

KOH MUI HAN

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CAREER OBJECTIVES

Highly motivated, results-focused, and resourceful professional, with extensive management consulting and talent development experience with value-added experience in operations management (manufacturing). Good experience encompassing strategy management, organizational development, talent management, reward management, and change management. A talent for creating employee-oriented, high-performance culture emphasizing on goal attainment and superior workforce optimization. Utilizes emotional intelligence-based approach to assist organizations in multi-functional and rapid growth environments and leads differentiating talent development management strategies.

CHANGEDYNAMICS CONSULTING

(JAN 2014 – CURRENT) – PRINCIPAL CONSULTANT

November 2017 – now; Malaysian Universities Public & Private – Malaysia

Lead Facilitator: Primed for Success (Personal Branding Development Workshop to enhance Employability)

Corporate Social Responsibility to uplift Malaysian Universities' Undergraduates' Employability by equipping the key personal branding on digital platforms. Conducted more than 60 sessions across 18 Malaysian universities (70% IPTAs) with attendance more than 8,000 students on the need to build a professional profile on LinkedIn and using the platform to start connecting with key people in Corporate Malaysia - by engaging in online dialogues through comments via their posts and such. This initiative is capture in The Sun Daily's article on 17th April 2019.

<https://www.thesundaily.my/supplement/career/increasing-the-odds-FI794430>

July 2019 – now; Talent Corporation Malaysia Berhad – Malaysia

Collaboration Partner: Young Employable Initiative (YES)

Partner to TalentCorp's Graduate and Emerging Talent (GET) Young Employable Student (YES) Initiative. YES is the framework of action designed to increase Graduate Employability (GE) in collaboration with strategic and passionate collaborator. YES initiative is also focusing on to empower the student in creating value-added intervention programme "By The Student for the Student" at the campus level. Actively delivering Graduate Employability workshops in different universities across Malaysia.

November 2019 – December 2019; Local Waste Water Treatment Company – Selangor, Malaysia

Lead Facilitator: Leadership Development and Change Management

The project scope was to develop the senior management members of the company by creating a development program with personalized coaching session. The focus of the program to ensure alignment with the senior members as well to align their expectations and focus in middle term business strategies.

March 2015 – March 2019; Large Infrastructure Project – Construction Company – Selangor, Malaysia

Project Manager: Project Strategy Alignment and Change Management

The project scope was to put in place a strategy alignment infrastructure and aligned all senior management members of the company by creating a new culture of defining, tracking and developing action plans for the management of RM32billion infrastructure project over the next seven years. This includes conducting change management sessions to gather buy-in from senior management team members for the new strategic alignment structure while managing individual stakeholders via structured engagement activities.

**Dec 2017 – January 2019; Rollout of Customer Centricity Culture Organizational Wide
Program Manager: Multinational Based Insurance Company – Kuala Lumpur, Malaysia**

The project scope was to develop a new rollout plan to support the company's focus on creating a customer centricity culture. The key deliverables of the project include identifying fundamental values for customer centricity culture, developing communication materials, conducting organizational extensive cultural immersion sessions for all 600 staff, and post-session activities.

March 2018 – July 2018; Local Electronic Manufacturing Services Company – Johor Bahru, Malaysia

Workstream Manager: Leadership Team Assessment and Organization Structure Development

The project scope was to assess individual key stakeholders via different structured assessment activities and develop a new organizational structure to support the key focus areas for the new 3 – 5 years of strategic plans. The project includes conducting interview assessment for 20 key leaders of the organization in 4 separate locations, having thorough evaluation and understanding of the support services (HR, Finance and IT) processes, technology and people viability in supporting the new business direction and growth areas.

March 2017 – July 2017; Local Lighting Manufacturing Company – Penang, Malaysia

Workstream Manager: Leadership Team Assessment and Strategy Plan Development

The project scope was to assess individual key stakeholders via different structured assessment activities, and develop new strategies for the company. The project includes conduct interview assessment for 20 key leaders of the organization in 3 separate locations and leading strategic planning workshops to develop action plans.

