

The background of the slide features a blurred city skyline, likely Kuala Lumpur, with the Petronas Twin Towers prominent on the left. In the foreground on the right, a man in a dark suit and glasses is shown in profile, looking towards the left. The sky is filled with soft, white clouds.

Enculturation of ISES: The Roles of Leaders

(Siri #2)

Wahid Omar
School of Civil Engineering
15 March 2021

'Bridging People, Prospering Lives'



“Hakikatnya, UTM bukan sebuah institusi kecil di negara ini. Warga UTM tidak seharusnya memilih untuk mengambil kedudukan sebagai pemerhati kepada setiap perubahan yang berlaku. Sejarah UTM telah lama berlangsung dan terbukti UTM sebagai institusi pendidikan tinggi negara yang mempunyai pengaruh besar dalam landskap pembangunan dan kemajuan negara yang meliputi sektor politik, ekonomi, dan sosial” (Ms. 187), Buku NC 2019



Saya bukan bomoh ISES

WARNING!

No magic for a 'sudden change'
No special 'vaccine', so no need
to jump the que



Only sharing my little experience

Let's do our own self-reflections/soul searching

Exploring and exchanging ideas for UTM to continue its excellent journey



UTM and 'VALUES' – a reflection

Education and Values

ISES

Roles of Leaders

The 'walking ISES'

Leading ISES into actions

Take home messages



Reflection of Values in UTM

People can ‘smell’ and
‘sense the impact’

رَبِّ زِدْنِي عِلْمًا

MY LORD! INCREASE ME IN KNOWLEDGE.

Taha 114

وَلِكُلِّ دَرَجَةٌ مِمَّا عَمِلُوا

For all there will be degrees (or ranks) according to what they did

Al-Ahqaf 19, Al-An'am 132







VALUES Embedded in:

Campus layout

Building Architecture
and Location

Colleges as 'Kampung'

Convo attire

Lagu UTM – Keunggulan Terbilang

Bersama kita menjulung
Keunggulan terbilang
Ke mercu jaya kita usaha
UTM puncak letaknya

Martabat keilmuan
Cendekiawan beriman
Cekal bersama taqwa
Menara cita-cita

Kami anak kandung
UTM rimbun bernaung
Usaha kami bukti cintamu
Dikau persada ilmu

Keazaman perjuangan
Taqwa dan Iman
Ke arah kecemerlangan
Pengajaran penyelidikan
Penulisan perundingan
Perkhidmatan kepada watan

Di sini kami berdiri
Setia pada janji
Bermaruah berbudi bahasa
UTM sanjungan bangsa
UTM sanjungan bangsa

Lirik : Tamjis Kastiran

Lagu ciptaan : Hamzah Ibrahim

DNA INSTITUSI		KAEDAH, TINDAKAN, PENJELASAN
Keutamaan		
1	Matlamat yang Jelas	Visi, Misi, Petunjuk Amal Utama (KAI)
2	Berstrategi (<i>Strategic Minded</i>)	<i>Strategi Laut Biru</i> (BOS)
3	Budaya Kerja Berprestasi Tinggi	Sasaran <i>Top 50</i> bidang teknologi dan kejuruteraan (2020)
Proses		
4	Akademia Baharu	Inovatif, <i>Entrepreneurial</i> , Global
5	Global	<i>Global Outreach Programs, Synergy Projects, Sunrise Projects</i> , Mahasiswa dan Staf Antarabangsa
6	Unggul	Mesra–Ilmu, Mesra–Mahasiswa, Mesra–Industri, GOP, Kajian Kes HBS, Budaya Endowmen, Holistik
Sumber		
7	Lean, Efisien, dan Integriti	Budaya dan Etika Kerja, <i>Lean Six Sigma</i>
8	Konsultatif dan Inklusif	<i>Engagement, Empowerment</i> , Autonomi PTJ, idea@utm.my
9	Gaya Hidup Sihat, Bahagia, dan Lestari	Sukan, Kelab Keluarga, Budaya Kerja Berpasukan, Program “I Love UTM”

Sumber: Dipetik daripada buku “Menyubur Kembali Jiwa Akademia.” hlm. 68.



Kerana Tuhan untuk manusia

UTM Prospering lives

Innovative Entrepreneurial Global

#UTMDNA

#IamUTM

#UTMmyhome

#I ❤️ UTM

Loving Caring Excellence

Because We Care

Kita Pembina Manusia

Work-life integration

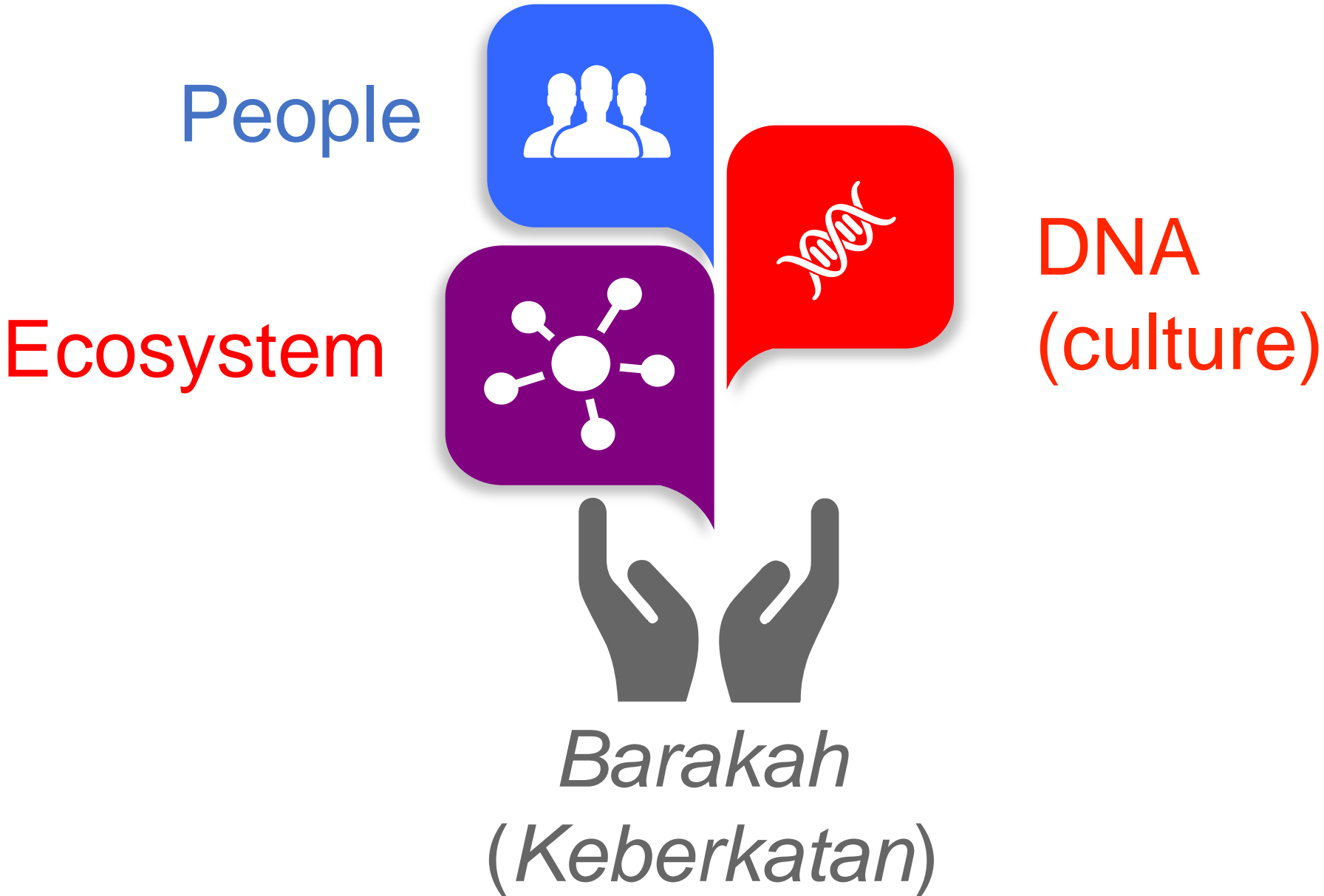
Historical Background of ‘Values’ and ‘Culture’ in UTM

