

BLNGEMA



Quarter 4 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:

Farhan Ibrahim
George Wong
Hj Nordin Ahmad
Martijn de Heer

Photographers:

Nurwena Abdullah
Nanyang Photographers

Layout & Design:

Nurwena Abdullah
Mohammad Sofian Kipli

PROJECTS

01

Brunei LNG Announces
It's Readiness with Tank
6 Completion

02

COGEN II Achieves
A Remarkable HSE
Performance

PEOPLE

03

Brunei LNG Integrated
People Development
Framework

04

Borneo LNG Conference
and Games

05

Front Line Barrier
Management (FLBM)

06

Enhancement of
EICF HNtec Plant
Engineering Programme

COST & OPERATIONAL EXCELLENCE

07

Integrated Services
Contracts Provide
Great Opportunities for
Business Partners

HEALTHY LIFESTYLE PROGRAM

08

First Joint HLP Held
Between Brunei LNG
and BMC

FEATURED ARTICLE

09

How to Save a Stagnant
Career

10

Lesson on Life



MD Message

Dear Colleagues,

Bismillahirrahmanirrahim

Assalamualaikum Warahmatuallahi Wabarakatuh/ Warmest Greetings

The year 2015 was a challenging year for us. The scenario became more apparent with the continuous downward trend in oil price that give a considerable impact to our organisation and consequently to our Oil and Gas industry. This has forced us to re-align our priorities and focus areas in anticipation for the fluctuating oil price. Business as usual is no longer the best statement that we can rely on, instead we should be focusing on a better and effective way in doing things. With this continuous trend, we can only anticipate the worst and how to best manage the situation. In this regard, let's focus on the way forward and highlight those priorities that we set for the year 2016. In this issue of Gema, let me share you the top 4 priorities for 2016.

The first focus area is on **Safety**. We continue to **commit to GOAL ZERO** as part of the underlining pillar in our Brunei LNG Story House. We ensure that everyone in the plant will remain safe and return home safely to their families. The TRC's recorded and the near misses both personal and process safety observed last year should serve as a reminder for us to step back to reflect and step up our efforts on safety collectively whereby compliance, intervention and respect are the cornerstone of our behaviour. The Leadership Team will remain committed to engage on more effective and engaging through listening and "Turun Padang" initiative as well as encouraging front line staff and business partners to be opened in highlighting good practices and issues that could impact on people's safety. In doing so, we need our strong commitment from everyone regardless of BRUNEI LNG staff or our Business Partners to ensure the success of these initiatives. I trust that everyone will be able to give their full commitments.

The second one is on **Production and Sales**. Despite the downward trend in the oil price, we will continue to optimise our plant productions and deliver our cargo as promised. In the first half of 2015, we faced challenges in terms of gas and plant availability and despite those challenges in hand, it is proud to note that we have maintained our stanch and commitment and fulfilled our promises. I would like to personally thank everyone involved in the recovery measures. Your commitment to BRUNEI LNG signifies togetherness that we can strive and overcome any challenges. **WE CAN DO IT**. Equally important was BRUNEI LNG's relations with our customers which has cordially been maintained during times when we were facing and addressing our internal challenges. Our priorities in 2016 among others are to maximise the gas availability, maintain plant reliability at high level and manage fuel & loss consumptions.

The third one is **Operational Excellence**. As a major contributor to the local economy with LNG accounting for more than 45% of export revenue, we will continue to increase our efficiency and productivity and at the same time accelerate our readiness to receive new gas supply. On OPEX, our spending was as per planned in 2015. We achieved our project delivery and managed to improve projects overview, and at the same time be able to launch 3 pilot projects on Continuous Improvements (LEAN). Our priority will be to reduce spending level through cost performance review, Integrated Service Contract (ISC) implementation, the continuation of the LEAN projects and materials management.

The final one is on **People**, we continue to undertake the necessary measures to ensure that we are aligned with the 2035 vision. In Brunei LNG, we have an active workforce planning and talent management program covering the short, medium and long term plans for people succession. We will focus on addressing the gap closure on the Job Competence Profile (JCP) in ensuring that we have competent workforce. A crucial element in the process of embedding a high performance culture within BRUNEI LNG is in our engagement (leaders and subordinates) on performance with clear expectations, targets deliverables and behavioural aspects. Our Goals Performance Appraisals (GPA) or tasks assigned are considered **AMANAH** or **TRUSTS** not only to ourselves, the people and Nation but most importantly to our creator The Almighty. Although we are diverse in beliefs and practices, however regardless of who we are, the basic principle of humanity is Trust or "**AMANAH**" in carrying out our tasks and promises. This principle of trust is in-line with His Majesty's Titah which has been raised and highlighted in many occasions calling us to adhere and be guided by the principle in order to gain blessings from the Almighty.

