

LEADERSHIP & EFFECTIVE MANAGEMENT

PROGRAM

KEPIMPINAN WANITA

Fasa 1: 10-11 Oktober 2018

Fasa 2: 29 November 2018

Prof Khaeruddin Sudharmin

Recipient: Asia HRD Award 2013 Jakarta, Blue Ocean CEO 2011 Bali

former Managing Director & Chief Executive MRC Malaysia

**Terbuka kepada kakitangan in partnership with THATCHAM UK*

Senior Research Fellow, School of Management, Asia e University

Chairman Exam Board/Adviser Young Professionals CILT Malaysia

anjuran:



@Bilik Senat, Canselori, Universiti Kebangsaan Malaysia, 10hb Okt 2018

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Hopeless Resignation

VS

Spluttering Resistance

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Administration vs Management

- Objective
- Success criteria
- Resource use
- Decision-making
- Structure
- Roles
- Attitudes
- Skills

Fasa 1: 10-11 Oktober 2018
Fasa 2: 12-13 November 2018

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Administration vs Management

• Administration

- Stated in general terms and reviewed or changed infrequently
- Mistake avoiding. Performance rarely measurable
- Secondary task
- Has to make few decisions but affecting many and can take time over it
- Roles defined in terms of responsibility. Long hierarchies; limited delegation
- Arbitrator
- Passive; workload determined outside the system. Best people used to solve problems. Time insensitive, risk avoiding. Emphasis on procedure. Doing things right. Conformity, uniformity
- Legal or quasi-level. Literacy (reports, notes)

• Management

- Stated as broad strategic aims supported by more detailed short-term goals and targets reviewed more frequently
- Success seeking, performance mostly measurable
- Primary task
- Has to make many decisions affecting few and has to make them quickly
- Shorter hierarchies; maximum delegation
- Protagonist
- Active: seeking to influence the environment. Best people used to find and exploit opportunities. Time-sensitive. Risk accepting but minimising it. Emphasis on results. Doing the right things. Local experiments; need for conformity to be proved. Independence
- Economic or socio-economic, Numeracy (statistics, figures)

Leadership Models

1. **Carlyle & Galton Trait Theory**
2. **Ralph Stogdill Trait Theory**
3. **Kouzes & Posner Trait Theory**
4. **Douglas McGregor's XY Theory**
5. **Blake-Mouton's Managerial Grid**
6. **Kurt-Lewin's Three Styles Model**
7. **Bolman & Deal's Four Frame Model**
8. **Fiedler's Contingency Model**
9. **Hersey-Blanchard's Situational Leadership® Model**
10. **Robert House's Path-Goal Theory**
11. **Tannenbaum-Schmidt's Leadership Behavior Continuum Model**
12. **John Adair's Action-Centered Leadership Model**
13. **Kouzes & Posner Five Leadership Practices**
14. **James Scouller's Three Levels of Leadership Model**

Leadership Philosophies

1. **Servant Leadership**
2. **Authentic Leadership**
3. **Ethical Leadership**
4. **Values-based Leadership**
5. **French & Raven's Five Bases of Power**

