupt'

© 1 June 2015

Malaysia Airlines, an organisation that was...

2 Major Air Disasters



Making Losses

This article is more than 8 years old

Analysis

Malaysia Airlines 'technically bankrupt' as new chief seeks to shed 6,000 jobs

Gwyn Topham
transport correspondent

ECONOMICS

Malaysia Airlines' financial woes are about to get a lot worse

2 expat CEOs struggled and departed

AEROSPACE AND DEFENSE APRIL 20, 2016 / 4:40 PM / UPDATED 7 YEARS AGO

Doubts cloud Malaysia Airlines recovery after abrupt CEO exit

By Rozanna Latiff, Emily Chow 3 MIN READ

KUALA LUMPUR (Reuters) - Malaysia Airlines said chief executive Christoph Mueller would step down little more than a year after joining the struggling carrier in

BUSINESS

Malaysia Airlines CEO resigns abruptly

Peter Bellew, second head to quit in two years, will rejoin Ryanair

Unreasonable union

Malaysia Airlines Employees' Union Demands CEO Resignation

Union Agrees Company Needs Restructuring and Expects to be Consulted on Plans.

By Jason Ng And Gaurav Raghuvanshi
Aug. 1, 2014 3:47 am ET

'Sneaky' union protest irresponsible – academic

A 'tools down' protest will only backfire for Malaysia Airlines (MAS) employees, one academic says

Entitled Workforce



Transformation-fatigue

Malaysia Airlines undergoing transformation pains

MALAYSIA AIRLINES: BIGGEST CORPORATE SHAKE-UP

Updesh Kapur
Strategic Communications Leadership Comms Crisis & Media Training Content Strategist Media Commentator Fmr Global He...
24 articles + Follow

