

**A NEW PARADIGM OF LEADERSHIP & MANAGEMENT, TEACHING AND LEARNING  
IN HIGHER EDUCATION: GLOBAL AND LOCAL PERSPECTIVES AND PRACTICES**

SEAMEO RETRAC, July 13-14, 2023

# One Plus One Greater Than Two: *A Case Study of Leading Diverse Team towards an Agile Organisation*

by

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Universiti Teknologi Malaysia**

# AGENDA

- 1 **INTRODUCTION**
- 2 **UTM SYNERGY 4.0**
- 3 **THE CHAOS OF STAKEHOLDERS DIVERSITY**
- 4 **TURNING CHAOS INTO GOLDEN OPPORTUNITIES**
- 5 **CONCLUSION**





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# INTRODUCTION

## Malaysia & UTM

**Universiti Teknologi Malaysia (UTM) is the oldest premier higher learning institution in Malaysia specializing in engineering and technology. Its inception was in 1904. The main campus is at Johor Bahru, in the south of Peninsular Malaysia. The Kuala Lumpur campus is focuses on PG programme with some UG programme.**





**UTM  
JOHOR BAHRU  
CAMPUS  
1,148  
Hectares**

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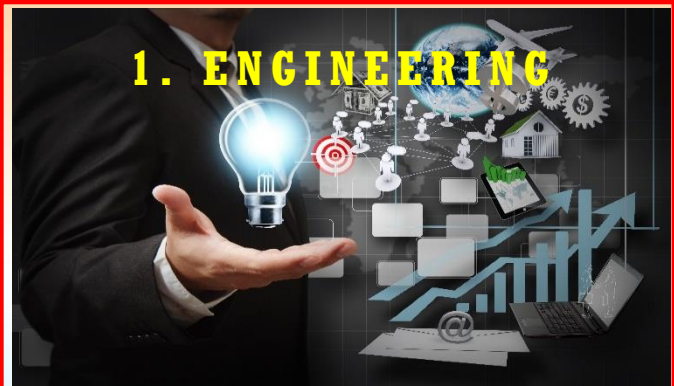
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**UTM  
KUALA LUMPUR  
CAMPUS  
19  
Hectares**

Sponsor 



- 1. ENGINEERING**
- Computing
- Civil Engineering
- Electrical Engineering
- Mechanical Engineering
- Chemical & Energy Engineering
- Biomedical Engineering

**4. SCIENCE**

**5. AH International Business School**

**7. Malaysia-Japan Int Inst of Technology**

**6. TECHNOLOGY & INFORMATICS @ KL**

- Science, Engineering Management
- Advanced Informatics
- Perdana Centre of Science, Technology and Innovation Policy

**3. BUILT ENV & SURVEYING**  
 Geoinformation & Real Estate

**2. Social Science & Humanities**

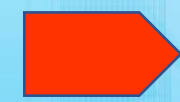
- Education
- Islamic Civilization
- Language Academy
- Human Dev & Psychology

