

## **LEADERSHIP THROUGH PERSEVERANCE: NARRATIVE CASE STUDY**

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### **ABSTRACT**

Followership is the resultant manifestation of any good leadership. The followership comes only when the followers believe the leaders ability to induce better trust and confidence on the leader's decisions. Tan Sri Azman, a Malaysian the business leader believes that two components of successful corporate is good leadership and enlightened management (to create and to sustain), which needs, creating a healthy culture and a congenial workplace environment for the followers. This particular case study on Tan Sri Azman, has, followed qualitative research methods of narration with the support of triangulation techniques of observation, interviews and document analysis. Narrative form of this research gives several insights from this business leader that, a leader having transformational form of leadership is essential to envision the future of business and gave a better life to the followers.

**Key words:** Leadership, Personality, Transformative leadership, Narration

## **INTRODUCTION**

Leadership lies with the charisma of the leader. In a corporate life, creation of followership is a must to serve the stakeholders effectively and efficiently. When you create a sound work culture and better working conditions to the workers which indirectly ensures a better quality of life. Tan Sri Dato' Azman Hashim, a Malaysian Business leader has believed in these fundamental of leadership and touched the life of workers and turned them as better followers. Through this case study the researchers tried to explore and explain the leader's history, struggles, personality, leadership styles and the vision statement.

## **BRIEF HISTORY**

Tan Sri Dato' Azman Hashim was born on July 1939 which make him 73 years old this coming July. He was born in Kampung Baru, Kuala Lumpur, Malaysia and he was raised there. His parents were a strict disciplinarian especially when it comes to the education part of life. His father was working as a clerk in Malaysia's electricity company called "Lembaga Letrik Negara" and his mother was a school teacher who later was promoted to headmistress. Many traits and character he has today is attributed to the wisdom imparted by his parents. Among the 13 siblings, he was the first to pursue his study abroad. Although his interest was in medical field, he was offered accountancy instead by a university in Australia.

We can begin to analyze his traits from here where he is not letting a chance slip by him because he accepted the offer even though it is not his favorite field. After several years working with an accounting firm in Australia he was granted with the Certified Public Accountant (CPA) and Certified Company Secretary. Starting from that, Tan Sri come back to Malaysia and starts his career by working for central Bank of Malaysia

(Bank Negara Malaysia). After several years, he left the bank and opens his own accounting firm which later was transformed to partnership with two close colleagues. He was then offered to work in Malayan Bank where the pay is not very high plus several crises in the company itself. After, successfully transform the bank from small to one of the largest banks in Asia he left the organization and start his own bank and through series of merger and acquisition the bank later on known as AmBank. He is also married to Tunku Arishah Tunku Maamor and blessed with five children who are also quite successful. He is recognized as the eleventh richest man in Malaysia with his property estimation of RM 3.47 Billion or USD 600 Million. He was also recognized by the Forbes magazine. Aside from being the successful corporate leader, he also a man who love life and several of his hobbies are Golfing, Singing, Horse-riding, Water sports (Jet ski, Powerboat and Scuba diving) and Sport car driving. He loves singing very much because he claims it can make him calm.

There are various awards given to him for his contribution in the banking industry such as DarjahKesatriaMangku Negara in 1972, DarjahDatoPadukaMahkota Selangor(DPMS) in 1980, Johan Mahkota Negara (JMN) in 1984, Asia's Banker of The Year in 1985, Honorary Doctorate in Philosophy (UUM) in 1985, DarjahPanglimaSetiaMahkota (PSM) in 1988, ASEAN businessman of the Year in 1993, Manager of the Year in 1995, Grand Entrepreneurial Award in 1996, MenteriBesar Grand Entrepreneurial Award in 1997, SathyaSaiEducare Academy Values for Life Excellence in 2004, Honorary Doctorate in Business Administration 2004 and Lifetime Achievement Awards in 2009. Some of these awards were presented by the head of States in Malaysia and some are from business association. He holds various chairmanship and directorship in different corporate organization in Malaysia. People believe in his leadership capabilities since he had proven it by turning around Malayan Banking and AmBank. He was also

the first person who introduced the computerized system for banking purposes in Malaysia. There is also various more contribution made in banking industries. He is a person who is always looking forward and looking for changes in his corporate life.

### **LEADER'S PERSONAL AND PROFESSIONAL PROFILE**

Tan Sri Dato' Azman Hashim was born in 1939 in Kuala Lumpur to a couple of a good disciplinarian and a good school teacher. He is married in the year of 1963 and was blessed with five children. One of his daughters is well known as singer goes with the name of Mizz Nina. He got first class grade in Senior Cambridge Examination and was offered to pursue his education in Australia on Colombo Plan Scholarship. He was planning to pursue his education in medicine, but he was offered to pursue his study in Accountancy instead. It takes him 5 years to complete his study in Australia from 1955 to 1960. He was able to become a member of Chartered Institute of Accountants, Australia (FCA Australia) and the institute of Chartered Secretaries and Administrators (FCIS) in such young age which is 21 years old.

On his spare time Tan Sri Dato' Azman Hashim enjoys his days to singing, golfing, horse-riding, water sports and sports car driving. He is so fond of singing and he is nicknamed "singing bankers" by his colleagues. He also enjoys variety of water sports such as Jet Skis, steering Power Boats, Scuba Diving and various more water sports. His childhood was spent in Kampung Baru, Kuala Lumpur with a strict disciplinarian and a school teacher as his parents. This might be one of the factors of his success in life. His father strict disciplines might be one of the contributing factors where he was brought up in the strict disciplines environment which cause him to absorb the values he was taught.

His professional life began when he was still in Australia, he was employed by Messrs O.L Hainess & Co. an accounting firm. After that he returned to Malaysia in 1960 and join Bank Negara Malaysia until 1964. After 1964, he left Bank Negara Malaysia and open his own accountancy firm called Azman & Co. His firm then grew into partnership and he then join the Board of Malayan Banking Berhad in 1966. In 1980, he was appointed as the chairman of Kwong Yik Bank Berhad. In 1982, he joins AmBank as the chairman until today. Currently, he is holding several chairmanships and directorships in AmBank Group subsidiaries and business affiliation. If we see his past involvement, we can conclude that he is very synonym with the banking industry. We can also say that he specialized in banking business ever since he returned from Australia and until today he is still involved in banking.

The chairmanship position which Tan Sri Dato' Azman Hashim holds today is Malaysian Investment Banking Association, National Productivity Corporation, Pacific Basin Economic Council International (PBEC), Non-Alignment Movement's (NAM) Business Council, Co-Chairman of Malaysia-Singapore Roundtable, Co-chair of United Nations Economic and UNESCAP Business Advisory Council and Board of trustees in Perdana Leadership Foundation. The directorship Tan Sri Dato' Azman Hashim holds currently is Malaysia South-South Corporation Berhad, Malaysia-Japan Economic Association, Malaysia South-South Association and Friends of Prisons Association.

