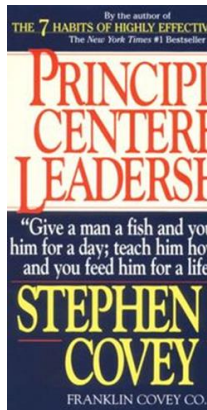
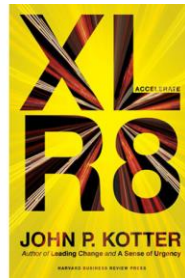
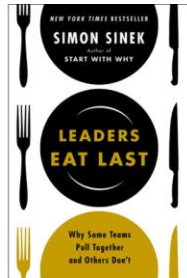
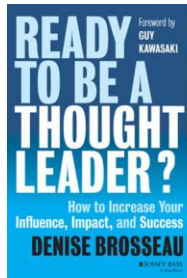


IMPORTANCE OF VERSATILE LEADERSHIP IN HIGHER LEARNING INSTITUTIONS

YBhg. Tan Sri Dato' Academician Ir
Dr Ahmad Zaidee bin Laidin, FASc
Chairman, Board of Directors
Universiti Teknologi MARA (UiTM)

*Konferensi Antarabangsa Pentadbir Universiti Ke-8, Kuala Terengganu,
25 September 2016*



- Role of leadership in creating vision,
- Communicating policy and deploying strategy throughout a higher education establishment.
- The European Foundation for Quality Management's (EFQM) Excellence Model will be examined as a possible vehicle for improving leadership in higher education
- A case study will be used which will demonstrate how a change in leadership style has generated improvement in a higher education Institution.

VERSATILE LEADERSHIP

- Studies of leadership have produced theories involving traits,
- Interaction, function, behaviour
- Power,
- Vision and Values,
- Charisma, and Intelligence,

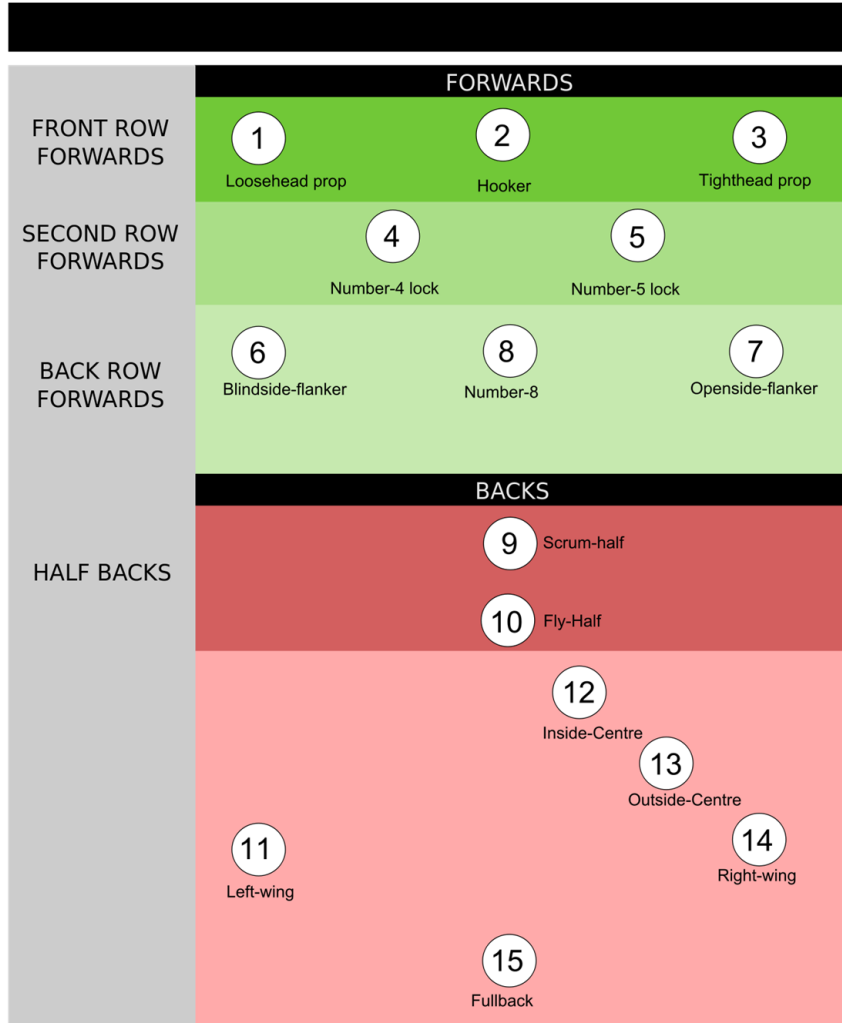


LEADERSHIP

Demonstrate how important Leadership is to your organisation and some of the ways in which you can improve your leadership style.