As we remain focus on the way forward to place BRUNEI LNG into a High Performing organisation, we will not compromise our position for Safety, Integrity and Reliability. We continue to embark on the journey towards a high performing organisation and operational excellence; I strongly encourage everyone to maintain your focus on our priorities with high spirits. And I also wish to underscore my confidence that BRUNEI LNG will continue to flourish, with the steadfast dedication and guidance demonstrated by all of our staff as we uphold our status as a High Performing Organisation, Insha Allah.

Together we work as a team for a Sustainable Future.

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

BRUNEI LNG ANNOUNCES ITS READINESS WITH TANK 6 COMPLETION

In 2011, the potential emergence of 2 additional A-Class carriers (145,000m³) led to the main justification of a new LNG storage tank project. This project was capable to meet the change of LNG shipping fleet configuration. The total volume of the existing three LNG storage tanks (T-4102, T-4104 and T-4105) is about 180,000m³. With the completion of the new tank will essentially increase Brunei LNG's storage capacity to an additional of 120,000m³. The execution of this project would help Brunei LNG in:

- *Avoiding Tank top:* An event when LNG volume in storage approaches maximum level, which will mean plant production will need to be reduced (leading to loss of production).
- *Avoiding Tank bottom:* More storage will allow tank operation at higher minimum levels in case of possible (prolonged) gas supply disruptions.
- *Catering for future ADP complexity:* Change in the LNG buyer's configuration and contractual requirements will require Brunei LNG to run tighter to the agreed ADP.
- *Safety:* Allow decommissioning of our 40-year old single containment tank T-4102.

The project has provided a nett working capacity of full containment LNG Storage Tank, associated facilities and incorporation into the existing Brunei LNG operating asset. The project was carried out via an EPC contract with a partnership between Brunei LNG and Toyo Kanetsu KK (TKK).

The project realisation strategy divided the scope into 3 Main Work Packages:

Firstly is on the implementation of Early Works which included the demolition and clearance of existing T-4103 foundations for the new LNG T-4106, construction of 1 km of temporary access to the worksite, widening of existing road and site clearance for offices, batching plant, storage areas and mess area. This strong logistic provided smooth and hassle free access for business partners in executing the works. The construction of strong and solid perimeter fencing, together with the installation of gas detectors surrounding the construction area, enabled the works executed in Greenfield classification. The security aspect included the installation of police, security post and GID turnstiles at the new construction entrance.

Secondly is on the Green field Portion. The Tank was constructed in a Greenfield construction environment and enabled PTW (Permit to Work) to be handled directly and daily by the project team. This enabled the business partners to maintain high productivity levels during execution of the works.

Thirdly is on Brownfield Portion where various contracts were awarded to few business partners for site implementation including new electrical substation, Field Auxiliary Room, power cables from Switch House 1, piping tie-ins to existing process and utilities lines.

Having successfully completed this project, it is proud to note that several key highlights were achieved in its implementation.

On the Project delivery, the new T-4106 was completed within the project schedule and at the same time the project team were able to save around 30% of its allocated project budget. There are a few others significant milestones achieved on HSE during the course of the execution, such as contributing to 920 Green Days and 1.89 Million man-hours. Moreover, the roof rising and hydro testing were achieved ahead of schedule. Interestingly to note that the volume of in-situ concrete poured was sufficient to build 80 houses of housing scheme and the reinforcement used is able to build 20 multi stories of residential building. The length of tensioning strands coiled around the tank is equivalent distance from Lumut to Seria and the welded length is in comparison distance from Muara Town to Jerudong Playground. Meanwhile the Mechanical Completion, Statement of Fitness, Ready for Start Up, Final Acceptance Certificate and Technical Closure Note were issued on target.

On the high value innovations perspective and in line with the current innovations aspiration, the project team has implemented the 1st of its kind in the world of tank building industry such as:

- Soil improvement using stone columns instead of conventional piling (leading to an improved schedule)
- Digital RT instead of conventional RT (reducing HSE exposure & an improved schedule)

On the value improvements aspect, it included the delivery schedule and reduced budget spending on changed tank orientation (reducing scope & complexity) and changed switch house & FAR location i.e. reduced brownfield scope and enabled inclusion into EPC.

