



BLNGGEMA



Quarter 3 2015

“The white bellied sea eagle is a frequent visitor to our loading jetty. We must play our part in ensuring that this sea eagle remains a familiar sight, now and for future generations.”



C

Contents

Editorial Team:

Azlan Abdul Aziz
Mohammad Sofian Kipli

Article Contributors:

Ashady Bolhasan,
Nurwena Abdullah,
Mohammad Rifaie Haji Mohammad Noor,
Martijn de Heer
Hj Md Jamri Jaafar
Nadiah Hanim Md Salleh
Wardi DP Buntar (BGC)

Photographers:

Nurwena Abdullah
Nanyang Photographers

Layout & Design:

Nurwena Abdullah
Mohammad Sofian Kipli

PROJECTS

01

More Energy Efficiency is Anticipated from COGEN-II Project

02

Technical Exchange Meeting with Japanese Buyers

SHIPPING

03

First Birthing of Amadi at Brunei LNG

PEOPLE

04

Long Service Employees Honoured at the Malam Silaturrahim

CORPORATE SOCIAL RESPONSIBILITY

05

Opportunities To Meet The Caring Monarch at The Meet & Greet Event in Belait

06

Brunei LNG & BMC Enhance Relationship With The Community Through Co-Hosting Hari Raya Celebration

07

BSJV, SDB and BGC Beach Cleaning Campaign

RELIGIOUS

08

The Best Way to Memorise Al-Quran

09

Distribution of Sacrificial Meat in Conjunction with Hari Raya Aidil Adha 1436H/2015

HEALTHY LIFESTYLE PROGRAMME

10

Trip to Bukit Batu Bujang Pahang

FEATURED ARTICLE

11

Why People Resist Change?

12

Three Things You Should Do Daily To Improve Your Leadership Skills



MD Message

Dear Colleagues,

Bismillahirrahmanirrahim

Assalamualaikum Warahmatuallahi Wabarakatuh/ Warmest Greetings

In this issue of BLNGema, I would like to highlight on Diversity & Inclusion (D&I) and its importance to the organisation.

The two words are distinct but related concepts. Diversity is about differences or varieties and Inclusion means that we welcome different views and opinions and make everyone feel they are working together within a safe environment. In a complete term D&I is about making our varieties synergies in an atmosphere where all people feel valued and respected and have access to the same opportunities.

Our staff population comprised of 23 different ethnic groups from 27 different nationalities, in which a majority is Bruneian Malay. One out of three from our 700 employees is female, and out of that pool 50% is in graduate development category. On average one third of our staff population are under the age of 30 with less than 10 years working experience. This is perhaps an area of concern as we are working against time to bridge the generation gaps in terms of technical knowledge, prior to the departure of some of our valued and experienced colleagues. Hence we have embarked on an aggressive succession planning to accelerate the closure of significant competence gaps. We are fortunate to have a strong pool of talented woman graduates and female technical staff in Brunei LNG who have demonstrated their capabilities to perform within their respective functions. We need to ensure that all staff continue to be motivated and are provided with an inclusive environment that is; free from harassment or discrimination.

The shift within our own employee demographics mean that we need to be more aware of our differences and make that conscious effort to make everyone included. As an organisation we need to listen actively to the views of the minority.

Inclusion should also be incorporated at the heart of our execution strategy in order for us to realise our aspiration. We want to have an atmosphere where individual's contribution from the diverse Brunei LNG community would be recognised, welcomed and treated with respect. Then we would be able to unleash the potential talent within the organisation

Brunei LNG strives to be a High Performing Organisation with highly motivated and competent people, locals and expats alike. I am grateful to see our local Bruneian talents and international expats transfer knowledge, skills and abilities to our younger team. We want our people to be proud of their association with Brunei LNG not only as a place to work but also where they feel they are part of a bigger Brunei LNG family, taking pride in their deliveries to meet national demands. We want to have a pro-active community that will be able to work across function and does not accept nor tolerate normalisation and non-compliance to business integrity activities.