- UTM was established to produce professionals to develop the nation
- The image of TS Ainuddin Wahid – nationalist, religious, shaped UTM ‘values’
- UTM Philosophy – Divine Law, Science and Technology Focus, Universal Prosperity
- Vision and Mission – World Class, Science, Technology, Engineering, Holistic Talent, Innovation
- Image of UTM – ‘religious’

Historical Background of 'Values' and 'Culture' in UTM

- Throughout its history, UTM have always been guided by 'holistic' Vision and Mission, and strong emphasise on 'VALUES' (explicit and implicitly) and personally we experienced that and stakeholders can 'sense' and 'smell' those values
- We demonstrated our resilience and agility because of 'VALUES' and survived many phases of transformation – (eg: RU, Financial Sustainability, Synergy 4.0, and the latest Covid-19)

Our Success Factors



The Transformational Journey of UTM

2010

Research University

2016

Budget Cut/New
Operational Model

2018

UTM Synergy 4.0

2020

COVID-19



2021

PHILOSOPHY

The divine law of Allah is the foundation of knowledge. In line with His Will, UTM strives with total commitment to attain excellence in science, technology and engineering for the well-being and prosperity of mankind

VISION

A Premier University Providing World-class Education and Research

MISSION

To Develop Holistic Talents and Prosper Lives Through Knowledge and Innovative Technologies

2018 - UTM CORE VALUES: *ISES*

SYNERGY

Synergy instills team spirit, togetherness, inclusivity, collegiality, respect, humility, cooperation and collaboration.

INTEGRITY

Integrity calls for adherence to sound moral values and strong ethical principles.



EXCELLENCE

Excellence towards high performance and delivery will result in outstanding and remarkable achievement in all aspects.

SUSTAINABILITY

Sustainability is reflected in the holistic drive by the campus community in integrating and balancing economic, social and environmental sphere.