July 2017 – November 2017; State Government Linked Utility Company – Sabah, Malaysia

Project Manager: Training Management for SAP PM Enhancement Implementation

The project scope was to reduce the blackout time by transforming the maintenance culture at the client's organization; enabled by the implementation of SAP maintenance module. The critical transformation was the shift from reactive maintenance to a preventive maintenance mindset. The significant change management challenge was to shift the mindset of the client's management to adopt and execute preventive maintenance. Working level staff were engaged through various channels to ensure their understanding, buy-in, and support. Conducted Stakeholder Engagement, Change Readiness Assessment, Change Impact Analysis, and developed Training Plan. Training materials were designed to focus on national language to ensure better understanding among the users. The first phase of the go-live will concentrate on four pilot sites covering generation, transmission, and distribution, and the system went live on September 2017.

June 2017 – October 2017; Leading Food Importing Company – Selangor, Malaysia

Project Manager: Organization Review

The project scope was to review and develop gap report for all processes for the client, with a focus for future technology adoption and enhancements. The method includes conducting stakeholder interviews with all directors, senior managers, and key managers as well as operations observations at logistics partner and retail outlet. An overall process map was developed to identify all the gap areas and areas of improvement. Successfully raised 20 improvement ideas to enhance productivity with the current system.

March 2017 – November 2017; Large Infrastructure Project – Construction Company – Selangor, Malaysia

Project Manager: Internal Correspondence Control Process Review

The project scope was to review and develop improvements for internal correspondence process. The basis was to reduce the time taken for official letters sent to the client and responded within targeted turnaround time. This includes conducting engagement sessions with all levels of stakeholders (directors, senior managers, managers and process owners) and running focus group workshops with key users to understand constraints of the current process and potential areas of improvement. Conducted multiple simulation workshops with the focus on the present People, Technology, and Process of the Internal Correspondence Controls and developing overall improvement process. Significantly reduced the turnaround time for correspondence by 50%.

March 2016 – November 2016; Large Infrastructure Project – Construction Company – Selangor, Malaysia

Project Manager: Organization Structure Review and Development

The project scope was to review and develop improvements for construction teams at the regional site offices (as part of the RM32billion infrastructure project over the next seven years). The basis was to improve the deficiencies in the current organizational model that led to silo thinking between work teams, lack of accountability in managing work contractors, and negative impact to overall staff morale at the site. This includes conducting engagement sessions with all levels of stakeholders (directors, senior managers, managers and process owners) and running focus group workshops with key users to understand operational effectiveness of the organizational structures for both "as-is" and "to-be" models. Conducted senior engagement sessions to develop new organization models and emerging areas of accountability, reporting lines, and KPIs for each of the function at the site organization. Developed a strategy paper on this review for Board Members.

November 2015 – March 2016; Large Infrastructure Project – Construction Company – Selangor, Malaysia

Project Manager: Gate Review Process and Tender Management Process Review

The project scope was to review and develop improvements for two critical processes that are part of the client's commitment to managing the RM32billion infrastructure project over the next seven years for the government. The basis was to better align the teams and all stakeholders for the mandatory processes, namely i) Gate Reviews for all Design Drawings (from achievement of 60% passing at the first sitting, with 8 critical criteria) and ii) Tender Management Process (from average of 60 queries from tenderers post-issuance and 50% issuance failed to meet targeted date). The process includes conducting engagement sessions and focus group workshops with process owners and users to identify the constraints of the current process and potential areas of improvement. Conducted work analysis for each of the process owners and developed an overall RACI Matrix to ensure better alignment and coordination. Successfully enhanced Gate Reviews passing at first sitting to 85%; with critical criteria streamlined to 5 (essential step that needed syndication with the Client's board, government agencies and revamp of current contractual obligations) and lowered tender queries to an average of 20 and improvement of 95% tenders meet issuance target date within a year.

June 2015 – September 2015; Leading Multinational – Insurance Company – Cyberjaya, Malaysia

Project Manager: Competency Management

The project scope was to put in place a competency framework for a division to define functional and leadership competencies with team lead mapped levels of skills for each role in the Departments. Conducted multiple stakeholder engagement sessions to validate the competency framework and structure communications sessions to integrate the new framework into existing training and development plans, succession planning, and talent management frameworks.