STRATEGY

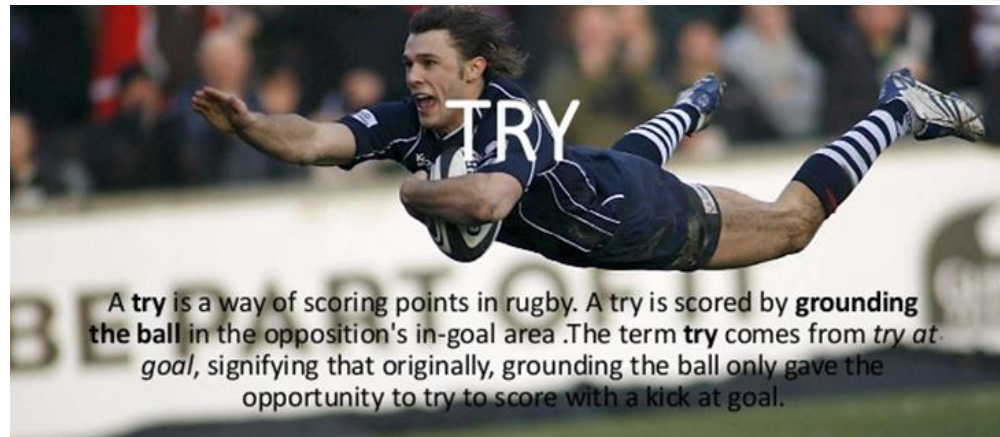
How you might improve the performance of your organisation by determining its future direction and the subsequent deployment of the plans that would take you towards that future



RUGBY

Different functions for different members of the team but all have to work together toward one objective i.e. TO WIN

ANALOGY OF RUGBY



A **try** is a way of scoring points in rugby. A try is scored by **grounding the ball** in the opposition's in-goal area. The term **try** comes from *try at goal*, signifying that originally, grounding the ball only gave the opportunity to try to score with a kick at goal.

THE GOAL

Versatile Leadership
according to Kaplan and
Kaser (2003)

“...ability of an individual in power to adjust their behavior and communication style to best fit the communication style of others and the leadership style that is needed based on the situation at hand



Entrepreneur

TRANSFORMS TRASH INTO GOLD

"Seorang entrepreneur adalah seseorang yang inovatif dan mampu mewujudkan cita-cita kreatifnya oleh karena itu seorang entrepreneur akan mengubah padang ilalang jadi kota baru, pembuangan sampah menjadi resort yang indah, kawasan kumuh menjadi pencakar langit tempat ribuan orang bekerja. Entrepreneur mengubah kotoran dan rongsokan menjadi emas"

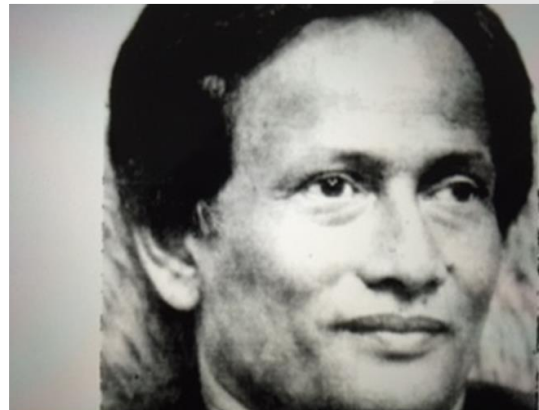
DR.(HC). Ir. Ciputra



DR(HC) IR CIPUTRA

- born 24 August 1931 (85 years old)
- After graduating from high school, he moved to Bandung where he enrolled to Bandung Institute of Technology (ITB). During his fourth year of study, he set up an Architectural firm with his friends. He graduated from ITB in 1960.
- Entrepreneurship skill is a strategic key factor for the success of any organization, small or big, public or private, profit or not-for-profit, local or global.
- VERSATILE: able to adapt or be adapted to many different functions or activities.
- synonyms: adaptable, flexible, all-round, multifaceted, multitalented, many-sided, resourceful.

VERSATILE BUSINESS LEADERS THAT I KNOW PERSONALLY

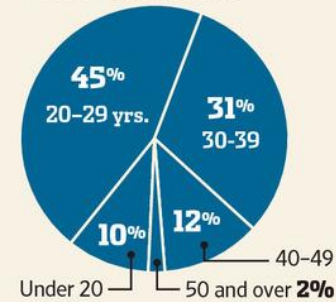


VERSATILE LEADERS ARE THEY BORN OR MADE?

