



**AKEPT** HIGHER EDUCATION LEADERSHIP ACADEMY

UNIVERSITI TEKNOLOGI MARA

**15<sup>th</sup> University Administrators Conference 2010**

A Three-Days Conference On  
University Leadership : Energizing Innovative And Creative Minds

20-23 December 2010  
**Pan Pacific Hotel KLIA**

*The conference is designed for participants to learn the challenges in University administrators roles, the infusion of quality innovative, creative and collegiality cultures and various styles of leadership in managing higher learning institutions*

**PROGRAMME HIGHLIGHTS**  
Six important papers will be deliberated at the conference:

**TOPICS**

- Strategies in Developing Future Transformational Leadership among University Administrators
- Administrator Roles in Managing Changes in Institution of Higher Education
- The Challenges of Women Leaders for the Next Millennium 2057
- Leader Leading Transformation
- Global Leadership for World Class University
- Rebranding of Future Leader

**WHO SHOULD ATTEND**

- University Administrators from IPTS and ASEAN countries
- Academicians, Post-Graduate Students, Researchers
- Government officers from local public agencies

# WORKING PAPERS

1. ***HAJAH HALIZA MAHAYUDDIN*** – TRANSFORMATIONAL LEADERSHIP: Turning University Vision into Reality
2. ***ABDELLAH AARAB*** – THE MAKING OF GOOD LEADERS
3. ***SAZLYRA BINTI MOHD ARSHAD, et.al*** – PERSONAL VALUES AND DECISION MAKING STYLES OF ADMINISTRATORS IN MALAYSIAN UNIVERSITIES
4. ***KHASIAH ZAKARIA*** – LEADERSHIP IN LIBRARIANSHIP
5. ***JONA HIDAYATI QAMARUZZAMAN*** – THE INFLUENCE OF LEADERSHIP STYLES ON LEARNING ORGANISATION AMONG NON-ACADEMIC STAFF IN UiTM MELAKA

## **TRANSFORMATIONAL LEADERSHIP : Turning University Vision into Reality**

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Haliza Mahayuddin

e-mail: [haliz091@salam.uitm.edu.my](mailto:haliz091@salam.uitm.edu.my)

### **ABSTRACT**

*Universities have contributed immensely to the success of nation building efforts. Hence, transformation in higher education has become a critical agenda.*

*Today, like other institutions, universities are facing challenges of greater complexity than ever before with relentless pressure of competition while the rate of change is continuously accelerating. Leaving out all the technical analysis, the simple truth is that there is one constant – CHANGE – it is every where and ever present.*

*Much personal pain can be derived from this fact , especially in the resistance to change, or unwillingness to embrace what exists. This has to be resolved within ourselves. This is about how we can transform ourselves to create the reality we desire ( Richard Cox, 2010 ).*

*For universities to be successful and excellent, outstanding leaders are needed who can deliver consistently the highest level of organizational performance combined with an almost obsessive focus on people who can truly understand, embrace and ultimately help implement the changes necessary for the university to thrive in today's global competitiveness.*

*Outstanding leaders have vision. They share a dream and direction that other people want to share and follow. The leadership vision goes beyond the university's written organizational mission and vision statement. The vision of leadership permeates the workplace and is manifested in the actions, beliefs, values and goals of the organization's leaders (Susan Heathfield, 2009).*

*Thus, the need for transformational leadership, an approach that engenders change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders. These leaders display characteristics and competencies that earn trust, instill confidence, and inspire action that results in meaningful and lasting change.*

*Hence, in the quest for excellence, transformation should be effectively supported by understanding and trust, as well as practical initiatives that should enhance competency, creativity and competitiveness among the followers to be able to thrive with full composure, in times of change.*

### **KEYWORDS**

*Leader, Leadership, Vision, Transformational, Change , Inspire,  
Followers, Trust, Thrive, Performance. Excellence, Results.*

