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Seven Habits of Highly Effective People

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Think and act **big** synergize

22 February 2009

Persada JB

3 / 2008



POSITIVE

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

PESSIMISM

- Staff above 40 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



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- New paradigm: Inside-out
- Back to basics
- Modern management classics
- Old not necessarily obsolete; it shows quality
- Transformation initiative requires new paradigm, values, leadership
- VC believes and practices 7 Habits
- Practice 7 Habits?
 - Reading, attending and listening ≠ Practice
- Revisit is refreshing, realigning, refocusing, redoing ...
 - Sharpen the saw
 - Practice in UTM??
 - Teamwork??
 - Balanced development – personal, career, family, spiritual?

***7 Habits* is an excellent brand and packaging**



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 when you hurt somebody
- Wash your hands before you eat
- Flush
- Warm cookies and cold milk are good for you



All I really need to know I have
learned in kindergarten

Robert Fulghum

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BACK TO BASICS

**BASICS ARE UNIVERSAL AND
ETERNAL**

- Wash your hands before you eat

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



Paradox of “intellectual”

| Items | Practice |
|-------------------------------|----------|
| Paper credentials | High |
| Ego | High |
| Personal proud | High |
| Knowledge specialization | High |
| Materialism | High |
| Knowledge personalization | High |
| Respect – scholars | Low |
| Respect – other contributions | Low |
| Knowing everything | High |
| Emotional Bank Account | Deficit |

| Items | Islamic |
|-------------------------------|---------|
| Knowledge credentials | High |
| Ego | Low |
| Personal proud | Low |
| Knowledge horizon | High |
| Materialism | Low |
| Knowledge sharing | High |
| Respect – scholars | High |
| Respect – other contributions | High |
| Knowing everything | Low |
| Emotional Bank Account | High |



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



- 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



- 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



Stature

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

Internal dynamics

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



- Collective responsibility
- Focus to the critical success factors
 - Indexed-publication (ISI & Scopus)
 - Book and chapter publications
 - PhD qualification
 - Academic programs at MSc level – towards Mix-mode
 - Proper documentation – leverage on ICT
- Cascading the direction, vision, KPIs
- Reduce unnecessarily problems, issues (win-lose, lose-lose)
- Execute all plans, professionally
- Team work
- 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)



- Jika cerdik 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 كَالْبُنْيَانِ يَشُدُّ بَعْضُهُ 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)



Level 5 hierarchy

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

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**



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 | $1 + 1 = -1, -10, -100$ | |