Besides that, Tan Sri Dato' Azman Hashim also is a member of several professional bodies such as Board of Advisors, AIM Centre of Corporate Social Responsibility, Malaysia-British Business Council, Malaysia-China Business Council, International Advisory Panel of Bank Negara Malaysia, International Centre for Education in Islamic Finance (INCEIF), International Advisory Panel for World Islamic Economic Forum and the leader of the ASEAN –Japanese

Business Meeting. In 2008, Tan Sri Dato' Azman Hashim have been awarded with The Brand Laureate Brand Personality Award for his individual contribution in banking industry.

### **Personality of the Leader**

Tan Sri Dato' Azman Hashim is well known as a perseverance and intelligent person. This why there are many companies in Malaysia wants him to be the Chairman and the president of their company. He also have wisdom which is the quality of being wise and it was defined as the body of knowledge and experience that develops within specified society or period. This might be the results of growing up with a strict disciplinarian as his father and a school teacher as his mother. The values and teaching by his parents might be absorbed by him creating his way of thinking. This process might happen consciously or unconsciously where it might influence his thought patterns and his attitudes towards everything.

Tan Sri Dato' Azman Hashim is also an optimistic person where we can see that he was originally intend to pursue his study in medical field but he accepts the offer to pursue his study in accountancy. This has showed us that he has the ability to trust in his own capabilities. Optimist is defined as the hopefulness and confidence about the future or the success of something. Here we can say that, Tan Sri Dato' Azman Hashim is an optimist person and he have confidence in himself. Other than that, his hobbies also include singing which requires a lot of self-confidence. This can also be the proof that he is an optimist person.

Tan Sri Dato' Azman Hashim is also a diligent person where he is careful and conscientious in works and duties which might explain his success today. He is also willing to take risk as we can see he left Bank Negara Malaysia to open his own accounting firm called Azman & Co which specialized in accounting and auditing services. This company also

specialized in consultancy services which is provides to companies with problems related to financial and other management issues. Another type of service is in the secretary related issues. Then to expand the market of his company, he is willing to collaborate and enter into partnership with other colleagues specializing in similar field. This shows that he is risk taking person instead of risk adverse person.

Tan Sri Dato' Azman Hashim is also willing to share recognition and compliments received. For instance, when he receive the award of lifetime achievement awards he said "It is certainly an honor for me to receive this award, as it is an acknowledgment of our staff's commitment and contributions that have led to the phenomenal growth of this sector especially during one of the most challenging periods in the history of banking and finance". Tan Sri Dato' Azman Hashim also are very disciplined person which imparted from his parents. In his personal life, he encourages his children to do what they love to do. For example, his daughter is a popular singer goes by the name of Mizz Nina.

Tan Sri Dato' Azman Hashim also like to contribute to the growth of new generation of managers and leaders where he is actively involved in The Financial Sector Talent Enrichment Program (FSTEP) which is a program managed by Institute Bank-Bank Malaysia (IBBM) in collaboration with the central Bank of Malaysia. Some claim that he is a gifted person even when he was a student. He has the tendency to follow through what he has started or in other word he is not a quitter. Besides that he is able to influence people and become a source of inspiration to a lot of people. He is always doing something outside of the routine by finding new way of doing it besides always looking forward to challenges in everyday tasks. His motto of not easily giving up and always live up to the challenge at hand have saved him when the economy is down and when his business faced financial problems.

### **Leader's Vision towards His Personal Life**

Tan Sri Dato' Azman Hashim personal life is planned carefully by him. This is because of busy working schedule and that he had. He is more of an indoor person during workdays and more of an outdoor person on weekends. During workdays, his patterns of activities were usually working, reading and watching television. However, on weekends he will go out and do things he enjoys. Activities he enjoys are including singing, horse riding, golfing, sport cars driving and scuba diving. He enjoys singing since he is still young because it makes him feel relaxed. His wife business is in music industry, so it is easier for him to enjoy singing. As for sport cars driving, he has collected several exclusive imported sport cars from all over. He claims that he enjoys driving those cars because of the thrill and adrenaline gained from the speed of the car. Aside from that, he is a family man where he enjoys spending time with his family and always encouraging them to do what they do best. For instance, one of his daughters is acknowledged in finance field and there is also Mizz Nina his daughter who specializes in entertainment business.

From the above story about him, we can say that Tan Sri Dato' Azman Hashim is a person who know how to manage his time for personal life and corporate life. He also claims that he will enjoy life until the end of his life because life is short. When he was involved in a severe car crash that almost claim his life, his motivation and will to life help him to recover. The never give up attitude also applies in his personal life not just in business. Shockingly, he is not ready to retire even for his age and wealth he has. He said that I enjoy what I do, and I did not do it for money and if I do it for money, I could have retired a long time ago. We can say that his vision in life is Do what you enjoy doing, open your mind, do not waste time thinking unnecessary things, enjoy life because life is short and always be grateful for what you have in this life. He also

likes to help people, hence his involvement in various organizations and association which involve in developing the potential success in youngsters. In other words, he is screening for potential leader within Malaysia. Other than that, he is also an important member of Perdana Leadership which is an association of leaders from various industries.

He also has the attitude of not playing when he is working and play hard when it is playing time. This attitude has helped him in managing and allocating his time for business and personal life. He is also open minded about his personal life and he said "I have got nothing to hide. I enjoy my personal life by clearing the weekends for various recreation activities". He love singing and to date he have recorded several albums consisting English and Malay oldies songs. He also handles his stress by listening and singing to the music he likes. Basically, we can say that he enjoys his life very much and he is also relaxed which makes it somehow unbelievable because a man of his career and success usually are very busy. He is also fun to talk to or work with and some reporter/blogger claims that they feel motivated, happy and relaxed. This quality that he has is very important characteristic of a leader which is the ability to influence others not by forcing them but by just talking to them.

Since, he can manage his time properly for business and personal life; we can conclude that his time management skills also are very good in working environment. Some say that his love for music and singing have been passed down to one of his daughters Mizz Nina a popular Malaysian singer. He is a very recreational man, but he is also a very hardworking man when it comes to his job. He always put his family first no matter what happen, and he is a caring person. His vision in his personal life is very good and he is very interesting and fun person.

### **Leader's vision towards his corporate life**

Tan Sri Dato' Azman Hashim is a person who is claimed to be easy to work with and he is also claimed as someone who do not know how to stay still. In the sense of business life or corporate life, he always finds a challenge in performing his daily tasks. Always changing his way of doing things is one of his specialties. He claims that if he do the task the same way every time, he will definitely get bored and probably would not be good. In this sense, we can say that challenge in jobs is one of his sources of motivation. He is also a person who would not stay in one place for a long time because he will get bored when the place is not challenging enough. As a proof we can see his career development where he always jumps from one place to the other. He is pursuing satisfaction in his corporate life and he is a real entrepreneur and good leader. For example, he has brought a banking institution from its difficult time to the time where the company is doing well in its business. He then left the bank and join another bank and he is doing the same with that bank also. This shows that he is attracted to challenge and when the bank is already success there might be no challenge left in the job, so he left and find another challenge.