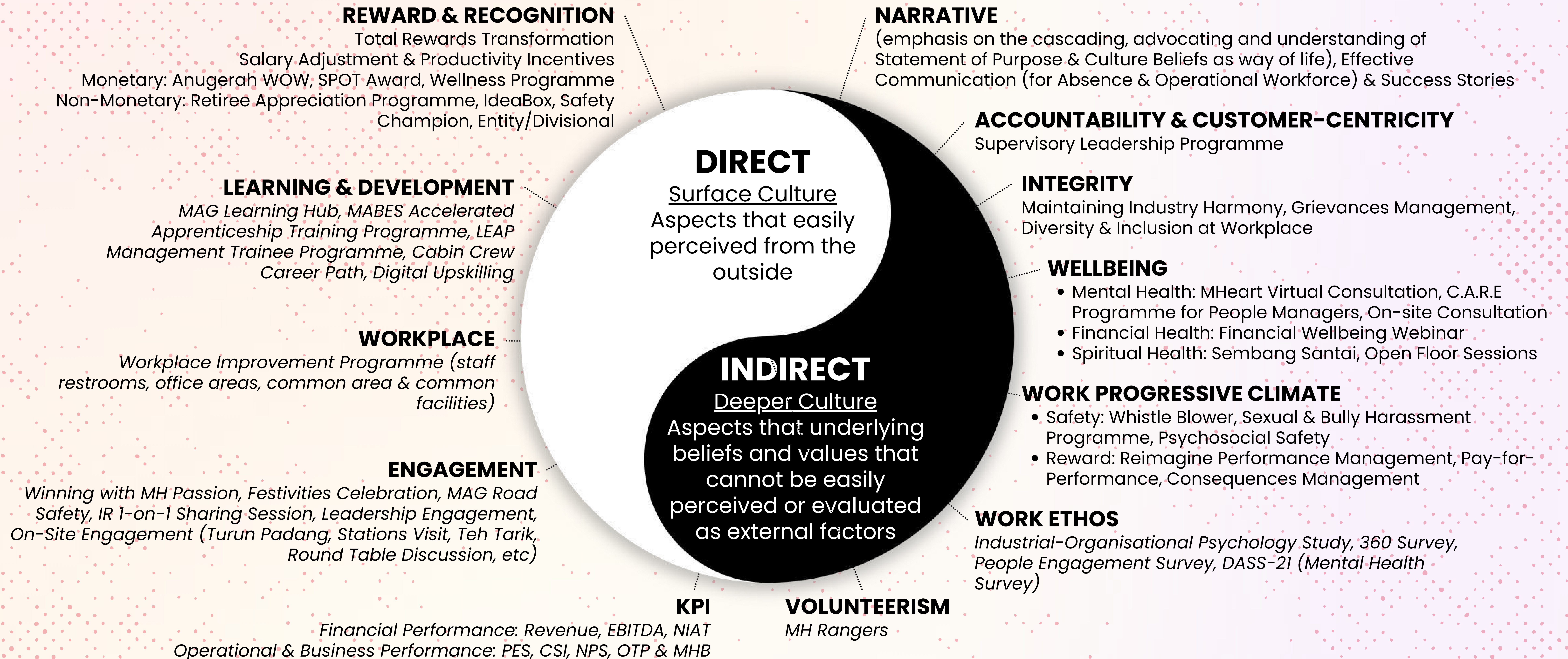
May 29, 2015

Open Immersive Reader

Biggest corporate shake-up in Malaysia and the history of Asian aviation as Malaysia Airlines undergoes a radical transformation

