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**TITLE : Strategies in Developing Future Transformational  
Leadership among University Administrators**



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**Dato' Prof. Ir. Dr. Sahol Hamid Abu Bakar** is Professor of Civil Engineering in Universiti Teknologi MARA (UiTM), and was appointed UiTM's Vice Chancellor on January 1, 2010, after having been away for two years, serving as Director, Project Management Office (PMO), the Ministry of Higher Education Malaysia (2007-2009).

Sahol Hamid has been Guest Professor of Civil Engineering at the University of Stuttgart's WAREM (Water Resources Engineering and Management) since 2000. The close relations he has forged with German universities have helped link Malaysia with Germany through numerous initiatives, particularly in the realm of higher education, language, arts and culture, as well as science and engineering. His other academic appointments include Fellow, the Academy of Science Malaysia, Fellow, the Institution of Engineers Malaysia, Honorary Research Fellow (2002), the University of Sussex, United Kingdom, and Visiting Scholar, Purdue University, United States (1991). His professional affiliation with the Board of Engineers Malaysia has earned him the title of Registered Professional Engineer and Professional Engineer. Throughout his 30 years as an academic in ITM, later named UiTM, Sahol Hamid has contributed extensively in the world of academia. In spite of the various administrative posts he has held over the years (among which was as Deputy Vice Chancellor Academic, 2004-2007), he has

accomplished numerous scholastic initiatives. In the last five years, he has engaged in 19 joint research initiatives in his areas of expertise, including flood control, hydraulics, water resources, environmental engineering and building construction.

He has thus far acquired nine innovation medal awards – both at home and abroad – almost all of which were achieved in 2008. These include the IID 2008, ITEX 2008, IENA 2008, INPEX 2008, and the EUREKA Innova 2008. He was presented with the National Science Award (1997), for his contributions in the promotion of science education in the country. Sahol Hamid was conferred his D.Phil (Civil Engineering), from the University of Sussex, U.K. (1992), and both his M.Sc (Civil Engineering) and M.Sc (Economics), from Colorado State University, U.S. (1980). He graduated with Advanced Diploma in Civil Engineering from then Institut Teknologi MARA (ITM) in 1977.




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STRATEGIES IN  
DEVELOPING FUTURE  
TRANSFORMATIONAL LEADERS  
AMONG  
UNIVERSITY ADMINISTRATORS



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Leadership is a dynamic issue that requires understanding of theories, practical experience and all that comes from the heart of a leader.

Holding a position as Vice Chancellor enhances my belief about being a transformational leader due to several reasons:

- Running a university is not a one man show.
- Transform individual's potential and strength in ensuring performance and expectations are met.
- Ultimately, I want to encourage existing leaders to build more leaders for the university


**“Leaders build Leaders”**

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1. Leaders are Born or Leaders are Made?
2. Leadership can't be taught?
3. Leadership = Authority?
4. Leadership = Influence?
5. Leaders have all the answers?



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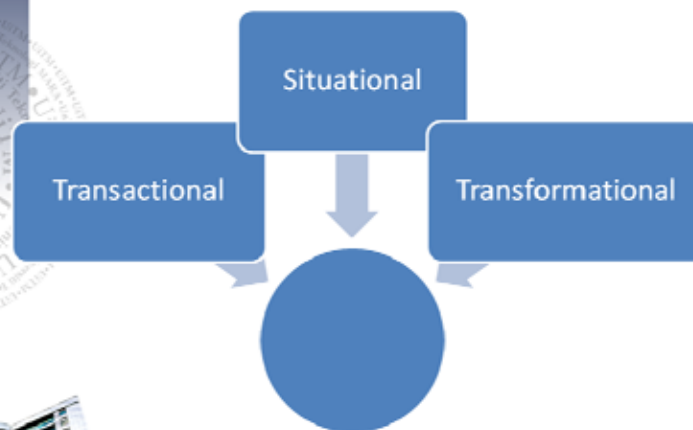
- For centuries, people debate on leadership issues, myths, realities, fallacies and many others.
- Researchers attempt to unveil the success and failure of great leaders but the answers remain clueless to what are the definite ingredients of a great leader and what could possibly be the opposite.

