

TALENT

# TGP JOURNEY

2014-2020



**TALENT GROOMING PROGRAMME**  
for Technical Healthcare Professionals

# TGP JOURNEY

2014-2020

**2022**

Prepared by **TGP SECRETARIAT**  
Centre of Leadership and Professional Development  
Institute for Health Management  
National Institutes of Health  
Ministry of Health Malaysia



# TGP Journey 2014-2020

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## Team Members

Dr Lee Kun Yun, Dr Nik Dewi Delina Nik Mohd Kamil, Dr Pangie Bakit, Dr Munirah Ismail, Dr Norhaniza Zakaria, Dr Ili Ilyana Khairul Anuar, Dr Norehan Jinah, Nursyahda Zakaria, Dr Nor Hayati Ibrahim

## Reviewer

Dr Mohammad Zabri Johari, Dr Sunita S Shanmugam

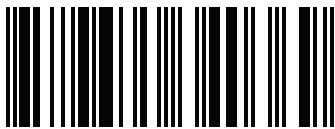
Any enquiry with regards to this book should be directed to:

TGP Secretariat  
Centre of Leadership and Professional Development,  
Institute for Health Management,  
National Institutes of Health,  
Block B1, Kompleks NIH  
No 1, Jln Setia Murni U13/52  
Seksyen U13, Bandar Setia Alam  
40170 Shah Alam, Selangor Darul Ehsan  
Tel: +603-3362 7400 Fax: +603-3362 7401

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TGP Journey 2014-2020

## Disclaimer

The views expressed in this book are those of the authors alone and do not necessarily represent the personal opinions nor the views or policy of the Ministry of Health.

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# Strengthening Leadership

As with any organisations, healthcare organisations are complex environments that require formidable, comprehensive, and collaborative leadership. In the last two decades, the importance of leadership development in the healthcare sector has captured increasing attention. In today's highly challenging nature of healthcare delivery, healthcare professionals not only have to deal with a complex array of diseases on a daily basis, but also manage the complex personalities and behaviours of both the providers and clients to provide the best level of care. Therefore, formal training of the multifaceted elements of leadership is vital for those advancing to managerial and key positions in the organisations.

The Talent Grooming Programme (TGP) started off as an initiative to groom and nurture future leaders within the Ministry of Health (MOH) in 2014. TGP set out to complement the process of strengthening leadership capacity in MOH by inculcating desirable qualities among potential leaders of the technical health professionals. The early years of the programme have been promising, acting as a fertile ground for Talents to develop into outstanding leaders who can face the ever-changing healthcare landscapes.



I am immensely proud to see the achievement of this programme and the string of outstanding leaders among the TGP Alumni. As the programme gains momentum, more talents can be discovered and groomed with the necessary skills to be leaders of high calibre. I hope that TGP will continue to evolve while staying as an integral part of the MOH in nurturing future healthcare leaders for the nation.

A handwritten signature in black ink, which appears to be 'Khairy Jamaluddin'.

**Khairy Jamaluddin Abu Bakar**

“The growth and development of people is the highest calling of leadership”

**Harvey S. Firestone**

# Reminisce the past, embrace the present, **aspire the future**

Leadership is the key to unlocking the power of purpose on one's self-potential. Since its inception in 2014, the Talent Grooming Programme (TGP) has produced many high-calibre leaders for the succession planning of the Ministry of Health and witnessed their ascension to leadership positions at various levels of the organisation. The early years of brainstorming, planning the framework, and executing TGP have been challenging and rewarding learning experiences. Behind the scene is years of commitment from all involved parties. A walk through the TGP journey would highlight the dedication of the Steering Committee, TGP Fellows and Panels and the relentless efforts of the TGP Secretariat in transforming technical healthcare officers into competent leaders who will shape the healthcare landscape in the near future.

Therefore, it is timely for the Institute for Health Management to publish this book to share the first-hand experiences of how the programme was inspired, conceptualised, and implemented.

It is also my privilege to highlight all the TGP Inspirational Podium speakers who kindly contributed to the TGP journey. Their voices have inspired and galvanised many in the Ministry of Health to reach greater heights. I would also like to applaud all the TGP Alumnae and Talents who have been part of the success story of TGP. I believe this is just the beginning for many of them, and exciting new adventures await on the horizon.

  
Tan Sri Dato Seri Dr Noor Hisham Abdullah



“Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world”

**Joel A. Barker**



# A Focus Of **Excellence**

Over the past 7 years, the Talent Grooming Program (TGP) has successfully produced cohorts who are forward thinking, excelling in management and continuously growing to become competent and inspirational leaders within the Ministry of Health (MOH).

We discovered that TGP alumni are well-equipped for higher responsibilities and could readily accept managerial positions. This is unsurprising as every TGP alumni were trained in 5 core competency domains: Communication and Relationships, Organizational Governance, Professional Values, Personal Values and Leadership.

My great hope is to see that TGP continues to train, develop and empower the undiscovered talents within the Ministry of Health. I also encourage officers within MOH to use this solid platform to discover the skills and knowledge for better service and performance delivery.

Last but not least, I envision this book would be a valuable learning resource to help create a well-integrated talent management system and motivate those who wish to create a meaningful career journey.



A handwritten signature in black ink, appearing to read 'Hishamshah'.

**Datuk Dr Hishamshah Mohd Ibrahim**

“A leader is best when people barely know he exist;  
when his work is done, his aim fulfilled,  
they will all say: we did it ourselves”

**Lao Tzu**

# Continuous **Growth and Progress** to Success

The Ministry of Health (MOH) requires strong leadership to scale the organisation successfully. Through the Talent Grooming Programme (TGP), future leaders are instilled with a sense of purpose and motivation. With wisdom, total commitment, and a clear vision, there is no doubt our healthcare will continue to flourish.

Success starts with a tiny step. The TGP Journey documents all actions taken from its conceptualisation to implementation. With the evolution of time, TGP needs to keep growing to remain relevant in a challenging and dynamic environment. At the same time, the spirit of leadership that has been absorbed along the journey will continue to be an inspiration to all. My heartfelt appreciation goes to everyone involved in producing this resourceful book.



Moving forward, I have complete confidence that TGP can help realise the MOH vision to equip and empower more competent and inspirational future leaders to ensure individual and organisational effectiveness and ultimately safeguard quality, patient care, and population health. Let us continue to strive for the success of the programme.

**Dr Nor Hayati Ibrahim**

“Leaders aren’t born; they are made. And they are made through hard work. And that’s the price we’ll have to pay to achieve any goal”

**Vince Lombardi**

# INTRODUCTION

Globally, the healthcare system constantly confronts complex challenges due to the fast-changing and dynamic environment and unpredictable emerging crises. The challenges may be in the forms of clinical service delivery, public health threats, natural disasters, or geopolitical instability. Therefore, healthcare leaders need to equip themselves with the knowledge and skills to effectively lead and coordinate their organisation. They must quickly adapt to rapidly changing environments and be innovative in handling emerging issues with adequate team cohesiveness and motivation. Effective leadership can translate into high-quality care that is safe, reliable, effective and patient-centred.

Ensuring continuous high quality and safe healthcare delivery remains a critical challenge for the Ministry of Health (MOH) as the primary custodian of healthcare provision in Malaysia. Academically, it has been argued that traditional methods of increasing competition, regulating systems, and setting targets are inadequate in bringing about the fundamental changes necessary to respond to the challenges. Organisational cultures that prioritise quality compassionate care for patients that remain adaptable and responsive to current global healthcare challenges is essential for MOH in navigating its role for the foreseeable future. Therefore, in creating, nurturing, and sustaining such cultures, the leadership of organisations remains the critical influence.

Peter T. Van Der Berg in 2004 defined organisational culture as a shared perception of organisational work practises within organisational units. Organisational culture is a

factor that mediates the association of individual leadership styles with organisational performance, although often overlooked in the day-to-day running of the public sector. In short, this means that a good leader may not necessarily equate to high performance for an organisation if the existing organisational culture does not support this.

Walking into an organisation, good leaders should spend time familiarising themselves with the existing culture prior to strategising towards aligning this culture to their vision for the organisation. Although the literature is abundant on varying leadership styles, a transformational leader is often considered particularly relevant for meeting the demands of today's healthcare needs, compared to the more traditional transactional leadership style.

Transformational leaders recognise their role in influencing significant changes in attitudes and collective understanding of their followers and fostering commitment towards new organisational goals and strategies. The introspective act of recognising one's leadership style while looking at other styles that may be more suited in reaching organisational goals is a deliberate and active process. However, healthcare leaders are rarely taught the science of leadership, leadership styles and the effect on organisational cultures and ultimately performance on health outcomes.

---

“Leaders don’t create followers;  
they create more leaders”

**Tom Peters**

---

Given all that, leadership quality is known as a significant predictor of the success of an organisation. The grooming of influential leaders requires substantial effort and time, sometimes spanning their entire professional careers. As a result of the intricate process and long duration of leadership development, many organisations frequently face the challenge of having a limited pool of trained leaders, untrained potential leaders, and undiscovered talents. The lack of a visible pipeline of potential leaders to take up senior roles and strategic posts can compromise the long-term succession planning of any organisation.

Acknowledging this, the top management of MOH began to steer further away from relying on individual leadership capabilities to a more structured leadership grooming programme for identified technical healthcare professionals as a tool to cultivate leadership skills more sustainably.





# HOW IT STARTED

Knowing the importance of succession planning and leadership development within the MOH, the Director-General (DG) of Health, Tan Sri Dato' Seri Dr Noor Hisham Abdullah, envisioned a structured talent development programme for technical healthcare professionals in the MOH. This programme aimed to produce a robust pipeline of well-prepared leaders at all levels to achieve the objectives and visions of MOH.

With that, Talent Grooming Programme (TGP) was born in 2013 as an innovative strategy to strengthen leadership capacity and prepare potential leaders within MOH to improve health system performance and health status through effective healthcare leadership. Following the approval of the first framework, Institute for Health Management (IHM) was appointed as the TGP Secretariat henceforth.



CABUTAN KEPUTUSAN MESYUARAT JAWATANKUASA PEMANDU PERANCANGAN KEMENTERIAN KESIHATAN MALAYSIA  
 BIL. 1/2014  
 2 April 2014

4.2 PEMBENTANGAN KERTAS 2/8 : "TALENT GROOMING PROGRAMME FOR TECHNICAL HEALTHCARE PROFESSIONALS IN THE MINISTRY OF HEALTH" (IPK)

Kertas kerja ini berujuan untuk memohon pertimbangan dan persetujuan "Talent Grooming Programme For Technical Healthcare Professionals" di Kementerian Kesihatan Malaysia.

4.2.1 Mesyuarat mengambil maklum bahawa

- Tujuan program adalah untuk mengembangkan potensi kepimpinan profesional kesihatan (technical healthcare professionals) menjadi pemimpin pada masa hadapan dan meningkatkan prestasi sistem kesihatan.
- Pembentukan kepimpinan amat diperlukan untuk memastikan semua fungsi teras IPK dapat dijalankan dengan baik.
- Kekangan dari aspek sumber manusia sebagai urusetia program ini.

4.2.2 Mesyuarat meluluskan kertas kerja ini dengan beberapa perkara;

- Untuk mengkaji semula fungsi teras IPK dan memastikan semua tugas pegawai sediada.

KEMENTERIAN KESIHATAN MALAYSIA  
 (MINISTRY OF HEALTH MALAYSIA)  
 BAGIAN PERANCANGAN  
 (PLANNING DIVISION)  
 PRESINT 1, PARCEL E, BLOK E6, ARAS 6-9  
 PUSAT REHABILITASI KESEHATAN PERSEKUTUAN  
 62590 WILAYAH PERSEKUTUAN PUTRAJAYA

No Tel : 03-8883 2135  
 No Faks : 03-8883 2136

Ruj. Kami : 1/2014  
 Tarikh : 2 Januari 2016

DITERIMA  
 26 JAN 2016  
 Bahagian Perancangan  
 Kementerian Kesihatan Malaysia

Pengarah  
 Institut Pengurusan Kesihatan  
 Kementerian Kesihatan Malaysia  
 Y.Brs Dr,

CABUTAN KEPUTUSAN MESYUARAT JAWATANKUASA PEMANDU PERANCANGAN KEMENTERIAN KESIHATAN (JPPKK) BIL. 1/2014

Dengan hormatnya merujuk kepada perkara di atas.

2. Dimaklumkan bahawa Mesyuarat Jawatankuasa Pemandu Perancangan Kementerian Kesihatan (JPPKK) Bil. 1/2014 yang diadakan pada 2 April 2014 telah meluluskan permohonan pelaksanaan Talent Grooming Programme For Technical Healthcare Professionals di Kementerian Kesihatan.

3. Bersama ini dikemukakan cabutan Minit Mesyuarat JPPKK Bil 1/2014 untuk tindakan pihak Y.Brs Dr selanjutnya.

Sekian, terima kasih

"BERKHIDMAT UNTUK NEGARA"

Saya yang menurut perintah,

*[Signature]*  
 Ketua Mesyuarat Jawatankuasa Pemandu Perancangan  
 Kementerian Kesihatan Malaysia  
 No. Pendaftaran Perkhidmatan: 11327

IPK/PP/KC/04/10/JPPKK/2016

## DG's Aspiration

The initial purpose of leadership development in TGP is to complement the technical competency of technical healthcare professionals in the ministry. By emphasising the importance of having leaders at every level of the organisation, the DG of Health focused on developing talents from various technical programmes, job schemes, and positions. Before TGP, leadership training was usually conducted at the departmental or hospital level, focusing on specific professions. Mostly, the training would be a single session of one or two days, delivered as a lecture presentation. By implementing a national level leadership development programme, we can reduce the fragmentation of leadership development and the variation of learning modes in different settings.

Through TGP, the technical healthcare professionals in MOH have more opportunities to participate in comprehensive leadership development that can otherwise be costly and limited. We engage private trainers who are experts in the named area to train our talents. Furthermore, the leadership development programme under TGP is customised and tailored to our health system. With a more accessible training platform, TGP is able to instil the necessary foundation for the development of leadership skillsets for healthcare professionals.