## OPENING QUOTATIONS

- “The prime function of a leader is to keep hope alive.”** John W. Gardner
- “Nothing great was ever achieved without enthusiasm.”** Ralph Waldo Emerson
- “Setting an example is not the main means of influencing another, it is the only means.”** Albert Einstein
- “There’s nothing more demoralizing than a leader who can’t clearly articulate why we’re doing what we’re doing.”** James Kouzes and Barry Posner.
- “Leadership is based on a spiritual quality: the power to inspire, the power to inspire others to follow.”** Vince Lombardi.
- “The first thing to understand about transformational leadership – sometimes these leaders do not always make things better – sometimes they can make things worse. Progress is not assured.”** The Economist: The idea of progress.
- “To avoid the agony of failure, one must know what one can transform and what one cannot.”** Murray Johannsen.
- “Managers are people who do things right, while leaders are people who do the right thing.”** Warren Bennis, Ph.D.
- “Would your staff listen to you if not for your position? That depends on your personal leadership and personal integrity.”** Dato’ Seri Idris Jala, CEO Malaysia Airlines System, 2008

## INTRODUCTION

Everyday universities advance knowledge and transform lives in ways both practical and profound. Strengthening human capital development with first class mentality and facing challenges of globalization has made transformation a critical agenda in higher education. Transformation will require the successful translation of strategic plans into actions, with a definite achievement of results.

Simultaneously, efforts are geared towards putting our university on the world map, or bring the world home to our university. So we say globalization has impacted on the role of universities and prevailing systems of higher education delivery.

Such a scenario has made it pertinent for university administrators to work hand in hand with academic leaders and scholars to uphold excellence in teaching and

learning; student development; research, consultancy and publications; networking and linkages; scholarly activities, even to the extent of producing nobel laureates.

Thus the university develops a vision – to be shared by all. Sharing the university vision goes beyond the university’s written organizational mission and vision statement. The vision of leadership permeates the workplace and is manifested in the actions, beliefs, values and goals of the organization’s leaders (Susan Heathfield, 2009).

“The very essence of leadership is that you have to have a vision. It’s got to be a vision you articulate clearly and forcefully on every occasion.” Theodore Hesburgh, President of the University of Notre Dame.

### **THE MANY NOTIONS OF LEADERSHIP**

“In front of me I see the future. I want my people to be better than me. I want to share, but of course, once in a while I’ll challenge you.” This is the opening remarks by Y Bhg Dato’ Prof Ir Dr Sahol Hamid Abu Bakar, Vice Chancellor of Universiti Teknologi MARA, Malaysia at his Vice Chancellor Succession Series 1 on November 4, 2010. He pinpoints three important factors that make an extraordinary leader, namely accountability, actions and achievements. His advice, keep your ego down. Leaders do not know everything !

Further to Dato’ Sahol’s statement, Y Bhg Tan Sri Dr Wan Mohd Zahid Wan Noordin, Chairman of the UiTM Boards of Directors supported the notion that staff or followers should be goal-oriented and not leader-oriented. A leader who frightens the followers is not a good leader.

Key leadership success secrets set the great leaders apart from the so-so leaders in today’s organizations. Leadership style is learned from mentors, learned in seminars and exists as part of a person’s innate personal leadership skill set developed over years , and existing possibly, from birth. Nature or nurture is a question often asked about leadership. The combination of natural leadership skills and nurture through leadership development defines your leadership style. (Susan M. Heathfield, About.com Guide, 2009)

Sometimes people who are placed in positions of leadership have the mistaken idea that they are somehow “above” those they are leading. Some leaders believe that the people they are leading work for them. However, leaders who work most effectively take the opposite view. These leaders understand that they fill the role

of working for and servicing those they are leading.” (Dr Kelly Preston Anderson, 2005)

No two leaders are alike, because leadership comes in many different forms. They vary in their management philosophies and have different personality quirks. But one idea remains significant – that leadership is unique to each person. (Robert Townsend, 1995).

We often talk about coaching and mentoring. Townsend in his book, *Reinventing Leadership* (1995) made a point that a good leader must be a servant to his people. The overly ambitious, power-craving, insensitive types don't make good leaders because they don't understand this role. Leaders are to make sure that their people do not have any reason to fail, that their wants are fulfilled, and that they have every resource they need to achieve their targets. Leaders should have an absence of arrogance!