The Management of brownfield scope significantly influenced the project deliverables and improved productivity. This has allowed the business partners to focus on daily activities and meet the timeline by minimising site work (e.g. modular FAR and SH). The main scope was segregated as greenfield by fencing it out using dedicated gas detection system etc, strong logistics (project access, construction roads, laydown etc) and Project specific PTW arrangement and ER set-up.

The successful implementation of this project signifies our readiness in increasing our capacity in providing additional LNG to our customers, and at the same maintaining our reputation as a preferred and reliable LNG Supplier and achieving our aspiration towards becoming a High Performing Organisation.

Glossary:

ADP - Annual Delivery Plan

RT - Radiography Test

FAR - Field Auxiliary Room

SH - Switch House

EPC - Engineering, Procurement and Construction

ER - Emergency Response

DRT - Digital Radiography Test

COGEN II ACHIEVES A REMARKABLE HSE PERFORMANCE



It started in 2011 where Brunei LNG (BLNG), Brunei Shell Petroleum (BSP) and Department of Electrical Services (DES) started the joint execution of the COGEN II project in Lumut. The project comprises of the rejuvenation of existing Fuel Gas Station, installation of Gas Turbine Generators (GTGs) at Lumut Power Station and the installation of Heat Recovery Steam Generators (HRSGs).

The project aims to meet the growing power demand in the Belait District that include the installation of two Frame 6 Gas Turbine Generators (GTGs) at its Lumut Power Station (LPS) site adjacent to Brunei LNG, three Heat Recovery Steam Generators (HRSGs) and rejuvenate/expand the associated infrastructure, including; low pressure fuel gas, boiler feed water, high pressure injection water, flare system, and control systems. Fuel gas is supplied to the DES Lumut Power Station through the fuel gas station which will be rejuvenated and extended. An upgrade of the electrical interconnection between DES and Brunei LNG to provide additional backup and black-start (a process of restoring Brunei LNG utilities after an internal power failure) power to Brunei LNG is also included.

On 12th October 2015, the project team were very delighted to announce that Cogen II project achieved 4 Million LTI (Lost Time

Injury) Free Manpower Hours. A celebration of this remarkable achievement took place on 23rd October 2015 at the Cogen II/ DES Car Park. During the ceremony speeches were delivered by Eric Rogers (Cogen II Project Manager), Ben Alfrink (AmecFW Project Manager) and Damien Smith (AmecFW HSSE Manager). Special Safety 'Haka' dance was also performed by all workers, Supervisors and Managers to close the ceremony!

As highlighted by Eric Rogers, Cogen II Project Manager, *"This is a very important milestone for the project indeed. We would like to use this opportunity and thank everybody in the Cogen II team and all Cogen II project contractors and subcontractors for their hard work and for keeping the project site a safe place. Special thanks also go to all other Brunei LNG colleagues who have been providing tremendous support to the project. Let's ensure we all build on this amazing milestone and keep the safety focus and commitment until the very end of the project."*

The safety achievement of 4 million manhours without LTI has given the team more confidence in delivering the project in a safe and efficient manner. This signifies the continuous commitment of the project team in Goal Zero with no harm to people, assets and the environment.

BRUNEI LNG INTEGRATED PEOPLE DEVELOPMENT FRAMEWORK

"I am honoured to be given the opportunity to present the Brunei LNG Integrated People Development Framework at the 8th Borneo LNG Conference and Games hosted by MLNG in Bintulu, Sarawak, Malaysia on the 4th – 6th November 2015"
Mohd Farhan Ibrahim (HCP/3)

With the high market competitiveness in the LNG industry, Brunei LNG being in the business for over 40 years, our goal is to step up and thus a business case was developed to embark on our very own Change Journey. The Brunei LNG Integrated People Development Framework is a system put together from existing activities with one goal in mind, to be a High Performing Organisation by 2022, a differentiation strategy to put Brunei LNG in one of the frontrunners in the LNG industry. Development of our staff begins from our recruitment strategy where we identify the right candidate, the right skills at the right time. We ensure our employees are equipped with the HR tools necessary to perform, maintain regular engagements and performance reviews in place. Thru Catalysts, coaching and mentoring, top talent management and competence development, this enables us to accelerate the process of improving our talent pipeline. We also ensure our Bruneianisation efforts are well documented in our career and succession planning.