# MAIN PLAYERS in **TGP**

## Main Actors

## Roles

### STEERING COMMITTEE

Director-General of Health

Heads of all MOH  
Technical Programmes

Determine policy direction

Oversee the progress and success  
of the programme

Endorsement and certification of Talents

### TGP FELLOWS

Senior MOH Officers

Preparation and review of the  
guideline documents for TGP

Suggestions for improvement  
of the programme

### SELECTION PANEL

Directors or deputy directors at  
MOH divisional level and state level

Responsible for choosing the Talents  
based on pre-set criteria and conducting  
discussions with other Selection Panel  
members from the same programme

## Main Actors

## Roles

### ASSESSMENT PANEL

Directors or deputy directors at MOH divisional level and state level

Responsible for identifying Talent progression based on Talent performance, evaluating the performance of Talent for completion of TGP, and forwarding recommendations on further actions to the Committee for endorsement

### TGP SECRETARIAT

IHM

Developing guidelines, assessment, and monitoring tools

Organising Selection and Assessment Panel and TGP Steering and Committee meeting (when needed)

Coordinating and monitoring the entire programme

Maintaining the TGP Talent Registry

Provide the progress report of the programme to stakeholders (when necessary)

### TGP SUPERVISORS

Supervising and monitoring the progress of the Talent

Facilitating the leadership and professional development of the Talent





Dr Nor Hayati Ibrahim  
Head of Secretariat

# TGP SECRETARIAT



*Left to right*

Dr Norhaniza Zakaria, Dr Munirah Ismail, Syafiq Aisya Tahir, Dr Norehan Jinah, Dr Lee Kun Yun,  
Dr Pangie Bakit, Nursyahda Zakaria, Salbeyah Ali, Dr Nik Dewi Delina Nik Mohd Kamil



# FORMER TGP SECRETARIAT

Dr Nor Izzah Hj Ahmad Shauki  
2014 - 2018

Dr Mohd Fairuz Abdul Razak 2013 - 2016

Nurul Syarbani Eliana Musa 2013 - 2018

Dr Norhidayah Mat Diah 2014 - 2021

Dr Girijah Nagenthiran 2015 - 2016

Dr Nurul Hannim Zaidun 2015 - 2016

Dr Suriana Shereena Enche Wel 2016

Dr Ili Liyana Khairul Anuar 2016 - 2019

Dr Hairusnizan Hamzah 2016 - 2020

Dr Faiez Syezri Adzmin Jaafar 2017 - 2019

# List of Selection Panels

## MEDICAL

Datin Sri Dr Asmah Samat

Dr Nor' Aishah Abu Bakar

Dr Noor Aziah Zainal Abidin

Puan Hj Che Ruhani Che Jaafar

Dr Adibah Hani Haron

Dr Willian Gotulis

Dr Maizun Mohd Zain

Datin Dr Harlina Abdul Rashid

## PUBLIC HEALTH

Dr Fatanah Ismail

Dr Norhayati Rusli

Dr Noridah Mohd Salleh

Puan Zaiton Hj Daud

Dr Mohd Paid Yusof

Dr Khebir Verasahib

Dr Mohammad Nazaruddin Bahari

## RESEARCH & TECHNICAL SUPPORT

Datuk Dr Hj Rohaizat Hj Yon

Dr Nor Izzah Hj Ahmad Shauki

Dr Jamaiah Haniff

Datin Dr Sheamini Sivasampu

Datin Dr Noriah Bidin

Dr Noor Ani Ahmad

Dr Nor Hayati Ibrahim

Dr Nordin Salleh

## ORAL HEALTH

Dr Noormi Othman

Dr Azilina Abu Bakar

Dr Salleh Zakaria

Dr Che Noor Aini Che Omar

Dr Natifah Che Salleh

Dr Habibah Yacob @ Ya'akub

Dr Nurul Ashikin Abdullah

## PHARMACEUTICAL SERVICES

Datin Dr Faridah Aryani Md Yusof

Puan Siti Aisah Bahari

Encik Muhammad Lukmani Ibrahim

Dr Azuana Ramli

Puan Rosilawati Ahmad

Cik Latifah Hj Idris

Puan Rozita Mohamad

Puan Ezatul Rahayu Anuar

## FOOD SAFETY & QUALITY

Encik Ahmad Nadzri Sulaiman

Tn Hj Mohd Khairuddin Mohd Talib

Puan Norrani Eksan

Encik Mohd Salim Dulatti

# List of Assessment Panels

## MEDICAL

Datin Sri Dr Asmah Samat  
Dr Mohd Fikri Ujang  
Dr Junainah Sabirin  
Dr Noor Aziah Zainal Abidin  
Puan Hj Che Ruhani Che Jaafar  
Dr Goh Cheng Soon  
Dr Asmayani Khalib  
Dr Othman Warijo

## PUBLIC HEALTH

Dato' Dr Wan Mansor Hamzah  
Dr Faridah Abu Bakar  
Dr Anita Suleiman  
Puan Rusidah Selamat  
Dr Nik Jasmin Nik Mahir

## RESEARCH & TECHNICAL SUPPORT

Datuk Dr Hj Rohaizat Hj Yon  
Dr Nor Izzah Hj Ahmad Shauki  
Dr Jamaiyah Haniff  
Datin Dr Sheamini Sivasampu  
Datin Dr Noriah Bidin  
Dr Noor Ani Ahmad  
Dr Nor Hayati Ibrahim  
Dr Nordin Salleh

## ORAL HEALTH

Dr Nomah Taharim  
Dr Norliza Mohamed  
Dr Naziah Ahmad Azli  
Dr Doreyat Jemun  
Dr Noormi Othman  
Dr Chia Jit Chie  
Dr Mazlina Mat Desa  
Dr Azilina Abu Bakar

## PHARMACEUTICAL SERVICES

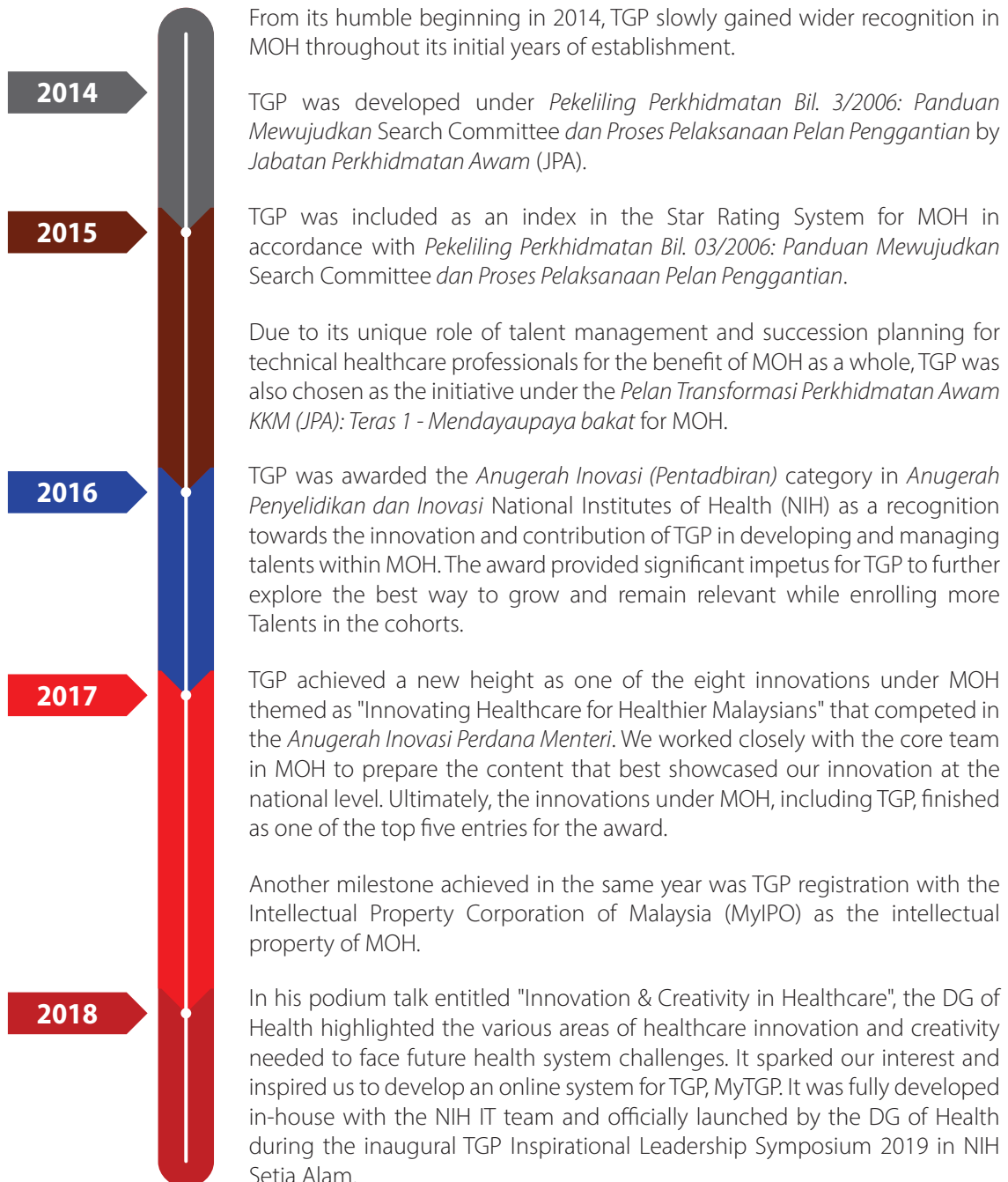
Dr Ramli Zainal  
Datin Dr Faridah Aryani Md Yusof  
Dr Kamaruzaman Saleh  
Puan Rosminah Mohd Din  
Encik Tan Ann Lin  
Dr Hasenah Ali  
Dr Roshayati Mohamad Sani

## FOOD SAFETY & QUALITY

Encik Ahmad Nadzri Sulaiman  
Encik Mohd Salim Hj Dulatti  
Puan Norrani Eksan



# MILESTONES & ACHIEVEMENT





TGP as MOH Intellectual Property (2016 -2026)



MyTGP (TGP Online Platform) as MOH Intellectual Property (2016 -2026)



Anugerah Inovasi Pentadbiran (Anugerah Penyelidikan dan Inovasi NIH 2016)



Anugerah Inovasi Perdana Menteri 2017 (Finalist)

“Leadership is practised not so much in words as in attitude and in actions”

Harold S. Geneen

# TGP SELECTION



## Identifying our Talent

To ensure the success of any talent development programme, the prerequisite is to have the right people in the right place with the right skills at the right time. For TGP, identifying and shortlisting suitable candidates among technical healthcare professionals with different job schemes and positions from all organisational levels in MOH to join the programme is essential to building a robust pool of future leaders.

When TGP was first launched, the DG of Health strongly encouraged the Head of Technical Programmes, State Health Offices, Hospital Directors, District Health Officers, and all senior leaders in MOH to unearth potential talents, i.e., rough diamonds in the making and nominate them as TGP applicants. In addition, senior healthcare managers were also reminded to recruit potential talents at other platforms such as meetings, courses, seminars, workshops, and conferences for the programme.

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“There is almost no limit to the potential of an organisation that recruits good people, raises them up as leaders and continually develops them”

**John C. Maxwell**

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# Criteria to becoming a TGP Talent

What we had in mind for the selection criteria at the time of inception was a list of generic performance indicators that best represent the expectations of being a talent in a leadership development programme and the attributes of future leaders that can be applied to all TGP applicants.

Therefore, after obtaining valuable input from TGP Fellows from all Technical Programmes via a series of workshops in 2013, the criteria for the recruitment of TGP Talents were agreed upon. The criteria included annual job performance report (*Laporan Nilain Prestasi Tahunan*, LNPT), Continuing Professional Development (CPD) points and several leadership traits as shown below.

 <b>LNPT</b> >85% 3 consecutive years	 <b>CPD</b> point >50	 Manifest Leadership Qualities
 <b>GOOD</b> physical & mental health	 Social spirited & Self-motivated	<b>Free of any</b> disciplinary action
 Expected to work <b>independently</b>	 <b>Willing to be transferred</b> for attachment	 <b>Willing to accept</b> higher responsibility

---

“The single biggest way to impact an organisation is to focus on leadership development. There is almost no limit to the potential of an organisation that recruits good people, raises them up as leaders, and continually develops them”

**John C. Maxwell**

---

## **Applying** to TGP

To enable more interested candidates to apply and participate in the programme, we welcome self-application from healthcare technical professionals who fulfil the criteria and those nominated by their superiors based on their workplace achievement. Interested candidates need to fill up the application forms on the IHM official website and complete the submission process by providing supporting documents such as the current year CPD logbook, curriculum vitae, and LNPT to the TGP Secretariat.

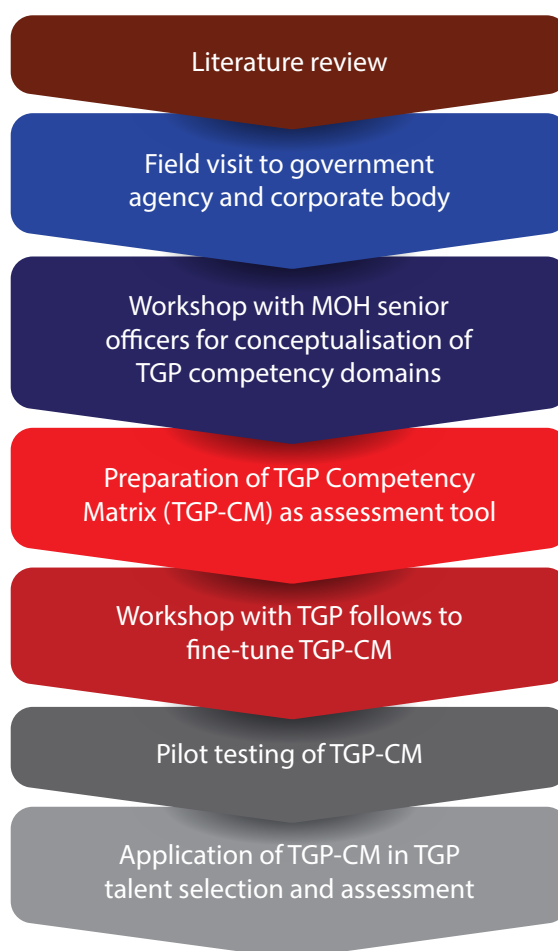
All applicants must also obtain recommendations from two referees who have first-hand knowledge of their personality and leadership ability. At least one of the referees must be the immediate supervisor or the head of the unit/ department at the current workplace of the applicant.

Besides that, to complement the Selection Panel's understanding on each applicant's personality, we incorporated a personality test known as *Indeks Prestasi Unggul* (IPU) created by the *Bahagian Pengurusan Psikologi, Jabatan Perkhidmatan Awam* (JPA). This test describes an individual's personality in three main aspects: thinking, emotion, and behaviour. In addition, nine-character traits and one trustworthiness trait are incorporated in the test. It is commonly incorporated for selection, placement, and performance management. Therefore, IPU adds valuable information in facilitating the selection process.



## Developing TGP Competency Matrix

In addition, the baseline assessment of potential TGP Talents also includes the use of our in-house assessment tool, the TGP Competency Matrix (TGP-CM). The TGP-CM is a customised tool for the recruitment, selection, and assessment of Talents. It was developed by gathering evidence from literature, academic databases, and other existing leadership development programmes to identify the vital components for effective healthcare leadership training. We also visited other government and corporate agencies with experience in conducting homegrown talent management programmes. Following that, a series of workshops with senior officers from MOH and other multidisciplinary healthcare professionals were conducted to brainstorm suitable competency domains for emerging leaders. This led to the proposed TGP Competency Domains used as guidance in preparing the TGP-CM. Finally, we organised a series of workshops with the TGP Fellows to finetune the TGP-CM before pilot testing.



Upon completing the TGP-CM, the total scores will be categorised as Level 1 to 4. For Talent selection, the level of TGP-CM is an important guide for the Selection Panel to determine the suitability of the applicants to enter TGP. For example, the highest level indicates that the applicants have adequate leadership skills and are more suitable for supervisory positions. In contrast, the lowest level shows that the applicants may need more exposure at the ground level of service provision to gain more leadership experience.

**Example of TGP Competency Matrix**

ASSESSMENT 20 QUESTIONS	
Item	How do you rate it? (1 is the lowest and 5 is the highest level)
1. Ability to cope with stress	4. Handle stress in any situation
	4. Active involvement in activities within the organization
	4. Active involvement in communication, coordination and collaboration
	4. Active involvement in communication, coordination and collaboration
	4. "Very Productive" (High Achievement)
2. Achievement orientation	4. Do the job to the best of your ability
	4. Do the job to the best of your ability
	4. Do the job to the best of your ability
	4. Do the job to the best of your ability
	4. Do the job to the best of your ability

**Challenges**

- There was limited access to the databases and literatures on the development of talent measurement tool. The available talent management tools mostly were custom-made for business purposes, costly, and some were provided and maintained by vendor.
- The assessment tool developed has to be tailored to TGP objectives and expected competency of each talent.
- The developed TGP CM must be able to measure the competency from potential candidates from six different technical programmes in MOH.
- The score for every domain and subdomain must be able to measure the level of competency of the candidate/talent. This is important as it will also serve as a guide for the direction of the professional development of talent throughout TGP programme.

**Conclusion**

TGP CM is an assessment tool developed to measure and categorize candidates/talents into 3 levels of competencies based on 5 main domains and 21 subdomains. Development of TGP CM involved comprehensive processes and contribution from various technical categories and professions with inter-agency inputs. TGP CM is to be completed twice, which is upon application joining the program and prior to the final assessment for the TGP programme.

**Acknowledgement**

We would like to thank Director General of Health Malaysia for the permission to publish this research highlight. We also like to convey our gratitude to all healthcare professionals for their time and contributions in this programme.

