



UTM
UNIVERSITI TEKNOLOGI MALAYSIA

December monthly assembly

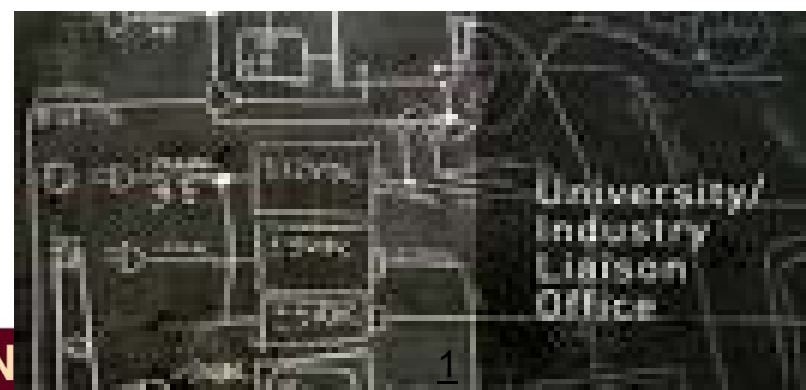
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Reflection of 2009

Preparation for 2010

Prof Zaini Ujang FASc, FIChemE (UK)

UTM Vice-Chancellor







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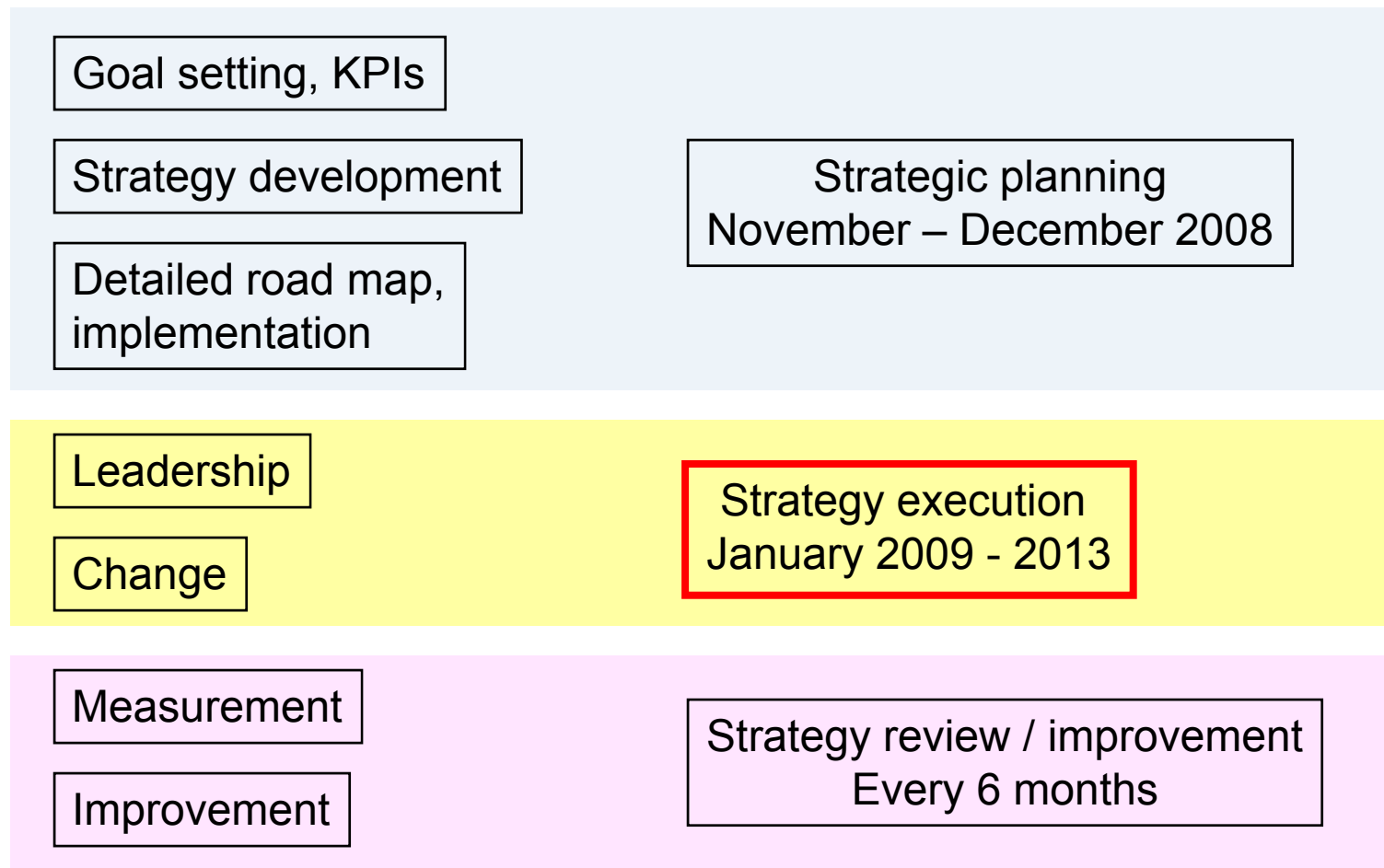
Presentation outline

