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Chapter 1: The new computer

I am a freelance website programmer. I did not take any IT studies to learn programming. Instead I learned from my father, from my elder sister and uncle “Google”. I expressed my high interest for computer related stuffs from young age itself starting from the day 1 my father bought his own personal computer when I was 9 years old. All I know is to play game. But my elder sister could do more than playing game, such as drawing using MS Paint or typing document using MS Document. I am a fast learner when it comes to computer related stuffs and no wonder I learn using MS Paint as well as MS Document by just sitting beside my sister and watching what she is doing. Later, I will re-do or re-try the same without her knowing it.

Later down the road, when I was 12 years old, the “.com” era was visible. That is the time my father learned to do website and he tried doing his own website. Once again, I watch him. Knowing this, my dad later started to teach me that basic website programming language which is HTML. As well as get my own email account. To be honest, I am the only freak in my whole school that had email address at that time. When I am 15 years old, my elder sister started her college life and she did Computer Studies. One of her subject is Visual Basics which will teach her on how to program or script software for Windows operating system. Every time she does her assignments which would be asking her to script her own software, I will be sitting beside her and once again, watching her. Knowing this, my elder sister also started to teach the Visual Basics (VB) languages. What ever she learns in her class that day, she would come back home and teach me while she practices for her own.

When I was 17, the first adventure I took myself, the basics of HTML language and VB language can result to ASP language. ASP stands for Active Server Pages which used for websites. I googled and learned ASP which was possible for me as I know both HTML and VB. But I was lacking in term of testing my ASP knowledge because to run ASP scripts, I need an ASP server. God again did his magic, in the same year; my dad bought

Windows XP PC which can perform as an ASP server with several tweak and installation. I build a website for his company and made it run on that server.

Later when I was 18 years old, I joined Binary University College and did my Diploma in Business Administration. In my second year of studies, I started to promote my programming service through internet. I did not earn much but I was very excited when I started to meet new people every time to discuss new projects. One of the most important projects was for GTI Publishers (M) Sdn Bhd. They are firm selling magazine for undergraduates and school students. The most popular series of their magazine is “Doctorjob” series which would focus 6 different industries in one year and the cycle will continue with new articles and so on. I was selected by the IT Manager and I did Intranet Inventory System for them.

Chapter 2: The new job

When my second year diploma studies completed, the research paper was handed out. All my friends started to look for job and some of them got new job. I was little nervous or scared to be honest, to look for job. The main reason is because I have high interest in IT related stuffs but my studies were on business side. So my interest and my qualification did not match. But surprise, the god did his magic once again. The IT Manager of GTI Publishers, who awarded me the project last time, opened a job offer for me. They require ASP Programmer to maintain their doctorjob.com.my website which is fully written on ASP language. They actually buy the whole website script from doctorjob.com which is their parent partner company of UK.

I was excited and all I wanted was a job for the time being and yes I grab it immediately. The salary offered was RM 2,000 and it a full-time contract job for 6 months. I really loved the offer because my research paper would also take me 6 months to complete. I joined the job and I was welcomed by their team warmly. I was the only Indian guy in the office working with nearly 40 other people in the office. 20 of the people are GTI staffs

while the rest 20 are staffs of sister company of GTI such as EP-Net, EP-Tech and so on who focus on IT related stuffs including hardware and software.

I should give a good description of my manager first. She is a good lady, helpful, understands Indian culture although she is Chinese. To do a specific task, she would command me A-Z with detailed instruction on what I should do and how I should do. It really made my job easy. And I was given chance to participate in their team meetings although I am just contract staff. While working with the company, I found the MD to be a nice old guy. One weird thing I experienced there was 'people disappearing'. Sounds like a spooky movie. The sales manager that I see today would not be there after 7 days. I would think that they are on holiday or long break. But only after few weeks I would get to know that they actually resigned. For me, it's really a bad attitude and doesn't make sense of why people just want to leave without even saying good bye to you? We always see in the movies that when a person quit a job, there would be farewell party to say good bye for the last. But it doesn't exist in real life. I wish to not be like that. I would make sure inform everyone of my friends there if I am going from the job.

