

# ACADEMIC LEADERSHIP

By  
Prof Ts.Dr Faaizah Shahbodin



# TOPICS

## 1. Academic Leadership

- ❖ Concept

  - ❖ Definition, Manager vs leaders

- ❖ Leadership Development

  - ❖ CBTM & UTeM Succession Plan

## 2. Leadership in HE

- ❖ Academic mgt- people and resources

- ❖ Strategic mgt- planning, decision making

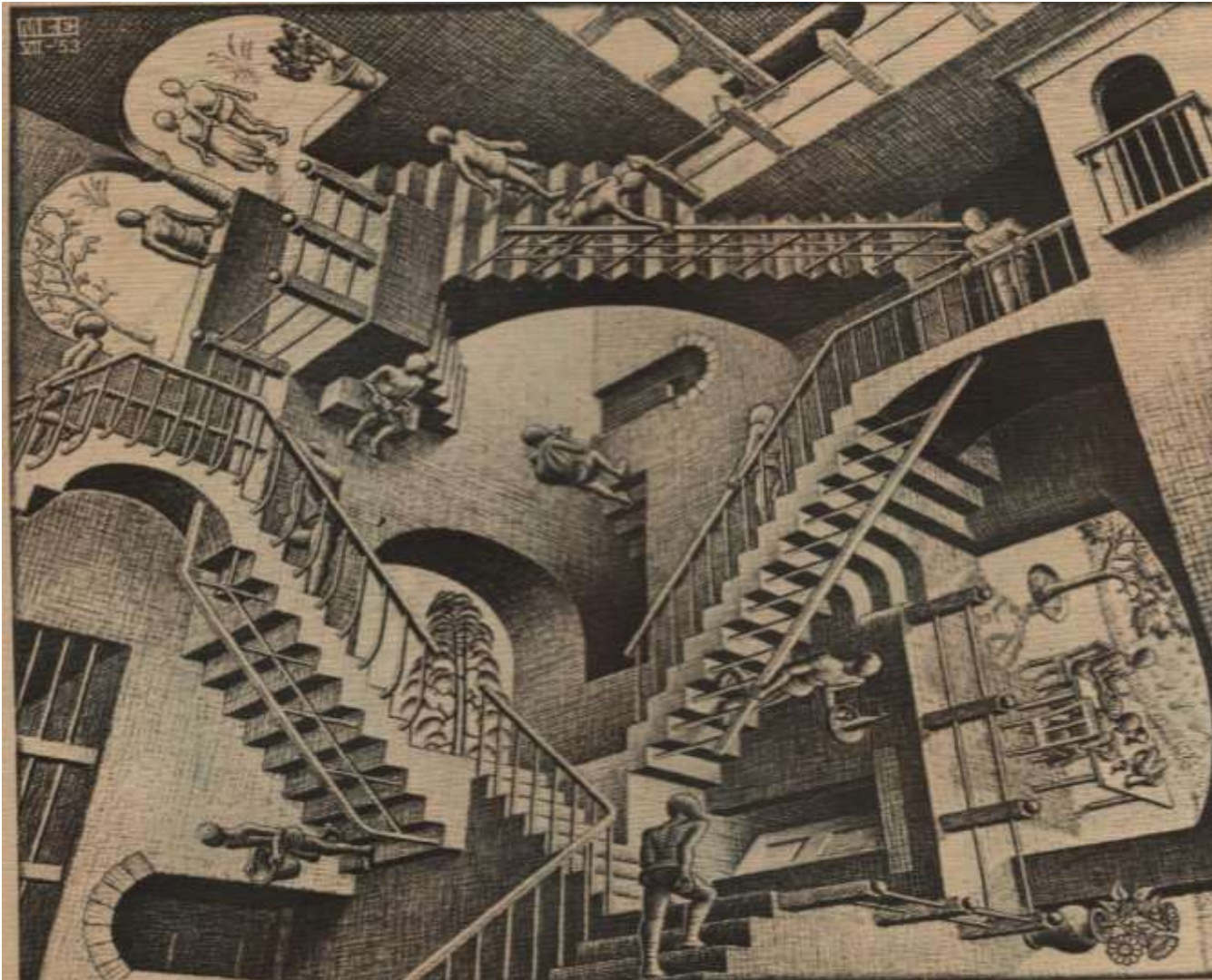
- ❖ Career development – 4 career track/CoE

- ❖ Professional dev- consultation/certification

# PERCEPTION



# PERSPECTIVE





# EXPECTATION



# Me and Myself













# AWARDS

CELKOM STAY... 99% 07:38

X Faaizah Shahbodin S



Faaizah Shahbodin S

5 Jan •

...

Tinggal kenangan bersama YB Dr Mazlee majlis award Penyelidikan Assistive Tools bersama Seameo dan MoE. YB banyak menyumbang kepada inclusive education. Moga Pendidikan Khas negara kita terus diberi perhatian. InsyaAllah.

#autism

#UTeM

#Seameo









## SPEAKERS





# CBTM UMP KONVO 17 NOV 2019







# LEADING LEADERS

*Shaping Minds. Building Leaders*

facebook

**FTMK UTeM**

3 hrs • 🌐

Sekalung tahniah;  
buat Prof. Ts. Dr. Faaizah Shahbodin dan  
ahli kumpulannya atas kejayaan  
membawa pulang pingat daripada Seoul  
International Invention Fair 2019 (SIIF)  
menerusi penyelidikan bertajuk  
'Innovation On Visual Perception  
Diagnostic Tool for Autistic Detection'.

UTeM secara keseluruhannya telah  
berjaya memperolehi 9 pingat dengan  
satu Anugerah Khas, 2 Pingat Emas, 4  
Pingat Perak dan satu Pingat Gangsa.

#myftmk





# RAE world recognize academic track framework



### PEMBELAJARAN BERASASKAN MASALAH (PROBLEM BASED LEARNING, PBL)





**ACADEMIC**

- 1997 : MSc (Information System), QUT, Brisbane
- 2008 : PhD (Multimedia in Education), UKM.
- 2019 : Professional Diploma of CBTM, UMP.

**ADMIN POST**

- Deputy Dean (Academic): 2011 – 2016.
- Director CAES : 2017 - 2021

**MY TEACHING & LEARNING**

- UG : Multimedia System, Human Computer Interaction, Media Interactive Project Management, Introduction to IT
- PG : Research Methodology, Multimedia Based Instructional Design, Current Trends of Database Technology, Multimedia Professional Ethic

**ACADEMIC SUPERVISION :**

- PhD : 9 students. Master research : 8 students.
- Final Year Project : 48 students.
- Diploma Project : 9 students.
- Workshop II : 15 groups.
- Workshop I : 30 students.
- Industrial Attachment : 14 students.
- Academic Advisor : 27 students.

**THESIS EVALUATION**

- Chair: 3
- Internal Examiner: 4
- External Examiner: 22 (UTP, UKM, UTM, UNIMAS, UTHM, UUM)

**RESEARCH GRANT****MY-TUNAI**

- Technology@ University Advancing Industry and Society

- Integrasi Pintar Sdn Bhd
- IBM Malaysia Sdn. Bhd
- MRSM Serting
- MARA
- AKEPT
- SEAMEO SEN
- Sekolah TUNSAS, Melaka

completed

Journal : 54

Proceeding : 84

Book Chapter : 3 (Magnetic, Akept, MyPBL)

Edited Book : 2 (Springer, IVI conference)

Book UTeM : 5

**PUBLICATION****CITATION INDICES : June, 2020**

Scopus: Citation 58 h-index 4

Google: Citation 341 h-index 7

My Number

**RESEARCH GRANT**

Accumulated value (since 2008):

RM 785,597.00

Copyright 3, Trademark 1 (process)

16 Medals (4 Gold, 9 silver, 3 bronze)

**POST GRADUATE:**

PhD: 9 (7 Main, 2 Co) - 3 completed.

Master: 8 (6 Main, 2 Co) - 8 completed.

**Co-researcher**

- External Grant (2) completed (UM, UTM).
- MTUN (1) - completed.
- ERGS (3) completed.
- PJP High-impact (1) I-Pro completed.
- PJP (9) completed.
- International Grant UPI, Indonesia (1)- 2020
- AKEPT Grant (1) - 2020

**Submitted:**

- International World Islamic Bank-2019 (UTeM's PI),
- FRGS (4) : (PI)
- LRGS (2) : (PI).
- Science Fund (2) : PI
- KTP Grant (4): PI
- PRGS (1) : PI
- AlBukhary International Univ Research Grant (1): PI

**RESEARCH INTEREST**

- Instructional Design
- PBL
- Assistive Learning
- Leadership CBTM

**MOU & MOA**

- IBM : 2013



- SEAMEO SEN: 2015-2018
- Integrasi Pintar Sdn Bhd 2020
- MARA (plan for 2020)

**CLOSE FOREIGN COLLABORATOR**

- Prof Ajith Abraham (Director of MIR Labs, USA).
- Prof Munir UPI

**AUDITOR INVOLVEMENT**

- Malaysia Qualification Agency (MQA) panel
- MyQUEST panel
- MySPeKK panel.
- Technical and Technology Accreditation Council, (TTAC), Malaysia Board of Technologists MBOT

**EXTERNAL EVALUATOR/EXAMINER**

- Curriculum Development Panel for Bachelor in Information System Kolej Ugama Islam Melaka (KUIM)
- External examiner for Bachelor in Multimedia Computing, UNIMAS
- Curriculum Development Panel for Bachelor in Education (Multimedia) UPSI