We will create a more prominent awareness on D&I within our daily operations by incorporating it in our engagements or communications. I believe that having implemented effective initiatives to spring D&I issues to the forefront of Brunei LNG's consciousness is part of the vision of making Brunei LNG a High Performing Organisation. I aspire to see Brunei LNG as an exciting and safe organisation that would make each and every one of us feel inclusive and appreciated at all times.

Regards,
Mohamad Awang Damit
MD/CEO Brunei LNG Sendirian Berhad

MORE ENERGY EFFICIENCY IS ANTICIPATED FROM COGEN-II PROJECT



In 2012 Brunei LNG, Brunei Shell Petroleum (BSP) and Department of Electrical Services (DES) started the COGEN II project in Lumut. The project includes the installation of two Frame 6 Gas Turbine Generators (GTGs) at the DES Lumut Power Station (LPS) site adjacent to Brunei LNG, three Heat Recovery Steam Generators (HRSGs) and rejuvenate/expand of the HP fuel gas station at Brunei LNG. The Project will also work on the associated infrastructure at Brunei LNG and DES, including; electrical systems, low pressure fuel gas, boiler feed water, high pressure injection water, flare system and HP steam master control systems. The project is executed to meet the growing power demand that DES is anticipated in the Belait District.

During all phases of the Project (definition, detailed engineering, construction, commissioning) the challenge has been to ensure the scope is correctly integrated and coordinated between Brunei LNG, DES and BSP. In addition, a number of external Projects have strong relations with COGEN-II, such as the DES Gas Insulated Substation (GIS) Project that is engineered and constructed by other contractors on behalf of DES. This new substation will supply the power to start-up the new GTGs

and associated equipment. This will absorb and distribute the power that is generated once the GTGs are in operation. Another challenge that makes the Project execution highly complex is the number of tie-ins (more than 250) that need to be done in the existing assets within Brunei LNG and DES due to the brownfield nature of the Project. Most of these tie-ins need to be carefully prepared and planned to ensure there is no impact on the operation of the existing assets. Hence good stakeholder management is the key to the success of the Project, and on top of that regular interfacing and disciplined documentation sharing and approval process between all parties are also essential.

The Project's main focus is to ensure Health and Safety remains at the highest level and avoid accidents at all times. The size and nature of the Project requires attracting a large number of local and foreign workers (800-1200 during peak of the Project) from various backgrounds that have different levels of experience in oil and gas industry. The COGEN-II Project together with its EPCM contractor, Amec Foster Wheeler, has been focussed on HSE from the initial design and selection of subcontractors all the way through detailed planning and execution on

the construction site. With the dedication and commitment of all involved, the project has recently achieved 4 million manhours without an LTI. Similar to HSE, construction quality is an area that can be jeopardised by changes in the Project schedule and/or execution sequence that are unavoidable in a dynamic Project environment with many interfaces. A thorough preparation of the work that is adapted for changing circumstance/environment is essential while compliance checks in the construction areas and continuous improvement processes are essential.

The successful completion of this cogeneration project is expected to increase Brunei LNG's production to an equivalent of 2.8 B cargoes per annum. This is as a result of fuel gas savings and further optimisation of power and steam production. The COGEN-II Project is currently well into construction and preparing for the start-up that is expected to begin in middle 2016. The project will not only beneficial to Brunei LNG but more importantly as a whole country in providing energy efficiency. The project itself has given various job opportunities for the locals as well as transfer of knowledge from subject matter experts in various fields.



TECHNICAL EXCHANGE MEETING WITH JAPANESE BUYERS

On 3rd September 2015 Brunei LNG hosted 2 Days Technical Exchange Meeting with Japanese Buyers from Tokyo Electric Power Company Ltd, Tokyo Gas Co. Ltd and Osaka Gas Co. Ltd. Also participating in the meeting were representatives from the Brunei Gas Carriers (BGC).

The meeting aimed to communicate technical and operational issues regularly between Seller and Buyer, and at the same time to give updates on their recent achievements. This would help them to know better and simultaneously strengthening relationship and cooperation of each other.