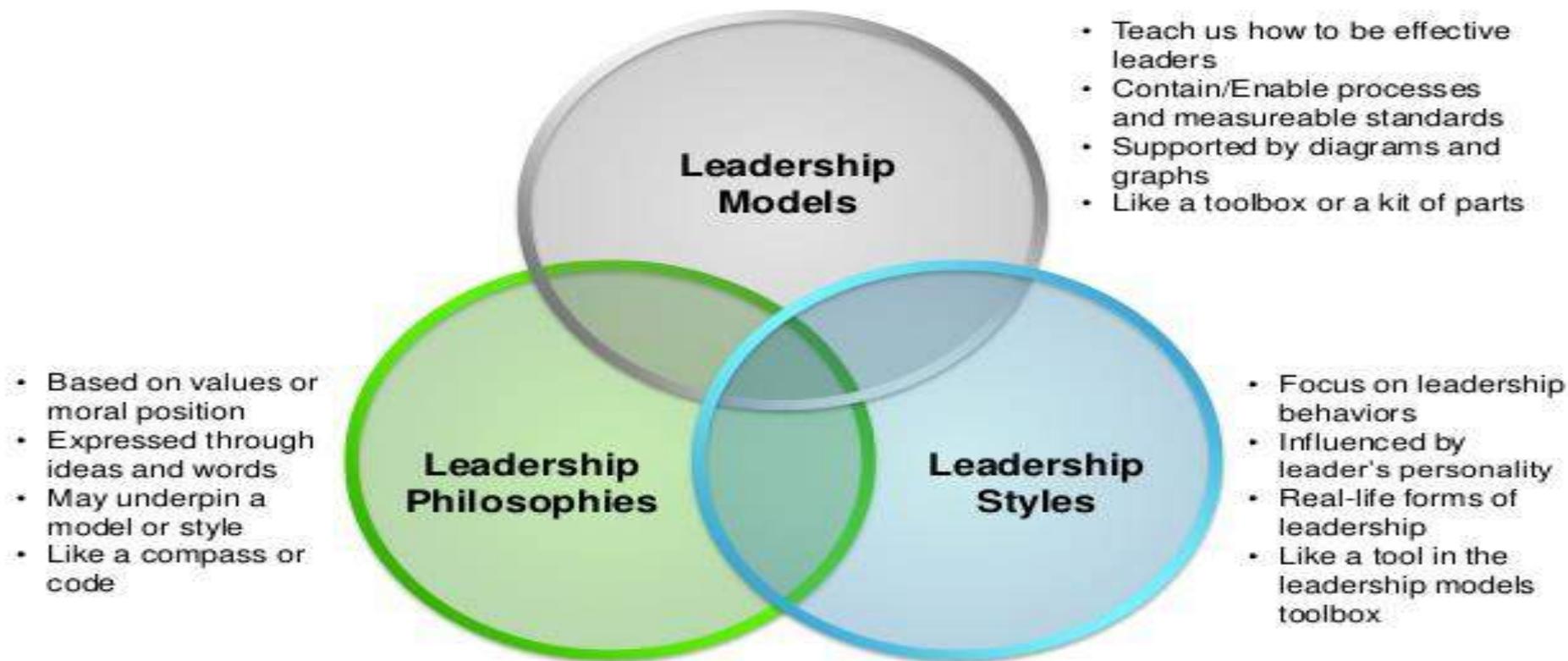
Leadership Styles

1. **Bureaucratic Leadership**
2. **Charismatic Leadership**
3. **Narcissistic Leadership**
4. **Transformation Leadership & Transactional Leadership**

Differences between leadership and management

Management	Leadership
<ul style="list-style-type: none">• Concerned with responsibility for things (e.g. budget, IT, advertising, equipment, etc.)• Does not necessarily include responsibility for people• Lots of the managing duties may be delegated through others• Management may be seen as a function or responsibility (a subset) within leadership, but not vice-versa	<ul style="list-style-type: none">• Involves (leading) a group of people• Definitely always includes responsibility for people• Good leadership always includes responsibility for managing• Leader is responsible for ensuring there is appropriate and effective management for the situation or group concerned

Leadership framework



Carlyle and Galton Trait Theory

- Nineteenth century 'great man' theories argued that great leaders are born, not made.
- Trait theory argues certain characteristics and attributes are peculiar to leaders.
- Trait-based leadership theories comprise two major schools:
 - the 'great man' theories of leadership, that great leaders are born and not made, and
 - trait theory – that certain traits (whether inherited or developed) are preconditions for effective leadership.
- Notable trait-based theorists are Thomas Carlyle and Francis Galton.

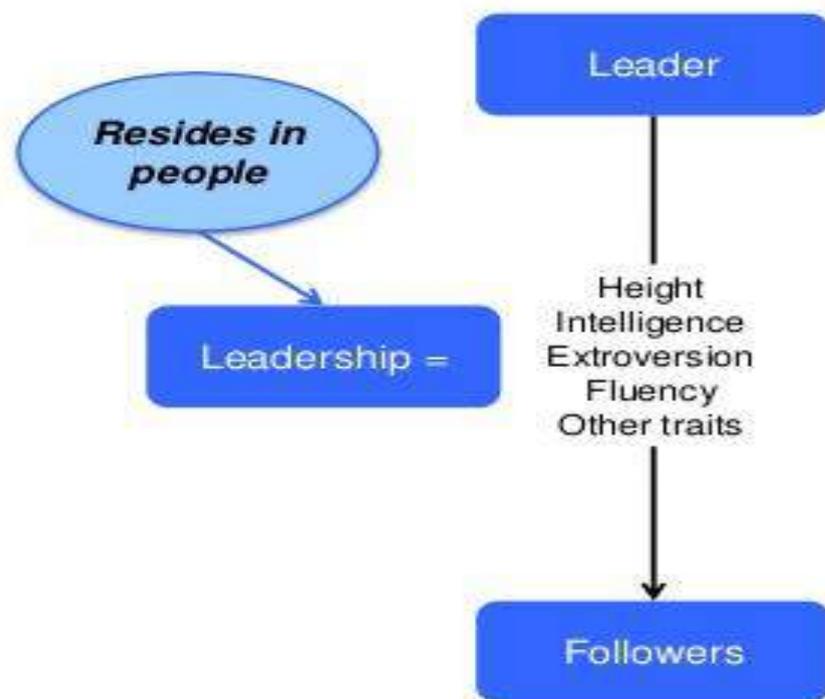
The Hersey-Blanchard model maps each leadership style to each maturity level, as shown below:

Follower 'Situation'	Leadership Style Emphasis	Most Appropriate Leadership Style	Quick Description	Maturity Level
Unable and Unwilling	High task – low relationship	S1: Telling/directing	Instruction, direction, autocratic	M1: Low maturity
Unable but Willing	High task – high relationship	S2: Selling/coaching	Persuasion, encouragement, incentive	M2: Medium maturity, limited skills
Able but Unwilling	Low task – high relationship	S3: Participating/supporting	Involvement, consultation, teamwork	M3: Medium maturity, higher skills but lacking confidence
Able and Willing	Low task – low relationship	S4: Delegating	Trust, empowerment, responsibility	M4: High maturity

Source: Hersey-Blanchard

Carlyle and Galton Trait Theory

Trait Theory of Leadership



Source: Northouse, 2007

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Source: Hersey-Blanchard

Douglas McGregor's XY Theory

- Douglas McGregor, an American social psychologist, proposed his famous X-Y theory in his 1960 book *'The Human Side Of Enterprise'*.
- He developed a simple philosophical view of humankind with his Theory X and Theory Y model or style pattern that (in his opinion) all leaders fall into. These are two opposing perceptions and are fundamentally about how people view human behavior at work and organizational life.
- McGregor's ideas suggest that there are two fundamental approaches to managing people. Many managers tend towards Theory X, and generally get poor results. Enlightened managers use Theory Y, which produces better performance and results, and allows people to grow and develop.

Bolman & Deal's Four Frames descriptions and differences

Bolman & Deal Four Frames Model

DESCRIPTION

Structural

This Frame focuses on the obvious 'how' of change. It's mainly a task-orientated Frame. It concentrates on strategy; setting measurable goals; clarifying tasks, responsibilities and reporting lines; agreeing metrics and deadlines; and creating systems and procedures.

Human Resource

The HR Frame places more emphasis on people's needs. It chiefly focuses on giving employees the power and opportunity to perform their jobs well, while at the same time, addressing their needs for human contact, personal growth, and job satisfaction.

Political

The Political Frame addresses the problem of individuals and interest groups having sometimes conflicting (often hidden) agendas, especially at times when budgets are limited and the organization has to make difficult choices. In this Frame you will see coalition-building, conflict resolution work, and power-base building to support the leader's initiatives.

Symbolic

The Symbolic Frame addresses people's needs for a sense of purpose and meaning in their work. It focuses on inspiring people by making the organization's direction feel significant and distinctive. It includes creating a motivating vision, and recognizing superb performance through company celebrations.

Douglas McGregor's XY Theory

'Theory X'



'Theory Y'