This is my first job and I did start to dream for my own car. For the salary of RM 2,000, I wanted to have a small compact car like Kancil, note that I was driving my mother's car Kenari that time to college and work. After 3 months being in the full-time contract, working in office from 9am to 6pm, it really turned me off. It made me feel tired and irritated and so annoyed to travel from Puchong to Seri Kembangan in morning traffic as well as evening traffic. I was also stressed that I did not get time to seek my research paper advisors or professors to complete my research paper on time. I provided notice that I am quitting contract. Immediately, the manager opened me part-time contract. I liked the part-time offer as well. Because the pay was fair and I will have my time to meet my professor as it is only 3 days a week job. I grab it.

Being a part-time contract staff gave me different experience in the same office. Last time people were treating me as I am part of the team, and now they treating me as I am

not. Probably that is what I deserve as part-time staff. Time passed by and after another 3 months, the contract ended.

Chapter 3: The real full-time job

When my contract ended, the manager told me that there is opening for ASP Programmer job in their sister which is EP-Net like I mentioned in beginning of chapter 2. EP-Net's main task is to develop software based on ASP Servers. When I received the offer, I was excited that probably it would be my future and I would have change to grow my career there for real.

I took the job without listening to the salary. Such a stupid act, over-excited tuned me away maybe. After joining the real full-time job that is not contract and entitled for EPF, I was introduced to my new manager who is a guy. Total turn off! Just joking and expressing that I am not gay. Back my story, the person I meet was the MD. The same guy who owns GTI owns EP-Net as well. It is a formal interview. I was shock in the interview when the MD said, 'for your age and experience, you would get RM 1,500. But knowing that you have work with GTI for the last 6 months and have good reputation, I would offer you package of RM 1,800.' I disagreed because my first contract was RM 2,000 and I was expecting for as full-time employee. Although there is EPF, after deducting it, I would only receive RM 1,500 and wasn't attractive at all.

I wanted to turn back the offer but then I meet the first person who is General Manager of EP-Net. I told him that I am not happy with the salary. He said something interesting to me that I would remember forever. He said, 'job is not a wife to be married to. You always have option to walk away from job when you have better offer.' Wasn't that a brilliant way to speaking to staff? I loved his proposal, all he is trying to say is; sit in this job until you get the better one, and that makes a good sense. The GM is not Malaysian, he is typical white American, probably that was the reason he could talk more frankly.

I stayed in the job while open for offers. The company focus on ASP programming language which is the technology developed by Microsoft. I was surrounded by all expert gurus. I am just a tiny guy when compared to experience of the ASP gurus. But I was treated with respect and one of the co-workers really liked me personally just because I learned programming by interest and not by books. One time, in a group meeting with the MD, the MD said that he wanted to change the whole ASP programs to PHP programs. ASP and PHP is two different languages.

ASP used in Microsoft servers while PHP used in Linux server. Major different Microsoft and Linux is the price because Linux is free and change all the ASP programs to PHP programs would save the company a lot whereas they do not need to pay the Microsoft license and enjoy free Linux. This decision was taken solely by the MD himself without consulting the senior workers. Some of my senior co-workers know very well that my salary of RM 1,800 is really low and purposely the management trying to price me low. I could not think about buying my own Kancil with the current salary while those senior programmers are driving Vios First Edition.

Meanwhile I did freelance project at night for some others and 1 month later I received offer from one of my client, GM of a company in Puchong. Their office is near to my house, less than 2 kilometers. And offer was open for RM 2,200. I then visited their office and conducted in-formal interview. It was again new experience because in GTI I was taken for formal interview but this guy is just conducting in-formal interview on Saturday and showing around his office before we sit together and drink a cup of tea. I liked the idea of in-formal interview better.