Likewise, the Prophet, Muhammad SAW is open-minded. He listens to ideas and opinions of people, be it his followers or enemies, before making judgments or decisions. (The Holy Qur'an, verse at-Taubah 61-66)

Central to the performance of leadership functions is communication. (Lailawati Mohd Salleh, 2009). Clutterback and Hirst (2002) emphasized the need for leaders to communicate well, without which such leaders are not really leading at all. Effective leaders have good communication skills. Well-planned organizational strategies may fumble with weak leadership communication

## **TRANSFORMATIONAL LEADERSHIP**

Today, much has been written and focused on transformational leadership which is said to represent a more appealing view of leadership and provides a better fit for leading today's complex work groups and organizations.

Transformational leadership is defined as a leadership approach that engenders change in individuals and social systems. In its ideal form it creates valuable and positive change in the followers with the end goal of developing followers into leaders. Enacted in its authentic form, transformational leadership enhances the motivation, morale and performance of his/her followers through a variety of mechanisms. (Wikipedia, the free encyclopedia).

James MacGregor Burns (1978) first introduced the concept of transforming leadership in his descriptive research on political leaders, in which leaders and followers help each other to advance to a higher level of morale and motivation.

Bernard M. Bass (1985), a researcher, extended the work of Burns to explain how transformational leadership could be measured, as well as how it impacts follower motivation and performance.

The followers of such a leader feel trust, admiration, loyalty and respect for the leader and because of the qualities of the leader, are willing to work harder than originally expected. These outcomes occur because such a leader offers followers something more than just working for self gain. They provide followers with an inspiring mission and vision and give them an identity.

Now, after over 30 years of research and analyses, four elements of transformational leadership are introduced, (Bass & Bass 2008):

1. Individualized Consideration – the degree to which the leaders attends to each follower’s need, acts as a mentor or coach to the follower and listens to the follower’s concerns and needs. The leader gives empathy and support, keeps communication open and places challenges before the followers. This also encompasses the need for respect and celebrates the individual contribution that each follower can make to the team. The followers have a will and aspirations for self development and have intrinsic motivation for their tasks.
2. Intellectual Stimulation – the degree to which the leader challenges assumptions, takes risk, and solicits followers’ ideas. Leaders with this style stimulate and encourages creativity in their followers. They nurture and develop people who think independently. For such a leader, learning is a value and unexpected situations are seen as opportunities to learn. The followers ask questions, think deeply about things and figure out better ways to execute their tasks.
3. Inspirational Motivation – the degree to which the leader articulates a vision that is appealing and inspiring to followers. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand. Followers need to have a strong sense of purpose if they are to be motivated to act. Purpose and meaning provide the energy that drives a group forward. The visionary aspects of leadership are supported by communication skills that make the vision understandable, precise, powerful and engaging. The followers are willing to invest more effort in their tasks, they are encouraged and optimistic about their future and believe in their abilities.

4. Idealized Influence – provides a role model for high ethical behaviour, instills pride, gains respect and trust.

In the local arena, the CEO of the Malaysia Airlines System (MAS), Dato' Idris Jala in 2008, shared in a seminar on the six secrets of successful business transformation. This came after the nation witnessed the success of MAS in rebuilding strategies and making back profits in less than half a year of the new leadership under Idris Jala.

His secrets are :

1. The game of the impossible – Setting “Olympic” targets, and conquering the fear of failure.
  2. Anchoring on the profit and loss – constantly monitoring the profit and loss and making each manager accountable for their actions.
  3. Discipline of action – no postponement. Report and communicate results.
  4. Situational leadership – transform leadership base on team development. Empower. Know when you are redundant, know when you must step out.
  5. Winning coalition – collaborations, networking, staff engagement.
  6. Divine intervention – on values and actions, be a good human being. Self renewal – solitude and reflection.
- Your job is not just a job...it's a calling.

*“Would your staff listen to you if not for your position? That depends on your personal leadership and personal integrity.”* Dato' Seri Idris Jala, CEO Malaysia Airlines System, 2008.