This summary is based on:  
**Pangie B, M Fairuz AR, Norhidayah MD, Girijah N, N Izzah AS. Development of TGP Competency Matrix: How do we do it? Institute for Health Management, Ministry of Health Malaysia. July 2016.**

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**Peer-reviewed by:**  
 Dr Mohd Akhmal bin Omar (PIH)  
 Dr. Norazani Binti khamis (HM)  
 Dr.Sanita A/P S.Shanmugam (HM)

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**Keywords:**  
 Healthcare professionals, Leadership, Talent Grooming, Talent management, Competency Assessment Tool

**Who is this for?**

- Top management
- Human resource division
- Healthcare professionals

**Purpose of this summary**  
 To inform top management, Human Resource Division and all healthcare professionals who are interested in professional development and talent management for the Ministry of Health, Malaysia. For further information and to provide feedback on this document please contact:  
 Dr Pangie Anak Bakit  
 pangiebakit@moh.gov.my

**This summary was prepared by:**  
 Dr Pangie Anak Bakit

**Contact Address:**  
 Institute for Health Management,  
 Jalan Rumah Sakit,  
 Off Jalan Bangsar,  
 50000 Kuala Lumpur,  
 Tel: 03-2296 2800  
 Fax: 03-2296 2838/2832  
 www.ihm.moh.gov.my



Research Highlight

MOH/S/PA/25.17(P1)

**RESEARCH HIGHLIGHTS 03/2017**  
**Talent Grooming Programme for Technical Healthcare Professionals Competency Matrix (TGP CM) for Ministry of Health (MOH): What is it?**

**Pangie B, Ili L, KA, ND Delina, Noriah B, Hidayah MD, Faez SA, N Izzah AS**

**Background of TGP**

Talent Grooming Programme for Technical Healthcare Professionals (TGP) is a talent management initiative that acts as a platform in developing the leadership and clinical governance of talents to become future leaders of Ministry of Health, Malaysia (MOH). The idea was mooted by the Director General of Health Malaysia (DG) to tackle the emerging concern of talent management and succession planning among the technical officers in the MOH. It is important to create a high performance, sustainable organisation that meets Ministry's strategic goals and objectives.

TGP is a generic grooming programme that cut across all the six technical programmes in MOH which includes Medical, Public Health, Dental, Pharmacy, Research and Technical Support and also Food Safety and Quality.

As there was no formal framework for talent grooming, Institute for Health Management, MOH (IHM) was appointed as the Secretariat and given task to develop an initial framework for grooming new talent.

As the main objective for TGP is to groom future leaders, selecting suitable talents for the programme is crucial. Thus the TGP Competency Matrix (TGP CM) was designed as an assessment tool that would categorise the candidates into different talent levels.

**Key Messages**

- The development of the tool of assessment should be aligned with the objectives of the TGP programme.
- The tool must be applicable to all technical officers from all six technical programmes in MOH.
- Development of TGP CM involved literature review, working workshops with technical experts, field visits and series of discussion with stakeholders.
- TGP CM ranks the candidates or talents between levels 1 to 3, level 3 being the highest.

**Foot notes**  
 Talent - Technical Healthcare Professional who have been selected into the TGP  
 Referee - Technical Healthcare Professional who advances a suggestion for potential talent  
 Supervisor - Technical Healthcare Professional who is assigned to facilitate talent under his supervision

**What is TGP Competency Matrix?**

The development of TGP CM is based on five (5) competency domains consists of the determinants of what future MOH leaders should be equipped with. The Leadership is the main domain supported by four (4) others which are Communication and relationship, Organizational Governance, Professional Values and Personal Values. Each domain consists of several subdomains with the total of 21 subdomains as in the figure 1 below. Every domain has different weightage to the total score which determines the overall level of competency for the talent.



Figure 1: TGP Competency domain and subdomains

The scoring of each subdomain is ranked 1 to 5 (5 is the highest level). Based on the overall assessment, the Talent will be categorized into three (3) level of competency as following:  
 TGP Level 1: Basic  
 TGP Level 2: Intermediate  
 TGP Level 3: High

**Process of TGP CM development**

The development of the competency matrix is one of the important elements during designing the initial framework. It involved extensive literatures search including from the academic databases started in end of 2013. However, there were limited suitable databases as references for the process of development of measurement tool for talent management.

The proposal of the preliminary component of competency domains was presented to the MOH top management. Upon agreement with the proposal, Secretariats was requested to explore and further improved on the framework. A series of discussion with subject matter experts and field visits to public and private agency was then carried out.

A workshop was organized by Secretariat to gather information from various technical healthcare professionals from different level of schemes and programmes in MOH. The purpose of this workshop was to discuss the core competencies as the foundation of the programme and the development of measurement tool. Among the participants were medical specialists, research institute directors, medical officers, pharmacists, dental officers and allied healthcare professionals.

A few working field visits was conducted to other government agencies, including Ministry of Education and Employees Provident Fund to get more information on how they develop and manage their talent management. Secretariats suggested developing an evaluation tool that has ability to measure the competency of the talents based on the objectives of the programme and MOH needs.

After gathering the information from the above mentioned methods, a workshop was organized with appointed TGP fellows. TGP CM was presented, discussed further during the workshops. The main frame of the competency matrix was adapted from validated lists of competency level for multiple domains. The levels of competency for respective subdomain were determined based on the MOH's needs. The description of the each subdomain competency also elaborated and expanded.

The assessment form developed was subsequently converted to TGP CM e-form. A pre-test for the e-form was conducted among MOH technical healthcare professionals and showed that the e-form is suitable to use.

**Methodology**

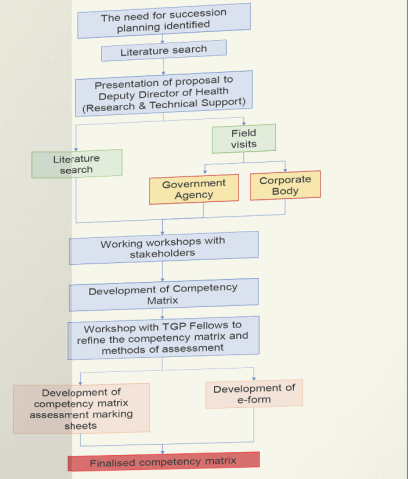


Figure 2: TGP CM development framework and processes

**TGP CM Implementation**

Upon application into TGP, the candidate and two referees need to complete TGP CM. The competency level acts as one of the criteria for acceptance into the programme, along with Curriculum Vitae, Laporan Nilai Prestasi Tahunan (LNPT), Continuous Professional Development (CPD) and referees recommendation.

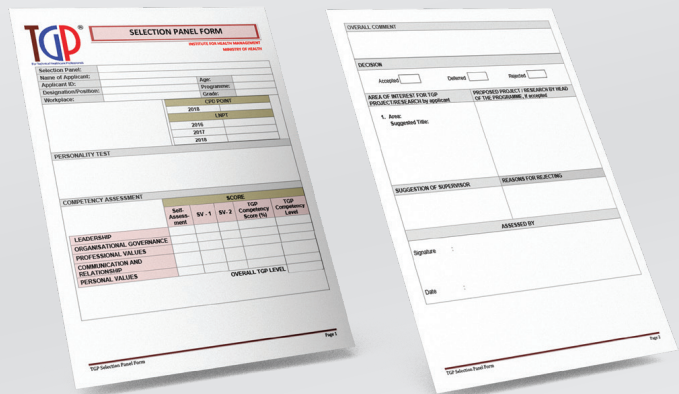
Once candidate is accepted into TGP, supervisors are now able to tailor Talent to individual Personal Development Plan for the on-the-job training of the talent.

Upon completion of TGP, (after 241 year), once again both the talent and supervisors need to complete the TGP CM as to measure talent progress after 2 years of grooming and professional development.

# Selecting the TGP Talents

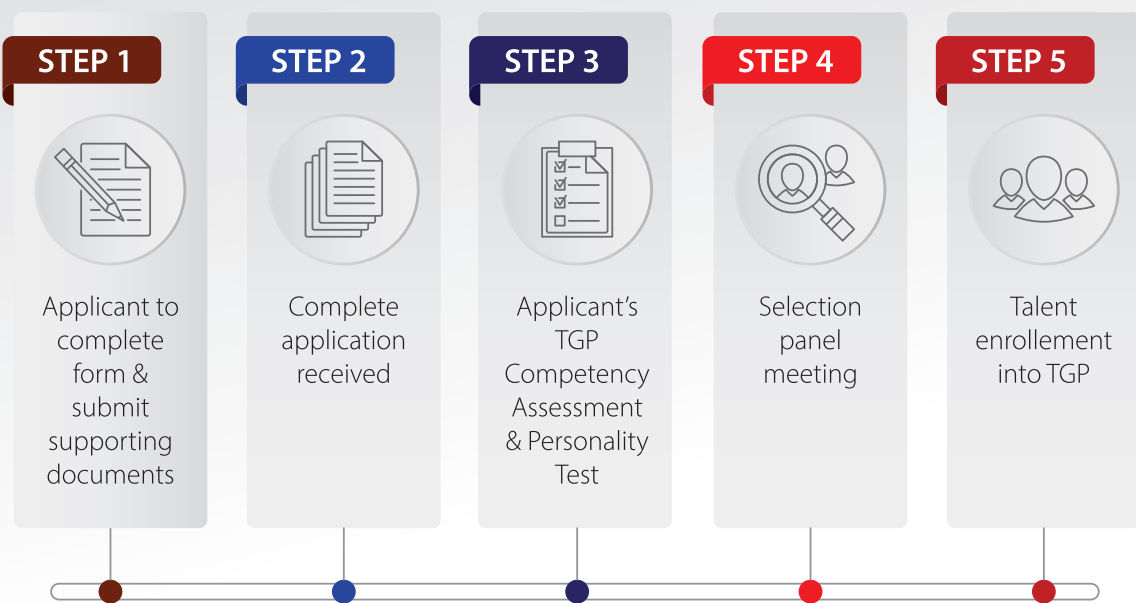
TGP Selection Meeting is conducted twice a year at IHM. The Selection Panel comprises senior officers at ministerial or state levels selected by the heads of MOH Technical Programmes and appointed by the DG of Health. Before convening the TGP Selection Meeting, all the relevant information, including the complete application form, compulsory supporting documents, personality test report, and TGP CM results are provided to the Selection Panels for review.

Selecting the right Talent for the programme is no straightforward task. Given the diversity of the applicants in terms of age, grade, working experience, leadership or managerial position held and academic background, the Panels from different Technical Programmes would shortlist their preferred candidates based on the qualities of the applicants as well as the long-term needs and future direction of their respective programme. For example, Panels from specific Technical Programmes prefer Talents who have attained a certain level of leadership position with adequate on-the-ground exposure. Then, depending on the total applicants, the Panels discuss the total intake of Talents before achieving a consensus on the number of Talents for each Technical programme. During the meeting, the successful applicants will be endorsed as the new TGP cohort.



## Talent Selection Process

A 5-Step Process



## Intake of TGP Talents for Cohort 1 to 11 based on Technical Programme

COHORT / PROGRAMME	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	Total
Medical	8	3	5	4	4	5	7	7	10	8	10	71
Public Health	4	6	6	4	6	2	4	9	4	5	2	52
Research & Technical Support	1	0	3	5	4	0	2	1	1	4	3	24
Oral Health	2	6	0	3	0	7	1	0	4	1	2	26
Pharmaceutical Services	1	4	3	0	1	2	4	6	3	0	3	27
Food Safety and Quality	0	0	1	1	0	0	0	0	0	0	0	2
<b>Total</b>	16	19	18	17	15	16	18	23	22	18	20	202

# TGP TRAINING



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“Winning companies win because they have good leaders who nurture the development of other leaders at all levels of the organisation”

**Noel Tichy**

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An ideal leadership development programme includes a basic curriculum of general leadership concepts, presented in diverse methodologies, including formal classroom teaching, mentorship and coaching, as well as experiential leadership opportunities. Some Talents who are so-called "natural born leaders" may have good leadership intuitions. However, specific competencies and skills still need further refinement, especially in the domains of governance, ethics, and finance. These areas require formal training with extensive modules to equip future leaders with relevant knowledge and information to handle all situations effectively.

Leadership training programmes are often most successful when the participants work on the "real-time" challenges. Therefore, the curriculum should include significant competencies such as finances and economics, emerging issues and strategic planning, personal and professional development, adaptive leadership, conflict management, time management, ethical considerations and personal life balance. It should also span over more extended periods to enable the participants to absorb and reflect on their new knowledge before incorporating it into their daily activities.



# Equipping MOH Future Leaders with **Core Leadership Competencies**

TGP training focuses on equipping the Talents with the knowledge and skills necessary to overcome current and future obstacles. A training module that addresses five competency domains was developed to accomplish this. The five competency domains include:

## Leadership



- Achievement Orientation
- Change Leadership
- Creative and Innovation
- Self Confidence
- Team Leadership
- Proactiveness

## Communication & Relationship



- Collaboration
- Communication and Presentation Skills
- Interpersonal Skill
- Negotiation Skill
- Networking Ability

# TGP Competency Domains

## Organisational Governance



- Financial Skills
- Human Resource Management
- Organisational Awareness
- Process Management

## Professional Values



- Involvement in Quality Improvement
- Professional Development

## Personal Values



- Ability to Cope With Stress
- ICT Friendliness
- Personality

## Leadership

Under the Leadership domain, we aspire the Talents to be able to lead by being proactive, creative, and innovative in overcoming the challenges within their organisations. TGP aims to develop their self-confidence and groom them into leaders capable of inspiring their subordinates to perform at the highest level by setting a high standard of excellence. Furthermore, the team leadership training guides the Talents to focus on team effectiveness by identifying team problems, addressing weaknesses, and constantly seeking improvement.

## Communication and Relationship

Communication and relationship skills are critical components of leadership. These abilities significantly impact how leaders manage their organisations and staff. At TGP, we enhance our Talents' communication skills to convey information and express their views and ideas effectively. Outstanding presentation skills are also vital for leaders. They need to be competent in explaining, clarifying, expressing opinions and sharing information with a wide variety of stakeholders regardless of their positions or organisation to achieve the intended results.



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“Communication is the real work of leadership”

**Nitin Nohria**

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## Organisational Governance

We encourage the Talents to equip themselves with good organisational governance skills, including fundamental accountability, transparency, fairness, and responsibility. Effective governance ensures that all staff adhere to appropriate and transparent decision-making processes and that the interests of all stakeholders are protected. Human resource management is vital to ensure the organisations close the gap between performance and strategic objectives. To strengthen this area, TGP conducts financial and human resource management training with relevant experts in the field. With these skills and competencies, the Talents will be able to establish trust within the organisation and community while maintaining a clear direction and integrity.

## Personal and Professional Values

The TGP module also comprises two minor competency domains that can be mainly enriched through self-learning: personal and professional values. To become a high calibre leader, Talents are expected to absorb the implicit knowledge from all elements of TGP training and apply it into their everyday practice. For example, specific standards of proficiency in adopting technology in healthcare and the ability to manage stress are seen as essential values for an effective healthcare leader. While no formal courses are explicitly intended for the domains of Personal and Professional Values, the relevant competencies under these two domains are commonly integrated into the other training courses. The Talents are expected to upgrade their personal and professional competencies continually.





# List of TGP Training

“The character cannot be developed in ease and quiet. Only through experiences of trial and suffering can the soul be strengthened, vision cleared, ambition inspired and success achieved”

**Helen Keller**

# Our Leadership **Development Model**

TGP utilises the 70:20:10 model of leadership development, i.e., 70% of the programme focuses on on-the-job training at respective workplace of the Talents. We emphasise on continuous development of the Talents in how they apply the knowledge acquired during formal training while performing their core functions at work. For this component, the supervisors play a vital role in grooming the Talents by assigning new roles and responsibilities within the organisation. The following 20% of TGP development model centres around mentoring and coaching from supervisors. Real-world experience in managing crises or difficult situations under the guidance of their supervisors serves as good learning opportunities. The remaining 10% is complemented by formal training courses organised at IHM.