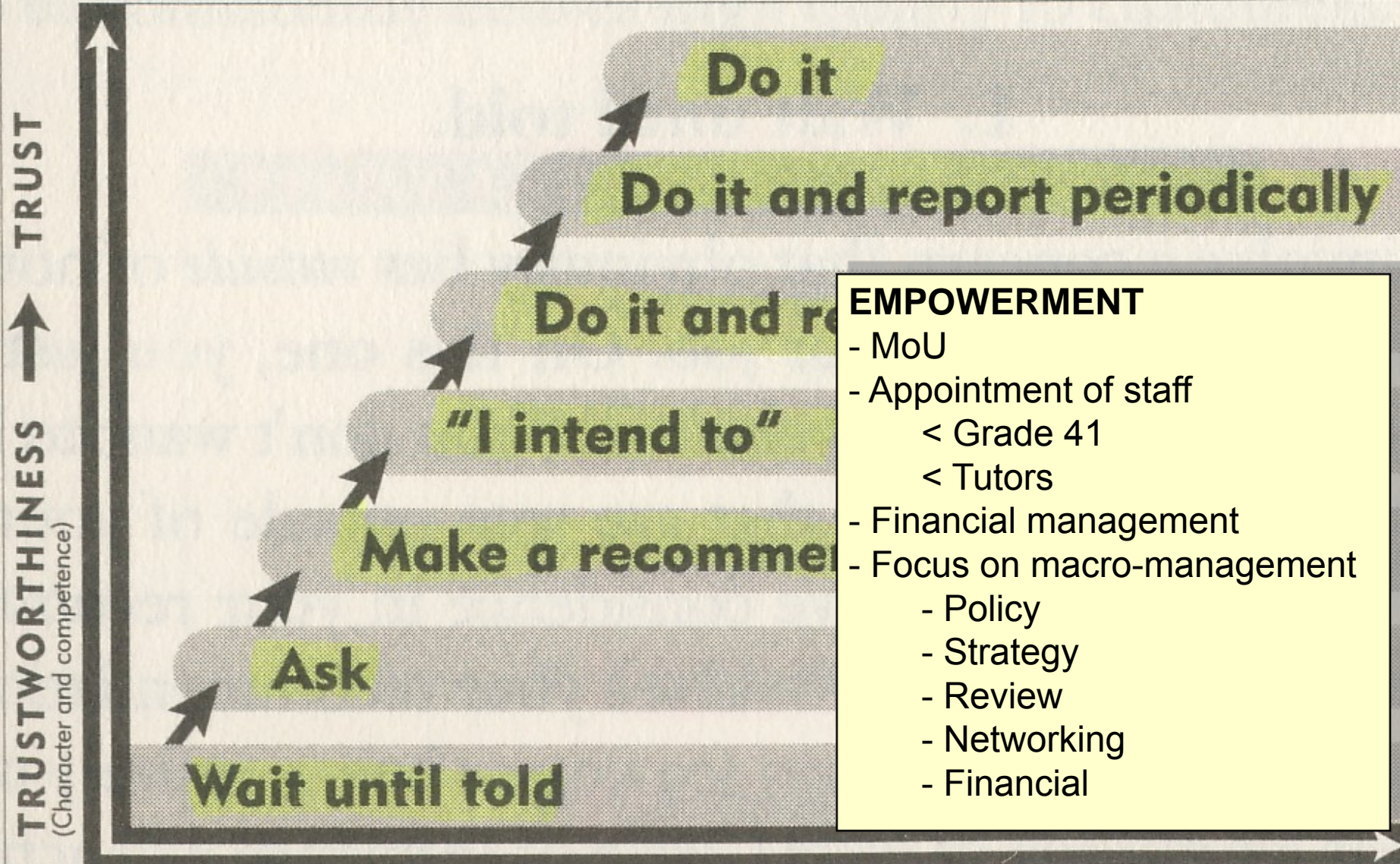
If two people have the same opinion, one is unnecessary.

