

INITIATING CULTURAL INTELLIGENCE TOWARDS PROMOTING SEJAHTERA INSTITUTIONAL EXCELLENCE

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WHAT IS CULTURAL INTELLIGENCE (CQ)?

- Cultural intelligence (CQ) refers to the capability of individuals to function effectively in multicultural contexts. (Earley & Ang, 2003)
- All of us are shaped by our cultural experiences and backgrounds: they profoundly influence our approaches to problem solving, communication and socialising.
- In today's globalised world, almost every workplace is a melting pot of cultures and it's become increasingly important to hire people who can work effectively across the subtle cultural barriers that can otherwise create misunderstandings, discord and inefficiency.

CULTURAL INTELLIGENCE ACTION



Your ability to adapt when relating and working in multicultural contexts

CULTURAL INTELLIGENCE STRATEGY



Your awareness and ability to plan for multicultural interactions

CULTURAL INTELLIGENCE TEMPLATE



CULTURAL INTELLIGENCE DRIVE



Your level of interest, persistence, and confidence during multicultural interactions

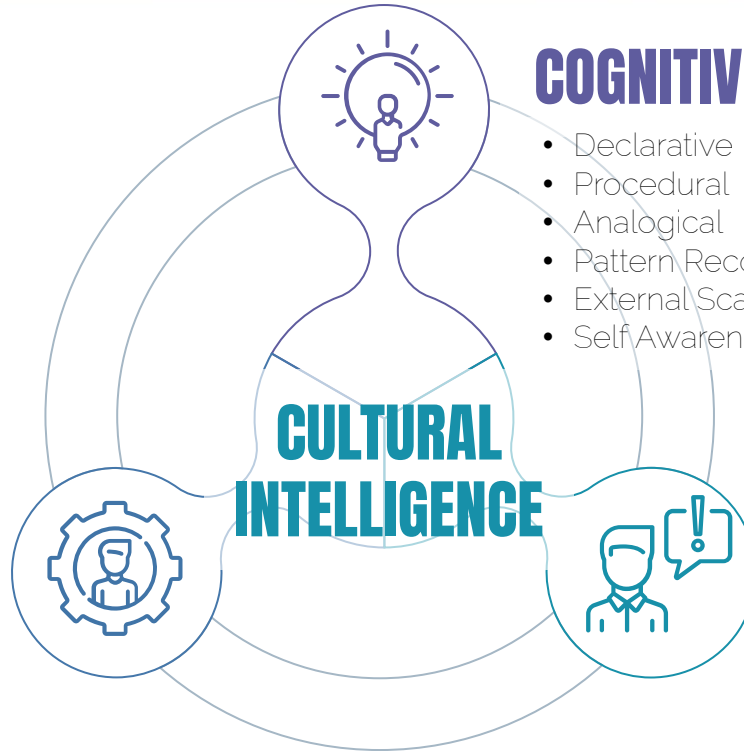
CULTURAL INTELLIGENCE KNOWLEDGE



Your understanding about how cultures are similar and different

BEHAVIORAL

- Repertoire
- Practices/Rituals
 - Habits
- Newly Learned



COGNITIVE

- Declarative
- Procedural
- Analogical
- Pattern Recognition
- External Scanning
- Self Awareness

MOTIVATIONAL

- Efficacy
- Persistence
- Goals
- Enhancement/face
- Value Questioning & Integration

WHAT IS “SEJAHTERA”?

Dzulkifli Abdul Razak (2020) in his book entitled Essay on Sejahtera: Concept, Principle and Practice explained:

Sejahtera can be traced back to a Sanskrit origin with possible derivations that include *sadhya* (celestial being), *sudatra* (granting) and *sucitra* (distinguished). (p.08)

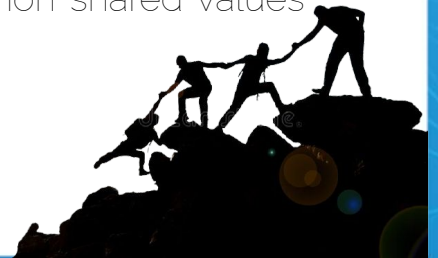
He went on to say that although they narrowly imply the actual connotation of Sejahtera, their roots mirrors a reflection of local indigenous influences that shaped the meaning from the local cultural perspectives.

WHAT IS “SEJAHTERA”?

According to Zulkifly Baharom in Dzul kifli Abdul Razak (2020), Sejahtera is an indigenous concept in the Malay Archipelago which conveys a string positive connotation.

