



A New Malaysia

Integrity

109595 Responsive Leaders, Participative Rakyat

MNM

Mohd Nizam Mohd Ali
Soh Mey Lee



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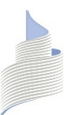


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Foreword

The Scenario Planning: Integrity project is part of the Malaysian Institute of Integrity's strategic approach to understand the future of Malaysia given the key concerns with regard to societal values and the uncertainties in the current as well as the future socio-economic and political landscape of Malaysia that could have an impact as we forge into the future.

The main objective of the project is intended to stretch our thinking and imagination about the future, which may turn out in more than one possible way that we know – or generally, the “business as usual” way. It provides a well-tested management methodology for strategic thinkers to think of the unthinkable, so that we are better prepared to handle and manage elements of surprises and uncertainties.

Scenario stories help to encourage us to improve the quality of strategic conversation in order to create a common language and understanding about the future.

The underlying premise of scenario planning techniques is that if the future is uncertain, then there are in fact, multiple equally plausible futures, which are known as scenarios. However, not everything in the future is uncertain; there are always elements of the future which are quite predictable because of the consequences of underlying causal structure such as temporal order of events and related behaviour or co-variance between variables.

The gist of scenario planning is to reduce uncertainty by uncovering the underlying structure which gives rise to predetermined elements in the outside world and provides an understanding of what is fundamentally unpredictable. The goal of scenario planning then is not to predict the future, but to enable us to stretch our thinking and challenge our mental models in order to examine trends and discontinuities.

Scenarios enable us to anticipate a range of possible alternative futures and to explore the implications of these futures, ultimately, through strategic conversations, help us to develop plans to cope with them. Having done this, we hope to be well-equipped to proactively modify our strategic direction as actual events unfold.

The scenarios are crafted to enable us to understand the different plausible futures so that we can identify the key concerns and potential risks to enable us to formulate more robust strategies and policies that will help us to better manage risks and be more prepared to react to change.

By promoting a scenario-thinking culture, cross-functional or multi-disciplinary teams can work together to frame better quality decisions, policies or strategies. The foregoing scenarios as per documented herein are presented to serve as guiding sign posts for each Malaysians to reflect and reason out its respective plausibility. The project was initiated and completed in 2013 to project worst-case/best-case scenarios onto a 7-year time horizon of 2014/2020. To publish it now is apt.

May God help guiding us to find our true path to reach the common destiny of good governance and integrity in this new Malaysia. May our leaders listen to our voice of conscience and be accountable to the rakyat of Malaysia that gave them the sacred trust of hope to lead us home. Integrity finally, in its proper definition, is 'being true and honest to your own self' as my Teacher says.

Mohd Nizam Mohd Ali, Ph.D*

Scenario Planning: Integrity Project Team Leader

Kuala Lumpur: 9 June 2018

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Developing the Scenario agenda and the scenario horizon

At the start of the scenario development project, a facilitated discussion was held to establish the scenario agenda. The following are the key concerns of the team members about the future of societal values of Malaysia.

1. Erosion of values as society is driven by greed and materialism and little recognition for noble values - is it due to liberalism and Westernisation?
2. System of cultivating a culture of dependency
3. Women play bigger role at work and in business – the emergence of the “Superwoman”
4. Apathy and rampant “tidak apa” attitude
5. Lack of caring attitude or volunteerism and mindfulness culture - Selfish interest first
6. People lack a sense of direction on where the country is heading – doubtful of Vision 2020 (Yawning gap between vision & reality)
7. Benchmark standards are low ranking
8. Declining productivity – take medical certificates
9. Lack of knowledge-seeking culture
10. Best in class – Goals are questionable- Mediocrity is acceptable?
11. Compliance, integrity and governance becoming a major concern – poor trust or distrust in the system
12. Gossips sells vs. facts – role of social media
13. Quality of life – deteriorating due to high crime

The Scenario Horizon

The team discussed and agreed that the scenario project will look into a seven year scenario horizon from 2013 to 2020. The scenario horizon is established as a guide for team members to look into the future, up to end of year 2020. However, scenarios are stories about the future. Hence, the timing of the uncertainty or a scenario event is not as important as the range of uncertainties that the team is able to flag out during the scenario development process. What is stressed as more important is for the team to flag out the emergent novel realities, or in scenario planning terminology, the “AHA” factors – WWCKWCK (what we don't know we don't know).

