

Dan Lee Peng  
+6018-2006042 (Mobile)  
Email: [leepengdan@gmail.com](mailto:leepengdan@gmail.com)

## SUMMARY

Throughout my career of close to 20 years in the field of talent management, I seek to bring the best out of people and to provide an environment for them to realize their potential. Always open to future possibilities, I enjoy finding new ways to look at things and create opportunities for long term success. This includes not only conceptualizing and implementing talent management initiatives, but also other projects that enhance the effectiveness of the organization. Some of initiatives were:

- Developing the **training syllabus for management trainees** at a plantation company
- Diagnosing and **addressing retention challenges** at a pharmaceutical company
- Determining the requirements and **rolling out the online performance management system** at a telecommunications company
- Designing and implementing a **customer care campaign** for a property developer
- Heading a **service transformation project** at a retail company

A firm believer in having a growth mindset, I have conducted workshops on coaching, personal growth and learn continuously to be a better version of myself every day.

### Key competencies:

Conceptual Thinking  
Talent Management  
Succession Planning  
Learning and Development  
Performance Management  
Creativity and innovation  
Facilitation  
Collaboration

### Certifications:

HCI Leadership Development and Succession Strategist Certification  
ICAgile Certified Professional - Business Agility Foundations  
Cubiks PAPI 3 SL Certification

### Industries:

Manufacturing  
Telecommunications  
Pharmaceutical  
Retail  
Plantation  
Property Development

### Highest education:

Bachelor of Arts (Hons) in Business Administration

## EXPERIENCE

### **Talent Development Manager**

*BASF Asia-Pacific Service Centre Sdn. Bhd.*

**Oct 2022 - current**

- Manage Learning and Development topics in Asia Pacific and deliver L&D solutions in Asia Pacific

#### **Key functions & Roles**

- Connect with the L&D Community and Corporate Human Resources to transplant the latest development of concepts and tools to Asia Pacific
- Customize the concepts and tools to the context of Asia Pacific where necessary and manage the roll out in the region
- Collaborate with various stakeholder groups in the region and support them to apply the global tools to support their business needs
- Work with the stakeholders and service recipients to deliver Learning and Talent Development solutions as required
- Manage online learning resources
- Manage and support internal candidate search

---

### **PERFORMANCE LEAD**

*- U Mobile Sdn. Bhd.*

**Jul 2020 – Apr 2022**

Kuala Lumpur

- Change of job scope after a change in organizational structure and reporting

#### **Key Functions & Roles**

- Design, recommend and implement **performance management policies and initiatives** in line with HR strategy to ensure that programmes are appropriately integrated and aligned to strategic and business goals.
- Develop, coordinate, manage and implement a company-wide **goal setting and performance management system** and process to assist managers to **manage and improve employee performance**.
- Provide **support and guidance to HR partners and employees** pertaining to performance management
- Resolve barriers to performance in partnership with HR partners

#### **Achievements**

- Led a team of HR colleagues to review 10 processes related to **performance management, learning and discipline**. We examined ways to reduce unnecessary steps and red tape so that delivery of HR services to the business could be faster and more effective. From this project, we implemented quick wins and recommended automation that reduced overall process time and made savings of 44 hours of HR man hours.
- **Conducted workshops** on **performance management, coaching** and **personal growth** for employees and people managers

**MANAGER, TALENT MANAGEMENT AND ORG. DEVELOPMENT**

- U Mobile Sdn. Bhd.

**Nov 2014 – Jun 2020**

Kuala Lumpur

**Key Functions & Roles**

- Develop the U Mobile **Competency Model** and **Succession Management Framework** to elevate the capabilities and skills of employees to meet organizational goals
- Assist in the development of talent in U Mobile in line with business strategies in talent reviews and leadership development
- Implement initiatives which foster a culture that values learning, continuous improvement, innovation and creativity
- Manage the end-to-end process of performance management

**Achievements**

- **Developed** the U Mobile **competency model**
- **Designed** the **succession planning framework** for U Mobile
- **Rolled out** an **online performance management system**. I collaborated with stakeholders and the vendor during the design phase, presented to the top management and trained employees at all levels to use the system.

---

**HUMAN RESOURCES MANAGER**

**Aug 2011 – Jun 2013**

*(Specializing in Talent Management and Organization Development)*

Petaling Jaya

- Novartis (Malaysia) Sdn. Bhd.

**Key Functions & Roles**

- Facilitate the Organization **Talent Review** process for **succession planning** and building the talent pipeline
- Partner with the business, **develop and implement HR programs, training, interventions and processes**
- Coach line managers on effective **performance management**
- Support line managers in the coaching and **personal development within their teams**
- Support as **HR Business Partner** in the operational conversion of strategic goals
- Provide **change management support** to transformation and restructuring efforts
- Support cultural change and foster diversity and inclusion

**Achievements**

- **Revamped the onboarding process** with the purpose of creating a seamless orientation for new hires to the organization, the team, and the job. The result was a **structured process with clearly defined roles and responsibilities for all stakeholders**, with tools to guide them in the process.