Tan Sri Dato' Azman Hashim is portrayed as a person who have wisdom, discipline, challenge seeking person and hardworking. He have the quality of empathy and willing to accept others opinion and ideas. These qualities have made him well accepted and respected in the organization and outside of the organization. Outside the organization, companies and corporate organizations invites him to be their leader because they are confident in his abilities to steer their company to the success. Managing corporate life by creating problem and a state of chaos to let his followers to be more innovative and bring the best out of them when they are looking for the solution. Most important vision is that he is not doing his job because of the financial rewards but he is

pursuing other types of rewards such as personal satisfaction, recognition and knowledge. He says that he is a curious person and always have the desire to get to know things. As a person who love challenge, he will always find it in an organization and if there are no challenge, he will leave the organization.

Tan Sri Dato' Azman Hashim vision for his corporate life is to work and get personal satisfaction and satisfy his needs of overcoming challenge, risk and at the same time get rewards doing it. He is person who love his work very much and that is why he is not retired yet given his age and his wealth. He looks at the risks of doing business as a challenge and opportunity and these qualities are the necessity in becoming a successful entrepreneur. He is also someone who wants responsibility to feel that he is alive. The proof is that he holds various chairmanship and directorship whether in corporate sector or in non-profit organizations. Several of his contributions in banking industry were introducing the computer system to the banking operations and introducing the needs/importance to advertise and promote the banking business. From his innovations he was able to bring a small and unknown bank to a big and successful bank. In conclusion, Tan Sri Dato' Azman Hashim enjoys both his personal and corporate life. It is like they are complementary to each other. He is also a challenge and thrill-seeking person who like to enjoy life. When he get depressed, he will sing and he loves singing very much hence the nickname "the singing banker". Besides banking, he is also into finance and economics field. He also contributes much in new leadership searching program called "Perdana Leadership" to prepare Malaysia for the future.

## **Struggles That Leader Faced to Become Leader in Corporate Life**

When he just returned from Australia, he started working in central bank of Malaysia. He then left the organization to start a new accounting firm which has expanded into partnerships. After that he was offered a top position in Malayan Banking Bhd (Maybank) and even though his income was reduced to 50% as compared to the alternatives but he still decided to stay and serve that bank. This has shown that he is a man who is attracted to challenge. When he first started working in Maybank, this organization was only small and not popular. After ten years working with Maybank, he is able to open the largest banking line in Asia. During 1970s, he starts collecting wealth in real estate sector through the shares market. In 1982's he purchases about 40 percent of shares in a textile company called Taiping Textile Sdn. Bhd. and this is his first exposure to the corporate world. His favorite quote is "An entrepreneur is an optimistic man; they will always feel challenged to try more difficult things and the bigger the challenge is the bigger is our desire to tackle those challenge". He also said that it is important that we believe "we reap what we sow".

There are also two incidents which can be portrayed as struggles to him in corporate life which is a series of economic depression. The first economic depression has made him almost bankrupt and during that time the amount of his debt was estimated to be RM 350 to RM 400 million. This first economic depression happened during mid 1980's. During this time, he is struggling to cover his debt and make his business survive. During this time, he has to offer very low rental rate for business premises in Arab-Malaysian building. This is to encourage business man to rent from them and hopefully this will increase their revenue. Somehow, he and his company able to get out from this troublesome time and this experience have made him more mature and experienced

in banking business and affairs. This is first time he has ever encounter money problem to this extend. About a decade later he encounters another big struggle which change his life forever.

The second economic depression was in the year of 1997 and this is called an Asia's economic crisis and it have impacted his business deeply. The profitability of his bank was decreasing gradually, and the company's management was in panic. He then enters into the meeting room and calmly said "Gentlemen we are currently in trouble but relax we will find a way to cater this problem". Then from the decreasing of profit, his bank incurred losses in the real estate business because the real estate market fluctuate and gradually dropping. During these dark days, his company was deeply in debt and he is able to motivate his team to work harder to overcome the crisis. He then tries to be involved in the central bank program called merger and acquisition of banks and he was planning to merge with MBF finance.

His true nature is that he is not a quitter and he will definitely not give up to things like economic depression and crisis. He then proposes a new name and new corporate color for the merged bank in 2002. The name proposed is AmBank Group and the corporate color is red and yellow. What makes him a great leader in corporate sector is that he is calm, strategist, knowledgeable, experienced and he can successfully manage his own people to achieve the common objectives. He was able to turn the tide for his company from deeply in debt to one of the most well-known banking institutions in Asia. He also receives several awards for his achievement in banking industries and acknowledge globally.

## **Motivational Incidents from His Life That Made Him To Emerge As a Leader**

When he is still a child, his parents really are strict when it comes to his education and from all of his siblings, he is the first one who was offered to pursue his study abroad. He decides to set a good example for his younger siblings by accepting this offer even though he was originally planning to pursue his study in medicine. This might be one of his motivational sources for him to emerge as leader because he does not come from a wealthy family. His father was an office clerk and his mother were a school teacher who later was appointed as a headmistress. Even though they are not wealthy, his parents were very strict, and this also might be source of his motivation to be successful in whatever he does. His source of motivation are his parents, his siblings, his past standards of life and his very own stubborn nature that would not give in to challenge.

Besides that, his nature of proving that he can do something even though people say he will not success in doing it. This is proven when he left the Malaysian Central Bank (Bank Negara Malaysia) to open his own accounting company even though during that time here are not many practitioners in that particular field. In another words, accounting firm was an unattractive field at that time but because of his challenge loving nature he decides to give it a try. In addition, accounting education from Australia was considered second class and not very valuable as compared to education from Britain. Everyone else sees it as potential threat but he on the other hand sees it as an opportunity to seize the market in accounting business. Due to his reputation gained from working with central bank, he is able to expand his company and later it was registered as partnership with several colleagues. Even when his partnership firm becomes well known and has its own reputation, he is off to accept an

executive position in Malayan Banking Berhad who has some major crisis at that time.

Other than that, he was also involved in a severe traffic accident in 1989. Some said that his strong will to live have helped him a lot during those difficult days. Ever since he recovered from his injuries, he decides to do what he enjoys to the fullest. In this case he enjoys tackling challenge arises in banking and finance industry and he also enjoy living his live on the weekend when he is not working. He is unbelievable because he should have trauma from the severe traffic accident but instead, he buys sport cars and drive it fast. He claimed that he loves the adrenaline rush and the thrilling sensation he gets when he drives very fast. From this we can see how his mentality works in which is he is not avoiding what he fears but he confronts his fear and try to overcome it. As he claims before, he is an entrepreneur and if he cannot overcome this fear then he is not a good entrepreneur. In this sense, we can say that his motivation comes from his attitude.