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“People's participation  
is the essence of good  
governance”

**Narendra Modi**

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## What we offer in the programme

Ideally, many elements can strengthen leadership development programmes, such as reinforcing and building supportive culture and ensuring high-level involvement and mentorship. In TGP, we use various learning methods, besides offering extended learning periods with sustained support, encouraging ownership of self-development, and committing to continuous improvement. Talents are expected to develop and execute a well-defined project that will impact the organisation. This provides a practical, on-the-job application of learned skills, thus making the leadership knowledge more ingrained.

In the initial phase, the earlier cohorts of TGP Talents attended leadership talks by other government agencies as part of experiential leadership sharing. They also attended training courses and leadership talks in the private sector. However, after a few private corporate training sessions, we discovered that it was not financially sustainable. We also explored the leadership training offered by government ministries, but the options were limited.

In light of this, starting from 2015, we engaged with private training providers to conduct regular training sessions in our facilities; previously at IHM, Bangsar and currently at the NIH, Setia Alam. Each session caters up to 30 participants. The private trainers are handpicked based on their specialisation in various aspects of leadership development. Initially, it was difficult for the private trainers to deliver modules suitable for governmental settings as they were more well-versed with the corporate sectors. However, following engagement with the TGP Secretariat, the providers continue to modify and tailor the training module and delivery to match the needs of our Talents from the public healthcare sector. Furthermore, with continuous feedback from the Talents post-training, the private trainers have further improved their training to ensure better alignment and optimal knowledge application for the Talents.

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“Leadership and learning are  
indispensable to each other”

**John Fitzgerald Kennedy**

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## Smart **Partnerships**

To meet the training needs and expand the leadership exposure of the Talents, TGP collaborates with various local and international partners via smart partnerships to provide a comprehensive and strategic leadership development structure. Our partners include the Razak School of Government (RSOG), National Institute of Public Administration (INTAN), National University of Singapore (NUS), and Royal College of Physicians (RCP).

Besides that, TGP also forges a smart partnership with the d.school Genovasi Academy Malaysia. The Design Thinking Embedment Programme (Fast Track) is a unique programme tailored to TGP talents to learn innovation methodology that emphasises user needs in the solution development process. Moreover, with the structured problem-solving approach, the talents can apply empathetic strategies in challenging the status quo.

Selected TGP Talents also received "Advanced Leadership Programme for Physician: Achieving Excellence as A Medical Leader & Leadership Excellence for Performance Appraisal" by the RCP that focused on the purpose of leadership, different leadership styles, effective feedback strategies, and leadership development. As a result, the participants reap tremendous benefits that can be translated into the strategic development of their respective departments and hospitals.

After the fruitful discussion between the Head of TGP Secretariat and the Director of the NHS Academy, the United Kingdom, in 2018, an international partnership was established for joint talent development. The TGP talents can benefit from the Edward Jenner Programme (EJP), an online self-learning leadership training developed by the NHS Leadership Academy. The online courses under EJP are customised for healthcare technical professionals interested in developing foundation-level leadership knowledge. The courses under EJP can be completed at Talents' preferred time and convenience, thus offering great flexibility for them to complete the course in six months.

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“The growth and development of people  
is the highest calling of leadership”

**A Harvey Firestone**

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## National Smart Partnerships



### PM Office Initiative

Problem Solving Talent Management Programme



### INTAN Bukit Kiara (Public Service Institute)

iLEAD Talk

INTAN Premier Talk

Senior Executive Development Programme (SEDP)



RAZAK SCHOOL OF GOVERNMENT

### Razak School of Government (RSOG)

Public Seminar

"Up Close and Personal With..."



### Genovasi d.school Malaysia

Design Thinking Embedment Programme (Fast Track)

## International Smart Partnerships



Civil Service College  
Singapore

### Civil Service College (Singapore)

Senior Executive Development Programme (SEDP)



### National University of Singapore

NUS Initiative to Improve Health in Asia (NIHA)

Leadership Development Programme



Royal College  
of Physicians

### Royal College of Physician (London), United Kingdom

Advanced Leadership Programme



Leadership Academy

### NHS Leadership Academy (United Kingdom)

Edward Jenner Programme (Online Training)

## Our hopes for TGP training

As TGP provides leadership development for all professions in the healthcare system (medical, dental, public health, nurses, pharmacists, allied health providers etc.), the ideal curriculum should be interdisciplinary to make it practical to all these groups. However, some general concepts are universally crucial for leadership development. Therefore, we emphasise on conflict management, negotiation skills, and financial management which are widely recognised as essential leadership skills. Furthermore, strategies to continuously develop and improve personal traits are also instilled among the Talents.

As a whole, TGP aspires to deliver effective training that is both engaging and interactive to allow our Talents to explore and hone their leadership skills and behaviours. We believe that the training must be consistent with the culture, values, and needs of MOH. Thus, its implementation must be reinforced with the most appropriate strategies with support from the highest management level within MOH.



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“The single biggest way to impact an organisation is to focus on Leadership Development”

**John C. Maxwell**

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# TGP PODIUM



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“Leadership is about ‘to listen’,  
listen with your ears, eyes (vision),  
undivided attention and heart”

**YBhg. Tan Sri Datuk Seri Dr Noor Hisham Abdullah, 2017**

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TGP Inspirational Leadership Podium was founded in 2015 as a platform for established and prominent leadership figures from various sectors to share their personal experiences and knowledge from their long, illustrious careers. In addition, the podium series aimed to inspire and encourage TGP talents to become great leaders in their respective fields. Over the past five years, the Podium has hosted several renowned speakers, including Tan Sri Rafidah Aziz, Tan Sri Dr Jemilah binti Mahmood, Tan Sri Dato' Sri Mohd Nadzmi bin Mohd Salleh, Prof. Emerita Datuk Dr Mazlan Othman, and Tan Sri Jamaluddin Ibrahim. It was held as a half-day in-person event at the Institute for Health Management in Bangsar.

The planning and coordination of each podium talk usually began six to eight months prior to the event. TGP talents from different cohorts would collaborate with the TGP Secretariat to organise each Podium. The Podium has been an excellent opportunity for TGP talents to gain experience on how to organise a national event graced by the attendance of the esteemed speaker and the top management in the ministry. The main task for the talents was to identify an esteemed organisational leader who is an expert in their field to deliver an inspirational speech. The theme and content were discussed with speakers before being endorsed by the DG of Health. This discussion is to ensure the best delivery to the audience. The talents would meet the speakers in person before the Podium to explain about TGP and the aim of the Podium series. They would also use this opportunity to obtain background information about the speakers to be used in the introductory speech and video clip on the day of the Podium.

# From Podium to **Symposium**

In 2019, the Podium series was transformed into the TGP Inspirational Leadership Symposium, a premier leadership event for all interested healthcare professionals from various divisions within MOH. Building on the foundation of previous TGP Podiums, the symposium served as a larger platform for healthcare professionals to harness knowledge from the experience-sharing of eminent leadership figures in other industries in Malaysia. The key learning objective of this symposium was to empower our local healthcare professionals in developing the proactive leadership skills. It also provided mentorship and networking opportunities for MOH delegates from all over the country.

"The Building Blocks of Leadership" was the theme of the 2019 symposium, resonating with the global call for a stronger foundation of leadership in the healthcare sector. It was successfully organised by the TGP Secretariat and Talents of Cohort 8 on 3rd and 4th July 2019 at the recently built National Institutes of Health (NIH) Complex, Setia Alam, Selangor. The symposium consisted of a keynote speech by the DG himself, plenary sessions by two esteemed speakers and a knowledge sharing session by TGP Alumni.



## **Attributes of Good Leaders** from Podium and Symposium Speakers

Over the years, our speakers have shared many beautiful pieces of advice and messages that have been useful, especially to those who play a leadership role in their organisations. In addition, learning from the people who have experienced the obstacles and successfully conquered the hurdles would be eye-opening and, even more importantly, instrumental for those who are just embarking on their journey as leaders.

# List of **TGP Podium/Symposium**

Strategic Shift towards  
Leadership Excellence

**Tan Sri Rafidah Aziz**

26 February 2015

Organised by **Cohort 2**

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Realising Leadership Through  
Innovation Thinking

**Tan Sri Dato' Sri (Dr.)**

**Mohd Nadzmi Mohd Salleh**

7 May 2015

Organised by **Cohort 1 & 2**

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Global Leadership:  
Challenges and Opportunities

**Tan Sri Dr Jemilah Mahmood**

14 August 2015

Organised by **Cohort 2**

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Healthcare Transformation and  
Way Forward for Health Sector in Malaysia

**Tan Sri Datuk Dr Noor Hisham Abdullah**

7 March 2016

Organised by **Cohort 1**

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Is the Sky the Limit?

**Prof Emerita Datuk Dr Mazlan Othman**

26 April 2016

Organised by **Cohort 2**

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Effective Leadership:  
Does Culture Matter?

**Dato' Dr Narimah Awin**

21 July 2016

Organised by **Cohort 3**

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Leveraging on Technology for  
Successful and Effective Leadership

**Dato' Norman Abdul Halim**

26 October 2016

Organised by **Cohort 4**



Ethical Leadership:  
Perspective of a Corporate Leader

**Tan Sri Abdul Wahid Omar**

15 February 2017

Organised by **Cohort 5**

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Innovation Towards Global Recognition

**Dr Mohd Lutfi Fadil Lokman**

Innovating Health Systems  
Through Healthcare's Third Sector

**Dr Dhesi Baha Raja**

The New Face of Artificial  
Intelligence in Medicine

18 May 2017

Organised by **Cohort 5**

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Leadership 4.0: Embracing the  
Fourth Industrial Revolution

**Tan Sri Jamaludin Ibrahim**

4 October 2017

Organised by **Cohort 3**

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Future Leadership:  
Walking the Talk

**Khairy Jamaluddin Abu Bakar**

15 November 2017

Organised by **Cohort 6**

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Strategic leadership: Impact and  
Sustainability in Healthcare

**Miss Sherene Azli**

24 July 2018

Organised by **Cohort 7**

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Leading Change as a  
Woman Corporate Leader

**Tan Sri Datin Paduka Siti Sa'diah Sheikh Bakir**

20 September 2018

Organised by **Cohort 5**

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The Building Blocks of Leadership

**Tan Sri Dato' Seri Dr Jeffrey Cheah AO**

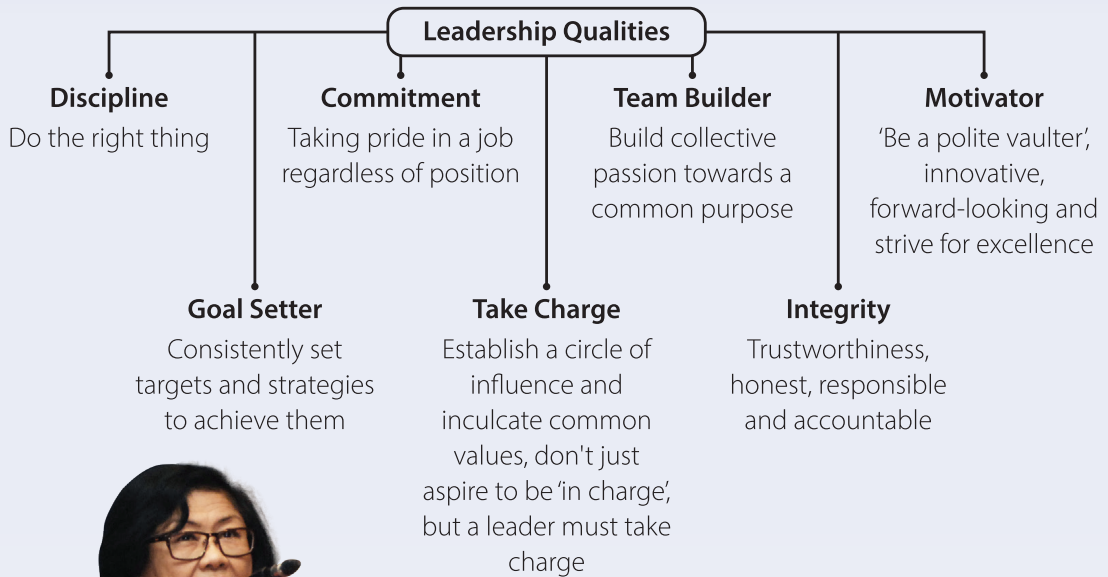
Leadership: The Sunway Story

**Datuk Prof. Dr Che Muhaya Haji Mohammad**

Leading with Compassion

3 - 4 July 2019

Organised by **Cohort 8**

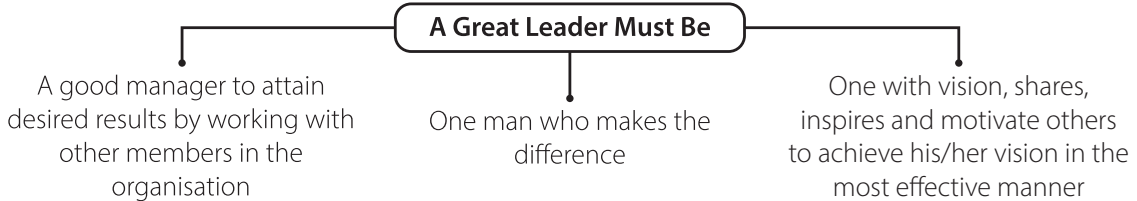
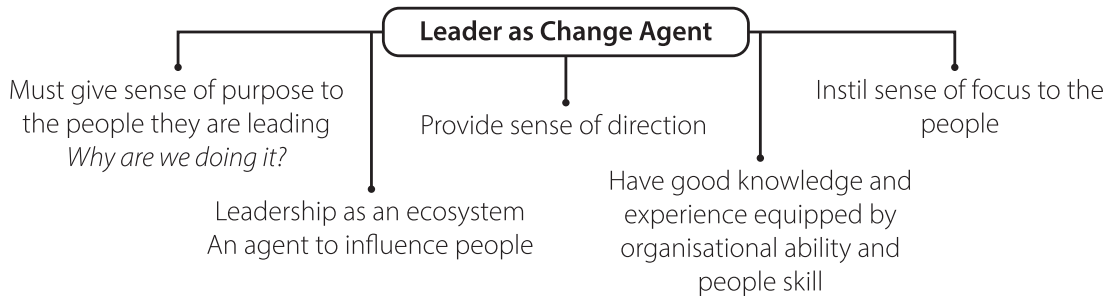


“Leadership must be future-proof”

“Excellence is a moving target”

**Tan Sri Rafidah Aziz**

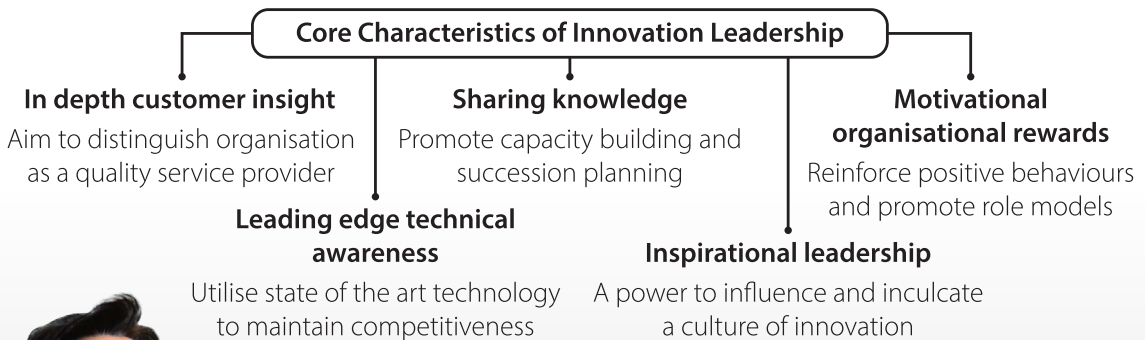
26<sup>th</sup> February 2015



**Tips on Becoming a Great Leader**

Courage to confront a difficult situation	Believe in teamwork	Be in control of any situation
Be objective & set priorities	Promote innovation	Be goal oriented
Be a motivator	Share knowledge	Synergise towards a winning organisational culture

**Take home point** | Leadership is a process of realisation



“A good manager to attain desired results by working with other members in the organisation”

**Tan Sri Dato’ Sri Mohd Nadzmi Bin Mohd Salleh**

7<sup>th</sup> May 2015

"Good leaders must learn anticipatory planning, be ready to listen and open to communication and learn how to manage difficult personalities with the ultimate aim of getting the best job done"

### Words of Wisdom on Global Leadership

#### Leadership

"One of the biggest problems in leadership is failure to groom succession"

A leader must not be possessive of his/her position and suppress talent. The ultimate aim to groom better leaders of the future. In any good leadership, there will be good and bad followers. A leader must have the courage to remove the bad follower.