Made or Born? | Characteristics of successful entrepreneurs

Starting Young

But not always right out of school.
Age at first start-up among 685 surveyed entrepreneurs:



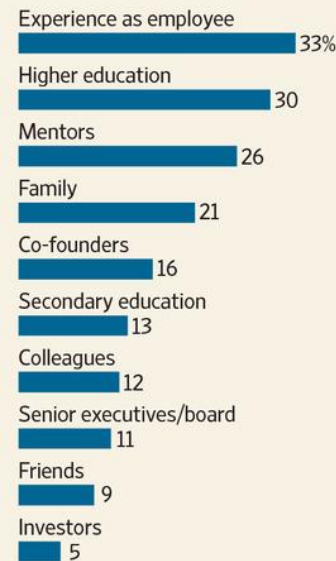
Biggest Challenges

What the entrepreneurs said held them back in their ventures



Acquiring Skills

Where those surveyed said they picked up the capabilities needed to build successful businesses



Top Qualities

What those surveyed say are the most important qualities of an entrepreneurial leader



Source: Ernst & Young
The Wall Street Journal

DATUK IR (DR) ABDUL RAHIM HASHIM, FASC. VC OF UTP

Appointed as Vice Chancellor on 1 November 2012

Datuk Ir (Dr) Abdul Rahim Hashim was a graduate in Electronics and Electrical Engineering in 1976 and a recipient of an Honorary Doctorate in Engineering from the University of Birmingham, UK in 2006.

As a professional engineer, Datuk was previously on the Board of Engineers Malaysia (BEM) and had served for five years, since 2007, as the Chairman of the Engineering Accreditation Council (EAC) Malaysia.

Datuk Abdul Rahim has been attached with PETRONAS for more than 32 years and held a number of high profile positions. He first reported duty with PETRONAS in 1976 with his last position as the Vice President of Research and Technology Division, from 2006 to 2008



DATUK IR (DR) ABDUL RAHIM HASHIM, FASC. VC OF UTP

Throughout his career with PETRONAS, Datuk Abdul Rahim has shown tremendous industry leadership and incredible innovativeness resulting in many great achievements.

He has successfully implemented, the first PETRONAS' Voluntary Separation Scheme (VSS),

Introduced the Human Resource dual career approach for staff,

The development of INSTEP which involves restructuring of facilities and curriculum and PETRONAS Second Refinery in Malacca consisting of 100,000 BPSD (Barrel per Stream Day) hydroskimming refinery.



DATUK IR (DR) ABDUL RAHIM HASHIM, FASC. VC OF UTP

ASEAN LNG Trading Company Ltd. PETRONAS Egypt Corporation Ltd. (PICL), PETRONAS Gas Berhad (PETGAS) (UK) Ltd,

Datuk Abdul Rahim was also the Vice President of Gas Business from 2002 to 2006, Vice President of Human Resource Management from 1998 to 2002, CEO of PETRONAS Penapisan Melaka, 1991 to 1998 and CEO of Malaysian Refinery Company from 1995 to 1998



DATUK IR (DR) ABDUL RAHIM HASHIM, FASC. VC OF UTP

Datuk Abdul Rahim is also holding a position as Chairman in various PETRONAS' subsidiaries and associated companies such as:

- PETRONAS NGV Sdn. Bhd.
- OGP Technical Services Sdn Bhd.
- Gas District Cooling (M) Sdn. Bhd. including Gas District Cooling (UTP) Sdn. Bhd.
- Gas Malaysia Audit Board Committee
- ASEAN LNG Trading Company Ltd. PETRONAS Egypt Corporation Ltd. (PICL), PETRONAS Gas Berhad (PETGAS) (UK) Ltd,













DATUK IR (DR) ABDUL RAHIM HASHIM, FASC. VC OF UTP

- PETRONAS Argentina S.A, Trans-Thai- Malaysia Ltd.
- P.T. Transportasi Gas Indonesia Egyptian LNG Co. S.A.E.
- Datuk Abdul Rahim is currently the President of the Malaysian Gas Association, President of Asia-Pacific Natural Gas Vehicle Association and immediate past- president of the International Gas Union for the triennium 2012 to 2015.
- He is also an associate member of the American Institute of Chemical Engineers, a Commissioner of the Energy Commission and a member of the National Science & Research Council.