His optimistic, strict and very thorough attributes also have been the source of motivation for him to emerge as a leader in corporate world and at the same time a good leader in household. Even though he is very busy with work, he put family above all. He supports whatever his children show their interest in and not forgetting his wife who manage a studio for music recording. His motivation to emerge as a leader also might have been from his desire to provide more for his family at the beginning stage of his career development. However, after he has successfully emerged as leader, then it is not about providing for his family anymore. It is like working in banking industry have been a part of his personal life which would explain why he does not want to retire yet even at his age.

### **Leaders whom he considers as role models' leaders in their life. Why they are role models?**

In this part we will see who he considers as his role model that has made him the way he is today. This is also important because the person who he has considered as role model might have influence his life and the way he behaves. The first role model would be his father who was working as a clerk in local company. Even though he is only a clerk he knows that education is very important for the future. Resulting from this he is very strict and disciplined when it comes to his children's education. Living with him for years, have made the "singing bankers" absorb his values and wisdom. Wisdom here is defined as the quality of being wise or the body of knowledge and experience that develops within a specified society or period. It has affected his life in many aspects for example how he thinks, how he react to the problems encountered, his attitudes towards work and people. The second person who he had considered as his role model was his mother who was a school headmistress. She has shaped his life and imparted her wisdom and discipline to him making him the way he is. He claims that without their influence on him he would be the way he is. Both of his parents also have been a big part of his source of motivation even from he was still a child.

The singing banker also considers Sun Tzu an ancient Chinese military general and strategist as his role model. Sun Tzu wrote a strategy to be used in war which is also applied in business life. He left one book on strategy in war and business called the art of war which is used to manage conflict and win the war. Tan Sri Azman Hashim has many times used the philosophies originated from Sun Tzu whether in his life or business. His favorite quotation is "So it is said that if you know your enemies and know yourself, you can win a hundred battles without a single loss. If you only know yourself, but not your opponent, you may win or may lose. If

you know neither yourself nor your enemy, you will always endanger yourself". He also uses the wisdom he finds in this book. Today, the book of art of war have been published and translated in various languages in different countries. The books also were used by people in business to manage their business properly and its success have been proven. When asked he said we as human should learn from mistakes, we and people before us have done. He also said that, if you have made a mistake, there would be no point in regretting it, it is the future and the action taken to cater that mistake is more important.

Other than that, Tan Sri Azman Hashim also admired Tunku Abdul Rahman Putra Al-Haj who was the first prime minister of Malaysia. He is also known as the father of independence and father of Malaysia because he struggles very hard to claim the independence of "Tanah Melayu" from the British. Father of Malaysia was bestowed to him because he is the one who have suggested and struggles to unite Tanah Melayu (Malayan), Sabah and Sarawak into one country called Malaysia. He is also a scholar who receives his education abroad but still he cares about his people standard of living and this have captured the singing banker's heart. In conclusion, there are several people who Tan Sri Azman Hashim considered as his role model and they have been an influence to him to emerge as a leader in corporate life and his personal life. We can see that not only he has success in his corporate life, but he also made a successful leader in his personal life. The wisdom imparted by the persons he considered as role model have made him the way he is today. Apart from that, his experience in life have made him more mature and diligent in making decision regarding life and business. The severe traffic accident has changed his perspectives on life and also influencing his way of thinking.

## **Leadership and Work Culture**

First of all, Tan Sri Azman Hashim was involved in various philanthropic efforts to promote leadership in the company he serves and even in Malaysia. For example, his involvement in Perdana Leadership Foundation. He also founded Yayasan Azman Hashim and the construction of Azman Hashim building which is for rental purposes. The rental income received is used to fund young scholars' education. Also, he is involved in FSTEP which was a training program for fresh graduates working in business to encourage them becoming successful in the corporate world. He was also involved in the internal AmBank program called raising our human capital today which are designed to search for talented and potential employees. The program then will train them to be a leader. This has proven that he really is preparing the company he works for to overcome futures challenge by recognizing, selecting, train and cultivate potential leader within the organization. He wants an organization where everybody is a leader, and this conform with the logic that a firm with a good leader will prosper. Thus, if everybody is a leader in an organization, imagine what the organization can achieve.

Not only he searches for the employee's potential to become leader, the members of the board also are given training and education to ensure they have the capacities required to manage the company. Also, as we can see in the annual report of AmBank their philosophies in the company are customer priority, Integrity, vision and goal orientation, teamwork, open-mindedness, self-realization, speed and creativity, quality and initiative. Most of these philosophies are the attributes of a leader which mean that Tan Sri Azman Hashim promotes leadership in the company's culture. Besides all this leadership attributes, Tan Sri Azman Hashim also promotes empowerment, accepting ideas from his subordinates, rewarding the exceptional performances, not too petty to give recognition and compliments to his subordinates also being

open but very thorough about works. Implementing all this philosophy in the working culture will create a healthy working environment. The employees will feel more appreciated and will be motivated to work harder for the organization.

According to the Herzberg's two factor theory, the working environment falls under hygiene factor. Those intrinsic and extrinsic rewards fall under the motivator factor. These two factors are regarding the factors that will motivate employees to work harder and this might also be important factor to make them stay with the organization. This is very important because the ability to retain skilled employees are vital to an organization. Always remember that an organization are run by people (employees/staff), it only makes sense that retaining them in an organization will ensure the smooth operation of the organization. Other than that, skilled employees are trained which involves high costs (in money and time) to the company. It would be a waste if the employees decided to run along to the competitors' organization. There is also some scholarly opinion that human factor should be quantified and recorded in the organization's financial statements. Some scholar suggest that this item should be recorded as assets for the organization.

In conclusion, Tan Sri Azman Hashim really relates leadership practice and attributes in the working culture by building the appropriate culture and he also maintain the culture. Besides that, he also changes the working culture when necessary and the same goes for his leadership styles. So far, he is doing a very good job at it because it is extremely difficult to manage and lead due to diversities in many aspects because the group has many business lines and subsidiaries. The diversities mentioned is included the different behavior of subordinates, different types of customers, different structures within the subsidiaries, different rules and regulations in every types of business

lines. This might have been why Tan Sri Azman Hashim was able to bring the company from nothing to something.

### **LEADER'S LEADERSHIP APPROACH**

Leadership approach is how a leader applied their leadership in managing their subordinates and influences them to working within the paradox of the organizational goal. The "singing Banker" use the approach proposed by Robert Katz. In the Robert Katz's three skills approach a leader must have technical skills, human skills and conceptual skills. Technical skills are the abilities and expertise the leader have to fulfill everyday task. Technical skills is also the know-how knowledge, be competent and proficient in specific activities. In this particular skill set, Tan Sri Azman Hashim has various expertise in banking, accounting, finance and economics. His experience in banking and auditing has made him very respectable in this particular field. To top it all he is also a chartered accountant and a chartered secretary which is a professional body recognized globally. The second set of skill is human skill which is the abilities of the leader to work with other. The abilities are used to helps you to get along with people, to communicate and work with the team. This is done to get the most out of the group the leader work with. The last set of skill is the conceptual skill which is the skills that enables the leader to understand and better decide the actions and measures that has to be taken in a particular field of work. The singing banker have these skills and also the human skills. As a prove, we can see how he are able to turn a problematic bank into one of the largest banks in Southeast Asia.