- KPI 2009
- Major achievements
- Major setbacks
- Challenges for 2010
- The way forward

Key performance indicators

No	Indicators	2008	2010	2013
1	Staff with PhD	37%	55%	75%
2 or	Indexed-publication	<300	3000	10,000
3	Citation	340	3000	10,000
4	Postgraduate	33%	40%	>50%
5	Research fund/yr	RM35	RM50	RM100
6	Graduate employability	83%	85%	90%
7 or	Intellectual property	550	2000	5000
8	Spin-off company	1	20	100
9	Research load (time)	30%	50%	70%

Transformation road map



Major achievements

- Reengineering of organizational structure
- Innovation and creativity in administration
- Better rankings
- Focus on big and core business
- Internationalization
- Branding
- Graduate programs
- Intellectual property
- Students development etc



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Major setbacks

- Research University status
- Number of PhD staff
- Publications and citation

The way forward

- KPI 2010
- Financial challenges
- Strategic move
- Organizational development
 - Higher efficiency
 - Financial planning
 - Laboratory facilities
 - Teaching facilities
 - Innovation-led initiatives

Typical advices given to VC

POSITIVE

- Change behavior and culture
- Plan short term, dream long term
- Focus on fundamentals, basics
- Islamic teaching as the driving force

PESSIMISM

- Staff above 45 have been long in comfort zone (dead wood!)
- Change the management team
- If you want big and quick result: Reward, reward, reward!!
- **When your 25-year-CV shows that you are not able to perform means you have no capacity to perform, produce**
- **Seven Habits seminar started in 1989!**

Why many planning failed?

- No consensus – only an elite group involved
- Failed to cascade down to all staff
- Non-systemic implementation plan
- Not thoroughly connected to promotion exercise
- Poor management commitment, staff support

- Big rocks (KPIs) are fuzzy
- People think knowing is doing, practicing
- Personal transformation is not counted
- Less emphasis on relationship, communication
- No win-win mentality

*All I really need to know
I have learned in kindergarten*

Robert Fulghum

- Share everything
- Play fair
- Don't hit people
- Put things back where you found them
- Clean up your own mess
- Don't take things that aren't yours
- Say you're sorry
- Wash your hands before you eat
- Flush
- Wait your turn

BACK TO BASICS

**BASICS ARE UNIVERSAL AND
ETERNAL**

**PEOPLE WILL PASS AWAY, BUT
PRINCIPLES NEVER WILL, THEY ENDURE**



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From good to great

- House keeping
- Improve the existing initiatives (Out reach)
- Start new initiatives, networks (Beyond the parameters)

From good to great: **House keeping**

- Focus, priority (KPIs, SKT)
- Staffing (PhD, training, re-tooling, motivation, etc)
- Routine (teaching, research, services)
- Restructuring
- Financial management
- Branding
- Promotion, assignment, appointment etc
- **Teamwork, harmony, synergy**
- **Decision making, decision implementation**

House-keeping: Branding

■ Intangible Branding Elements

- Our values and cultures
 - Teamwork, exemplary leadership
- Our contribution, commitments

■ Tangible Branding Elements

- Name: e.g.
 - **UTM** Faculty of Civil Engineering
 - **UTM** Department of Remote Sensing
 - **UTM** Professor of Architecture
 - **UTM** Dean of Science
- Outlook – websites, pamphlets, banners, monographs
- Publicity – email and website
 - zaini@utm.my
 - staff@chem.eng.utm.my
 - staff@petroleum.eng.utm.my

Ideal for UTM

Stature

- High-end academic culture
- Top-ranked technical research university (MIT, Caltech, Imperial, Tokyo IT, IIT, NTU league)

Internal dynamics

- Lean and auto-cruise system
- High efficiency
- Collective responsibility
- Exemplary leadership, followership
- Hi-Touch Human-Touch (high-value communication & commitment)
- Healthy soul of the organization

The way forward

- Empowerment, collective responsibility
- Focus to the critical success factors
 - Indexed-publication (ISI journals)
 - Citation
 - Staff with PhD qualification
 - Graduate programs
 - Leverage on ICT
 - Funding
- Cascading the direction, vision, KPIs
- Reduce unnecessarily problems (win-lose, lose-lose)
- Execute all plans, professionally
- Team work, synergy
- Exemplary, effective leadership

What do successful leaders do?

