

# 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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