As part of our Change Journey, one of our strategic intents to be a high performing organisation is the rejuvenation of our pay performance system and how we reward our employees. Therefore in 2013, it resulted in the introduction of the revamped 9 box grid IPR (Individual Performance Review) process and has now shifted the focus on differentiation of relative performance ranking through the use of the full IPF (Individual Performance Factor) spread. The Ranking Pools are also customised to have fair assessments between individual

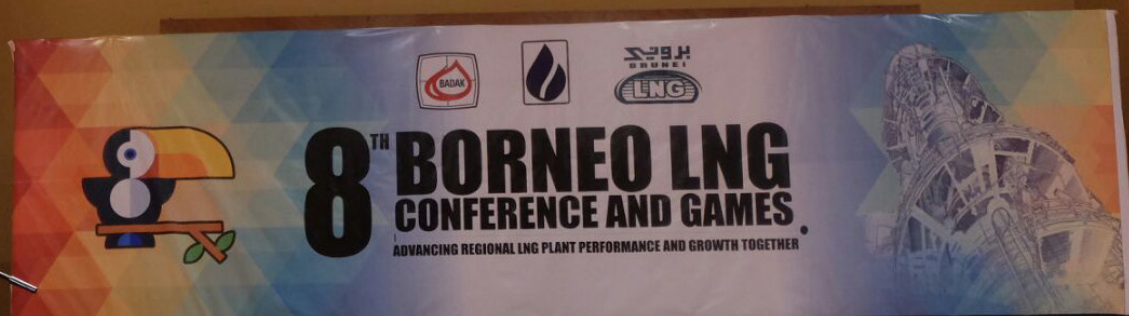
contributors and supervisors and the comparability of roles between Technical vs Non – Technical.

Any feedback from audience on your presentation?

- The HR Gen. Manager MLNG upon hearing the success story on the 9 Box Grid has approached me and we exchanged views and experiences on the ranking process for Brunei LNG and MLNG. This is a useful tool that they would also like to take into consideration on the ranking of their staff performance.

What are your views and experiences from the conference?

- I have learnt that there are new technologies, new methods that have been implemented by our counterparts, for e.g. Minimising Gas Losses in the MCHE (Main Cryogenic Heat Exchangers) as implemented by PT Badak.
- During these difficult times of low oil prices, I have learnt that there are cost saving initiatives that is taken up to minimise cost and increase efficiency. For e.g. PT Badak has reduced cost for lighted buoys overhauls by creating Badak Buoys carrier instead of using crane barges.
- The conference provides a platform for the companies to share ideas, new techniques and new initiatives to make our plants more efficient and more effective which I feel that our engineering/project/technology teams could benefit from.
- I have also learnt that we are the same in terms of Change Journey. For e.g. MLNG is also embarking on their change journey with the introduction of their JEWEL roadmap and also have similar 5 work streams to Brunei LNG.



BORNEO LNG CONFERENCE AND GAMES



The Borneo LNG Games and Conference is an annual meeting that brought together the 3 LNG sites in the island of Borneo which is Brunei LNG, Malaysia LNG and PT Badak. Through the conference and games, it provides an avenue for the 3 plants to share ideas in terms of new innovations, success stories and lessons learnt in the competitive LNG industry in the region.