**AWARD**

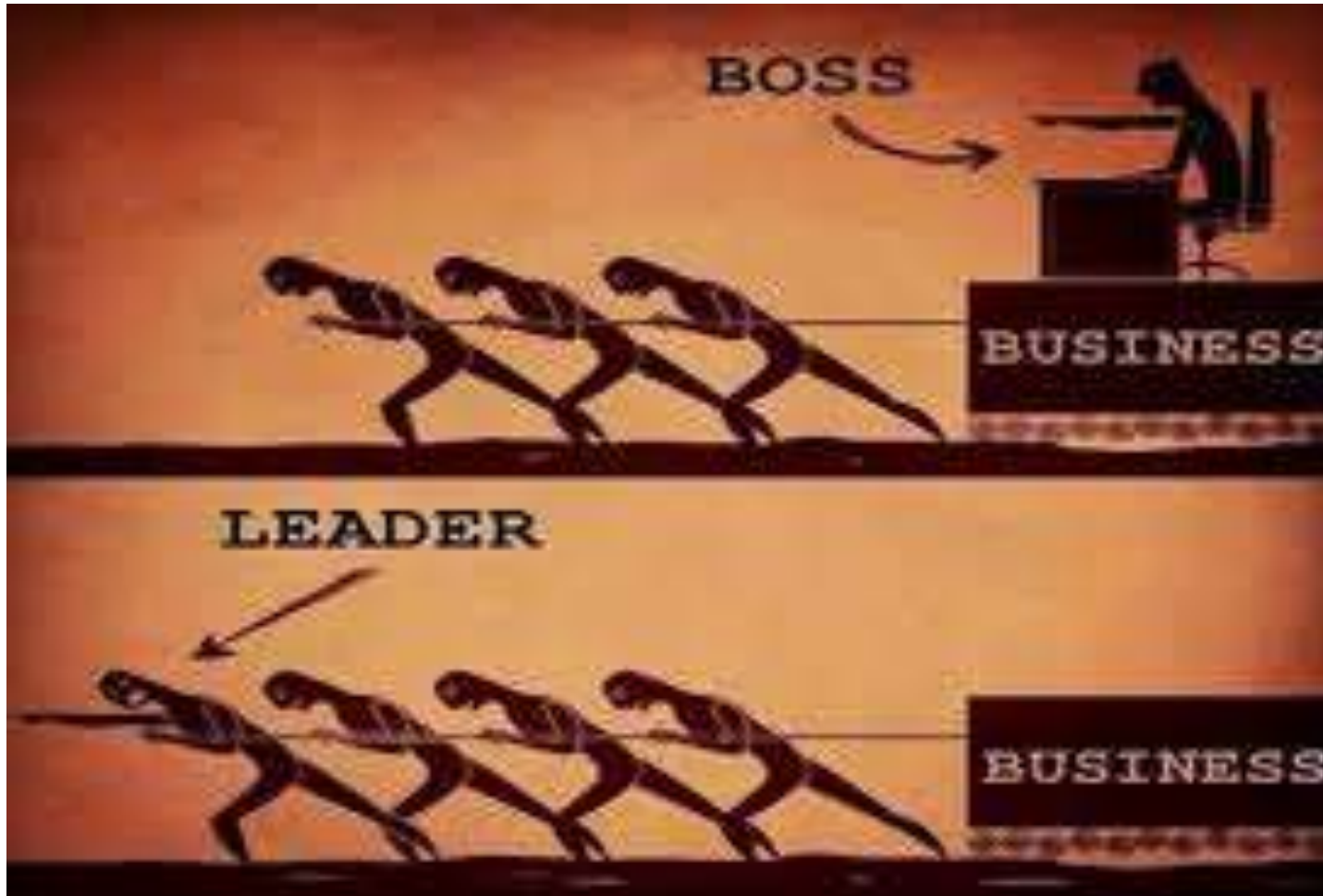
Excellence Service award 2010, 2013  
Anugerah Akademik Univ 2010, 2018





24.05.2020 08:55

# Leaders



Nama: \_\_\_\_\_

## KEPIMPINAN AKADEMIK

No	SOALAN	JAWAPAN
1	Siapa pemimpin akademik?	
2	Apa peranan pemimpin akademik?	
3	Apakah ciri pemimpin akademik yang baik?	
4	Apa yang ingin anda capai selaku pemimpin akademik?	
5	Apa bukti anda telah capainya?	



## INTRODUCTION

The very effective leaders are first and foremost effective managers.

Manager perform Planning, Organizing, Staffing, Directing and Control

Integrity rather than genius is the manager's basic requirement

“Not to innovate is the single largest reason for the decline of organisations. Not to know how to manage is the single largest reason for the failure of new ventures”.

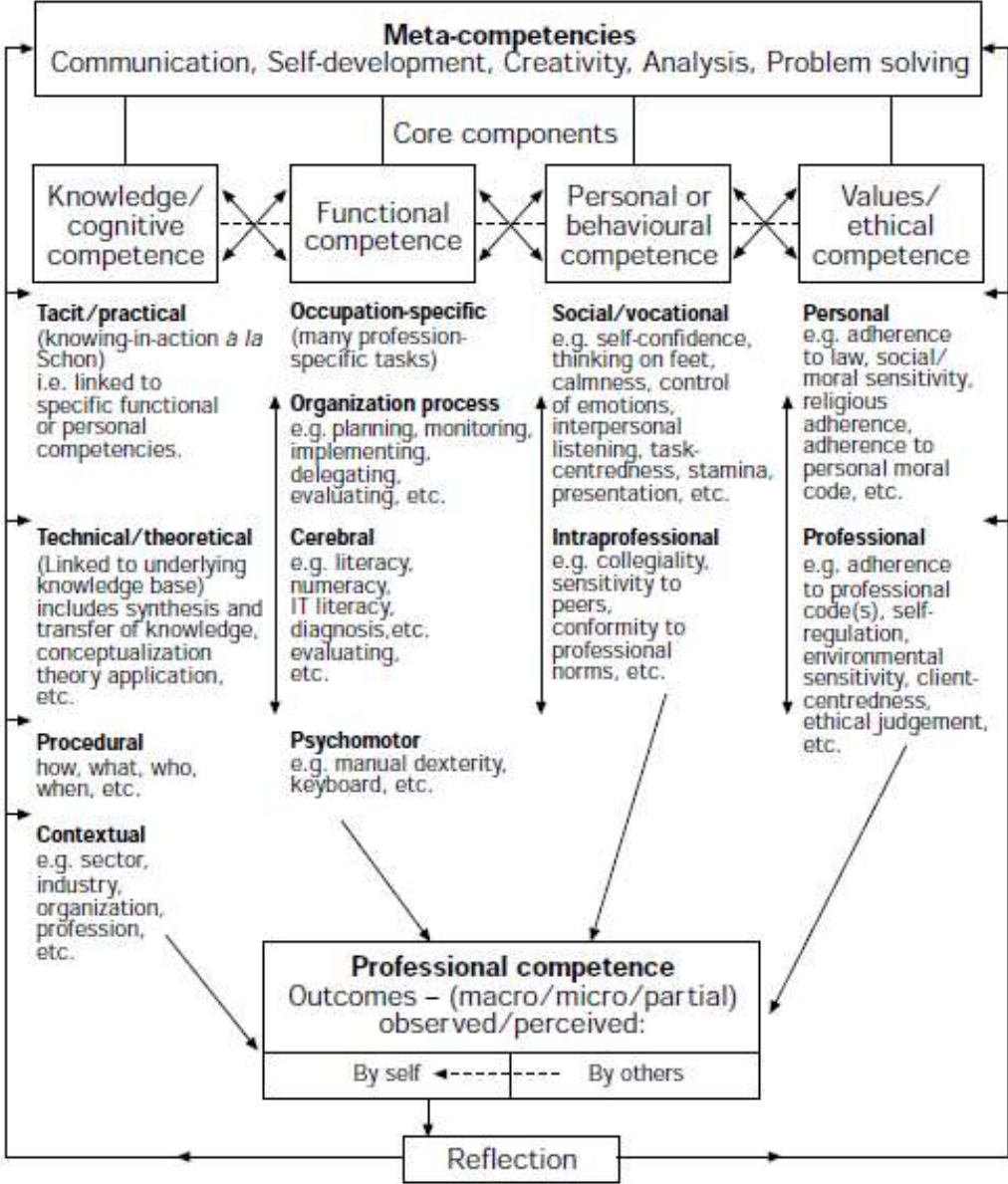
# NATURE OF MANAGEMENT

1. Management is about human being
2. Because management deals with the integration of people in a common venture, it is embedded in culture.
3. Every enterprise requires commitment to common goals and shared values.
4. Management must also enable the enterprise and each of its members to grow and develop as needs and opportunities change.
5. Every enterprise is composed of people with different skills and knowledge doing many different kinds of work.



**Figure 6**  
 Provisional model of professional competence (compatible with "outcomes" and "reflective practitioner" approaches)

CONTOH  
 SENARAI SEMAK



**VISI**

Menjadi Universiti Teknikal  
yang kreatif dan inovatif  
terkemuka di dunia

**MISI**

UTeM bertekad untuk menerajui  
sumbangan kepada kesejahteraan  
negara dan dunia dengan :

**01**

Memartabatkan ilmu melalui  
pendidikan, penyelidikan dan  
kesarjanaan teknikal yang inovatif