SET DIRECTION

(vision, stakeholders, future)

DEMONSTRATE PERSONAL CHARACTER

(habits, integrity, trust, analytical thinking)

MOBILIZE INDIVIDUAL COMMITMENT

(engage others, share power)

ENGENDER ORGANIZATIONAL CAPABILITY

(build teams, manage change)

Pepatah Minang

- Jika cerdas diajak berunding (*the intelligent is engaged in planning & negotiation*)
- Jika bodoh disuruh diarah (*the ignorant is given guidance*)
- Yang pekak disuruh cucuh meriah (*the deaf lights the canon*)
- Yang berani dibuat kepala lawan (*the brave heads the army*)
- Yang kaya hendakkan emasnya (*the rich is good for his wealth*)
- Kalau mua'alim hendakkan doanya (*the pious is good for his prayers*)

الْمُؤْمِنُ لِلْمُؤْمِنِ كَالْبُنْيَانُ يَتَدُّ بِعَضِّهِ بَعْضًا

“Seorang Mukmin itu dengan Mukmin yang lain bagaikan struktur binaan yang saling menguatkan” Periwat hadis ini berkata. Kemudian Baginda merapatkan jari-jari Baginda (Bukhari dan Muslim)

Good to Great

(Jim Collins, 2001)

Levels	Tasks	Description
5	Executive	Builds enduring <u>greatness</u> through a paradoxical blend of personal humility and professional will
4	Effective leader	Catalyzes <u>commitment</u> to and vigorous pursuit of a clear and <u>compelling vision</u> , stimulating and higher performance standards
3	Competent	Organizes people and resources toward the <u>effective</u> and <u>efficient</u> pursuit of predetermined objectives
2	Contributing team member	Contributes individual capabilities to the achievement of <u>group objectives</u> and works effectively with others in a group setting
1	Highly capable <u>individual</u>	Makes productive contributions through talent, knowledge, skills & good work habits

Managing culture

culture Change

- **Rule 1:** Reasons for change compelling and agreed upon by **key players**
- **Rule 2:** Focus on **changing behavior**, not directly on changing culture
- **Rule 3:** **Effective communication is vital**
- **Rule 4:** Adequate effort to **reduce resistance** to change
- **Rule 5:** Speed to be designed **accordingly**

Togetherness, team work, ukhuwah

اللَّهُ فِي عَوْنِ الْعَبْدِ مَا كَانَ الْعَبْدُ فِي عَوْنِ أَخِيهِ

“Allah akan membantu hambanya selagi mana hamba tersebut membantu saudaranya”.

(Imam Ahmad, Tarmizi dan Abu Daud)

Synergy

Types of interaction	Math formula	Outcome
Synergy	$1 + 1 = 3, 10, 100$	Transformation
Compromise	$1 + 1 = 1\frac{1}{2}$	Transaction
Defensiveness	$1 + 1 = \frac{1}{2}$	Contention
Hostility	$1 + 1 = -1, -10, -100$	