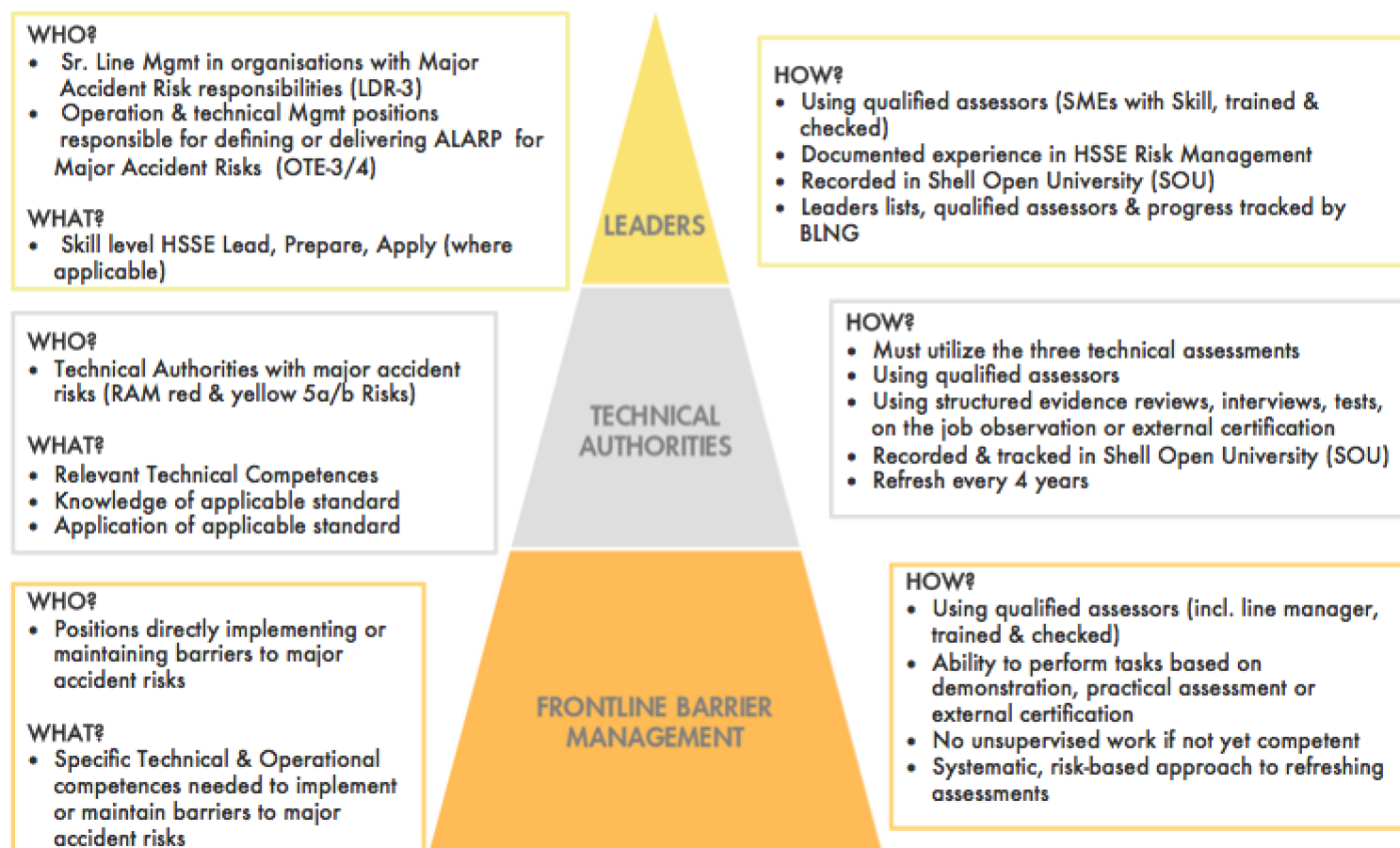
The 8th Borneo LNG Conference and Games commences on 4th - 6th November 2015, hosted by Malaysia LNG, in Bintulu, Sarawak. The event was attended by representatives from PT Badak and Brunei LNG. Headed by our Legal and Communications Manager, Hj Husini Bakar, the Brunei LNG contingent consisted of 40 members, which participated in the sporting activities including golf, futsal and table tennis as well as the conference and networking sessions. For the conference, the theme was "Advancing Regional LNG Plant Performance and Growth Together" and it represents strength in unity. The three companies have their own specialities, their own best practices and their incomparable success stories from which the rest can draw inspiration. Not only the companies take the opportunity to learn as much as they can from the insightful papers presented in the conference but also to get to forge stronger bonds across organisations.

Delegates were celebrated in a closing dinner with the presence of a well-known Malaysian Artistes AC Mizal who performed as an Emcee and singer. The evening was also witnessed the exchanged of corporate gifts from respective companies. Overall, it was an interesting conference and games with everyone feeling energised. The next conference will be hosted by Bontang LNG, PT Badak.



FRONT LINE BARRIER MANAGEMENT (FLBM)

Competence Assurance vs. Competence Development



The journey for competency assurance is gaining great stride and momentum with the Front Line Barrier Management (FLBM) Specific Assessor Training session. The first session was conducted by SIEP (Shell International Exploration & Production) HSSE Competence Assurance Trainer at Brunei LNG Training Centre. The one-day training is aimed to certify our supervisors in assuring the competences of our FLBM team. The session was attended by 18 shift leaders in the Operations Production Department (OPS).