**02**

Membentuk pemimpin bersahsiah  
murni yang profesional

**03**

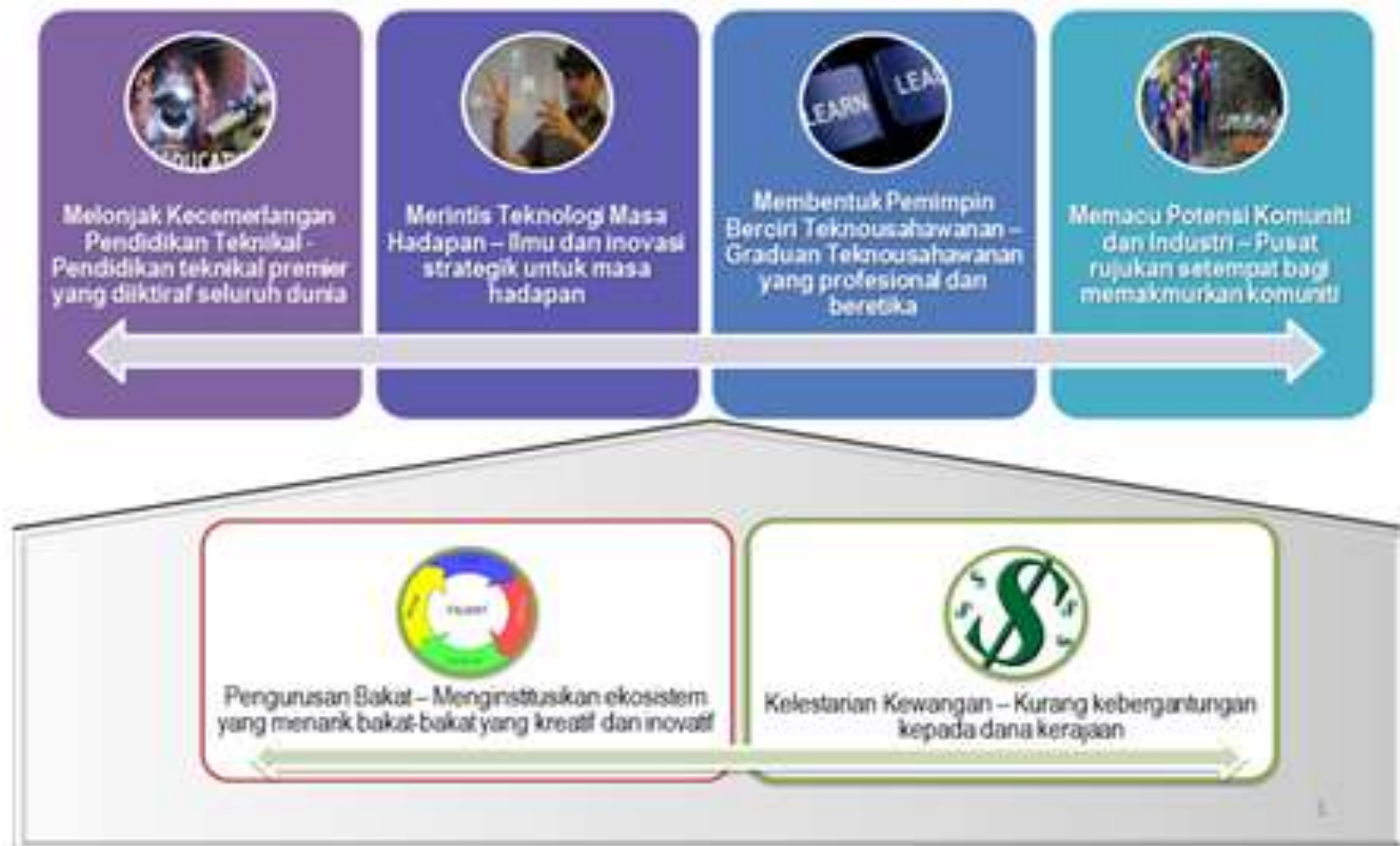
Menjana pembangunan lestari  
bersama industri dan komuniti





## TEMA & RANGKA STRATEGIK UTeM

Agenda transformasi UTeM telah dirancang mengikut enam tema serta rangka strategi seperti di bawah





# CORE VALUES OF UT<sub>e</sub>M

1. PASIONATE TO MAKE A DIFFERENCE

2. RESILIENCE

3. LOYALTY

4. PROFESSIONALISM

5. INTEGRITY

Academic Leadership in Higher Education **is a long journey**...It is our dreams to **strive for excellence**.

*The road ahead is long and windy,  
You may ride on bumpy road,  
You may make sharp turn,  
You may climb steep slope.*

# 10 SHIFT PPPM-PT



To achieve these system and student aspirations, the MEB (HE) outlines 10 Shifts that will spur continued excellence in the higher education system. All 10 Shifts address key performance issues in the system, particularly with regard to quality and efficiency, as well as global trends that are disrupting the higher education landscape.

The first four Shifts focus on outcomes for key stakeholders in the higher education system, including students in academic and TVET pathways; the academic community, as well as all Malaysians participating in lifelong learning. The other six Shifts focus on enablers for the higher education ecosystem, covering critical components such as funding, governance, innovation, internationalisation, online learning, and delivery.



# Shift 2: TALENT EXCELLENCE

## Operational Definition of the four (4) Tracks

- ❖ Teaching (Inspiring Lecturer): Influential in **high impact teaching** over and above other academic roles and responsibilities.
- ❖ Research (Accomplished Researcher): Influential in **high impact research** over and above other academic roles and responsibilities.
- ❖ Practitioner (Experienced Practitioner) :Influential in **practical experience and application** over and above other academic roles and responsibilities.
- ❖ Leadership (Transformative Institutional Leader):Influential in **institution building** over and above other academic roles and responsibilities.

# PENDIDIK



UNIVERSITI TEKNIKAL MALAYSIA MELAKA



**INSPIRING  
EDUCATOR**

- Espouses a clear philosophy and theory of teaching and learning
- Exhibits creativity and innovation in teaching, learning and assessment
- Introduces innovation that impacts learning
- Outstanding contribution(s) to leadership of teaching and learning and recognized nationally and internationally
- Engaged in scholarly activities and/or pedagogic research in their subject area and/or innovation

# PENYELIDIK



**ACCOMPLISHED  
RESEARCHER**



AL MALAYSIA MELAKA

- Demonstrate excellence in research and produce original work which make significant impact in the field
- Significant contribution(s) to the body of knowledge through research of international standing
- Ability to attract major research grants
- Impact of research on community and society at large (knowledge transfer takes place)



# PENGAMAL PROFESIONAL



**EXPERIENCED  
PRACTITIONER**

- Demonstrate excellence in professional practice
- Authority in the field of specialization and contribute to practice in the field at both national and international level
- Major contribution(s) and innovation to the development of their respective profession
- Evidence of international/national recognition of excellence through consultancy activities
- Where applicable, obtain certification by relevant bodies

# PEMIMPIN INSTITUSI



UNIVERSITI TEKNIKAL MALAYSIA MELAKA



**INSTITUTIONAL  
LEADER**

- Demonstrate excellence in Institutional leadership
- Lead and empower institution to serve university, community and nation, in order to achieve national agenda
- Demonstrate good leadership attributes
- Demonstrate changes in organization through effective leadership
- A recognised figure at national and international level
- Demonstrate overall understanding of key aspects of management, and rules and regulations.
- Visionary and having a strategic mindset

# KEPEMIMPINAN AKADEMIK

## UTeM



UNIVERSITI TEKNIKAL MALAYSIA MELAKA

### ☐ Pembangunan Kepemimpinan

- Memahami proses penyelesaian masalah
- Merangka perancangan jangka panjang

### ☐ Pengurusan

- Pengurusan akademik iaitu merancang dan mengawal sumber dalam mencapai objektif program akademik
- Pengurusan strategik iaitu merancang dan membuat keputusan untuk faedah jangka panjang

### ☐ Pembangunan Kerjaya

- Kendiri, rakan, kumpulan (penyelidikan)

### ☐ Pembangunan Masyarakat

- ☐ Khidmat masyarakat, badan profesional, NGO, perundingan



## SUSTAINING ACADEMIC LEADERSHIP IN HE

### 1. The Changing Nature of HE

- ❖ HE continues to undergo **significant change** in response to such factors as government policy, continuing growth in demand for ever higher levels of educational attainment and credentials, rapid economic development, pervasiveness and society-wide impact of communication and information technologies, demands for increased access, internationalization and globalization.
- ❖ Fourth Industrial Revolution (**4IR**) - Industry 4.0, University 4.0

### 2. Current Thinking About Leadership

- ❖ Current thinking about leadership moves from leadership as an innate characteristic of an individual to leadership as **transactional, transformational**, nearby or distant.
- ❖ In the context of a changing environment the ability to respond productively to the myriad of demands facing academics requires a re-examination of leadership thinking.

### 3. Key Characteristics of Successful Leadership in HE

#### Practice QALB-Based Leadership – 4 Attributes

- ❖ Wisdom
- ❖ Courage
- ❖ Temperance
- ❖ Justice
  
- ❖ Transform Human Capital to Human Being

## 4. Leadership Development in Practice

- ❖ Advocates **a core of well-qualified and motivated staff** who are capable of teaching to the highest standard while pursuing opportunities for scholarship and conducting research
- ❖ In achieving this vision, there is a need for **a system-level** approach where each institution must play to its strengths in order to make the biggest impact to the benefit of itself and of society in general.
- ❖ **Top three (3) priorities are (adaptively towards 4IR)**
  - ❖ Achievement of excellence in higher education,
  - ❖ The management of teaching and learning, and
  - ❖ Research, innovation and engagement with community and enterprise.



Authors	Successful Leadership	Sample
Bolden et al (2012)	Energising Competent Warm Ethical Promoting the group Scholarship	Informal academic leaders
Jones et al (2012)	Trust Respect Recognition Collaboration Commitment to reflective practice	Academic, professional & executive staff
McFarlane (2011)	Role model Mentor Advocate Guardian Acquisitor Ambassador	University Professors
Ngui et al (2010)	Relating to people Leading change Managing process Producing results	Academic staff (all levels) from 20 Malaysian public universities
Gibbs et al (2009)	Establishing personal credibility & trust Identifying problems, turning them into opportunities Articulating a rationale for change Devolving leadership Building a community of practice Rewarding & recognising teaching Setting teaching expectations Marketing the department as a success Supporting change & innovation Involving	Departmental leadership of teaching in Research-intensive environments/
Goodall (2009)	Credibility Expert knowledge Standard bearer (arbiter of quality) Signalling commitment to research excellence on behalf of the institution	Vice Chancellors (research profiles)
Breakwell and Tyherleigh (2008)	Academic credibility Financial awareness Adaptability Confidence Strong persona Sense of mission, strategy and/or vision	Vice Chancellors in UK Universities
Bryman (2007)	Providing direction Creating a structure to support the direction Fostering a supportive and collaborative environment Establishing trustworthiness as a leader Having personal integrity Having credibility to act as a role model Facilitating participation in decision-making; consultation Providing communication about developments Representing the department/institution to advance its cause(s) and networking on its behalf Respecting existing culture while seeking to instill values through a vision for the department/institution Protecting staff autonomy	Literature review and interviews with 14 leadership researchers about effective academic leadership and departmental level

# TEQSA ACADEMIC LEADERSHIP

- ❖ AL is fundamental to the capacity of a HE provider to successfully design, deliver and oversee quality HE
- ❖ Specific standards referenced are
  - **Corporate and academic governance.** The HE provider shows sound corporate and academic governance of its higher education operations.
  - **Primacy of academic quality and integrity.** The HE provider maintains academic quality and integrity in its HE operation.