May 2015 – July 2015; HR Audit - Local Township Master Developer – Selangor, Malaysia

Project Manager: HR Strategic Review

The project scope was to conduct an HR Strategic Review that includes conducting a comprehensive review on all HR modules such as Performance Management, Compensation & Benefits, Employee Engagement, Talent Development Framework, and HR Policies. This includes having engagement sessions with all senior management team members, conducting an online survey on HR Satisfaction for all employees and a focus group discussion with selected employees. Developed a 3-year roadmap for HR initiatives for the organization.

Feb 2015 – April 2015; Leading Multinational – Technology Company – Selangor, Malaysia

Project Manager: Post Merger Integration – HR Workstream

The project scope was to conduct a project to manage a transition plan for the company's proposed merger with other organizations. The project requirements include establishing the HR infrastructure for the new setup using integrating and harmonizing all existing policies and practices for the new entity setup. This includes developing structured communication plans for the integration of cultures of the merged entities to formulate the new entity's work culture for the workforce of 400 staff.

Nov 2014 – July 2015; Government Department – Transportation – Putrajaya, Malaysia
Project SME: Post Implementation Review of IT Project

The project scope was to conduct a review of the impact of new large scale IT system (project value RM282 million) implemented for a Government Department. The key deliverables include designing and developing an impact assessment model and conducting qualitative and quantitative analysis on user satisfaction and benefits realization with the various stakeholders. The project requirements include interviewing all the Departments' Senior Leadership Team - 22 Directors to collate their feedback and recommendations. Project outputs include the development of an online survey to measure user satisfaction for the 8000 staff nationwide and 18 focus group workshops nationwide to establish user experience satisfaction to propose a recommendation for the system improvement.

July 2014 – April 2015; Multinational Building Materials Manufacturing Company – Selangor, Malaysia

Module Lead: Organization Design and Compensation Review & Redesign

The project scope was to help the client to revamp the current Organization structure in the industrial operations division with a new redesign of the current compensation and benefits structure. The deliverables of the project include conducting a gap analysis of the current versus the desired organization structure and compensation design, development of an engagement strategy and full rollout of a change management program to implement the new organization and compensation structure in the entire industrial operations divisions in 3 locations with more than 700 staff.

July 2014 – April 2015; Leading Local System Implementation Company – Selangor, Malaysia

Lead Consultant: HR Strategic Review and Career Management Framework

The project scope was to help the client to conduct a strategic review for the current Human Resource (HR) structure in the company and their five regional offices. Deliverables also include to put in-place Career Management Framework with the development of Job Families' Role Profiles and establishment Career Paths for individual Job Families; the development of Career Management activity guidelines and policies.

July 2014; Leading Local Integrated Resort and Gaming Company – Pahang, Malaysia

Lead Facilitator: Balanced Scorecard and KPI Setting

The project scope was to facilitate the KPI setting among the senior management team in each division within the resort using Balanced Scorecard.

May 2014 – June 2014; Multinational Fast Moving Consumer Goods Company – Kuala Lumpur, Malaysia

Module Lead: Sales Team Leadership Assessment and Development Plan

The project scope was to conduct a series of leadership assessment and development workshops for the entire sales team. The deliverable of the workshops includes developing the sales team in the leadership and emotional intelligence competencies, including building team roles understanding among the sales team.

April 2014; State Government Linked Utility Company – Sarawak, Malaysia

Module Lead: Assessment Centre for Development Plan for C-1 Positions

The project scope was to conduct an assessment center for all the senior management team based on the company's Competency Framework. The deliverable of the project includes developing customized competency development report for each senior management team members.

March 2014 – April 2014; Local Construction and Building Materials Company – Selangor, Malaysia

Module Lead: Job Analysis and Job Evaluation

The project scope was to put in facilitate the Job Analysis session among all the benchmarked positions in the company with the individual job holders. The project also includes facilitating Job Evaluation among Job Evaluation Committees in evaluating benchmarked positions, to develop and benchmark Grading Structure and Remuneration practices.