Top 10 Malaysian Universities

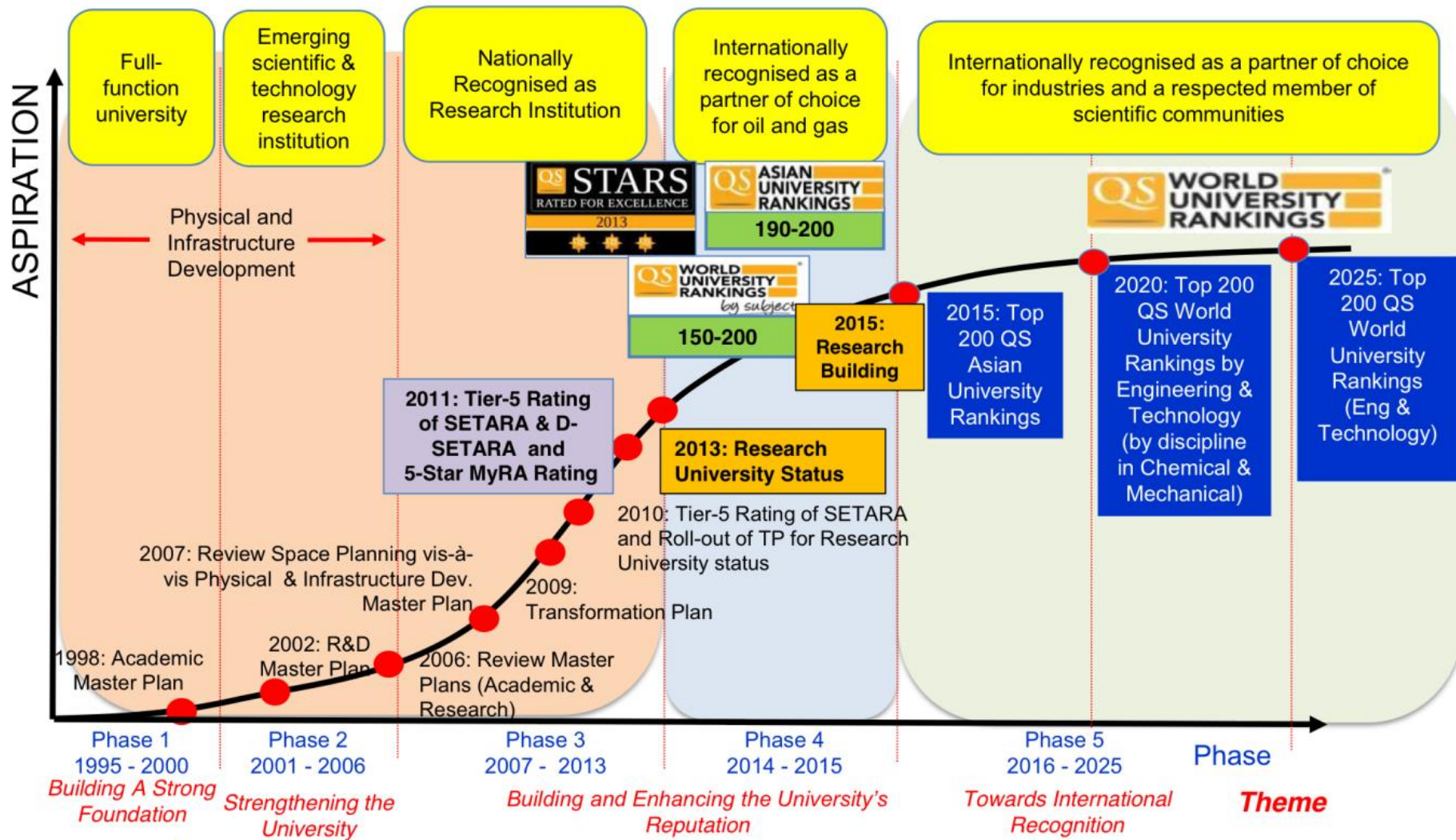
University	State	Rank 2015	Rank 2016
 UNIVERSITY OF MALAYA <i>The Leader in Research & Innovation</i>	Kuala Lumpur	29	↑ 27
 UPM UNIVERSITI PUTRA MALAYSIA	Serdang, Selangor	66	↑ 49
 USM UNIVERSITI SAINS MALAYSIA	Gelugor, Penang	49	↓ 51
 UNIVERSITI KEBANGSAAN MALAYSIA National University of Malaysia	Bangi, Selangor	56	↑ 55
 UTM UNIVERSITI TEKNOLOGI MALAYSIA	Johor Bahru, Johor	61	↓ 63
 UNIVERSITI TEKNOLOGI PETRONAS	Teronoh, Perak	151-160	↑ 127
 UUM Universiti Utara Malaysia <i>The Essential Management University</i>	Kedah	191-200	↑ 137
 الدَّاعِيَةُ السَّلَامِيَّةُ الْعِلْمِيَّةُ الْمَلَايَا INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA	Kuala Lumpur	151-160	↑ 151
 TAYLOR'S UNIVERSITY Wisdom · Integrity · Excellence	Subang Jaya, Selangor	201-250	↑ 179
 UNIVERSITI TEKNOLOGI MARA	Shah Alam, Selangor	201-250	↑ 181

