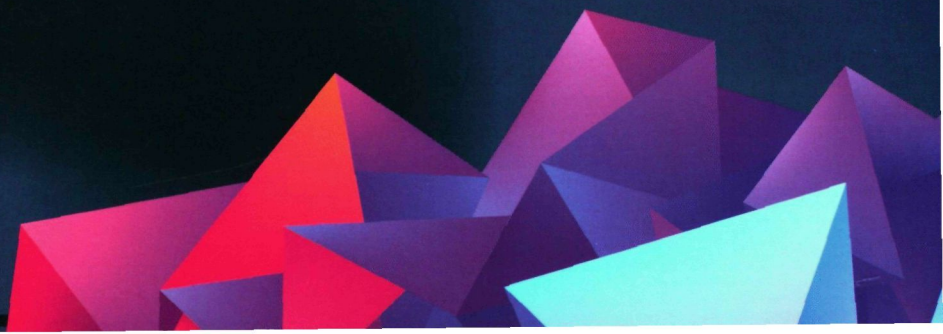




ALIVE

AGILE LEADERSHIP IN THE **COVID-19** ERA

Editors
Yazrina Yahya
Nordiana Mohd Nordin
Azman Mat Isa
Nor Haniza Sarmin
Norizan Anwar



ALIVE

AGILE LEADERSHIP IN THE COVID-19 ERA

Editors

Yazrina Yahya
Nordiana Mohd Nordin
Azman Mat Isa
Nor Haniza Sarmin
Norizan Anwar

© UiTM Press, UiTM 2022

All rights reserved. No part of this publication may be reproduced, copied, stored in any retrieval system or transmitted in any form or by any means; electronic, mechanical, photocopying, recording or otherwise; without prior permission in writing from the Director of UiTM Press, Universiti Teknologi MARA, 40450 Shah Alam, Selangor Darul Ehsan, Malaysia. e-mail: penerbit@uitm.edu.my

UiTM Press is a member of
MALAYSIAN SCHOLARLY PUBLISHING COUNCIL

Perpustakaan Negara Malaysia

Cataloguing-in-Publication Data

AGILE LEADERSHIP IN THE COVID-19 ERA (ALIVE) / Editors Yazrina Yahya, Nordiana Mohd Nordin, Azman Mat Isa, Nor Haniza Sarmin, Norizan Anwar.
ISBN 978-967-363-866-6

1. Leadership.
 2. Education, Higher--Malaysia.
 3. Universities and colleges--Administration.
 4. COVID-19 (Disease)--Malaysia.
 5. Government publications--Malaysia.
- I. Yazrina Yahya. II. Nordiana Mohd. Nordin. III. Azman Mat Isa.
IV. Nor Haniza Sarmin. V. Norizan Anwar.
658.4

Cover Design : Fadhllyatun Farah Mahadi

Amirazlan Abdul Razak

Typesetting : Nurhunaina Mohd Bani

Printed in Malaysia by : UiTM Printing Centre
College of Creative Arts
Universiti Teknologi MARA
40450, Shah Alam
Selangor

CONTENTS

<i>List of Figures</i>	<i>ix</i>
<i>List of Tables</i>	<i>xi</i>
<i>List of Photos</i>	<i>xiii</i>
<i>Foreword 1</i>	<i>xv</i>
<i>Foreword 2</i>	<i>xvii</i>
<i>Foreword 3</i>	<i>xix</i>
<i>Preface</i>	<i>xxi</i>
<i>Acknowledgements</i>	<i>xxiii</i>
<i>List of Abbreviations</i>	<i>xxv</i>

PART 1



LEADERSHIP IN HIGHER EDUCATION INSTITUTIONS

CHAPTER 1 | AGILE LEADERSHIP IN THE COVID-19 ERA: UNFOLDING AND EMBRACING THE CHANGE 5

*By Yazrina Yahya, Nor Haniza Sarmin, Nordiana Mohd Nordin,
Azman Mat Isa & Norizan Anwar*

CHAPTER 2 | CHANGE MANAGEMENT: UNDERSTANDING CULTURE, VALUES, AND BEHAVIOUR 15

*By Noorul Ainur Mohd Nur, Manjet Kaur Mehar Singh, Amelia Wong Azman,
Fatin Aliah Phang & Tan Boon Chin*

PREFACE

The past decade has been challenging due to COVID-19 pandemic, the change in world climate which results in typhoons, earthquakes, and volcano eruptions, that pose several unforeseen challenges not only to the global population but also to the higher learning institutions (HLIs) directly or indirectly. Like any other organisation, HLIs must adapt to the current challenging situation to ensure they can continue to manage their various stakeholders effectively – particularly academics, administrative staff, researchers, and most importantly, the students, to prepare and contribute to the organisation during difficult times. In addition, organisations must adapt to the challenges and be resilient. Hence, leaders of higher education institutions need to be agile and align them with agile principles. It is to ensure that the HLI transforms into an agile organisation and adapts to weather major unforeseen disruption and achieve its target results; thus, it is the basis of Agile Leadership in the COVID-19 era.

The new kind of agile organisation requires a fundamentally different kind of leadership. Leaders need new sets of capabilities for agile transformations. Agile leadership requires the leader to establish a common purpose and clear communications to get the people in the institution to feel personally invested in the company. It requires the leaders to set up a structure that allows rapid decision-making, which ensures long-term sustainability, creating networks of local teams with clear and accountable roles via empowerment and flat structures. In addition, an agile leader will also provide people with the technology they need, which is the core of every aspect of an organisation. It is fundamental to ALiVE.