

RSOG BYTES

A monthly digest of insights, thought leadership and knowledge from across the RSOG ecosystem

CHAIRMAN'S MESSAGE

Building Leadership for the Future

In the name of God, the Most Compassionate, the Most Merciful.

Welcome to the inaugural edition of **RSOG Bytes**.

The demands of 21st-century public administration require an unprecedented shift from traditional bureaucracy to hyper-agile, visionary governance. As we confront complex macroeconomic realities, evolving civic expectations, and rapid technological disruption, our premier challenge is clear: we must build a resilient pipeline of leaders who do not merely react to change but actively shape it. Future-ready leadership is not a destination; it is an active, continuous transformation.

To successfully lead in a fractured world, our rising administrators must master the balance between deep-rooted public integrity and pioneering innovation. Tomorrow's leaders must move away from rigid command-and-control silos. Instead, they need to embrace collective intelligence, data-driven foresight, and collaborative network-building across ministries and the private sector. Our legacy is anchored in nation-building, but our trajectory must be entirely focused on global competency and future readiness.



In this month's edition of RSOG Bytes, we highlight key content designed to catalyse this leadership evolution:

- **Strategic Insights** from our Chief Executive Officer on RSOG's transformation.
- **The Historical Journey** of RSOG from its early days.
- **Programme Highlights**, depicting several impactful and upcoming initiatives.

I challenge all senior administrators, directors, and emerging public sector talents to engage deeply with these insights. Do not leave the future to chance; intentionally build the institutional frameworks and leadership capabilities required to serve our nation with distinction as we continue to **Think. Build. Lead.**

Tan Sri Dr. Wan Ahmad Dahlan bin Haji Abdul Aziz
Director General of Public Service /
Chairman, Razak School of Government (RSOG)

INSIDE RSOG'S TRANSFORMATION

ABOUT THE CEO

Dr. Wafi Nazrin bin Dr. Abdul Hamid is Razak School of Government's (RSOG) new Chief Executive Officer since December 2025. He was previously an Advocate & Solicitor of the High Court, a distinguished corporate counsel and recognised as the INTERLAW Corporate Counsel of the Year (2007). He has three decades of leadership experience in various corporate leadership roles across Malaysia's leading corporations, including PETRONAS, MISC, Malaysia Airlines, UMW, Pengurusan Aset Air Berhad, and IIUM Holdings Sdn. Bhd. He previously served as Chairman of TalentCorp. Malaysia.

An active contributor to institutional development, Dr. Wafi also serves as a guest lecturer at public universities. He holds a PhD in Maritime Law from the University of Southampton, complemented by advanced degrees from Cambridge University (International Trade and Commercial Law), UKM (Applied Finance and Investment), King's College, London (EU Competition Law) and the International Islamic University Malaysia. A two-time recipient of the British High Commissioner's Chevening Award, Dr. Wafi combines academic excellence with practical leadership.

The team recently sat down with Dr. Wafi to learn more about his vision for RSOG. Read on for insights from the conversation.



WHAT IS YOUR VISION FOR RSOG'S TRANSFORMATION?

I am most honoured to be given the opportunity to lead RSOG. Whilst a lot of good work has been done by RSOG in the last 15 years, times and circumstances have changed. Hence, the RSOG Board of Trustees, led by Tan Sri Dr. Wan Ahmad Dahlan bin Haji Abdul Aziz, the Director General of Public Service has requested the management of RSOG to reassess the objectives and operations of RSOG. For this purpose, RSOG has a new transformational plan called LEAP 2030, which is contained in the RSOG five-year strategy 2026 – 2030.

WHAT IS THE RSOG TRANSFORMATION ALL ABOUT?

RSOG is embarking on a bold transformation to become Malaysia's premier policy and strategic governance institution — one that develops visionary leaders, addresses national challenges, and strengthens Malaysia's voice on the global stage.

In this regard, we are now part of INTAN and are working closely together to meet common objectives.

Our transformation is anchored on five strategic thrusts: strengthening policy leadership development, expanding applied policy advisory, and think-and-do tank capabilities, positioning RSOG as a global centre for governance, enhancing high-impact learning programmes, and building stronger public - private partnerships. This journey is more than organisational change — it is about elevating Malaysia's policymaking capability, nurturing future-ready public leaders, and delivering sustainable national impact. Together, we will Think. Build. Lead. as we shape the next chapter of RSOG and contribute meaningfully to the nation's governance excellence.

WHAT IS RSOG DOING TO STRENGTHEN PUBLIC-PRIVATE PARTNERSHIPS IN SUPPORTING AGENDA REFORMASI PERKHIDMATAN AWAM (ARPA)?

RSOG is strengthening the collaboration between the public and private sectors as envisioned by Tan Sri Shamsul Azri bin Abu Bakar, the Chief Secretary to the Government under ARPA.

This is something new for RSOG. In the first half of 2026, we engaged with various Government-Linked Companies (GLCs), private companies, and strategic stakeholders. The private sector now attends our programmes.