I tendered my 14 days resignation notice to GM and was accepted. Same day, later in the early evening, I send email to all co-worker to inform that I am leaving. Earlier like I said, I do not like people leaving without saying good bye. So I said proper good bye to my friends through email mentioning that 'I was unhappy with the salary and leaving for better offer, given my 14 days notice, do let me know if there is any task I missed to do as we could wrap up the task within these 14 days'. Surprisingly, the GTI IT Manager

already knows that I have tendered my letter even before I send her email. It shows that the motion of rumor communication are really speedy than the motion of email communication.

Chapter 4: The bad experience

Less than one hour from the moment I send the email, the MD's Personal Assistant called me that MD wanted to see like. I was thinking in my mind that MD is probably calling me to provide me better offer so I could not leave. I entered his room and pretty freaked out when I see the EP-Net GM and the GTI GM are also there. I was bombarded with questions for sending the email and not for tendering the letter. Weird, but I learned. I could understand the management's frustration over my email message that I convey to all my friends. My message says 'I am leaving for better offer' and thundered by the MD what his offer is the best in the world and why the heck I claim it's the worst. Honestly, every one knows that it's the worst offer. I just sit and listen to everything that he got to say. And finally he said, 'I am releasing you immediately.' At last, the boring rain was over. And I was so wet when I came out of the MD room. Not to say I cried, just to say I sweat badly. Now the lessons that I learned are; do not be honest in telling the reason for quitting and never say good bye to co-workers when you quit.

Chapter 5: The turning point

Once I received immediate release notice from EP-Net, I ring the GM of new company. The company name is Synchroweb. When I said I was 'nearly kicked-out' of the office which means released immediately, the MD just laughed and said, 'some people are like that, its all about employment market. Jump in to my office tomorrow and start your new job'. I was so relief. Because I was scared that the new MD would probably black-mark my reputation because I just killed it back in the EP-Net. But I was wrong, the MD understands better about the employment market and do not consider anything wrong on me.

I joined Synchronweb Technology but I was signed under Hotgate Technology (M) Sdn Bhd. It is because Hotgate is the company that newly registered for the purpose of selling Software Solutions while Synchronweb is the company who focus more on Server Solutions. Hotgate is newly registered and haven't started employing staffs. I am the first. Meanwhile they get the Hotgate really ready, I am placed to work with Synchronweb. This time, it was again new experience for me because now I am being a PHP Programmer. When I doing ASP freelance projects, I did understand the market demand for PHP programmers is growing just because the Linux is free and cut cost extremely, quickly learned PHP. PHP is almost similar to ASP but different because it is written nearly to Java language while ASP is written nearly to VB language. But like I claim, I am fast learner when it comes to IT stuffs. So grabbing PHP was easy and fast for me. As result of it, now I become PHP programmer.

I am the only programmer there and this made my responsibility to increase. I always required working with senior Linux engineers of Synchronweb in web development and implementation. Linux is not easy and I had hard time in learning to use and operate Linux computer as the Synchronweb IT Manager was very helpful and willing to teach. I was trusted to deliver what I have promised and one time, the Hotgate CEO, asked me to develop web application that would work with Radius Server which is used for Wi-Fi Hotspot Management. It was the toughest task as I did not much and the IT Manager help was limited to server side only while I need to figure out the programming parts by myself. The CEO trusted me that I could do it. And finally, I did it, in 2 weeks time, I developed the web for Radius and continuously messed with server for next 1 week to do proper integration.

The engineers that I am surrounded with are graduates who finished their Degree. When I work among them, I felt that having Diploma is insufficient. I decided to continue do my Degree studies and therefore tendered my resignation after 3 months of working with Synchronweb and Hotgate. The Hotgate CEO opened flexi-hour package offer for me. He suggests me to come to office anytime that I do not have class to do the work in office as

well as do my work from home at night. Again, the god refuses to stop doing his magic and I took the offer.

Chapter 6: The surprise wealth

I joined Binary University College again to do my Degree in Entrepreneurship. The main reason I selected entrepreneurship studies because learning from my working experience, I noticed that I hate working for people and I do not fit in a any work environment for more than 3 months.