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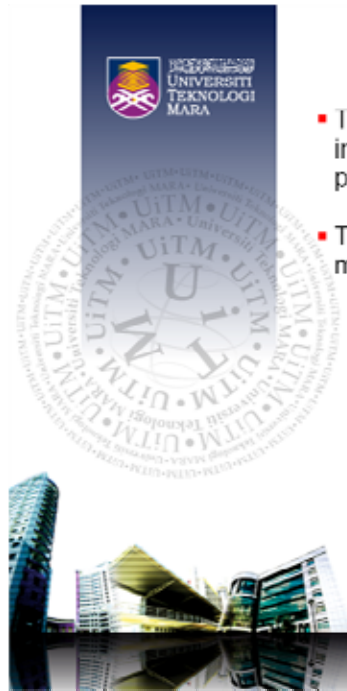


### The Question is...

Should a Leader be:



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- Transformational leadership has become an increasingly important and popular topic over the past decade.
- The popularity of this topic is attributed by two main factors:
  1. Significant global economic changes followed with rapid technological changes and increased competitions have somewhat forced organisations to change the way they run their operations.
  2. Realisation on the existence of traits, behaviours and situations among leaders and the failure to account for non-ordinary leaders.

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“.....facilitates a redefinition of people’s mission and vision, a renewal of their commitment and the restructuring of their systems for goal accomplishment. It is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents. Hence, transformational leadership must be grounded in moral foundations”

(Leithwood, as cited in Cashin et al., 2000, p.1)

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1. A process of influencing major changes in the attitudes and assumptions of organisational members and building commitment for the organisation's mission, objectives and strategies.

(Yukl, 1994)

2. A transformational leader is an extraordinary leader that pays attention to and is sensitive to the needs of his followers and his needs.

3. A transformational leader cultivates the acceptance of the group mission and seek to unite his followers as they work towards a common purpose.



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## The Approach is...

**WORKING TOGETHER**

**AS A TEAM**



**HUMAN RELATIONSHIP**



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### 1. Working together as a Team

- ❑ A leader must realise that success or failure in an organisation is not about an individual.
- ❑ Success or failure is a collective work of individuals in an organisation.
- ❑ Therefore, working together as a team is crucial.

### 2. Human Relationship

- ❑ A leader must create the ambience for positive work that starts with rapport.
- ❑ Building rapport with team members can lead to outstanding outcomes.

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## Outcomes of Transformational Leadership



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### Transformational leaders among university administrators

1. Successful transformational leaders among university administrators are needed to promote development and maintenance of the positive culture in an organisation.
2. The existence of transformational leaders would not only provide the vision but also lead the followers to accept the vision as their own and therefore, committed to bring the vision into reality.
3. Such commitment would provide assurance to the stakeholders of the university the sound standing of its reputation.

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### Strategies to develop transformational leadership



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## IDEALISED INFLUENCE

1. Represents confidence and trust and provides a role model so that followers could seek to emulate.
  - Confidence and trust would allow a leader to promote changes without much resistance from followers.
2. Leaders are admired, respected and trusted.
  - A leader who is trusted provides a foundation for accepting organisational change.

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## INSPIRATIONAL MOTIVATION

1. Represents motivating the entire organisation to follow new changes.
  - A leader is able to make clear and appealing view of the future by providing opportunities to followers to reflect their responsibilities and challenge them with high standards.
  - A leader who promotes the followers to become part of organisational culture and environment by encouraging them to imagine and contribute to the development of the organisation.

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## INTELLECTUAL STIMULATION

1. Represents stimulating minds and changing followers' awareness of problems and their capacity to solve those problems.
  - A leader who often questions assumptions and beliefs.
  - A leader encourages the followers to think outside the box and become innovative and creative and approach old problems in new ways.
  - A leader persuades followers to propose new and challenging ideas without fear of being punish.

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## INDIVIDUALISED CONSIDERATION

1. Represents responses to specific unique needs of followers in order to ensure they are included in the transformation process of organisation.
  - A leader recognises the importance of expression such as expressing words of thanks.
2. Recognising that each follower has different talent and knowledge and therefore treated individually and differently to allow him to reach higher level of achievement.
  - A leader must be alert of factors that motivate followers individually.

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## Performance Beyond Expectations



The four components result in **performance beyond expectations** among the people as **enhancing** and **maximising human potential** are the **key ingredients** in transformational leadership.