#### Communication and Relationship

"Don't shout. Negotiate"

A leader must thrive to communicate with a clear vision and empathy. A good command of English is essential for international communication. One must appreciate the power of social media to drive policy changes, big data analysis and organisational humanitarian work.

#### Organisational Governance

"It is not about the people, it is about building an institution so that one leaves behind something stronger and better"

The proof is in the pudding: MERCY Malaysia evolved from a small organisation with seven founding members to the large organisation it is today, with corporate governance, charger, IT, talent management , etc.

#### Professional Values

"Leadership is not a one-size-fits-all approach"

A leader must understand the context of a situation and any problem. Try to apply the most culturally relevant model. A leader must not underestimate the value of an anthropological approach in problem analysis.

#### Personal Values

"Preparedness and good planning is the way to face the future"

Experience in disaster management inculcated a deep sense of respect of the dignity of people.



**Tan Sri Dr Jemilah Binti Mahmood**

14<sup>th</sup> August 2015

One ought to always strive to attain excellence in any chosen field

A leader has to think ahead and be ahead of other people

A great leader ignites changes of tremendous impact but is yet humbled to be a subservient to people

**A Lesson On Leadership**

**A Recipe For Success**

**Purpose**

Leadership is about listening, not only with your ears but also with your eyes, mind, undivided attention and heart

**Reason**

Hardship often prepares ordinary people for an extraordinary destiny

**Mission**

An army of sheep led by a lion is much better than an army of lion led by a sheep

Be a good listener	<b>Attributes of a Great Leader</b>	Be creative and innovative
Anticipate issues and challenges of the future	Learn to operate in challenging, unpredictable circumstances especially with the present healthcare scenario	Good leaders are able to make big difference



“Hardship often prepares ordinary people for an extraordinary destiny. Each and every one of us would have faced at least a few really difficult dealings in life. One should never give up as you would never know what those hardships might be preparing you for”

**Tan Sri Dato' Seri Dr Noor Hisham Bin Abdullah**

7<sup>th</sup> March 2016

## Lessons From a Global Leader

### On Career

Learn to say "No" however tempting a position may be

- "I love challenges, but I do calculate the risks"

Be passionate in what you do

- Choose a career that you see a future in
- If it has never been done before, be a pioneer and create your own field

### On Challenges

Finding leadership in oneself

- "I will find my way"
- Perseverance through failures

## Tips From a Global Leader

Do not let failure derail you!

Be not only the best but unique - think sustainability

Science is incomplete unless you understand space science - science can bring you closer to God

Think ahead and plan well ahead in detail



"We make a living out of what we get, but we make a life by what we give"

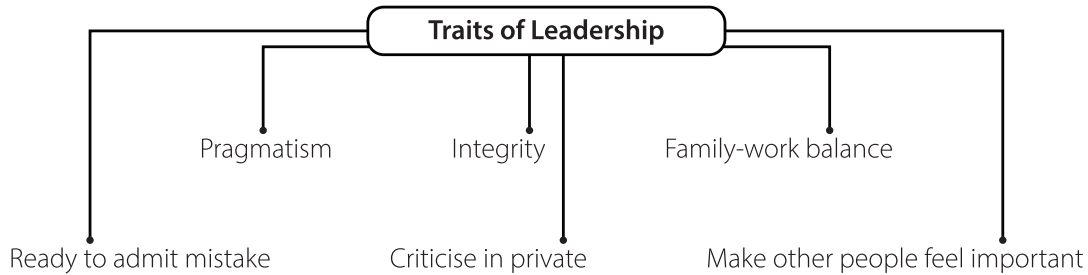
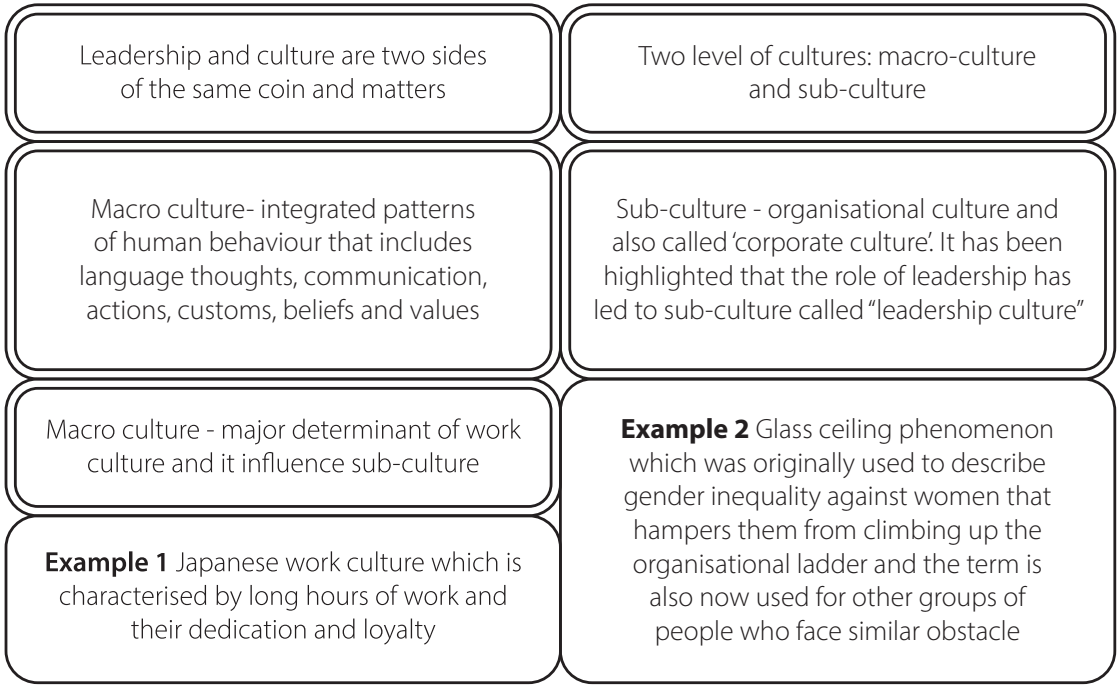
"Be a game changer with research-driven market rather than market-driven research"

**Prof Emerita Datuk Dr Mazlan Othman**

26<sup>th</sup> April 2016

IS THE **SKY** THE LIMIT?





**Dato' Dr Narimah Awin**  
21<sup>st</sup> July 2016

### **To be a Leader**

We need to delete and remember to follow up. We need to know our subject matter, have enough knowledge and experience, communicate effectively, develop networking and be patient

### **Digital Marketing**

We must be creative in translating our ideas through the team to the big screen and mass media. Always look for the best and aim to be better as this will aid in communicating our vision

### **Lead by Influence**

One must strive to lead by influence rather than merely barking orders. Communication is key to leading leaders, subordinates and talented students

### **Sharing Vision**

Team members must be clear with the direction of leadership. Trust the people we empower. Know our 'stuff' to gain respect

### **Benchmarking**

We must keep up with best practices outside our organisation or even outside the country. We must compare ourselves with the local and international competitors while focusing on our targeted audience

### **Be Prepared for Constant Change**

We cannot stop or resist change; thus, we must embrace change as a leader. Be prepared for constant change as nothing is stagnant, but we would need to learn before our subordinates can follow

### **Dare to be Different**

Try to be unorthodox but within the accepted social norms

### **Addressing Market Needs**

We must understand what we need to do now and what we need to be done next.

Investing in technology is a smart move. While addressing the target market, we need to make adjustments to conform to requirements from the authorities

### **Technology**

Major modes of communication nowadays are through social media. We have to learn to reach out to the masses to showcase products. It is very important to know how and where to channel marketing information



**Dato' Norman Abdul Halim**

26<sup>th</sup> October 2016

A good leader must be visionary, well-articulate, authentic, engaging, and possess unquestionable integrity

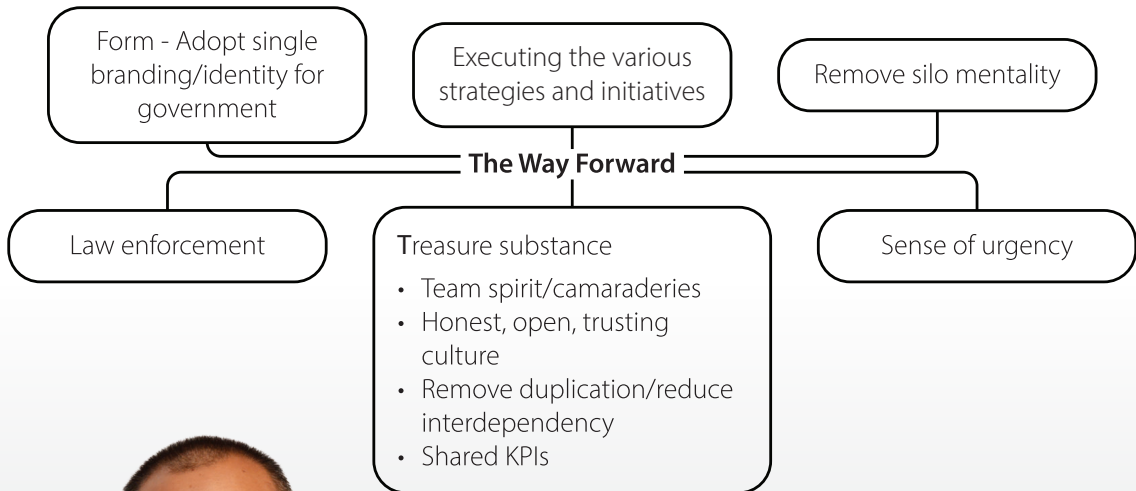
Be professional, honest, sincere and truthful to your board, management colleagues, and employees

Do not hesitate to say sorry, admit your mistakes, and learn from them. We are human beings, after all

Focus on the job at hand and don't worry about your next career move. Your reputation will precede you

### Leadership and Management

What is my mandate?	What are our strengths, weaknesses, opportunities and threats?	Where are the gaps?	Do we need reinforcements?
What are the strategies and action plans?		How do I align the management interest with that of the shareholders?	Do we revisit mission and vision?
How often do I communicate my plans with the different levels of employees?	When do I syndicate the manager with the stakeholders?	Why and when to implement the balanced scorecard?	Which management and employee do I share this reward with?
	Do they understand the target?		



**Tan Sri Abdul Wahid Omar**

15<sup>th</sup> February 2017

## Innovating Health Systems Through Healthcare's Third Sector

### In Innovating

Have someone as an idol and people around that will support and boost your motivation to avoid frustration and depression

Innovations always encounter resistance thus one must master the art of convincing stakeholders

Someone has to initiate innovation

Do not let other people's words or actions stop you and continue to pursue your dream

## The New Face of Artificial Intelligence in Medicine

### Personal Inspiration

To think out of the box & keep asking how one can innovate

Inspired by innovators such as Elon Musk and health philanthropist such as Bill Gates

### Working Ideas

A shift from reactive to preventive medicine, e.g. predicting disease outbreaks by applying artificial intelligence (AI)

Health technology as a catalyst for change as demonstrated by an extraordinary century of progress

The Internet of Things (IOT) shifting healthcare from hospital to home setting e.g. wearable health technology

"Don't procrastinate on your dreams; start now by learning from those more experienced instead of waiting until you have enough resources and knowledge."

"We will never be able to beat dengue alone. We need the right community tool to end this menace, and in this digital age, I strongly believe that a mobile phone could potentially be a weapon to fight aedes."

**Dr Mohd Lutfi  
Fadil Lokman**

**Dr Dhesi Baha Raja**

18<sup>th</sup> May 2017



INNOVATION TOWARDS **GLOBAL RECOGNITION**

INSTITUT PENGURUSAN KESEHATAN

“Even if you do not have natural skills or talents, determination will take you a long way. You can do extraordinary things with ordinary skills and extraordinary determination”

---

“Personal attitude such as openness, humility, determination and ethics is very important to become a good leader”

---

“Test some ideas, even the radical ones”

---

“Dare to make changes - invest in new ideas, including R&D to achieve greater heights”

---

“Allow room for mistakes - mistakes and defeat teaches you to be humble, wiser and to become a better person”

---

“If we thought we’re good, we need to benchmark ourselves against others globally”

---

“Practice zig-zag promotion - get hands on experience in different areas to make yourself a better leader and decision maker”

**Tan Sri Jamaludin Ibrahim**

4<sup>th</sup> October 2017



**LEADERSHIP 4.0** EMBRACING THE FOURTH INDUSTRIAL REVOLUTION



“We should help people when we can because one day we can’t”

---

“You cannot go into a task by not giving it your best. The most painful kind of criticism in life is not public criticism but self-criticism”

---

“Everybody should be their own worst critic and best motivator to fulfil their potential, and not merely rely on others’ expectations. Listen to the little voice in your head and ask - am I good enough or can I do more?”

---

“Timeliness is about you respecting others. When you are late, the message is, my time is more important than yours, which is untrue; everyone’s time is equally important.”

---

“Malaysians should strive to emulate the Japanese values of discipline, timeliness, preparedness, and cleanliness as best practises that must be ingrained from young.”

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“In life, there must always be something that you benchmark against. Make it a positive friendly competition. If not, you will become complacent. Benchmarking the competition positively is essential to keep you on your toes and push yourself harder to achieve better results.”

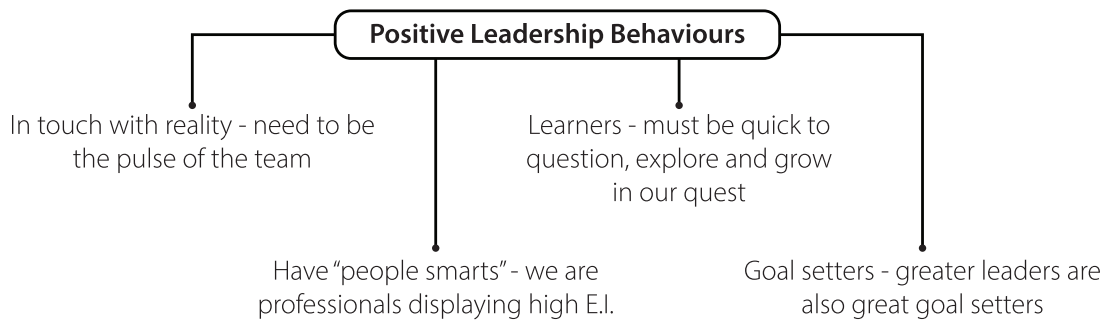


**Khairy Jamaluddin Abu Bakar**

15<sup>th</sup> November 2017



Need to understand our self-capabilities and weakness and also to identify our core competencies to gradually improve ourselves	<b>Personal Leadership Philosophy</b>	Put utmost interest in selected fields and achieve higher goals instead of leading a complacent life
Greater results can be achieved through strategic leadership and teamwork	It is important to channel your passion in work rightly	Leaders are often genuinely humble and want to be even as stronger leaders



"Acknowledging team members as good teammates will indefinitely promote a good working environment and more importantly, help achieve goals that have been set."



"Leaders who have a more accurate perception of how others see them tend to exhibit very different behaviours."