## **TRANSFORMATIONAL LEADERSHIP BEHAVIOURS**

According to Colonel Mark A. Homrig (2001)

(<http://leadership.au.af.mil/documents/homrig.htm>), behaviours of a transformational leader are as follows:

- Developing and sharing an inspiring vision of the organization's future
- Behaving in ways that bring out the best in individuals and teams
- Showing genuine concern and respect for others
- Continuously investing in the development of themselves and others
- Developing a culture of collaboration rather than command and control where change is welcomed as an opportunity rather than a threat



- Recognizing that leadership needs to be demonstrated at times by everyone in the organization
- Authentic transformational leadership builds genuine trust between leaders and followers
- Transformational leaders concentrate on terminal values such as integrity and fairness
- There is a moral justification for the transformational leader's efforts to achieve value-congruence between the leader and the led. When it is achieved, both are more satisfied emotionally (Meglino, Ravlin & Adkins, 1989).
- Leadership and followership in transformistic organizations are predicated less on positional authority and more on independent work relationships centred on common purposes.
- Individuals who assume leadership roles have sound visioning, interpersonal and organizational skills, and the desire and willingness to lead. Effective followers are distinguished by their capacity for self-management, strong commitment and courage.

## **THE LEADERSHIP CHALLENGE**

James Kouzes and Barry Posner developed a survey (The Leadership Practices Inventory) that asked people which, of a list of common characteristics of leaders, were, in their experiences of being led by others, the seven top things they look for, admire and would willingly follow. And over twenty years, they managed to ask this of 75,000 people. The results of the study showed that people preferred the following characteristics, in order:

- **Honest**
- Forward-looking
- Competent
- **Inspiring**
- Intelligent
- **Fair-minded**
- Broad-minded
- Supportive
- Straightforward
- Dependable

- Cooperative
- Determined
- Imaginative
- Ambitious
- Courageous
- **Caring**
- Mature
- Loyal
- **Self-controlled**
- Independent.

That brings Kouzes and Posner to identify five actions as being key for successful leadership:

1. Model the way
2. Inspire a shared vision
3. Challenge the process
4. Enable others to act
5. Encourage the heart

People act best of all when they are passionate about what they are doing. Honesty highlights the importance of telling the truth to those they would lead, Thus, transformational leadership has a strong focus on followers and has so much to do with relationships.

True leaders build strong social networks and trusted communities of team-mates, suppliers and customers that will help them get to where they're going (while they, in turn, reciprocate. And exceptional leaders know how to connect. Extremely well. (Robin Sharma, 2007)

For leaders to grow, they have to find uncomfortable friends. Leaders will become a lot like the five people they spend most of their time with. So, suggests Robin Sharma, invite people into your professional life who will inspire you, who will uplift you, who will make you extraordinary, authentic, unforgettable, who sees the world through a different set of eyes. They'll challenge you. They'll push you. And sometimes maybe, they'll even irritate you. This practice will serve you well, so that you grow, and reach, and evolve. So that you will never be the same.

Avoidance of conflict leads to consensus decision-making, shelving of difficult issues, avoidance of performance management and ultimately failure in the leadership role.

As one organization, leaders should be building bridges, not fences. Being territorial is a bad practice. Followers should be told that they are all part of a larger whole. It gives followers a sense of security, safety and happiness.

Speak your truth. One of the things that separates leaders from followers is that those who lead speak openly, honestly and courageously. Too many people talk the good talk these days. Tons of empty promises. True leaders are different. They talk less and do more. Silent souls under-promise and over-deliver, and when they do speak, they speak the truth.

Be a beacon of professionalism, with impeccable integrity, humble and self-discipline. (Zahrah Mokhtar, 2006). Leaders and followers alike must recognize and profess such nobleness for success and prosperity.

Leadership and success begins on the extra mile. Outstanding leaders spend most of their time giving their best out on the extra mile.

The best leaders do several specific things to successfully implement transformation. (Gerald A. Kraines, 2001).

- They communicate and provide information so that people will understand that the change is necessary and reasonable.
- They provide clarification about the implications of the change decision in order to encourage trust.
- They model behaviour so that there will be greater identification with the boss, with management, and with new organizational goals.
- They seek input and advice so that people will remain genuinely committed and continue to support the change.
- They set limits to encourage appropriate behaviour and mutual respect.

Anthony Foster and Bruno Aprano (2010) in coaching noble inspirational leaders reminds leaders to always share themselves with others and in doing so, will always share themselves openly with full transparency. So many problems exist today because people do not share themselves. Everyone is too cautious and too self-protective. This feeling of self-protection could come from fear or simply a lack of confidence or uncertainty in their role or their jobs. A true noble leader should not

experience such fear and should overcome any of the self-destructive tendencies within.