My work continues at Hotgate and it was best time for me. Because of the flexi-hours, I actually do not go to office at all during the office hours. I enjoy claiming that I have class Monday to Friday from morning to evening. I enjoy doing the programming work while sitting or lay on my bed rather than being in any office. Due to this flexibility, I was able to do my freelance programming work with more freedom. Take note that the freelance work that I am mentioning about is not work related to Hotgate. This is totally about side income. Of course I know it is unethical to work with more than one company but who said I am ethical staff? I never claim such of myself.

My salary with Hotgate was RM 2,200. My freelance programming income is solid RM 2,000. In total is RM 4,200 per month. Compare the salary I was offered by EP-Net compare to the income that I am earning now. I created wealth for myself by leaving EP-Net and those people who tried to buy staffs for low price. People should be paid what they deserve rather than what you think they might deserve. Wrong pricing on employee is the worst mistake that employers doing and refuse to correct it although they know it's wrong from the beginning.

Enough cursing, back to my story, Hotgate opened new office near Synchronweb office and finally they got nearly 8 staffs including me. They hired new manager who will take care of the Hotgate Engineers and also me. The manager is nice guy, but probably just because he is new to the hierarchy; I was slightly uncomfortable to work under him. He is

demanding but logical. I always argue with him in group meeting. But one good thing I learn from him is 'never take work-life to personal-life.' Believe it or not, no matter how big is our argument in the group meeting, at end of the meeting, we would all go for dinner and forget about what just happened in the meeting room. That really looked like a characteristic of a promising leader.

I later started to like his approach and he also stopped demanding much from me after he knows my real color (maybe 'lazy' is my real color). Excitement never stopped. Hotgate appointed 2 new staffs. One of new programmer who supposedly to be placed under me. And a Chief Operation Officer, the COO. When there was new programmer hired, I was informed that I would need to teach her my task and she would be taking care of my non-critical task as I won't be in the office for most of the time. It was fair deal; I can feel that my responsibility just gained. I tried my best to teach her. But she was not a fast learner and I nearly gave up. Maybe she could not coup up because I am not n the office to teach and train her all the time. But the IT Manager was in great help in teaching her while I am not in office.

When my flexi-hour probation ended, I claimed for salary increment. And I was awarded RM 2,800. I was extremely surprise. To be honest, even in Binary now, they are talking about a lucky guy who got his first job with a Bank for salary of RM 2,800 (the same) after he done his Degree. So how lucky would you define me to get salary RM 2,800 at age of 21 and studying Degree and working flexi-hours. That is a long list of why I am lucky. That concludes, with my freelance job, I am earning in total of RM 4,800 a month.

The figure did not stay the same for long. Things changed, and it changed for better. I took another freelance programming job that pays me another RM 2,200. Now my monthly income figure is RM 7,000 but my monthly expenses although increased. Remind me of the logic 'lifestyle improves as earning increase, all working hard to increase their earning to actually increase their lifestyle'. I finally saved RM 15,000 in my bank account. And that concludes my chapter of surprise wealth.

Chapter 7: The new car, the prime, the pride

What else can be exciting for a guy else than having his first kiss, first sex, and first car? I consider the first car as the most exciting one that you can shout to the world and talk about it although nobody cares to listen to you. My dream of Kancil became a joke. In my second job with senior ASP programmers, I have mentioned earlier that they are driving Vios. And that is what I call a car. With wealth that floats me, my dream car turned to be a Vios. I took a speed decision. I visited the showroom, I selected color, and I paid the RM 15,000 in my bank account wiping it out all.

The idea of buying car was disagreed by my father as he never know my monthly actually earning. Later I got him convinced. I grabbed the steering of the new car within 10 days from booking date. It was Vios Second Edition and I am extremely appreciated by my friends and relatives for buying the car at young age of 21 through my own saving. Excitement filled me all over. It was my prime time as well as pride time.