- To **address the retention challenges** in one of the business units, I conducted Appreciative Inquiry for the unit, engaging all levels of the unit. Focus groups were conducted to qualitatively understand the unit's potential strengths. Recommendations to retain employees were well received by the head of the unit.
- **Launched a career development initiative** that was implemented across the Emerging Markets in Novartis. I presented to the senior management to gain buy-in, and officially launched the initiative during a company-wide meeting. **Workshops** were also conducted to equip managers with the skills to facilitate **career development discussions**.
- **Rolled out the Global Employee Survey 2013 for all Novartis employees in Malaysia** in cooperation with the communications manager. Encouraged active participation through constant communication and contests. The response rate was 85%.
- Appointed the local **project manager for the implementation of the online Performance Management Process (PMP)** throughout Malaysia. Worked closely with the global PMP project manager, the senior management and the cross-divisional HR team in the project roll-out.
- **Drove engagement** within the company through monthly Communication Meetings. Introduced the element of fun and celebration in addition to the existing reports by each business unit.

---

**ASSISTANT MANAGER, TRAINING AND DEVELOPMENT**  
– *Sogo (K.L) Department Store Sdn. Bhd.*

**Apr 2009 – Jul 2011**  
Kuala Lumpur

**Key Functions & Roles**

- **Lead the training and development team**
- **Formulate and implement the training policy**
- **Analyze training needs**
- **Design learning tracks** to close skill gaps and develop employees
- **Develop training modules and evaluation procedures** for assessment after training
- **Set training budget and monitor utilization**
- **Review and restructure the Performance Management System**

**Achievements**

- **Initiated and designed a competency-based framework** for human capital management and development. This was immediately applied to restructure the performance appraisal system. After analyzing the training needs of various levels of employees, I **created learning tracks** to help employees **close current skill gaps and develop competencies for the next level**.
- **Headed a service transformation project** to redefine customer service at KL SOGO. **Introduced a campaign** to raise the bar on the level of service.

---

**SENIOR HUMAN RESOURCE EXECUTIVE**  
– *IJM Plantations Berhad*

**Mar 2008 – Mar 2009**  
Sandakan, Sabah

- Transferred from IJM Corporation Berhad to start a **training programme for Cadet Planters (Management Trainees)** and **lead the Training and Development function**.

### **Achievements**

- **Designed the training syllabus** of the Cadet Planters' (management trainees) Training Programme with Subject Matters Experts and **devised assessment tools**.
- **Formulated the training policy** for IJM Plantations Bhd
- **Developed the training strategy**
- **Set up systems** to keep training records and evaluate training effectiveness.
- **Introduced training** on soft skills and software applications company-wide.
- **Planned development programmes** for clerical, executive and managerial staff
- **Developed an induction programme** for administrative officers based in the oil palm plantations.

---

**SENIOR HUMAN RESOURCE EXECUTIVE**  
– *IJM Corporation Berhad*

**Jul 2007 – Feb 2008**  
Kuala Lumpur

### **Key Functions & Roles**

- **Lead the overall Training and Development function** to achieve organizational objectives
- **Formulate training policy and procedures**
- **Develop and execute the training strategy**
- **Analyze Training Needs** and prepare the **Annual Training Plan**
- Manage the **Training Budget**
- Conduct **Orientation** for new staff
- Coordinate the process of internal **promotions**
- Plan and oversee the process of offering **scholarships** to deserving candidates
- Oversee the administration of the offer, placement, and monitoring of the **industrial trainees' attachment**.

### **Achievements**

- Worked in a team to **develop a system** for **succession planning**
- Developed "**e-training**", an online system to make training administration more efficient, in partnership with the Information Technology Department

---

**TRAINING OFFICER**  
– *Sunrise Bhd*

**Jul 2004 – Jun 2007**  
Kuala Lumpur

### **Key Functions & Roles**

- **Conduct Training Needs Analysis**
- **Develop and implement the Training Plan**
- **Prepare and manage the training budget**
- Maintain and update the **HR intranet**
- **Staff Welfare**
  - Organize events for staff welfare
  - Coordinate the preparation of birthday gifts for staff
- **Master of Ceremonies during company functions**

### **Achievements**

- **Conducted the first Sunrise Purchaser Survey.** This included
  - Designing a questionnaire for Purchasers of properties above RM1million
  - Data Sampling
  - Coordination of logistics
  - Analysis and report for top management
- **Conceptualized and implemented the Customer Care Campaign.** This included
  - **Planning** and **managing** the campaign
  - **Choreographing** the parade of new uniforms for front-line personnel
  - Organizing training sessions.

### **EDUCATION & COURSES**

#### **Bachelor of Arts (Hons) in Business Administration**

Coventry University, United Kingdom

**Second Class, Upper**

#### **Some courses attended**

Organizational Design, Macquarie University (online)

Organizational Analysis, Stanford University (online)

People Analytics, University of Pennsylvania (online)

Strategic Thinking (LinkedIn Learning)

The Agile Leader (Skillsoft)

Business Agility Foundations (ICP\_BAF)

Design Thinking for Innovation (Skillsoft)

The Future of Performance Management  
(LinkedIn Learning)