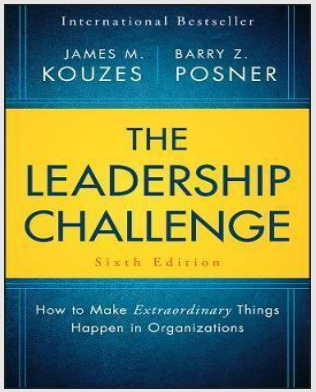
LEADERSHIP SKILLS

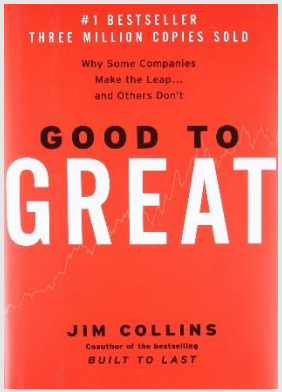
FOR THE MANAGEMENT TEAM

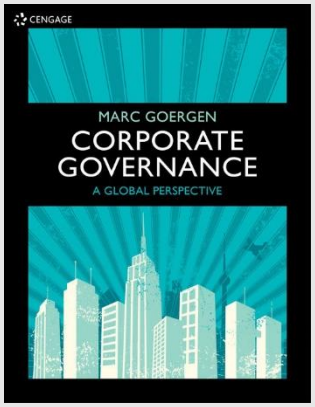
OF PERPUSTAKAAN TUN ABDUL RAZAK (PTAR)

Moderated By:
DR NOORHISHAM BIN MOHD ALWI
(ORGANIZATIONAL DEVELOPMENT CONSULTANT)

Date : 21 - 22 June 2021
Venue : Online Learning Platform







SESSION OBJECTIVES

At the end of this session, the attendees should be able to:

1. Adopt the Organizational Excellence Framework in departmental Leadership;
2. Understand Leadership Behaviors Competency in managing departmental team.
3. Understand the different leadership styles and its application in managing the units for high impact results.
4. Manage issues and challenges in departmental leadership.
5. Develop leadership competency in managing the organization.
6. Employ design thinking in managing departmental problems..
7. Apply adaptive thinking in managing volatility, uncertainty, conflict and ambiguity.
8. Maintain commitment, motivation, energy and enthusiasm as public service officer.
9. Lead team for high results performance.

LEARNING AGENDA

LEADERSHIP SKILLS

DAY 1	DISCUSSION TOPICS
21 JUNE 2021	
9.00 – 9.30am	Session Introduction Learning Approach
9.30 – 10.30am	Leading PTAR through MBEF: Malaysia Business Excellence Framework
10.30 – 10.45am	Stretching Break
10.45 – 11.45am	SPICES in Leadership Pedagogy of the Heart in Leadership Leadership Performance Matrix
11.45 - 1.00pm	Leadership Behavior Competency Managing Self, others and functions End of On-line Learning

LEARNING AGENDA

LEADERSHIP SKILLS

DAY 2	DISCUSSION TOPICS
22 JUNE 2021	
9.00 – 9.15am	Recap of Yesterday
9.15 – 10.30am	Leadership Skills in Governance
10.30 – 10.45am	Stretching Break
10.45 – 11.45am	The art of communication and influencing in leadership
11.45 - 1.00pm	Leading Change Management Altering the status quo for better results through Design Thinking End of On-line Learning

WORKSHOP APPROACH

R.O.P.E.S.

A MODEL TO INCREASE LEARNING OUTCOMES

Review	**Revisit leadership in practice**
0verview	**The lessons to be covered on Leadership Skills**
Present	**Theories and Leadership Competency**
Exercise	**Online discussion**
Summary	**Learning gained for the day**

APPRECIATION TO THE MANAGEMENT TEAM OF PTAR

WORKSHOP APPROACH

R.O.P.E.S.

A MODEL TO INCREASE LEARNING OUTCOMES

Review	**Revisit leadership in practice**
0verview	**The lessons to be covered on Leadership Skills**
Present	**Theories and Leadership Competency**
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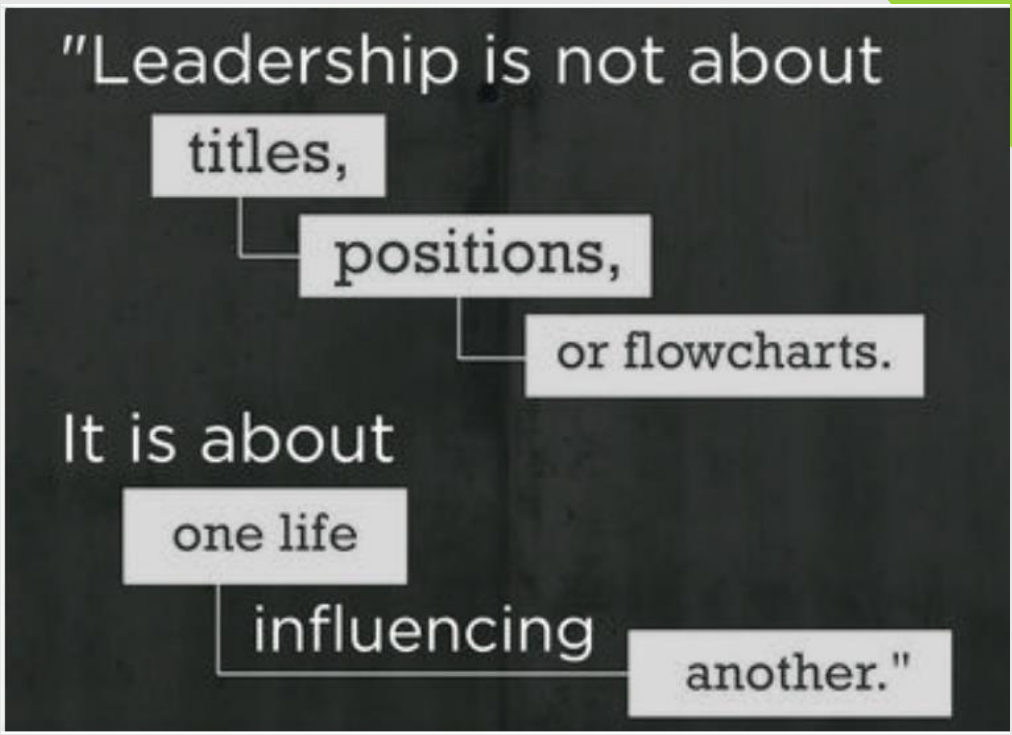
LEADERSHIP IN PRACTICE

Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.

A **leader's** most important **role** is to **provide clear and compelling direction**. ... **Leaders** ensure that all followers **understand, embrace, and work toward** achieving those objectives. And they **provide momentum, sharing and celebrating progress** toward achieving company goals, setting new targets, and **providing needed resources.**

LEADERSHIP IN PRACTICE



IT IS ABOUT MANAGING LITTLE LITTLE THINGS EXTRAORDINARY

LEADERSHIP IN PRACTICE

RESPECT + TRUST = HARMONY

Value-based leadership is the idea that leaders should draw on their own and followers' values for direction and motivation.

HOW DO WE DO THAT?

PROGRAMME SCHEDULE

TRAINING PROGRAMME : **COMPETENCY & LEADERSHIP ASSESSMENT PROGRAMME (CLEAP)**
PROGRAMME MANAGER : **PN RUZITA BINTI ABDULLAH**
DATE : **29 MAC – 2 APRIL 2021 (5 HARI)**

DATE/ TIME/ DAY	29/03/2021 (DAY 1)	30/03/2021 (DAY 2)	31/03/2021 (DAY 3)	01/04/2021 (DAY 4)	02/04/2021 (DAY 5)
0800 – 0830	Registration	Public Speaking			
0830 – 0900	Course Briefing	Strategy Management (Lecture) Session 2 Continuation	**Session 4** Creative & Innovative + **Task 3** (Forum)	**Session 5** Communication Skill + **Task 4** (Public Speaking)	**Session 7** Problem Solving Skills (lecture) + Task 2 (Technical) **(Trainer Dalaman)**
0900 – 1030	**Session 1** Management expectation				
1030 – 1100	**Morning Break**				
1100 – 1200	**Session 2** Leadership and Governance (lecture))	Continue Session 2 (Preparation for **Task 1)**	Continue Session 4 (Preparation for **Task 3)**	Continue Session 5 **Task 4**	**(1100 – 1230)** Continue Session 7 (Preparation for **Task 2)**
1200 – 1300					
1300 – 1430	**Lunch / Zohor's Prayer**				
1430 – 1630	**Session 3** Leadership Psychology Analysis) **(Trainer Cr)**	Continue Session 2 **(Task 1** Presentation)	Continue Session 4 (Presentation for **Task 3)**	**Session 6 Task 5** Book Review	**(2.30 – 5.30)** Continue Session 7 (Presentation for **Task 2)**
1630 – 1645	Dinner / Maghrib's Prayer				**Closing and Course Evaluation**

Leadership PsychologyTest (Online- minggu sebelum) /

COMPETENCY PROFILING

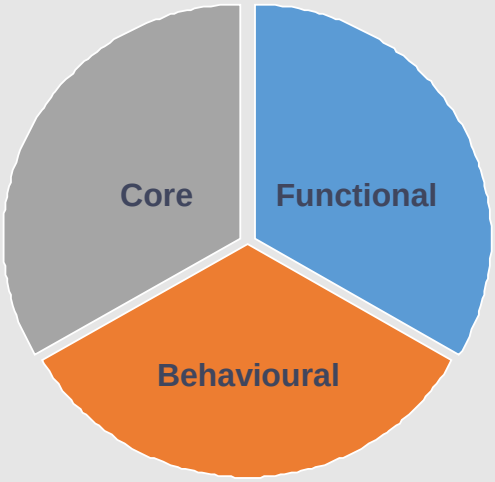
The Competency Framework for Sarawak Civil Service (P&P) 41 & Above)

Focus on Organization

41/44(L3)
- Leadership
- Customer Focus
- Intercultural Competence

48/52(L4)
- Leadership
- Driving Change & Performance
- Intercultural Competence
- Customer Focus

54/JUSA(L5)
- **Leading through Vision**
- **Driving Change & Performance**
- **Intercultural Competence**
- **Customer Focus**



Focus on the Job

41/44(L3)
- Statutory and Legal Compliance
- Financial Acumen
- Project Management

48/52(L4)
- Stakeholder Management
- Statutory and Legal Compliance
- Financial Acumen
- Project Management

54/JUSA(L5)
- **Stakeholder Management**
- **Statutory and Legal Compliance**
- **Policy Development, Enforcement & Compliance Assessment**

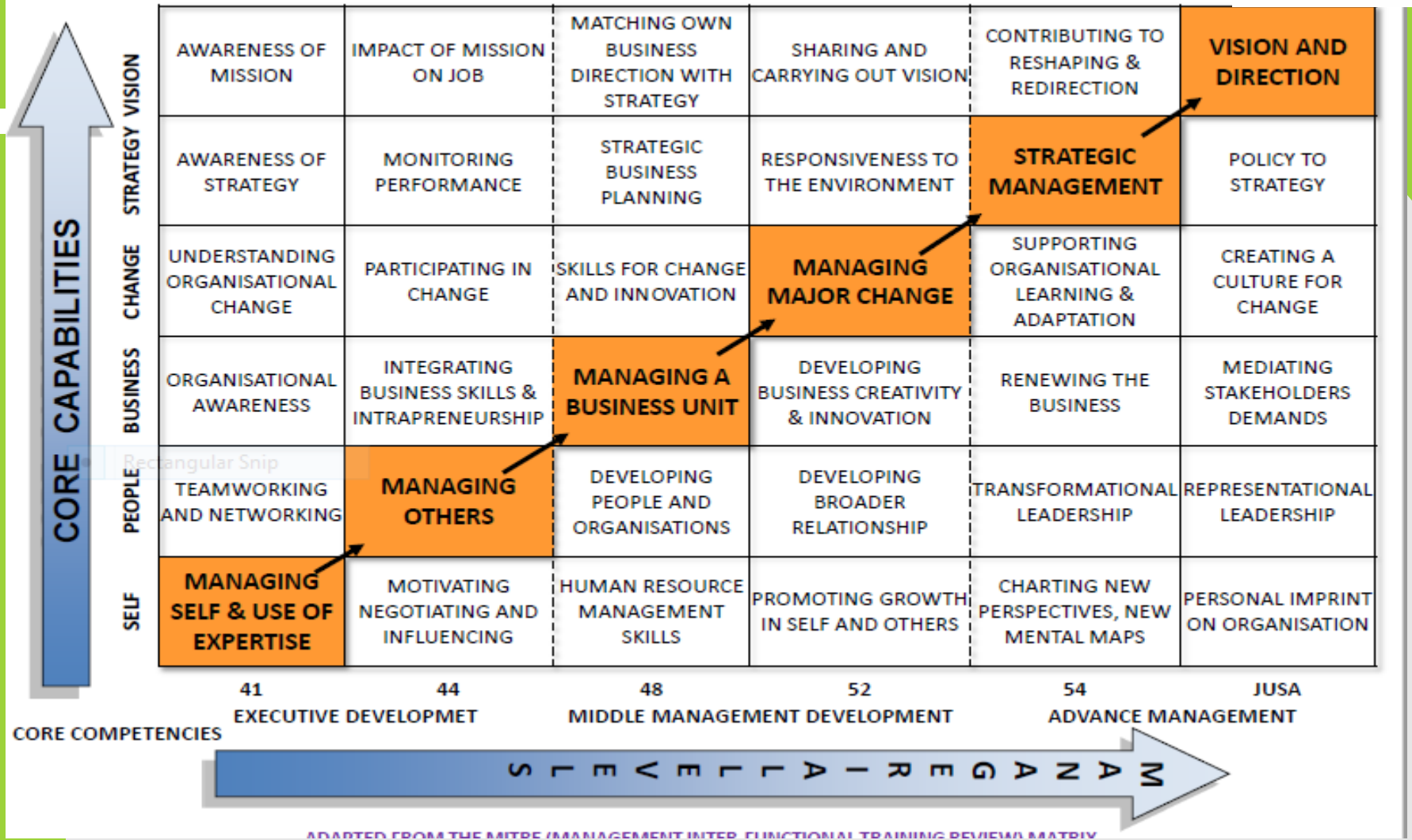
Focus on Individual

41/44(L3)
- Analytical Thinkin
- Planning & Execution
- Communication
- Problem Solving & Decision Making
- Team Building
- Result Orientation
- Attention to details
- Creativity & Innovation

48/52(L4)
- Strategic Thinking
- Planning & Execution
- Creativity & Innovation
- Communication
- Manage Change
- Problem Solving & Decision Making
- Coaching & Developing others

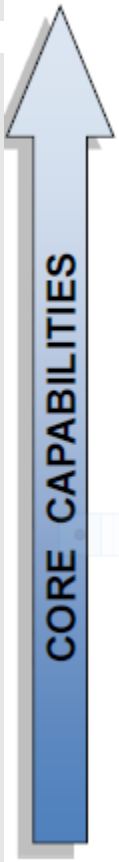
54/JUSA(L5)
- Strategic Thinking
- **Relationship Building**
- **Communication**
- **Developing & Empowering People**
- **Impact & Influence**