Scenario planning allows team members to think of the unthinkable, things that they are unable to raise and discuss comfortably in a typical work environment. By creating stories of the future, the team members have the liberty and creativity to think out of the box and extrapolate them in events that take the form of scenario logics, each with causal effects and linkages that weave nicely into a complete scenario story.

Generation of ideas by the team lead to various idea clusters

- Leadership
- Relativity
- Crime
- Mentality
- Respect
- Societal Values
- Family values
- Public Service
- Transparency and Governance
- Public Policy and education
- Politics
- Media, ICT, Technology
- Beliefs
- Quality of life
- Global Issues
- Economics

A deep dive into some of the clusters to converge the team's understanding reveals the systemic connectivity of events

EROSION OF FAMILY VALUES

EVENTS

High Divorce rate
Breakdown of family
Children are neglected

Poor Parenting skills
Sense of hopelessness and neglect

Maids are easily affordable
Children are raised by maids

PATTERNS

Communication breakdown in families
Negative Values
Rude youths
Rebellious youths

Money and toys pacify kids
Gadgets provide comfort
Cyber cafes and truancy from schools
Rising drug abuses by youths
Youths are subject to bad influences

Digitalised world
Rising cases of child abuses
Wasting time "Lepak"
Wrong company

STRUCTURE

Rising Gangsterism at schools
Unproductive adults contribute to unemployment
Poor anger management
Rising crime rates
Cheats

Poor schooling performance
No Respect for elders
Generation gap
Loss of human touch
Abandonment of babies

Lack/poor enforcement of law and public policy

A deep dive into some of the clusters to converge the team's understanding reveals the systemic connectivity of events

SOCIETAL VALUES

EVENTS

Individualistic
\$ driven
Arrogance
Decrease accountability
Self centered "ME"

Erosion
Non Ethical
activities

Greed
Lack of trust
Lack in discipline
Poor caring attitude
Lack sense of oneness

PATTERNS

High personal debt
- Joneses
'Along'

"Kiasu" – status symbol
Career orientation
Consumerism
Brand consciousness
Sense of desperation
Rising cost of living

Selfish
TV influence
- Peer Pressure

STRUCTURE

Get rich quick schemes
Geneva Schemes
Rising corruption
Declining productivity

Breakdown of family values
Theft and rising crime
Dual Career families
Moonlighting

A deep dive into some of the clusters to converge the team's understanding reveals the systemic connectivity of events

Leadership

EVENTS

Focus on own legacy
vs national interest
Self interest

Power
abuse
Cronyism
Nepotism
Control
Don't walk the talk

Personal agenda
Poor role model

PATTERNS

Lack of confidence
Political patronage
Mediocre
Poor management
Incompetency
DNA of leaders not specified
Manipulation
Favoritism

STRUCTURE

'People' – tidak apa
Poor calibre of
leaders elected
Flattery
'legal system cumbersome'

Power distance
Loopholes in processes
and policies are exploited
Lack trustworthiness

People lack sense of direction

A deep dive into some of the clusters to converge the team's understanding reveals the systemic connectivity of events

Mentality

EVENTS

3rd world mentality
Individualism

BAU
Lack /Not
thinking
Control
Don't walk the talk

Mistakes

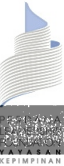
PATTERNS

Resource- rich
create dependency
Growing selfishness
Upbringing
Poor ownership

STRUCTURE

Irresponsibility
Social system and
Education not focus
on teaching responsibility
Couldn't careless attitude
Poor accountability
Not answerable
"Tai-chi" and finger pointing

Blame culture
Inconveniences
leading to poorer
quality of life
Anger
Stress



A deep dive into some of the clusters to converge the team's understanding reveals the systemic connectivity of events

Transparency and Governance

EVENTS

3rd world mentality
Individualism

Poor compliance
Weak process
Tight controls
Lack reference

Bad structure
Dualism

PATTERNS

Bureaucracy
Red tapes

Lack knowledge capture
Lack knowledge repository
Poor documentation
Poor record keeping

Lack implementation structure
Too many vehicles
Think big

Power abuse

STRUCTURE

Lost of translation of rules/ policies
Selective/ poor enforcement and execution
Poor planning
Increase cost of doing business
Corruption

Lack of consequence management
Lack independence of judiciary
Lack punishment
Role of 'judiciary/ judges'
Lack of courage/ trust