## ➤ Management and human resources.

HE operations are well managed and human resources are appropriate.

## ➤ Course design is appropriate and meets the Qualification Standards.

### What is AL in HE?

- Leadership is reflected in governance, both corporate and academic, and in operations
  - AL relates to judgements / decisions
  - AL reduces risk
- Effective academic leadership provides academic oversight and accountability
  - AL cannot reside in just one individual but requires the contribution of many people in many roles.



## 2. Academic leadership at course level

➤ Must reside at the governance, discipline and course levels. Beyond the governance level, academic leadership is likely to involve in;

- ✓ Course leadership
- ✓ Course design and review
- ✓ Student admissions – policies and processes
- ✓ Student assessment – policies and processes
- ✓ Academic staffing profiling
- ✓ Supervision of academic staff – supervision and mentoring
- ✓ Promotion of academic staff
- ✓ Scholarship within the discipline
- ✓ Learning resources
- ✓ Quality assurance mechanisms
  - ✓ Monitoring quality assurance approaches
  - ✓ Benchmarking
  - ✓ Reviewing courses and disciplines

### 3. Where does academic leadership reside?

Academic leadership is exhibited at multiple levels and in many facets.

- a) In corporate governance (LPU)
- b) In academic governance (SENAT)
- c) At the academic operational level (FACULTY)
- d) By individual academics
- e) The outsourcing of the delivery of higher education to a third party (FRANCISING)
- f) The delivery of higher education in multiple locations (OFF-SHORE)

## ❖ Academic Leadership in Practice

➤ In practice, academic leadership may involve in:

- A mix of internal and external sources of leadership
- Blended leadership across the operational, management and governance levels
- Collaborative leadership- multiple, senior, experienced academics working together to provide students and staff with academic leadership
- Multidisciplinary leadership, with heads or leaders of multiple disciplines working together



## ❖ Things to Consider

- HE providers may need to carefully consider whether their academic leadership capability at the operational level is sufficient and is appropriately deployed to meet the requirements of the Standards.
  - Are there senior academic leaders for each broad field of education?
  - Does academic leadership reside beyond the governance level?
  - How is academic leadership vested and is there a balance between the academic leadership role of internal full time staff, external or part time staff and committee members?
  - How are academic leaders involved in staff development and meeting the learning needs of different student cohorts and the use of technology?

A conceptual framework of effective leadership in higher education is a function of several characteristics that include

- Leadership in teaching
- Leadership in research
- Strategy, vision and networking
- Collaborative and motivational leadership
- Fair and efficient management
- Development and recognition of performance, and
- Interpersonal skills.

Academic leaders need to stay close to teaching, learning, research and scholarship to bring out the best among academics. Issues of academic freedom are of great importance and relevance in this context.

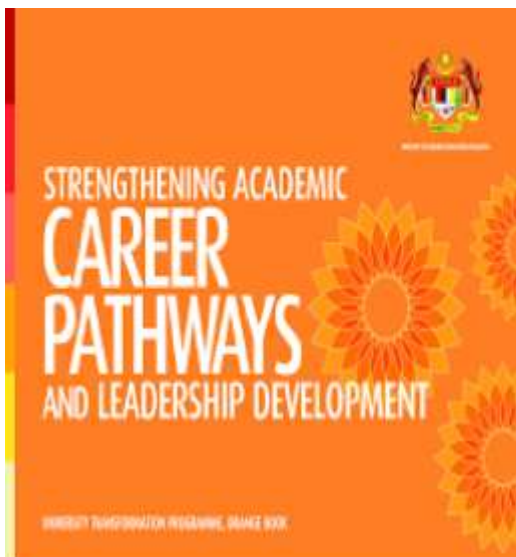
- ❖ personal quality, demonstrating empathy, and managing change in an emotionally intelligent fashion. Visions and missions are only tools after all.
- ❖ Good leaders have humility to learn and learning from predecessors is important. To succeed, it's important to **find your own style** and then believe in your work and yourself.
- ❖ Great leaders are humble and innovative, always looking for good ideas and innovation.



- ❖ Leadership qualities are: humility, competence, ability to simultaneously 'own' issues/stories and still give credit to those who did the hard work.
- ❖ Political skill, both internally and externally, is a good plus point. However, never losing sight of the bigger picture, the ability to think and act strategically, compassion and a sense of humor.

# UTeM

- Talent pools
- CAES – Academics Talent by design



FRAMEWORK FROM  
ORANGE PLAYBOOK

## DIFFERENTIATED CAREER PATHWAY FRAMEWORK (Process for transformation started in 2016)

Academic appointment	Typical timeframe	Teaching Pathway	Research Pathway	Professional Practice Pathway	Institutional Leadership Pathway
Professor	Apex Year 10 onwards	Leadership in Teaching	Leadership in Research	Leadership in Field of Practice	Institutional Leaders
Professor /Associate professor	Path towards differentiation begins here Year 3 - Year 10	Teaching 50-65%	Teaching 20-30%	Teaching 30-50%	Teaching 20-30%
Associate professor		Research 20-30%	Research 50-65%	Research 5-10%	Research 20-30%
Senior Lecturer/ Lecturer		Services 5-10%	Services 5-10%	Professional Practice 30-50%	Services 5-10%
Lecturer	Baseline Competencies Year 1 to Year 3	Management/ leadership 5-10%	Management/ leadership 5-10%	Management/ leadership 5-10%	Management/ Leadership 30-40%
BASELINE COMPETENCIES (TEACHING, RESEARCH, SERVICES)					