THE MANAGEMENT AND PROFESSIONAL GROUP DEVELOPMENT MATRIX



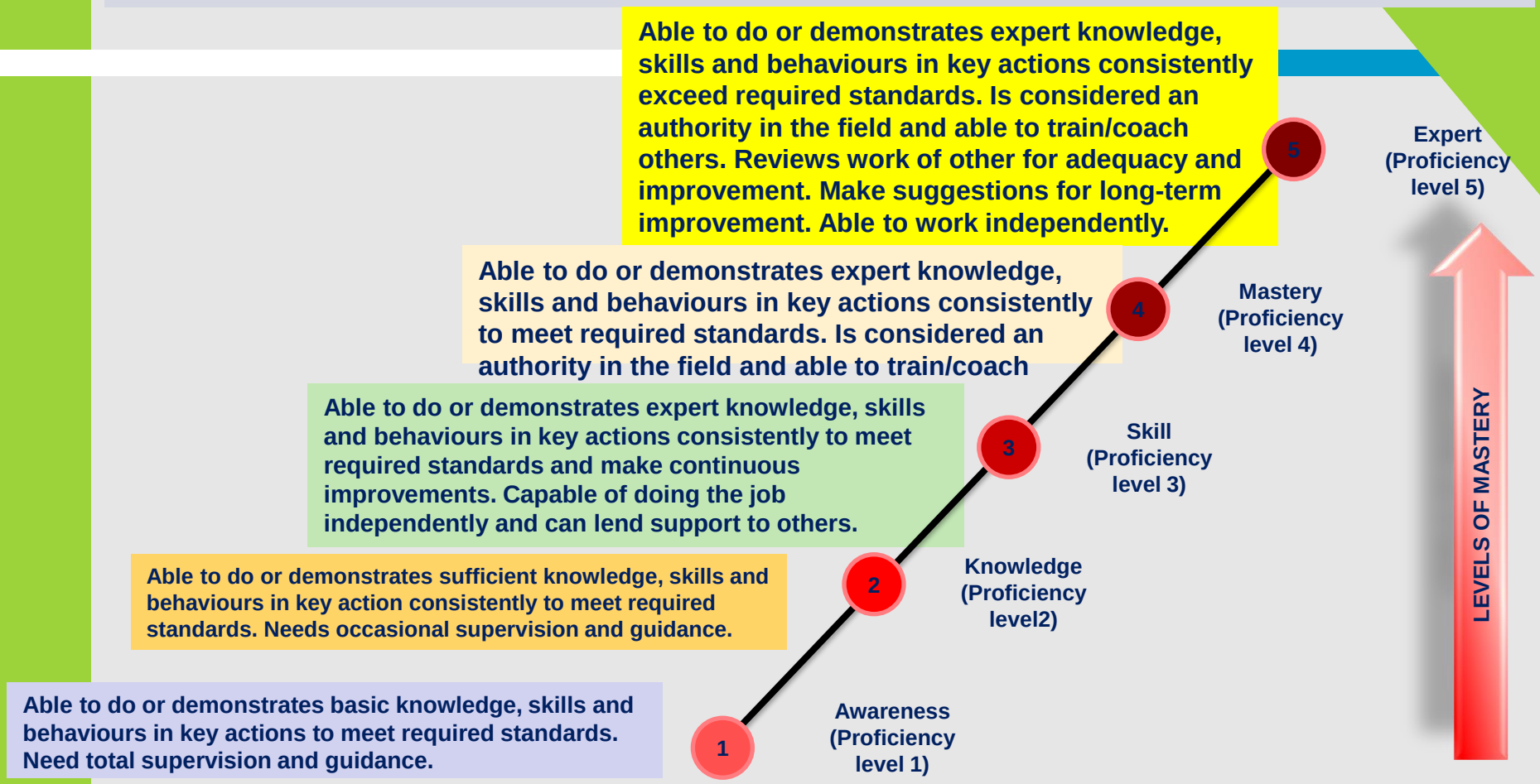
ADAPTED FROM THE MITRE (MANAGEMENT INTER-FUNCTIONAL TRAINING REVIEW) MATRIX

THE MANAGEMENT AND PROFESSIONAL GROUP DEVELOPMENT MATRIX



	Grade 48	COMPETENCY LEVEL 4 - MASTERY
VISION	MATCHING OWN BUSINESS DIRECTION WITH STRATEGY	• Leadership • Achievement /Result Oriented
STRATEGY	STRATEGIC BUSINESS PLANNING	• Analytical & Strategic Thinking • Planning & Execution
CHANGE	SKILLS FOR CHANGE AND INNOVATION	• Creativity & Innovation • Manage Change
BUSINESS	**MANAGING A BUSINESS UNIT**	• Team Leadership • Communication • Organisational Knowledge • Problem Solving and Decision Making • Financial Acumen • Driving Change and Performance
PEOPLE	DEVELOPING PEOPLE AND ORGANISATIONS	• Developing & Empowering People • Coaching & Developing Others
SELF	HUMAN RESOURCE MANAGEMENT SKILLS	• Human Resource Management • Statutory And Legal Compliance

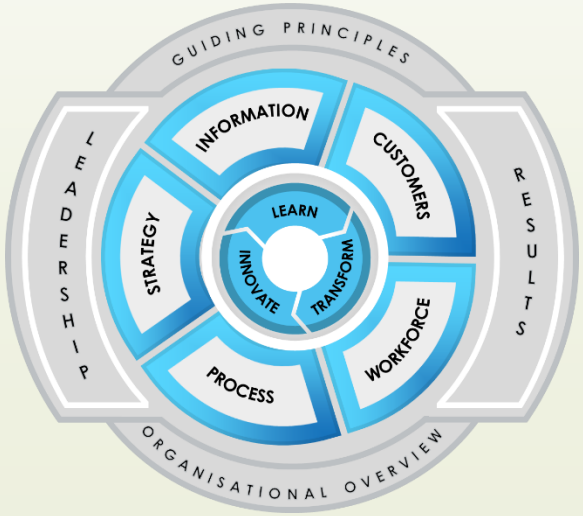
COMPETENCY LEVELS



LEADERSHIP SKILLS FOR WARGA PERPUSTAKAAN TUN ABDUL RAZAK

1

TOPIC 1: LEADERSHIP THROUGH MBEF



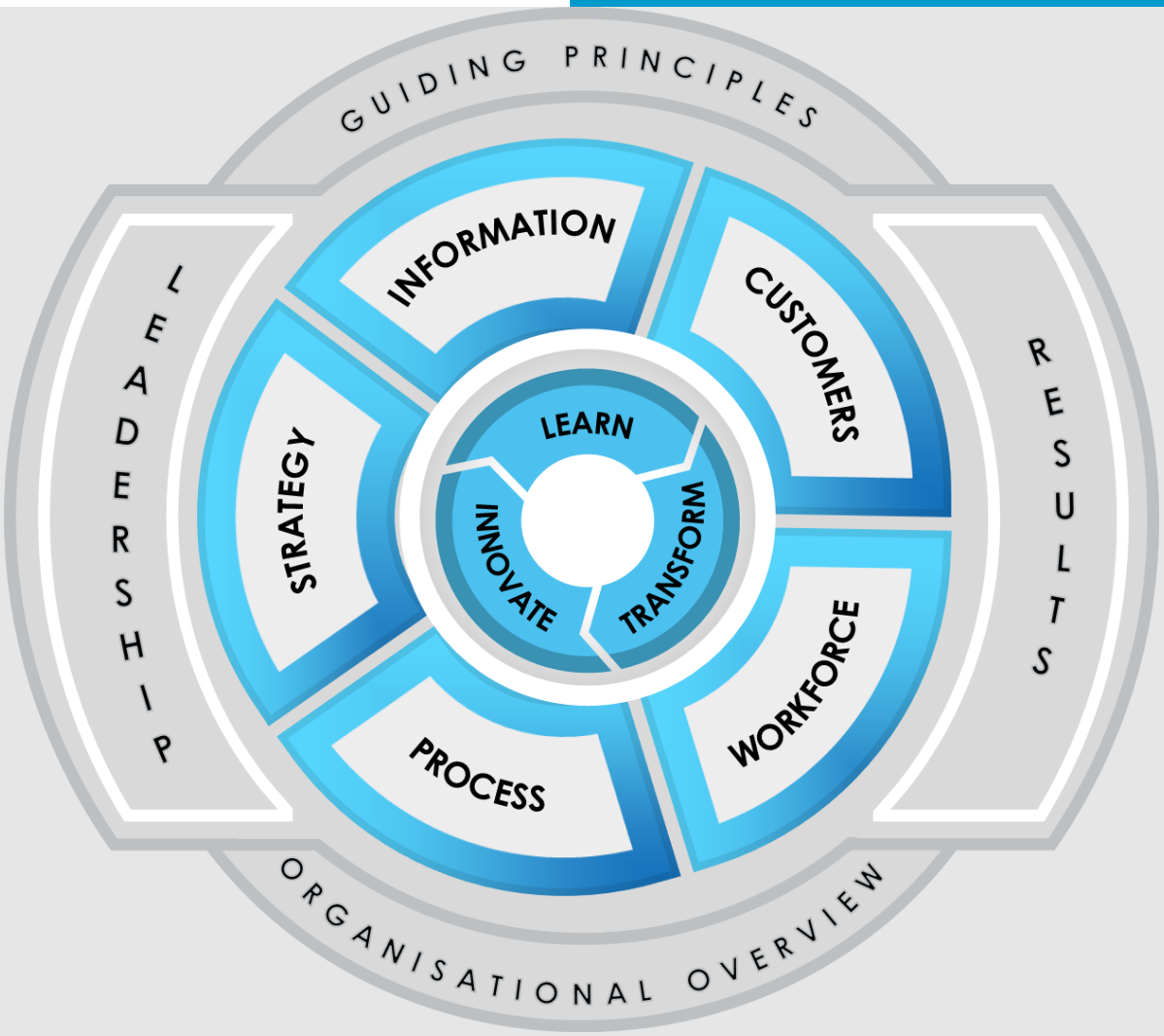
KERANGKA KECEMERLANGAN PERNIAGAAN MALAYSIA
Malaysia Business Excellence Framework (MBEF)

Business Excellence

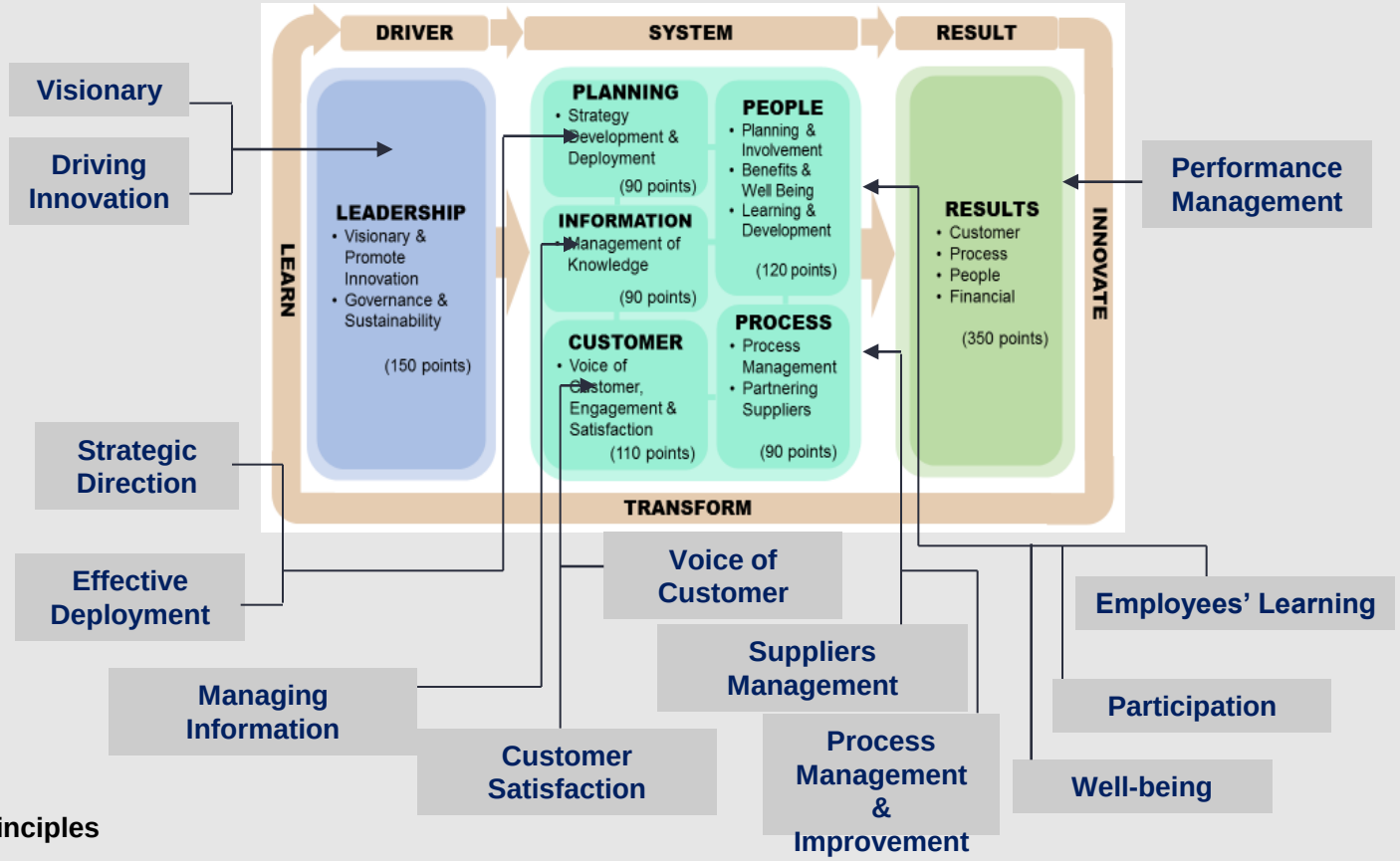
- **Business Excellence (BE) is about developing and strengthening the management systems and processes of an organization to improve performance and create value for stakeholders.**
- **BE is much more than having a quality system in place.**
- **BE is about achieving excellence in everything that an organization does and <u>most importantly achieving superior business results.</u>**

Source:
Mann, Robin & Mohammad, Musli & Theresa A. Agustin, Ma. (2012). Understanding Business Excellence: An awareness guidebook for SMEs.

MALAYSIA BUSINESS EXCELLENCE FRAMEWORK (MBEF)



LEADING THROUGH MALAYSIA BUSINESS EXCELLENCE FRAMEWORK



Guiding Principles

The BE Framework should provide us with the model to develop towards a world class organization

JOURNEY TOWARDS EXCELLENCE

Comprehensive management of processes to ensure delivery of value to Customers

Holistic management framework providing systems for continual improvement

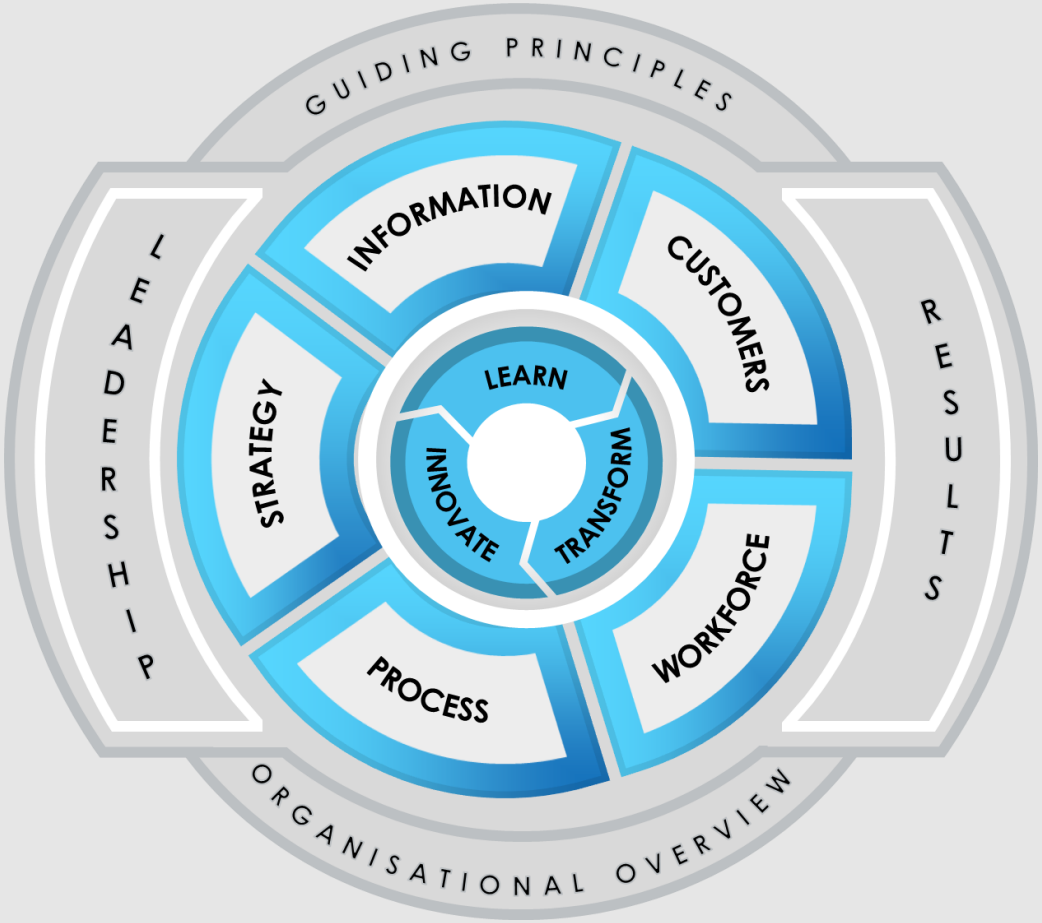
Understand and exceed the expectations of Customers

What it takes to for PTAR to sustain as world class LIBRARY?