**PEOPLE
MANAGEMENT**

01

02

**INSTITUTIONALIZE
I.S.E.S**



**STRENGTHENING
RESEARCH IMPACT**

03

04

GOVERNANCE



**HIGH PERFORMANCE
DELIVERY**

05

THE BIG (#5) THINGS

TO BE FOCUSED IN 2021

TOP PRIORITY



Student

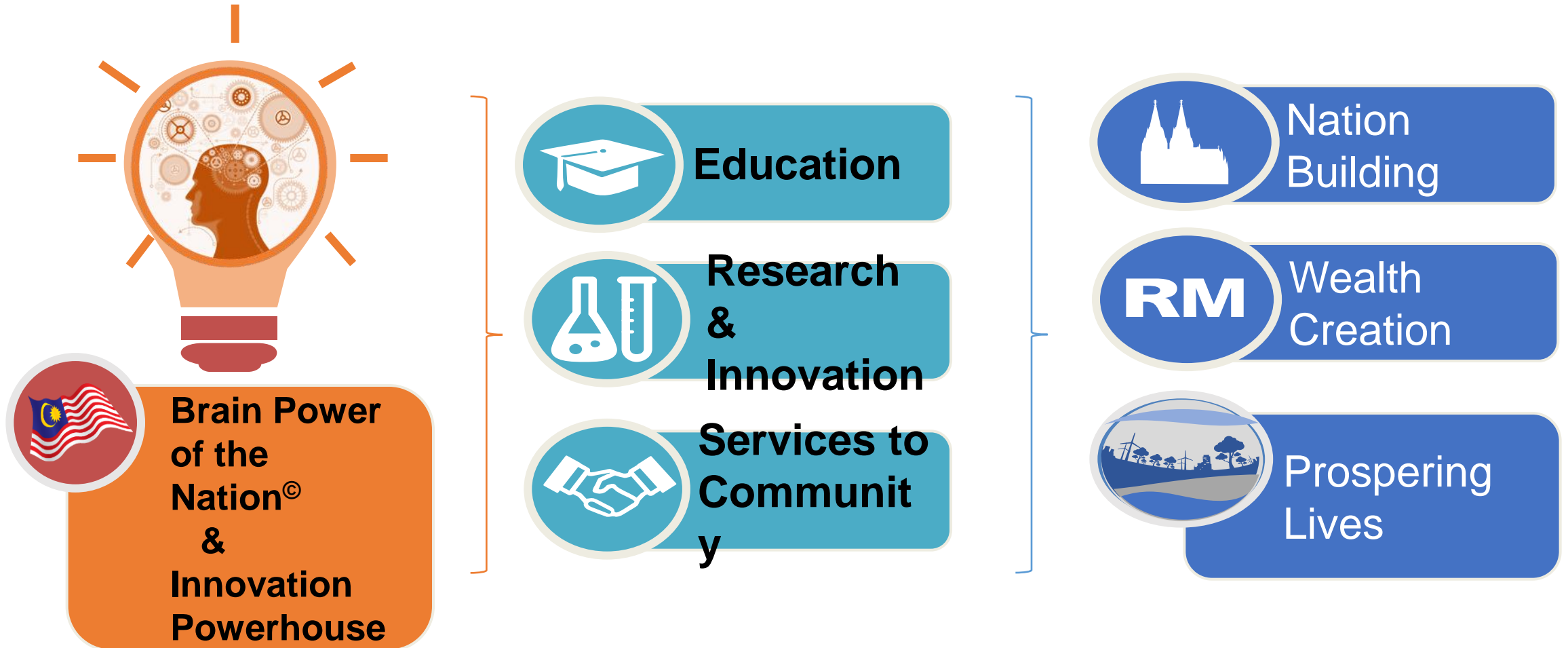


Staff Welfare

Education in Malaysia is an **on-going effort** towards further developing the potential of individuals in a holistic and integrated manner, so as to produce individuals who are **intellectually, spiritually, emotionally and physically balanced and harmonious**, based on a firm belief in and devotion to God. Such an effort is designed to produce Malaysian citizens who are **knowledgeable and competent**, who possess high moral standards, and who are responsible and capable of achieving high level of personal well-being as well as being able to contribute to the harmony and betterment of the family, the society and the nation at large



Our Core Business



Higher Education and Values?

Educating the mind
without educating the heart is no
education at all

- Aristotle

Education is not only imparting
knowledge and skills but instilling and
nurturing **VALUES**

It has been proven time and again,
without values or moral compass,
knowledge, technology can be misused
and abused for personal gains

ARTIFICIAL INTELLIGENCE Dangers to Humanity

AI, U.S., China, Big Tech, Facial Recognition, Drones, Smart Phones, IoT, 5G, Robotics, Cybernetics, & Bio-Digital Social Programming.



CYRUS A. PARSA, THE AI ORGANIZATION

ARTIFICIAL INTELLIGENCE Dangers to Humanity: AI, U.S., China, Big Tech, Facial Recogniton, Drones, Smart Phones, IoT, 5G, Robotics, Cybernetics, & Bio-Digital Social Programming



Enron Had A Nice-Sounding Value Statement with 4 Values

Enron headquarters



- **Integrity**
- **Communication**
- **Respect**
- **Excellence**

Their 4 values were chiseled in marble in the main lobby, but had little to do with the real values of the organization

VISION

a leading global university
shaping the future

MISSION

to educate, inspire
and transform

VALUES

innovation, resilience
excellence, respect, integrity

The National University of Singapore aspires to be a vital community of academics, researchers, staff, students and alumni working together in a spirit of innovation and enterprise for a better world.

Our singular focus on talent will be the cornerstone of a truly great university that is dedicated to quality education, influential research and visionary enterprise, in service of country and society.

Evil has spread over the land and the sea because of human deeds and through these God will cause some people to suffer so that perhaps they will return to Him

Ar-room 41

We should be worried

the **speed, ability and motivation to inculcate values** can't beat the speed of AI related inventions and resulting in the potential abuse and can be a threat to humanity, environment, global sustainability and security

Why Now?

- It's not a 'new' initiative
- ISES was launched 3 years ago
- Strengthening UTM culture
- Preparing for a more challenging future
- UTM must continue to be **distinct, agile, resilient, relevant, and trusted**



Same old messages?

6 months of observations as ordinary citizen of UTM

- Reflections and self learning
- Connecting/re-connecting experience and theories
- ‘Sense of guilty’, regret?
- Opportunity to share the lessons
- Giving back time



Besides perhaps some 'impressive' achievement to certain people, there are lots of opportunities to make UTM more impressive and one of them is to strengthen our culture through ISES