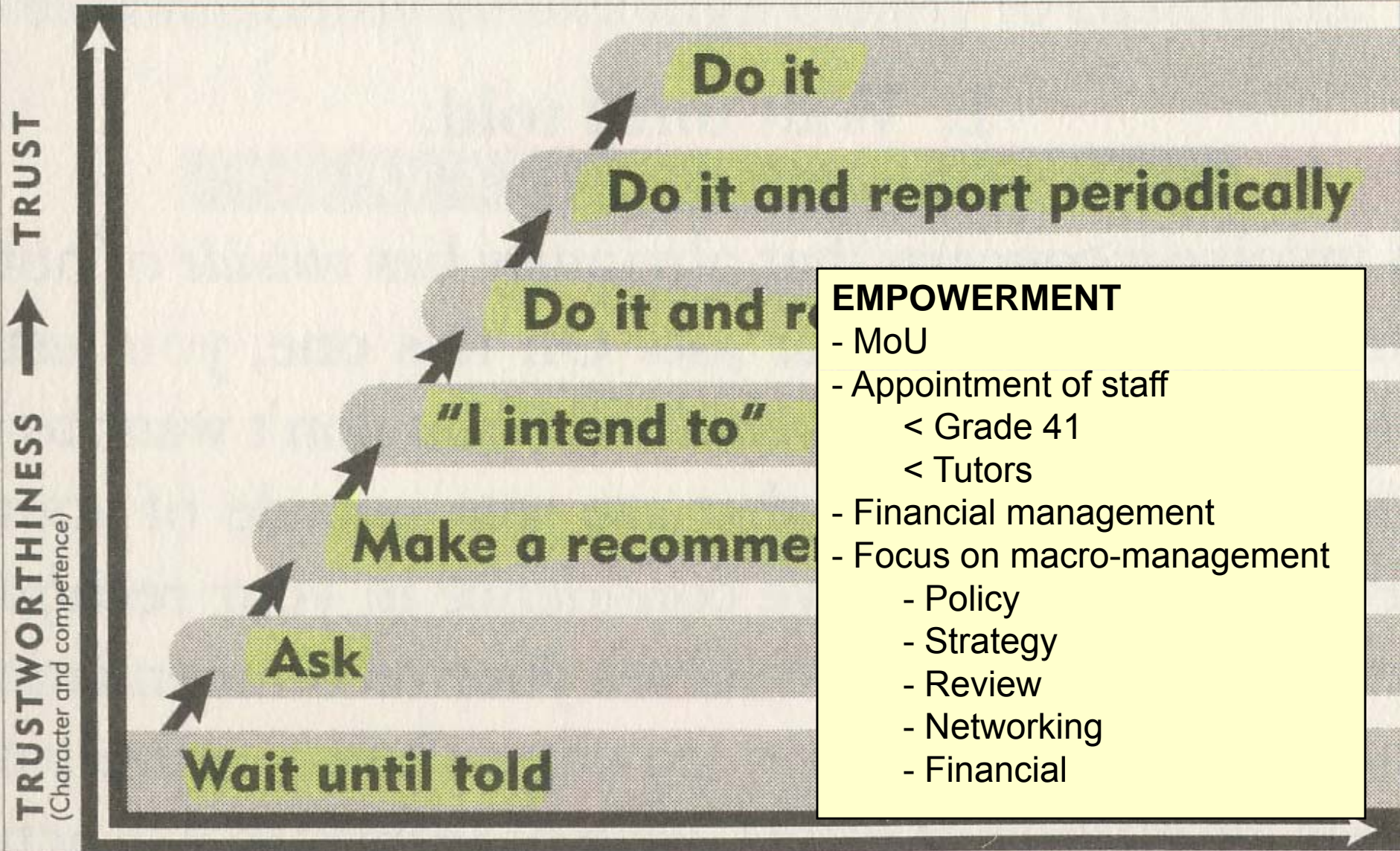
If two people have the same opinion, one is unnecessary.

Stephen R. Covey

Strategy execution

- Vision, direction, roadmap - BEGIN END IN MIND
 - No progress without execution
 - From friction to focus
 - From focus to clarity
- From clarity to communication
 - Words really matter
 - Communication or consultation
- Structures, networks not hierarchies
 - New social imperative
 - Collegial culture
- Transformation
 - The major strategy execution challenge: **Behavior change!**
 - Change agenda @ all levels
 - From coaching to measurement
 - From measurement to leadership
- Leadership of change

LEVELS OF INITIATIVE/SELF-EMPOWERMENT



7 habits of highly effective people

- Be proactive
 - Begin with the end in mind
 - Put first things first
- DEPENDENCE

- Think win/win
 - Seek first to understand the to be understood
 - Synergize
- INDEPENDENCE