Exemplary work environment for staff development and belonging

Systematic approach to transform and embrace changes and incorporate new and better ways of doing things

The Malaysia Business Excellence Framework (MBEF) - the revised framework



MBEF Guiding Principles

PHILOSOPHIES OF EXCELLENT ORGANISATIONS

BELIEF

- in being the BEST
- in the importance of Details of EXECUTION
- in the importance of PEOPLE as Individuals
- in superior QUALITY and SERVICE
- that most members of the organization should be INNOVATORS
- in the importance of informality to Enhance COMMUNICATION
- in and recognition of the importance of GROWTH and SUCCESS

CRITERIA POINT VALUES

No.	Criteria	Points
1.	Leadership	150
2.	Strategy	90
3.	Information	90
4.	Customers	110
5.	Workforce	120
6.	Process	90
7.	Results	350
	Total	**1,000**

CRITERIA 1: LEADERSHIP (150 Points)

Addresses Senior Leaders' Roles, Governance, Societal Responsibilities and Communities support.

1.1 Visionary and Promote Innovation

1.2 Governance and Community Support

1.1 Visionary and Promote Innovation (90 points)

How senior leaders are responsible to:

1.1.1 Develop the organisation's vision, mission and values that focus on all stakeholders, learning and innovation.

1.1.2 Communicate the organisation's vision, mission and values to all stakeholders.

1.1 Visionary and Promote Innovation (90 points)

How senior leaders are responsible to

1.1.3 Create an environment for business success currently and in the future.

1.1.4 Involve in succession planning process and development of future leaders.

1.1.5 Review and improve the effectiveness of personal leadership and involvement in meeting organisational vision, mission, values and ethics.

1.1.6 Lead the organisational transformation in meeting the new economic challenges and business trends.

1.2 Governance and Community Support (60 points)

How senior leaders are responsible to

1.2.1 Ensure effective governance system, legal and regulatory compliance are established and reviewed.

1.2.2 Ensure accountability for organisation's actions and independence in audits.

1.2.3 Develop and implement Corporate Social Responsibility (CSR) policies and practices for community and environment in which it operates.

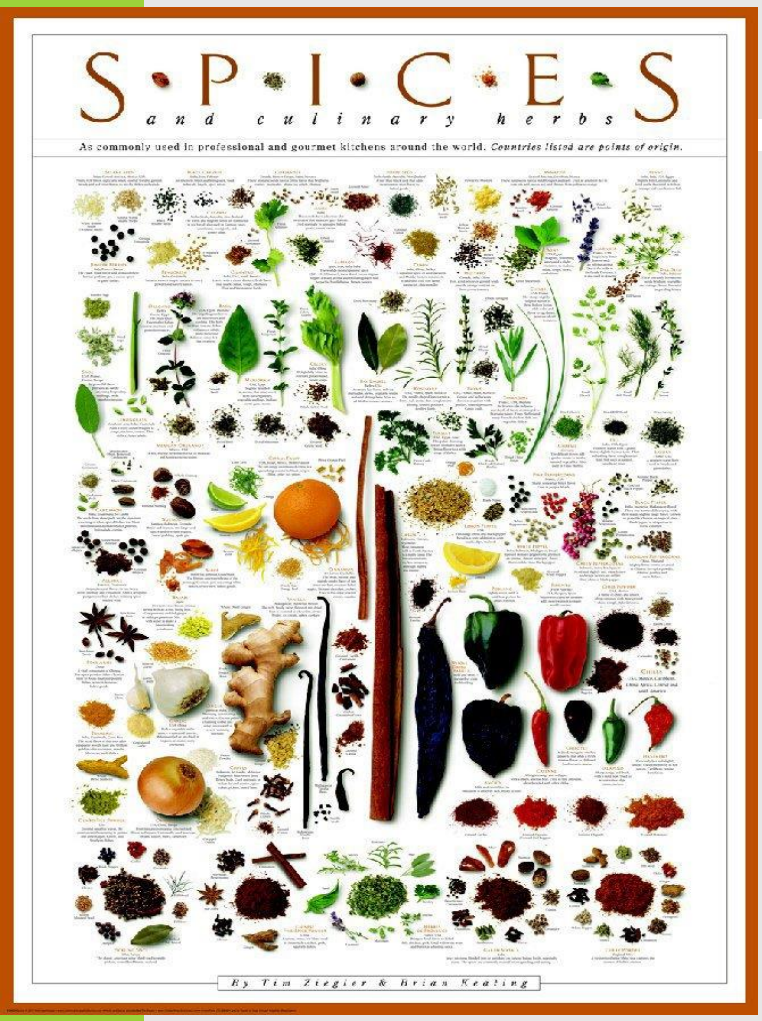
1.2.4 Review and improve CSR policies and practices for the benefit of community and environment.

LEADERSHIP SKILLS FOR WARGA PERPUSTAKAAN TUN ABDUL RAZAK

2

TOPIC 2:
SPICES in Leadership
Pedagogy of the Heart in Leadership
Leadership Performance Matrix

THE LEADERSHIP RECIPE



SPIRITUALLY STRONG

PHYSICALLY FIT

INTELLECTUALLY SMART

COMMITMENT & CONSTANT UPGRADING

EMOTIONALLY STABLE & ENERGETIC

SOCIALLY CONNECTED

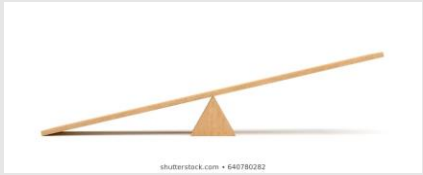
LEADERS AS GOLFERS

IN ORDER TO STRIVE FOR EXCELLENCE IN THE NEW NORMS, LEADERS NEED TO FOCUS (especially the Jugglers, Strugglers, Poor Adapters) TO EMBRACE THESE PANDEMIC CHANGES BY ADOPTING THE GOLF AND GOLFER CONCEPT IN ORGANIZATIONAL TRANSFORMATION

QUALITY OF WORK LIFE BALANCE

GOLF: GO ON LEARNING FOREVER

GO ON LEADING FOR EXCELLENT RESULTS & REPUTATIONS



ALTER THE STATUS QUO IF MOTIVATION WERE TO BE HEIGHTENED.

QUOTE FROM ONE OF THE TOP CEOs IN THE COUNTRY

"Three important concerns in the corporate world are the **strategic intent, empowerment and resources**. In managing assets, there are risks, manage the risks. There are non-performing assets, under-performing assets performing assets, but also the performing assets. " said Dato' Hj Azmar Talib, Chief Executive Officer of TRX.

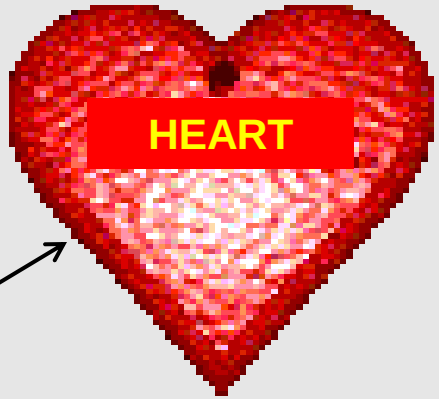
Excerpts from my Interview with him

QUOTE FROM ONE OF THE TOP CEOs IN THE COUNTRY

"Always remember the 5 Ps : **Philosophy, Policy, Procedures, Practices and Performance** " said Dato' Hj Azmar Talib, Chief Executive Officer of TRX.

"PEDAGOGY OF THE HEART" IN LEADERSHIP

Within you there is a piece of flesh. If it is good the entire body will be good. If it is bad the entire body will be bad. And truly that is the HEART.
(Bukhari Muslim)



MAHABBAH (Passion)

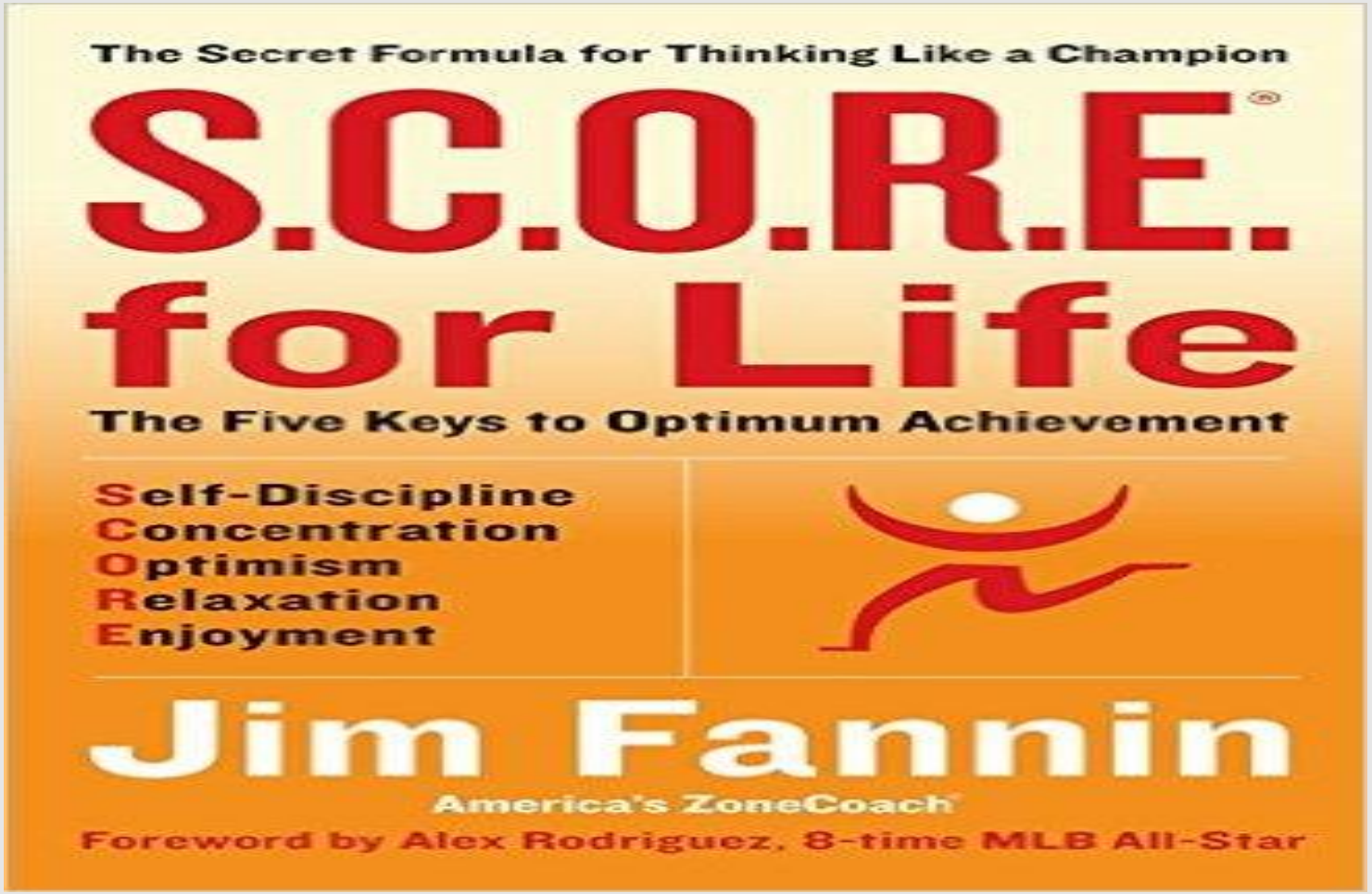
IKHLAS (Sincerity)

MARDHATILLAH (pleasure)

SAKINAH (peace and tranquility)

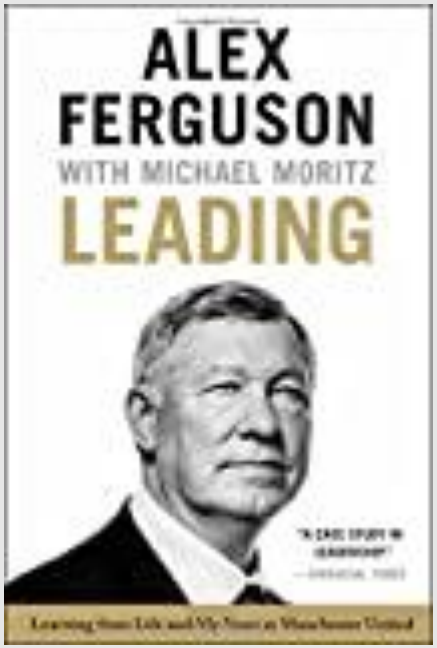
BARAKAH (blessing)