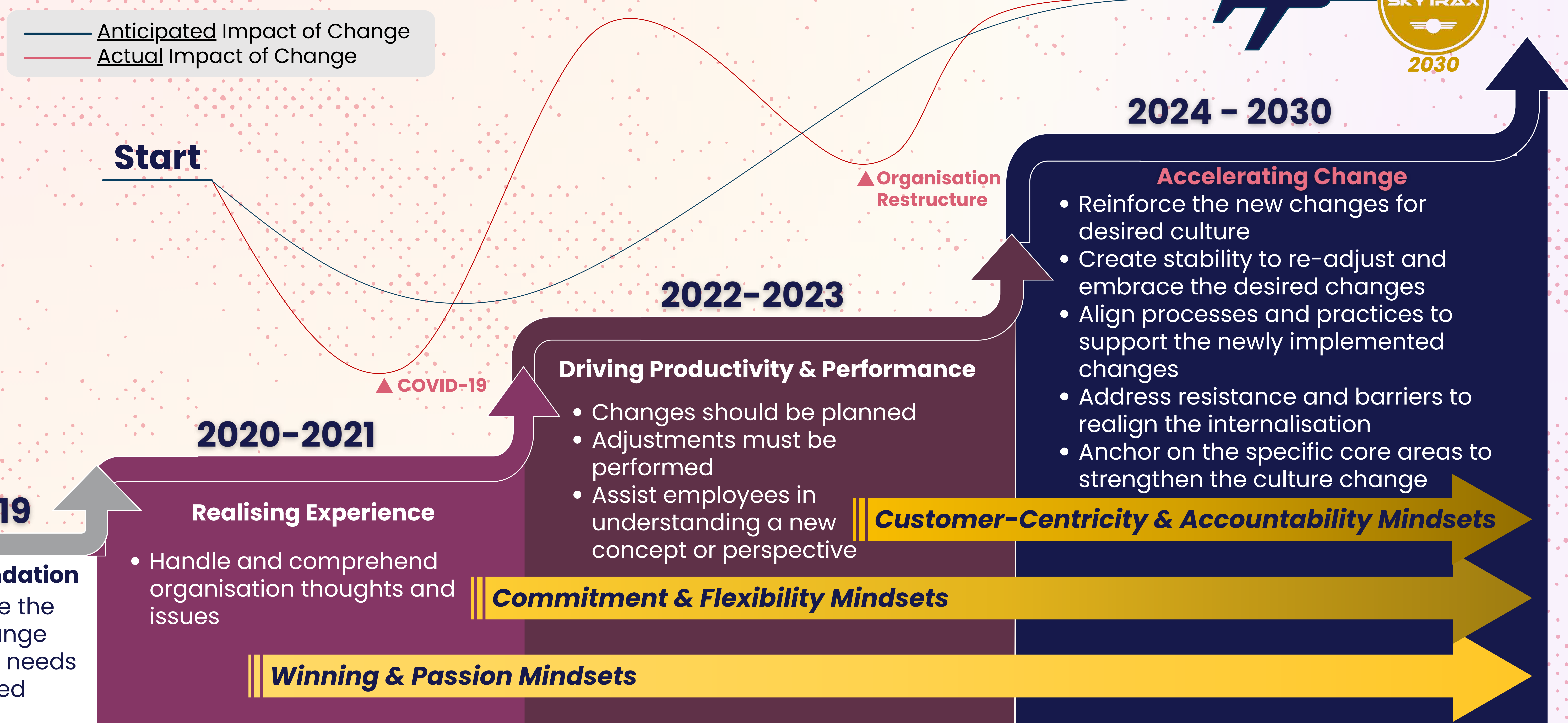
Cultural Transformation Initiatives

Our culture initiatives are defined into **DIRECT aspect** (changes that are easily perceived from outside) and **INDIRECT aspect** (changes that underlying beliefs and values that cannot be easily perceived or evaluated).