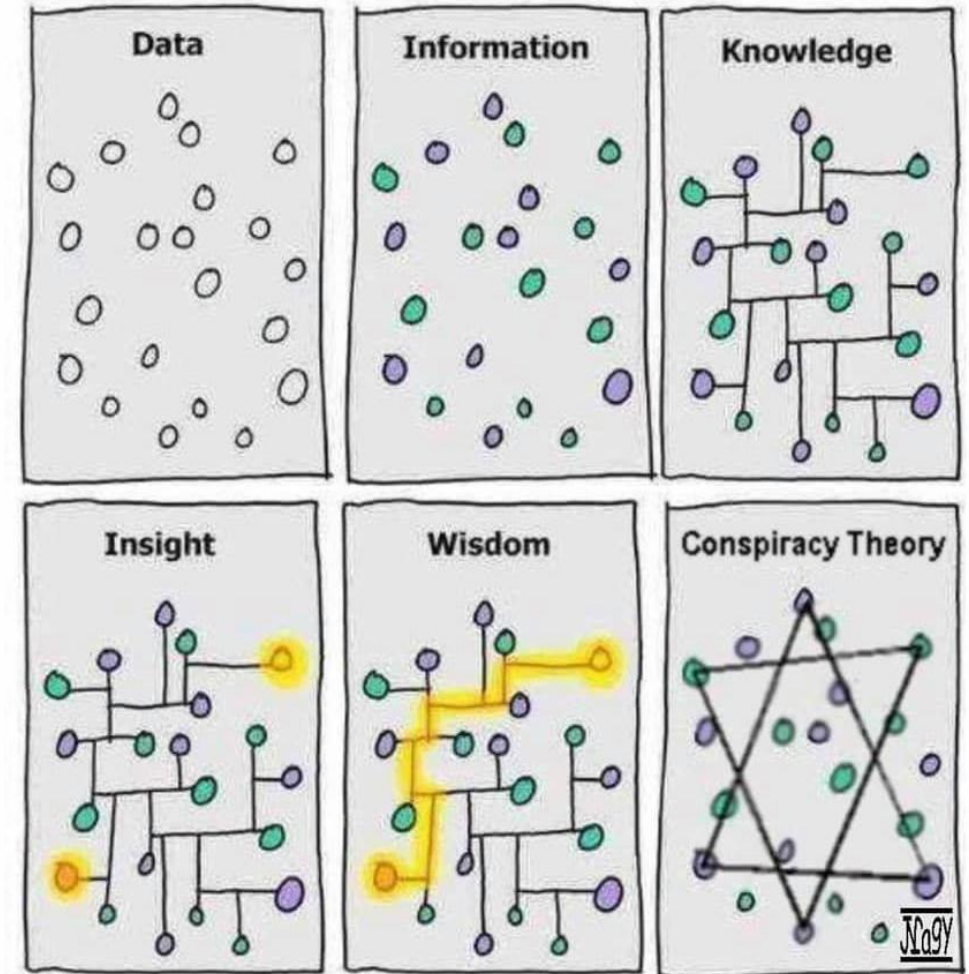
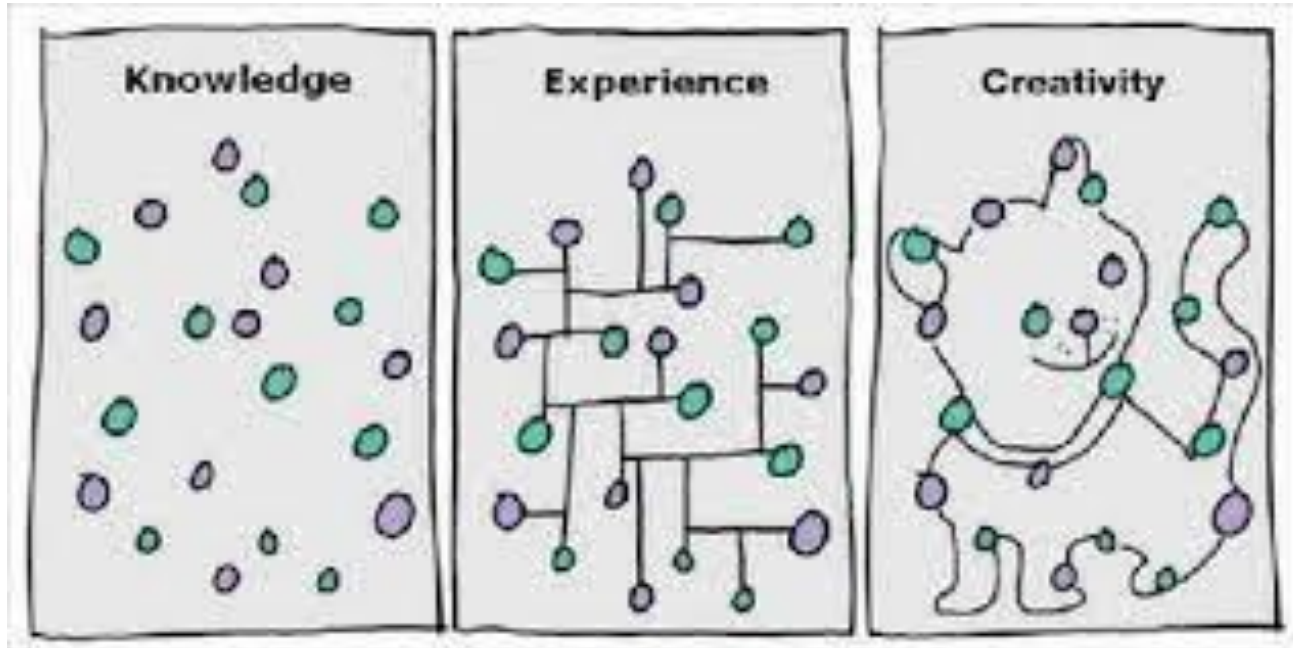
Some how I was 'given the opportunity' to observe and to a certain extent 'analyse' the gaps

Yes, admittedly my 'failure', but to me no harm in accepting the 'brutal facts', learn the lessons and continue to improve

Afterall muhasabah is not a bad thing

If any thing I owe UTM, allow me to settle ASAP, and one of them hopefully through this kind of humble sharing



