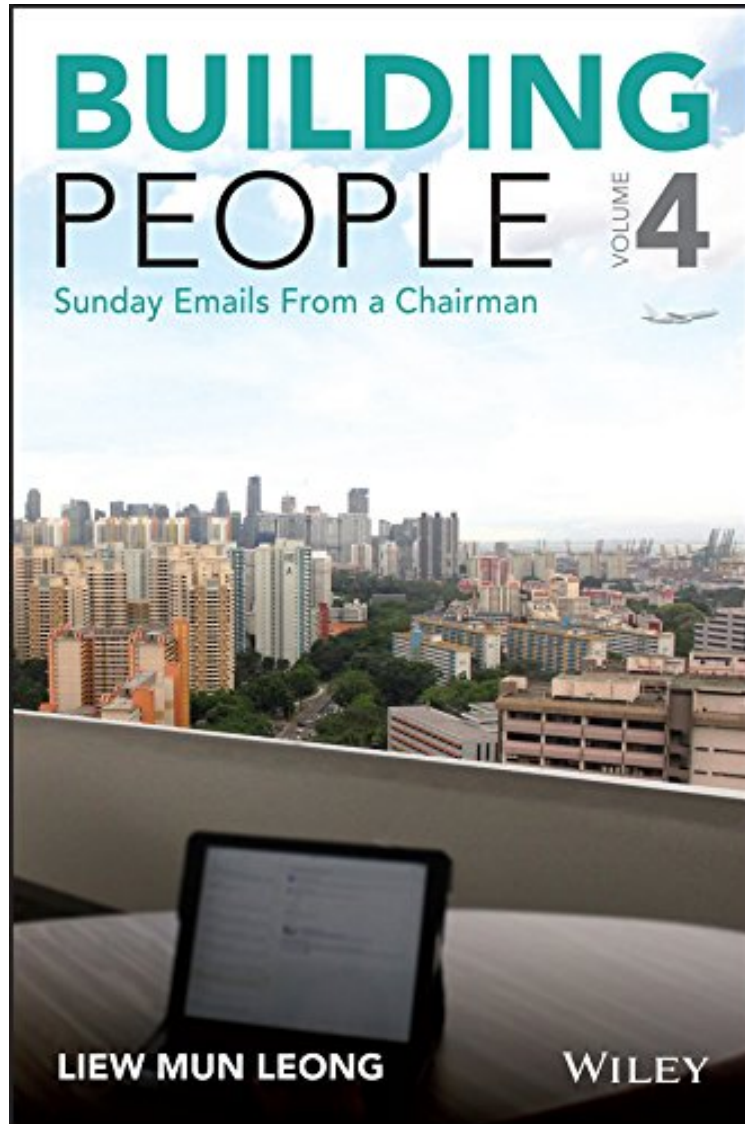


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Mun Leong Liew

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Eavesdrop on a top business leader to learn the secrets of great leadership Building People provides a glimpse into the mind of one of Asia's keenest and most effective business leaders. Before becoming Chairman of Changi Airport Group and Surbana Jurong, author Mun Leong Liew was named Best CEO in Singapore, Best CEO in Asia, CEO of

the Year, Outstanding CEO of the Year, and more; but his successes are not based strictly upon the numbers. This book reveals the personal and professional philosophy behind this extraordinarily effective leader, in the context of frank and insightful emails to his staff. Touching on everything from honour and potential to training and mentorship, these messages paint a clear picture of the difference between good and great leadership. Effective leaders build companies, but legendary leaders build people; by strengthening the heart of your organisation, you enable robust growth and dynamic stability from the inside out. These emails go beyond mere public relations to lay open the true nature of a man who is honestly, deeply committed to his job, his responsibility, his organisation, and most of all, his people. Learn why work-life balance is not a zero-sum game Discover what pragmatism and commitment truly mean in business Realise the importance of good partnerships and unsung heroes Manage change effectively and employ it wisely for sustainable success By eavesdropping on a leader's communications with the people he serves, you get a real sense of the man behind the success. Great leadership is rooted in a philosophy of "building up" instead of tearing down, and motivated by the sincere belief that we bring our own purpose into everything we do. Building People brings great leadership to life, and inspires action over theory through the insights of Mun Leong Liew.