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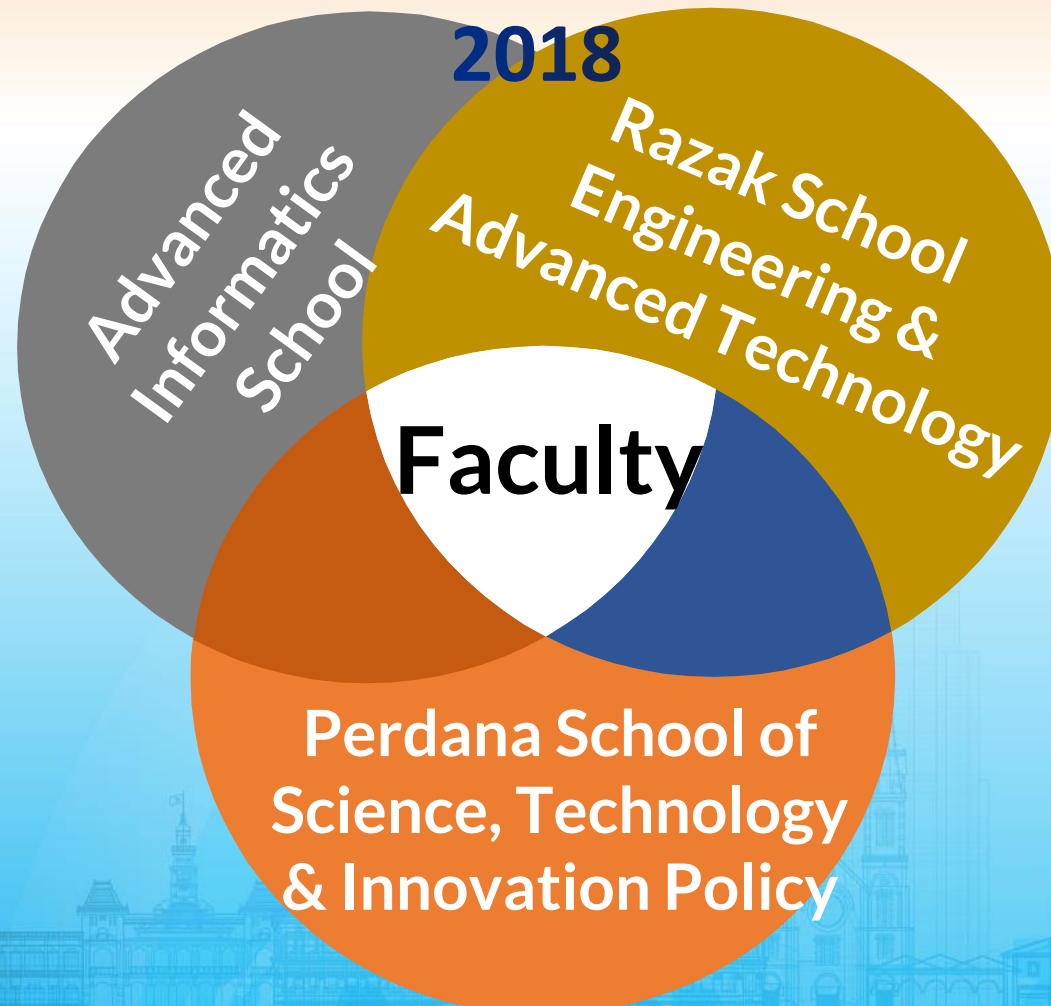
## UTM Sinergy 4.0

**18 Deans,**  
**37 Deputy Deans**  
 ~ 100 acad admins

**7 Deans,**  
**16 Deputy Deans**  
 ~ 50 acad admins



## UTM Sinergy 4.0:1st July 2018



- Merging of 3 different Schools to one inter-disciplinary faculty named Razak Faculty of Technology & Informatics
- Comprises 4 Departments:
  1. Engineering & Technology
  2. Advanced Informatics
  3. STI Perdana Policy Center
  4. Science, Management & Design

## 4 DIVERSE DEPARTMENTS: DISTINCT CHARACTERISTICS & PRIORITIES

### ENGINEERING & TECHNOLOGY

- Driven by a realistic application & technical-advancement approaches
- Develop Innovative solutions
- Push boundaries of technology

1

### ADVANCED INFORMATICS

- Innovative Technologies (IoT, Blockchain & AI)
- Data Analytics
- Harness the power of information for actionable insights

2

### PERDANA CENTER OF POLICY STUDIES

- Focus on STI Policy Analysis & Governance implication
- Emphasize on Social & ethical decision-making

3

### SCIENCE, MANAGEMENT & DESIGN

- Science: Empirical research & evidence-based practices
- Management: Organizational Efficiency & Strategic decision-making
- Design: Creativity, user-centered & Aesthetics

4





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# **THE CHAOS OF STAKEHOLDERS DIVERSITY**

# THE CHAOS OF STAKEHOLDER DIVERSITY



## COMPLEXITY OF DIVERSE STAKEHOLDER

- ✓ Conflicting Demands & Structural Difference
- ✓ Contradictory Values & Inherited Culture



## COMMUNICATION & COLLABORATION OBSTACLES

- ✓ Conflicting Demands & Structural Difference
- ✓ Contradictory Values & Inherited Culture