## **SUGGESTIONS**

Obviously wanting the best for your university is definitely good and should be everyone's aspiration.

Nurturing and enhancing personal leadership development must continue in a broader perspective, taking into consideration that every staff or follower must participate and digest what needs to be.

Hence, the strategy to create branding for university administrators that forms the backbone of performance and delivery, is not an impossible thing to do, especially in light of strengthening leader-follower relationships in sharing the vision to be achieved. One has to demonstrate the characteristics of this form of leadership, wherein the transformational leader encourages others to become transformational leaders, and soon the entire organization is filled with effective leaders.

Best practices shared amongst institutions of higher learning locally and abroad, can be a great attempt to improve and harness the quality of administrative leaders. Like academic leaders, administrative leaders should find time and make sharing happen. It opens up avenues for exchange of experiences and knowledge, thus broadening expertise and strength.

Exposure is an important aspect for it builds openness and confidence, encourages communication, develops knowledge and experience, builds linkages, as well as allows one to see the world around them. Therefore, giving opportunities for the staff or followers to be suitably placed in the right department at the right time is necessary for the leader to consider. Keeping one in one place for a long time can lead to dullness, thus demotivating. A new department gives them a new experience and new connections, in a way rejuvenating their capabilities. A fair distribution will make your followers happy, and happy people will be happy to work with you, their leader.

While this is home, JALUMA, the *Jawatankuasa Latihan Bersama Institusi Pengajian Tinggi Di Malaysia* (the Committee for Joint Training for Higher Education Institutions Malaysia) is a very appropriate avenue for the advancement of training and practices for university administrators. Training, workshops, benchmarking visits, or even research and writing among administrators is not the impossible to do. These can enhance

competency, competitiveness, resiliency with an attitude of optimism that should prepare them for transformational leadership.

### **A FINAL NOTE**

It's people! It is the followers that make a leader outstanding and great. Without followers, leaders are no where. Therefore brilliance, sharpness, fast, competent alone is not enough to take the leader to greater heights, if not for the support of truthful, loyal followers.

As leaders in our own capacity, we need to ask ourselves these few but important questions:

1. Do we honour the importance of followers, without whom we will not be able to achieve targets and results?
2. Do we lead and coach everyone in the team, or do we select only those whom we like, for some reason or other?
3. Do we ask ourselves what have I done or not done as a leader?
4. Do we sense that we are accepted by our followers, and if not, have we asked ourselves why?
5. Have we created anything new? For the followers, for the organization?

Being a transformational leader is much more than just having followers. It is about developing the people around you so that they too can lead. Therefore you lead to create leaders. It isn't just the power and authority that comes with having a leadership role, but it takes being moral, inspirational, charismatic, intellectually stimulating, and paying attention to those around you in a way that they trust you, because of who you are, not just for what you do. It is important that we forgo our ego and transcend ourselves to serve those around us, our people.

Strategies and plan can be fantastic, but they will surely remain on paper if your people are not with you. There are times you need to go to you people, there are times they need to come to you. You need to portray the element of respect in the right manner, and you will surely get back the respect you deserve. It just cannot be a one-way thing.

When trust, respect, support and understanding are well placed, you have a strong team and the impossible will happen. Your vision becomes a reality.

## **SIMPLE Leadership Strategies**

### **Good Quotes.....on Simplicity**

- “The task of a leader is to simplify. You should be able to explain where you need to go in two minutes.” Jeroen Van Der Veer, CEO, Royal Dutch Shell.
- “Genius is the ability to reduce the complicated to the simple.” C.W.Ceram.
- “Great managers make it seem all so simple.” Marcus Bunkingham & Curt Coffman.
- “Dr Albert Einstein and Coach John Wooden share a similar brilliance; both mastered the complicated art of keeping it simple.” Steve Jamison, Co-Author, Wooden on Leadership.
- “Life is really simple, but we insist on making it complicated.” Confucius
- “...if we don’t look for ways to simplify, we can guarantee our lives become more complex, busier, less efficient and more stressful.” David Brewster, Success with Simplicity
- We may do great things, but in a simple way. What we do may be small, but it gives great impact.
- “He who is good for making excuses is seldom good for anything else.” Benjamin Franklin.

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