Blake-Mouton's Managerial Grid



Team Management - High People/High Results

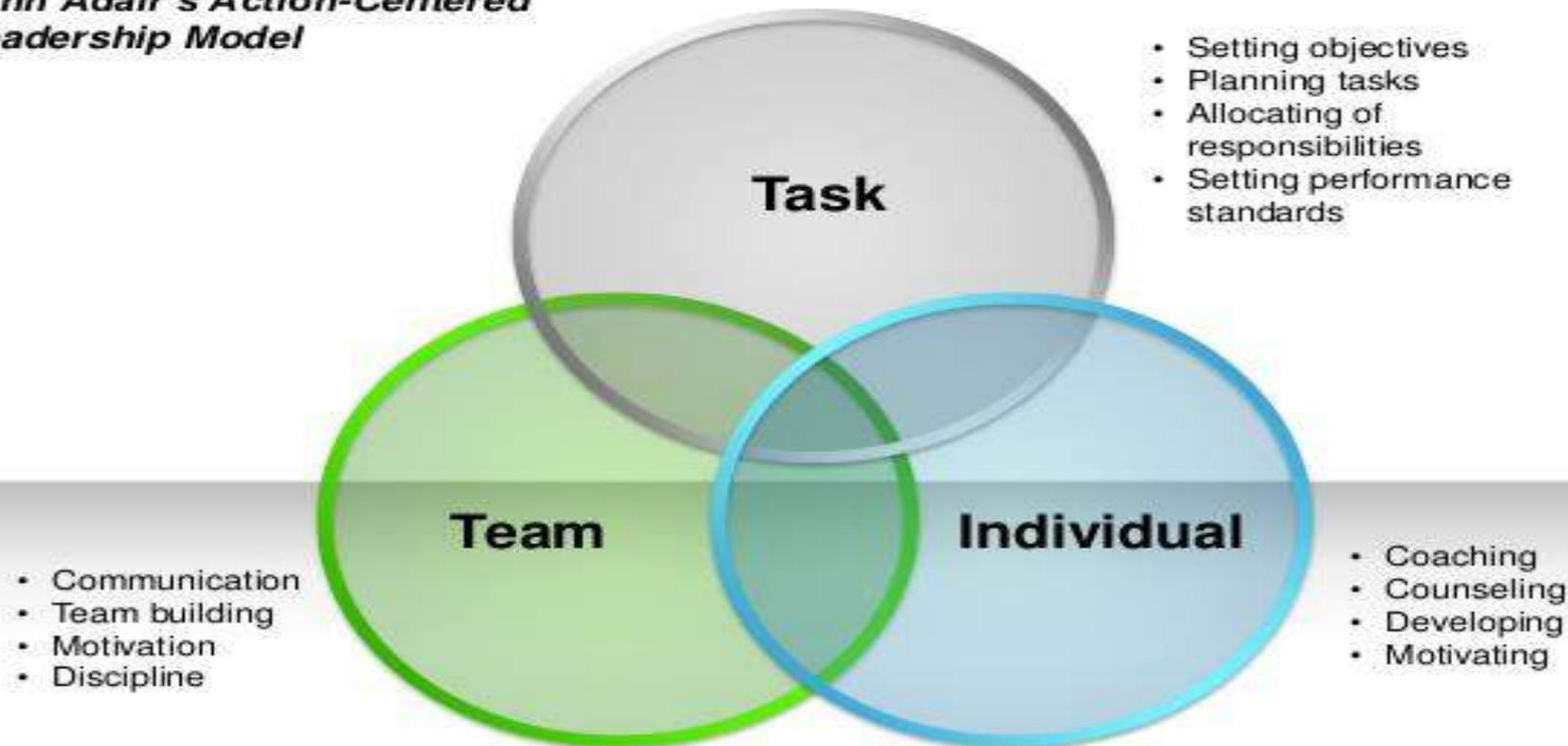
- According to the Blake-Mouton model, this is the best managerial style. These leaders stress production needs and the needs of the people equally highly.
- The premise here is that employees understand the organization's purpose and are involved in determining production needs. When employees are committed to, and have a stake in the organization's success, their needs and production needs coincide. This creates a team environment based on trust and respect, which leads to high satisfaction and motivation and, as a result, high results.

Kurt Lewin's Three Styles Model



John Adair's Action-Centered Leadership Model

John Adair's Action-Centered Leadership Model



Source: John Adair

Kouzes and Posner's Five Leadership Practices Model

Five Leadership Practices Model



Source: Kouzes & Posner

Summary of Five Leadership Practices

Five Leadership Practices Model

KEY BEHAVIORS

1. Model the Way

- Set the example by behaving in ways that reflect the shared values
- Achieve small wins that build confidence, commitment and consistent progress.

2. Inspire a Shared Vision

- Envision an uplifting, exciting, meaningful future.
- Enlist others in a common vision by appealing to their values, interests, hopes and dreams.

3. Challenge the Process

- Search out challenging opportunities to change, grow, innovate and improve.
- Experiment, take risks and learn from any mistakes.

4. Enable Others to Act

- Foster collaboration by promoting cooperative goals and building trust.
- Strengthen people's ability by delegating power, developing their competence and offering visible support.

5. Encourage the Heart

- Recognize individual contributions to the success of the project.
- Celebrate team accomplishments regularly.

Source: Kouzes & Posner

Authentic Leadership

- While various definitions of authentic leadership have been developed, Avolio, et al, suggest there is general agreement that the following are key components of authentic leadership:
 - **Balanced processing** — that is, 'objectively analyzing relevant data before making a decision'.
 - **Internalized moral perspective** — that is, 'being guided by internal moral standards, which are used to self-regulate one's behavior'.
 - **Relational transparency** — that is, 'presenting one's authentic self through openly sharing information and feelings as appropriate for situations'.
 - **Self-awareness** — that is, a 'demonstrated understanding of one's strengths and weaknesses, and the way one makes sense of the world' (2009).