According to House's Path-Goal theory, there are several approaches to leadership which is based on the expectancy theory of motivation. Under this theory, a leader roles and approaches are to facilitates, coaches and rewards effective performance. The leader also is flexible under this theory and

they can change their styles when necessary. Tan Sri Azman Hashim falls under this category where he facilitates, he coaches, and he also rewards effective performance. According to Fiedler's contingency theory, leadership approach is based on task structure, leader/member relationship and positioning power. Fiedler then classed leader to task oriented and relationship oriented. In the case of the singing banker, he is a little bit of both of task oriented and relationship oriented. He emphasizes on task his subordinates need to perform, what is expected of them and making sure that minimum variance happens. He is very thorough in his task and about his works. He also emphasizes on his relationship with his subordinates and as a prove his subordinates have claimed that he is a very fun person to work with. He maintains tasks and relationship approach to leadership in the organization.

Other than, he is also using approaches like creating a state of chaos or problems in the organization then he would select teams of employees to deal with the problem. This is performed to induce the innovative, creativity and bring out the best in his employees. Aside from that, he always finds some way to change the way of performing and tackling tasks given. This is done on his own task and on employees' task because doing everything the same way everyday would made a person bored. He said that we should explore more ways to perform the tasks to make it interesting and exciting. He has done quite a share to make the healthy and exciting working environment within the organization. This is performed to motivate the employees because motivated employees will work to their bone for the organization. This is in accordance with Herzberg's hygiene theory. He will give the employees their direction, provide coaching, inspire the shared vision, challenge the process, empower the employees to perform their tasks but with a degree of supervision and he will personally recognize their achievements and give them the proper rewards.

There are also the seven approaches to leadership which is coercive, authoritative, democratic, affiliative, pacesetter, coaching and hybrid. Coercive is when a leader uses the immediate compliance on all facets of business and it is not a very good approach when it is the only approach used. The authoritative approach would be an approach where the leader set the goal and give the subordinates the way to achieve it. A democratic leader would essentially listen to all subordinates to see if they have ideas and accept the ideas if it is agreed upon by the other subordinates. Under affiliative approach, a leader will maintain their relationship with the subordinates and reap the benefits arose from those relationship. Pacesetter approach is when a leader who emphasize on performance and nothing else. Under this approach, underperformed employees will be sack out and replaces. As for coaching approach, the leader would be involved and helping his followers in performing their tasks. The last approach is the one related to Tan Sri Azman Hashim where he have a portion of each of the previous six approaches. His approach to leadership can be classified as hybrid approach to leadership. This approach has work very well in serving him and the companies he served.

### **Leader's Ways to motivate his Subordinates and Fellow Beings**

A leader should be able to motivate employee and making them stay in the organization. This is because when they left, it is not only them the organization are losing but also their skills, knowledge, expertise and experiences they have gained under the organization's umbrella. The employee would gain all of those in various ways and training being one of them. As you know training employees would consume time and money. If after they get all the training, they needed they turn their back to the organization and say goodbye it would be a tremendous lost to the organization. A leader also should be able to make the employees accept and respect them. This also

might be a key to making them stay and motivate them to work harder for the organization's sake.

Motivation can be seen as how a person encourage someone to do something not by forcing them to do it but by just talk them into it or just by certain types of action. According to Herzberg's two factor theory, motivators which is concerned with the rewards, recognition, personal fulfillment/growth and sense of belonging are several things a leader should emphasize on to motivate their subordinates. The other factor is hygiene which is concerned with the workplace environment in which a leader should be able to provide a healthy and exciting environment for his subordinates to motivate them. The singing banker have performed and excel in these two factors and we can claim that he motivates his followers by providing and taking care of the items in both of these factors. He is also a man of ethics where he treats people as he would wish to be treated. He displays his deep concern about his followers' welfare, problem and issues. He also take a good care about his followers not just use them to achieve something but he also emphasize on his relationship with them. His approach is changing according to the situation he is in.

Tan Sri Azman Hashim also motivates his followers and fellow being just by talking to them. The way he talks and the way he apply his wisdom in working and personal life have made his fellow being motivate. He has this way of him that captures and motivate people by just talking to him. Some people call it "aura". This quality of his was born with him and patted by the way he was raised and also his experiences in the corporate world. Logically, men who manage several companies would be very busy but not him because he was able to separate his corporate life and personal life. Always a fun-loving guy and an optimistic person have made him accepted and loved as a leader and this might be how he motivates his followers.

His hybrid approach to leadership also has contributed to his way to motivate his followers. He is not too coercive, not too authoritative, supportive, his coaching style, his affiliative approach and his conscientiousness. He also would not show inappropriate feelings and emotions to his followers. Being almost always calm and reserved has made his followers respect and accept them as a great leader. Aside from all this he also have past reputation in the banking industry where he have proven that he is capable in doing his job excellently. This kind of reputation have huge impact in employee's motivation because they know that he is a smart guy and the probability of success under his wing is great and they want to be a part of that success. Indirectly he has created a shared vision among his followers. Most importantly, he does not see his followers as employees, but he sees them as friends. He is also not an arrogant person considering his caliber as successful corporate figures. His openness has been able to motivate his followers. He also uses the approach where he shares his own recognition with his subordinates. An example would be when he achieves the lifetime awards he said "this is all thank to all the personnel working with AmBank and it were not for their hard work and dedication we would not be here". This has showed that he is willing to share his achievement with his followers and this indirectly motivates his fellow being and followers.

### **Leadership Style and Leaders Decision Making Ability**

Head, heart and gut. In leading the company, Tan Sri Azman has use all three of the components depending on the situation the company is in. He uses the head element when he is leading the company towards the success and he is always thinking for the benefits of the company. He is also considered a strategist where his strategy has brought two banks from its difficult time to one of the biggest bank in Southeast Asia. He used heart leadership style when he emphasizes not only task oriented but also relationships from

his followers. He accepts his subordinates' ideas and he care for them. He looks for potential in them so that he can develop and train them to become future leader within the organization. He is also a part of leadership recruiting, training and developing program outside of his company. Gut leadership style is used when he did not get carried away with emotions and relationship and he will do what is needed for the sake of the organization growth. The toughest decision in an organization is layoff decision which is most of the leader weakness. Underperformed employees will be given chance to make up for it in the future. For Tan Sri Azman, he looks at this at a different angle where he would talk them through and convince them that they are better off.