As part of the implementation, a session was held with the Shell Integrated Gas Operations Excellence Advisor in preparing our journey towards a full compliance on FLBM Competence Assurance requirement. The requirement includes certifying the competency of our technician prior to operating or maintaining the safety critical equipment.

"It is our aspiration that the competencies of all FLBM teams in Brunei LNG are assured by the certified assessors. The FLBM are those who are operating and maintaining the safety critical equipment in the plant hence this requirements are mandatory as specified in the HSSE & SP Control Framework. The journey to meet the requirement may include the review of our OTPS (Operative Technician Progression Scheme) and ETPS (Engineering Technician Progression Scheme) frameworks. We have incorporated these in our HCD (Competence Development Department) focus areas for 2016 and beyond" said George Wong.

It is one of Brunei LNG's key priorities in ensuring that the employees are well equipped with the necessary skills in operations especially in handling equipment, and at the same time to align with the government aspirations in providing competent employees as stated in the Wawasan 2035.

ENHANCEMENT OF EICF HNTEC PLANT ENGINEERING PROGRAMME



The Energy Industry Competence Framework (EICF) Programs have already started since July 2013. It offers various programs for those students from diverse entry level starting Year 9, GCE 'O' Levels, as well as HND and above graduates. Generally, those students participating in the programme are given Conditional Offers of Employment (COE), which promise a job upon completion of the training programmes.

The EICF objectives encompass to define the competencies required to perform jobs and roles in the workplace (Energy Industry); to close the gap through alignment between training providers and industry requirements; and to increase employability of Bruneians to work in the Energy Industry. (Source EICF Website). The two-year programme was launched in 2013.

In Brunei LNG the EICF Higher National (HNtec) Plant Engineering first batch graduates have been successfully delivered to the

industry in 2015. Brunei LNG through its Competence Development Department (HCD) together with other companies in the oil and gas industry have been supporting the programme since its inception in 2013. This is through the development and delivering of the curriculums in ensuring alignment of requirements in the industry. More than 60 young Bruneians have completed the program with 12 of them employed in Brunei LNG.

In ensuring the alignment and the EICF standard set by EDPMO, on 2nd December 2015, a meeting was held at Brunei LNG by the EICF HNtec Plant Engineering Core Team. The meeting was aimed to review the milestones, progress and the next steps in enhancing the programme. It was attended by representatives from both the educational institution and the industry. Brunei LNG was represented by Haji Omar bin Md Jair, Competence Adviser (HCD/21), George Wong, Competence Adviser (HCD/23) and Haji Mohammad Haji Salleh, Engineering Competence Adviser Lead (HCD/3)



INTEGRATED SERVICES CONTRACTS PROVIDE GREAT OPPORTUNITIES FOR BUSINESS PARTNERS



Brunei LNG and its Business Partners had signed a contract for providing integrated services within Brunei LNG Plant. The event took place on 2nd December at its plant in Lumut. The Business Partners involved were:

- Adinin Works Engineering Sdn Bhd- For Maintenance & Turnaround Activities led by Hj Musa Hj Adnin, Managing Director
- Sahid Sdn Bhd- For Project Services led by Pg Hj Adanan Pg Seri Indera Pg Hj Ismail, Managing Director.
- Mashhor General Contractors Sdn Bhd- For Civil, Scaffolding, Insulation and Coating Services led by Malai Hj Hamir Malai Hj Mashhor, Project/Business Development Director.

The Integrated Services Contract (ISC) is very important for the availability and integrity of Brunei LNG operating assets in order to sustain the production of LNG. This contract provides the provision of services for a period that ranges from 3 to 5 years. Brunei LNG was represented by its Managing Director/CEO Mohamad Awang Damit. In his speech he stated that *"As a Business Partner we count on you to deliver quality performance especially in the areas of Goal Zero and the development of local staff."* He further reiterated that the Goal Zero includes the safety to people and assets, more specifically on personal commitment as owners and managers of your company. In terms of Safety

Leadership, managers or leaders are advised to be visible to their people in the field, connect with them so they feel cared for, listened to and encouraged to speak their mind.

Meanwhile in the Development of Local staff, the contracts have been designed to strongly encourage the business partner in the development of local workforce. It offers a progressive approach to Local Business Development with 50% at the initial stage and an incentive scheme and other elements for the Business Partners, such as the minimum wages and the alignment of working hours to Brunei LNG's supervisors.