LEADERSHIP S.C.O.R.E

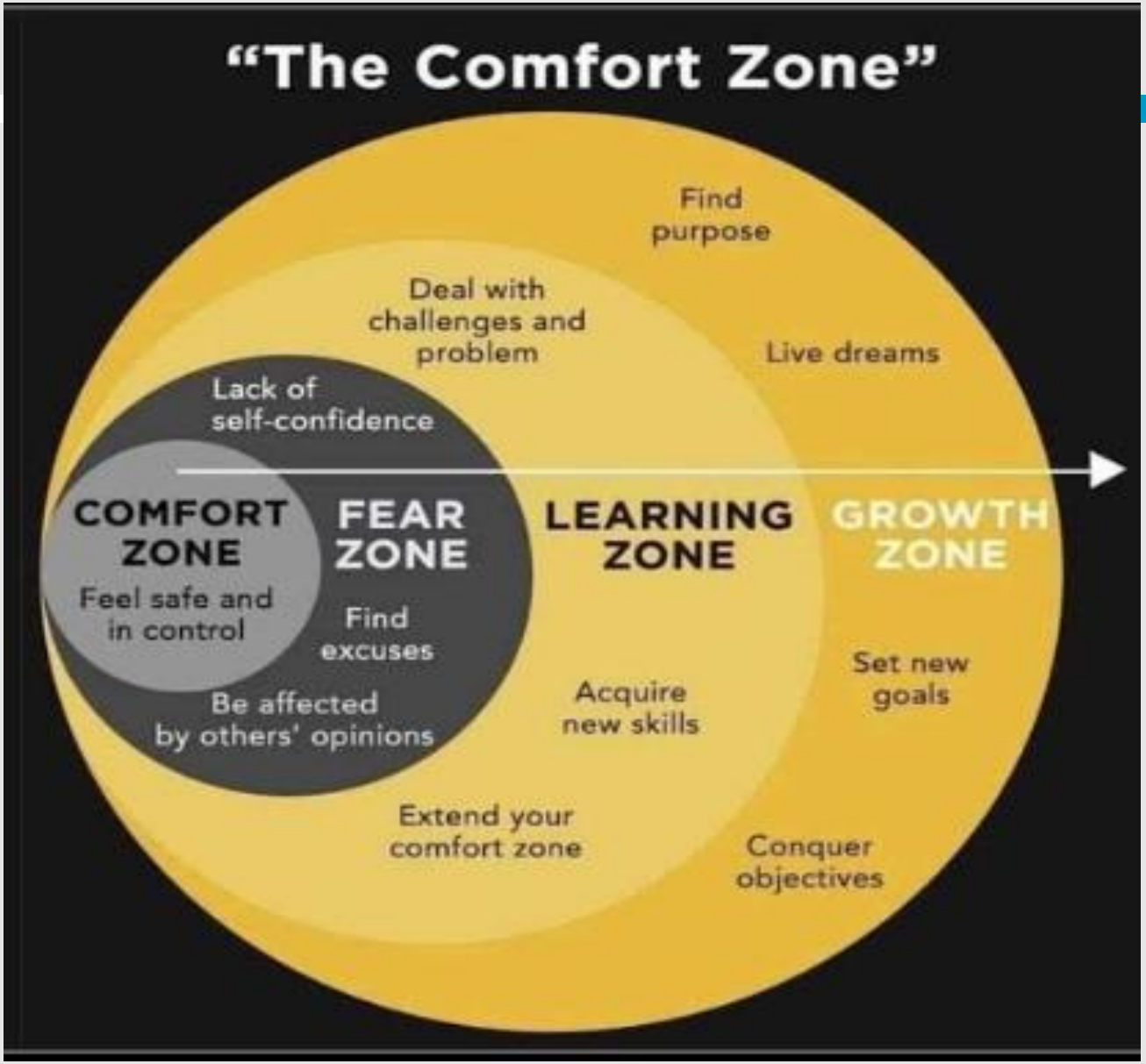


THE LEADERSHIP WINNING MENTALITY

Harvard Business Review



LEADERSHIP HIJRAH (MIGRATION) G54 TO JUSA



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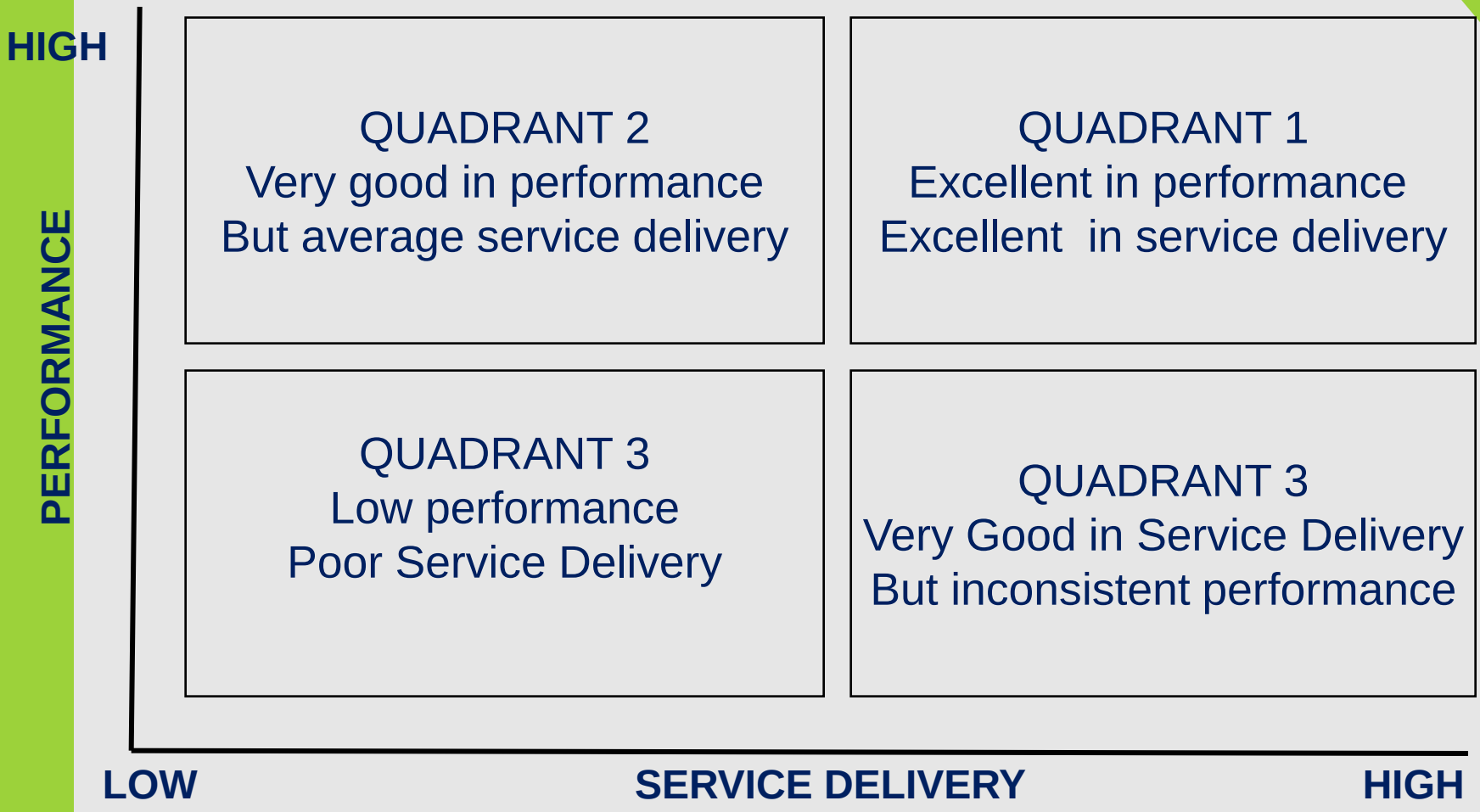
LET'S BEGIN OUR DISCUSSION BY LOOKING AT THE BUSINESS SCENARIOS:

1. **What are the factors that had contributed to the present scenarios?**
2. **What strategies can be deployed to ensure high performance and service delivery?**
3. **What will be the KPIs to measure the effectiveness of the strategies formulated?**



LEADERSHIP SKILLS FOR WARGA PERPUSTAKAAN TUN ABDUL RAZAK

3

TOPIC 3:
LEADERSHIP BEHAVIOR COMPETENCY

PTAR STRATEGIC INTENT

VISION

To establish UiTM as a Globally Renowned University of Science, Technology, Humanities and Entrepreneurship.

MISSION

To lead the development of agile, professional Bumiputeras through state-of-the-art curricula and impactful research.

PHILISOPHY

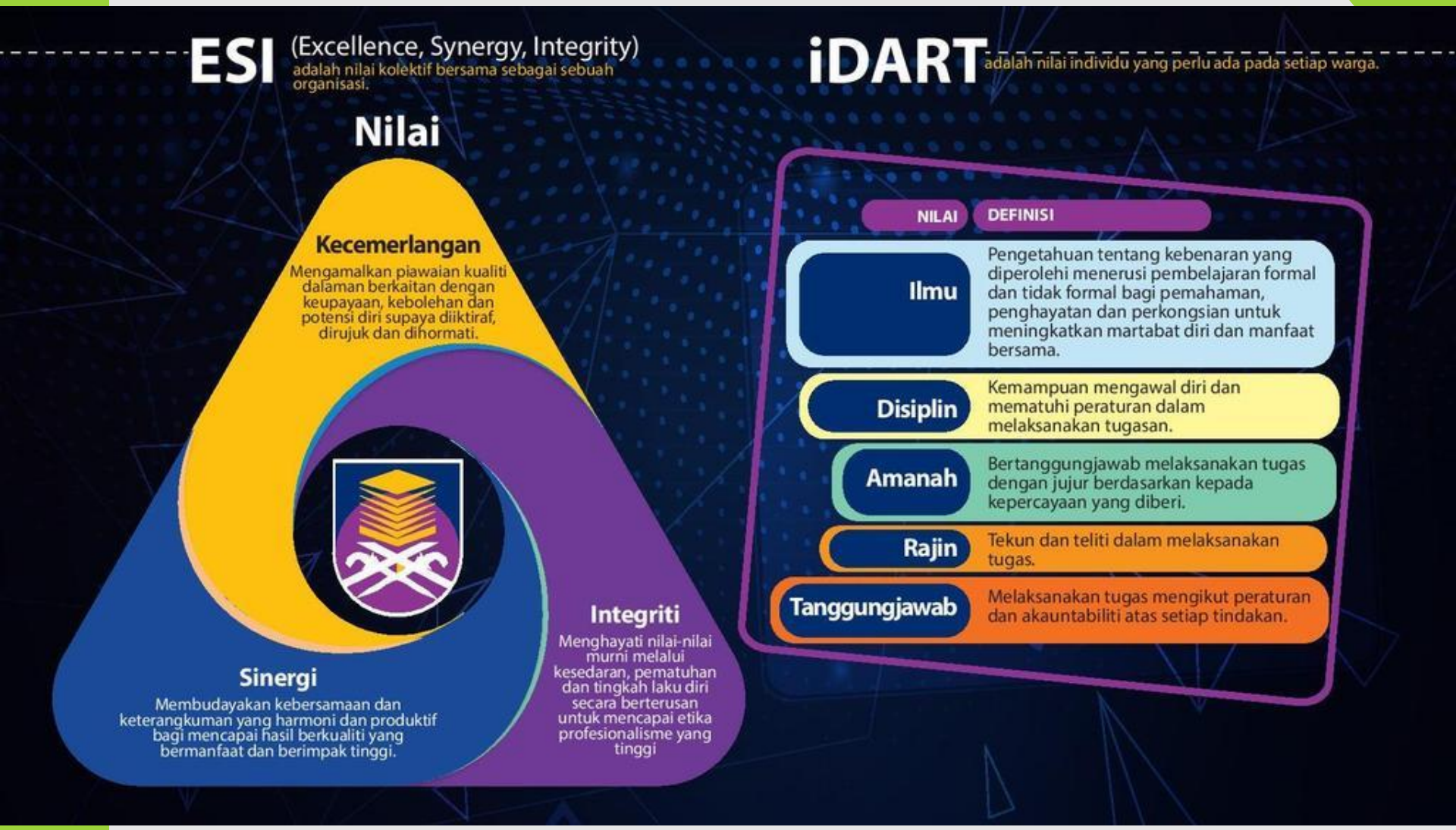
Every individual has the ability to attain excellence through the transfer of knowledge and assimilation of moral values so as to become professional grduates capable of developing knowledge, self, society and nation.

PTAR STRATEGIC INTENT

OBJECTIVES

- To enhance the knowledge and expertise of Bumiputeras in all fields of study through professional programmes, research work and community service based on moral values and professional ethics.
- To empower the delivery of UiTM's library services as a center of information excellence that always remains relevant and respected.
- To serve comprehensive, up to date and relevant knowledge and resources in various physical and virtual formats.
- To provide a conducive environment and facilities for teaching, learning and research matters.
- To develop the latest information technology and communication facilities based on customer needs.
- **To strengthen human capital through Budaya PERDANA for UiTM communities.**
- To enrich relation and cooperation with external organisations in industrial networks.

PTAR STRATEGIC INTENT



Leadership Behavioural Competencies What are they?

- ***Behavioural competencies refer to leaders personal attributes or characteristics (i.e. motives, attitudes, values) that describe HOW a job or task is performed as opposed to the particulars of the job or task.***
  - ✧**For instance, competencies like flexibility, integrity, teamwork or self confidence are personal characteristics, demonstrated through on-the-job behaviours, which can be applied in any number of job-related situations as compared to a specific technical skill or knowledge set.**

1. MANAGING SELF CLUSTER

How one understands oneself and manages own motivation and work delivery

Competencies:

a) Ownership & Accountability

b) Professional Confidence

2. MANAGING OTHERS CLUSTER

How one interacts with others, manages those relationships and lead others in work delivery

Competencies:

a) Interpersonal Management
b) Standards & Expectations
c) Developing Others

3. MANAGING BUSINESS CLUSTER

How one thinks about the business, leads and manages the delivery of the business strategy and its demands

Competencies:

a) Client Centricity
b) Enterprise Perspective
c) Judgment & Decision Making
d) Change & Continuous Improvement

To Establish UiTM as Globally Renowned University Of Science, Technology, Humanities and Entrepreneurship

PTAR "LIBRARY for ALL"

Leadership Behavior Competency

Managing Self
- Ownership and Accountability
- Professional Confidence

Managing Others
- Interpersonal Management
- Standards & Expectations
- Developing Others

Managing PTAR Core Business
- Stakeholders/Client Centricity
- JPTAR Perspective
- Judgment and Decision Making
- Change and Continuous Improvement

iDART

a) Ownership and Accountability

Definition:-

What is it?

A sense of personal responsibility for getting things done and being accountable for outcomes, with a willingness to assume broader responsibility even in the face of demanding circumstances for the greater good of the whole organization.

Why does it matter?

Drives a culture of ownership across the organization and encourages decision making with acceptable risks. This allows individuals to grow and improves efficiency and effectiveness in business delivery.

Competency:-

1. Basic

Willingly Commits

- Takes personal responsibility for delivering result
- Measures self by the results produced

2. Competent

Accepts Responsibility

- Able to make decisions and take full responsibility for the outcome of the decision, whether positive/negative
- Accepts failure and is able to constructively internalize it as feedback for the future

3. Strength

Assumes Broader Responsibility

- Assumes responsibility for outcomes related to organization effort, beyond one's immediate area of responsibility
- Holds self accountable for the success/failure of outcomes, even when the outcomes are not necessarily within the direct control of the individual

4. Exemplary

Goes beyond Role Responsibility

- Does more than is typically required in a given situation
- Assumes responsibility beyond the scope of expectations
- Maintains momentum under highly demanding / adverse circumstances

Reading the Competencies

Each competency consists of:

- A definition of what the competency means.
- A behavioral scale, which describes the different levels of behavior for competency. There are four levels for each competency, and as you progress along the levels you will see increase complexity of the behavioral indicators.
- **Eg Ownership and Accountability Competency Definition:-**

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Competency levels with specific behavioral indicators:-

1. Basic

Willingly Commits

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Goes beyond Role Responsibility

- Does more than is typically required in a given situation
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- Maintains momentum under highly demanding / adverse circumstances

b) Professional Confidence

Definition:-

What is it?

Demonstrating confidence in one's convictions and the integrity to express oneself to one's peers, customers, business partners and superior even if it is easier or more comfortable to refrain from speaking up.

Why does it matter?

Drives overall organization excellence and position PTAR as true business partners and advisor when employees throughout the organization are able to confidently engage with others rather than react on directives from the top.

Competency:-

1. Basic

Sees Self as Capable

- Expresses confidence in one's own abilities to deliver results
- Demonstrates an accurate understanding of one's strengths and weaknesses
- Believes in one's own ability and is willing to accept additional assignments or roles.