Among the topics presented By Brunei LNG and Brunei Gas Carriers were:

- Update on Brunei LNG Rejuvenation Plan
- Commissioning of Tank 6
- Jetty Maintenance Strategy
- BD3 Restoration
- Major Turnaround
- DFDE (Dual Fuel Diesel Engines) ships Vs Conventional Steam Ships (BGC)

Meanwhile on the Buyers side, among those topics presented were:

- Enhancement of Generators at Futtsu LNG Terminal
- Specific LNG operation for Brunei LNG
- Construction of Hitachi LNG terminal
- The Feature of SAYAENDO type vessel "LNG VENUS"
- Reform of work planning method with 3D diagram

The meeting was attended by Mr. Nobuharu Nakagiri the Manager, LNG Project Fuel Facility and Engineering Solutions Office of Tokyo Electric Power Company Ltd, Mr. Tokuro Ebukuro the Deputy General Manager, Procurement & Trading Sector 1, Gas Resources Department of Tokyo Gas Co. Ltd and Mr. Hiroyuki Tanohata the Planning & Safety Administration Team Himeji LNG Terminal of Osaka Gas Co. Ltd.



FIRST BERTHING OF AMADI AT BRUNEI LNG

It was a great milestone for Brunei LNG and Brunei Gas Carrier (BGC) when the 5th LNG Carrier 'Amadi' arrived at Brunei LNG's Jetty on 23rd July 2015. Her arrival was warmly welcomed by the Managing Director of BGC, Hj Shahbudin Musa who led a delegation comprised of the Permanent Secretary (Downstream & Power) at the Prime Minister's Office (PMO) Dato Hj Jemain Julaihi, the Managing Director/CEO of Brunei LNG Mohamad Awang Damit and some officials from the Energy Department and some representatives from Brunei LNG.

The delegation was welcomed on board the ship by Amadi Captain, BGC's first Bruneian Master, Abdul Mateen Abdurrahman Liew @ Martin and the maintenance team was led by Chief Engineer Eng Yih Chih. In his welcoming speech Abdul Mateen highlighted that the delivery of Amadi marks a significant milestone in which the team from Amadi Ship consists of Bruneians from every rank as part of the Bruneianisation project which began over a decade ago. *"The experience that we had delivering the Amani has stood us in good stead this time. We have a team who learnt quickly from the past experience and this has helped us well with the delivery of the Amadi,"* said Captain Abdul Mateen. The journey for delivery of Amadi to Brunei started on 15th of July 2015 and arrived at Brunei LNG's jetty on 27th July 2015 which marked the first loading of LNG to Amadi.

The new Amadi ship is the largest and latest LNG tanker owned by BGC. It took Korea's Hyundai Heavy Industry (HHI) 18 months to build. This vessel is powered by dual fuel diesel electric engine- powered vessel that measures to 154,800 m³. The engine emits 23 percent less carbon dioxide than vessels powered by standard heavy fuel oil. The size is bigger than Arkat and Amali by 7,800 m³ and the length of the ship is equivalent to three football pitches. The ship is also facilitated with internet access, a dedicated prayer room and ablution area, and most importantly the food on board all BGC's fleet are all halal. The delegation was shown around the tanker by the Captain.

Meanwhile, Hj Shahbudin Musa, the Managing Director of BGC highlighted that *"the ship fulfils the most port locations around the world, thus enabling charter's shipment of products."* BGC has been part of the LNG chain in Brunei since the introduction of the A Class Tanker Abadi in 2002. Since then the company has expanded its fleets with 4 additional "A" class tankers. Currently BGC is managing all the LNG tankers that serve Brunei LNG for delivering the liquefied natural gas to our customers.



LONG SERVICE EMPLOYEES HONoured AT THE MALAM SILATURRAHIM



On 29th August 2015, Brunei LNG celebrated 64 long service recipients at the Malam Silaturrahim. The event with the aim to honour the long service employees and strengthening our kinship was organised by the Brunei LNG's Graduates, GeNEXT in collaboration with the LCE department. The event was held at the Empire Hotel and Country Club, Jerudong.