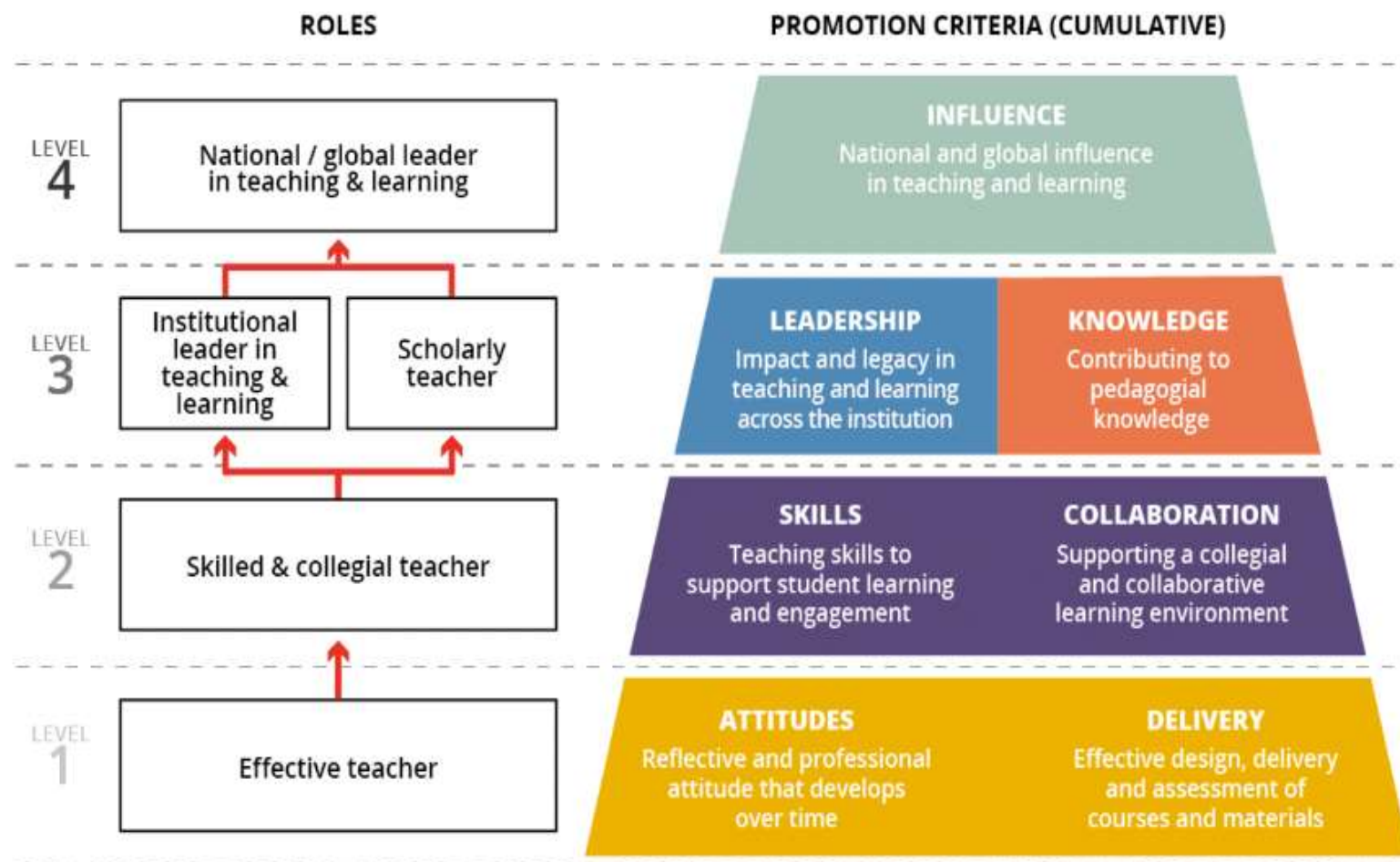




# The Career Framework for University Teaching

20





# Evidence domains

1. Self-reflection
2. Professional activities

**approach**

3. Measures of student learning
4. Peer evaluation

**impact**



National and global leader	Reflects on their national and global influence in teaching and learning, and their impact on advancing educational knowledge, collaboration and/or excellence	Sources listed for Institutional Leader in Teaching and Learning, plus: <ul style="list-style-type: none"> <li>Participation in government consultation committees</li> <li>Invited speaker at national/global events in teaching and learning</li> <li>Participation in and leadership of high-impact national and global educational programmes</li> </ul>	Sources listed for Institutional Leader in Teaching and Learning, plus: <ul style="list-style-type: none"> <li>Institutional surveys of student perception or experience</li> <li>Institutional pass rates/progression rates</li> <li>Standardised tests (institutional level)</li> </ul>	Sources listed for Institutional Leader in Teaching and Learning, plus: <ul style="list-style-type: none"> <li>Publications, citations, research grants and income within the field of teaching and learning</li> <li>National and global press coverage</li> <li>National/global awards and prizes</li> </ul>
Institutional leader	Reflects on how their leadership in teaching and learning has helped to create an inclusive, supportive and aspirational learning environment that advances student learning	Sources listed for Skilled and Collegial Teacher, plus: <ul style="list-style-type: none"> <li>Leadership role in strategic institutional curriculum and/or policy development</li> <li>Design and delivery of high-impact course innovation</li> <li>Leadership of QA or accreditation processes</li> <li>External reviewer/trainer/advisor</li> </ul>	Sources listed for Skilled and Collegial Teacher, plus: <ul style="list-style-type: none"> <li>Assessments made by graduate recruiters and employers</li> <li>Students' self-reported learning gains, student engagement surveys (programme or institutional level)</li> <li>Programme pass rates/progression rates</li> <li>Concept tests or standardised tests (programme level)</li> </ul>	Sources listed for Skilled and Collegial Teacher, plus: <ul style="list-style-type: none"> <li>Letters of reference from senior university managers, external collaborators and those who have taken inspiration from the candidate's educational approaches</li> <li>Reports from collaborators, external impact reports/case studies</li> </ul>
Scholarly teacher	Reflects on their personal teaching philosophy, describing how evidence-informed approaches are used to contribute to both student learning and pedagogical knowledge	Sources listed for Skilled and Collegial Teacher, plus: <ul style="list-style-type: none"> <li>Active use of 'Action Research' methods in their teaching practices</li> <li>Invited speaker at key events in teaching and learning</li> <li>Reviewer of scientific papers and articles about teaching and learning within and/or beyond own discipline</li> <li>Visiting/honorary position held at other institutions</li> <li>Active member of teaching and learning research group</li> </ul>	Sources listed for Skilled and Collegial Teacher, plus: <ul style="list-style-type: none"> <li>Students' self-reported learning gains (course level)</li> <li>Student engagement surveys (course level)</li> </ul>	Sources listed for Skilled and Collegial Teacher, plus: <ul style="list-style-type: none"> <li>Letters of reference from research collaborators</li> <li>Refereed conference and journal publications in teaching and learning</li> <li>Research grants and income for teaching and learning development projects</li> </ul>
Skilled and collegial teacher	Reflects on their personal teaching philosophy and its development over time, as well as the role they play in nurturing an academic environment that advances collective educational excellence	Sources listed for Effective Teacher, plus: <ul style="list-style-type: none"> <li>Mentoring and peer-coaching of teaching colleagues</li> <li>Participation in programmes of educational reform, innovation and/or development</li> <li>Membership of institutional educational committees</li> <li>External examiner/trainer</li> <li>Participation in teaching and learning conferences/events within and/or beyond their school or discipline</li> </ul>	Sources listed for Effective Teacher, plus: <ul style="list-style-type: none"> <li>Retrospective assessment by alumni</li> <li>Assessments made by graduate recruiters and employers with respect to specific courses/experiences</li> <li>Student and/or institutional prizes/achievements that can be linked to specific course/programme</li> <li>Student learning journals</li> <li>Concept tests (course level)</li> </ul>	Sources listed for Effective Teacher, plus: <ul style="list-style-type: none"> <li>Letters of reference from: staff mentees, external examiners and collaborators</li> <li>Authorship of widely-used text books and e-learning materials</li> <li>Pedagogical conference presentations</li> <li>Institutional and national teaching awards/fellowships/prizes</li> </ul>
Effective teacher	Reflects on their educational approach and its development over time, identifying how it supports effective student learning in the context of the cohort, discipline and institution	<ul style="list-style-type: none"> <li>Details of courses taught (student numbers, nature of teaching, assessment methods, etc.)</li> <li>Details of student support and guidance provided</li> <li>Participation in certification and training in teaching and learning</li> <li>Samples of course materials</li> <li>Construction of a teaching portfolio</li> </ul>	<ul style="list-style-type: none"> <li>Student evaluation surveys and student interview feedback</li> <li>Informal and unsolicited student feedback</li> <li>Pass rates, attrition rates and student progression that can be attributed to specific courses</li> <li>Examination/assessment results, benchmarked against other cohorts</li> <li>Evaluation of student products or projects</li> </ul>	<ul style="list-style-type: none"> <li>Peer observation of teaching</li> <li>Peer review of course content, objectives and materials and/or teaching portfolio</li> <li>Review and letters of reference from teaching mentor</li> <li>Letters of reference from: students, alumni, Director of Studies, Head of School and course/programme leaders</li> </ul>





# Components of Competency

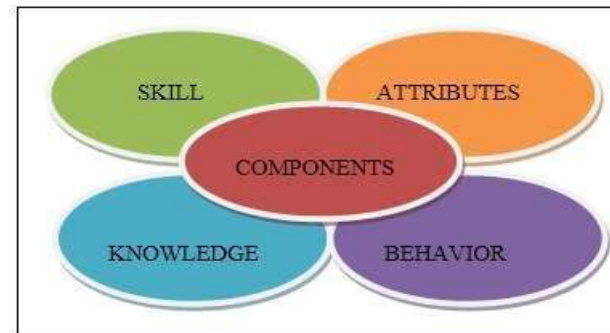
Knowledge : it gains with education

Ability : it gains naturally and with experience

Attitude : about system of feelings and thoughts

Observable Behavior : Behavior which is demonstrated

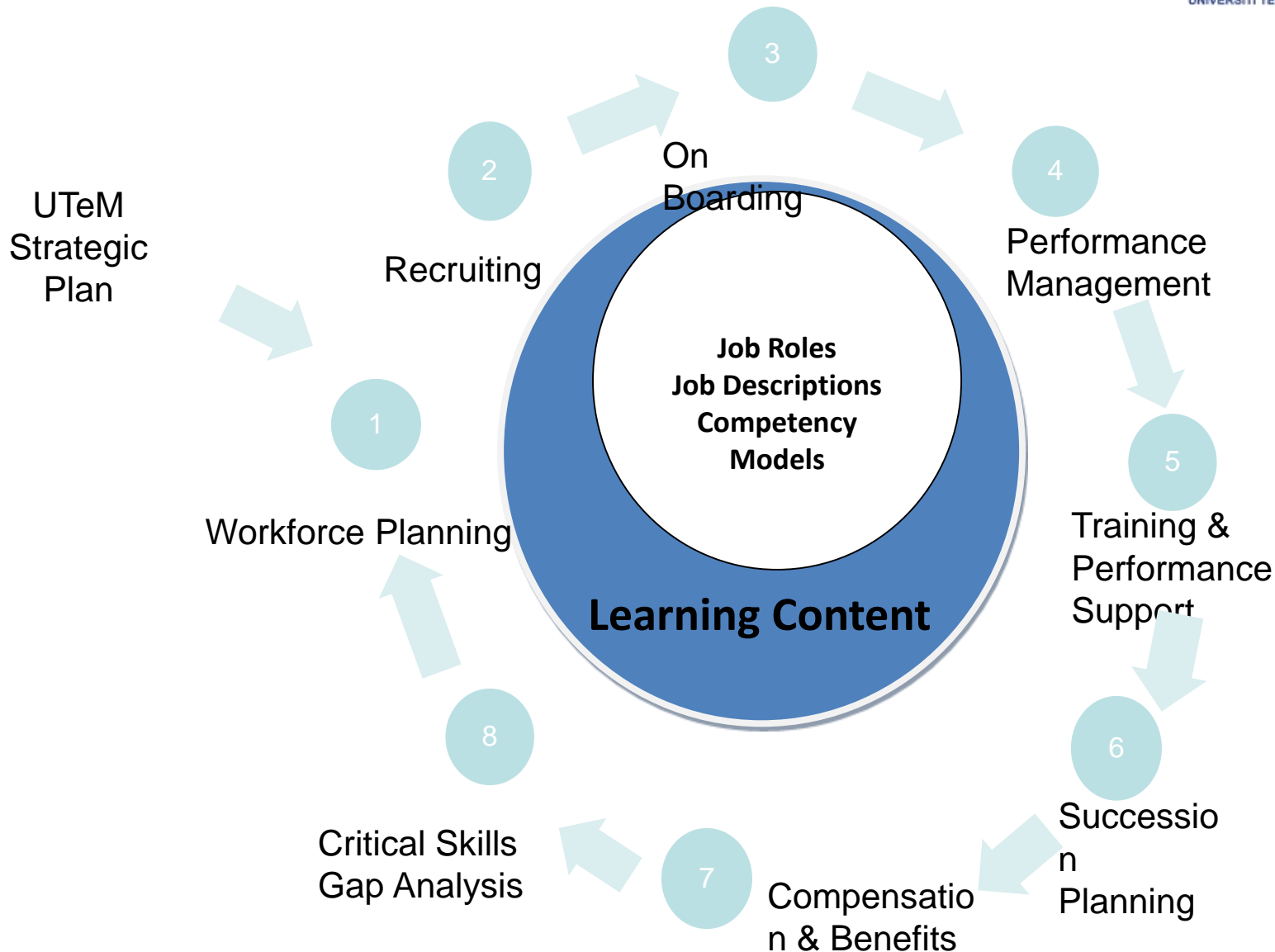
High Performance : being better than an usual



$$\text{Competence} = \text{S} + \text{E} + \text{K} + \text{A}$$

The equation is presented within a box. Above the 'S' and 'E' is the word 'Ability' with a bracket. Above the 'K' and 'A' is the word 'Attitude' with the text 'commitment and willingness to perform' below it. Below each letter is its corresponding term: 'Skills' under 'S', 'Experience' under 'E', 'Knowledge' under 'K', and 'Attitude' under 'A'. The word 'Competence' is written in red below the 'C' on the left side of the equation.