2. Competent

Stretches Oneself

- Consciously puts self outside of one's comfort zone by seeking out new experiences/ opportunities, even when one may not excel at them
- Knows what one knows – and what one doesn't – and confidently seeks help and input when needed
- Candidly acknowledges own mistake or suboptimal performance in order to better oneself

3. Strength

Engages in Honest Debate

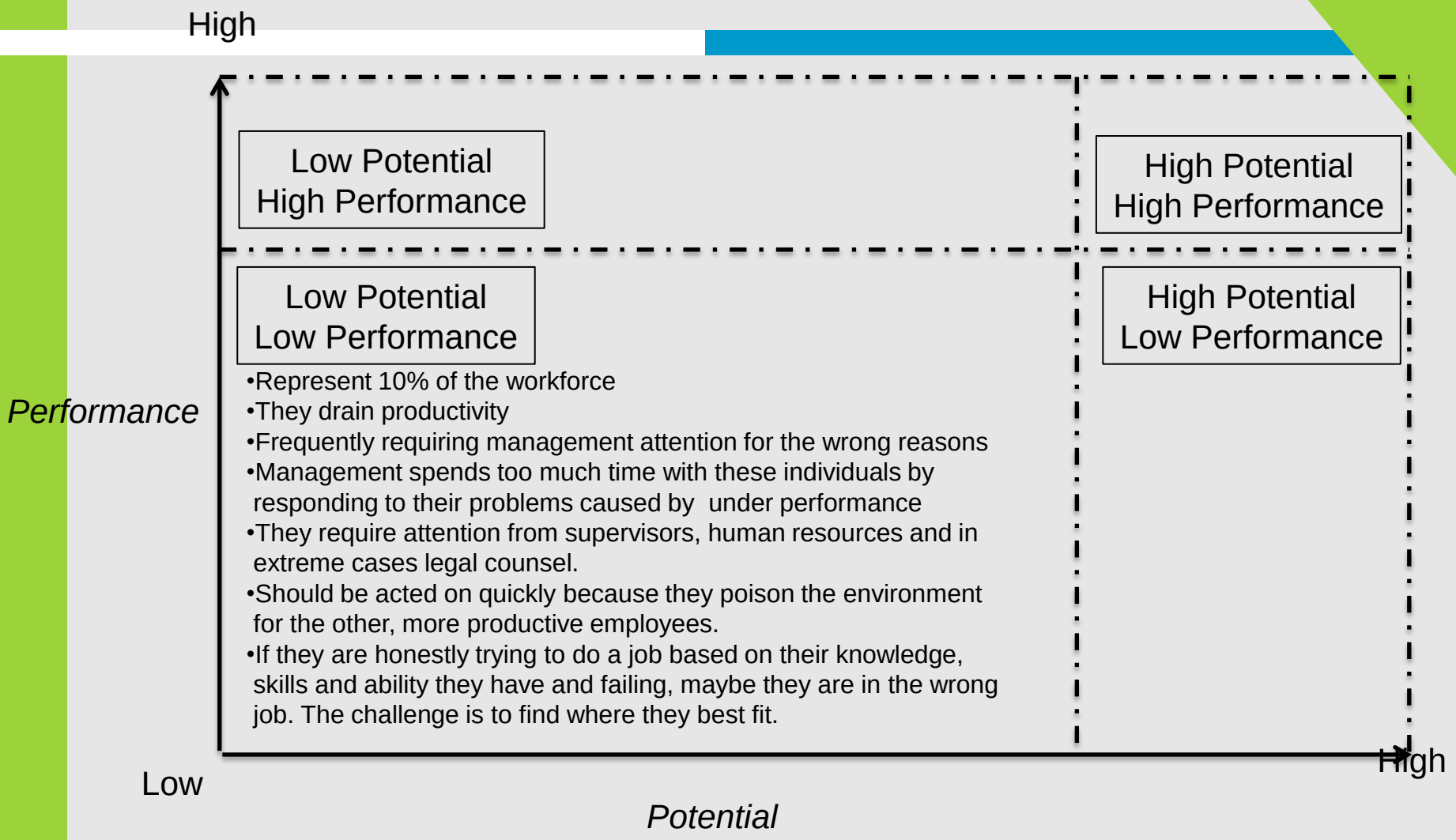
- Surface difficult issues, along with potential solutions, even when others may not want to hear about them
- Stays confident when challenged stating the rationale for one's view
- Clearly states one's opinion and views (to client/ business partners) even when it would be easier, in the short run, not to do so (e.g., because it may hurt a trusted relationship or not be well-received)

4. Exemplary

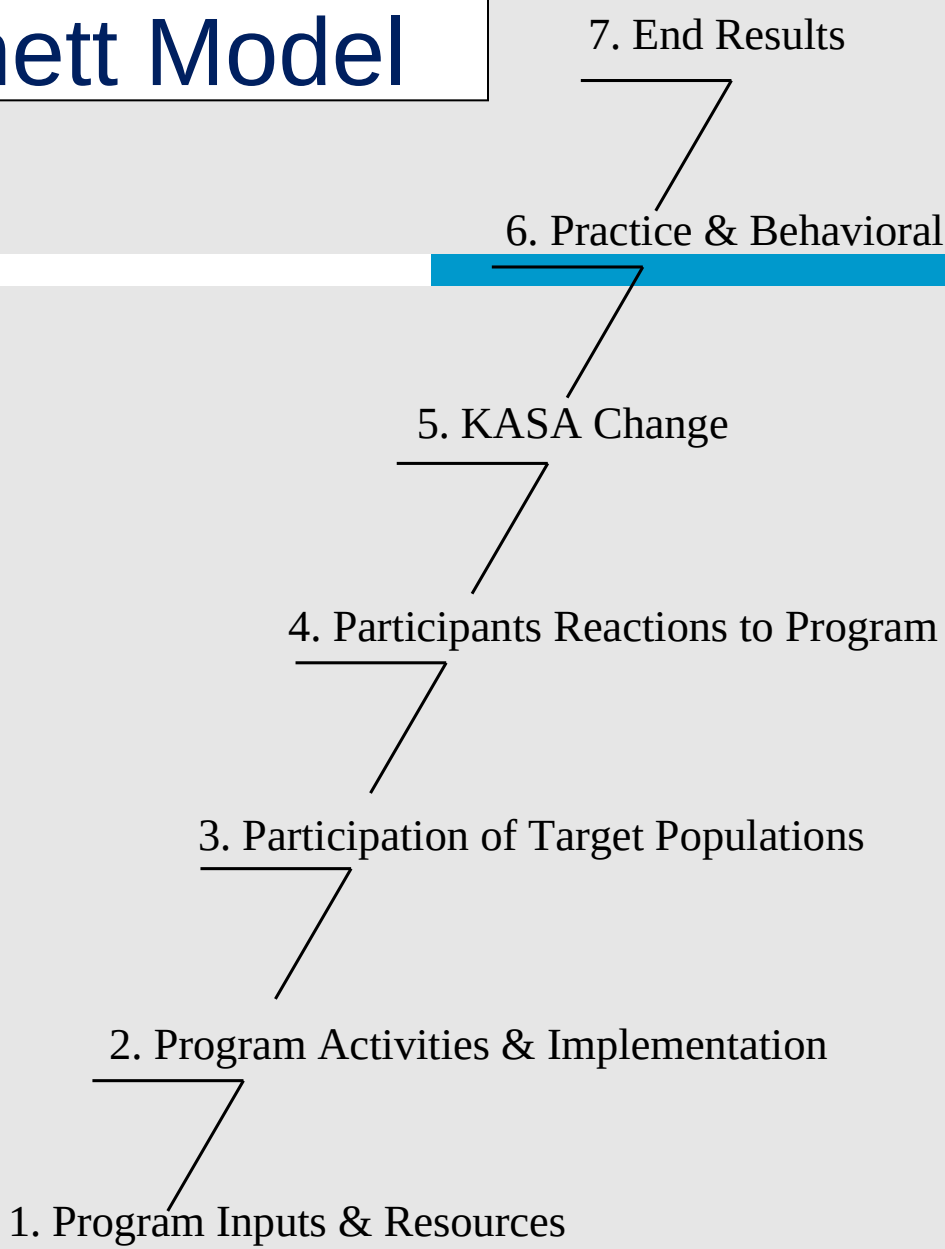
Thrives on Challenges and Risks

- Demonstrated confidence and optimism in ambiguous and/or difficult situations
- Enjoys solving complex business problems /situations and find daunting situation energizing
- After vigorous debate, stands by team and organizational decisions regardless of personal viewpoints

The Four Categories of Talent Differentiation



I. Bennett Model

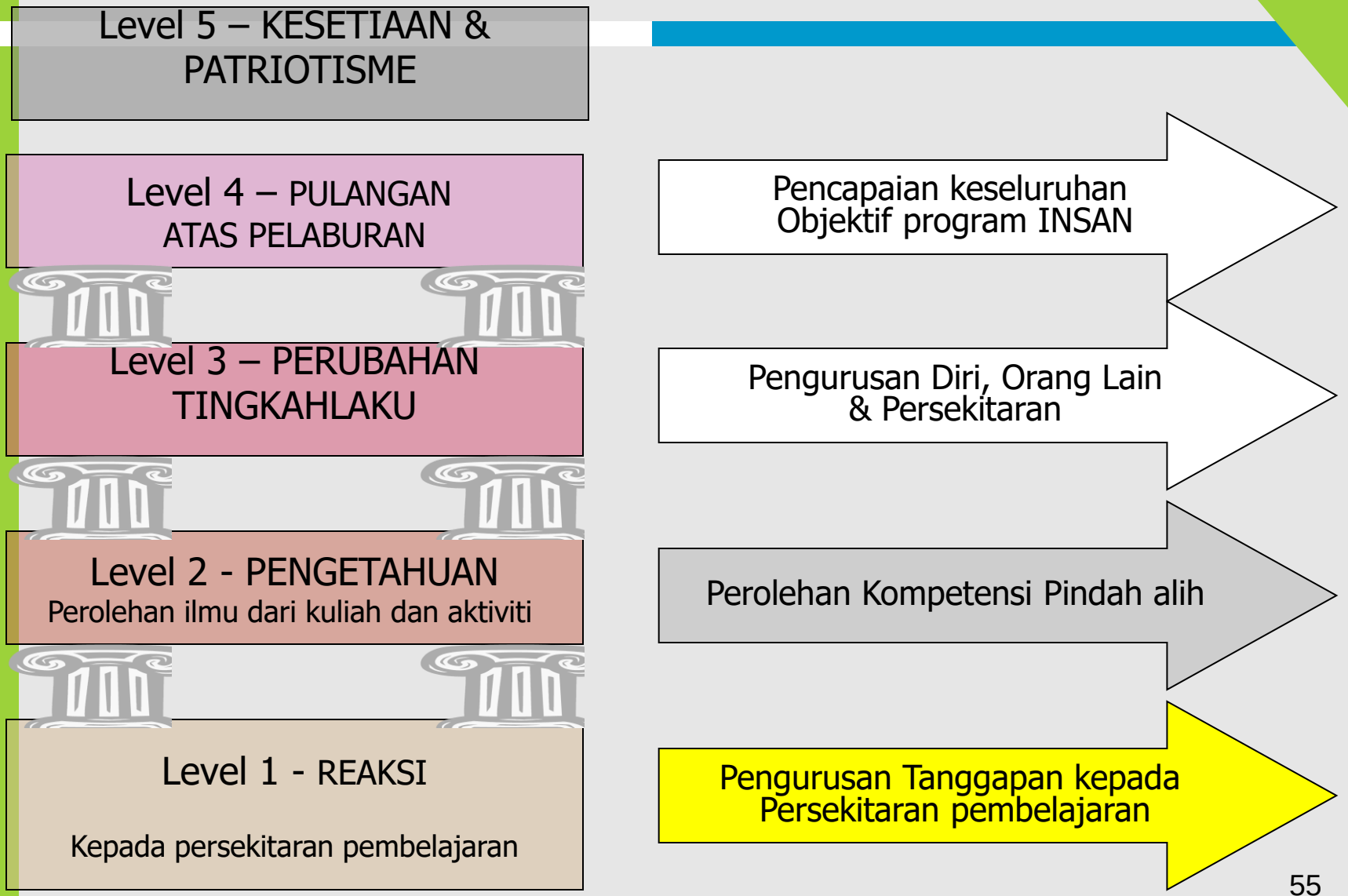


II. Kirkpatrick Model

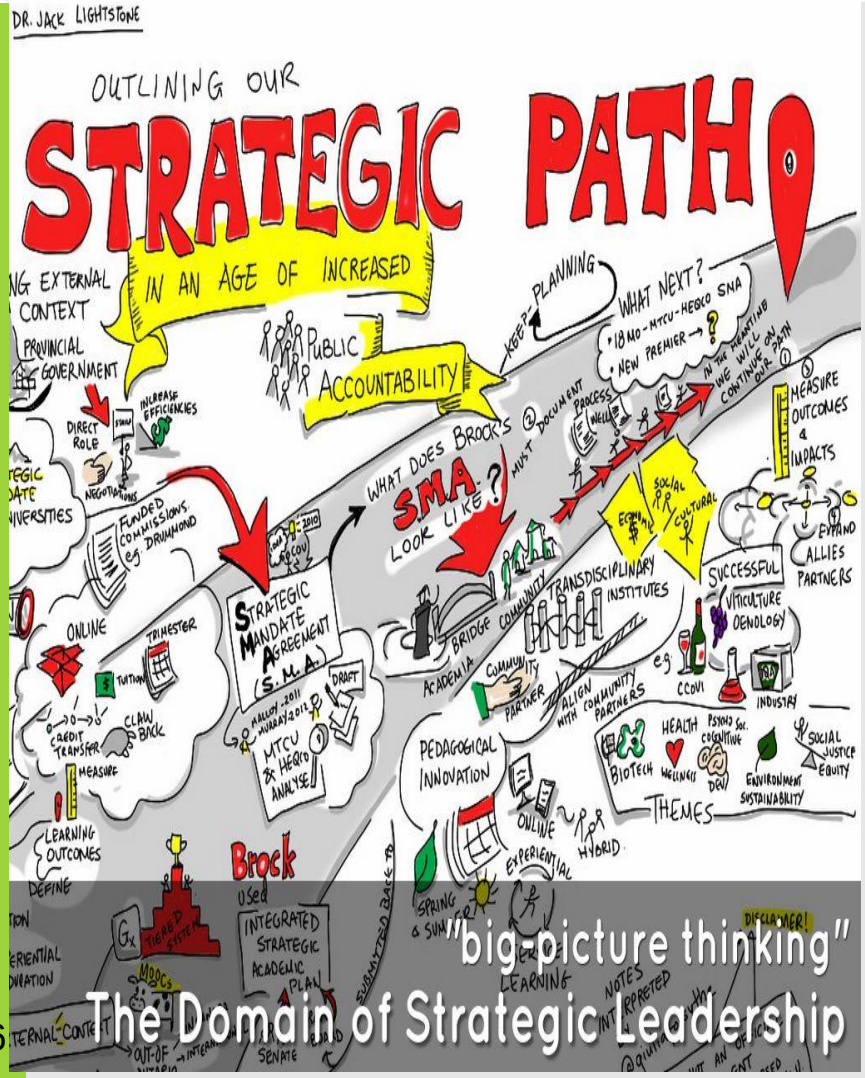
Four levels of evaluation for a training program were proposed by Kirkpatrick (2004):

1. **Level 1 – Reaction**
2. **Level 2 – Learning**
3. **Level 3 – Behavior**
4. **Level 4 - Results**

KIRKPATRICK FORMATIVE AND SUMMATIVE EVALUATION MODEL



CLARITY IN YOUR TEAM STRATEGIC DIRECTION



- We believe in a supportive environment for the continuing development of our personnel based on mutual trust and respect.
- We believe in fostering initiative, innovation and setting of goals by exercising responsibility, authority and accountability at all levels.
- We believe in teamwork and open communication in the attainment of our organisational goals.
- We shall satisfy our clients' needs at all times.
- We shall strive for excellence by doing things right the first time.
- We are committed to gain a competitive edge by constantly improving our 'Q'

LEADERSHIP SKILLS FOR WARGA PERPUSTAKAAN TUN ABDUL RAZAK

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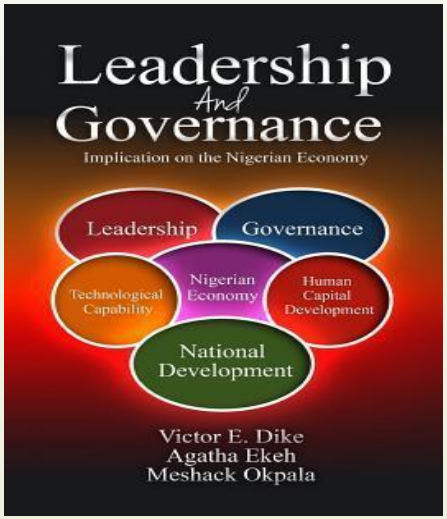
TOPIC 4:
LEADERSHIP GOVERNANCE



STRENGTHENING LEADERSHIP GOVERNANCE

Governance is the systems and processes concerned with ensuring the overall **DIRECTION**, effectiveness, supervision and accountability of an **organization**. Good **governance** ensures compliance with law and regulation that an **organization** is **well run and efficient**.