February 2014 – May 2014; Leading Regional Telecommunications Company

Module Lead: Strategic Review of HR Initiatives and Infrastructure

The project scope was to conduct a strategic review for corporate office on all the Human Resource (HR) projects and initiatives implemented in the five operating companies in the region. The key deliverables of the project include conducting a site assessment of the individual capabilities of the operating companies' HR team, conducting focus group discussions with key talent that are users of the HR initiatives and projects in these operating companies and reviewing documentation, policies, and procedures to ensure alignment. Project outputs include developing comprehensive assessment report of all the critical areas of the initiatives implemented by the various teams; integrating third-party benchmark report analyzing the quantitative performance of initiatives implemented and formulating action plans in moving forward for enhancement.

January 2014 – February 2014; Leading Local Conglomerate Company – Kuala Lumpur, Malaysia

Module Lead: Balanced Scorecard and KPI Setting

The project scope was to facilitate the KPI setting among the senior management team in each subsidiary using Balanced Scorecard. Also facilitated performance coaching skills enhancement to monitor and track KPIs identified set.

January 2014 – March 2014; Leading Local Oil & Gas Company – Selangor, Malaysia

Module Lead: Learning and Development Framework

The project scope aims to put in place a Learning and Development structure and framework for the entire Engineering and Construction division. This includes developing a Management Trainee program framework and Management Development framework. Specifically led in the mapping of all technical and professional development programs to the newly developed Career Management Framework.

PWC CONSULTING SERVICES SDN. BHD.

(AUG 2013 – DEC 2013) – MANAGER

September 2013 – December 2013; Leading Local Retailer – Selangor, Malaysia

Workstream Manager: Change Management for ERP Implementation

The project scope was to put in place an end to end Change Management structure and framework as well as to ensure the smooth implementation of a new Enterprise Resource Planning system for the client. The new system will involve 2000 users all over Malaysia in various functions and levels. Specifically led in the Stakeholder Engagement design and implementation with the 35 senior management team of the organization, conducting in-depth change readiness assessment and analysis of the organization and running an organization-wide risk assessment before project implementation. Other deliverables include developing recommendations and mitigation action plans to ensure seamless adoption of the system.

PRICEWATERHOUSECOOPERS ADVISORY SERVICES SDN. BHD.

(OCT 2012 – AUG 2013) – MANAGER

July 2013 – November 2013; Governmental Finance Institute – Kuala Lumpur, Malaysia

Project Manager: Post Implementation Impact Study of Capability Building Programs

The project scope was to analyze and review the impact of all 32 projects implemented by the Institute for the financial industry. The key deliverables include designing and developing an impact assessment model and conducting qualitative and quantitative analysis on the projects with the various stakeholders. Specifically led in interviewing 20 CEOs from the financial industry to collate their feedback and recommendations to further establish Key Performance Measures for future projects for the institute. Also resulted in the development of strategic recommendations of future capability building programs to be undertaken by the institute, based on data analysis of current projects and benchmarking best practices of similar global institutes.

Feb 2013 – June 2013; Regional Legal Firm, Kuala Lumpur, Malaysia

Workstream Manager: HR Center of Excellence (COE)

The project scope was to put in place an HR COE to support the firm's regional expansion process. The project deliverable achieved includes the designing and rolling out HR modules such as Performance Management, Compensation & Benefits, Employee Engagement, Talent Development Framework, and HR Policies. Mui Han led explicitly in the development of new grading structure and the benchmarking of base pay and benefits for all Support Functions in the firm. Instrumental in developing a new Performance Management Framework for the firm and introducing a Balanced Scorecard at the corporate level. Other scope includes putting in place a robust Change Management initiative to ensure active buy-in for the new COE. Specifically led in the stakeholder engagement, developing change communication programs for the rollout of various HR modules.