# THE PROCESS OF TALENT MANAGEMENT



# Competency Evaluation Methods

- i-pro
- Self Assessment
- On-the-Job Monitoring
- Peer Assessment
- 360-degree Feedback

Rule 10: 20: 70





15 sub domain yang terdapat dalam *i*-PRO, hanya 10 sub domain sahaja yang digunakan untuk mengenalpasti calon:

- Gaya Pimpin
- Dominasi Otak
- Psikososial
- Interpersonal
- 5 Nilai Teras UTeM
- Ihsan

# CBTM4Educators Task Force



**Prof Ts. Dr Faaizah Shahbodin**  
(Project Leader)



**PM Dr Syakirah Samsudin**



**Prof Ts. Dr Noor Maizura**  
**Mohamad Noor**



**Prof Dr Nora'aini Hj Ali**



**PM Ir Dr Hayati Abdullah**



**PM Ts. Dr Muhamad Shahbani**



**Prof Dr Salleh Abd Rashid**



**Prof Ir. Dr Ahmad Kamal Ariffin**



**Prof Dr Kamal Yusoh**

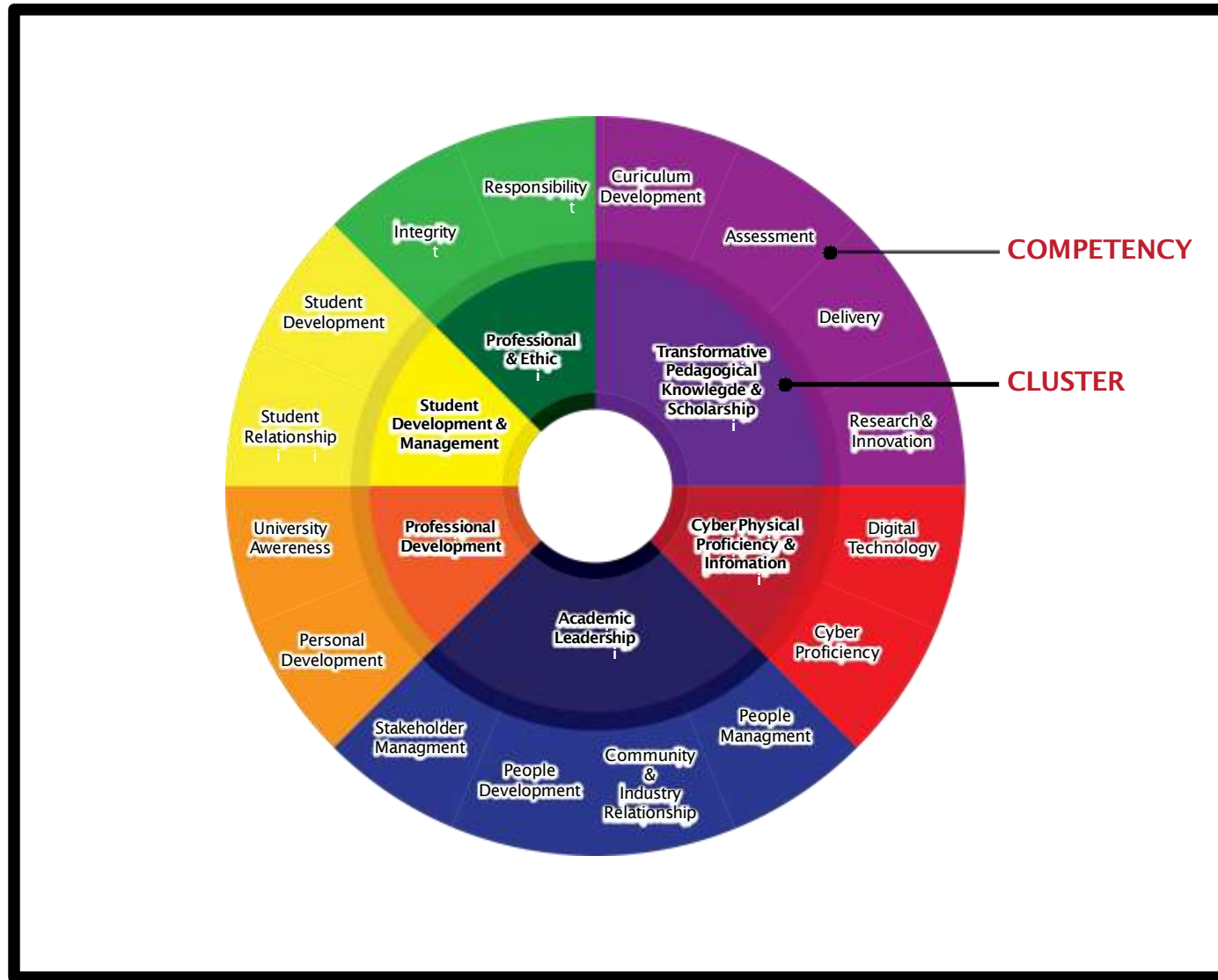


**Syahrul Nizam**



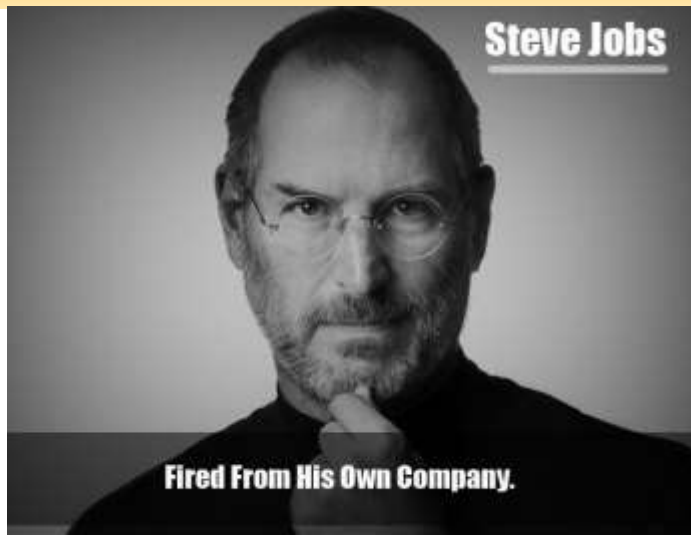
**Norhafizah Mohd Suib**

# CBTM4EDUCATORS- Model

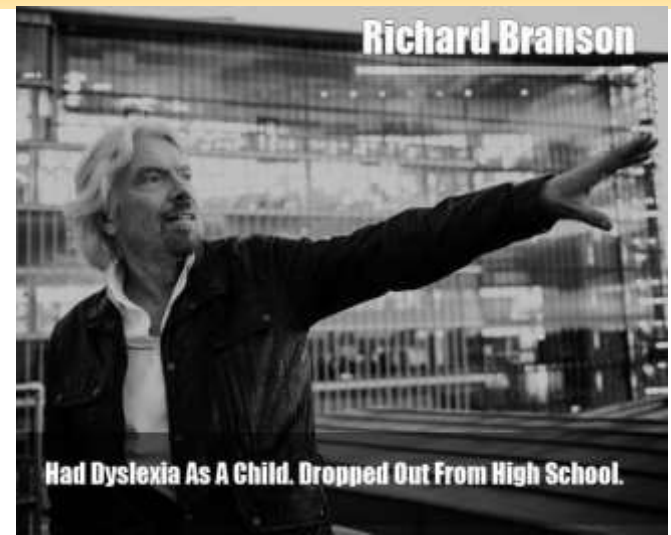


# OPEN SOURCE LEADERSHIP

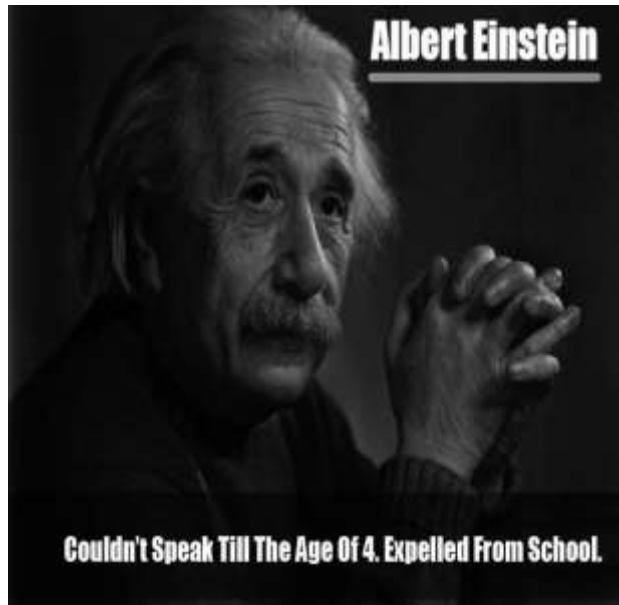




FATHER OF THE DIGITAL REVOLUTION



THE TWELFTH RICHEST MAN IN  
BRITAIN



WIN THE NOBEL PRIZE IN PHYSICS



FIRST ATHLETE TO BECOME A  
BILLIONAIRE



THE MOST INFLUENTIAL WOMEN & NORTH AMERICA'S  
FIRST BLACK BILLIONAIRE.

Leader vs  
manager?

Are competency  
models/ best-  
practice case  
studies/ books  
still the best  
ways to build  
leadership  
capability?

Autocratic style  
vs Democratic  
style of  
leadership?

Do you really  
need power-from  
a position or  
title- to be a  
leader?

how we manage  
and inspire  
performance?

How can  
university  
significantly  
increase their  
speed and  
frequency of  
innovation

# HAVE A HEART

- How did you arrive your decision?
- What decision-making method did you use (consensus, voting, etc.)?
- How was your decision influenced by your values? Beliefs? Attitudes?
- Who provided leadership in your group?
- How were disagreements and conflicts handled?