A total of 62 long service recipients were celebrated in this year's event. One of the long-service award recipients received his 40-year service, 3 employees received the 35-year service awards, 9 received 30-year service awards, 17 received 25-year service awards, 10 received 20-year service awards, 4 received 15-year service awards and another 18 achieved the 10-year service awards. This brings to over 1,280 years of service in total.

In his speech, the MD/CEO took the opportunity to congratulate and extend his highest praise to the well-deserved recipients

for their resolute dedications, loyalty and contributions to Brunei LNG during the 10 to 40 years of service. His appreciation and gratitude also extended to the family members who have rendered them with the enormous support over the years.

The MD/CEO of Brunei LNG in his speech shared the current external environment that affecting the LNG Market in which for every employees to ponder upon. The current reduction in oil price has raised great concerns for oil and gas exporting countries. The crude oil price has plunged to below \$45 per barrel within the week and the slowing down of China's economy has affected the stock market with hundreds of billions dollar's value losses. He further added that the current global economic trend would certainly affected Brunei LNG.

"Our revenue forecast for the year will certainly be lower than plan and this translated to lower dividends to our shareholders. As

a major contributor to the local economy with LNG accounting for more than 45% of export revenue, we should continue to remain focused in delivering our remaining plans and commitments to our shareholders."

This year, we also had our very own Brunei LNG staff performing live on stage. The group called SOKTANGI buskers (which means: esok datang lagi) performed songs in the 1960s which was well received by the audiences. The event was surprised by one of our long service recipients, Hjh Nurahimah Duraman - MRM/2 who sang a cover by Dato' Siti Nurhaliza.

OPPORTUNITIES TO MEET THE CARING MONARCH AT THE MEET & GREET EVENT IN BELAIT



An early hour of Saturday 22nd August 2015, the enthusiasts Belait Community was seen thronged to the Padang Bandaran Kuala Belait with one common aim, which is to witness the Meet & Greet event in conjunction with the 69th Birthday celebration of His Majesty the Sultan of Brunei Darussalam.

The event was mesmerised with a 20 minute showcase presented by 769 participants from the Belait community showing their continuous support to His Majesty Sultan Hj Hassanal Bolkiah Mu'izzaddin Waddaulah, the Sultan and Yang Di-Pertuan of Brunei Darussalam's 69th birthday. It was quite an involvement from the community, schools, non-government organisations, uniformed personnel in this kind of celebration in which most performance went smoothly as planned.

This year the Oil and gas companies took part in the celebration in steering the company towards economic prosperity. Brunei LNG employees were led by our Managing Director/CEO Mohamad Awang Damit. In an interview statement extracted from the Brunei Times our MD/CEO highlighted that *"The stability in Brunei over the decades has allowed Brunei LNG and many others to progress into what they are today. For us, stability means we are able to function and continue the safe production of liquefied natural gas"*.

Brunei LNG employees and families comprised of different nationalities proudly meet and greet His Majesty and the royal entourage at the event. Some of them experienced it for the first time in their lives. It was a great opportunity for everyone after all.

BRUNEI LNG & BMC ENHANCE RELATIONSHIP WITH THE COMMUNITY THROUGH CO-HOSTING HARI RAYA CELEBRATION



On 7th October 2015, Brunei LNG Sendirian Berhad (Brunei LNG) and Brunei Methanol Company Sedirian Berhad (BMC) for the first time co-hosted the Hari Raya Open House for the community and their stakeholders. The event took place at the Liang Lumut Recreation Club (LLRC) in Lumut, Seria and led by the Managing Director/CEO of Brunei LNG Mohamad Awang Damit and CEO of BMC, Mr Takayuki Miyamoto.

Hundreds of people from the nearby community flocked to the event to join the festivities that served with warm hospitality and mouth-watering buffet of a variety of Malay cuisines. They were greeted by the staff of Brunei LNG and BMC headed by the respective Managing Director/CEOs. Also joining the celebration were representatives from Total E & P Borneo BV.