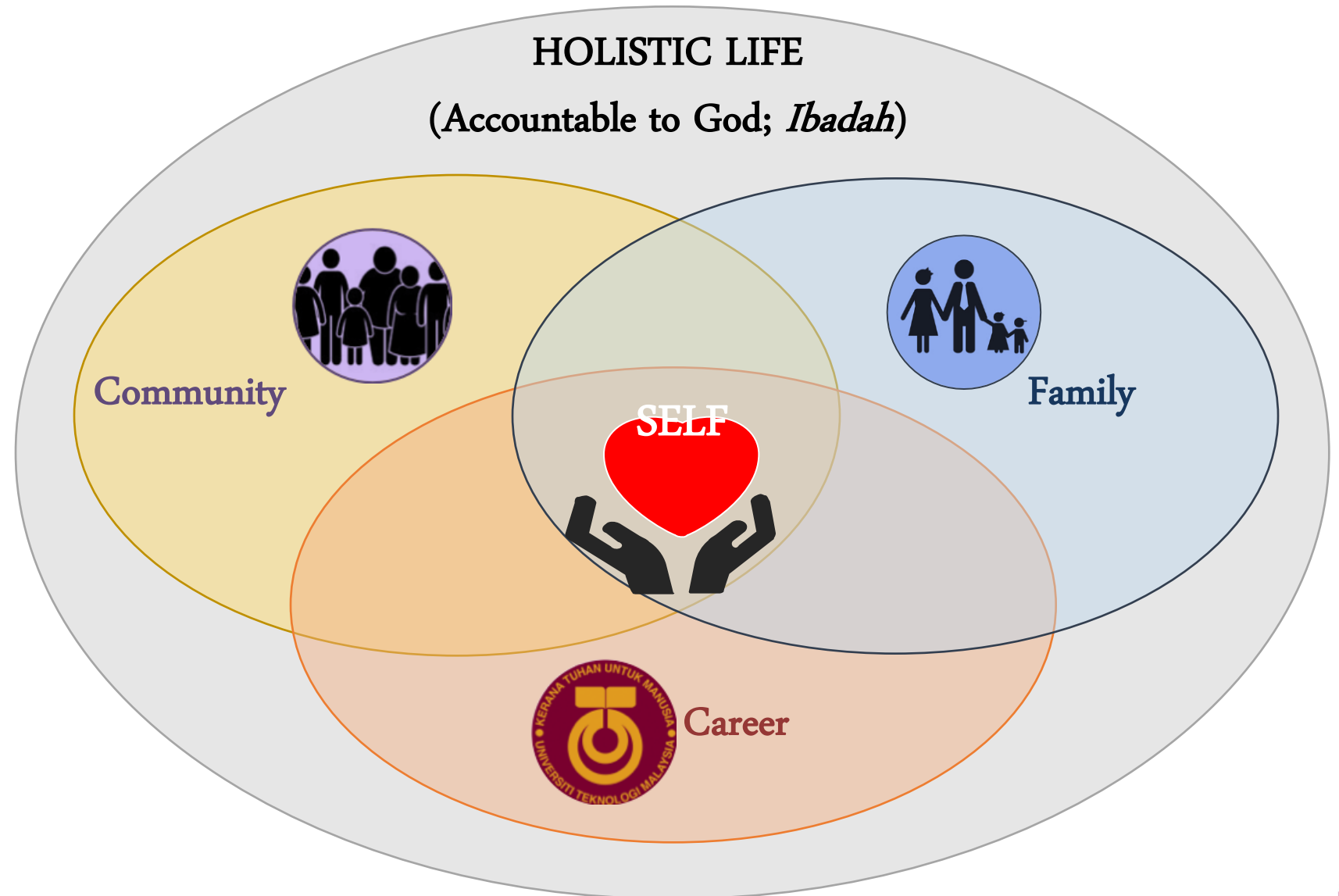


Enculturing UTM Core Values



- Clear about ISES
- Aligning the entire ecosystem with core values
- Values must be embedded through out work-life cycle
- Culture starts from the top – leaders at various levels become the ‘walking ISES’
- We do it by ‘walk the talk’, and not by ‘talk the talk’ – NATO
- Practice ISES daily – at work, at home, everywhere, anywhere
- ISES does not exclude all other good universal values
- We inherit a great #UTMDNA, we don’t start at ‘zero

Work-Life Integration

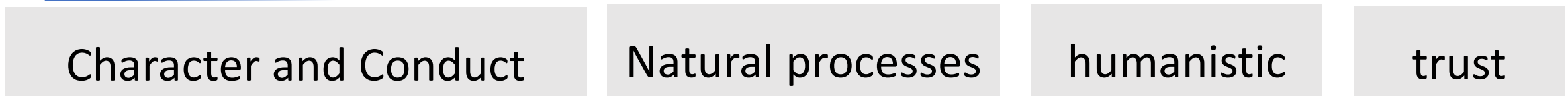
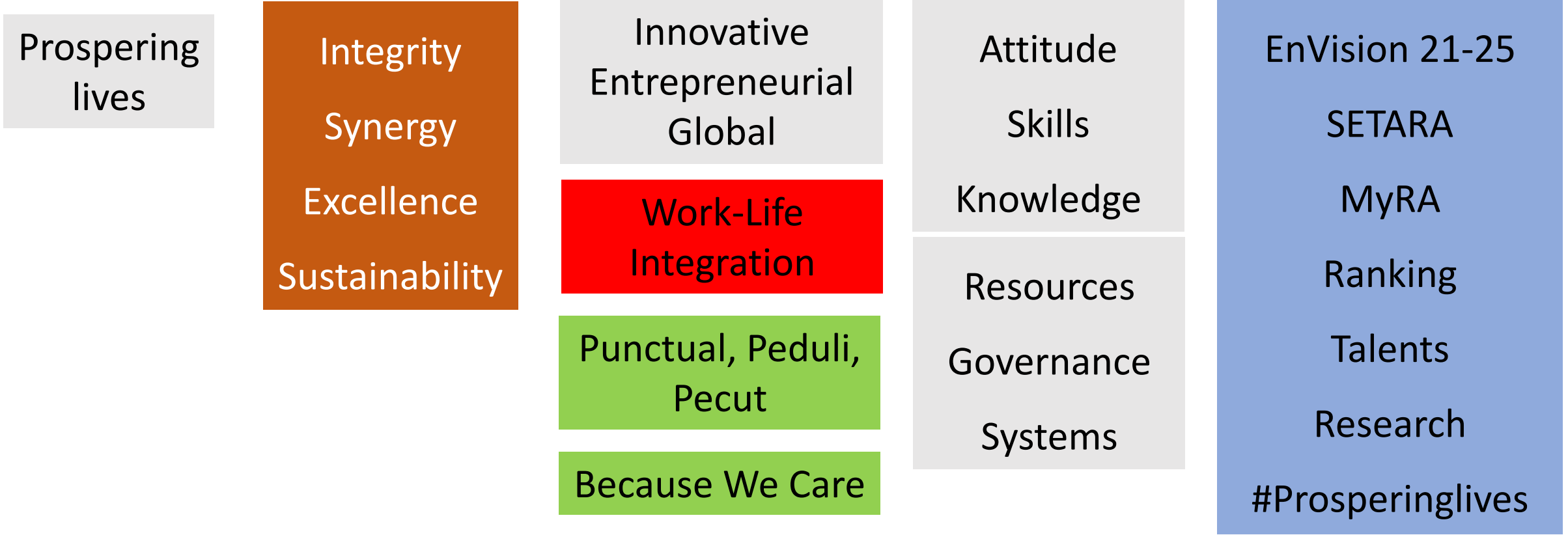
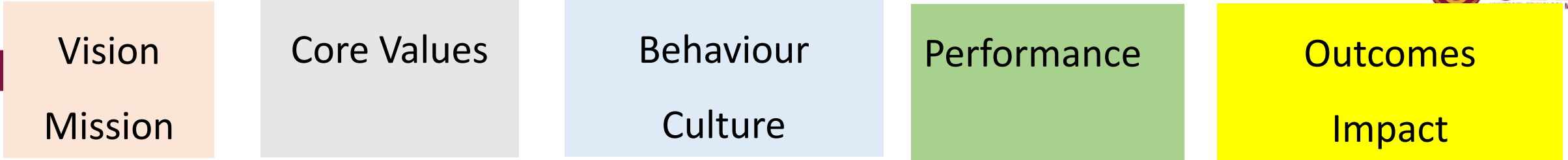


