

ONE PLUS ONE GREATER THAN TWO: LEADING DIVERSE TEAMS TOWARDS AN AGILE ORGANIZATION

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Abstract

Stakeholder diversity is among the distinctive elements that characterizes the complexity of leading higher education institutions (HEI). Unlike organizations in other sectors, HEI leadership must deal with an array of internal and external stakeholders, including students, alumni, academics, administrators, governing boards, governmental agencies, private corporations, and other collaborators. As unique as it may seem to have three different schools of diverse philosophies and values under one roof, UTM Synergy 4.0 in 2018 was the steppingstone for a multidisciplinary faculty to be more innovative, entrepreneurial and global in delivering more lasting competitive advantage, particularly during the disruptive times. Drawing from the experiences of leading diverse teams in UTM Razak Faculty of Technology and Informatics, this chapter explores how entrepreneurship and agility in faculty leadership could turn the chaos of conflicting demands, structural differences, contradictory values, inherited culture, into golden opportunities that drive innovative public value creation and organizational growth. This chapter entails practices of shared governance as part of effective leadership. Effective leadership is not only seen as a mere job, but it is a complex interaction between various personal and professional qualities as well as experiences. This chapter concludes that an agile faculty is achieved through an effective leadership and a network of empowered academic and administrative teams that operate with strong principles to serve others, and with high standards of accountability, expertise, integrity, transparency and collaboration.

Biography



Noorlizawati Abd Rahim is a Senior Lecturer at Razak Faculty of Technology and Informatics, Universiti Teknologi Malaysia. Her current research interests are in the areas of entrepreneurship, academic entrepreneurship, entrepreneurial leadership, and entrepreneurship education. She has a multidisciplinary background in electronic engineering, postgraduate qualification in nanotechnology, PhD in entrepreneurship, with industrial experiences in chipset design and development, semiconductor manufacturing and technology commercialization from Intel, Freescale Semiconductor and NanoMalaysia respectively. Her teaching focuses on entrepreneurship, creativity and innovation management, quantitative data analysis, electronic

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Zainai Mohamed is an Emeritus Professor, who was the founder Vice Chancellor (VC) of Universiti Malaysia Kelantan (UMK), the 19th public university in Malaysia. Upon his retirement as the VC of UMK, he has returned to serve Universiti Teknologi Malaysia (since February 2012) as a senior professor. He has a wide experience not only as a Professional Civil Engineer but also in engineering and entrepreneurship education, curriculum development across multidiscipline, management of higher education, and teaching/research. He obtained his PhD in Structural/Civil Engineering from the University of Cambridge, England, Master and Bachelor's degree in Civil Engineering from University of Strathclyde, Scotland.



Astuty Amrin is a Professor at the Department of Engineering, Razak Faculty of Technology and Informatics, Universiti Teknologi Malaysia (UTM). Currently, she was the former Dean of Razak Faculty of Technology and Informatics UTM (2020-2022). She received her Bachelor in Materials Engineering from Universiti Sains Malaysia, MSc in Corrosion Sc. and Eng. from UMIST, UK and PhD in 2005. Her research interest is devoted to Materials Engineering. Her teaching focuses on research methodology, technology management, creativity and innovation management, maintenance management, innovation & new product development, materials science and technology.