# LEADERSHIP

1. Leadership is not a title or position to command or direct a group
2. Leadership is about creating change for a better future
3. Creating change encounters huge resistance at every step
4. Not giving up on the envisioned better future is at the heart of powerful leadership
5. There are no competencies, best practice models, or personality assessments for not resistance requires deep intrinsic leadership energy
6. Such energy can neither be learned in classrooms nor automatically acquired upon promotion or appointment. It must be self-discovered



## Findings

1. Wise reasoning depends on the context. Being wise in one situation does not necessarily mean you will be wise in another
2. Wise reasoning dips in middle age and goes up
3. Women are somewhat better at wise reasoning than men

# Making Wise decisions

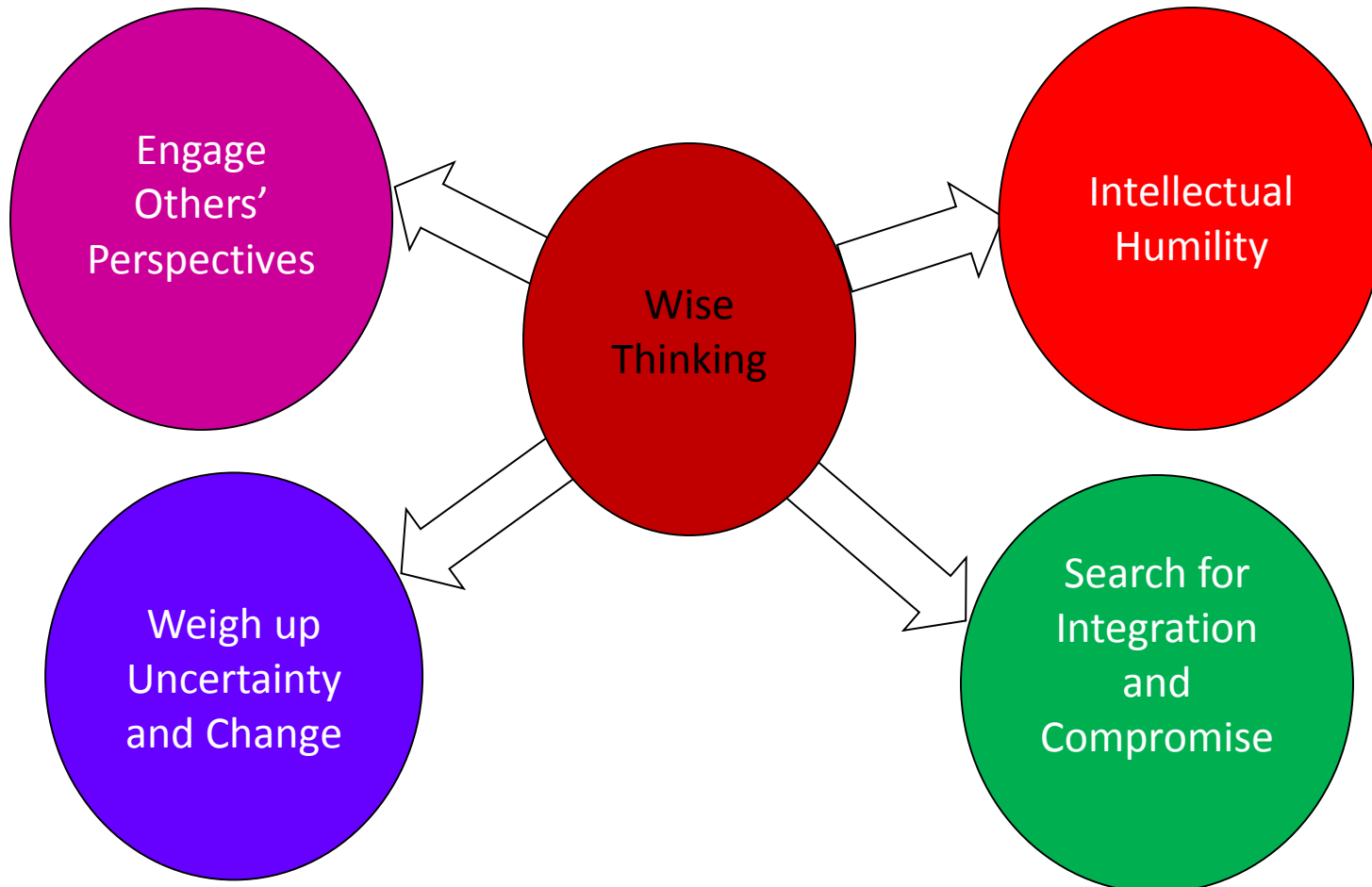
<b>W</b>	Weigh up Uncertainty and Change	<ul style="list-style-type: none"> <li>• What different solutions might there be?</li> <li>• What different outcomes could there be?</li> <li>• Could my opinion on the solution be incorrect?</li> </ul>
<b>I</b>	Intellectual Humility	<ul style="list-style-type: none"> <li>• Could the other person's opinions be correct?</li> <li>• What extraordinary circumstances might there be before I form my opinion?</li> <li>• Can I accept that there may be information to which I do not have access?</li> </ul>
<b>S</b>	Search for Integration and Compromise	<ul style="list-style-type: none"> <li>• Can I anticipate how potential conflict might be resolved?</li> <li>• What would I think if I was someone else watching this situation?</li> <li>• Would an outside person have a different opinion from mine about the situation?</li> </ul>
<b>E</b>	Engage Others' Perspectives	<ul style="list-style-type: none"> <li>• What do I notice when I put myself in the other person's shoes?</li> <li>• What might be that person's perspective?</li> </ul>

# WISE DECISION MAKING ELEMENTS

- Social advising – life skills
- Decisiveness- recognize ambiguity
- Emotional Regulation- self control
- Pro-social behaviors- empathy, compassion, fairness
- Tolerance for divergent values- nonjudgemental
- Self-actualization- focus on others
- Insight- self reflecting (strengths and weakness)
- Mindfulness, focused attention and mental control
- Compassion and justice

# Deciding in the Open source era

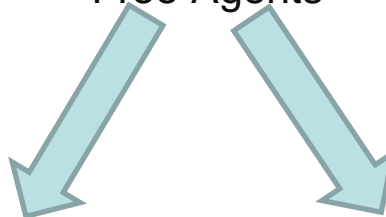
## Wise Thinking





## Work and Life in the 21<sup>st</sup> Century

Knowledge / Information	>>>	Googled
Taxis	>>>	Ubered
Communication	>>>	Whatsapped, Twittered, Messengered
Memories	>>>	Instagramed
Life / Relationships	>>>	Facebooked
Work	>>>	Bangalored
Employees	>>>	Free Agents



40% of Us  
Workforce

33% of Malaysian  
Workforce- the third  
largest freelancing market  
in the world

## 1. Leading in the 21<sup>st</sup> Century

- i. What is leadership?
- ii. How can an organization develop future leaders in today's digital age?

## 2. Creating innovation and breakthrough success

- i. What style of leadership is best for creating breakthrough innovation and success?
- ii. How to create a culture of innovation throughout the organization?

## 3. Outperforming Competition

- i. What is the primary sources of employee motivation?
- ii. How to manage, measure and reward for high performance?
- iii. How to measure employee engagement and how to address the gaps?

# Open source leadership

## Purpose :

### 1. What do I want to pursue most :

- a) Live in the present, take life one day at a time and enjoy the small/simple pleasures of everyday life
- b) Maximize leisure, pleasure and wealth
- c) Work hard for personal achievement, fame and success
- d) Prioritize the well-being of my family above all else
- e) Make a meaningful contribution and provide great leadership at work / profession

**Note** : Please think **very honestly without any feeling of guilt** and rank order the above in accordance with what is most important to you

# PESTLER ANALYSIS

P

POLITICS

- Falling down of communism, Rose of 3<sup>rd</sup> world countries

E

ECONOMY

- Labour and energy costs sky rockets
- Euro zone crisis, China economic down turn

S

SOCIAL

- Population explosion and immigration
- Lifestyle, fashion and culture

T

TECHNOLOGY

- Emerging technologies, web, information and communication

L

LEGAL

- Regulations and standards
- Employment Law

E

ENVIRONMENT

- Weather, green & ethical issues
- Pollution, waste, recycling

R

RELIGIOUS

- Emergence of extremism
- ISIS, Al-Qaeda

# CHALLENGES OF BEING A YOUNG LEADER

- The Challenge to Be Developed rather than Discovered
- The Challenge to Be Teachable
- The Challenge to Be Faithful & Patient
- The Challenge to Have an Abundance Mentality
- The Challenge to Define Success Correctly
- The Challenge to Manage These Challenge



# MANAGER VS LEADER

## **Manager**

---

Deal with status-quo  
Work in the system  
React  
Control risks  
Enforce organizational rules  
Seek and then follow direction