# CHALLENGES of CHAOTIC INTERNAL STAKEHOLDER DIVERSITY

Dynamic of Power &  
Communication

Conflicting  
Demands

Structural  
Difference

Inherited Culture

Contradictory  
Values



# 1. COMPLEXITY OF DIVERSE STAKEHOLDERS



**Conflicting Demands &  
Structural Difference**

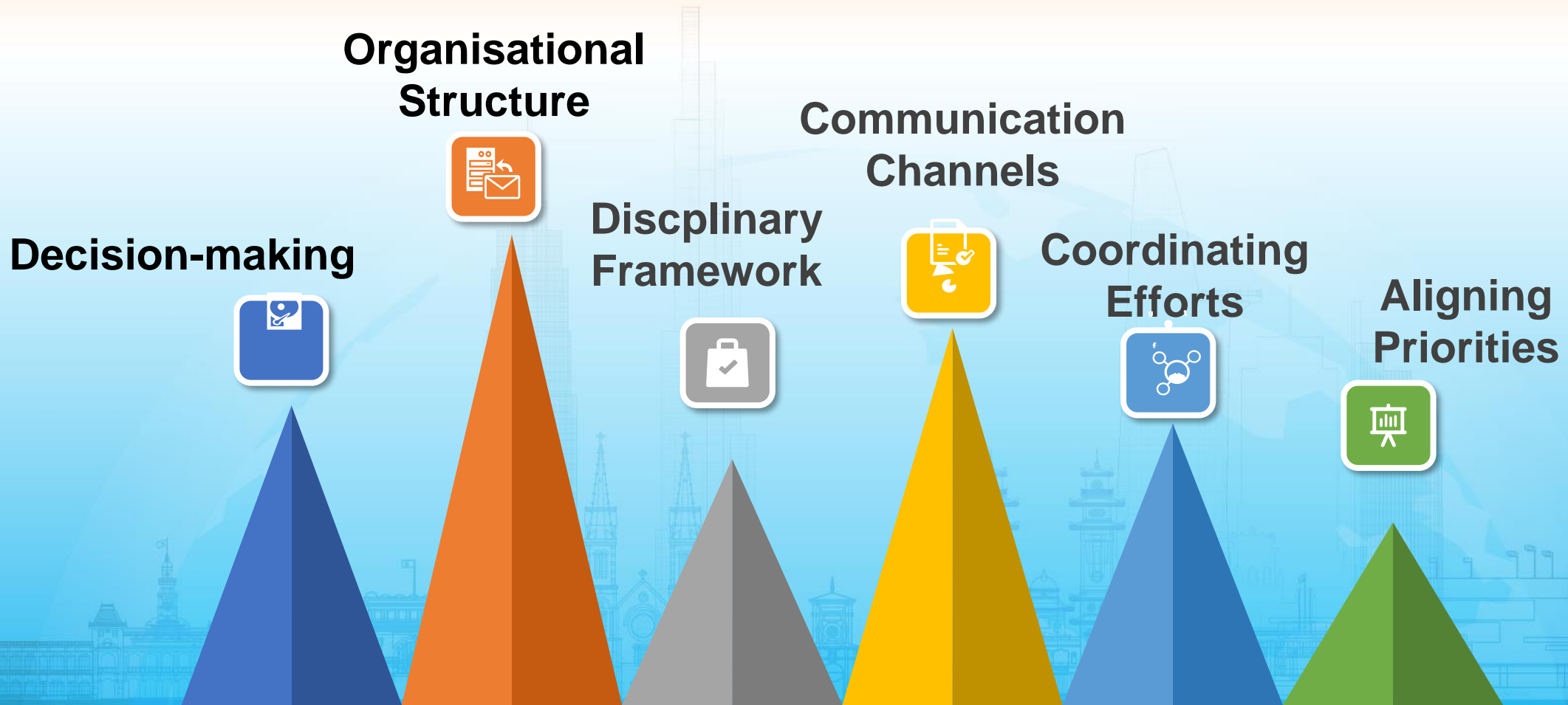


**Contradictory Values &  
Inherited Culture**

# A. CONFLICTING DEMANDS



## B. STRUCTURAL DIFFERENCES



## 2. CONTRADICTION VALUES & INHERITED CULTURE

### Clash of Inherited Culture

Raise Tension & Conflicts due to:

- ✓ Resistance to Change
- ✓ Difficulties in Collaboration
- ✓ Lack of Cohesion



To drive

- ❖ Innovation
- ❖ Collaboration
- ❖ Excellence

### Nurture Values & Respects Diverse Perspective

Cohesive & harmonious culture through:

- ✓ shared understanding faculty's vision, mission, goals & core values
- ✓ maximize the potential diverse stakeholders
- ✓ Inclusivity