A deep dive into some of the clusters to converge the team's understanding reveals the systemic connectivity of events

Crime

EVENTS

Gangs
Drugs
Corruption
Guns/Weapons
Fraud / Trafficking

Money laundering

PATTERNS

Cybercafes
Lack security/safety
Underworld
Connection to international syndicates

Influx of illegals
Urban poor
Break ins
Poor law enforcement

STRUCTURE

Foreign guards
Lack of trust/confidence
Lower investment by businesses
Gated communities

Higher unemployment
Rising organised crime
Talent drain

The Scenario Development process

Based on the key concern clusters, the team took a vote on the two most important drivers that can affect the integrity model of the nation's future.

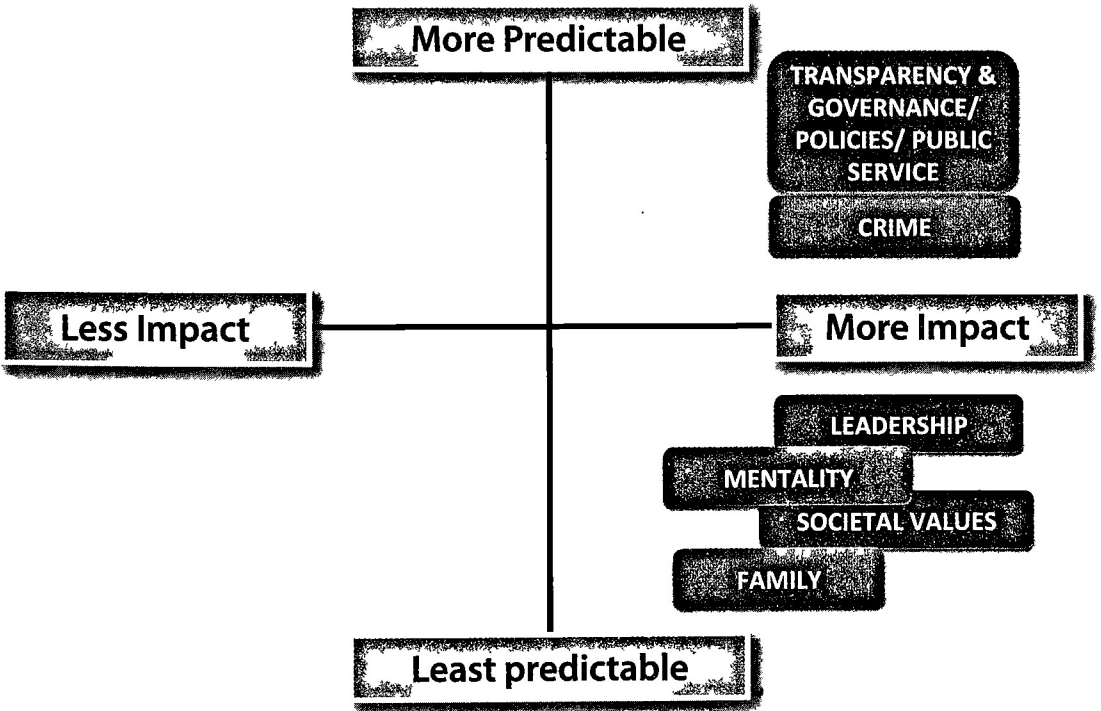
No.	Key Dimension	Votes	Ranking
1	Leadership	18	2
2	Societal Values	5	3
3	Family	4	4
4	Mentality	3	5
5	Crime	0	
6	Transparency & Governance/ Public policy & Public service	20	1