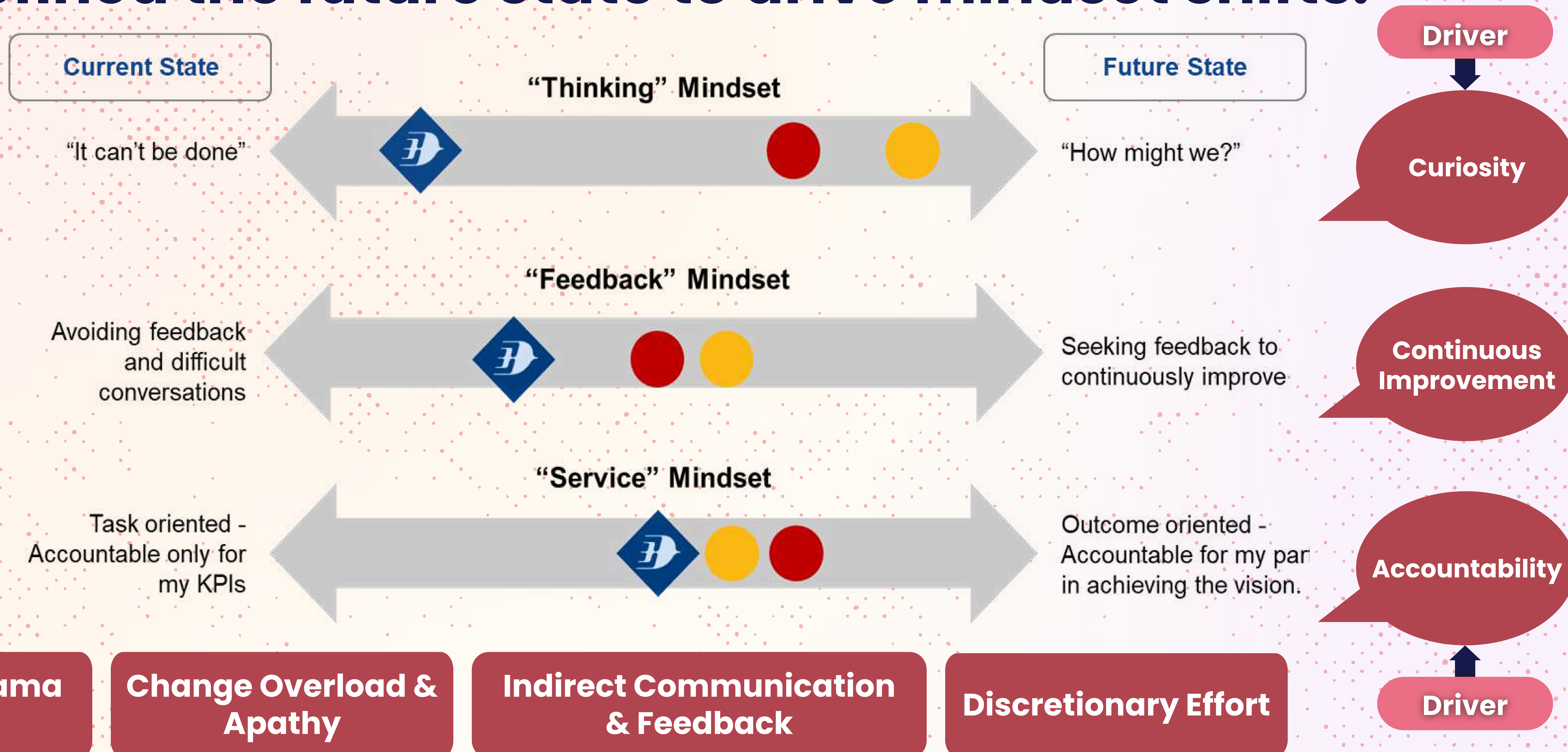


At MAG, We Drive Change Towards Resilience.