It was also highlighted that the EIDPMO (Energy Industry Department at Prime Minister's office) is also strongly involved and will closely monitor the Business Partners' performance towards Local Staff Development Closely monitoring by EIDPMO on the performance of these nominated Business Partners in the implementation of the Local Business Development (LBD) initiatives. This is important in ensuring that the oil and gas industry can continuously and sustainably be contributing to the socio-economic development of the country in the near future. This partnership in providing integrated services will enhance both parties' confidence in achieving Goal Zero as one team. This contract signing of Integrated Services will act as a proven process from Business Partners that will pave the way for our aspiration of becoming a high performing organisation.

FIRST JOINT HLP HELD BETWEEN BRUNEI LNG AND BMC

On 16th October 2015, for the first time that Brunei LNG and Brunei Methanol Company (BMC) jointly organised an HLP session. The event was led by the Managing Director/CEO, Mohammad Awang Damit and Brunei Methanol Company Deputy Chief Executive Officer, Hj Daud Jais.

The fun walk aims to maintain the health of the workforce through inculcating individuals to take charge of their own health. Additionally, it promotes a better rapport after-work amongst employees' of Brunei LNG and BMC and to support "Work-Life balance" initiatives.

More than 100 staff from both companies joined the HLP session. A walk covering an area of around 2 km between Liang Lumut Recreation Club to Lumut Beach was made that helped to raise the Brunei LNG's Orphans Fund. It was a great opportunity for employees and family members from both organisations to interact in an informal ways and at the same time promoting and practicing healthy lifestyle.



FEATURED ARTICLE:

HOW TO SAVE A STAGNANT CAREER?

By David Maxfield

Dear David,

What should I do if I believe I have reached my “peak” in my company and professional growth is stagnant? I posed this question to HR and managers only to receive dull feedback, which makes me feel they have no ideas or suggestions. I suggested I earn another bachelor’s degree in a field we need, but the tuition assistance program only permits me to take classes directly related to my current position. I have my letter of resignation ready to go and am simply waiting for the job market to improve, but I hate to start over again and prefer to avoid it if possible. What should I do?

Regards,
Needing Growth

Dear Needing Growth,

Thanks for your question. Many people are in your position—often without even knowing it. Their careers have stagnated and their jobs may even be at risk. This is a tough situation, but there are actions anyone can take to regain control of a stalled career.

We studied this question while writing our book *Change Anything: The New Science of Personal Success*. We went into organizations and asked people: “If you were facing a really tough problem at work, and had time to get input from someone in your work group, who would you go to for the best, most trustworthy advice? You can name up to three people.” We found there was a lot of consensus on who these people were. We got what statisticians call a “power curve.” Half the people weren’t named by any of their peers; however, about ten percent were named by nearly half of their peers and were recognized by everyone as the “go to” people. Not surprisingly, managers also named them as the most promotable.

When we look closely at these highly valued individuals—across a wide range of organizations—we learn they share the same three characteristics:

1. Know Your Stuff. These promotable people are top performers at their current jobs, and put in regular effort to stay on top. If they are software developers then they are among the most skilled at writing code. If they are salespeople then they are among the most skilled at closing sales. They work hard to keep current and hone their craft.



<http://www.inventoropinion.com/InventorPosts/tools-for-inventing/page/2/>

2. Focus on the Right Stuff. Top performers seek out the problems that have the greatest strategic importance to their team, their manager, and their organization—and find ways to contribute in these areas. How do they get to these mission-critical assignments? First, they are intensely interested in understanding their teams’, managers’, and organizations’ priorities, and the challenges these priorities entail. Second, they equip themselves to make their best and highest contribution to addressing these challenges. They work on themselves, their skill set, and their access to critical tasks.

3. Build a Reputation for Being Helpful. Top performers are networkers. But their networks aren’t just a collection of business cards and friends. These promotable people use their expertise and time to develop a reputation for being helpful. They become widely known and respected by others because they help others solve their problems.

“By beginning to build a reputation for being helpful, either by resolving existing problems or providing insights that suggest new opportunities, individuals can begin to attract attention from people that matter.”

Hagel, Brown, and Davison

<http://www.slideshare.net/steelepierce/pull-slide-share>

With this as a backdrop, consider what you can do to position yourself for career growth inside your organization, or potentially in a different organization. Begin with an honest, steely-eyed assessment of where you stand on the three characteristics of highly valued employees. Do you have a reputation for knowing your stuff, focusing on the right stuff, and being helpful?