Stephen R. Covey



- 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





- 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

**The
8 th
Habit**



HELP OTHERS TO ACHIEVE SUCCESS AND BEING EFFECTIVE



Goal setting, KPIs

Strategy development

Detailed road map,
implementation

Strategic planning
November – December 2008

Leadership

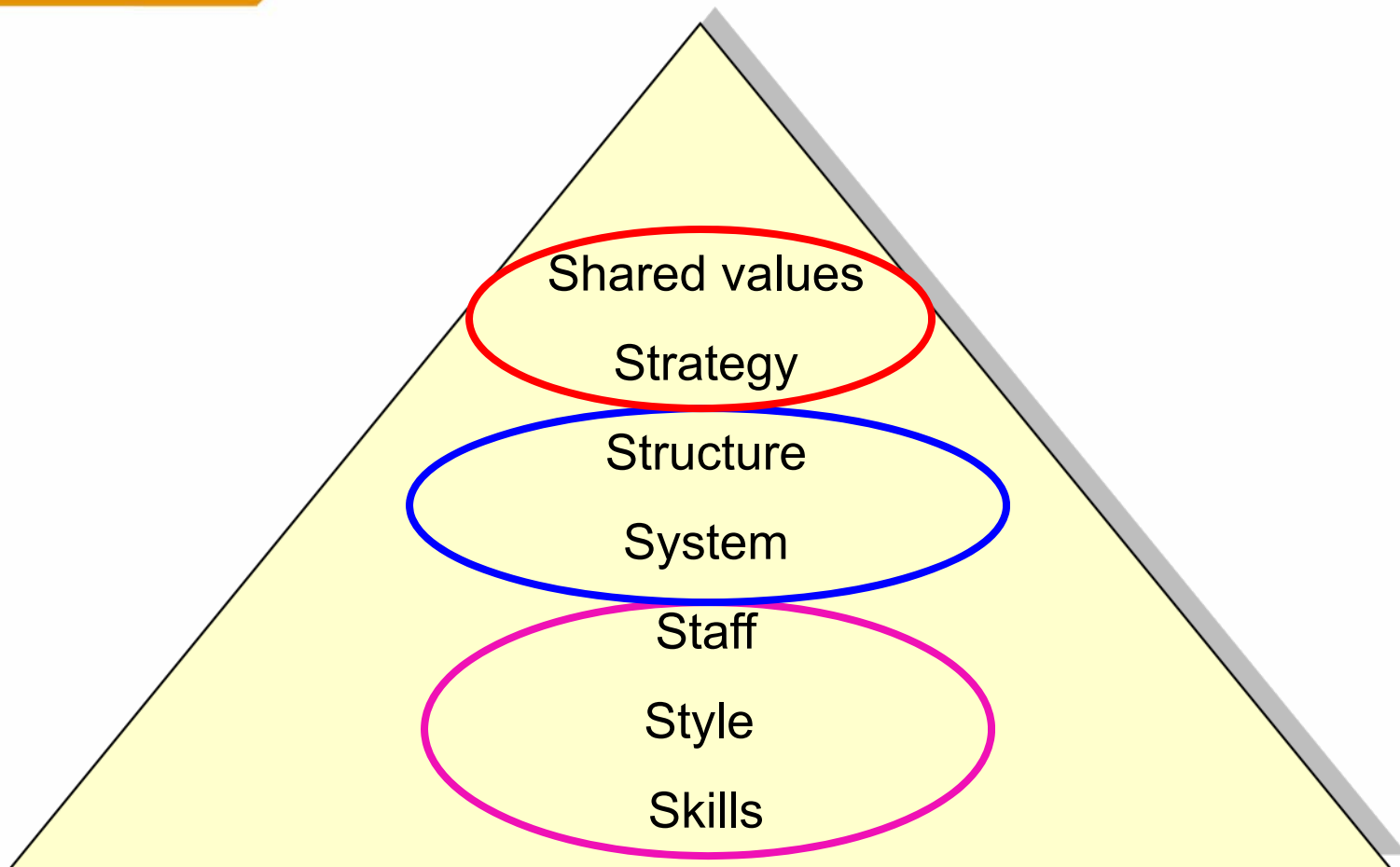
Change

Strategy execution
January 2009 - 2013

Measurement

Improvement


Strategy review / improvement
Every 6 months



The two academic career paths

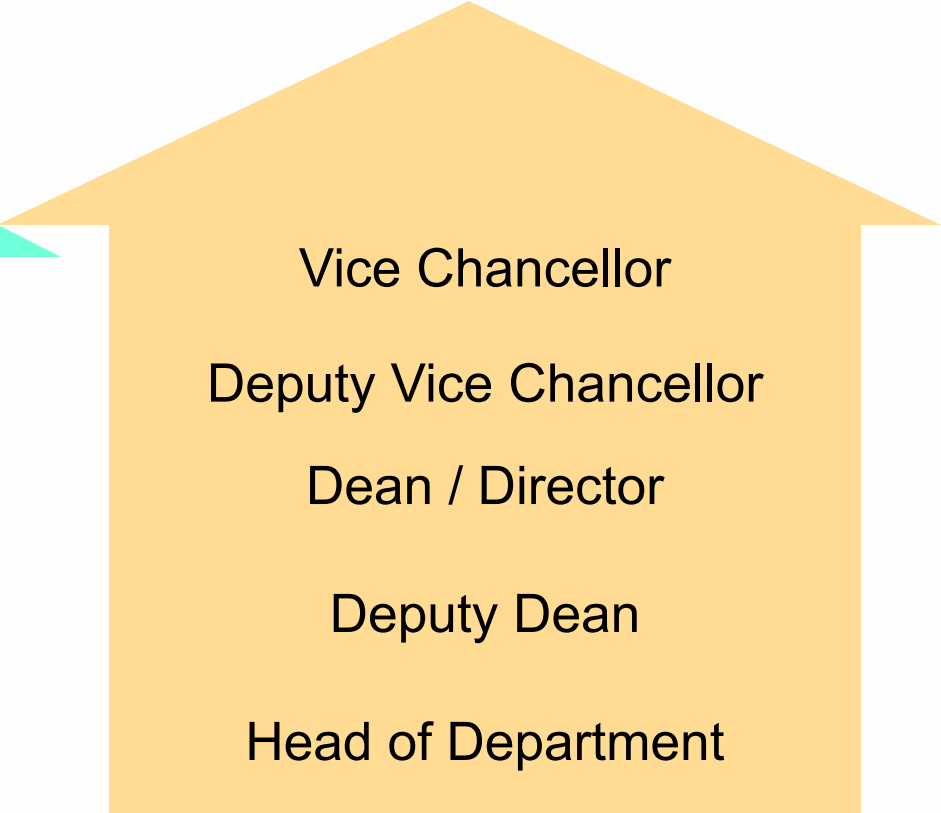
Academic and administrative structures

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A diagram of the academic hierarchy represented as a teal-colored house shape. The roof is a triangle, and the main body is a rectangle. The text is centered within the shape.

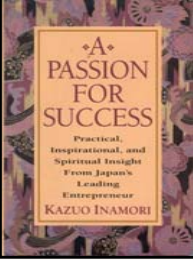
Professor (global, A)
Professor (regional, B)
Professor (local, C)
Associate Professor
Lecturer/Senior Lecturer
Research fellow / Tutor

Academic hierarchy

A diagram of the administrative hierarchy represented as a yellow-colored house shape. The roof is a triangle, and the main body is a rectangle. The text is centered within the shape.

Vice Chancellor
Deputy Vice Chancellor
Dean / Director
Deputy Dean
Head of Department