Key Qualities for Values-Based Leaders



Source: Adapted from Harry Jensen Kramer

French & Raven's Five Forms of Power

- One of the most notable studies on power was conducted by social psychologists John French and Bertram Raven, in 1959. They identified five bases of power, which they grouped under two headings:

French and Raven's Five Sources of Power

Positional Power

- **Legitimate Power** – This comes from the belief that a person has the formal right to make demands, and to expect compliance and obedience from others.
- **Reward Power** – This results from one person's ability to compensate another for compliance.
- **Coercive Power** – This comes from the belief that a person can punish others for noncompliance.

Personal Power

- **Expert Power** – This is based on a person's superior skill and knowledge.
- **Referent Power** – This is the result of a person's perceived attractiveness, worthiness, and right to respect from others.

Charismatic Leadership

- A charismatic leadership style resembles transformational leadership: both types of leaders inspire and motivate their team members.
- The difference lies in their intent. Transformational leaders want to transform their teams and organizations, while leaders who rely on charisma often focus on themselves and their own ambitions, and they may not want to change anything.
- Charismatic leaders might believe that they can do no wrong, even when others warn them about the path that they're on. This feeling of invincibility can severely damage a team or an organization, as was shown in the 2008 financial crisis.

Narcissistic Leadership Continuum



Narcissistic Leadership Continuum

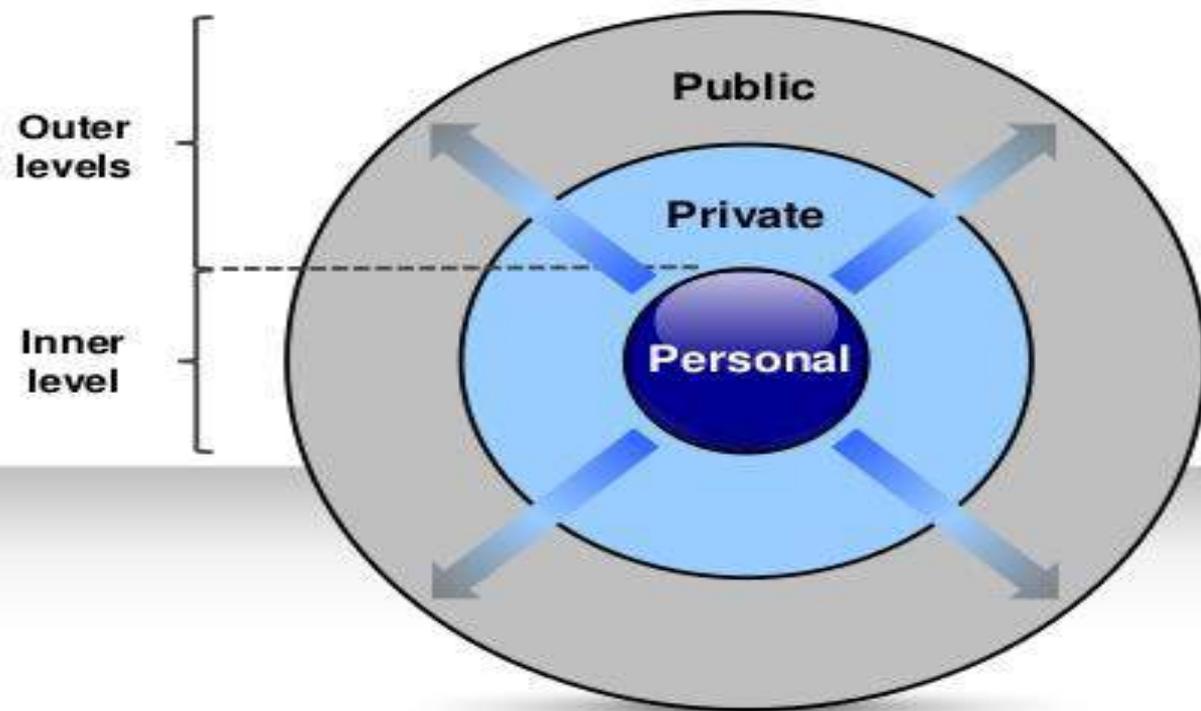
Healthy/Positive	Grey Area	Unhealthy/Destructive/Negative
<ul style="list-style-type: none">▪ Visionary.▪ Fun.▪ Attracts followers.▪ Acts boldly.▪ Initiates.▪ Driven.▪ Energetic.▪ Vulnerable.	<ul style="list-style-type: none">▪ Positive and negative aspects merge here.▪ Positive aspects may be or occasionally become prominent and enabling towards aims, which helps to sustain the style and the leader, and the followers.	<ul style="list-style-type: none">▪ Leader does not have good self-image.▪ Gathers people who bolster leader's self-esteem.▪ Co-dependence between leader and followers if they also suffer hidden feelings of inadequacy.▪ Without realizing it, followers cluster around the narcissistic leader to feel better about themselves by association.▪ Followers work with the 'impressive, important leader so we too must share these qualities to some degree' - or so they believe.▪ There is emotional and potentially material and reputational benefit for leader and followers.