"Tadbir urus merangkumi aspek-aspek seperti tatacara Ketua Pustakawan dan para pegawai di semua peringkat pengurusan PTAR melaksanakan tanggungjawab secara telus dan berhemah dari segi pengambilan dan penyampaian hasil, struktur termasuk budaya kerja, dasar, strategi serta tatacara mereka berurusan dengan pelbagai pihak yang berkepentingan (stakeholders) dan proses di mana agensi awam diurus/diarah, dikawal dan dipertanggungjawabkan untuk melaksanakan objektif yang telah dipersetujui".

TWO MAIN FOCUS ON ANY GOVERNANCE FOR THE STRATEGIC PLAN FOR YEAR 2021 – 2025 : PERFORMANCE AND COMPLIANCE.

HALLMARK OF THE EXCELLENT REGULATORS AND STRATEGIC LEADERS

LEADERSHIP FOCUS	AWARE (challenges, options, expectations)	INTELLIGENT (well-informed, performance sensitive, able to explain)	DYNAMIC (able to adapt, assurance about continuity)
SETTING OBJECTIVES			
DELIVERING OUTCOMES (efficiency)			
SERVING REPRESENTATIVE VALUES			
Securing the Public Support through mandates, expertise, accountability, Fairness, due process and efficiency			

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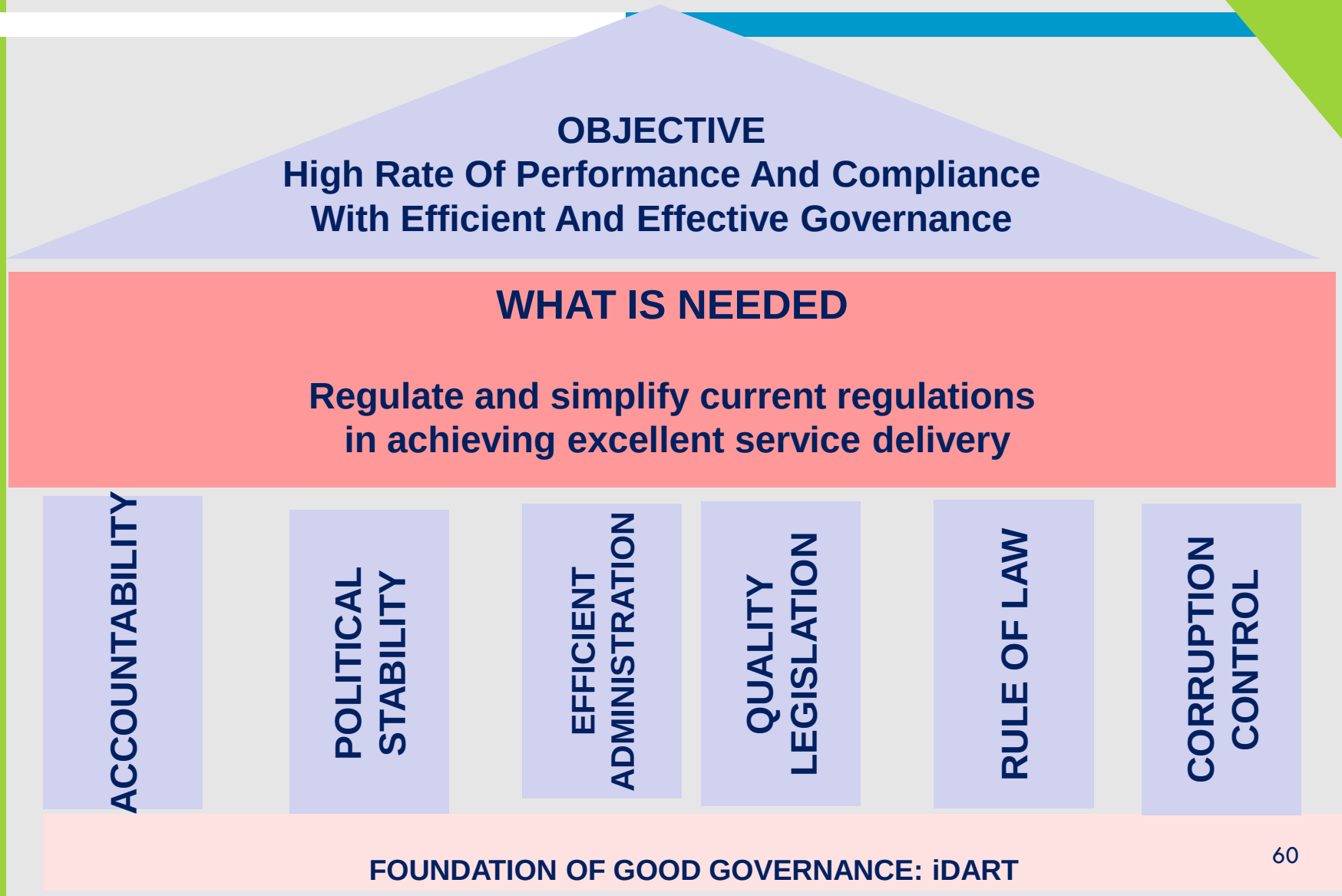
PILLARS OF GOOD GOVERNANCE



LEADERSHIP GOVERNANCE

HIGH

PERFORMANCE

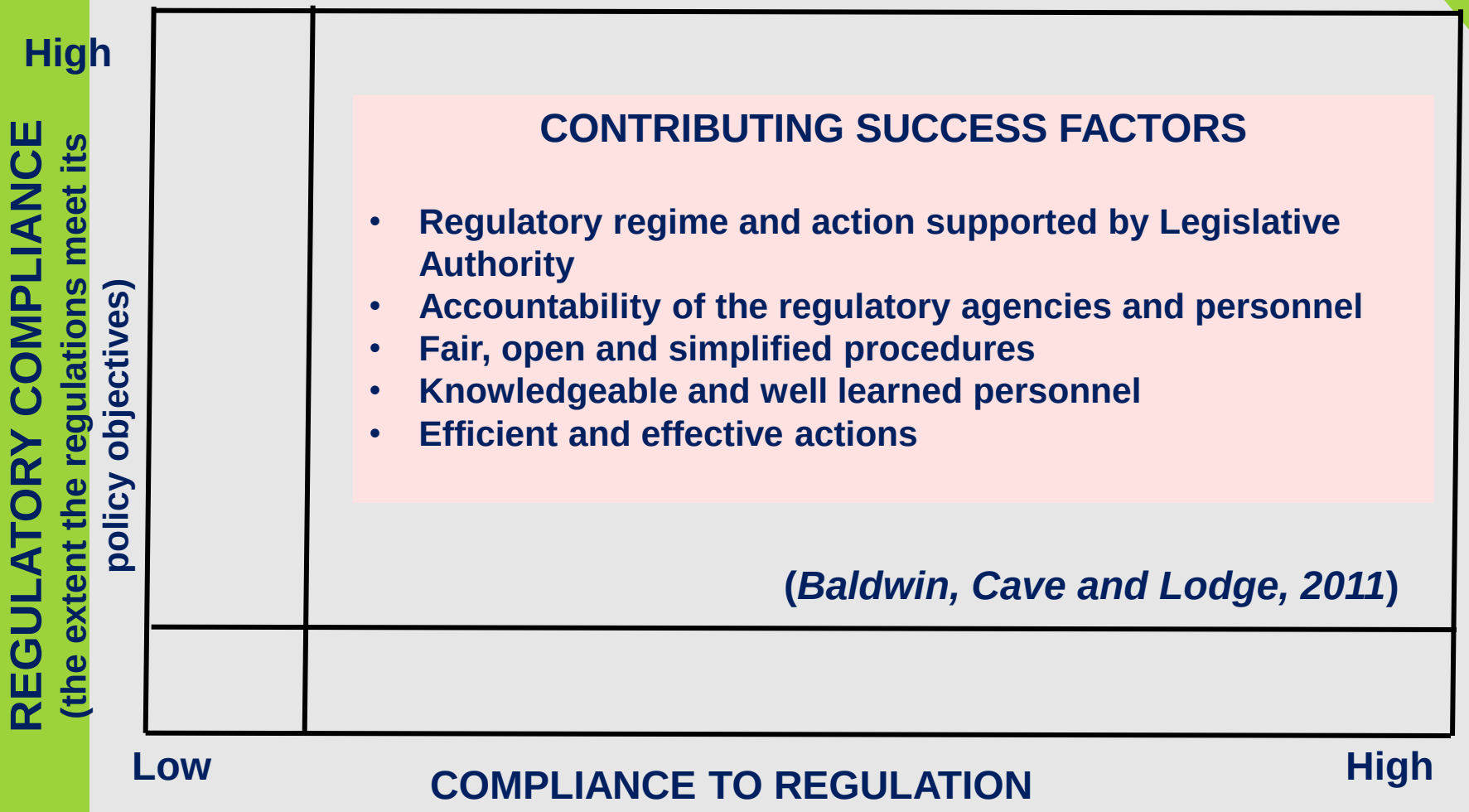
WELL INTENTION, WELL LEARNED/INFORMED TEAM MEMBERS

LOW

COMPLIANCE

HIGH

GOVERNANCE STRATEGIC INTENT



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LEADERSHIP SKILLS FOR WARGA PERPUSTAKAAN TUN ABDUL RAZAK

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TOPIC 5:
THE ART OF COMMUNICATING AND INFLUENCING

WHY IS IT COMMUNICATION SKILLS IMPORTANT IN LEADERSHIP?

THE ANSWER…

Communication enables YOU to share what YOU have and what YOU expect from others. ... Good **communication skills** help to develop better understanding and beliefs among colleagues and your team that inspire them to follow the principles and values which you as their **leader** wants to inculcate in them.

INTERPERSONAL COMMUNICATION

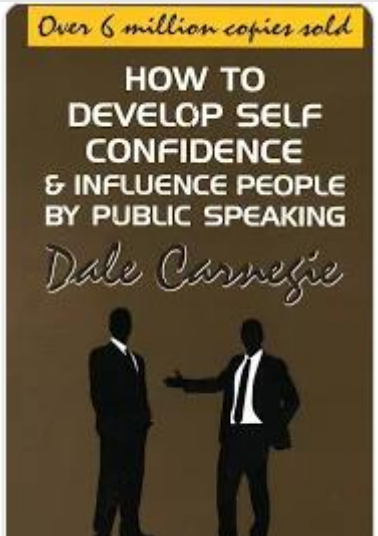
Essential Communication Skills for Leaders

- Ability to Adapt Your **Communication** Style
- Active Listening
- Transparency
- Clarity
- Ability to Ask Open-Ended Questions
- Empathy
- Open Body Language
- Receiving and Implementing Feedback

COMMUNICATION AS SOCIAL COMPETENCY

NATO VERSUS NATO

HOW DO YOU BEING PERCIEVED BY OTHERS?



COMMUNICATION IS A SOCIAL COMPETENCY

A – ATTITUDE

B – BEHAVIOR

C – CLOTHING, COMMUNICATION, CLEANLINESS.

HOW TO DEVELOP SELF-CONFIDENCE & INFLUENCE PEOPLE BY PERSUASIVE PUBLIC SPEAKING?

“Bila mana saya dipanggil untuk bangun dan berucap, saya berasa gementar, takut serta tidak boleh memberi tumpuan, berfikir dengan jelas, tidak ingat apa yang ingin diperkatakan. Namun, saya inginkan keyakinan diri, dapat berdiri dengan tegap,semua ide dipercakapkan dengan teratur dan mempersembahkan dengan jelas serta mesej diterima dengan sebaiknya.”

THE POWER TO INFLUENCE

THE ABILITY TO TALK WITH PEACEFUL MIND

Knowledge
Organize
Deliver with
Energy and enthusiasm

Setting goals is the first step in making the invisible into the visible - the foundation for all success in life.”

THE ART OF LISTENING

LEADERSHIP SKILLS FOR WARGA PERPUSTAKAAN TUN ABDUL RAZAK

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TOPIC 6:
LEADERS AS TRANSFORMATION CHAMPION

When an oPTAR‘s is faced with adjusting to change, a crisis situation often develops. The Chinese have a revealing way of expressing the word crisis:

The upper character represents DANGER, while the lower character conveys hidden OPPORTUNITY. Managers responsible for implementing changes within their organizations encounter the same options suggested by the Chinese symbol dangerous negative results or positive new opportunities.

CHANGE
Challenge the
status quo!

PTAR STRATEGIC INTENT

OBJECTIVES

- To enhance the knowledge and expertise of Bumiputeras in all fields of study through professional programmes, research work and community service based on moral values and professional ethics.
- To empower the delivery of UiTM's library services as a center of information excellence that always remains relevant and respected.
- To serve comprehensive, up to date and relevant knowledge and resources in various physical and virtual formats.
- To provide a conducive environment and facilities for teaching, learning and research matters.
- To develop the latest information technology and communication facilities based on customer needs.
- **To strengthen human capital through Budaya iDART for UiTM communities.**
- To enrich relation and cooperation with external organisations in industrial networks.