## 2. COMMUNICATION & COLLABORATION OBSTACLES

### BARRIERS FOR EFFECTIVE COMMUNICATION



- ✓ Lead to misunderstanding, delays & inefficiencies
- ✓ Decision made without full range of expertise & perspectives
- ✓ Each department tries to assert their priorities & hinder collaboration

### COMPETING POWER DYNAMICS & POTENTIAL CONFLICTS

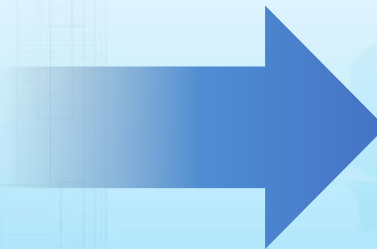


- ✓ Different individuals/groups hold varying levels of power lead to power struggle & conflicts
- ✓ Competition for control over resources & decision making
- ✓ Potential conflicts due to differences in goals, interests & values among stakeholders <sup>16</sup>



# TURNING CHAOS INTO GOLDEN OPPORTUNITIES

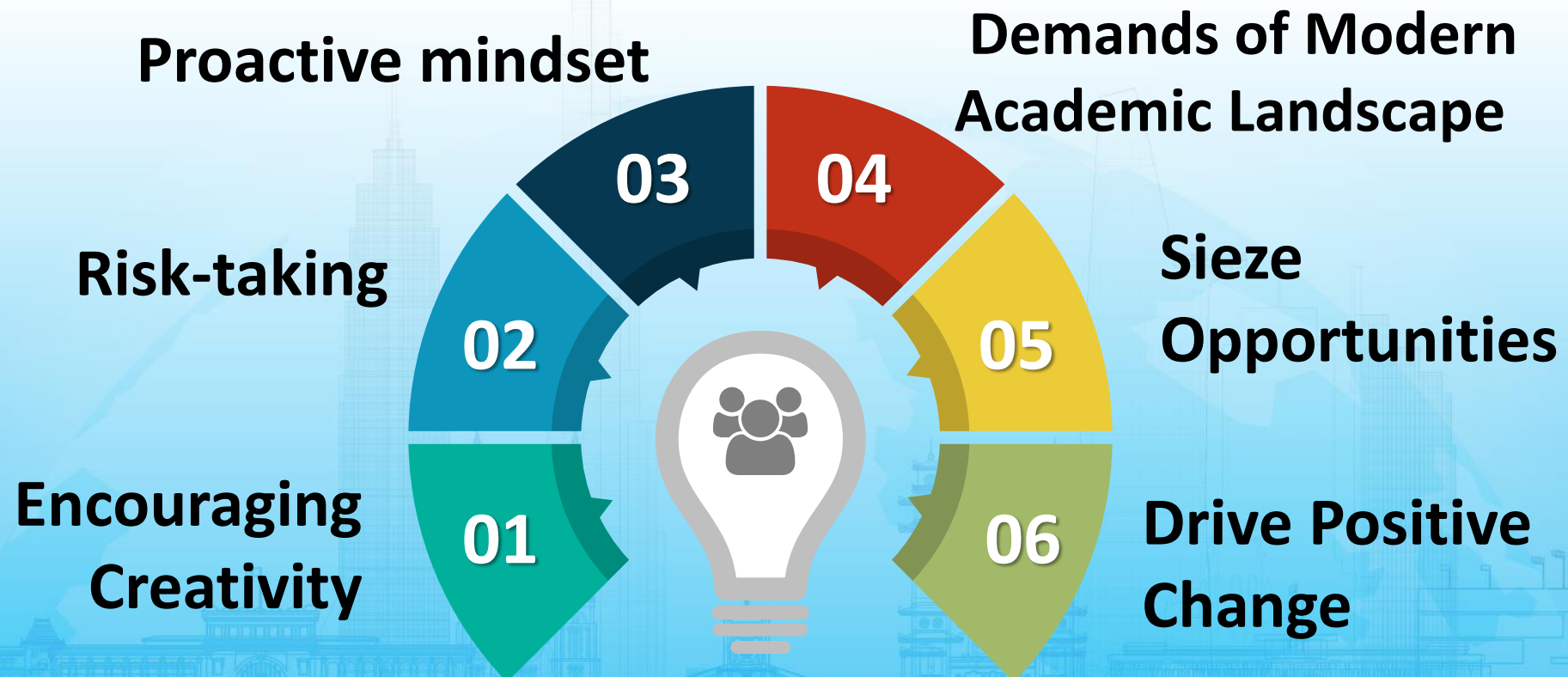
# TURNING CHAOS INTO GOLDEN OPPORTUNITIES