It consists of all good values and wellbeing that a person might possess such as kindness, calmness, prosperity, respect, unity, honesty and the like.

He went on to describe that in current situation, Sejahtera is more often associated with the practice of having a 'balanced well-being' or even 'coexisting with common shared values and prosperity'.



SEJAHTERA LEADERSHIP INITIATIVE (SLI)

SLI is Citizen's initiative

Believes that humanity, irrespective of their differences in colour, religion, language and ethnicity, is a single unit and has only one overarching aim of life for all.

This is the very core concept of Cultural Intelligence that is strength lies in differences not similarities.



INSTITUTIONAL EXCELLENCE

It can mean different things to different organization depending on their mission and vision.

Institutional wide commitment involving many dedicated stakeholders aligned by a common vision of continuous improvement and institutional effectiveness.

With strong leadership and enthusiastic support from all stakeholders, the chances of success are high

5 KEYS TO ACHIEVING INSTITUTIONAL EXCELLENCE

(Andrew Davis, CEO, SPOL)

1. Developing a Long Range Plan and Get Stakeholders Collaborating
2. Ensuring That Your Stakeholders Get the Resources They Need to Succeed
3. Assessing Your Results And Use Them To Improve Your Next Planning Cycle
4. Making Sure You Are Prepared for Accreditation Review
5. Credentialing: The Right Person for The Right Job



WHAT ARE THEIR CONNECTIONS?

Visible culture differences

- Communication styles
- Attitudes towards conflict
- Approaches to completing tasks
- Decision-making styles
- Attitude towards disclosure
- Approaches to knowledge



CQ - SEJAHTERA - INSTITUTIONAL EXCELLENCE



Invisible Cultural Roots

- Beliefs
- Values
- Perceptions
- Expectations
- Attitudes
- Assumptions

INSPIRING SEJAHTERA CULTURE

Inspiring staff to do great things

- Inspiring Vision
- Inspirational Leadership
- Inspirational Environment
- Relentless Innovation



Infused with the 10 Elements of Sejahtera SPICE:

- Spiritual
- Physio-psychological
- Intellectual
- Cognitive
- Cultural
- Ethical
- Emotional
- Ecological
- Economic
- Societal dimension

01 IMPLEMENTING SEJAHTERA HR TRANSFORMATION FOR ALL

- Awareness, training and implementation of the Competent Leaders Framework and competencies
- Total implementation of KIP through values-based performance
- Revision of APAR scoring for involvement in Flagship project

COMPETENT LEADER (EDMSD)

- Implementing of the *Murabbi* framework and competencies for both academic and administrative staff (AI6A)
- Values-based succession planning and leadership programme for both academic and administrative staff
- Staff career development and revitalization (CIO4A)
 - Staff profiling and gap assessment

Source: <http://www.iium.edu.my/media/69346>

02 HUMANISING IIUM HR POLICIES, PROCEDURES, RULES AND REGULATION

- Revision of the existing HR policies, procedures, rules and regulations in recruitment, retainment and promotion criteria for IIUM talents.
- Dynamic cross appointment and secondment policies on academic and administrative staff.
- Innovative performance-based reward.

Source: <http://www.iium.edu.my/media/69346>

BUILDING THE GLOBAL COMPETENCE

Global competence with specific reference to the ability to manage increasing cultural diversity is the precondition for effective global leadership (Manning, 2003).

Cultural congruence between leader and follower is related to superior-subordinate relationship, level of follower satisfaction, and work effectiveness. (Offermann & Phan, 2002)

Global leadership should seek to optimize team performance in a way that harnesses the cultural diversity of their people from across the world (Tan, 2004).

Janssens and Brett (2006) contended that the key lies in how team members integrate cultural difference into their team processes.

Janssen and Brett (2006) contended that a culturally intelligent leader can employ leadership processes and cultural strategies that help the team to improve its collective information sharing and that enhance overall team metacognition.

Building the Global Competence for Asian Leaders In Relation with Intercultural Competence



Leading with cultural intelligence doesn't mean being a chameleon to every individual and situation encountered. But it does mean knowing when an empowering style is most necessary as compared to a more directive one.

It requires discipline and hard work to become more adaptable in how we inspire and lead people in an increasingly diverse world. And with that hard work, slowly but surely, you can be a global leader.



It is the aspiration of The International Islamic University Malaysia to be the leading institution in Malaysia to build Cultural Intelligence among staff and students across the board so that Institutional Excellence can be achieved with the Sejahtera Leadership Initiative Framework

THANK YOU

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