The event is part of an annual activity for Brunei LNG and BMC and considered as the Corporate Social Responsibility (CSR) for both companies in enhancing relationship with the community and their stakeholders. The event also provided an opportunity for employees from both companies to get to know the community within the Mukim Liang areas.

Among those stakeholders present at the event were the Deputy Minister of Home Affairs Pehin Dato Hj Awg Halbi Hj Md Yussof, officers from government departments and Brunei Economic Development Board (BEBD).



BSJV, SDB AND BGC BEACH CLEANING CAMPAIGN

Brunei Shell Joint Ventures (BSJV), Shell Deepwater Borneo (SDB) and Brunei Gas Carriers (BGC) organised the Beach Cleaning Campaign in conjunction with the International Coastal Clean-up Day 2015. The event was participated by the management, staff and family members of BSJV and BGC gathered at the various focal points set up in Brunei-Muara District, Belait District and Tutong District. The main event for Brunei LNG was held at the Lumut Beach at the Belait District, led by the Managing Director/CEO Mohamad Awang Damit. Also present were the Community leaders in the Mukim Liang and the Assistant Belait District Officer.

The event aimed to demonstrate the commitment of staff members, their family and the community towards protecting our environment and at the same time educate the youths on the importance of conservation.

ALMOST three tonnes of trash were collected during the campaign by around 760 people in Brunei Coastal Clean-up which was held simultaneously at locations along the beaches of Brunei Darussalam. Plastic bottles and cigarette butts were the most trash items that were collected at the beach clean-up.

The breakdown of the trash acquired was 596kg for the Belait Beach, 569kg for the Muara Beach, 614.5kg for the Lumut Beach, 661.4kg for the Meragang Beach and 1,001kg at the Danau Beach. Total trash was up to 2,970kg.

Those who were present leading the clean-up were Brunei LNG Managing Director, Mohamad Haji Awang Damit; Brunei Shell Petroleum (BSP) Deputy Managing Director, Haji Kamaludin bin Haji Bungsu; BSP Development Manager, Jan Willem Albert van der lee, Brunei Shell Marketing Managing Director, Pengiran Shamhary bin Pengiran Dato Haji Mustapha; SDB Managing Director, Stuart Goodman and BGC Acting Managing Director, Haji Mohd Yussuf bin Taufik.

The invitation was also extended to the Brunei-Muara District Office, Tutong District Office, Belait District Office, Liang Lumut Community, Mukim Telisai community, Royal Brunei Navy, 3rd Battalion Royal Brunei Armed Forces, Marine Department, Perdana Wazir Secondary School, Chung Hwa School, St James School, Sungai Liang Primary School, Lumut Primary School, Pengiran Anak Puteri Rashidah Secondary School, Politeknik Brunei, Tutong District Volunteers Group (SUKA), Serasa community, Muara Police Station, Institut Teknologi Brunei SPE Student Chapter, Cosmopolitan College of Commerce and Technology, Brunei-Muara community leaders, Nakhoda Ragam Vocational School and Meragang Sixth Form Centre.



DISTRIBUTION OF SACRIFICIAL MEAT IN CONJUNCTION WITH HARI RAYA AIDIL ADHA 1436H/2015



On the 28th September 2015, as part of an annual event, Brunei LNG organised a distribution of sacrificial meat to staff and contractors in conjunction with Hari Raya Aidil Adha 1436. This event is organised by Badan Pekerja-Pekerja Islam (BPPI). The guest of honour was our MD/CEO Mohammad Awang Damit who was also one of the participants for the 'Ibadah Korban'. This year a total of 28 people that comprised of staff and family members participated in this year's event, and 4 cows were sacrificed for this event.



Prior to the distribution of the sacrificial meat, a short talk was conducted by Mohammad Rifaie Haji Mohammad Noor, Junior Guidance and Counselling Support (HML/321). The talk aimed to share the benefits to those who performed the 'Ibadah Korban' such as: To increase good deeds; Glorious place in the sight of Allah Ta'ala; and to ask forgiveness.