I bought my Vios is not a big deal in the office because everyone in the office are having luxury than far better than mine, including Civic, Accord, and BMW. The CEO of Hotgate sells off his BMW 3 Series and bought BMW 5 Series. It indirectly means Hotgate is doing great in business. The COO that was appointed recently comes up with his own style of management. I would name it the classic management. The engineers of Hotgate are all young people while this COO is near 50 years old. He thinks that classic way of management is the best practice. What I mean by classic was of management? Well, before this, the management was friendlier in term of management monthly claims, approving leaves, allowing late office time for engineers, and even allowing engineers out for evening drink.

With classic management in place, the engineer was forced to be in the office by 9am although they worked extra hours last night for the interest of company without claiming any over-time salary. For example, some time, engineer would need to be in the Data-Center until midnight to implement a server, which means they worked 6 hours extra

after working hours but would never claim any extra money for it. They were happy to contribute. And in the next morning, they would probably come in at 10am or 11am. That is how thing works with engineers. But COO forced the rule that regardless of how long or extra you worked last night, you must be in office by 9am.

To file monthly claims, the engineer would fill up the claim form and submit the receipts and got it processed within 1 week. But COO changed the 1 week process time to 1 month and he would call each engineer to come and explain each receipt that they submit and how it is related to the work. This is like suspecting your staffs are bad people who cheat accounts. It probably works when imposed on cheating people, but when such restriction or rules imposed on honest people, it would irritate the whole system.

That is including what happen for the leave applying system. Last time just need 3 days to inform and apply for leaves but now need to submit request 14 days before. It doesn't make sense for a business that has only 10 staffs. Well the engineers are not allowed to go for casual drink at working hours in the evening. This is also another thing that doesn't suit engineer's system because engineers always mess with the servers and stressed often catching the timeline in implementing the servers. They do need a break; they do need a cup of coffee with friend.

On the hand, the CEO invested large amount of company money to open new office in China for operation there although there is no business in China. Hotgate did business internationally focusing Asia market including Indonesia and Hong Kong. Every one wonders why he invested in China and not in Indonesia or Hong Kong. Is it maybe because the CEO's wife who he newly married is from China? I just wrote the rumors that I heard as reason for opening office at place that no business is coming from. The only reason can be related to personal reason. The worst part that I heard from my Manager who visited the China office, the office is 3 times larger than Malaysia office and there is a private karaoke room. I could not think of anything logic to reason that.

Chapter 8: The price paid for the pride

Economy downturn impact was visible in almost every industry. It impacted my life with real tragic. I was earning monthly RM 7,000 but I was unhappy because I have too much task to do and hard to catch up with my studies. Deciding that 7k is too much for me, I had actually dropped the second freelance job. And my income was 4.8k. I was able to cover my expenses including my car installment which is nearly 1k a month.

I later decided that going this kind of job is only temporary and there is not real future. Thinking of my future again and again, I decided to spend some time and money to venture into website development project. I had small saving of money in bank account. The only thing I did not have enough right now is time. Therefore, I decided to drop another freelance job. And now my income back to 2.8k. I spend my time on the new venture by developing my own web application and hired a sales partner who seems to be extremely promising as well as his age nearly 40 years plus. I was spending money for the application development and stuffs out of my saving while used the 2.8k of monthly salary to cover my monthly expenses itself.

Worst happen, Hotgate CEO announced that the company to go dormant and owed large amount of salary to all staffs. In my case, my one month salary was stuck with them and now future in trouble. I was offered job with Synchronweb for salary of 2k which I refused because the CEO of Synchronweb is actually CEO of Hotgate. He was holding both of the company. REDtone Technology had invested 5 million in Hotgate and appointed CEO of Synchronweb to be its CEO although REDtone owns the largest share. Hotgate lost 5 million in just 1 year of operation with 10 staffs in Malaysia. That triggered me alarm to stay away from the CEO.

My earning returned to 0k. My business venture also failed due to the economy downturn many people were not willing to spend on IT department. I lost all my saving. That is the price paid in this chapter for the pride in earlier chapter. The god must be crazy.