Charismatic leadership styles. He is a man who love life very much and this might arise from his tragic traffic accident which nearly take his life. He enjoys several things in life such as singing, horse riding, driving sports cars, scuba diving and jet skiing. He is also energetic and radiant in an infectious way which might have been why he is able to influence his followers to act in accordance of the shared vision. He also values the potential in his subordinates by conducting induction program where the leadership potential in his subordinates are identified and developed. He is also able to accept other ideas especially from his subordinates. He displays his openness to people which makes people become comfortable working with him. His optimism traits have given hope to people and as we can see when his company are facing Asia's economic downturn, he enter the meeting room with smiling face and said "We are in trouble people, but rest assured we will get through it". This somehow have given his subordinates motivation. More importantly he is an agent of change and he did not get carried away with emotions.

Participative (Democratic) Leadership Styles. Tan Sri Azman also use this style where he often asked for the subordinates

to participate in meeting and contribute their idea. He also used to give the problem/issue to the subordinates and let them find the suitable solutions. In this situation he emphasizes on team working where they will brainstorm and come out with appropriate solution. Sometimes, even he will join the group just to show that he cares for them and their opinion is important to him. Under this style, it is true that the leader encourages the subordinates to participate in decision making process but still the final say is in the authority of the leader. The different between this style and authoritative style is that employees are encouraged to give their input rather than just give the task to them and no question asked. Also, the different with delegative style is that the final say is still in the authority of the leader. We can say that these styles is a part of authoritative and delegative styles.

Hybrid of Transformational and Transactional leadership styles. Tan Sri Azman uses this style of leadership where he emphasizes on both on task and relationship. Under this style, he will sometimes delegate the task and empower his qualified subordinates. Sometimes, he also use transactional where he would use rewards and punishment system to manage his subordinates.

### **Few Examples of Leader's Balanced Approaches for Task And People-Oriented Leadership**

Tan Sri Azman believes that two components of success is good leadership and enlightened management (to create and to sustain). Creating a healthy culture and workplace environment is the role of a good leader. This is an important part but there is also another part after that which is also important that is to maintain and sustain the culture and the workplace environment. However, sometimes change s in both of the elements are necessary to cope up with the whole industry environment. In this case, it is also a leader's role to make sure the changes are made and adhered to. A good

leader will be able to manage the changes and reduce or minimize the resistance to change among the subordinates. In this context, Tan Sri Azman would use people-oriented leadership approach. When assigning tasks to his subordinates, he would be thorough and explain every detail to make sure that they understand the task and the way it should be dealt with. He is very strict and very sharp at doing these things and we can see this as his task-oriented leadership approach.

When dealing with his employees, the singing banker will maintain his personality, image, thinking pattern and reputation so that the respect and acceptance of his leadership will not be tarnished. Being always open whether in his personal life, opinion or corporate life have made him the admired leader amongst his subordinates. He claims that there are times to be strict, times to be harsh and times to be friendly. He always balances his approach depending on the situation. For example, if the subordinate do not finish the tasks on time he will ask what is the problem pertaining that task and he will try to understand his subordinate position and situation. In this case he will give advice on how to perform the task. In the case of the subordinates, did not perform according to the standards he will get to the bottom of it and if it is proven that the subordinates are not taking the task seriously, and then he will scold the subordinates and give warnings. He also thinks that office are the place where people go to work and at the same time it should be always in harmony.

When dealing with subordinates, he said that he will take different approach for different subordinates. This is because human factor is different in nature, behavior, attitude and motivation. Thus it is important for a leader or manager to get to know each of their subordinates. Some people when are not performed according to standards, he would just throw something that would motivate them according to their

behavior. He also always believes any form of capabilities can make a difference. When it is possible, he said do not ever scold your employees but find a way of telling them their flaw and encourage them to improve on it. This is where the leader should be innovative and creative. He also claims that managing human factor is the most difficult task a leader should be able to do. This is due to the uniqueness and diversities in nature of the human factor themselves.

In performing everyday tasks, he also promotes idea sharing among the subordinates and he is very open and able to accept others idea even from the subordinates. He also believes that a good leader should promote idea sharing which would make the employees more motivated and feel that what he says matter to the leader and organization. To them it is a form of recognition and it provides the sense of belonging. He always begins a meeting by saying that no matter who you are or what position you hold, you should hold up head high. When it comes to idea, it does not matter what position you hold but the quality and the usability of the idea itself that matter. As a conclusion, he practices balanced approach of task and people-oriented leadership approach. This might be done by according to situation he is in and more importantly he agrees that both of this approach should be balanced otherwise there would be problems in managing the company.

### **Discovering the best in his people/ subordinates**

As discussed earlier, he is open to others suggestion and ideas. From this point he will be able to assess how his subordinates think, their thought pattern, their intelligent and their maturity in perceiving problems. He also practices listening to others idea, processes them and sees whether it is applicable to the business situation or task. Besides that, he claim that he will listen to them properly until they finish instead of neglecting and giving comments on the ideas. The

last part is that he will always provide acknowledgement and encouragement regardless of the usage of the idea itself. This is done to encourage the subordinates to be more open and not afraid to tell their idea in the future. Other than that, this approach also can encourage innovativeness among the subordinates. Then from this point, he will select the best or potential subordinates to participating in a program called development program. These programs are some sort of leadership training program which is conducted internally in AmBank.

Additionally, he also prefers to work closely with his subordinates so that he can monitor them while they are working. From the monitoring and observation process he will see and spot the potential and talent resides within the subordinates. The thing about talent is that sometimes, even the person who has it does not aware about it. In assigning the task, he would usually create a state of chaos/problem in the organization then he would assign certain task to certain individual or teams to solve the problems. From this activity, he can encourage his subordinates to be creative and innovative. The teams that are usually able to solve the problem within the time given and the solution is feasible will be recognized as talented. This would also lead to the development program mentioned before.

Sometimes he would empower his subordinates to perform their job/task assigned. Empowerment mean that how, where, who, what and which are depending to the subordinates. How the task are performed, where the task should be performed, who would be the team working on the task, what need to be done to complete the task, when to start the task are not outlined by the leader and it is entirely depending to the subordinates/teams. By empowering certain task to his subordinates, he would be able to measure the capability, the quality, the efficiency, the effectiveness, the ability and the time management skill of the subordinate. From this, he could

form his valuation of the subordinate. There is no specification to the task completion, so the subordinate qualities and attributes are monitored and measured to see whether they have potential.

He always believes that any form of capabilities can make a difference. From the empowerment activity above, subordinates would then be assigned to the suitable position according to their capabilities. This is also an important part of managing human resource where the right talents and capabilities are assigned to the right task or position. If a leader can do this then the organization would definitely prosper. Aside from all this, he also actively involved in outside program which is called Financial Sector Talent Enrichment Programme (FSTEP) which is responsible in developing and value-add the talent in young graduates to overcome their employment in financial sector. Through this program, he will select several of the best suited candidates to come and join him in AmBank.