From the Inside Flap

CHANGI AIRPORT GROUP (Singapore) PTE LTD (CAG) was formed on 16 June 2009 and the corporatisation of Changi Airport followed on 1 July 2009. As the airport company managing Changi Airport, CAG undertakes key functions focusing on airport operations and management, air hub development, commercial activities and airport emergency services. Over the past three decades, CAG; previously as part of the Civil Aviation Authority of Singapore; has successfully established Changi Airport as the world's most awarded airport. With more than 500 accolades under its belt, Changi has come a long way since its humble beginnings in 1981, when Terminal 1 first opened. One of the world's busiest international airports today, Changi Airport is a major air hub in Asia. It handled more than 55.4 million passenger movements in 2015, serving about 100 airlines flying to more than 320 cities in about 80 countries and territories worldwide. With over 76,000 square metres of commercial space across its three terminals, Changi Airport is also one of Singapore's best places for shopping and dining.

SURBANA JURONG has a rich 50-year heritage in the development of Singapore's urban, industrial and infrastructure landscape. SJ traces its roots to the Housing Development Board (HDB) and the Jurong Town Corporation (JTC), agencies synonymous with Singapore's early township and industrialization efforts. SJ today provides one-stop consultancy solutions across the entire value chain of urbanisation, industrialisation and infrastructure domains, and has successfully delivered projects in over 100 countries globally. In August 2016, SJ completed a transformational merger with world-renowned infrastructure engineering designer SMEC Holdings. With this complementary merger, SJ now boasts a combined global workforce of 10,000 employees in over 95 offices across 40 countries in Asia, Australia, the Middle East, Africa and the Americas. SJ is also presently the largest Asia-based urban, industrial and infrastructure consulting firm. SJ's motto "Building Cities, Shaping Lives" reflects its belief that development is more than just steel and concrete. SJ creates spaces and infrastructure services where people live, work and play, shaping cities into homes with sustainable jobs where communities and businesses can flourish. All royalties from this book will be donated to charity.

From the Back Cover

QUOTES FROM LIEW MUN LEONG "I believe you cannot do anything great or achieve much in life if you don't have strong personal discipline. I have not come across a CEO who has no personal discipline." "It's good to have ideals but you have to be pragmatic. Pragmatism is about finding practical solutions to problems without blind adherence to doctrines, mantras, or ideologies, while not compromising on your values system." "Choose your first job to develop your core competencies in order to build a solid foundation. Don't think of immediate monetary incentives. They will come your way later." "Contractors are our partners selected to work for the project; they are not thieves and we are not policemen." "We adopted pragmatic solutions to our problems first and when they were successful we applied some financial theories to explain them. Application precedes theory in the true sense of the words!" "As an individual, we should spend a small part of our daily life in complete privacy, alone and doing what we love best to do. I call it the 'third place'." "Don't ever think about touching money that is not yours. You will regret it for life." "Leaders must be right in choosing the right people with the right values for the right mission." "I'd rather have no one than the wrong one."

About the Author

LIEW MUN LEONG is Chairman of Changi Airport Group, Surbana Jurong and Temasek Foundation Nurtures. He serves on the boards of Singapore Exchange Limited, National University of Singapore (NUS) Business School, Human Capital Leadership Institute, Chinese Development Assistance Council and Singapore China Foundation Ltd. Mun Leong is also pro bono Provost Chair Professor (Practice) at NUS Business School and the Faculty of Engineering, as well as Chair of the China Business Centre. With over 45 years of experience in the construction and real estate industries (locally and overseas), Mun Leong was the Founding President and CEO of CapitaLand Group from November 2000 to 31 December 2012. He was also President of International Organisation for Standardisation (ISO) from 1997 to 1998. For his exceptional contributions to Singapore, Mun Leong was awarded the Meritorious Service Medal by the President of Singapore in 2011. And in 2016, Mun Leong was conferred France's National Order of the Legion of Honour (Ordre national de la Légion d'honneur), with the rank of Knight. Mun Leong also won numerous awards during

his tenure in CapitaLand. In 2006, he was named "Outstanding CEO of the Year" in the Singapore Business Awards, and "CEO of the Year" in The Business Times' Singapore Corporate Awards the following year. In 2008, he was named "Asia's Best Executive of Singapore" by Asiamoney and "Best CEO in Asia (Property)" by Institutional Investor. In 2011, he was named one of the top 25 most powerful business people in Asia by Fortune Magazine, as well as "Best CEO in Singapore" by FinanceAsia. A registered professional civil engineer and a graduate of the University of Singapore, Mun Leong has published four books titled "Building People: Sunday Emails from a CEO, Volumes I, II and III"; and "Up Close with Lee Kuan Yew".