Chapter 9: The survival

After Hotgate go dormant and I become zero, I received an offer from REDtone's CEO. Earlier in Chapter 5, I have mentioned that I developed web for Radius which used for Wi-Fi Hotspot management. It was developed for Hotgate and Hotgate's largest share belongs to REDtone. This concludes that REDtone is the real owner of Hotgate and they are taking over the Radius project into their REDtone brand instead of Hotgate brand. They required me to help them to reconfigure the Radius as it would belong to REDtone.

They offered 2.8k which was offered earlier by Hotgate. I bargained and complained that Hotgate owe me 1 month salary. Taking that into consideration, I argued for the salary to be paid and the CEO accepted the idea as they have no better option because I am the core person behind the development of Radius for Hotgate last time. I signed contract with them to serve them the purpose for 3 months.

Later after the 3 months contract finish, they extended the contract to another 3 months because they need me to develop another Radius system. The contract would finish at end of November 2009. Thinking of this, I have no decision of what to do next. But I am preparing myself for another web development venture with different strategy or approach. I want to execute the venture after November. All I could depend on is my fate, my luck, and the god.

Chapter 10: The moral of the story

In this chapter, I would critic myself. First of all, I am not a good staff. The reason is, I never think of what is good for the company. For example, just like what happen when I was in EP-Net, I wanted to say good bye to all and be honest with the reason for leaving. But then I did not see the point of view of the company of how risky my statement and how negative it would impact on the organization. Although it is the truth, I learned, sometime it is right to hide the truth.

Secondly I am unethical staff. This is because I did freelance job for extra earning although I am working full-time or flexi-hours and earned more than what the employment market is currently paying. But I would defend myself by saying I did not do anything illegal because my employment contract did not tie me with any terms mentioning I can't work for others in my other time. It is the stupidity of the company for not finding out my secret and it is my smartness for not revealing my secret until the end of Hotgate. The moral here is; money motivates people, especially people like me.

Thirdly, I am dirty corporate politician. In Hotgate, I played the politic game and I really know I should vote whom and support whom and destroy whom when I am there. There is a term known as 'the true politic' which means you would do anything just for the politic for the sake of winning. And yes I did it, I was in favor of the management, and some times I was in favor of the staffs, and all I could do is save my own interest between both parties without losing my position and respect among them. The moral I learned, do politic when it is needed because regardless in which company we are working on, the politic would be there although some times we never notice it's existence until we become the losing party.

Chapter 11: The critics of a critic

If you get the chapter title right, you get my purpose right. What I intended to say is; I am actually a good critic and I wish to provide some critics and my personal view over all the organization that I worked with. I would also do a critical comparison and finding out what culture, politics and power was visible in the each firm.

GTI:

Culture high – always got celebration/teamwork

Politic low – no body matter because big hierarchy, and very slow climbing the ladder

Power high – the Manager and the GM is the decision makers

EP-Net:

Culture low – no visible culture, no formality, no standards, different expertise

Politic low – very small team, it is a like a focus group

Power low – only the GM is on top and he rarely shows his power, he treat all polite

Synchroweb:

Culture low – no formality, not much of teamworks

Politic high – small team, but high number of arguments and politics

Power high – the GM is always the GM and the CEO is always the CEO

Hotgate:

Culture high – due to focused product, need high teamwork and standards established including regular meeting, regular dinner, regular R&D

Politic high – small team but large hierarchy made it require politic to save each other's interest and influence

Power high – visible clearly as well because the CEO and COO would be decision makers and implements funny rules and policies

REDtone:

Culture high – too formal

Politic low – very big hierarchy, hard to climb ladder

Power low – the CTO rarely shows his power as CTO, he would be advisor and not supervisor

Chapter 12: Leaders fail, company blamed

To conclude the whole story, I would like to emphasize on few things that is visible to me when I look at the performance of an organization is a result of leader. Organizations are neither robots nor machine. It is a name for the mechanism which builds with people for the benefit of people. The first people would be the staffs. The second people would be the customers. All business needs staffs and customers. It is a fundamental of an

organization. Leaders are required in this mechanism and given the most weight to organize, control, and monitor. Sometime, selecting the wrong leaders would result to failure of the mechanism. That is what I am trying to say, we need to get the people right before I can expect the firm to do right.