Differences between Transformational and Transactional leadership styles

	Transformational	Transactional
Purpose	A shared higher, more stretching purpose is central to transformational leadership.	No shared purpose binds follower and leader, other than perhaps maintaining the status quo.
Morality	Burns said there is always a moral aspect to transforming leadership.	There is no explicit moral side to transactional leadership - the leader's aims may be moral or immoral.
Timescale	Transforming leadership centers on longer-term, more difficult (often more inspiring) aims.	Transactional leadership usually focuses on leaders' and followers' shorter-term needs.

Scouller's Three Levels of Leadership (3P) Model

Three Levels of Leadership (3P) Model



Source: James Scouller

Exploring uncommon sen(se)...

An eclectic discourse

A Management & Leadership parable...

The tibetan monk....

**How cooking was
discovered...**

Rule No.6...

A cup of Coffee...

The right exposure...

Nearly all rich and powerful people are not notably talented, educated, charming or good-looking.

Your vision of where
you want to be is
the greatest asset
you have.

Without having a goal
its difficult to score.

- Paul Arden

**Without having a goal
its difficult to score.**

- Paul Arden

Leadership Agility

- **Leadership Agility** is the master competency needed for sustained success in today's complex, fast-paced business environment. Richly illustrated with stories based on original research and decades of work with clients, this groundbreaking book identifies five levels that leaders move through in developing their agility. Significantly, only 10% have mastered the level of agility needed for consistent effectiveness in our turbulent era of global competition. Written in an engaging, down-to-earth style, this book not only provides a map that guides readers in identifying their current level of agility. It also provides practical advice and concrete examples that show managers and leadership development professionals how they can bring greater agility to the initiatives they take every day.

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Agility: The Ingredient That Will Define Next Generation Leadership

Today's organizational leaders are facing accelerating rates of volatility, uncertainty, complexity and ambiguity, all of which are showing no signs of slowing down. Whether it is the continuing digital revolution or expanding global markets, our current environment requires a constant state of innovation. For companies to continue succeeding, next generation leaders must be able to handle any curve ball thrown their way. Leading through this new business environment requires the capability to sense and respond to changes in the business environment with actions that are focused, fast and flexible. The best way to put it: next generation leaders have to be *agile*.

Agile Leadership

From Wikipedia, the free encyclopedia

The ability of a leader to be able to lead well in a wide range of circumstances especially new, changing and ambiguous situations.

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Agile Leadership is associated with mode four leaders (Modes of Leadership) who have the ability (and agility) to operate in any mode (system of thinking) and most importantly see from the perspectives of the other modes. It is this ability to think in a number of different ways that gives such leaders their agility

Attributes

The attributes associated with Agile Leadership are (from Iacocca & Witney and Wilkinson):

Ambiguity tolerance

Curiosity

Creativity

Courage

Conviction

Emotional Resilience

Critical Thinking

Vision

Flexibility

Fas 1: 11 Oktober 2018
Fas 2: 11 November 2018

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Tribal Leadership, Logan, King et al

- Every organization is composed of tribes-natural occurring groups of between 20 and 150 people. Until now only a few leaders could identify and develop their tribes, and those rare individuals were rewarded with **loyalty, productivity and industry-changing innovations**. Tribal Leadership shows leaders how to **assess, identify and upgrade** their tribe's cultures, one stage at a time. The result is an organization that can thrive in any economy.

Distributed Leadership (*Alma Harris*)

- **Engaging the many rather than the few** in school improvement – has long been a promising theory but it must be implemented effectively before educators and students can reap the rewards including improved learner outcomes and stronger organizational performance.