**EMBRACING  
ENTREPRENEURISM IN  
FACULTY LEADERSHIP**

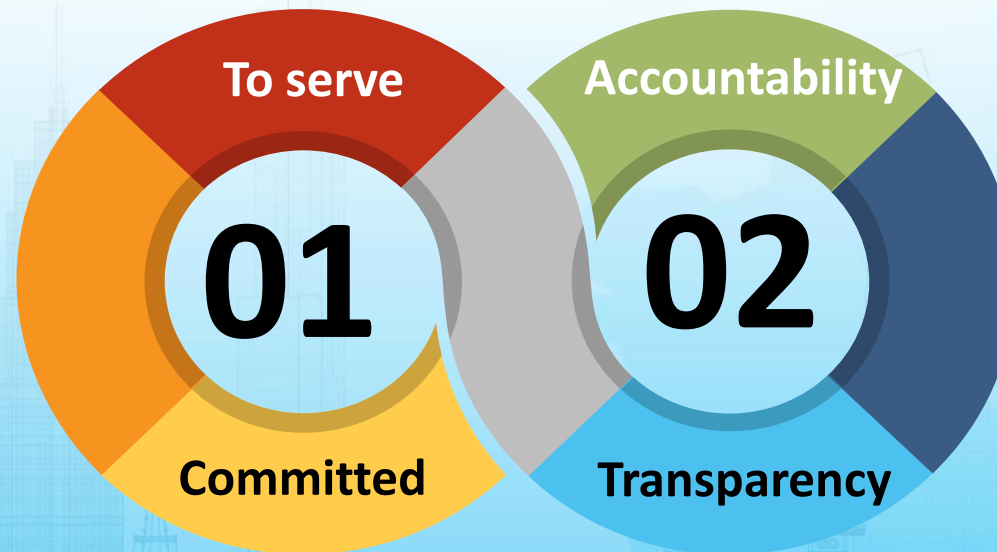
**NAVIGATING DIVERSE  
STAKEHOLDERS  
LANDSCAPES WITH AGILITY**

# 1. EMBRACING ENTREPRENEURSHIP IN FACULTY LEADERSHIP: Cultivating Entrepreneurial Mindset and Approaches



## 2. NAVIGATING DIVERSE STAKEHOLDERS LANDSCAPES WITH AGILITY

**Effective  
Leadership &  
Shared  
Governance**



**Empowered  
Network &  
Administrative  
Teams**

# Effective Leadership & Shared Governance



- **EFFECTIVE LEADERS:** Ability to create a supportive & Empowering environment. Individuals feel **VALUED, MOTIVATED** to contribute their unique talents & ideas. Promote culture of **SHARED GOVERNANCE** enabling organisation to navigate complex challenges, adapt to change & achieve sustainable growth.



- **SHARED GOVERNANCE:** Involves distributing decision-making authority & responsibility among stakeholders. Allows **COLLECTIVE** input and **OWNERSHIP** decisions, fostering **SENSE of EMPOWERMENT** and **COMMITMENT** among stakeholders.



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# Empowered Network & Administrative Teams

## STRONG PRINCIPLES TO SERVE OTHERS

- Prioritize needs & interests of various stakeholders
- Committed to delivering values & meeting expectations

## EMPOWERED NETWORK

- Contribute to their unique expertise & perspectives
- Foster culture of Innovation & collaboration