*"THE GREATEST THINGS IN LIFE IS
EXPERIENCE EVEN MISTAKES HAVE VALUE."*

-HENRY FORD

SHAYARIHINDIME.COM

Enculturation of ISES in the Integrated Ecosystem



Roles of Leaders – Character and Conducts

We are the FOCAL point, shaping the team's behaviour and culture

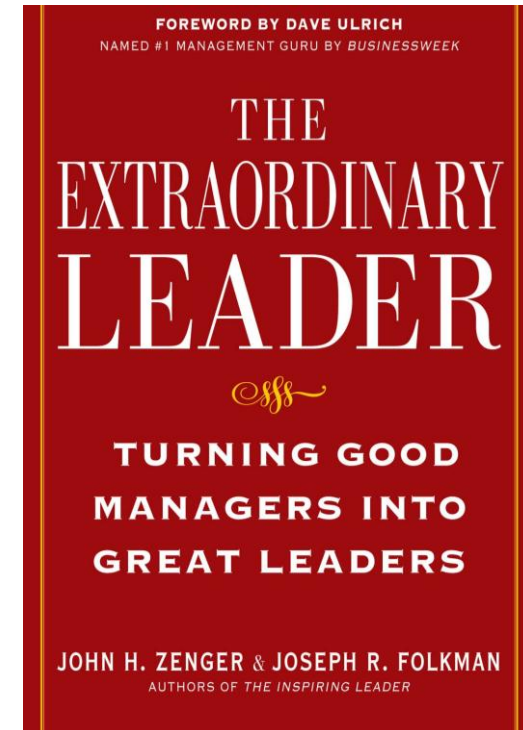
Personal character is 'absolutely at the heart of effective leadership'

Integrity

Telling the truth (be truthful)

'Avoid' blaming

Following fundamental principles in daily behaviour



Roles of Leaders – Character and Conducts

Decisions – no personal influence

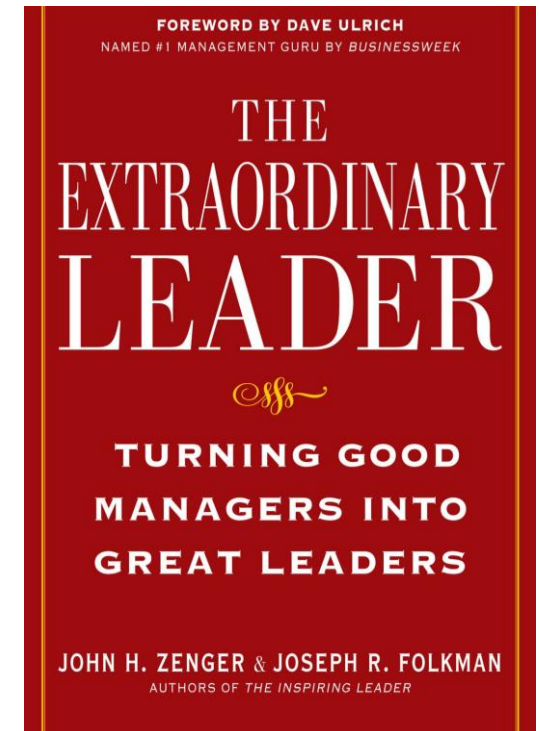
Keeping commitments

Treating everyone the same – ‘no smiling up and kicking down’ behaviour

Treating everyone with dignity

Trusting other people

Not acting in arrogant manner toward others



What Shouldn't Happen

'ISES', or Policies, Decisions etc- are 'instruction' from the top

Creating more KPIs

'Unnecessary' stress and work load

'Superficial', not genuine

Let the journey be 'enjoyable and memorable' to reach the destination

Enculturation of ISES

Personal
'Walking ISES'

Team

Ecosystem

Delivery/Outcome

Personal
Characters
Conducts
Commitment
Ethics
Genuine and
sincere

Aligned
Shared values
Togetherness
Trust
Discipline
Intact

Governance,
Policies
Work
Processes
Supporting
Systems

Efficient
'extra miles'
Customer focused
Stakeholders can
smell and sense

‘Culture starts with tone from the top’

With integrity

With transparency

With empathy and care

With open and candid communication

With focus on the greater good

Humanistic Leadership



Engaging

Empowering

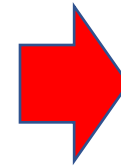
Collaborating

Appreciating

Compassionate

‘Consensus’

Empathy



‘Emotional
connection’