**Miss Sherene Azli**

24<sup>th</sup> July 2018

## Personal Principles of Leadership (5C)

### Coordination

- Healthy balance
- Physical, emotional, spiritual
- Enhanced intellectuality

### People First

- Wise time management
- Kill five birds with one stone

### Commitment

- Unyielding integrity
- Focus on goals
- Convictions (held) even when challenged
- Passionate
- Catalyst-pave way to success

### Creativity

- Beyond crystal ball
- Revitalise brands
- Rejuvenate
- Young at heart

### Capabilities

- Leaders' capabilities
- Confidence
- Embrace innovation and improvisation
- Enhance talents skills, aura, charisma

### Continuous learning

- Acquire knowledge, learning culture
- Enrich pool talents
- Giant & not a dwarf organisation
- The sky is the limit  
No glass ceiling

"Leaders balance three core forms of power with available resources to successfully lead their followers - they must act **proactively, efficiently,** and **effectively,** to ultimately achieve the desired team results and organisational goals."

**Tan Sri Datin Paduka Siti Sa'diah Sheikh Bakir**

20<sup>th</sup> September 2018



**LEADING CHANGE AS A WOMAN CORPORATE LEADER**

## The Building Blocks of Leadership

“The best way to inspire is not doing the right thing, but doing things right.  
What we have done proved that we are not just talk, but walk the talk”

---

“The key to success is to keep on learning. Learning is a life-long process and one should never be satisfied with what he has achieved or assume that he has done the best”

---

“Keep learning from others. Bringing experts from outside or collaborating with established institutions are some of the strategies to ensure perpetual learning and reinventing ourselves to be better and at the same time, embracing new and adaptive challenges”

---

“We should also welcome competitors as it brings out the best of us. Acknowledgement and acceptance of new technologies are mandatory for any organisation. We should not be afraid of competition, instead we should embrace it”

---

“Nevertheless, being trustworthy and humble are a few other domains that one should keep up for success”

---

“A leader is expected to be hardworking and set an example to others. He has to ‘walk the talk’ for 7 days rather than giving commands behind the desk. He must be the bridge that connects his team and motivates them”

---

“A leader should be able to manage different opinions and conflicts, and align them to do the things in the intended manner. If he thinks he is unable to do that, he should engage others with similar thought processes and possess the capability of handling the team to achieve the desired outcome”

---



“I aspire to inspire before I expire”

**Tan Sri Dato' Seri Dr. Jeffrey Cheah AO**

3<sup>rd</sup> - 4<sup>th</sup> July 2019

LEADERSHIP: **THE SUNWAY STORY**

## The Building Blocks of Leadership

“The essence of greatness is the ability to choose personal fulfilment in circumstances where others choose madness”

“Don't try the same approach if it had failed previously. Einstein said: The greatest insanity is doing the same thing but expecting different results”

“Power of focus: If your co worker did something wrong, please do not solely focus on mistakes. the more you look, the bigger it will become. So try to focus on the positive aspect. Acknowledge, appreciate, do not always criticise”

“Spend quality time with your coworkers. Sometimes you have to reward them with something”

### Mission in Life

Where is compassion? Is it based on intellect or emotion? It depends on how we think and how we communicate with our colleagues, children & spouse

For instance; what do we feel when our group is required to do an urgent paper presentation which is supposed to be presented by other group due to unavoidable circumstances? The choice is: we can be mad or calm

What is meant by acceptance? Acceptance means not complaining about the things which you can do nothing about in order to keep your own happiness

For instance; there is nothing you can do about your staff being absent from work. So, could you remain in a good mood? Yes, you can. No matter what issues you face, you can choose to remain in a positive mindset



**Datuk Prof. Dr Che Muhaya  
Haji Mohammad**

3<sup>rd</sup> - 4<sup>th</sup> July 2019

LEADING WITH **COMPASSION**

# TGP PROJECT

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“Research is creating new knowledge”

**Neil Armstrong**

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Research can uncover solutions to unanswered questions, bridging knowledge gaps and altering the practice of healthcare professionals. As MOH and the DG of Health Malaysia advocated, a TGP Project is a way to inculcate research culture among healthcare professionals. Embracing a culture in conducting research requires extra effort, especially when dealing with daily workplace challenges. Nevertheless, TGP Project is made a mandatory requirement of the programme with the aims to increase technical officers' research and development skills and their ability to make evidence-based decisions in their routine work practice.

TGP Project is a component in the Assessment of TGP Talent at the end of training. Each Talent is required to identify, plan, implement and deliver a project relevant to their primary work practice that is expected to produce a tangible impact on their organisations. The Head of Programme may define the project's scope through the Selection Panel. Likewise, the Talents can also propose their intended project topics after consulting the Supervisors. The Supervisors facilitate the TGP Project and they are expected to be updated each step along the way.

To facilitate the execution of the TGP Project, Talents are provided with relevant courses in quantitative and qualitative research methodology as part of TGP training. Other than that, a Scientific Writing for Publication course is also available for those keen. Talents are also encouraged to seek research guidance from NIH or hospital CRC if the need arises. Finally, Talents must present their projects at the end of TGP to the TGP Assessment Panel.

All TGP Talents are required to complete the study proposal within the first six months. In addition, they must provide TGP Project Progress Update to the TGP Secretariat every half-yearly. Earlier cohorts sent in the updates via emails, while subsequent cohorts utilised the function in MyTGP to keep the TGP Secretariat informed of their progress. In return, reminders are given to the Talents from time to time to keep them on track.

In terms of Project output, Talents need to complete a technical report or journal publication before presenting it to the Assessment Panel at the end of the training period as part of the final evaluation.

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“No research  
without action, no action  
without research”

**Kurt Lewin**

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“Research means that you don’t know, but are willing to find out”

**Charles F. Kettering**

---

The TGP Project Report And Presentation Guideline is given to all Talents during the orientation. Talents will use this guideline to facilitate the execution, completion and submission of the TGP project. The guideline also outlines the general presentation structure of the TGP Project to the TGP Assessment Panel. The written report and presentation of the TGP Project should be in the English language and submitted in both hard and softcopy to the TGP Secretariat at least two weeks before the Assessment. As for the presentation, Talents are allotted a total of 25 minutes; 20 minutes for the TGP Project presentation and five minutes on their self-reflection of the TGP experience.





# TGP Project **Report Guideline**

The written report is intended to serve a few purposes. Firstly, to provide a comprehensive description of the various project components, including the Objective, Methodology, Results, Discussion, Intervention, and Way forward. Secondly, the report should also elaborate on any intervention to drive policy changes or workplace improvement following the project results.

The report should be written in an understandable style for all healthcare professionals. The use of technical language and mathematical formulae is encouraged. Abbreviations should be defined when used. Any web-based version of the TGP Project report can also be shared with the Assessment Panel. Similarly, other visually valuable illustrations related to the project can also be included in the submission of the report as they will be an added value during the evaluation by the TGP Assessment Panel.

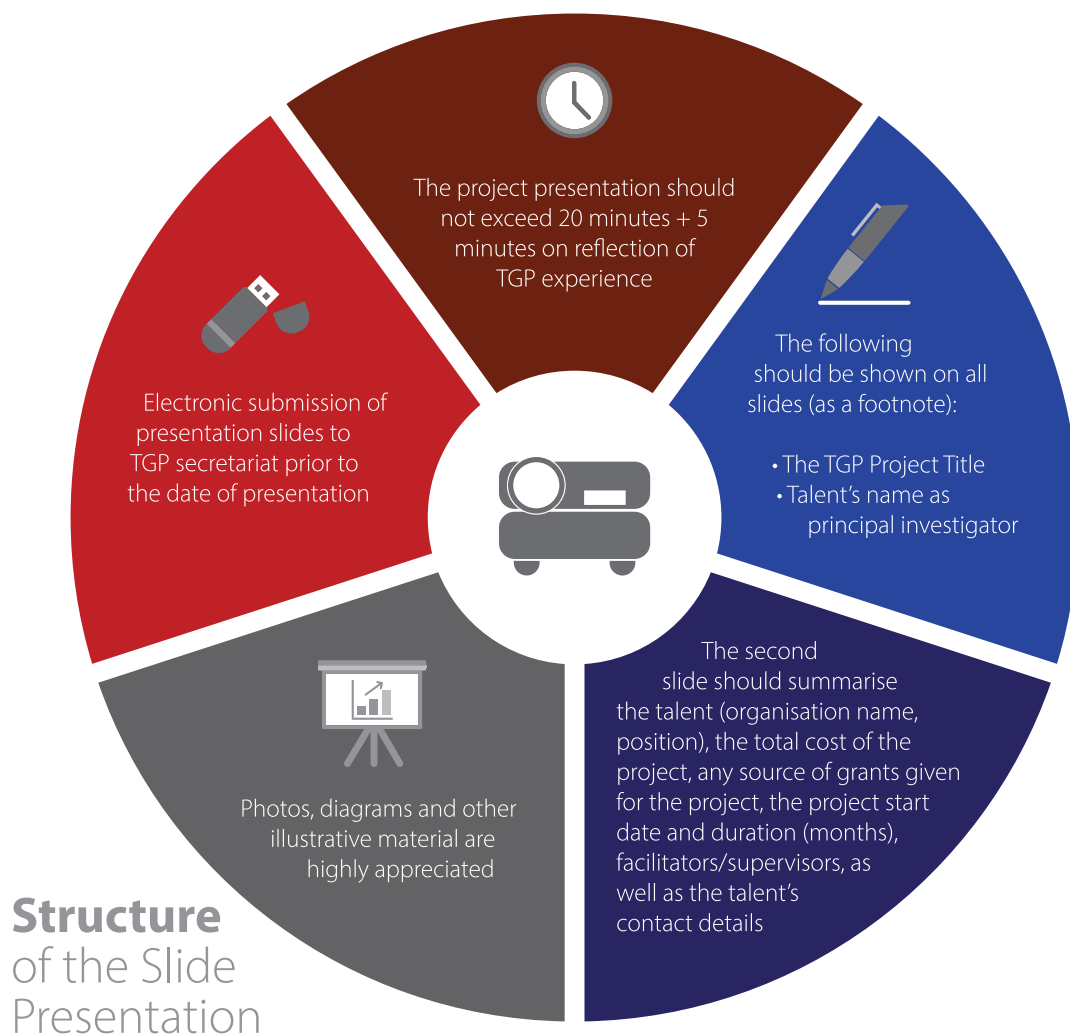
Talents are encouraged to publish in national or international journals. However, each Talent is responsible for obtaining permission to publish from the DG of Health Malaysia for any TGP Project output following the latest MOH guidelines.

## Components of TGP Project Report



# TGP Project **Presentation Guideline**

At the end of the TGP training, all Talents will be invited to a TGP Assessment meeting. The Talents will present their TGP Project to the TGP Assessment Panel based on the following guidelines:



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“Research is seeing what everybody else has seen and thinking what nobody else has thought”

**Albert Szent-Györgyi**

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---

“Research is formalised curiosity.  
It is poking and prying with a purpose”

**Zora Neale Hurston**

---

## Past Projects

Making Healthcare Safer : Assessing Patient Safety Culture In Government Hospitals

---

Improving Care Through Lean Thinking: A Realistic Evaluation of Lean Implementation in  
Ministry of Health Malaysia

---

Building Resilient Physicians: Understanding Resilience Against Burnout Among Junior  
Doctors in A Tertiary Hospital in Malaysia

---

Competencies of Medical Officers and Nurses in Managing Diabetes Patients at the Primary  
Care Level

---

Tuberculosis in Malaysia: Predictors of Treatment Outcomes in A National Registry

---

Regional Consultation On Achieving The Sustainable Goals In The Western Pacific Region  
(WHO) & Implementation Of Sustainable Development Goals (SDGs) In Malaysia

---

Confidentiality and Privacy of Patient EMR Among Staff in Selayang Hospital

---

Dengue Early Warning and Response System: Retrospective Study on the Validity of Alert  
Signals for Dengue Outbreaks

---

Situational analysis of NCD screening program among community KOSPEN registered in  
MOVeS, 2014-2015

---

Hand Hygiene Compliance in Penang, Malaysia: Human Audits Versus Product Usage

---

Strategy to Reduce Needlestick Injuries (NSI's) in Ministry of Health Malaysia Healthcare  
Facilities; A Technical Report

---

Dengue Virus Serotype Surveillance in Melaka

---

Evaluation of the Full Paying Patient Service at Hospital Putrajaya on Patient Satisfaction

The Sensitivity and Specificity of Alvarado Scoring and Clinical Findings in the diagnosis of Acute Appendicitis in Sarikei Hospital

---

How Hospital Information System (HIS) Implementation in Hospital Bintulu Increases Service Delivery Efficiency? - A Benefit Realisation Study

---

Exploring the Best Model of Training Structure for MOH -Gap Analysis For Upgrading Of MOH Colleges To University College/University

---

Postnatal Depression: Malaysia ASPIRE Project

---

The Jom Mama Trial: Pre-pregnancy Intervention to Reduce the Risk of Diabetes and Pre-Diabetes

---

Pharmacist-managed Diabetic Clinic in Malaysia: Does the Number of Follow-ups Really Matter?

---

Patient Satisfaction And Service Quality: A SERVQUAL: KKM Survey Of The Outpatient Services At Cheras Rehabilitation Hospital

---

Elimination of Measles in Malaysia by 2018: Progress and Challenges

---

A Comparative Risk Assessment of Burden of Disease Attributable to Major Risk Factors in Malaysia, 2013

---

Community Outreach & Evaluation Of Missed Psychiatric Clinic Appointments In A Non-Specialist Public District Hospital

---

Enhanced Diagnostic Tool For Diagnosis Of Primary Immunodeficiency Diseases In Malaysia

---

Leading Change in the Management of Periodontal Conditions in Primary Care Setting

---

Oral Health Human Resource Projection Towards 2030 For Malaysia

---

Challenges in Implementation of "Toddlers' Adoption Programme": Dental Nurses Perspectives

---

Exploring Barriers in Conducting Oral Health Activity by Primary School Teachers: Mixed Method Approach

---

A Pilot Study on Early Caries Detection and Management Using the Modified MOH ICDAS (MMI) in Kuala Lumpur

Evaluation of the Effectiveness of Fluoride Varnish (FV) Application in Caries Reduction among School Children in Kuala Krai, Kelantan

---

Experiences of Pharmacy Information System (PHIS) Implementation at Hospital Pakar Sultanah Fatimah Muar Johor

---

A Qualitative Study on The Development of 'Made in Malaysia' Biological Products Among Potential Manufacturers: Challenges and Proposed Solutions

---

Usage Of Medications With Anticholinergic Properties And Their Health Impacts Among Hospitalised Geriatric Patients

---

Comparison Of Energy And Protein Adequacy Between Closed And Open Enteral Nutrition System In Critically Ill Adult Patients

---

Consumer Understanding And Use The Front-Of- Pack Nutrition Labelling

---

Assessment Of Renewable Distributed Generation In Green Building Rating System For Public Hospital

---

Students' Perspective on Oral Health Education in Secondary School Oral Health Programme

---

Building Case Mix System in Primary Oral Healthcare: Are We Ready?