In conclusion, he always encourages and motivates his subordinates to be innovative and creative whether in corporate life or personal life. Also there are various of method he used to discover the talent in his subordinates. All the talented and potential subordinates will then be put in the induction program. This induction program will be discussed in the later part of the paper.

### **Instilling Foundation for Good Leadership Traits in His People**

He always instills the foundation of good leadership traits in his people. There is various ways he used in doing just that. One of the methods used are leading by example in which he would display his willingness to follow the rules and act accordingly according to the situation. He says that we as a manager or leader must show our commitment to whatever

rules or policies made otherwise how should we expects the subordinates to follow them. In his everyday corporate life he will display the values of a leader in front of the subordinates hoping that they will somehow absorb the values and characteristics showed. In the corporation also, he claims that a good leader must deliver their promise to the subordinates no matter and it is best that a leader should not make promises to subordinates.

Besides that, he also instills the foundation for good leadership traits in his subordinates by being strict and shrewd. As we know, he was brought up by a strict disciplinarian and a school teacher and this have imparted him with those values. This phenomenon has led to the formation of disciplined, innovative, creative and exciting working place. The working place environment also important to create, sustain and possibly boost the subordinate's morale and motivation. He also encourages his subordinates to be creative, innovative and avoid risk adverse personality. Now, it is agreed that all the above qualities are a good leadership trait. By putting all of these qualities in the working environment, Tan Sri Azman Hashim has instilled the foundation of good leadership traits in his subordinates.

One of the methods used to instill or encouraged his subordinates with the good leadership traits is by empowering his subordinates on the selected tasks. By doing this, the subordinates will be able to shine and display their qualities. Aside from that, empowering also encourage the subordinates to be creative and innovative in performing tasks because in finishing those tasks they will only have themselves and the team to perform the task. He also instills the leadership qualities by working together with the subordinates in their daily tasks. By working together like that, he will be able to monitor and at the same time coach them to do their jobs. The process of mentoring and coaching

will definitely impart certain leadership qualities in the subordinates.

He also claims that it is not necessary to change employees because this will make them retaliate and possibly left the organization bringing the company's information and values with them. This is for the same reason that a leader should not treat their subordinates the same. Every subordinate have their own perspectives, talents, behavior, attitudes and thought patterns. It is a good leader duty and responsibilities to manage and put the difference in the course that will benefit the organization. Every subordinate has different talents and potential and this is also the responsibilities of a good leader to channel the talents and improve on the potential then to assign them to the right position.

The ability to assign the right people to the right position is very important in ensuring an organization success. This is because, it is important to match their talent to the suitable tasks. As a conclusion, Tan Sri Azman Hashim uses various methods to instill the characteristic and the traits of leadership in his subordinate. He uses empowerment, mentoring, coaching and getting involved with the subordinate to get to know them and instill the values and leadership traits. His subordinates also claim that he is a fun man to work with. He will walk his subordinates through the decision-making process and indirectly show them how it should be made, what consideration should be taken and how to manage the consequence of the decision.

### **Leaders Mission in Corporate Life**

Tan Sri Azman Hashim mission in his personal life is to enjoy live considering the struggles he have overcome in life including almost died in tragic accident and deep in debt when there is breakdown in property market and the struggles he has to overcome when in dealing with economic

recession. His mission in corporate life would be to be the greatest corporate leader there is. This would explain why he is not retired considering his wealth and his age. He has treated his work as an important part of his life and if he were to retire he will deeply miss the challenges. The sensation he gets when he is playing with risk and problems also the satisfaction he gets when he resolves the problems or challenge is what he is seeking in his corporate life. It is almost like he is the one seeking the problems and challenge in his corporate life not the other way around. Even in his daily tasks he would constantly looking for new way of performing it because if it becomes redundant it would be too boring for him. Basically, we can say that his first mission in his corporate life is to seek as many challenges as he can and solve it.

His second mission in his corporate life would be preparing Malaysia for the future by recruiting, training, developing and shaping young minds to be a great corporate leader. This would explain why he is sponsoring bright young mind through their education. As discussed earlier, his constant involvement in FSTEP which is a program of talent enrichment in financial sector in Malaysia will be the proof of his commitment. In one of his speech also he emphasized on the mastering of English language in young mind to cope up with the new generation of business. His belief is that in this new era there are various new ways of doing business waiting to be discovered and applied. Not only that, he is also involve in a non-profit organization to analyze the past political leaders in Malaysia to be used as reference in the future. He claims that he is not cut out for politics so he would not pursue any position in the political system. Basically, we can say that his mission in this area is to train the young generation to be a great future corporate leader.

The third corporate life mission would be to give back to the needy. In this context, there are a lot of charities organization

either registered under his name or he is involved with. He believes that everyone deserves a good life and he will try to help in any way he can. A lot of donation made for the extremely poor family and he feels like it is the time to give back to the society. Think that the gap of poverty and the gap in income distribution should be eliminated to achieve the Malaysia's vision of 2020. Aside from that, he is also either member or chairman of foundation like cancer's foundation and liver's foundation. He is using his leadership skills to lead those organizations towards better performance thus it will increase the people they will be able to help in the future. In this context, his corporate life vision would be to use his skills and wealth to help and share with people in need.

In conclusion, Tan Sri Dato' Azman Hashim is an excellent leader who loves life very much and he is also willing to share his wealth with others. He is a man of great vision where he cares very much about the future of his country. He is continuously involved in the process of breeding leaders in corporate world. Always have love challenges he continue to work in corporate life seeking more challenge. It is the challenge in the new era that intrigues him and made him stay in the corporate life. His past achievement is the proves that he is a great leader in corporate.

### **Leadership Leader Usually Suggests For Malaysian Corporate Houses**

Tan Sri Azman Hashim suggests several types of leadership for corporate leader in Malaysian companies. For starter, he suggests that Malaysian corporate leader should use the transformational leadership style. Transformational leader will motivate his team to be effective and efficient. In this type of leadership, communication is very important because leader will act as a change agent or in other words catalyst for change. This will require effective communication skills on the leader parts. In this sense, leader must make sure that

changes are well adapted, and the resistance is minimized in the group. Empowerment is usually a method used under this style of leadership. The leader will portray the picture and the goal of the team, make sure that the goal of an organization and each individual shared the common goal. The leader will provide the road on how the tasks should be performed and the subordinates will be performed them as they see fit.

Tan Sri Azman Hashim also suggests that Malaysian companies to emphasize on the balance task and people-oriented leadership. Task oriented leadership is the leader who emphasize on the task and how they should be performed. In people-oriented leadership, the leader will emphasize on developing the relationship with their subordinate. They will get to know their subordinate and find a better way to lead them. This is because each individual is different in their needs, wants, motivational trigger, behavior and attitudes. In this sense, it is the role and responsibility of a good leader to get to know each of the subordinates personally in order to adjust to the differences. He also suggests that a good leader should not treat the employees equally because of the differences mentioned before. It is very rare to find a leader who would do this to their subordinates, and it is one of the reasons why they cannot advance in leading their people. Aside from that, he also emphasizes on spending more time with the excellent employees' performer because the leader can give compliment on the success and at the same time plan for more advanced goal/performance measure. This is because when they target their performance and they achieve it then there would be no more challenge so to avoid this, the leader should be able to come up with new higher target for that staff. By doing this also would motivate the underperformed staff to perform more to be in the good side of the leader.