Some takeaways from John Maxwell

- Don't send your ducks to eagle school
- People quit people. Not Companies
- Influenced should be LOANED but NEVER GIVEN
- When you get kicked in the REAR, you know you're out in the FRONT
- People will SUMMARISE YOUR LIFE IN ONE SENTENCE – PICK it NOW

Find Your Voice as a Leader

- Discovering your critical leadership **VALUES**
- Creating a compelling vision to get the **OUTCOMES** you want
- Building relationships with **INFLUENCE** and credibility
- Making decisions that reveal your **COURAGE** to take a stand
- Communicating your overall **EXPRESSION** for lasting impact
- As a leader what is your purpose, what is your legacy, what is your **VOICE**?

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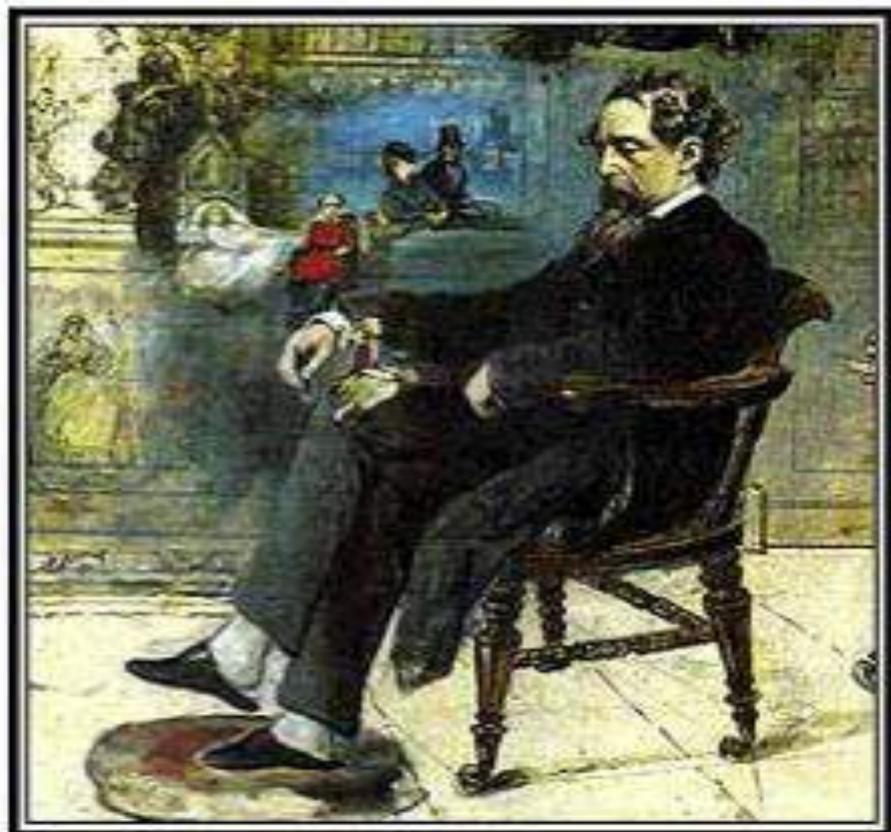
“The way forward is paradoxically to look not ahead, but to look around.”

*- John Seely Brown (Chief Scientist Xerox)
& Paul Duguid (UCLA Berkeley)*



***Without
sacrifice,
there can
be no
success***

'The greatest evil is not done in those sordid dens of crime that Dickens loved to paint. It is conceived and moved, seconded and carried and minuted, in clean, carpeted, warmed and well-lighted offices, by quiet men with white collars and cut fingernails, and smooth-shaven chins, who do not need to raise their voices.'



It could be said of me in this presentation I have only made up a bunch of other men's flowers, providing of my own only the string that ties them together...

Montaigne (1533-1592); French moralist and essayist

Gaining leadership insight is a lot like mining for gold. You don't set out to look for the dirt. You look for the nuggets. And I hope you find them here in this program...

Fasa 1: 29 Oktober - 2 November 2018
Fasa 2: 29 November 2018

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Khaeruddin Sudharmin: changing the game in Malaysia



The global publication for collision industry leaders

FROM THE DESK OF KHAERUDDIN SUDHARMIN

Human Capital Development And The Bodyshop Industry...

Experience and skills have always been greatly valued, from ancient times and through the ages, both in war and in business. Luck and timing however, also seem to play a role so it was said, though the precise nature of this role has also been somewhat fuzzy. The 16th century Indian poet Tulsidas could not have captured the essence of it any better when he wrote lyrically:

*The same Aquas with his arrows
Failed miserably this time
Truly, luck and timing influence
Success in ways sublime,
This is an important lesson
To remember at all times.*

The puzzle of what defines and what diminishes, leaders is as intriguing to the bodyshop industry as it was to a 16th century poet. There really never was any attempt by anyone, in the bodyshop industry, as far as I can see, to reveal the truths or secrets of success in management, especially as they relate to managing people within the bodyshop industry. It was purely cultural and in an unstructured manner observing individual and organizational behaviour and how leaders create conditions and perform in a way that leads to successful outcomes. If you recall in my inaugural article, I highlighted the changing scenario that emphasizes or recognizes the importance of human capital development especially the family-owned type, within the automotive – insurance – bodyshop industries in Malaysia.