The event concluded with the distribution of the sacrificial meat to all staff and contractors led by the guest of honour along with the 'Ibadah Korban' Participants.

THE BEST WAY TO MEMORISE AL-QURAN

The Quran is a beautiful book because it is the word of Allah. Memorising even a few Surahs or Ayahs from the Quran will bring you great rewards in the Hereafter. That is why it is important to know exactly how to memorise ayahs from the Quran. The most critical formula for success will be the intention as well as our firm resolution to achieve our goals. Regarding intention, it's absolutely essential to enter into the process of Quranic memorisation with a pure intention to do it solely for the sake of Allah (SWT).

There are some tips how to memorise Surahs or Ayahs from the Quran as below:

- Start today because your intention will not be any stronger a month from now.
- The greatest place to memorise the Quran is at the masjid, but if that is not possible then memorise in a quiet place with a minimum amount of distractions.
- Always recite the ayahs you have memorised after prayers.
- Try to recite everything you memorised before you go to sleep.
- The best time to memorise the Quran is after Fajr (dawn) because your mind is clear and you have no worries to think about.
- Practice the ayahs you have memorised in your Fajr prayers and Sunnah prayers.
- Start slow to avoid discouragement.



On 9 July 2015, Brunei LNG organised the first Memorising Surahs competition through the Badan Pekerja-Pekerja Islam during the Holy Month of Ramadhan in commemoration of the Anniversary of the Revelation of the Quran. Active participation in Quran competition will also play an important role in adding individuals to memorise Quran. Meanwhile it was also to encourage people to recite, hear and memorise the Holy Quran. There were 8 participants amongst the staff and business partners participated in this competition. The winner in the men's category was Mohamed Bakrin bin Haji Awang Abas (FFC/52) and Siti Hijrah binti Sabtu (HSEO/7) for the women's category. The prizes were presented by Haji Husini bin Haji Bakar (LC) as the guest of honour for the event.



TRIP TO BUKIT BATU BUJANG PAHANG

Fitness is not a destination, but a way of life. The mantra holds true when a combination of Brunei LNG & BSP avid adventurers and trekkers decided to go to one of the popular destination in Brunei: the Bukit Batu Bujang Pahang situated at Kg Menunggol a few minutes ride by the boat at Kg Ayer.

We started quite early in the morning towards the isolated island of Pulau Berambang where one of Brunei's highest peak is located. The jungle trek itself can be completed in one hour if not for the exciting exploration filled with informative briefing on the peak's myth and the stories behind the Batu Berpangkat, Telaga Puteri and Gua Kelawar, all being enthusiastic in taking lots of memorable pictures and then the satisfying feat in conquering the peak. The adventure ended with cruising along the Kg Ayer's river towards Kg Sungai Bunga Homestay where the group was introduced to the village's activities and then served with delicious lunch Kg Ayer's style. Everybody was having fun, and the organiser had already been alarmed for the next trip!

The team wishes to extend their sincere appreciation to the cheerful Ketua Kampong of Menunggol and the MPK Sg Bunga committee for making the trip a memorable one.

FEATURED ARTICLE: WHY PEOPLE RESIST CHANGE?

By Sean McPheat



<http://www.mtdtraining.com/blog/why-people-resist-change.html>

Change will often be hampered by resistance from people who might be affected by it. So firstly, why would people resist change, and then, how can we overcome this resistance?

First, the reasons people resist? Well, some reasons are based on human nature and others on organisational dynamics:

- * **Selective Perception:** People tend to focus on how they will be personally affected by change, rather than seeing the overall bigger organisational picture. The change may not fit in with their specific personal beliefs and values. Also, people live by the psychological Law of Certainty, and any changes can affect that law, as far as they are concerned.
- * **Lack of Information:** If people don't understand or appreciate why change is so important, they may think 'if it ain't broke, don't fix it'. If reasons for change aren't clearly presented, they may assume the worse in terms of initiator intentions and personal impact. They also might not know what to do or how to do it.
- * **Fear of the Unknown:** They may ask 'how will this change affect my personal job security?' They may fear loss of position, income, stability, power of status. Social changes may occur that would affect their job satisfaction. All these things contribute to resistance because of that Law of Certainty
- * **Habit:** People prefer actions and events they are familiar with; it enhances their feeling of self-worth when they are able to efficiently and effectively carry out their tasks. Breaking a habit is hard work for many, even if the new behaviour leads to favourable outcomes. So be aware of the effect habitual working patterns have on some people
- * **Not Liking the Initiator:** When people's thoughts and feelings about change are not considered, they feel controlled and fear they are losing autonomy over their work lives. These fears decrease trust in the initiator's intentions, so they breed resentment, distrust and resistance to change
- * **Structural stability:** Organisations create groups, subgroups, working norms, rules, processes, procedures, values and hierarchies in order to produce stability and order. Organisational changes usually alter this stability, and so are resisted.

All these, and more, can produce resistance to any change initiative.

John Kotter and Len Schlesinger have developed six strategies that help in overcoming resistance to change. Each strategy is most appropriate in certain kinds of situations, and many of them can be applied simultaneously: Firstly, Education and Communication: Extensive communication will help reduce anxiety and ensure people understand the reasons for what is happening, what will be expected of them and how they will be supported through the change. You should let people know beforehand what is happening and why. If people are informed and persuaded that the change is necessary and result in benefits, it will help with implementation

Next, Participation and Involvement: This increases understanding, enhances feelings of control, reduces uncertainty and promotes a feeling of ownership. Encourage those involved in change to help design and implement the changes; that way, it is difficult for them to resist those things they have driven themselves

Then, Facilitation and Support: People's anxiety should be seen as legitimate, so encouragement and support, training, coaching, counseling and facilitation can reduce resistance from those involved in the changes

Next, Negotiation and Agreement: With powerful resisters, you may have to offer incentives in return for agreement to changes. This is useful when people will clearly lose out because of the changes, but it also alerts people that they may be able to hold out for extra benefits if they continue resisting the change

Then, Manipulation: When the previous change stages don't work or are too expensive, this can be a relatively quick and inexpensive way to avoid negotiation. It involves framing and selectively using information and implied incentives to maximise the likelihood of acceptance to the change. For example, the only way we can avoid redundancies is for us all to accept pay cuts has been a tried and trusted tactic used by many firms, even if the eventual redundancies could well have been avoided by other measures

Finally, Coercion: At times, managers may have to use their power and authority to threaten negative incentives to force acceptance of the proposed change. For example, if the necessary changes aren't implemented, it may be necessary to close down the plant, cut salaries or lay people off. Where speed is essential and initiators have the power, this is an easy way to overcome resistance. However, if the change is not framed to benefit the organisation, it can promote distrust, anger and disharmony.

Change often means loss, which for many people is difficult to deal with. You'll recall the change cycle that many people go through, involving denial, insecurity, resentment, anger and worry. When this occurs, it is best to employ one or more of the above tactics to ensure you get the best possible chance of buy-in from the people affected by the change implementation.



<http://www.mtdtraining.com/blog/tag/change-management/page/2>

FEATURED ARTICLE: THREE THINGS YOU SHOULD DO DAILY TO IMPROVE YOUR LEADERSHIP SKILLS

By Sean McPheat

The process of becoming an effective leader never stops! With so many different situations and so many different people, we only ever hope to become better through experience and learning. Some people want to wait until they are perfect at something before they try doing it. One thing that sets successful and effective leaders apart is that they are prepared to do something even though they don't fully know what they are doing and the fact that it may not work first time.

If you are interested in becoming an effective leader here are three top tips for improving your leadership style:



1. Listen

As trainers we learned long ago that we learn from every single training, presentation or coaching session that we deliver. Just by taking the time to listen to people we can learn so much. Some managers we have come across appear to have closed minds. By this we mean that they think that they always have the answers and that their answer is always right! In other words they are not prepared to listen first and consider another point of view. If you listen it doesn't mean that you have to agree. Try on the idea first and see whether it could work. Making the final decision is often the role of the leader only once they have considered the alternatives.