Our journey to building organisational capabilities for a stronger future

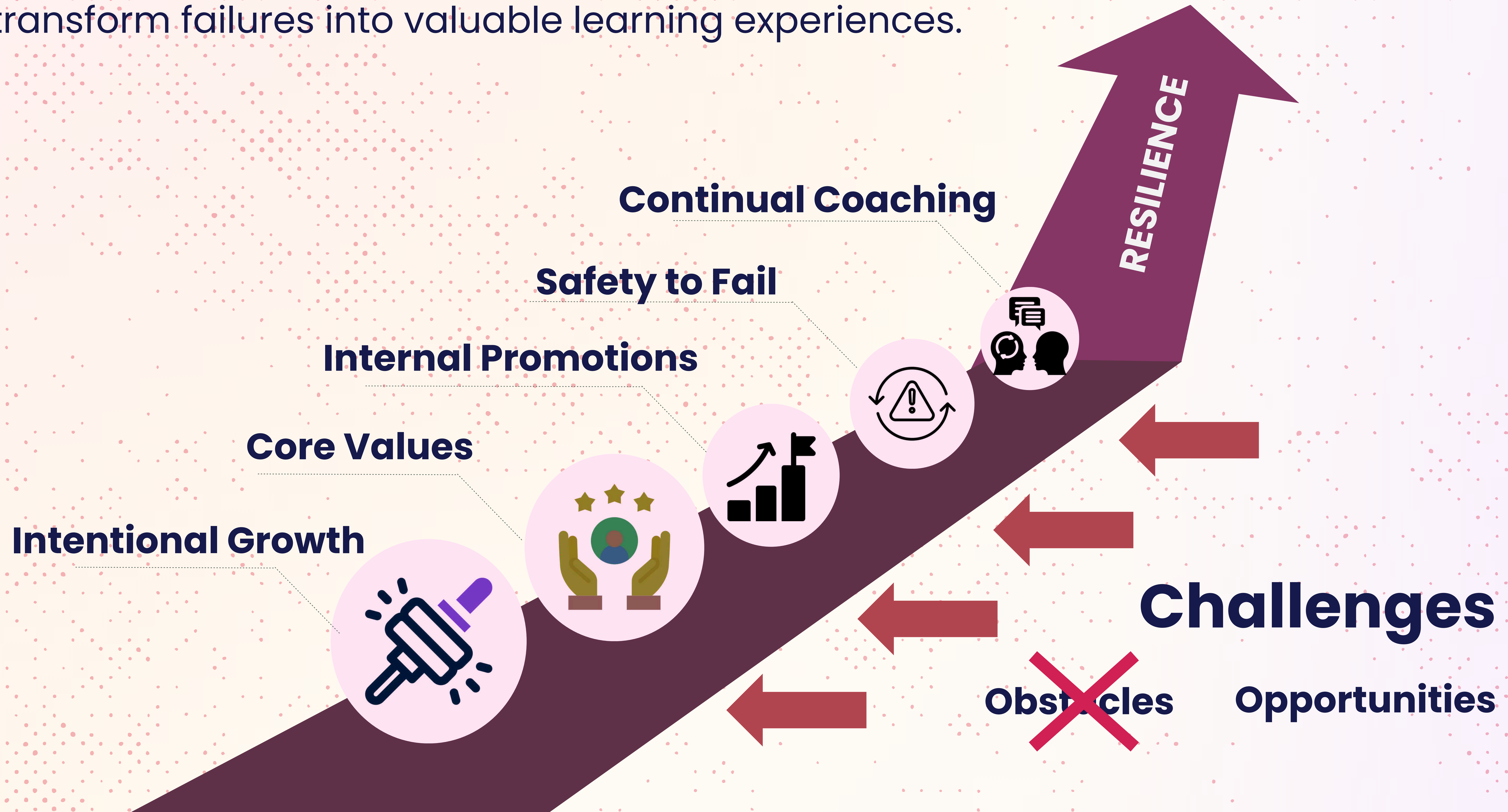


To build resilient teams, we identified the culture gaps and defined the future state to drive mindset shifts.