PTAR CLIENT CHARTER

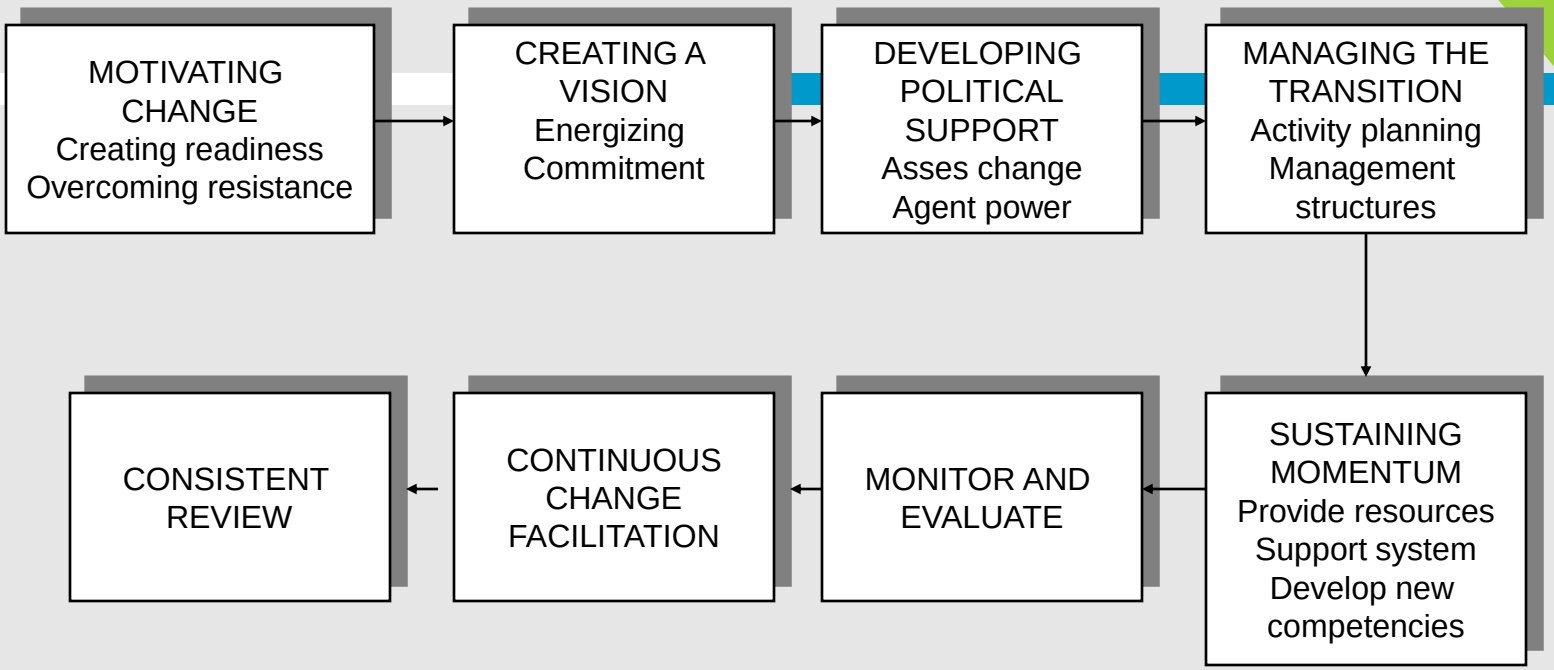
Client Charter

PTAR is committed in providing world-class environment, services and resources to enhance study, research and teaching experiences.

Our client charter reflects our commitment to provide world-class services and focuses on SIX main areas.

- To deliver user-friendly services to PTAR users
- To provide weekly updates to PTAR users of our new arrivals and collections
- To provide a response within THREE (3) weeks upon the date of application for Inter-Library loan requests
- To respond within ONE (1) working day on Information Skill Class
- To provide 24/7 access to the PTAR Portal and electronic resources
- To provide access within THREE (3) working days upon date of application for reference archive materials

The Change Management and Innovation Process



REACTIVE CHANGE - change that occurs when one takes action in response to perceived problems, threats and opportunities.

Change Management through Design Thinking

What is Design Thinking?

Design thinking is a process for creative problem solving that encourages organizations to focus on the people they're creating for,
which leads to better products, services, and internal processes.

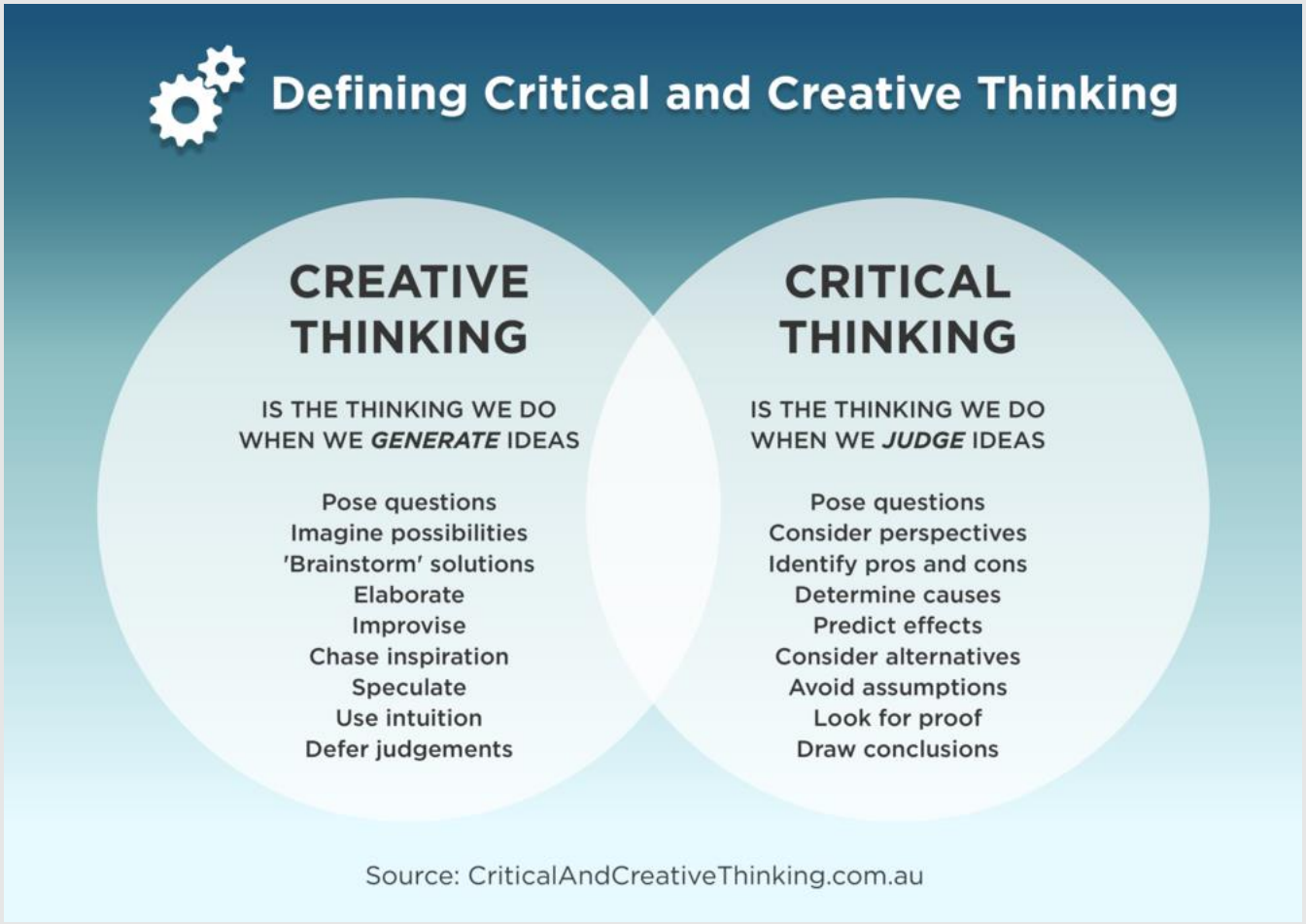
Foundations of Design Thinking

BACKGROUND

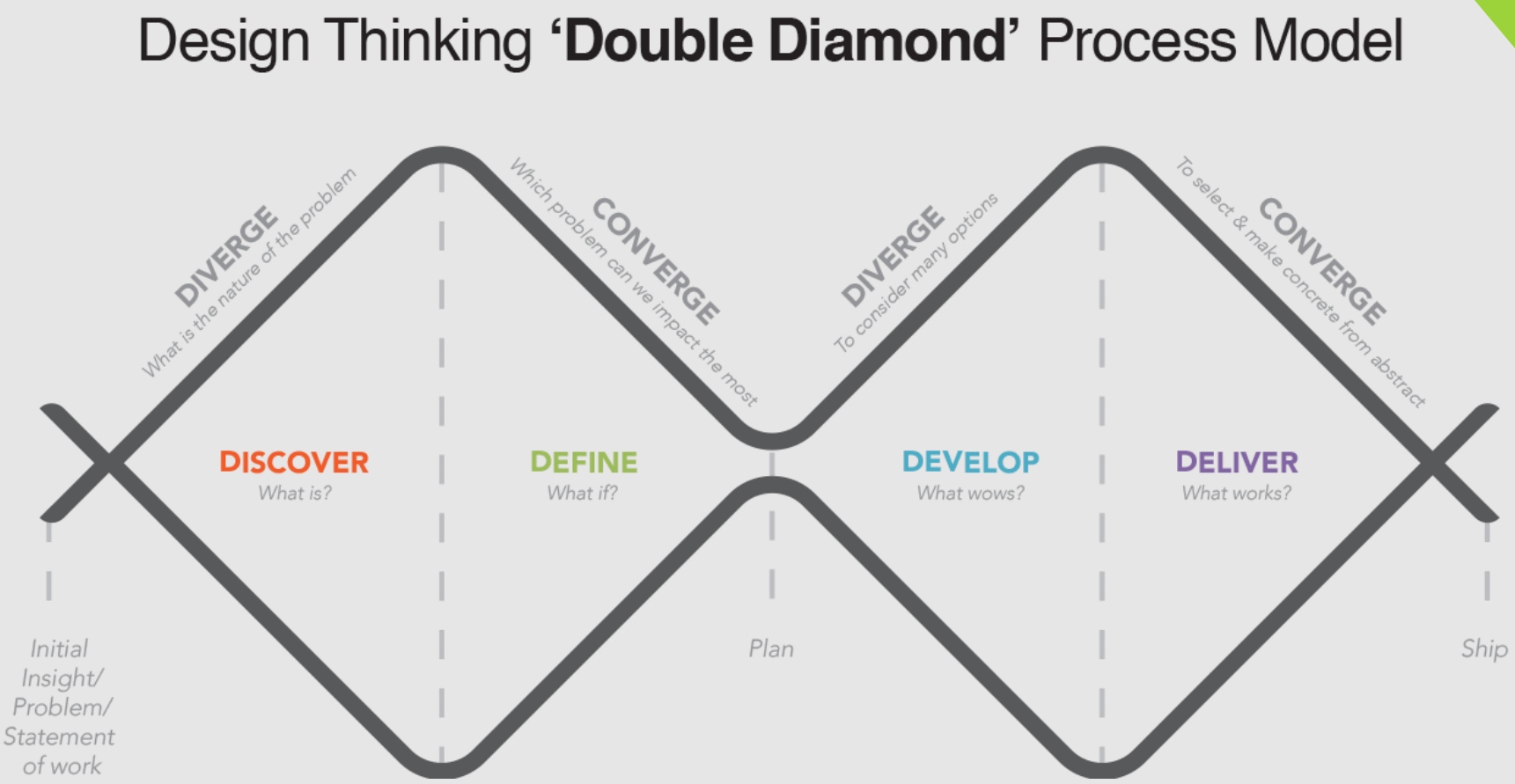
- Popularized by Tim Brown and David Kelley of IDEO and Stanford's d School
- Structured creative problem-solving process, but enables innovation and positive impact
- Human-centered design process – truly understand and empathize with user

Foundations of Design Thinking

DESIGN THINKING DOES NOT STAND ALONE



Foundations of Design Thinking



Foundations of Design Thinking

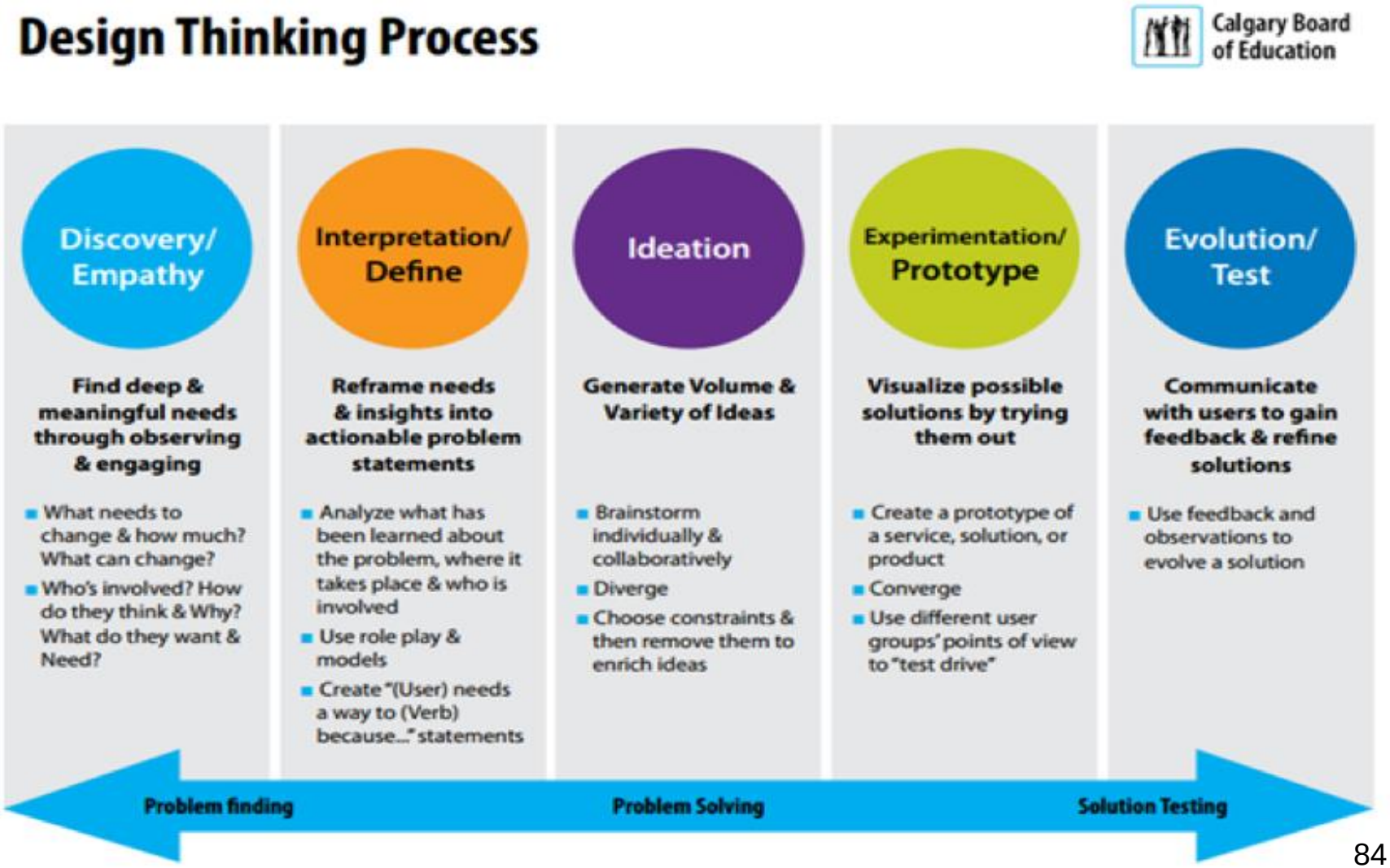
Goals of Design Thinking

The overall **goal** of this **design thinking** is to help us **design** better products, services, processes, strategies, spaces, architecture, and experiences. **Design thinking** helps your team develop practical and innovative solutions for your problems.