---

Implementation Of Pharmacy Information System (pHis) Pharmacy Based Module In Maharani Health Clinic As Pilot Site: A Success Story

---

The Satisfaction and Perception of Provisionally Registered Pharmacist (PRP) towards Their Internship Training in Melaka Ministry of Health Malaysia Facilities: A Comparison with National Survey

---

Burden of Food Poisoning in Terengganu, 2012-2016

---

Common Barriers for the Implementation of MeSTI in Food Manufacturers in Negeri Sembilan

---

Mutation Profiling of BCR-ABL Kinase Domain in Chronic Myeloid Leukaemia Patients with Imatinib Resistance

---

Knowledge on Thalassaemia Among Health Care Professionals in Primary Care Setting in Malaysia

---

Language Specific Gaps in Identifying Early Epidemic Signals – A Case Study of the Malay Language

Economic Burden of End-Stage Renal Disease to the Malaysian Healthcare System

---

A Study on Knowledge, Attitude and Practice of Patient Safety Initiatives Among Healthcare Providers in Hospital Kuala Kubu Bharu, Malaysia

---

Study of Knowledge and Attitudes of Parents Who Attending LOCUM Clinic, HEBHK Kluang Towards Childhood Immunisation

---

Evaluation of Sexual Function Among Female Breast Cancer Patients on Tamoxifen Therapy in Hospital Tuanku Ja'afar, Seremban (HJTS)

---

Exploring Communication Processes in Referral Pathways for Chronic Disease Management: Malaysian Public Primary Health care Experiences

---

Multi Stakeholders' Perception of Supervision During Medical Internship (Housemanship) in Malaysia: A Qualitative Study

---

Development Of Clinical Trial Assent Form For 7-12 Years Old Children: Expert Views & Perspectives

---

Reduce Food Wastage For Afternoon Tea Snacks Among Therapeutic Diet Patients In Hospital Jempol

---

Accuracy Of Diagnosis By Medical Officers Using Ultrasound In Non -Specialist Hospital

---

Work Preparedness Of Dental Graduates

---

Incidence of Error Before Dispensing at Outpatient Pharmacy, Hospital Melaka.

---

Effectiveness Of Workplace Health Promotion Program In Weight Reduction And Job Satisfaction Among Administrative Health Workers In Putrajaya, Malaysia

---

Workplace Violence Faced By Healthcare Workers (District Health Offices And Health Clinics) Pulau Pinang 2018

---

A Comparative Cross-Sectional Study Of Potential Health Impacts Of Arsenic Exposure In Tap Water On Community Residing In Kampung Air Ganda, Hulu Perak District, Perak

---

Reason For Loss To Follow Up Among Type 2 Diabetes Mellitus

---

Global Surgery Framework: A Pilot Study In Tengku Ampuan Jemaah Hospital Sabak Bernam

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# TGP ASSESSMENT

“Without proper self-evaluation,  
failure is inevitable”

**John Wooden**

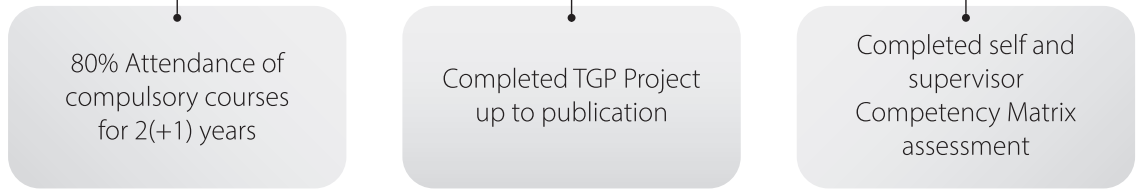
Assessment is a critical element to determine the success of any leadership development programme. The goals, objectives, and measures of leadership development activities must be carefully defined. In addition, it is vital to evaluate the change in leader behaviours and the organisational impact following the change.

The TGP Assessment is conducted one or two times per year. The Assessment Panel is responsible for identifying Talents' progression based on their evaluation and decide if they graduate from the programme. The Assessment Panel is led by the Head of Secretariat (Director of Institute for Health Management). It consists of key senior personnel from each Technical Programme nominated by the respective Heads of Programme.

The Assessment Panel is also responsible for proposing new ways to improve the assessment process and future pathway for the programme.



## Criteria For Assessment

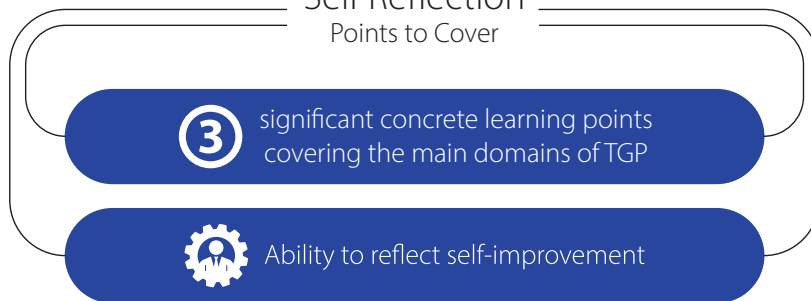


## Documents To Be Submitted

- ✓ Updated CV
- ✓ CPD
- ✓ LNPT for 3 consecutive years
- ✓ TGP-CM (Pre & Post)
- ✓ TGP Project Report
- ✓ Slide Presentation

## Self Reflection

Points to Cover



# Talent Achievement Report (TAR)

After the Assessment Panel has completed and returned the evaluation form, the Secretariat will generate a Talent Assessment Report and send it to the Heads of Programmes and the DG of Health. Upon endorsement of the assessment results, the Talents will be informed of the final decision. Successful Talents will be invited to the graduation ceremony at the MOH Assembly.

**TGP TALENT ACHIEVEMENT REPORT**

Name: \_\_\_\_\_ Previous position: \_\_\_\_\_  
 Talent ID: \_\_\_\_\_ Current position: \_\_\_\_\_  
 Programme: \_\_\_\_\_  
 Cohort: \_\_\_\_\_

Facilitator: \_\_\_\_\_  
 Supervisor: \_\_\_\_\_

CPD Point (2021) Total	2019	2020	2021

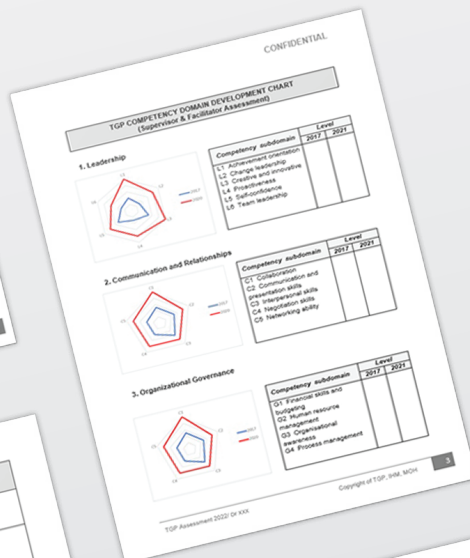
**TGP Competency Domain Achievement**

Supervisor/Facilitator Assessment	Pre TGP (2019) Level	Post TGP (2021) Level
TGP Level		
Leadership		
Communication and Relationships		
Organizational Governance		
Professional skills		
Personal Values		

**Self Assessment**

TGP Level	Pre TGP (2019) Level	Post TGP (2021) Level
Leadership		
Communication and Relationships		
Organizational Governance		
Professional skills		
Personal Values		

Copyright of TGP, IMA, MOH



**TGP PROJECT**

Title	
Publication	
Presentation	

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**TGP PROFESSIONAL DEVELOPMENT ATTENDANCES**

CONFIDENTIAL

No.	Training/Course	Year
1	Leadership	2017
2	Leadership Success	2019
3	Leadership Skills	2019
4	Communication and Relationships	2017
5	Communication with Authority and Impact	2017
6	Interpersonal Negotiating Skills	2017
7	Team Leadership	2019
8	Organizational Governance	2019
9	HR Tools for Managers	2019
10	Financial and Integrity Based Leadership	2019
11	The Art of Influencing and Negotiating	2019

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# TGP GRADUATION

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“The future is always uncertain, but we who celebrate what you have done, who celebrate all of your achievements, we are certain of one thing on this day: You will not let us down”

**Tom Hanks**

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Between 2014 and 2020, three *Majlis Penyampaian Sijil Tamat Program* were held to honour TGP Talents who successfully completed the programme. The graduation ceremony took place at the MOH headquarters in Putrajaya during the MOH Monthly Assembly. A certificate of completion signed by the DG of Health was awarded to all graduating Talents. This ceremony, held in the audience of Health Minister, MOH Top Management and fellow esteemed colleagues, marked a new start of the TGP Alumni journey.



The establishment of TGP in 2014 was to produce quality leaders for strategic positions in MOH. Since then, TGP has produced 63 Alumni up to 2020, with more Talents in the pipeline to join the Alumni pool as future MOH leaders.

Some of the TGP Alums have reinvested in the programme as Supervisors and Panels. Selected Alumni were also invited for knowledge-sharing session during the 1<sup>st</sup> TGP Leadership Symposium.

# TGP Alumni

## MEDICAL



**Dr Malindawati  
Mohd Fadzil**  
Alumni 2018  
Cohort 4



**Dr Hirman Ismail**  
Alumni 2019  
Cohort 2



**Dr Faizul Nizam Abu Salim**  
Alumni 2018  
Cohort 4



**Dr Marina Abdullah Sani**  
Alumni 2018  
Cohort 3



**Dr Feroza Sulaiman**  
Alumni 2019  
Cohort 1



**Dr Mohd Anis Haron  
@ Harun**  
Alumni 2018  
Cohort 3



**Dr Raoul Roger Siber  
@ Muhammad Yusof Sibert**  
Alumni 2016  
Cohort 2



**Dr Noradiah Ismail**  
Alumni 2018  
Cohort 3





**Dr Lee Yew Fong**

Alumni **2016**

Cohort **2**



**Dr Md Anuar Abd Samad  
@ Mahmood**

Alumni **2018**

Cohort **4**



**Dr Mithali Abdullah  
@ Jacqueline Sapen**

Alumni **2018**

Cohort **4**



**Dr Mohd Zulfa Mohamad**

Alumni **2020**

Cohort **5**



**Dr Azlihanis Abdul Hadi**

Alumni **2020**

Cohort **4**



**Rosli Mohd Sali**

Alumni **2018**

Cohort **6**



**Dr Abdul Hakim  
Abdul Rashid**

Alumni **2020**

Cohort **4**



**Dr Theeban  
Suntherasegarun**

Alumni **2020**

Cohort **5**



**Dr Kiran Ganesh  
Balakrishnan**

Alumni **2019**

Cohort **7**



**Dr Muhd Siv Azhar  
Merican Abdullah**

Alumni **2018**

Cohort **4**

# PUBLIC HEALTH



**Dr Ho Bee Kiau**  
Alumni **2016**  
Cohort 1



**Dr Gregory Joseph Xavier**  
Alumni **2017**  
Cohort 3



**Dr Feisul Idzwan Mustapha**  
Alumni **2018**  
Cohort 1



**Dr Azmani Wahab**  
Alumni **2019**  
Cohort 3



**Dr Nik Jasmin Nik Mahir**  
Alumni **2016**  
Cohort 2



**Dr Nur Aishah Buang**  
Alumni **2018**  
Cohort 3



**Dr Mohammad Nazarudin Bahari**  
Alumni **2016**  
Cohort 2



**Dr Don Ismail Mohamed**  
Alumni **2019**  
Cohort 3



**Dr Priya Rangunath**  
Alumni **2018**  
Cohort 2



**Dr Thilaka Chinnayah**  
Alumni **2017**  
Cohort 4





**Dr Mohd Ridzuan  
Janudin**

Alumni **2020**  
Cohort **6**



**Dr Husnina Ibrahim**

Alumni **2019**  
Cohort **5**



**Fatimah Sulong**

Alumni **2018**  
Cohort **3**



**Dr Husna Maizura  
Ahmad Mahir**

Alumni **2020**  
Cohort **6**



**Dr Norlizah Paidi**

Alumni **2020**  
Cohort **4**

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“As we look ahead into the next century,  
leaders will be those who empower others”

**Bill Gates**

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# RESEARCH & TECHNICAL SUPPORT



**Ir. Mohd Effendi Amran**

Alumni **2018**

Cohort **1**



**Dr Ainul Nadziha  
Mohd Hanafiah**

Alumni **2018**

Cohort **3**



**Dr Nor Hayati Ibrahim**

Alumni **2016**

Cohort **1**



**Dr Zalilah Abdullah**

Alumni **2020**

Cohort **4**



**Dr Balvinder Singh Gill**

Alumni **2016**

Cohort **2**



**Dr Mohd Azahadi Omar**

Alumni **2018**

Cohort **4**



**Dr Noor Ani Ahmad**

Alumni **2017**

Cohort **3**



**Dr Adiratna Mat Ripen**

Alumni **2018**

Cohort **5**



**Datin Dr Nor Haniza  
Zakaria**

Alumni **2018**

Cohort **3**



**Dr Yuslina Mat Yusoff**

Alumni **2019**

Cohort **5**



**Dr Norizan Rosli**

Alumni **2020**

Cohort **5**



**Dr Munirah Ismail**

Alumni **2020**

Cohort **7**

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“Our greatness comes when we appreciate each other’s strengths, when we learn from each other, when we lean on each other”

**Michelle Obama**

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# ORAL HEALTH



**Dr Azilina Abu Bakar**  
Alumni **2016**  
Cohort **1**



**Dr Salleh Zakaria**  
Alumni **2017**  
Cohort **2**



**Dr Naziah Ahmad Azli**  
Alumni **2016**  
Cohort **3**



**Dr Wan Salina  
Wan Sulaiman**  
Alumni **2016**  
Cohort **2**



**Dr Asmani Abd Razak**  
Alumni **2017**  
Cohort **2**



**Dr Rapeah Mohd Yassin**  
Alumni **2016**  
Cohort **2**



**Dr Fauziah Ahmad**  
Alumni **2018**  
Cohort **2**



**Dr Nurul Ashikin Husin**  
Alumni **2020**  
Cohort **6**



**Dr Habibah Yacob  
@ Ya'akub**  
Alumni **2018**  
Cohort **2**

# PHARMACEUTICAL SERVICES



**Dr Yvonne Khoo  
Siew Khoon**  
Alumni **2017**  
Cohort **2**



**Noor Azwin Bukhori**  
Alumni **2018**  
Cohort **3**



**Noorazlinda Jacob**  
Alumni **2018**  
Cohort **2**



**Rosdi Md Zin**  
Alumni **2020**  
Cohort **6**



**Noraini Saari**  
Alumni **2017**  
Cohort **2**



**Ahmad Ridza  
Ahmad Nizam**  
Alumni **2019**  
Cohort **7**



**Mohd Farizh Che Pa**  
Alumni **2017**  
Cohort **3**



**Nurzila Zainal Abidin**  
Alumni **2019**  
Cohort **3**

# FOOD SAFETY & QUALITY



**Noraini Ab Wahab**

Alumni **2019**

Cohort **3**

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“The success of any school  
can be measured by the  
contribution the alumni  
make to our national life”

**John F Kennedy**

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## ALUMNI TESTIMONIALS

"TGP is an excellent programme. It provides talents with an enriching experience, sharing of ideas and networking opportunities. Participation and interactive approach not only promoted creativity but were fun, refreshing and very engaging. Kudos to the TGP Secretariat for their selfless effort in ensuring the success of the programme by facilitating and keeping us "intact"

**Dr Naziah Ahmad Azli**

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"TGP has taught me to know who I am and my potential. This leadership programme has helped me manage daily work more efficiently and dynamically. The training provided is very good with lectures and practical sessions implemented by an experienced lecturer. TGP Podium has also introduced a range of leaders from diverse backgrounds to share their experiences. Thank you Datuk DG, IHM and MOH"

**Dr Mohammad Nazarudin Bahari**

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"TGP increases the knowledge and skills of management (both in self-management as well as the management of the superior, colleague and subordinate). TGP also gives me a better understanding of the different tools in leadership and how to apply them in daily work"

**Dr Mohd Azahadi Omar**

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"TGP provided a thorough insight into some of the essential areas of leadership, especially on leadership style, leading change, influencing and negotiation skills and a reintroduction to research methodology. I gained an intense burst of both the quality of teaching and the company of fellow talents and their experiences which has helped me look at my organisation in a much wider way"

**Dr Mohd Anis Haron @ Harun**

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"TGP gave me the opportunity to churn out inner talents within me that even I had not realised existed! It gave me a chance to develop holistically (Leadership, Governance, Communication and Relationship). When you are willing to make sacrifices for a great cause, you will never be alone"

**Dr Nik Jasmin Nik Mahir**



"Thanks to TGP for the beneficial experience. I had an enjoyable time while making new friends and benefited tremendously from the knowledge gained through inspirational and energising programmes and talks which were full of insights and new ideas. Well done TGP! Keep up the good work!"