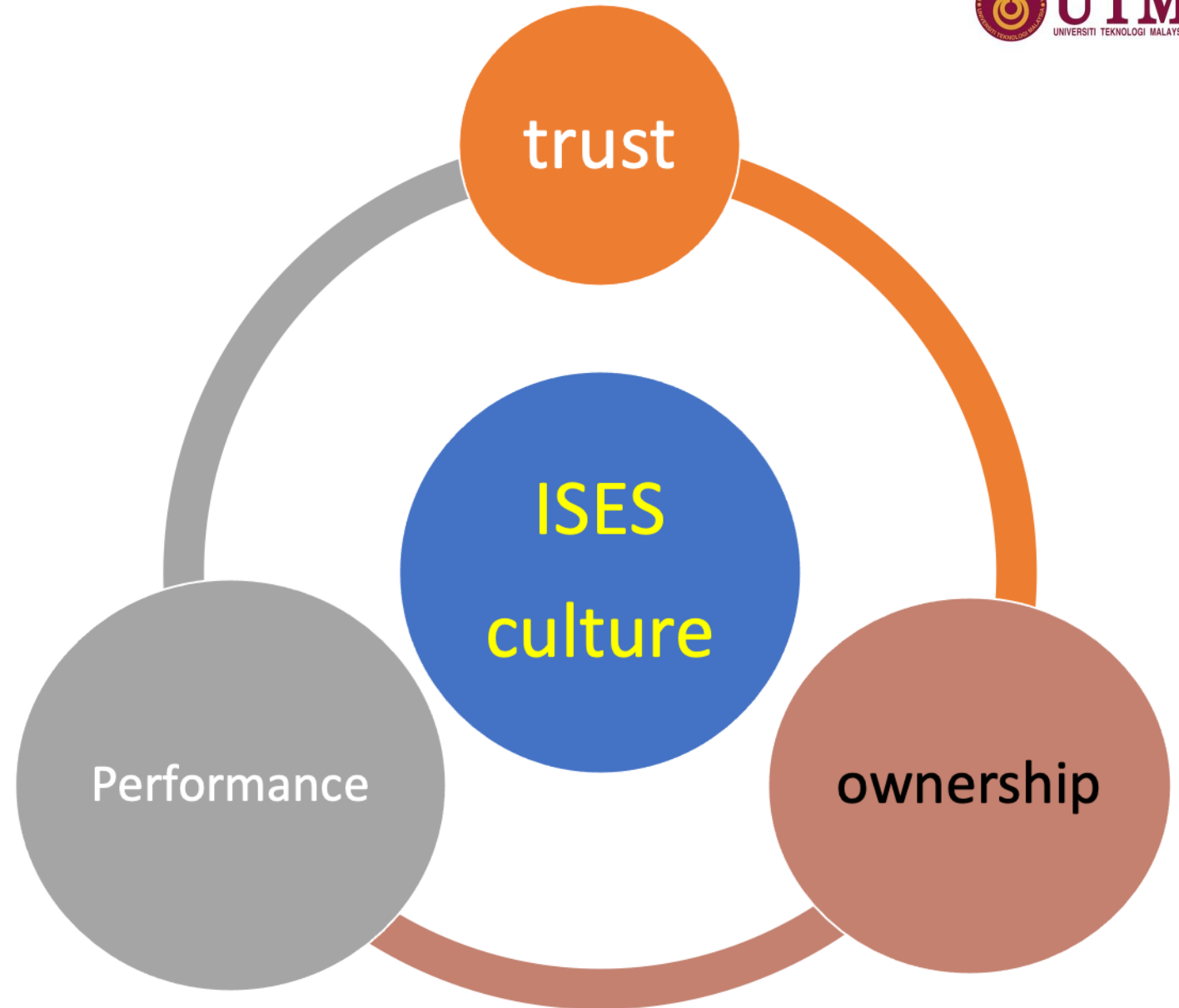
Sense of purpose

Togetherness

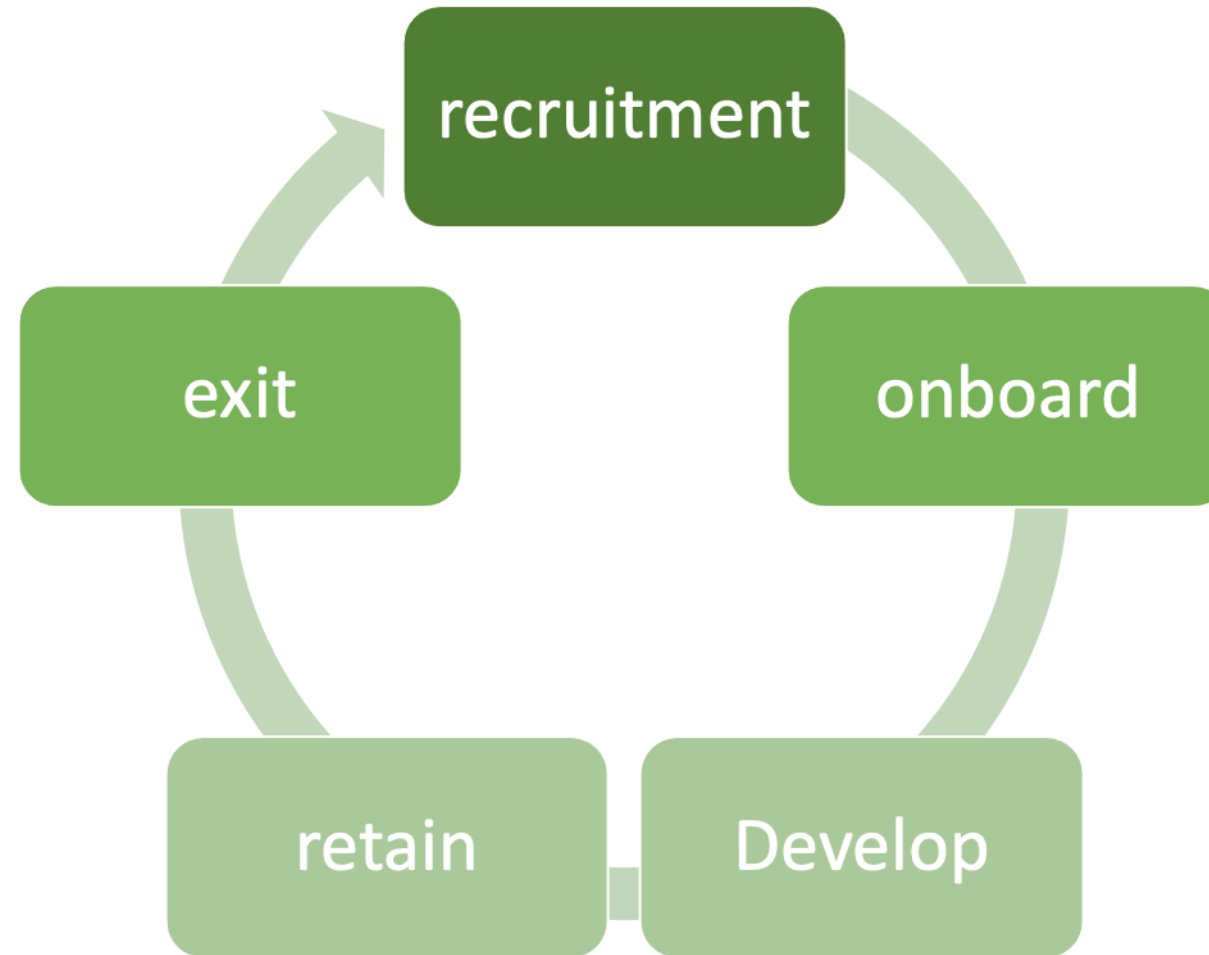
Happiness

Get the best from
the team

‘take care of your people,
and they will take care of
the organization’



Values must be embedded at each Work-life Cycle



TRUST

Internal stakeholders

- Feel welcomed, appreciated motivated and energise the team
- Resonate with everyone
- Sense of ownership
- Conducive, productive workforce
- Transparent
- Avoid internal politicking
- Talent security vs 'Job security'?

External stakeholders

- Trust is very crucial (no trust trust, 'no deal')
- Mandate by the tax payers
- Capturing the best students
- Engaging and partnering with relevant and trusted stakeholders (local and global)– top industries, top universities, alumni etc

2018 - UTM CORE VALUES: *ISES*

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EXCELLENCE

Excellence towards high performance and delivery will result in outstanding and remarkable achievement in all aspects.

SUSTAINABILITY

Sustainability is reflected in the holistic drive by the campus community in integrating and balancing economic, social and environmental sphere.