For this reason, I like the holistic management approach which was described in the book published by Donald F. Kuratko, and Richard M. Hodgetts. The holistic approach was originally by another author and they made it clear in their book. The book is all about entrepreneurship and the ethics and leadership is part of the book. The leaders can be entrepreneurs or intrapreneurs and therefore I think holistic approach can be applied well to even reason and critic what is wrong with the leaders themselves.

They highlighted 4 principles which are; hire the right people; set standards more than rules; don't let yourself get isolated; and the most important principle is to let your ethical example at all times be absolutely impeccable. I believe it is simply the smart way of defining who shall lead; how to lead; and how not to lead. Although it focuses narrow to ethic, I consider ethic as also one of attitude and character. Wrong people, might apply wrong change that result to undesired result.

Take the case of EP-Net, like I mentioned earlier in the story, one time the MD wanted to change all ASP programs to PHP programs just to save cost. He failed to understand that when he change the whole ASP environment to PHP environment, he actually killing the future of the entire ASP programmer in the company. The company's real motive was to develop ASP programs. That is why I was surrounded by all ASP gurus who had been working for few years with them. Continuous work in ASP field, would increase experience and gradually increase the salary in the employment market as high experienced ASP programmers are paid as such as RM 8,000 per month. That is what those ASP gurus want to do. But when the MD decided to go for PHP, which would kill the years of experiences, accumulated by the gurus and killing their opportunity in future. I would defend this statement is not prediction or joke, because the ASP gurus that I said worked for them for years, quit their job within 3 months after I quit. I quit is normal

because of salary, while they quit because of no promising future and that shows abnormality of the firm. Looking back at the principles, MD made mistake in the first principles whereas he hired ASP people and wanted to change to PHP people. He pulled the wrong trigger.

More can be learn from Hotgate as I was with them for 1 year sharp. When they hired the COO and imposed high rules. They had gone against the principle 2 which they set the rules more than the standards. If they had focus on and see the work standards produced by the engineers rather than see how the engineers follow their rules, they could have save the firm at the end even. The Hotgate crashed gradually because of the irrelevant rules irritated the whole system including the engineers and the team spirit was killed over the time.

Another point of view, the Hotgate CEO invested large amount of the Hotgate money into China market which they was not making any sales or have business opportunity. The reason that I would believe is the rumors that he spend in China just because he need office in China to show off as he married to China lady. If this is true, then he just went against the principle 3 which he got himself isolated. He did something not required for the business and merely for the personal interest with decision making power.

For the last principle, I would use the first manager that I experienced with, the GTI IT Manager, the lady, who continuously showed and expressed her care and interest on everybody to ensure no one lose in the show. I worked under her for 6 months and I believe it was more than enough to say that she was a good example to everyone. She could understand people faster and respond to their need. I would say she would be the right one to apply any changes to the organization because she understands people and would know what impact it would bring to people.

In one article, strategist Ken Blanchard comment on Change Strategy and mentioned 3 main causes of failure: (1) the vision-implementation gap; (2) resistant cultures and sub-cultures; and (3) failure to address full impact of change on those most affected.

Let's run through his statement with what happen in EP-Net and Hotgate. EP-Net applied change, then lose their ASP programmers because of issue (3) which they failed to address the impact in return to the ASP programmer if they go for PHP programs.

While Hotgate, lose out when the COO imposed a change and failed because of issue (2) whereas the newly implemented rules and regulation was against the culture of the organizations as well as not suitable for business that fully operated depending on engineers.

In general, organization consists of people and it is important to continuously implement changes in the management to be competitive and responsive to the external business environment. But the implementation should be carried out with care and ensure it has no impact or the lowest impact to the people and pre-existing culture or vision of the organization as this 3 things are primary reason for a change to be disaster.