Cultivating Growth Culture:

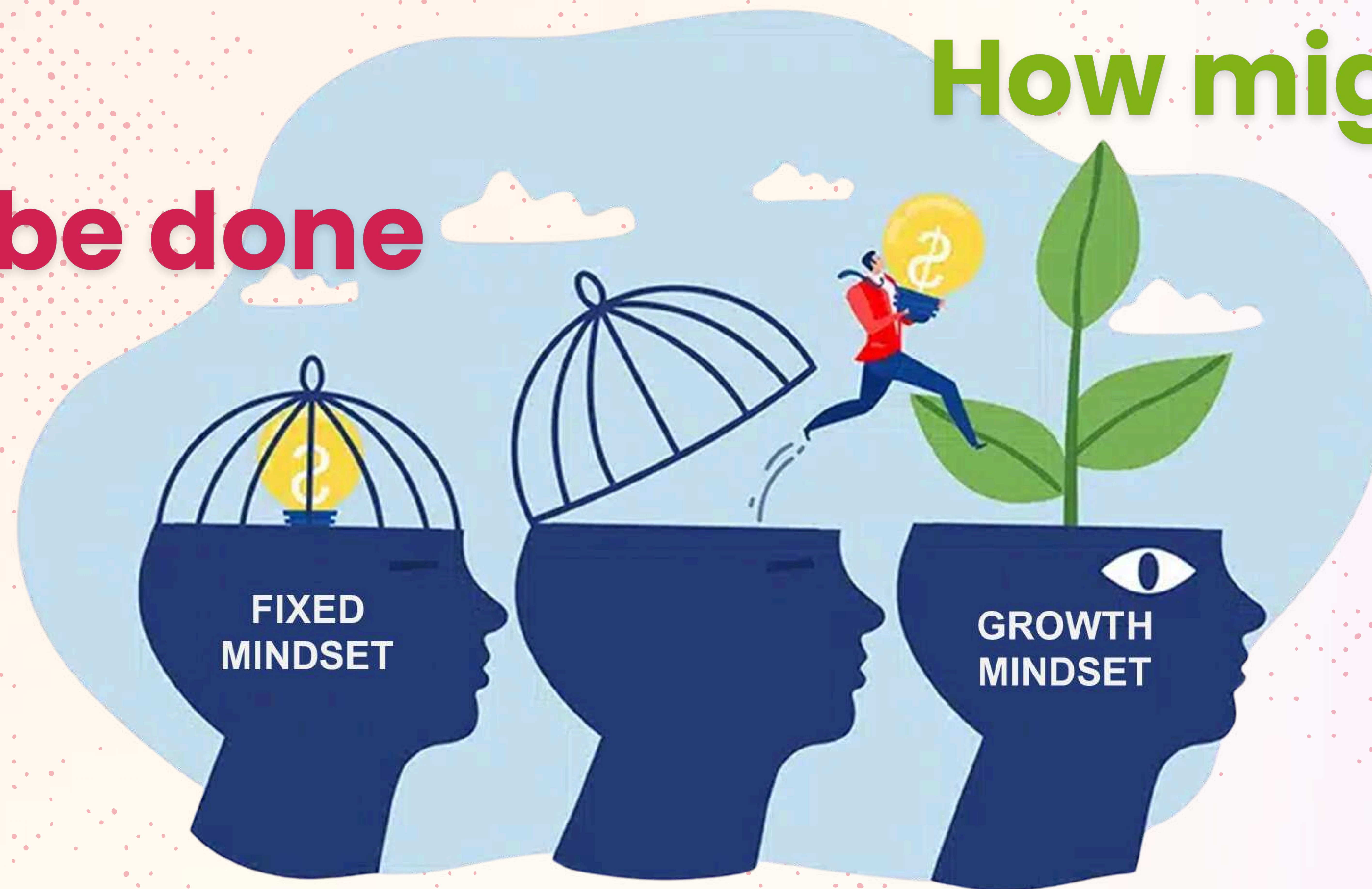
Fostering a growth culture cultivates resilience, empowering our employees to boldly take risks and transform failures into valuable learning experiences.