Perhaps we could pick up a thing or two from Howard Gardner, the John and Elisabeth Hobbs Professor of Cognition and Education at Harvard's Graduate School of Education, from his latest book that went into one of the best business books 2007 list, entitled: *Five Minds for the Future* where he weaves the multiple intelligence threads from the looms of his mind, into a whole fabric. The five minds for the future according to Gardner, consists of three (3) cognitive minds (discipline, synthesizing and creating) and

two (2) minds that concern our relations with other human beings (respectful and ethical). In our industry, all the five minds do put a strain on leadership especially the respectful and ethical bit which, I guess in some markets, still leaves much to be desired. Like other industries, ours too, are being confronted with information age's growing complexity and the need for a synthesizing mind to knit together into a coherent whole all the information that is available from different sources. Within the bodyshop industry, does successful teamwork depend more on the management skills than the technical expertise of their leaders? Or is it the other way round? The notion of ethics there again, would be like opening Pandora's Box!

It has become fashionable to speak of human capital development (HCD) in a generic sense which I suspect may suggest a scenario of merely *'rearranging old furniture in the same old room'*. The final perception one usually ends up with is that HCD is nothing more than mere training. Yes and no. It is much more than that. It is making sure of your succession plan or preparing your future leaders and to (the more consultant-type) high sounding term of 'talent management'. HCD as a craft that transcend all industries, should be addressed by organizations, with sufficient regularity and assiduity. It has to move beyond mere rhetoric. Without doubt, the lack of which, I dread to think, what the long-term costs might be.

As usual, closer to home, I was recently invited to attend the launching of the new Malaysian Automotive Association (MAA) new office located at F-1-47, Block E, Jalan PJU 1A/3A, Ara Damansara, Petaling Jaya which incidentally is close to my home and office. The guest of honour was International Trade & Industry Minister Datuk Seri Radiah Aziz and among some of the things she highlighted was the increase in the imports of CBU cars, where Thailand, Japan and Korea were the main import sources with 85.2% of the volume

and that the major import categories for CBU cars comprised those with engine capacities between 1.8 and 2.0 litre and between 2.0 and 2.5 litre. The President of MAA, Datuk Aishah Ahmad, my contemporary during the mid-seventies at Mara Institute of Technology (now UiTM) during her welcome remarks, cited a positive car sales trend in the light of new model launches and improved consumer confidence. She is a fine example of the outcome of human capital development if you may, having gone through the mill herself. I remember when our roads, were lined up with selected American models, Volkswagen Beetle (the 70s version), Peugeot 404s (I was driving one!), 504s, and the Volvos 200 series were buzzing around then. She was one of the few pioneer batch who was handpicked to undergo the Incicape Automotive Management Training Programme at a time when the national make Proton, wasn't even around yet.

As I write this article the global oil price had already busted the US\$100 a barrel mark. How this will affect our industry is anybody's guess. It doesn't take a rocket scientist to figure out what the likely outcome will be. In an era where the theory of diminishing returns are for real, and where sustainability concerns run high, the only way forward for any level-headed industry or nation for that matter, is to focus on their manpower, the human capital and its development. In the ICT sector, the theory of increasing returns as propagated by Paul Romer seems to be taking a somewhat backseat. But the interesting debate within academia, I suspect, has not lost its fervour. We, at Motorista Research Consortium (MRC) both a subsidiary of Heineke Padu Berhad (a global homegrown IT powerhouse in Malaysia) and Malaysian Re, continues to play a role in promoting human capital development in the Malaysian bodyshop, related and ancillary industries both at the strategic and operational levels.

Khaeruddin Sudharmin, Managing Director and Chief Executive of Motorista Research Consortium Malaysia was a keynote speaker at IBIS2006, Maastricht, Netherlands.

Thank You
Shukran
Diolch
Merci Beaucoup

ksudharmin@gmail.com

khaeruddin.sudharmin@aeu.edu.my

k_sudharmin@yahoo.co.uk

khaeruddin@dnex.com.my

019-3224344 012-4403244