UNIVERSITI TEKNOLOGI PETRONAS

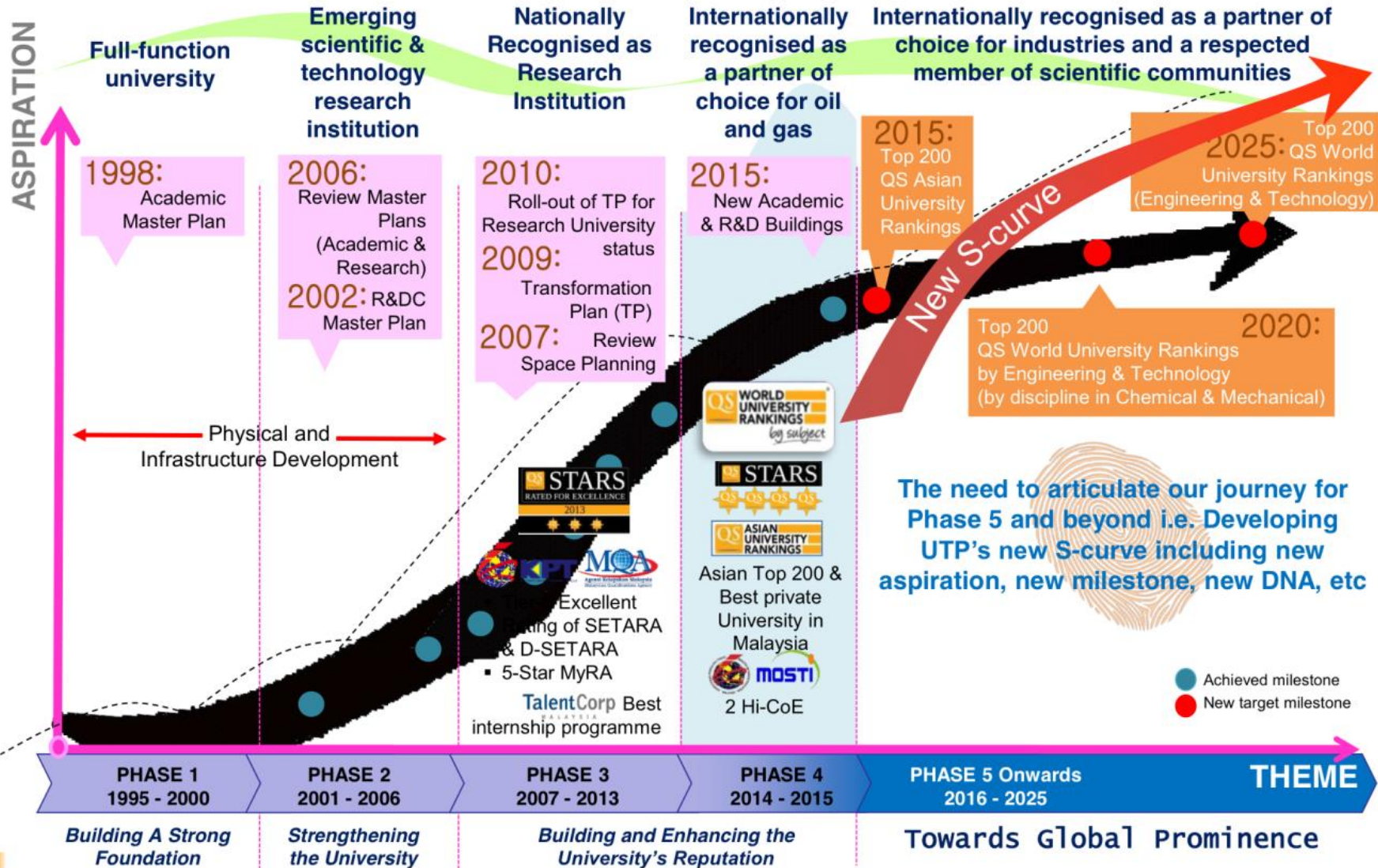
- UTP is the only private university in Malaysia with 6-star rating in Malaysia Research Assessment Instrument for Research, Development, (MyRA)
- Commercialisation and rated a 4-star institution by Quacquarelli Symonds (QS),
- a maximum five-star rating in five areas out of eight, namely employability, internationalisation, innovation, facilities and access