Of particular mention is our recent collaboration with Telekom Malaysia (TM) titled “Expanding AI Horizons to Shape The Future” in providing a comprehensive programme on artificial intelligence for senior civil servants.

HOW IS RSOG EXPANDING ITS INFLUENCE BEYOND LEADERSHIP DEVELOPMENT?

RSOG is strengthening its position as a trusted policy advisory partner. By establishing the Policy Accelerator Hub, we provide strategic advisory services that help organisations enhance policy effectiveness, improve public sector performance, and deliver greater national impact.



Recently, RSOG was entrusted with leading a strategic initiative aimed at enhancing key aspects of the human resource ecosystem for public servants.

In parallel, RSOG is also spearheading efforts to strengthen the nation's performance in international indices related to government and public administration. These initiatives reinforce its commitment as a trusted partner in evidence-based policymaking, governance excellence, and global competitiveness in public sector reform.



SWEET SIXTEEN

The People and the Journey

Every institution has a story, and after sixteen years with RSOG, I have had the privilege of witnessing ours unfold. Ours began with an idea inspired by the legacy of Tun Abdul Razak Hussein, Malaysia's second Prime Minister and Father of Development. His Red Book reflected action, accountability, and a commitment to delivering results for the people. It feels fitting that the RSOG logo draws inspiration from that legacy, symbolising the turning of a new page in leadership, governance, and public service. Looking back, I often smile at how little we knew about what lay ahead when we first set up shop at Bukit Kiara. There were many uncertainties, but we believed we were building something that mattered.

In those early days, there was no grand certainty. A small team learned as we went along, shaping programmes, building relationships, and laying the foundations of an institution we hoped would make a difference. As someone who has been with RSOG since Day One, some of my fondest memories are not of major events or milestones, but rather of the moments behind the scenes.

I remember working late into the night with colleagues on the RMK-10 proposal, sharing ideas, solving problems and doing whatever was needed to move things forward. We were a young institution finding our footing, and none of us knew where the journey would lead. Looking back, those long evenings remain memorable because they reflected the commitment, camaraderie, and sense of purpose that would come to define RSOG.

Over time, RSOG became more than many of us had imagined. It grew into a space where ideas, leadership, and public policy could be explored through meaningful dialogue and learning. Yet when I reflect on RSOG's evolution, I do not think first of programmes or milestones. My thoughts turn to the people who made them possible. From leaders who provided vision and direction to the colleagues who worked tirelessly behind the scenes, every contribution mattered. Together, they shaped not only the institution but also the culture and values that continue to guide it today.



SWEET SIXTEEN

The People and the Journey

The name RAZAK has always meant more than a name to us. It serves as a reminder that leadership is ultimately about responsibility: to serve, to learn, to adapt, and to contribute something meaningful to those who come after us. Those principles remain as relevant today as they did when RSOG first opened its doors, and they continue to influence how many of us approach our work and our purpose.

The year 2025 marked another chapter as RSOG became part of the INTAN ecosystem. For me, this is simply another turn of the page. While structures evolve and new chapters begin, the essence of RSOG remains unchanged: creating space for thoughtful leadership, meaningful learning, and service anchored in purpose.

Looking back as one of RSOG's earliest employees, I feel grateful for the people, experiences, and lessons that have shaped this journey. If RSOG has helped shape leaders who serve with wisdom, integrity, and purpose, then every step of the journey has been worthwhile. That is a legacy worth preserving, and a future worth building together.

Happy 16th Birthday, RSOG. May we continue to honour the spirit upon which this institution was founded and play our part in building a better future for those who come after us.

Irma Idliyana binti Mohd Ismail
Associate Director
Thought Leadership & Governance
Razak School of Government
(Day One Employee)

RSOG 2026 HIGHLIGHTS



1. **Executive Leadership Masterclass (16 - 17 April 2026)** : Partnered with TNB to equip C-suite successors with strategic decision-making, agility, and leadership acumen.



2. **Protocol & Event Management Course (20 - 21 April 2026)** : Open programme with INTAN experts covering universal protocol, corporate etiquette, and master-of-ceremonies execution.



3. **People, AI & The Future (21 - 22 April 2026)** : Upskilled senior officers at MOTAC Sabah in AI capabilities and digital governance for modern public policymaking.



4. **Future Focus Series (4 May 2026)** : Hosted a panel forum on "Malaysia's Strategic Position in a Turbulent Global Economy," bringing together government, academia, and industry leaders to discuss economic resilience and regional growth.



5. **Collaboration with Telekom Malaysia (TM) (25 - 26 July 2026)** : Recent collaboration with Telekom Malaysia (TM) titled as "Expanding AI Horizons to Shape The Future" in providing a comprehensive programme on Artificial Intelligence for senior civil servants.

OUR UPCOMING PROGRAMME



**28 SEPTEMBER -
2 OCTOBER 2026**

About RSOG



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