Shifting our people mindset from **FIXED** to **GROWTH**

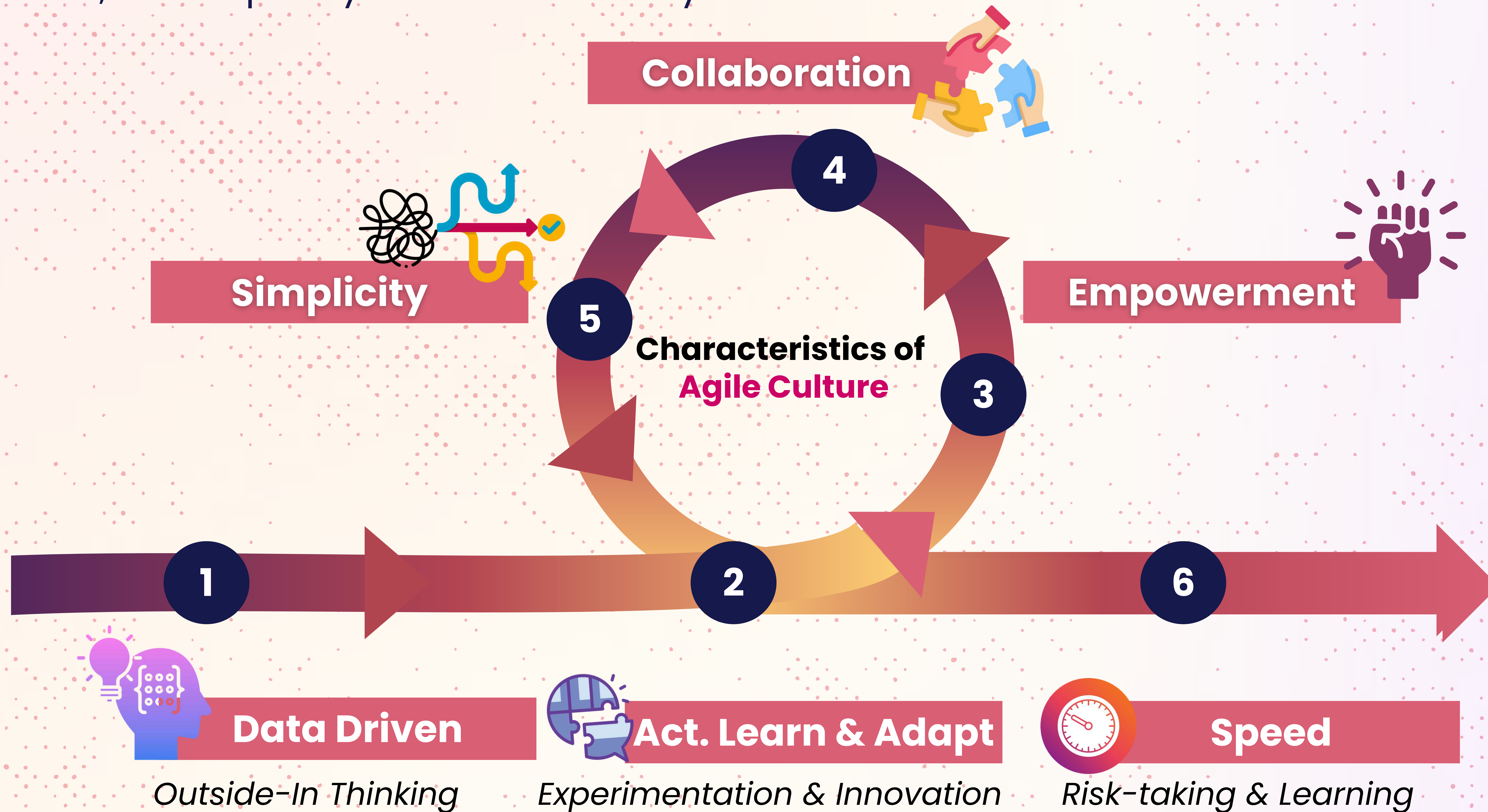
How might we?

It can't be done



Promote Agility

We move fast, scale quickly and continuously reinvent ourselves.





P2
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C4



Poised to Face the Pandemic

During the pandemic years, the aviation industry was devastated.

Many airlines took drastic measures to continue flying, while many were...

...on the verge of bankruptcy & lawsuits

...undertaking corporate restructuring

...receiving government aid / support

...undertaking drastic cost cutting measures

Cargo firm takes airline Garuda Indonesia to court seeking debt settlement

Commentary: Is Garuda Indonesia on the brink of bankruptcy?

AirAsia X sued for RM95.4mil aircraft lease dues

Mavcom to act on AirAsia X if ticket purchases not reimbursed accordingly, says customers should not be classified as creditors

12 Nov 2021

Thai AirAsia's 3Q net loss widens to 2.098 billion baht

13 Nov 2021

Virgin Australia enters voluntary administration

Garuda plans major restructuring that may halve operating fleet

Bankruptcy court gives Thai Airways rehab plan the go-ahead

Malaysian Tycoon Tony Fernandes' Distressed AirAsia X Risks Delisting After Auditor Qualifies Accounts

31 Oct 2021

Thai Airways to sell 42 jets, cut workforce to reduce costs

1 Nov 2021

German government to bail Lufthansa out of bankruptcy with nearly \$10 billion state aid

Crippled Airline Industry to Get \$25 Billion Bailout, Part of It as Loans

Singapore Airlines latest to get massive bailout amid coronavirus crisis

Debt-laden Garuda Indonesia needs US\$1 billion to stay afloat

1 Nov 2021

Malindo Air retrenchment to affect 2,600 employees

AirAsia cuts 10% of 24,000 employees as fleet remains grounded

Indonesia's Lion Air to furlough 8,000 staff due to COVID-19 travel restrictions

31 Jul 2021

Qantas to furlough 2,500 workers

3 Aug 2021

Thai AirAsia suspends flights, cuts salaries as financial woes continue

4 Aug 2021

ITA takes off, ending Alitalia's turbulent life

15 Oct 2021

We took a different route...