**Dr Azilina Abu Bakar**

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"Undertaking the Talent Grooming Program has truly been a transformational experience! This programme delved deeper into the fundamental prerequisites of developing personal talent and leadership qualities. I enjoyed the expansive formal and informal learning modules and came away with more confidence in applying these lessons to my everyday work and personal life"

**Dr Balvinder Singh Gill**

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"TGP has taught me to understand the unique blend of human relations, equipping me with the ability to apply problem-solving & communication skills in my work and daily life. The programme has brought out the best in me, it kept me motivated in my work and helped me grow professionally"

**Dr Lee Yew Fong**

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"I benefited very much from TGP. I was inspired by the inspirational, awesome and world-class speakers in podium talks and various personal development and leadership skills courses. Being a member of the highly participatory and inclusive group under guidance from excellent facilitators has been an enjoyable experience. Thank you, TGP. You're awesome!"

**Dr Azmani Abd Razak**

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"Being given this wonderful opportunity to accomplish the TGP is truly a very rewarding experience. As a clinician & clinic administrator, attending the various formal & informal learning modules in this programme indeed has improved my leadership and interpersonal communication skills. Thus, it has enhanced my ability to provide better patient care and more excellent organisation management"

**Dr Ho Bee Kiau**

“Thank you, TGP for helping me discern my future with the many new friends and networking made, I have learned and gained much knowledge from them. It is a good platform to build character and develop leadership skills while gaining experience through peer sharing. I strongly encourage peers to join. It is where leaders are made”

**Dr Gregory Joseph Xavier**

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“The TGP has provided an opportunity for both professional and personal development. I acquired key learning points on leadership through inspirational sharing by TGP Podium speakers. I am indebted towards the kindness and care showed by the MOH leader, the TGP Secretariat at IHM, my TGP Facilitator & Supervisor, my TGP Research participants and fellow Talents throughout my TGP journey”

**Dr Yvonne Khoo Siew Khoon**

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“TGP is a marvel. It provides a platform for young talented minds to explore and harness their potential. TGP brings together talents from various backgrounds and cultivates intellectual discourse plus exchange of knowledge between highly valued individuals. It is a great effort by the ministry for capacity building and talent management”

**Dr Faizul Nizam Abu Salim**

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“With TGP, I have the opportunity to extend my networking. The training has been very beneficial for my professional development, covering both technical and personal development. As alumni, it is very important for me to contribute back to the advancement of TGP to make it even better”

**Dr Feisul Idzwan Mustapha**

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“I learned how difficult it is to become a leader. It is a process that never ends and requires consistent effort and reflection. I have also become more aware of my responsibility to develop and articulate a strategy for the team and provide resources to help the team execute. And when it comes to driving change, I learned to listen first”

**Noor Azwin Bukhori**

# MyTGP

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“The world is changing very fast. Big will not beat small anymore. It will be the fast beating the slow”

**Rupert Murdoch**

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## How **The Idea** Emerged

In today's world, technology adoption is critical to assist organisations in implementing processes and acquiring real-time data and information. Developing and maintaining a seamless digital talent management ecosystem requires well-integrated IT systems. For TGP, the idea for an online system emerged as a response to stakeholders' requests for timely information about TGP Talents. It often took some time to provide the information via the conventional manual filing system. Similar difficulties arose when Talents requested direct access to their data, particularly their training attendance.

Ideally, the system should assist the organisation in planning, executing, monitoring, analysing, and even forecasting factors of the organisation's ability to manage talents effectively in a timely and accurate manner. However, developing such a comprehensive IT system requires considerable time and high level of technical expertise especially experienced IT programmers. Moreover, going digital brings on many challenges in terms of cyber security, data protection, user-friendliness and accommodating the clients' needs.

# The Background of MyTGP **Conceptualisation**

MyTGP was launched in 2019 following a two-year effort to design and develop an online system capable of assimilation and execution of all the TGP processes. The primary purpose of a dedicated online system is to manage the increasing number of Talents. Storing the Talents' information in an online system will make it easier to update, access, and share the most up-to-date data. In other words, the system provides real-time information to the TGP's key players, from talents, supervisors, panels, to stakeholders. More importantly, MyTGP enables the systematic filing of Talents' data by the Secretariat in a paperless manner.

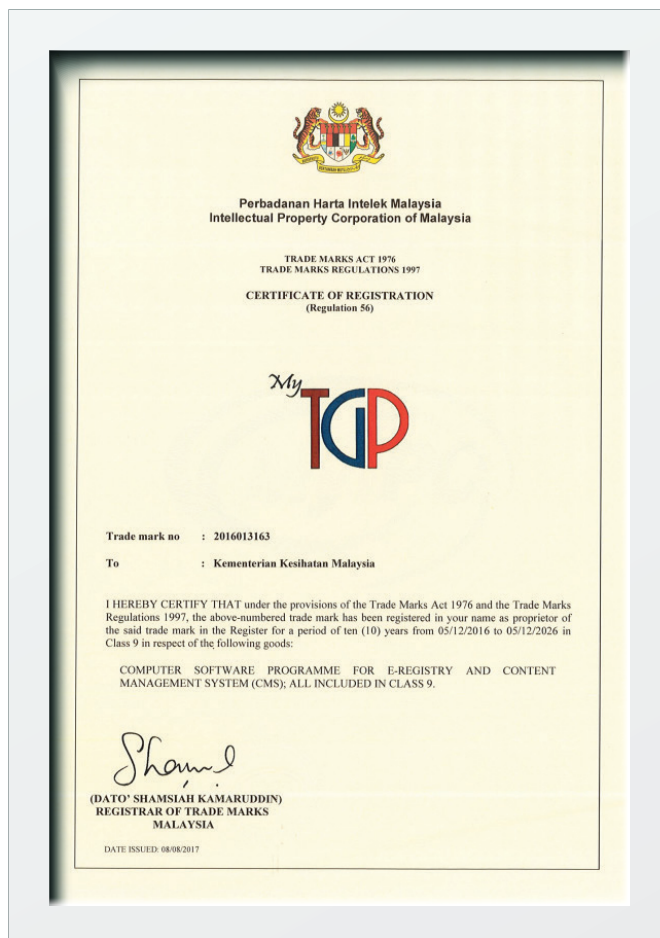
In this context, we were fortunate to receive the technical expertise and facility support of the

IHM IT Department. A series of discussions were held between the IT team and the TGP Secretariat to discuss the transformation of the TGP processes into an online system. Periodic engagements ensued to keep tabs on the proper process and flow. While designing the system, many elements were considered, most notably the maintenance of the system and the potential for upgrade to adapt to future TGP system improvements. It was a challenging task involving multiple trials and errors as well as modifications and improvisation to produce the desired output. After meticulously assessing our in-house capacity to manage the system and fulfil all the internal and national requirements, we had successfully developed MyTGP in-house without incurring any cost.



# The Technical Journey that Gave Rise to MyTGP

We began developing MyTGP in 2017 after receiving approval from the *Jawatankuasa Pemandu Teknologi Maklumat dan Komunikasi (JPICT)*, MOH. Initially, JPICT MOH intended to develop the system with the IHM IT team. However, they had other more extensive commitments and decided to delegate the entire development of MyTGP to the IHM IT team. As a result, we are proud to say that the MyTGP is primarily an IHM home product. In the same year, we obtained a trademark for MyTGP from the Intellectual Property Corporation of Malaysia (MyIPO). By sharing our experience throughout each stage of the development, we hope that it will be beneficial for others who are planning to develop a new online system for their organisation.



## 1 REQUIREMENT GATHERING AND ANALYSIS



This initial stage was the most time-consuming. The TGP Secretariat discussed the basic requirements for the system with the IT team to gain mutual understanding of the capacity and capability to create the system. Despite their busy schedule and other responsibilities, the IT team engaged with us regularly to better understand the TGP process flow to gather the core elements needed to be incorporated into the system. Close collaboration and sharing of critical data enabled a smooth process for this stage of development.

**WATERFALL MODEL**, a traditional approach to system development, was used to create MyTGP. The Waterfall model advances systematically from one phase to another in a downward direction. Phases do not overlap, and they must be completed before moving on to the next.

## 2 SYSTEM DESIGN



At the end of 2018, IHM started relocating from Bangsar to the new NIH Complex in Setia Alam. Once the migration process was completed in early 2019, we embarked on System Design based on the specifications obtained in the first phase. Our team is fortunate to work with Pn Aminah Abd Mutalib, an IT officer with programming expertise. Together, we were able to identify the hardware and system requirements in the first quarter of 2019.

## 3 IMPLEMENTATION



IT systems are usually developed in small units with input obtained from the system design stage before being integrated into the next phase. Unit testing is the process whereby each unit is developed and tested for functionality. We completed this stage quickly before moving on to the next step to get the system up and running.

## 4 INTEGRATION AND TESTING



All of the units developed and tested were integrated into the primary system. Then, we tested the entire system for faults and failures by running a post-integration test by signing in as different users.

## 5 DEPLOYMENT OF SYSTEM



Once the functional and non-functional testing was completed, the product was deployed in the customer environment. After six months, the system was ready. The DG of Health officially launched it during the TGP Inspirational Leadership Symposium in August 2019.

## 6 MAINTENANCE



In the post-launching stage, we detected some user environment issues. During this stage, we continued to modify the system based on the errors discovered by the users. Maintenance is performed regularly to incorporate the necessary changes in the users' environment. Until now, MyTGP continues to be managed by the same IT team, thus ensuring smooth continuity of the system maintenance.

## Benefits of MyTGP

### Enhanced System & Data Security



Having a system that enables secure data sharing with relevant stakeholders and other parties is essential for any online database. TGP data was initially stored on a dedicated external hard disc with a backup hard copy. The data security, the privacy of their users in the system, and all the transactions, connections, and communications that enter and exit the site must be kept secure.

### Increased Accessibility



One notable benefit of MyTGP is that the stakeholders, Secretariat, Talents and other approved users now have increased accessibility to TGP-related data. For example, Talents can now access their account from any device, be it desktop, tablet, laptop, or smartphone, regardless of location or time. Similarly, the Secretariat can upload relevant content and communicate with stakeholders, Talents and other collaborators.

### Paperless Systematic Process



One of the most significant features of MyTGP is its ability to automate and optimise the TGP process from the beginning to the end. With this feature, we can avoid many tedious tasks in the manual system. For example, MyTGP can automatically remind and update the application's status and incomplete documents. The application will not be processed further unless and until all requirements are met.

### Improved Talent Experience



MyTGP proves to be a valuable tool for talents and the Secretariat. Talents can access all the TGP-related information regarding their training, project, achievements. MyTGP serves as a one-stop centre that enables the Talents to obtain the necessary information without going through extra layers of request. Such convenience also reduces the need for the Secretariat to manually prepare replies to such requests from Talents and redundancy of work.

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“Create and nurture an environment in your organisation where curiosity is encouraged, and creative thinking is rewarded”

**Pearl Zhu**

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# The Future of MyTGP

A good talent management system should ideally be an integrated online solution covering the entire personnel management spectrum from recruitment, performance management, learning and development to succession planning. For the time being, MyTGP can store and share data seamlessly, execute the TGP selection and monitoring processes, and serve as a platform for talents to track their progress, particularly concerning their projects.

Our long-term goal is to optimise TGP's functions to encompass all of the organisation's processes, including continuous and final assessment, as well as alumni updates. Moving forward, one exciting area of growth for MyTGP is incorporating artificial intelligence (AI) or machine learning (ML) capabilities to analyse the Talents' data and recommend courses tailored to their competency level and performance.

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“Unless commitment is made,  
there are only promises and hopes;  
but no plans”

**Peter F. Drucker**

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# CONCLUSION

Healthcare leadership development is an ongoing process and the content of development must be constantly updated to encompass a holistic overview of leadership concepts, knowledge, and skills. While the fundamental principles of quality leadership remain the same, its application and dissemination may undergo rapid transformation with time. This is imperative to empower potential leaders with all the competencies needed for optimal delivery of healthcare services, especially in volatile times of pandemics.



Since the DG of Health first mooted the idea of a structured system of talent grooming within MOH in 2013, TGP has made great strides in conceptualising and implementing the programme as an integral part of succession planning in MOH. Over the years, TGP managed to establish itself as a well-known entity in MOH and has been bestowed with several awards and endorsed by the top management in MOH. Apart from that, it was the first programme in the country to provide structured and systematic leadership training for healthcare professionals. It also served as a networking platform for interprofessional collaboration between HCP from different programmes, schemes, and positions.

## The Challenges We Faced Over the Years

As with any new programme, TGP is not without flaws and weaknesses. When TGP was first launched, the aspiration was mainly to create leadership awareness among its Talents. Thus, there is a lack of clearly defined formal goals for the TGP Talents at the end of their training. Moreover, the lack of measurable and tangible outcomes makes it difficult to ascertain the exact impact and return of investment (ROI) of TGP. To a certain extent, this may have contributed to the limited recognition of TGP training and utilisation of TGP Talents by those who are not well versed with TGP objectives.

Apart from that, the inclusion of TGP talents from all levels of the six MOH programmes for generic leadership training led to certain mismatched expectations due to challenges in preparing talent-centric training content for those with different working experience in MOH. In addition, organisational barriers in terms of core duties at work also deterred some Talents from completing the compulsory training.

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“To add value to others,  
one must first value others”

**John C. Maxwell**

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# Overcoming the Obstacles

To overcome the shortcomings of TGP, we must look to the opportunities that are present. To begin with, existing resources of the TGP Alumni pool can be tapped into for them to be the trainers and supervisors of future cohorts. Apart from that, it is high time to venture into remote coaching and virtual training sessions, especially in the current climate of the COVID-19 pandemic. However, many leadership training modules work best when personal face-to-face interactions are involved. Another opportunity to elevate the status of TGP will be making it a formal criteria in career advancement and obtaining proper accreditation as a certificate or diploma programme upon collaboration with the appropriate academic institutions.

## Strengths

- Positive and well-known 'brand'
- Top management endorsement
- Standardised healthcare leadership training
- Interprofessional collaboration and networking



## Weaknesses

- No formal goals defined for Talents
- Limited recognition
- Lack of measurable tangible outcomes
- Knowledge transfer and skill application unclear
- Financial burden of training



## Opportunities

- Customisation of programme
- Existing resources available for transformation
- Formal criteria for career advancement
- Accreditation



## Threats

- Provider's capability
- Questionable transferability in real life
- Low appeal and attractiveness
- Sustainability of 'buy-in's



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“Success is a journey,  
not a destination.  
It requires constant effort,  
vigilance and reevaluation”

**Mark Twain**


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## Our Way **Forward**

To ensure sustainability and continual success, every long-term programme should undergo regular evaluation. Talent grooming and leadership development require long-term commitment and endeavours. The combination of all the best practices applicable to the local setting must be continued to ensure the sustainability of TGP even after the exciting phase of the new programme in the infancy stage. Furthermore, the programme must be able to stimulate, engage, and maintain the potential leaders' and stakeholders' interests and belief that TGP is highly beneficial in helping them address and overcome any operational and strategic challenges at the workplace.

While TGP has achieved a tremendous deal of progress in leadership development, especially for MOH, there are still gaps that warrant further attention. With the programme reaching a maturation milestone after seven years of implementation, more data is available to evaluate TGP and its impact formally. Therefore, in 2019, the TGP Secretariat embarked on a formal evaluation of TGP via a qualitative research project to explore the TGP experiences, practices, and outcomes from the perspectives of Talents and Supervisors. By carefully scrutinising the evidence gathered from the study, we hope to identify the various areas of strength and weakness of TGP. With the appropriate resources and expertise, the necessary innovation and improvement strategies can be undertaken to better accomplish TGP objectives and to take TGP to the next level. Our journey continues in another chapter.



“As we look ahead into the next century, leaders will be those who empower others.”

**Bill Gates**