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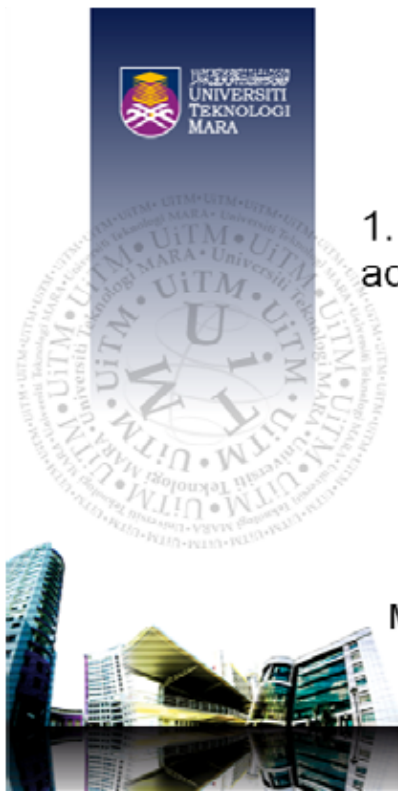


## REFLECTION

University administrators are:

- ◆ important
- ◆ relevant
- ◆ significant
  
- ◆ Understand roles and responsibilities
- ◆ Direct towards a common purpose
- ◆ Maximise human potential and relationship

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## LEADERS vs MANAGERS

### My Aspiration:

1. Build more **leaders** among the administrators instead of managers.

### Why?

Leaders **make a difference** with human potential and performance.

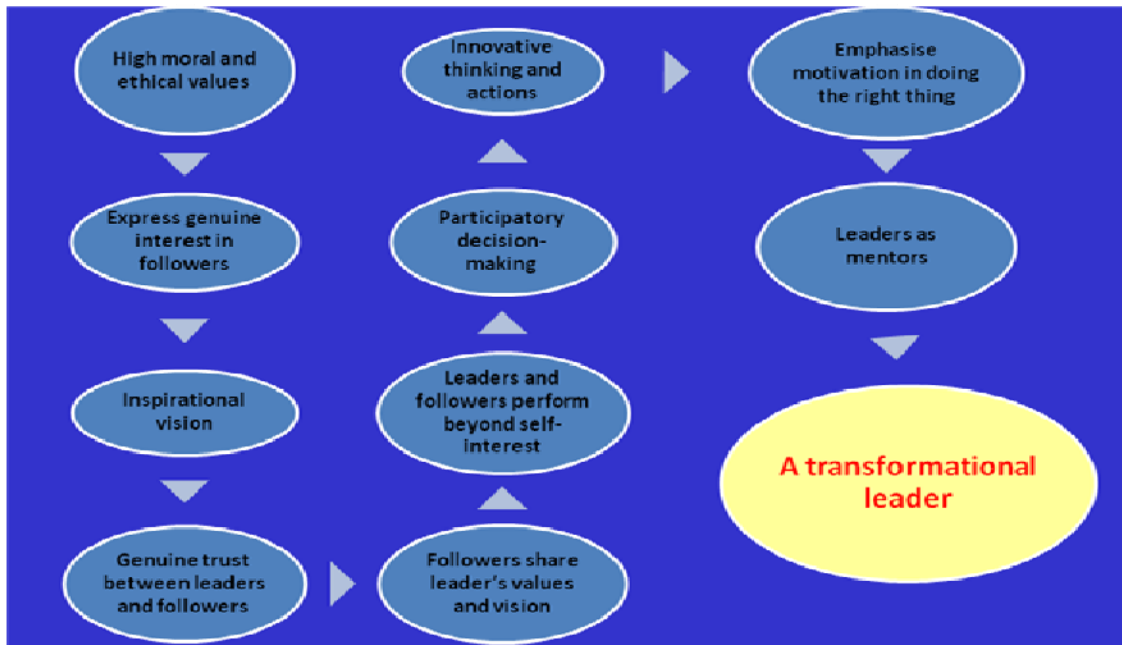
**BUT**

Managers **maintain** human potential and performance.

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## Summary





## Pictorial Intepretation

*The illustrations suggest that:*

1. *Work together towards a common purpose in an organisation is the key in achieving greater success as a leader.*
2. *As a leader, sometimes we move to fast. Hence, always look back and see who are left behind and assist them by identifying their strengths. Develop the strengths and provide support to ensure they move as fast as the leader.*



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"Leadership comes from inside.  
Anyone desiring to be a better leader  
on the outside must work on being a  
better leader on the inside".

*Kathy Ryan*

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*Thank You*