## UPHOLD EXACTING STANDARDS

- Accountability
- Expertise
- Integrity
- Transparency
- Collaboration

## AGILE FACULTY

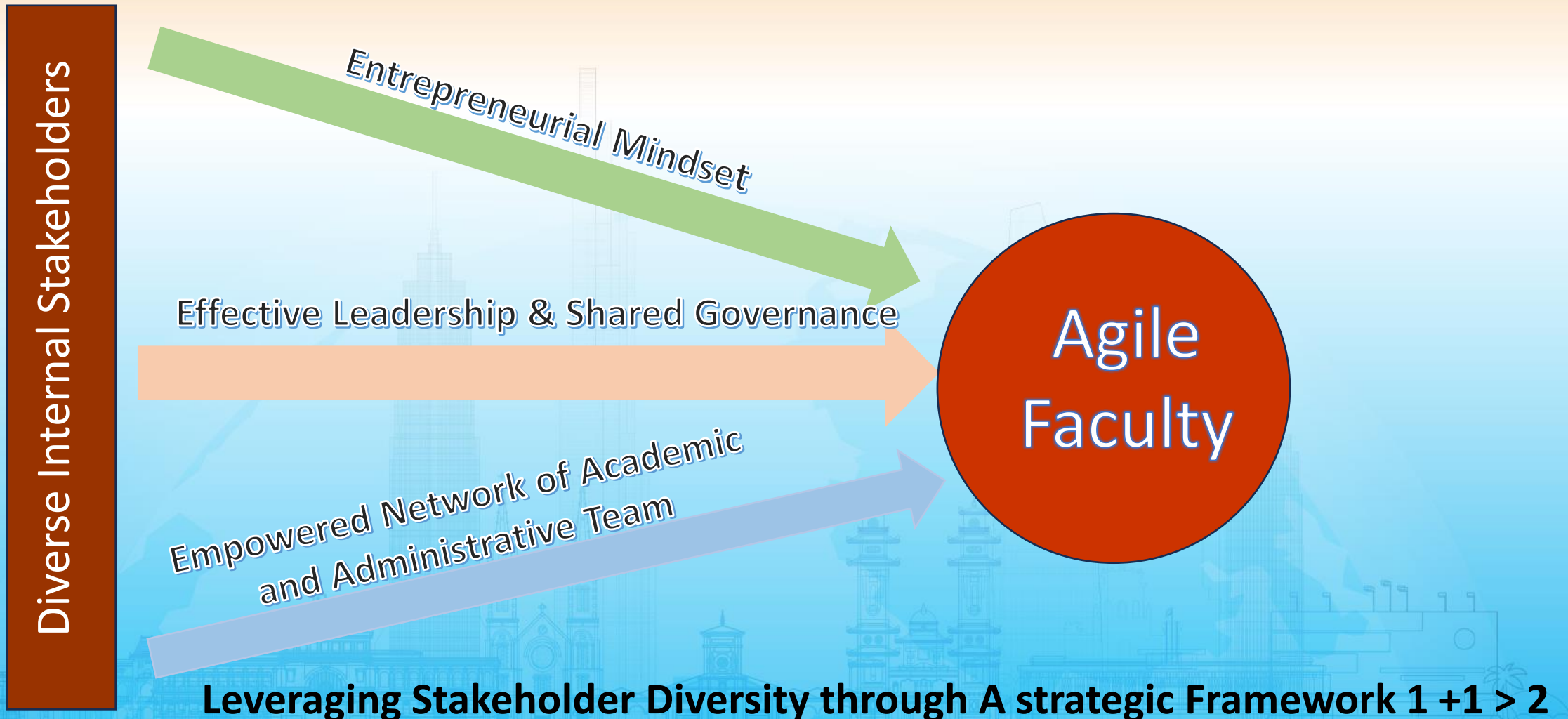
- Sustained Commitment
- Continuous Improvement
- Foster Culture of Learning & Re-learn
- Promote Open Communication
- Provide Opportunities for Professional Development



# CONCLUSION



# SYNERGISTIC COLLABORATION and VALUE CREATION



# Opportunities for Innovation and Growth from Internal Stakeholders Diversity



## Innovation in Research and Development

Serve as a catalyst for innovation in research and development. The faculty can encourage interdisciplinary research projects that combine the expertise of multiple departments to address complex and emerging challenges.

## Diversity in Teaching and Learning Approaches

Opportunities to embrace diverse Teaching and learning approaches to cater to different learning styles and preferences based on its own unique pedagogical practices and methodologies.



## Knowledge Exchange and Partnerships

The faculty can leverage its network of stakeholders to establish collaborations with external organizations.. These partnerships can foster innovation through joint research projects, internships, and knowledge-sharing initiatives.

## Customized Programs and Curricula

By understanding the specific demands of wide range of learners, the faculty can design innovative educational programs that address their needs such interdisciplinary courses, flexible learning and industry collaboration programs.

## Cross-Disciplinary Collaborations

Internal Stakeholders diversity provides opportunities for cross-disciplinary collaboration by leveraging the expertise and perspectives from diverse field that can generate innovative solutions.