Nov 2012 – Feb 2013; National Private Equity Firm, Kuala Lumpur, Malaysia**Workstream Manager: Post Merger Integration**

The project scope was to put in place an active people integration process for the merging of two investee companies in Offshore Support Vessel (OSV) industry. Among the key deliverables achieved include: designing a new operating structure and defining the leadership roles in the new organization structure; conducting leadership assessment to determine new management team; reviewing and harmonising Compensation and Benefits programmes that included new a Grading and Salary structure for the merged entity; recommending a robust Performance Management programme with a comprehensive Bonus Framework. Specifically led in the conducting Job Evaluation for all benchmarked roles, developing a Compensation strategy, conducting base pay and benefits benchmarking, developing Corporate Scorecard for C-Suite and linking to Bonus framework; and defining the change impact and culture for effective deployment of change communications plans.

HUMAN CAPITAL DEVELOPMENT SDN. BHD.**(JULY 2012 – OCT 2012) – SENIOR CONSULTANT****July 2012 – Nov 2012; Local Development Bank, Kuala Lumpur, Malaysia****Consultant: Change Management**

The project scope was to put in place the Change Management initiative as part of the Core Banking System rollout for 6000 staff across 400 branches nationwide. The project includes leading and managing the stakeholder engagement, conducting change readiness assessment, and the development and execution of the communication plan. Mui Han led explicitly in the establishment of Change Ambassador Network and training & rollout of change initiatives for the Change Ambassadors.

SRW ASIA SDN. BHD.**(MAY 2011 – JULY 2012) – SENIOR CONSULTANT****March 2012 – May 2012; National Tooling and Engineering Company - Subang Jaya, Malaysia****Project Manager: Job Evaluation & Grading Structure**

The project scope was to put in place a structured Grading Structure and Corporate titling for the entire organization by performing Job Analysis and Job Evaluation (JE). The project established a customized JE System for the organization. Conducted training for all the JE Committees on the new JE system and facilitated the JE process with JE Committees on all unique positions in the organization. Constructed new grading structure for the organization and conducted change communications to introduce the new structure.

October 2011 – February 2012; Major Coal Mining Company - Jakarta, Indonesia**Project Team Leader: Competency Development Guide**

This assignment was part of the overall yearlong HR Transformation Project for the client, a leading coal mining company in Indonesia. The scope was to put in place a complete Development Guide for the development of all competencies, both Behavioral and Functional. The Competency Development Guide was

designed to help the staff and their superior to identify development activities that will assist in the building organizational competencies.

July 2011 – September 2011; Regional Foreign Bank - Kuala Lumpur, Malaysia

Project Team Member: Global Islamic Banking Leaders (GIBL) Program Workshops

The project scope was to put in place a series of workshops as part of client's 5-year Transformation Process. Two workshops were conducted to develop top 50 key leaders using Syariah based High Performing Leadership Development Model. Leadership and Strategy Clarification and Scenario Planning workshops to identify implementation gaps between current strategy executions with the alignment towards the client's Strategic Business Plan to develop Action Plans for various business scenarios.

May 2011 – July 2011; National Tooling and Engineering Company - Subang Jaya, Malaysia

Project Team Member: Performance-based Variable Compensation

The project scope was to put in place a new Performance-based Variable Compensation scheme for the retention of the critical workforce (Engineers). Designed and developed a new Compensation Strategy and Performance Bonus Schemes for all Executive staff (100pax). Designed Short Term Incentive (STI) scheme for 3 Divisions and developed change communication packs for all system design implementation. Conducted intensive training for all key managers for the rollout of the new incentive scheme.

ACCREDITED USER

- **Certified EQi-2.0 Consultant**
- **Thomas DiSC Personality Profile Analysis – PPA**
- **Harrison Assessment**

EDUCATION

- *Harvard Business School Executive Education – Competing on Business Analytics and Big Data*
- *Certified Emotional Intelligence & Truth and Deception Training by Paul Ekman International (PEI)*
- *Certified practitioner for psychometric tools: Thomas DiSC, Harrison Assessment and EQi-2.0*
- *Certificate in Content Strategy for Professionals, Media Management Center, Northwestern University*
- *Certificate in Inspiring Leadership through Emotional Intelligence, Case Western Reserve University*
- *Certified trainer in Active Training Techniques, based on the principals by Active Training Guru – Mel Silberman.*
- *Bachelor of Food Science and Technology, Universiti Putra Malaysia*