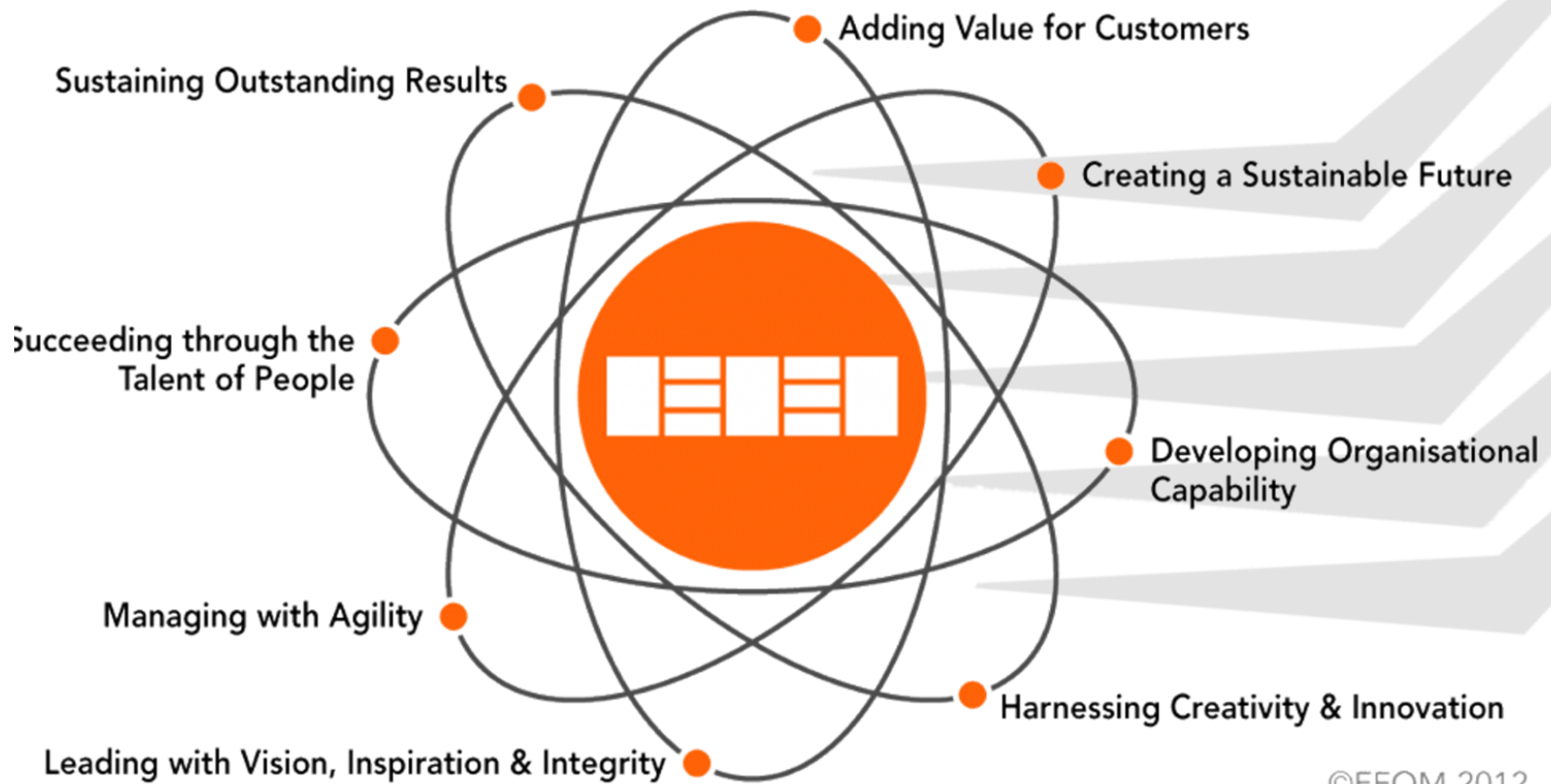
UTP's Journey to Become a Premier University



Aspiration & Milestones



EUROPEAN FOUNDATION FOR QUALITY MANAGEMENT'S (EFQM) EXCELLENCE Model



WHY AN ASSESSMENT?

Our Assessment templates have been created to enable you to easily assess the performance of your organisation. Assessment is essential within the philosophy of EFQM. To reach a desired excellent performance, you need to know where you are now, so that you will identify the required changes and actions to start the journey towards excellence objectives.

EFQM

- **ADDING VALUE FOR CUSTOMERS**-Excellent organisations consistently add value for customers by understanding, anticipating and fulfilling needs, expectations and opportunities.
- **CREATING A SUSTAINABLE FUTURE**-Excellent organisations have a positive impact on the world around them by enhancing their performance whilst simultaneously advancing the economic, environmental and social conditions within the communities they touch.