- Sharpen the saw
- INTERDEPENDENCE

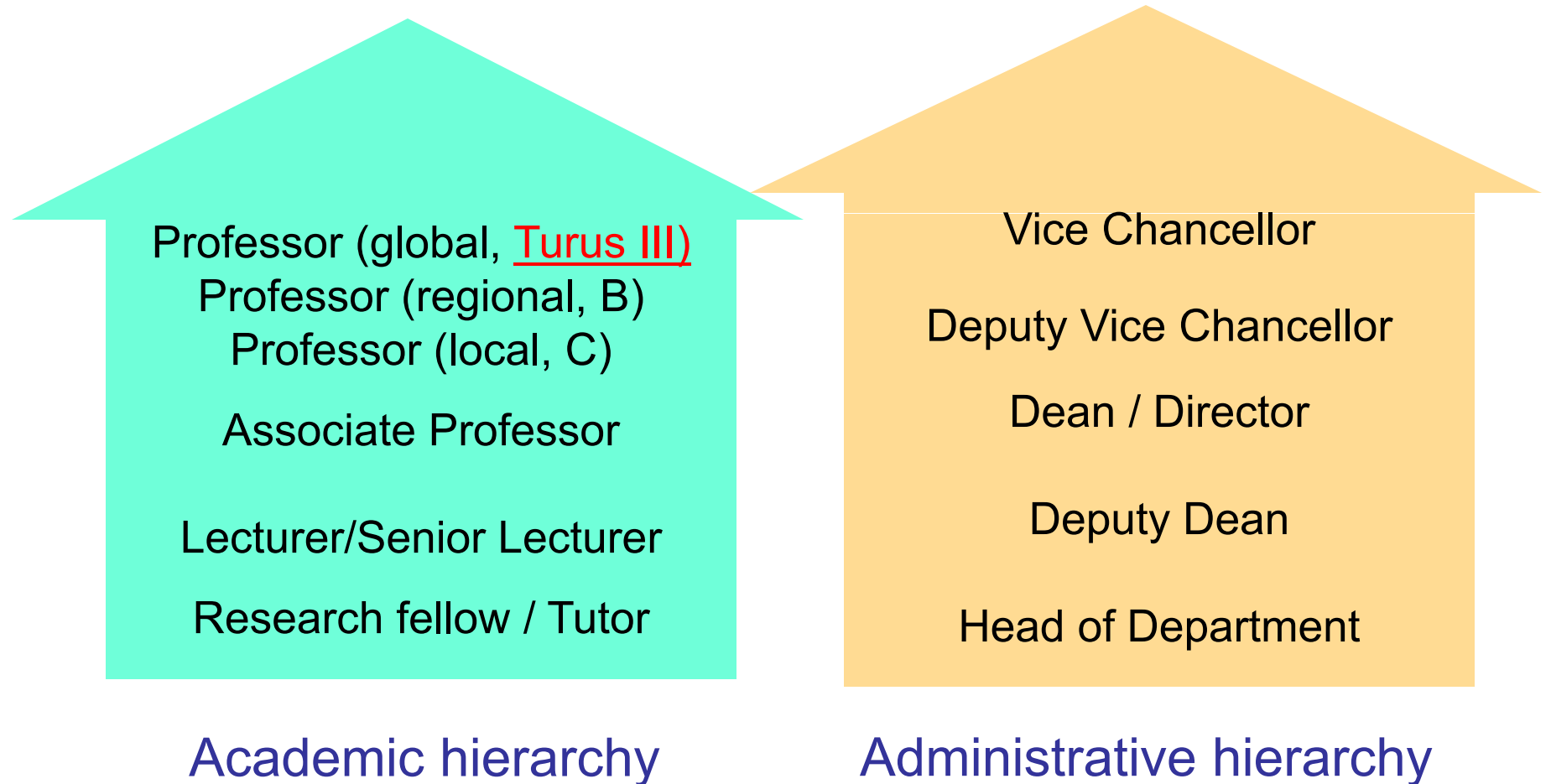
HELP OTHERS TO ACHIEVE SUCCESS AND BEING EFFECTIVE

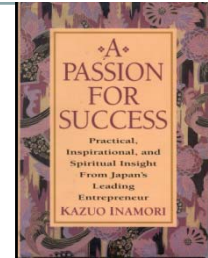
The
8 th
Habit



The two academic career paths

Academic and administrative structures





Success formula

$$\text{Success} = \text{Ability} \times \text{Effort} \times \text{Attitude}$$

Ability = Natural talents + Hobbies + **Leadership** ++
= 0 to 100

Effort = **Education** + Training + **Experience** + Doa ++
= 0 to 100

Attitude = Life + **Career** + **Society** + Nature ++
= - 100 to 100

MSc, PhD

Focus, communication

Motivation

Team work

PE, continuous learning

To do list – individual

- Practice 7 Habits
- Teach, inspire 7 Habits principles to staff and students
- 7 Habits initiatives
 - Easy-to-do: Emotional Bank Account (EBA)
 - Connectivity: Breakfast, lunch, dinner, tea-corner; Majlis Profesor
 - Wider Connectivity: Hari Keluarga UTM, Sukan, Riadah, Wangi, Solat berjemaah, majlis baca Yaasin, buka puasa, aktiviti Wangi (spouse programs)
 - Managerial changes: Human capital development; Team building sessions
 - UTM Transformation: Quality education; research innovation; image and branding; community engagement and outreach
 - Public Service Transformation: Transformational leadership; value-based, competent, connected and customer-centric
- Big rocks do not mean small rocks are not required
- Research Alliance (win-win → synergy)
- Greatness (8 th Habit)

Ikhlas
Jihad intelektual
Komitmen