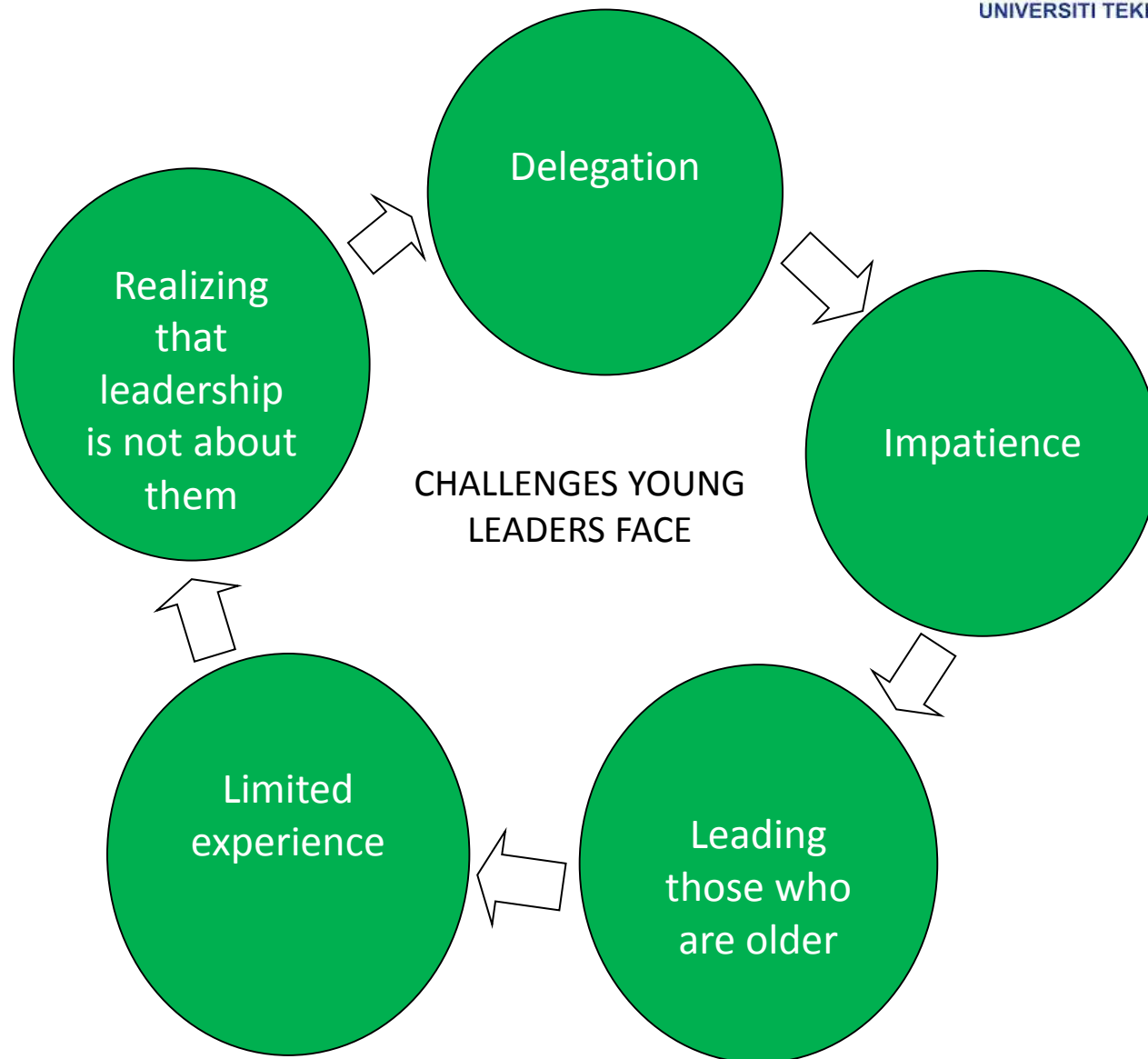
Control people by pushing them  
In the right direction  
Coordinate effort

Provide instructions

## **LEADERS**

---

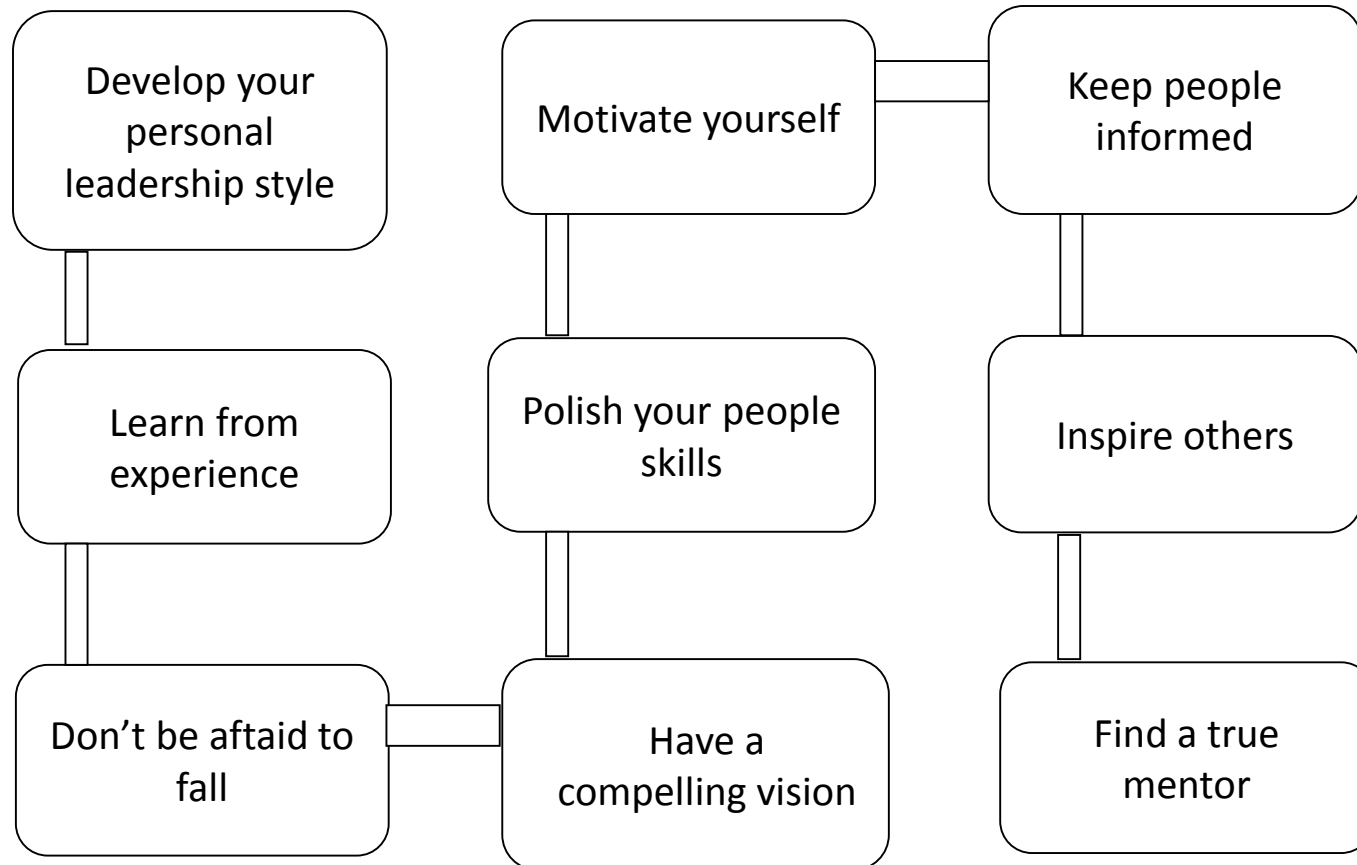
Deal with change  
Work on the system  
Create opportunities  
Seek opportunities  
Change organizational rules  
provide a vision to believe in  
and strategic alignment  
Motivate people by satisfying  
basic human needs  
Inspire achievement, energize  
people  
Coach followers, create self-  
leaders, and empower them



# HOW TO SOLVE THE CHALLENGES



UNIVERSITI TEKNIKAL MALAYSIA MELAKA



LEADERSHIP  
IS ABOUT MAKING OTHERS  
**BETTER** AS A  
RESULT OF YOUR PRESENCE  
AND MAKING **SURE**  
THAT IMPACT LASTS IN YOUR  
**ABSENCE.**

# SEPULUH RESEPI KEJAYAAN

## 1 BILA BERBICARA

Sapaan mesra adalah paling diminta.



## 6 TUNJUKKAN KEIKHLASAN

Dan minat terhadap orang lain.



## 2 SENYUM

72 otot bekerja untuk kerutkan muka berbanding hanya 14 untuk senyum.



## 7 MURAH HATI

Bersedia untuk memberi pujian. Waspada bila mengkritik.



## 3 SEBUT NAMA

Kenalan anda akan berasa bangga dan mesra jika anda memanggil mereka dengan nama.



## 8 BERTIMBANG RASA

Dan berhati-hati terhadap perasaan orang lain, anda pasti dihargai.



## 4 PERAMAH DAN MEMBANTU

Ramah mesra dan sedia membantu orang lain pasti mendapat balasannya.



## 9 HARGAI PANDANGAN

Hargailah pendapat yang lain, timbangkan pendapat anda, pendapat orang lain dan pendapat yang tepat.



## 5 BERCAKAP DAN BERTINDAK

Seolah-olah semua yang dilakukan dengan kerelaan dan senang hati.



## 10 SEDIA MEMBANTU

Selalu membantu. Bantuan anda akan dikenang sepanjang hayat.





Never regret a day in  
your life: good days give  
happiness, bad days give  
experience, worst days  
give lessons, and best  
days give memories.



LESSONS  
LEARNED  
in Life

# FRUITS FOR THAUGHT



UNIVERSITI TEKNIKAL MALAYSIA MELAKA

**EVERY DAY IS A GIFT, AND AS LONG AS I  
CAN OPEN MY EYES, I WILL FOCUS ON  
THE NEW DAY, AND ALL THE HAPPY  
MEMORIES THAT I HAVE BUILT UP  
DURING MY LIFE.**

*WISEMAN*

# FIVE (5) TIPS OF HAPPINESS IN LIFE

1. FREE YOUR HEART FROM HATRED

2. FREE YOUR MIND FROM WORRIES

3. LIVE SIMPLE

4. GIVE MORE

5. EXPECT LESS

# CONCLUSIONS

- ❖ The importance of developing leaders and leadership in HE has been highlighted in depth.
- ❖ It emphasizes the need to move from the charismatic and transactional leadership to the new paradigm of transformational leadership.
- ❖ The new paradigm demonstrates the importance of developing current and future potential leaders in HE who can sustain innovation and quality of higher education.

# References

1. Malaysia Education Blueprint 2015-2025 (HE), MOHE, 2015.
2. Australian Government: Tertiary Education Quality and Standard Agency (TEQSA), 2014.
3. Leadership in HE: A Qualitative Study, Milind Sathye, Australia, September 2004.
4. Emerging Issues in HE: Sustaining Academic Leadership in HE, Pauline Joyce, Ireland, 2012.
5. Malaysian Qualification Framework 2011.
6. The Iclif Leadership and Governance Centre
7. PDN Resources Sdn Bhd



# Prof Dr Faaizah

*education is not preparation for life;  
education is life itself- John Dewey*



SUBSCRIBE TO MY  
CHANNEL!

*Thank  
you!*