Administrative hierarchy



Success = Ability x Effort x 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

Motivation

Team work

PE, continuous learning

Focus, communication



- 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)



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Ikhlas
Jihad intelektual
Komitmen





- Apabila banyak berkata-kata; Di situlah jalan masuk dusta.
- Apabila banyak berlebih-lebihan suka; Itulah tanda hampirkan duka.
- Apabila kita kurang siasat; Itulah tanda pekerjaan hendak sesat.
- Apabila anak tidak dilatih; Jika besar bapanya letih.
- Apabila banyak mencela orang; Itulah tanda dirinya kurang.
- Apabila orang yang banyak tidur; Sia-sia sahajalah umur.
- Apabila mendengar akan khabar; Menerimanya itu hendaklah sabar.
- Apabila mendengar akan aduan; Membicarakannya itu hendaklah cemburuan.
- Apabila perkataan yang lemah lembut; Lekaslah segala orang yang mengikut.
- Apabila perkataan yang amat kasar; Lekaslah orang sekalian gusar.
- Apabila pekerjaan yang amat benar; Tidak boleh orang berbuat honar.



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- FEATURES FILMS ARE THE RESULT OF YEARS OF SCIENTIFIC STUDY COUPLED OF EXPERIENCES
- 50% 3 F
- 30-40% 4-5 F
- 5% 6 F
- We see only what we want to see
- Sometimes we only see part of the whole picture or only the big things