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Oxford Organisational Effectiveness Programme



New strategy skills enable energy head to drive transformation programme

**Yasmin Mohd Ramzi, Head GBS Service Delivery,
Tenaga Nasional Berhad**

Continuous learning is key to being your best, says Yasmin Mohd Ramzi. 'If you want to be a successful enterprise leader, you need to bring people onboard. Align purpose & value. Align why, what and how.'

Yasmin is co-head of shared services at Asian electricity giant – Tenaga Nasional Berhad. A public listed company employing over 35,000 staff, it has embarked on a massive transformation programme towards becoming a sustainable energy solution provider in Malaysia and Internationally.

As part of the company's leadership team, Yasmin has steered many of the changes. 'We are fine tuning our purpose and aspiration. It has made us ask: why do we exist, what's our strategy, what are the key enablers and what sort of culture do we need to reinforce, how do we get there?'

One of the key outcomes of 'Reimagined TNB' has been the setting up of the new Shared Services Division, called TNB Global Business Solutions (TGBS). It centralises six core professional services: HR, finance, procurement, administration

support, fleet management and staff healthcare. Recently in May 2021, TGBS has expanded to eleven professional services which includes property services, security, HSE, corporate affairs and document management. Today, TGBS comprises almost 5,000 employees, located nationwide.

'The idea of a shared service center isn't new for the energy industry, but it is a new concept for TNB,' she explains. 'Being a "late bloomer" in this area means that we have been able to learn and benefit from other companies. For instance, TGBS is well integrated under single strategic leadership and governance, with a solid customer relationship, digital and innovation center of excellence, delivering 11 professional services to customers.'

ONLINE INSIGHTS

Oxford Organisational Effectiveness Programme



The need for a different mindset

Adjusting mindsets, behaviour and culture to prepare for future business challenge has been an interesting journey in this long-established organisation. 'The 3Ds - Decarbonisation, Digitalisation and Decentralisation are driving rapid change in the power and energy sector worldwide. The Paris Climate Agreement brought together leaders from around the world to pledge reductions in the amount of harmful CO2 produced.'

The global energy mix is seeing significant shifts towards cleaner sources of energy. This is compounded by empowered customers, the ESG agenda, better and cheaper technology. Around the world, countries, businesses, and individuals have taken serious steps to reduce carbon emissions. We need to prepare our people for this energy revolution.'

'In TGBS community, we also have a mix of generations coming from diverse business segments (generation, transmission, distribution and corporate functions). There are millennials, Gen Y, Gen Z, baby boomers. We need

to bring them all onboard, help them understand the big Why, What and How to get there. It is crucial to co-create our future together, amid fighting Covid-19 pandemic.'

Whilst trying to tackle these issues, Yasmin decided to enrol on the Oxford Organisational Effectiveness Programme (previously Strategic Alignment).

The importance of the value chain

It had a powerful impact on her thinking. 'Understanding the five components of the value chain means that you are consciously refining, harmonising the value chains and reflecting on where you are against them,' she explains. 'I was struck by the idea that a chain is only as strong as its weakest link. For instance, you can have a deep purpose or the best strategy in the world, but it won't work if your people don't believe in it. The strategy is just a piece of paper, without execution by people.'

The Strategic Alignment Framework itself also resonated with Yasmin

'You can't play tennis and basketball at the same court, at the same time and be good at both. To excel, you need

to be extremely good in one game. It challenged her thought process to sharpen the strategy and value drivers for TGBS to "win" the game.'

Since going on the programme, Yasmin has been applying her learnings at her company

'I try to influence and strive for excellence, by creating alignment across the five value chain components, both in my area of control within TGBS, but probably more importantly, across divisions and the whole enterprise. Many leaders and team members are so focused on our own work and day-to-day operation, that sometimes we forget to wear the "Enterprise Leader Hat". It is about the mindset and behaviour to create value together for customers, beyond job title or department we work in. We should always align with the company's purpose, Aspiration and core values. Silo mentality, self-pride, poor enablers, and bureaucracy will weaken the value chains.'

'I am also constantly reminding myself and encouraging my team to be Enterprise Leaders. It helps to shift our mindset from process oriented to outcome driven, from inward looking

ONLINE INSIGHTS

Oxford Organisational Effectiveness Programme

to customer centricity, from silo to teamwork. Strategic alignment shapes us to think bigger and collaborate effectively with people across divisions towards common purpose. This is how we solve problems, innovate and create more value to customers and stakeholders at every touchpoint.'

One change that Yasmin has helped to institute as a result of her new knowledge is the setting up of mentoring huddles with team members and reinforcing their Engagement 'Huddle' Program together with the TGBS Management Team. The huddle program is co-created with TNB Integrated Learning Solutions (ILSAS).

Every week, employees in small groups meet up in 30 mins huddles to exchange views on topics relating to customers, performance, challenges, brainstorm ideas, share knowledge, reflect on values – and to report back. In this way, TGBS is encouraging staff to engage systematically with its transformation plans and make them happen at the grass roots.

Yasmin says that rather than a box-ticking exercise, the huddle has become a habit that people look forward to. 'To face the energy revolution, we ask ourselves 3 key questions : how do we enhance customer experience, how do we drive a competitive cost-to-serve, and how do we create more value for our customers and the community where we operate?'

The team feel empowered to contribute and succeed together. Set a clear direction, provide enablers and a management system, drive cadence, guide, engage, collaborate, adjust as you move because every component is dynamic'. Her leadership team in the Service Delivery Department, TGBS, constantly guide team members nationwide to connect the dots between purpose, aspiration, strategy, value and execution, to drive outcomes for TNB.



Yasmin has also been sharing her newly acquired knowledge with her wider network.

'Besides applying the knowledge in the company, I also share it with SSC/ GBS professionals in Asia. I believe the knowledge is relevant across industries and businesses.'

Perhaps the biggest personal take-away from the programme for Yasmin has been making a positive impact in a GLC (Government Linked Company) in Malaysia and the expansion her of global networking.

'As well as a much deeper understanding of strategic alignment and learning with great minds from all over the world, the programme has helped to sharpen my capability to lead and drive transformation. Having studied at a reputable university such as Oxford Saïd with distinguished professors, tutors and global enterprise leaders has enabled me to influence more strongly towards creating brighter lives, and a better world.'

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