2. Be Curious

One of our trainers was talking about a teacher he had at school who taught Design and Technology (in those days it was a posh word for woodwork and metalwork classes!). This teacher said, 'Always have a sense of curiosity about the world around you. When you see a light switch always be curious about how it works. How does it connect the electricity to the light bulb?'

True leaders are curious about how things work. They put themselves in the minds of other people: customers, colleagues, employees and competitors.

They take the time to ask themselves, 'What is going on?', 'What do people want?', 'What do they need?', 'Why are they doing that?'

Everybody can keep themselves busy but as a leader are you spending time on the most important things? In other words are you leading your people and your business in the right direction?



3. Learn From Your Mistakes

We've already said earlier on that the best leaders are prepared to do something even though they not fully understand how to do it. What they are good at is to learn from things that don't work out exactly as planned.

They can still keep ahead of the competition because they acted quickly and maybe were the first to market. They make improvements to their first attempt and sell the new better version as the improved article. If they have received customer feedback of the first version they tell everybody, 'We've listened to your feedback and this is how we have improved it'. Customers love to hear that we have listened to them (see point one above!) AND that you've done something about it too.

Entrepreneurs around the world who have become successful have a history of failures behind them. The difference between them and people who didn't make it is the way they responded to the failure – they learned from it and tried again.

The good news is that we all have the ability as human beings to learn and evolve. Whatever your learning style, you can do it. Whether it's reading books and articles, watching videos on the internet, listening to audio books and clips or just diving in and seeing what happens, just give it go!

If your preferred learning style is to sit with other people discuss and reflect upon different leadership styles, then contact us to see how we can become your preferred learning partner. We promise you that we will have fun learning together!

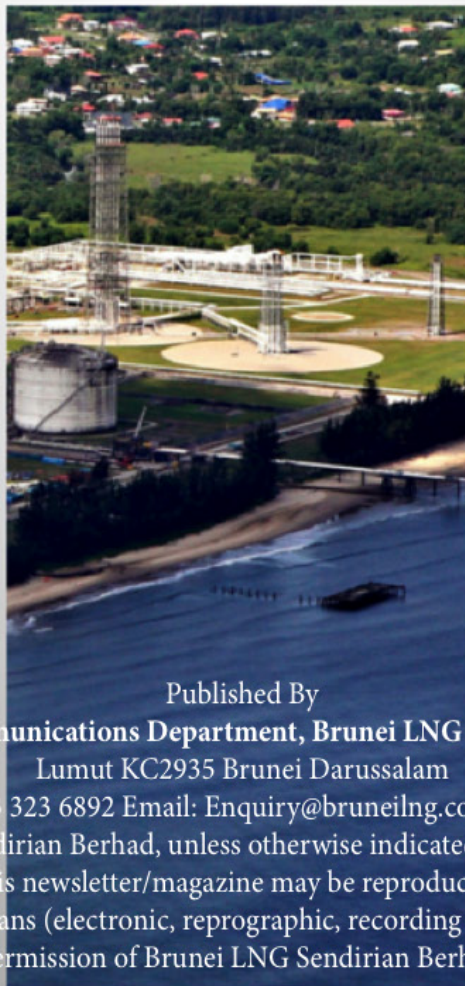
Managing Director - MTD Training
The Management Training Specialists
<http://www.mtdtraining.com>



Towards A High Performing Organisation by 2017



People & Leadership – The Heart Of Change Journey



Published By
Legal and Communications Department, Brunei LNG Sendirian Berhad
Lumut KC2935 Brunei Darussalam

Tel: +673 337 8015/6 Fax: +673 323 6892 Email: Enquiry@bruneilng.com Website: www.bruneilng.com

© Brunei LNG Sendirian Berhad, unless otherwise indicated. All rights reserved.

Neither the whole nor any part of this newsletter/magazine may be reproduced or stored in any retrieval system or transmitted in any form or by any means (electronic, reprographic, recording or otherwise) without the prior written permission of Brunei LNG Sendirian Berhad.