Focusing on protecting our employees and re-strategising the business through our Long Term Business Plan 2.0, fixed our **legacy issues**, and **protected the jobs** of our people.

Malaysia Aviation Group completes recapitalisation

Corporate News
Monday, 22 Feb 2021
10:00 PM MYT



MAG group CEO, Isham Ismail said, "The longer-term vision of MAG is to establish itself as a leading global travel group. This is a long-term goal and in the way we prioritise the different business segments and subsidiaries in the group's portfolio."

MAG gets nod for restructuring plan

AVIATION
Tuesday, 23 Feb 2021



MAG group chief executive officer Isham Ismail said the longer-term vision of MAG is to establish itself as a leading global travel group.

Malaysia Airlines leverages on AI, pricing to enhance revenue

HOME / LIFE
Thursday, 14 Oct 2021 01:20 PM MYT
BY MELANIE CHALIL

Malaysia Airlines, sister companies have 73 creative initiatives and counting to achieve net-zero carbon emissions by 2050

MAB using its planes to provide cargo services for now

By MARTIN CARVALHO, RAHIMY RAHIM and TARRENCE TAN

HOME / MALAYSIA
Sunday, 13 Dec 2020 11:00 AM MYT
BY SDO WERN JUN

Grounded by Covid-19, some Malaysia Airlines flight crew find new skills with a little help from the company

MAG employees to be fully vaccinated by Augu

AVIATION
Wednesday, 07 Jul 2021
2:32 PM MYT



Malaysian airlines ensure equal opportunity for women in aviation sector

By CHESTER CHIN
MALAYSIA
Wednesday, 10 Nov 2021
1:05 PM MYT



Malaysia Airlines, GE Digital in push to enhance fuel efficiency




MAG launches sustainability blueprint

By ROYCE TAN
AVIATION
Monday, 12 Apr 2021
6:16 PM MYT



Malaysia Airlines, ReveMax in revenue strategy plan



Never Waste a Crisis.

We introduced the **Total Rewards Transformation Programme** to drive a **Pay-for-Performance** and **Productivity** culture to future-proof the company.

Quarterly Variable Component (QVC)

The sole entity within the realm of Corporate Malaysia to pioneer the introduction of QVC

Restructure Pilots' Salary & Productivity Allowance

Likely the sole Airline which restructured pilots' remuneration

Productivity & Efficiency Incentive (PEI)

To counter the prevalent culture of "Overtime Pay"

Annual Performance Bonus

Marking a significant milestone after a lapse of nearly two decades

Employee Recognition Programme

Additional Funds allocated to acknowledge the unwavering commitment and dedication of the people

It's been quite a journey.

The Outcome Today?

Malaysia Airlines' parent edges closer to first annual profit in years, Q1 earnings at RM450mil

By **BILQIS BAHARI**

12 June 2023

Huge Turnaround: Malaysia Airlines Goes From \$173 Million Loss To \$125 Million Profit

It was one of the best-ever quarter performances posted in the past two decades.

BY **CHARLOTTE SEET**

18 April 2023

Khazanah Nasional says will continue supporting 'cash positive' Malaysia Airlines till 2025

21 Mar 2023

Malaysia Airlines' parent company aims to break-even financially by 2023

Chief executive officer Izham Ismail says MAG aims to have a more diversified portfolio that delivers and caters to different needs of its customers.

Bernama

4 May 2023

05-Dec-2022 8:30 AM

Malaysia Airlines: clear signs recent restructuring has improved outlook; still long way to go

Premium Analysis

5 Dec 2022



***“A lifetime of pain forged a culture
of resiliency.”***

Dave Roever