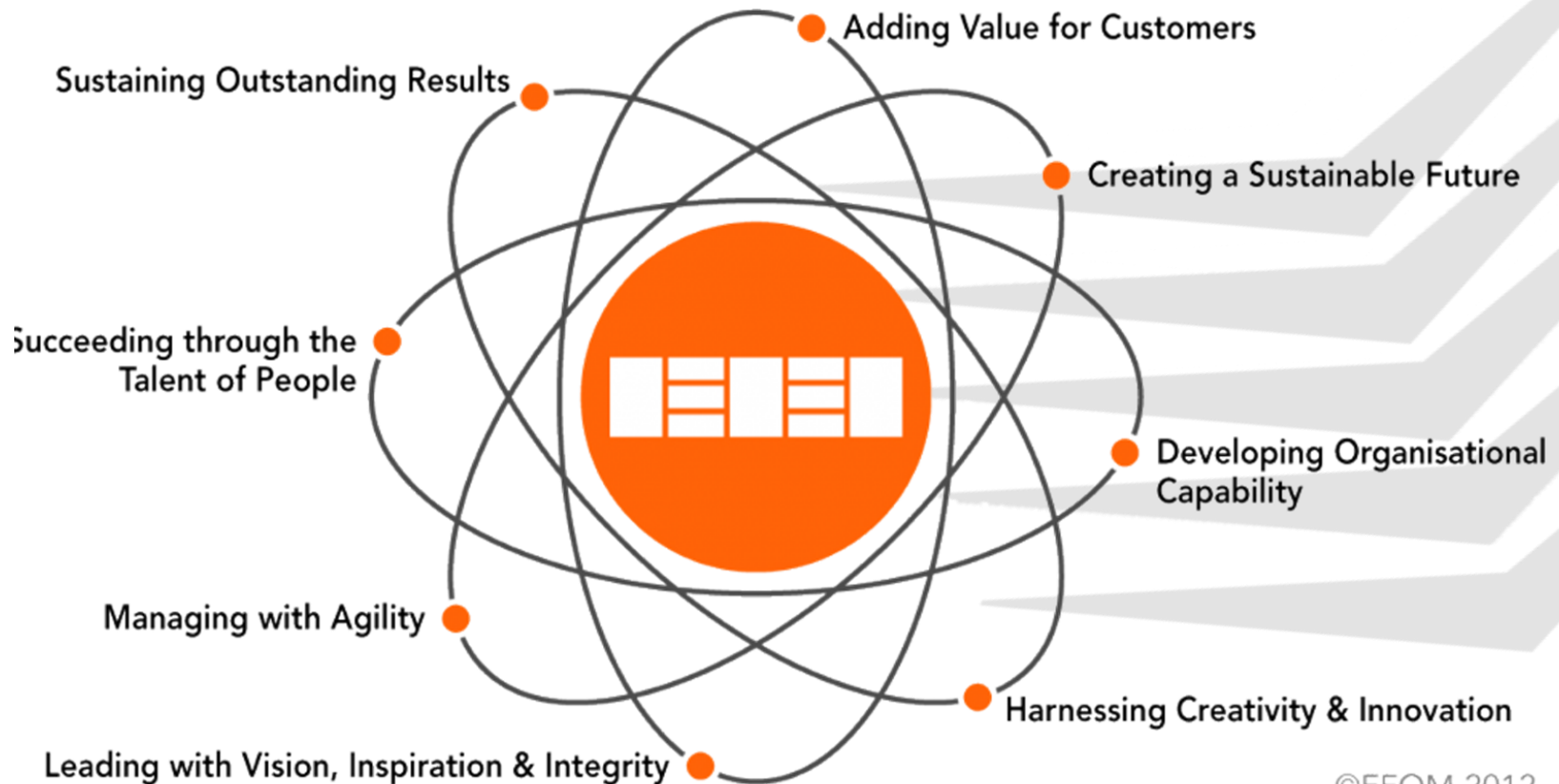
EFQM Cont.

- **DEVELOPING ORGANISATIONAL CAPABILITY**-Excellent organisations enhance their capabilities by effectively managing change within and beyond the organisational boundaries.
- **HARNESSING CREATIVITY & INNOVATION**-Excellent organisations generate increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their stakeholders.
- **LEADING WITH VISION, INSPIRATION & INTEGRITY**-Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics

EFQM Cont.

- **MANAGING WITH AGILITY**-Excellent organisations are widely recognised for their ability to identify and respond effectively and efficiently to opportunities and threats.
- **SUCCESSING THROUGH THE TALENT OF PEOPLE**-Excellent organisations value their people and create a culture of empowerment for the achievement of both organisational and personal goals.
- **SUSTAINING OUTSTANDING RESULTS**-Excellent organisations achieve sustained outstanding results that meet both the short and long term needs of all their stakeholders, within the context of their operating environment.