The singing banker also suggests that Malaysian leader to use the charismatic leadership style to lead their people. The

characteristic of a charismatic leader is that they love life, they give hope and they share themselves with their subordinates. They lead by defining the character, describe the happy ending, describe the not so happy beginning and describe the action need to be taken by the subordinates. In describing the happy ending, the leader would ask the follower to imagine what they would feel if they achieve their goal. The on to describing the not so happy beginning, the leader would have to explain that in achieving the shared goal, there would be struggle especially in the beginning of the process. Then the leader would put the guidelines on what are the action needs to be taken to achieve that common goal.

In conclusion, the singing banker also suggest that the leader in Malaysian corporation to use full leadership rather than partial leadership. Full leadership means that they use all three elements of head, heart and guts. In applying these elements, the leader should know how to read the situation which mean that there is time to be task oriented, time to be people oriented and there is time to be strict in leading the organization towards its goals and objectives. The ability of the leader to align the goal of individual follower with the goal of the company is also emphasized. Las but not least the leader should be able to treat the followers they way they want to be treated not the way he wants to be treated because of the differences in nature and attitude.

### **CRITICAL EVALUATION ON LEADERSHIP**

The leadership of Tan Sri Azman is not questionable because he has able to transform two small banks into large banks and in doing that there are several struggles, he had overcome. The struggles mentioned was very crucial which were the property breakdown and the Asian economic recession. The quality of leadership he displays was the key in bringing the subordinates together and working towards the common goal together. Also, after he survived the tragic accident which

almost claims his life he did not falter and break down but instead he becomes stronger. Enough about that, his leadership styles are mostly originated from the traits he has which resulting from the wisdom imparted by his parents. His development since he was a child is very important contributors to his leadership quality today. He loves his job, his life and his subordinates which makes him adopt several types of leadership styles. The important thing is that he is a strategist and he used all his leadership abilities and qualities to make sure that the strategy he comes up with way to see it through. He emphasizes on the combination of transformational, task-oriented, people-oriented, authoritarian and diplomatic leadership approaches. When he comes up with a strategy, he will model the way, inspire a shared vision, challenge the process, enable others to act and encourage the heart. Modeling the way is including putting the big picture into several smaller ones and devise method to achieve the big picture. The next step is to inspire the shared vision which is including picturing the success and what it would feel like if they are to achieve the goal. The he will challenge the process which is to put the devised method into a test and see if they are feasible. In the next step, he would enable his subordinate to act towards that common goal by various approaches such as empowering and authoritarian approaches. The last step is to motivate the subordinates to work harder in achieving that common goal and this is where the relationship-oriented leadership is important because in order to determine each one of the subordinate's motivation triggers the leader should get to know their people.

Leadership is indeed important in determining the success of an organization and also in personal development. It is very rare to find a leader in everything and it is important to know that even a leader have their flaws. This is because after all they are also human being and they are bound to make mistakes. The important thing to remember is how they react

and amend to those mistakes they made, and this is what makes them different from the ordinary people. Lastly, a leader should be more future oriented rather than past oriented because the past is history and we cannot change them. What we can do is to learn from those mistakes and avoid making them in the future. Every leader is not the same; they do not have the same traits, qualities, thought patterns and perception towards things. It is true that there are leaders in everything, and this only means that leaders are not specific to only one type of leader and segment. For example, Tan Sri Azman might be a leader in banking business, but he might not be a leader in marketing or other functional areas in an organization. Finally, Tan Sri Azman is proven to be a good leader in what he does. From his leadership qualities, he has come a long way and bringing the company he helms to the success one after another first it was Malayan Banking then it is AmBank. To sum it up he was raised to be a leader and then he was presented with the opportunity to be a successful leader but not without struggles. In this sense, we can say that to be a great leader there is another aspect which also needs to be considered which is luck.

### **SUMMARY**

In this assignment, the leadership traits such as conscientiousness, persistence, honesty, reliable, hardworking, motivated and high level of energy are identified and analyzed. Tan Sri Azman Hashim has all of the above qualities and so far, we have seen that he has able to steer his organization towards success. Aside from those qualities, there are also other qualities which are risk acceptance, challenge seeking, the ability to empathy and communication skills are important. All these abilities are necessary to be a great leader. Some of these abilities are born with but several of them are acquired through experiences and environment. The importance of leadership is important, but the quality of a great leadership is more important in an

organization. This is because it does not matter how good the leader is, the thing that matter is the matching of the leadership qualities and attributes with the organization environment. This might be why there is a program called leadership change adopted in organizations especially when they encountered leadership related problem. Leadership change does not mean changing the leader per se but changing how the leader led the organization.

Some say that leaders are born but that is not necessarily true otherwise why would there be leadership development training. Leadership development training is given to a leader when they are climbing to another level of leadership. This means that leadership qualities can be imparted to a leader. Take Tan Sri Azman Hashim for example, he has been imparted with disciplines and wisdom by his parents. What important is that the leader have deep interest and personal value in doing the job chosen. For the singing banker, he loves the challenges and the risk in doing business and the satisfaction from solving the challenge. This is what makes him great at his job and great in leading his subordinates. From all this we can say that the combination of leadership and strategist is a great combination and if they are properly led it would be a great success. If we look at the leadership level, Tan Sri Azman Hashim would be at least the third last level of leadership. Basically, leadership is an art of making people follow a person without lifting a finger. It might sound simple by in doing this it is not necessarily easy at all. We have seen corporations, organizations and even giant corporate companies collapse because of bad leadership. True that most of them come from financial fraud but this just show that their leader fail in influencing them to work towards the same shared vision.

Overall this paper has helped to get in-depth understanding in leadership. It is one thing to learn about theories but to see one applies the theories in real life and excellent at it is

another thing. This assignment has helped me explore the leadership quality, leadership approach, leadership styles and leadership development. After doing the study on Tan Sri Azman Hashim, I have learn a lot from leadership and how the lead their company to success. Also, by doing this assignment, I have gain confidence and motivation learning from the success of a fellow human. If he is able to be a successful person in what he like to do why not me. This assignment has stirred my deep interest in the leadership subject. Finally, finding information in preparing this assignment is quite difficult to be obtained. Some of the information is assumptions based on the speeches and the company's annual report. I hope to learn more about the art of leadership and hopefully able to master them and become a successful corporate leader myself. Lastly, Tan Sri Azman Hashim also emphasized on English language mastery because it is currently the business language and nowadays is the age of globalization. This means that we will do business with companies across border.

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