Some basic skills

- ‘not doing the easy things, but do the right things’
- Communications
 - ‘friendly’, approachable, ‘informal’, ‘visible’ in the command seat and ‘taking care of our territory’
 - ‘a shoulder to cry on, an ear to listen’
 - bridging the top management to reach everyone – EnVision 2021-25, Policies etc
 - ‘We care people share, we share people care’

Some basic skills

- Communication
 - Communicate frequently – updating regularly, not only to tell issues, or instruction. The worse –only communicate to express anger, problems
- ‘Psycho’ (wisdom)
- ‘Fight’ for the team, ‘die first’ for the team
- ‘Avoid’ blaming

Some basic skills

Leadership styles can be different

‘Be original, authentic, genuine, be ourselves’

But the roles as leaders remain the same

Always energize the team to go to the next level, exploring opportunities, overcome hurdles and brave all the challenges

What we need is **TRUST**

The story of Tariq bin Ziyad - what was the motivation and the roles of leaders – defining, elaborating the purpose and leading the way



Integrity

Integrity calls for adherence to sound **moral values** and **strong ethical principles**. This noble virtue must be **internalized in our heart and soul**, and manifested in our loyalty, **character, conduct, deeds** and action with **wisdom and trustworthiness**

Leading Integrity into Actions

Take full ownership, 'full commitment' and fully accountable to all KPI
- EnVision 2021-25

- We lead and become the example in executing
- 'Do whatever it takes'
- Facilitate, support, monitoring, for staff to thrive
- Fail to achieve affects 'personal credibility' and 'integrity'

Ensure integrity in every activities

- Academic, Research, Consultancies, Spin-off
- Interactions – students, colleagues
- 'moonlighting'?

Synergy

Synergy instills team spirit, togetherness, inclusivity, collegiality, respect, humility, cooperation and collaboration. It also breeds selflessness, resulting from care and concern for others above self, while embracing diversity and appreciating differences

Leading **Synergy** into Actions

- Synergy 4.0 – manage hurdles and issues, bring them up if necessary
- Driving and facilitating the team to synergise
 - 7P, KAI and other activities
 - Academic, research
 - Remove barriers
 - Manage those ‘reluctant’
 - Appreciate teamwork
- Create informal, casual activities, trust-building
- Manage diversity, and ‘difficult’ staff



10 minute break



**Bonding
Time**

**Healthy &
Happy
Work Place**

Excellence

Excellence towards high performance and delivery will result in outstanding and remarkable achievement in all aspects of teaching, learning, research, innovation, commercialization and provision of services.

Leading **Excellence** into Actions

Driving, managing, and leading excellent culture –from the smallest to the biggest. As simple as – punctuality, simple innovations and creativity, cleanliness, tidiness to regular checking on the achievement of performance

Performance ‘beyond’ KAI – managing it towards excellence, not stopping at numbers

Become custodian of UTM’s reputation, local and international – Programs, graduates, research, services to industries and community

‘Non-stop thinking’ and taking corrective actions for continuous improvement

A ‘contract’ between us and UTM

Unique, elusive niche, stand-out from the rest

Sustainability

Sustainability is reflected in the holistic drive by the campus community in integrating and balancing economic, social and environmental spheres to meet the current needs without compromising the ability to exist and survive continuously

Leading **Sustainability** into Actions

Mind set

Lifestyles - educating our future leaders

Loving and caring

Offering not only knowledge, skills but 'Values'



Leading **ISES** into Daily Routines

Drive and champion the habits into Culture

‘go extra-miles’

Be the example of the ‘walking ISES’

Bulat air kerana pembetung, bulat manusia kerana muafakat

Bagai aur dengan tebing

Membujur lalu melintang patah

Gunung sama didaki, lurah sama dituruni

We walk far and fast together

Bukan seperti enau dalam belukar, melepaskan pucuk masing-masing



UTM is like an armada of warships.
We are 'soldiers', and we have Vision
and Mission to accomplish

We are not in a luxury cruise ship





We act upon our
own belief and
conviction



KITA BERSAMA MENCARI REDHA ALLAH DI BUMI UTM

Wahai saudaraku! Meskipun saya telah dilantik untuk memimpin kamu, tidak berarti bahwa saya yang terbaik antara kamu semua.

Jika kamu melihat saya berada dalam kebenaran, **maka TOLONGLAH saya**. Tetapi jika kamu melihat saya berada dalam kebatilan, **maka LURUSKANLAH tindakan saya**.

Patuhilah saya, selama saya taat mematuhi perintah Allah. Jika saya melanggar perintah Allah, kamu semua tidak perlu lagi mematuhi perintah saya.

Saidina Abu Bakar As-Siddiq

Anugerah, Tanggungjawab dan Pertanggungjawaban

- Anugerah Allah kepada kita – kecerdikan, ilmu, intelektual
- Anugerah ini menjadi satu pertanggungjawaban
- Kita diberi keupayaan untuk membuat perubahan
 - Ilmu, kepakaran, pengalaman dan wisdom
 - Dihormati dan mendapat kepercayaan masyarakat
- Ramai yang bercakap dan complen, resah dan gelisah, marah dan mengkritik
- Kita mempunyai ruang dan peluang untuk melaksanakan amanah ini

CHANGE THE CONTEXT OF WHERE PEOPLE WORK
AND PEOPLE WILL CHANGE



Although it is hard to change people, nothing changes people faster than changing their environment. Their environment then shapes the culture.

Look around. What is the “smell” of the place they work? Is it stuffy? Compliance driven? Is it quiet? Are there cubicles that block them from others? Does it feel dead? That is your culture. Change that and people change along with your culture.

Barron, J. (2019). The Visual MBA: Two Years of Business School Packed into One Priceless Book of Pure Awesomeness: HMH Books. PAGE 21

The most important 'T' in life

誠
SINCERITY





The 'power' inside

Take home messages

- Not an easy task, but this is AMANAH
- Menabur bakti di UTM:
 - Menyediakan kehidupan yang lebih baik untuk anak cucu kita
 - Menjadi amal soleh, dan menuai hasilnya di akhirat
 - Mensyukuri nikmat Allah kepada kita
- to be implemented as natural as possible through the process of ‘walk the talk’, persuasion and wisdom
- When to start? – start immediately
- How? - don’t stop learning

**“ Sesungguhnya
Allah tidak akan
mengubah nasib
suatu kaum
kecuali kaum itu
sendiri yang
mengubah apa
apa yang pada
diri mereka ”**

QS 13:11





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Award Winning
University**

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innovative • entrepreneurial • global

Thank You!