EUROPEAN FOUNDATION FOR QUALITY MANAGEMENT'S (EFQM) EXCELLENCE Model



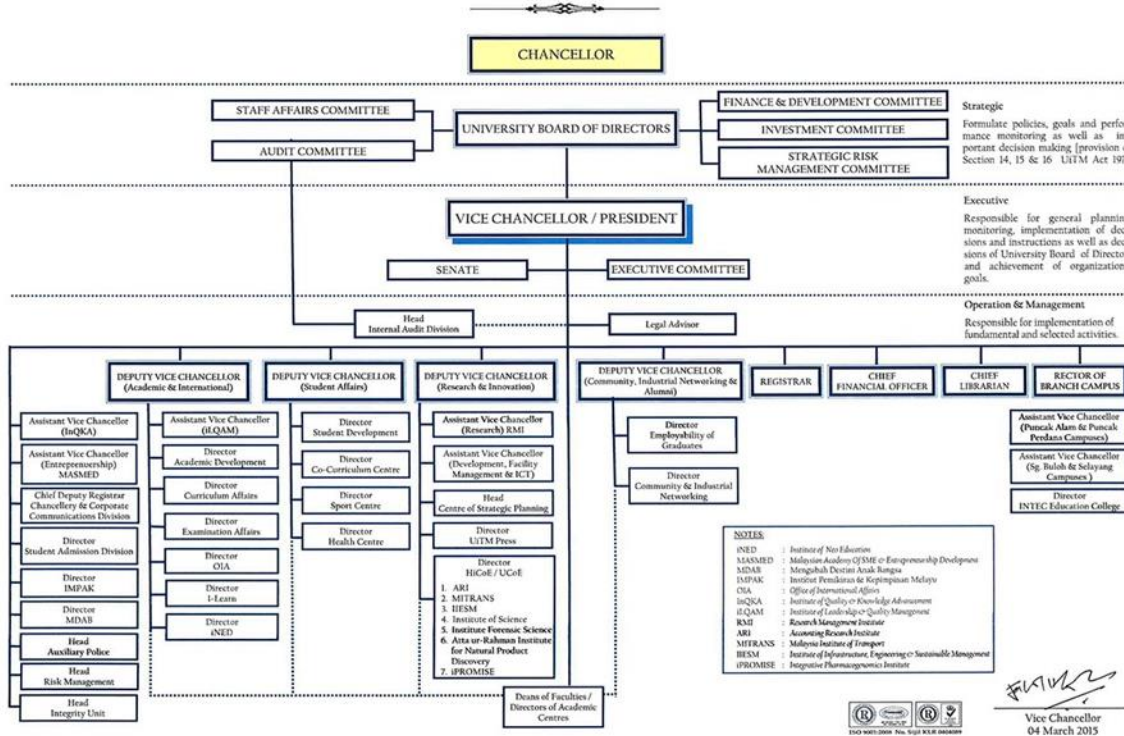
CORPORATISATION OF IPTAS

- Providing Check and Balance
- Aligning vision of government, Board and Executive & Department Heads
- The Board should add value to the University through contacts, and positional influence
- Good Boards, should not be afraid to challenge Management for the Greater Good



FOCUSING ON SUPPORT STAFF

ORGANIZATION CHART
UNIVERSITI TEKNOLOGI MARA



- REGISTRAR
- CHIEF FINANCIAL OFFICER
- CHIEF LIBRARIAN
- PEMBENGUNAN
- BRANCH CAMPUSES
- RECTORS
- ETC.

FINAL REMARKS

- THE EFQM PRINCIPLES ARE APPLICABLE TO ALL LEVELS OF MANAGEMENT
- ALIGNMENT (GOVT.-MINISTRY-BOARD-MANAGEMENT-DEPARTMENT-CAMPUS etc.)
- LEARNING ORGANISATION-Mobility, (Do not run away from challenges and postings) Versatility, Updating, Reading
- EXTERNAL INPUTS
- MANAGEMENT BY FACTS
- CRITICAL REVIEW OF PERFORMANCES (including your own)

TO PRACTISE VERSATILE LEADERSHIP

ASSESS YOURSELF

Assessment is essential within the philosophy of EFQM. To reach a desired excellent performance, you need to know where you are now, so that you will identify the required changes and actions to start the journey towards Excellence. Start with **PROFESSIONALISING YOURSELF**

LEADERSHIP

Demonstrate how important Leadership is to your organisation and some of the ways in which you can improve your leadership style. **DO WHAT OTHERS ARE RELUCTANT TO DO.**

STRATEGY

How you might improve the performance of your organisation by determining its future direction and the subsequent deployment of the plans that would take you towards that future.

LET US "SOARING UPWARDS" TOGETHER

THANK YOU FOR YOUR ATTENTION

السَّلَامُ عَلَيْكُمْ وَرَحْمَةُ اللَّهِ وَبَرَكَاتُهُ