Second, work to improve your reputation in these areas. Begin by asking some questions that are a bit different from “what are my career opportunities here?” Instead, get some informal time with the leaders and peers you respect most, and ask them about the most important priorities they see, the most critical challenges they face, and the best way you can help them achieve their goals. There is nothing wrong with asking about career opportunities, but those questions haven’t yielded the results you want. So, try asking questions that will help you build your reputation.

As you discover key priorities and challenges, you may learn you need to skill up, but it’s doubtful you need another bachelor’s degree. It’s more likely a few classes, a certification, or a volunteer assignment will get you the skills and experience you need. For example, if you are trying to get into a project management or supervisory role, can you find a well-known nonprofit organization in the community that would have a specific short-term project you could assist them with in the evenings or on the weekends? You could then add these classes, training certifications, and experiences to your resume and include the people you worked for as references.

These suggestions require that you don’t allow yourself to be limited to what your organization is willing to sponsor. Instead, you may need to invest your own resources and time outside of work in the short-term to achieve your long-term goals. I also want to emphasize the importance of maintaining strong relationships with HR and your management team. You don’t want to have the reputation of a dissatisfied employee—a complainer. That would undercut the very reputation you are trying to build.

I wish you the very best in your career development.

David

Source: <http://www.crucialskills.com/2015/12/how-to-save-a-stagnant-career/>

FEATURED ARTICLE: LESSON ON LIFE

There was a man who had four sons. He wanted his sons to learn not to judge things too quickly. So he sent them each on a quest, in turn, to go and look at a pear tree that was a great distance away. The first son went in the winter, the second in the spring, the third in summer, and the youngest son in the fall.

When they had all gone and come back, he called them together to describe what they had seen. The first son said that the tree was ugly, bent, and twisted. The second son said no it was covered with green buds and full of promise. The third son disagreed; he said it was laden with blossoms that smelled so sweet and looked so beautiful, it was the most graceful thing he had ever seen. The last son disagreed with all of them; he said it was ripe and drooping with fruit, full of life and fulfilment.

The man then explained to his sons that they were all right, because they had each seen but only one season in the tree's life. He told them that you cannot judge a tree, or a person, by only one season, and that the essence of who they are and the pleasure, joy, and love that come from that life can only be measured at the end, when all the seasons are up.

If you give up when it's winter, you will miss the promise of your spring, the beauty of your summer, fulfilment of your fall. Don't let the pain of one season destroy the joy of all the rest. Don't judge life by one difficult season. Persevere through the difficult patches and better times are sure to come sometime or later.

Source: <http://www.islamcan.com/islamic-stories/lessons-on-life.shtml>

*If you give up when it's winter,
you will miss the promise of your spring,
the beauty of your summer,
fulfilment of your fall.*

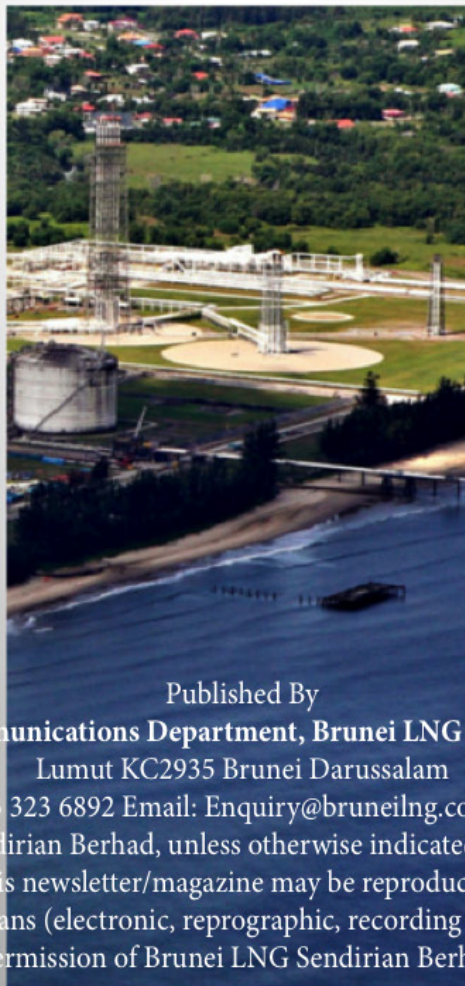




Towards A High Performing Organisation by 2017



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.