Crime is deemed to be the end result of all other drivers

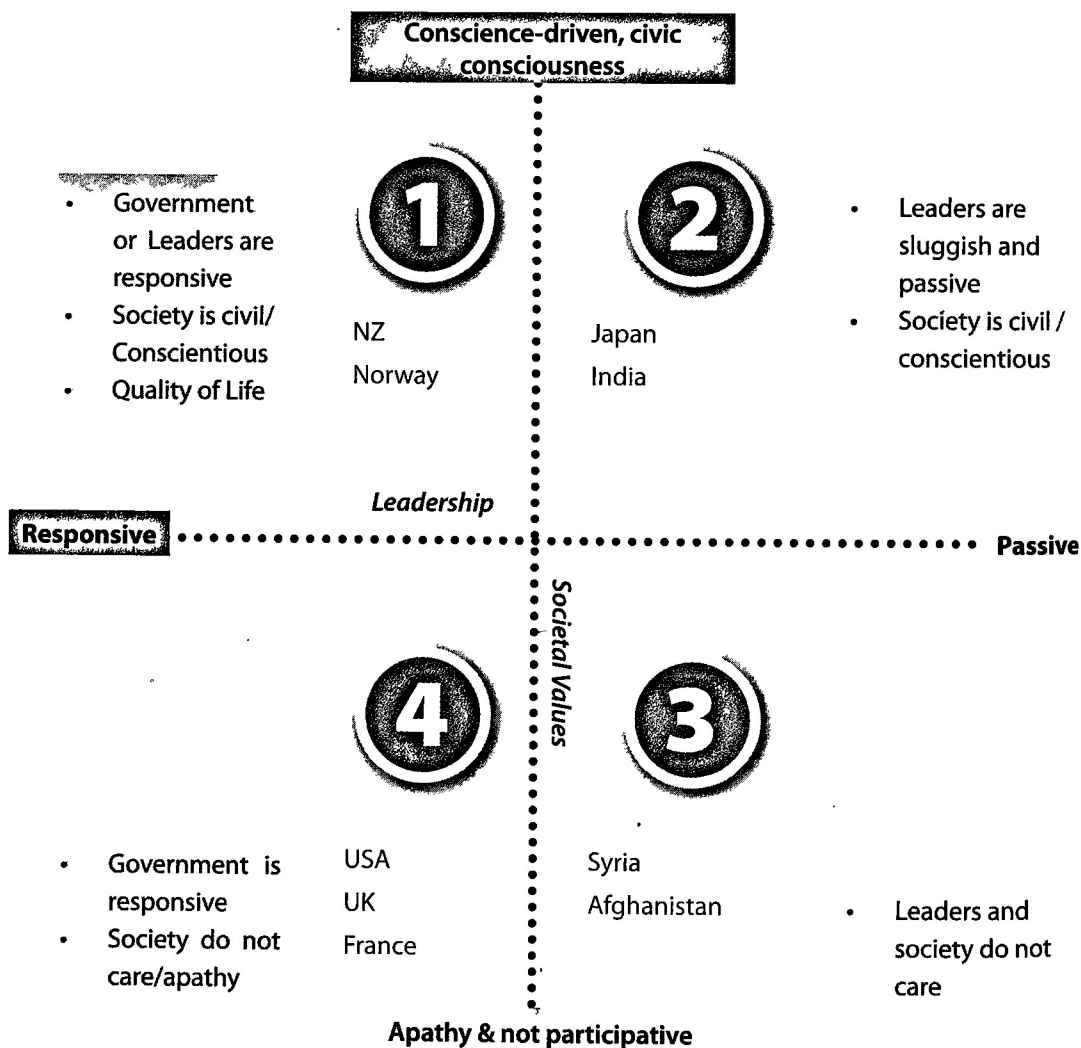
The team felt that transparency, governance, public policy and public services are somewhat underlined by common features

Scenario impact/predictability matrix

However, when the scenario impact/predictability matrix is applied, leadership and societal values appears to be the key drivers that have the most impact and are less predictable. The team felt that mentality and family values also constituted societal values. Leadership influences transparency, governance, policies and public service delivery. The team concluded that societal values and leadership quality and behaviours could be the critical uncertainties that can impact the country's future integrity values and model



The two key drivers – societal values and leadership behaviour - were selected to form the key dimensions of the Scenario Matrix. The team felt that four scenarios are possible.



All four scenario quadrants are worth exploring.

- **In scenario 1**, the team felt that a scenario where the government is responsive to the starting conditions and a society that is civic-minded and conscientious can plausibly lead the country to a truly successful state like the economic models of Norway and New Zealand.
- **In scenario 2**, the team thinks that even if the government is passive and unresponsive to current situations, but if society is civic conscious and conscientious, a future state where society drives change amidst an unresponsive government is still possible
- **In scenario 3**, the team is of the view that a scenario where both government and society are unresponsive and passive in addressing current situations can potentially lead the country into a chaotic and worsening future.
- **In scenario 4**, the team felt that a future in which the government will be awakened to the current negative situation in the country and take some positive measures to address them is also plausible. In this scenario, even if society is apathetic about the negativity, it is plausible that change will happen and some measure of progress can be achieved.



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