Mindsets of a Design Thinker

- Think Users First
- Ask the Right Questions
- Believe You Can Draw
- Commit to Explore
- Prototype to Test

Technical Approach of Design Thinking

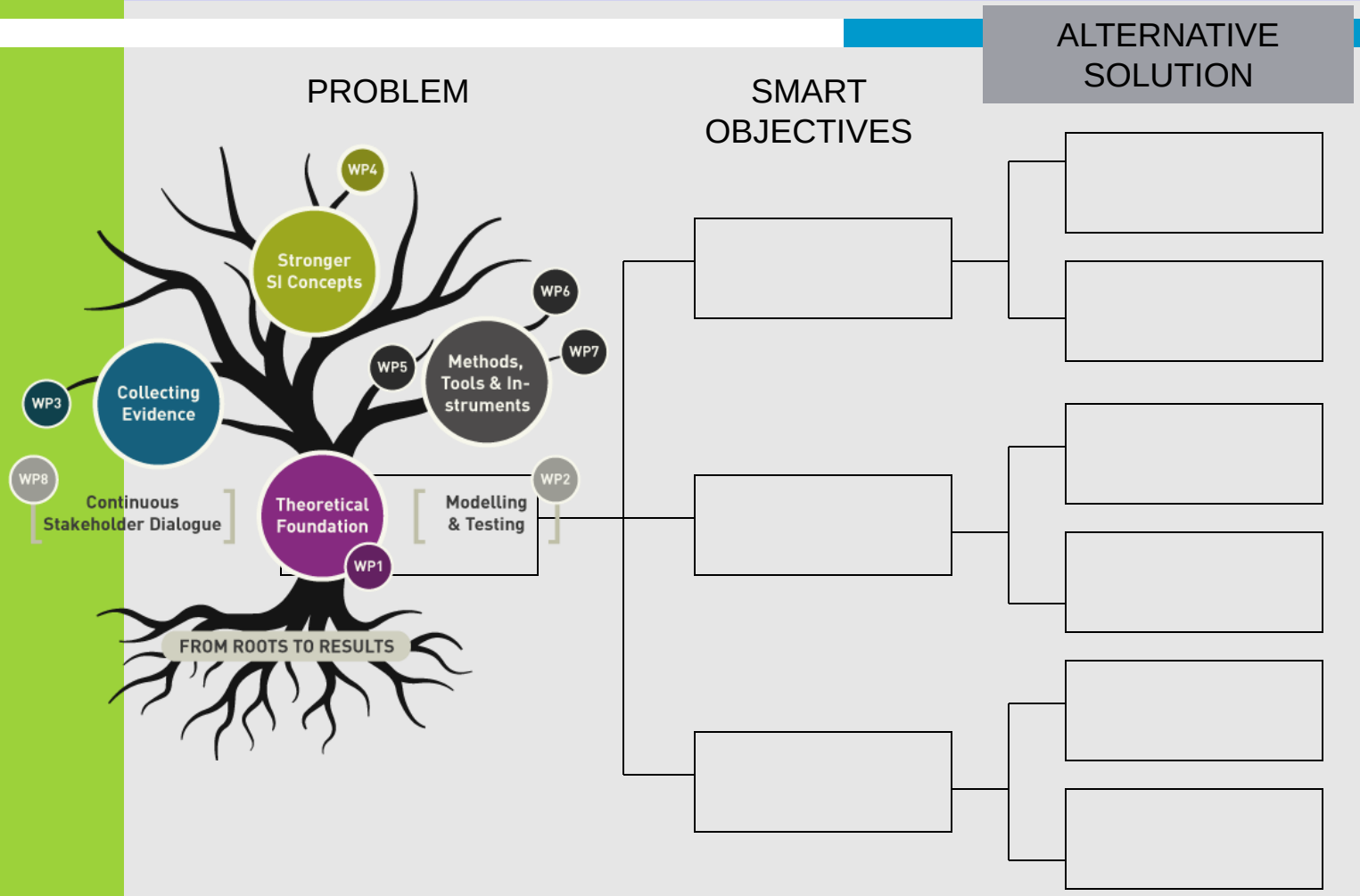


Technical Approach of Design Thinking

PHASE	TOOLS AND METHODS
EMPATHIZE Understand Your Stakeholders	Brainwriting, Brainstorming, Empathy Map, Affinity diagram, Thematic Analysis Issues, causes and impacts
DEFINE Define Clear Project/Business Objectives	Reframe into a problem statement
IDEATE Explore Ideas and Solutions	SCAMPERR, Tree Diagram, RICE (Blue Ocean) As-Is To-Be
PROTOTYPE Build and Visualize Ideas and Solutions	Waterfall Model, Physical Prototypes, Storyboards, Programming
TEST User Feedback and Prototype Evaluation	Survey, Interviews, Coordination Meetings, Customer Satisfaction Index, Easy of Doing Business

PHASE 3: IDEATE

Tools and Techniques in Design Thinking



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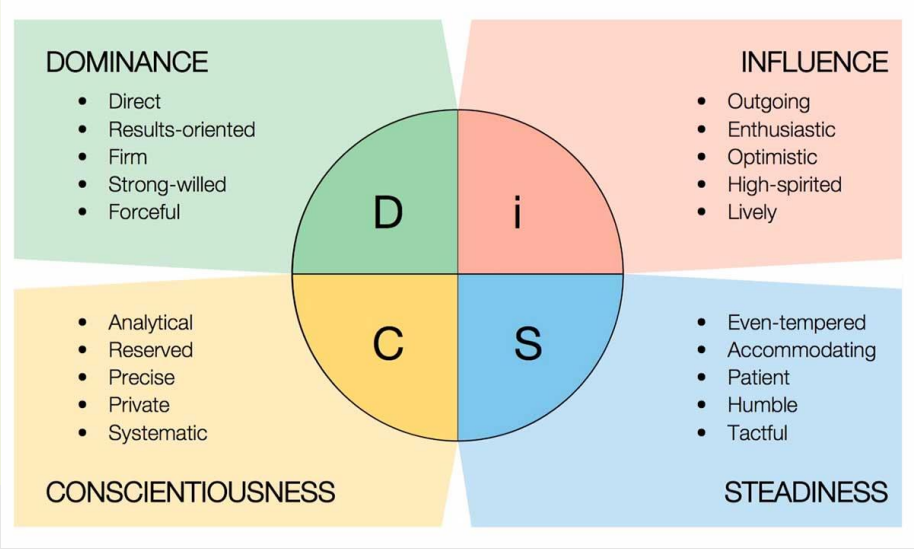
TOPIC 7:
LEADERSHIP PROFILES AND STYLES



DISC MODEL

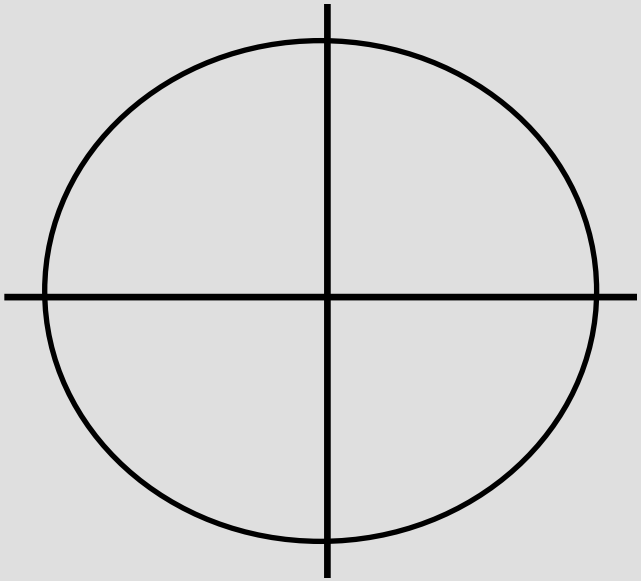
Active
Fast Paced
Assertive
Dynamic
Bold

D
Dominant

i
Interactive

Questioning
Logic Focused
Objective
Skeptical
Challenging

Accepting
People Focused
Empathizing
Receptive
Agreeable



C
Conscientious

S
Steady

Thoughtful
Moderate Paced
Calm
Methodical
Careful

D — DOMINANT

Emphasize:	shaping the environment by overcoming opposition and challenge
Tendencies:	getting immediate results, taking action, accepting challenges
Motivated by:	challenge, power and authority, direct answers
Fears:	loss of control in their environment; being taken advantage of
You will notice:	self-confidence, decisiveness, and risk-taking
Limitations:	lack of concern for others, impatience

I — INTERACTIVE

Emphasize:	shaping the environment by persuading and influencing others
Tendencies:	involvement with people, making a favorable impression
Motivated by:	social recognition, group activities, relationships
Fears:	social rejection, disapproval, loss of influence
You will notice:	enthusiasm, charm, sociability
Limitations:	impulsiveness, disorganization, and lack of follow through

S — STEADY

Emphasize:	achieving stability, accomplishing tasks by cooperating with others
Tendencies:	calm, patient, loyal, good listener
Motivated by:	infrequent change, stability, sincere appreciation, cooperation
Fears:	loss of stability, the unknown, change, unpredictability
You will notice:	patience, a team player, stability, methodical approach, calm
Limitations:	overly willing to give, putting their needs last

C — CONSCIENTIOUS/COMPLIANCE

Emphasize:	working within circumstances to ensure quality and accuracy
Tendencies:	attention to standards and details, analytical thinking
Motivated by:	clearly defined performance expectations, quality and accuracy being valued
Fears:	criticism of their work, slipshod methods
You will notice:	behavior that is cautious, precise, diplomatic, restrained
Limitations:	overly critical of self and others, indecision because of desire to collect and analyze data

Type	Their Behavior	What They Want From Others	What They Want From Their Role
"High D" (Dominance)	Egocentric Talks more than listens Opinionated Strong-willed Forceful Determined	Directness Respect To be allowed to lead To be allowed to be independent	Power and authority Prestige Challenge
"High I" (Influence)	Talks more than listens Can be emotional Convincing Political Very animated Persuasive	Friendliness Honesty Humor To be allowed to tell them how you feel	Visible reward and recognition Approval Popularity
"High S" (Steadiness)	Ask versus Tell Steady Consultative Patient Dislike change Reserved	Relaxed manner Agreeableness Appreciation Change to be introduced slowly	Standardization Security Calm environments Status quo
"High C" (Conscientiousness)	Adhere to rules Structured Careful Cautious Exacting Diplomatic	Minimal socialization Accurate detail Dependability High standards	Clear expectations Autonomy Recognition of expertise Professionalism

PREFERRED WORK ENVIRONMENTS

STYLE	GOALS
D	▪ Wants to get results ▪ Likes “do it and do it now” approaches ▪ Wants to be in charge ▪ Likes new opportunities and challenges ▪ Wants a wide scope of operations
I	▪ Wants to be involved with people ▪ Wants to have fun while getting things done ▪ Likes to help people talk things out ▪ Wants freedom from responsibility of following through on detail

PREFERRED WORK ENVIRONMENTS

STYLE	GOALS
S	▪ Likes to be involved with people ▪ Wants everyone to do his or her share ▪ Likes things to run smoothly ▪ Wants stability and security ▪ Wants a conflict-free environment
C	▪ Wants specific criteria for performance ▪ Likes accuracy ▪ Likes setting and meeting high standards ▪ Wants opportunities to analyze and assess ▪ Likes logical, systematic approaches to work

FOUR RESPONSES TO CONFLICT

DEMAND
Goal: Victory

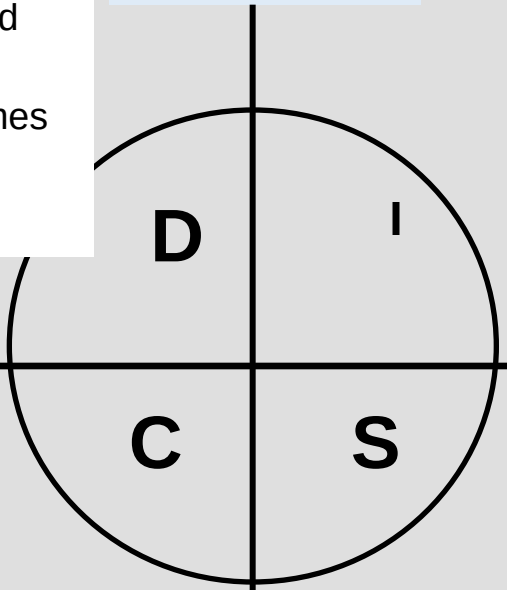
- Becomes aggressive and autocratic
- Creates win/lose outcomes
- Refuses to bend
- Overpowers with force

Tends to:
ASSERT

EXPRESS
Goal: Acknowledgement

- Wants to be heard
- Glosses over tension initially
- Verbalizes feelings impulsively
- Personally attacks

Focus on:
LOGIC



Focus on:
FEELINGS

- Becomes defensive
- Strategizes in controlled fashion
- Resists passive-aggressively
- Overpowers with logic and facts

WITHDRAW
Goal: Justice

- Avoids aggression
- Tries to save relationships
- Accommodates or gives in
- Simmers beneath the surface

COMPLY
Goal: Harmony

Tends to:
SUPPRESS

Thank you

A LITTLE BIT ABOUT KAMEK

NOORHISHAM BIN MOHD ALWI @ Brader Sam

- Origin : Tanjung Sedili, Kota Tinggi
- Retirement from MPC : 1st March 1997
- Passion : Action Movies and Football
- Experience : 38 years in Organizational Development/ Human Resource Development
- Favorite Team: Liverpool
- Favorite Food : Laksa Johor and Murtabak Singapura
- Personal Tagline: 8T : TUA TETAP TERUJA, TAMPAN, TERAMPIL, TERPELIHARA, TERROR & TANGKAS

A LITTLE BIT ABOUT KAMEK

PTAR "LIBRARY for ALL

PROFILE OF THE SPEAKER

DR HJ NOORHISHAM MOHD ALWI
ORGANIZATIONAL DEVELOPMENT CONSULTANT
Chief Resident Consultant Thinkers MAJLIS PROFESSOR NEGARA
GRP RIA Technical Expert, Malaysia Business Excellence Assessor
Former Adjunct Professor with Faculty of Food Science and Nutrition UMS
And Faculty of Cognitive Science and Human Resource Development UNIMAS,
Industrial Advisor to BBA HRM MMU Melaka
International APQC Jury, SME Business Coach MPC Productivity Champion

HP: 019-2815847
e-mail: linkfarr@gmail.com

ACADEMIC QUALIFICATIONS	Ph.D in Extension Education (UPM) 2007 Master of Science 1992 Purdue University, USA Concentration : Restaurant Hotel & Institutional Mgmt Phi Kappa Phi : Top 5% Achievement in US Achievement for CGPA 6.0/6.0 Bachelor in Food Science and Technology 1983 Concentration : Food Processing Universiti Putra Malaysia Diploma Pertanian, UPM Serdang 1978 Diploma in British Technical Education Curriculum, Watford UK 1987
FIELD OF STUDY: PH.D	Knowledge Acquisition and Transfer in the Manufacturing, Maintenance, Repair and Overhaul of Aircraft in the Malaysian Aviation Industry – PhD Dissertation A Qualitative Research Design
FIELD OF STUDY :MASTERS	The Use of Quality Assurance in Malaysian Hospitality Industry (Relationship Study)
FIELD OF STUDY :DEGREE	Storage Stability of Sweet Potato Leather (*Ipomea Batatas*) (Experimental Design)

EXECUTIVE DEVELOPMENT PROGRAMS ATTENDED	• Behavioural Insights Competency and Case Study Development Workshop, OECD, Feb 2020 • Executive Program : Short Course in Regulations, London School of Economics and Political Science, 2019 • Productivity Champion 2019 • ISO 9001:2015 Internal Auditing, SIRIM STS 2017 • Assessment Method And Impact Analysis : TRAINING FOR GRP RIA ASSESORS Jacobs, Cordova & Associates 2016 • Business Excellence: US Best Practices Sharing – Baldrige America Society for Quality (ASQ) 2014 Certificate of Achievement as a Judge Team Excellence Competition 20th Asia Pacific Quality Conference 2014
CONSULTANCY AND TRAINING EXPERIENCE 	**38 YEARS IN THE FIELD OF TRAINING AND CONSULTANCY, WITH 14 YEARS AS SENIOR CONSULTANT WITH MALAYSIA PRODUCTIVITY CORPORATION** • Productivity and Quality initiatives in ICC, 5S, ISO,TQM and GRP • Human Resource Development • Entrepreneurship Program Business Excellence, SPPE, MyKe MITI Groom Big and SME Business Coaching • Public and Corporate Training • Good Regulatory Practice (GRP) • Quantitative and Qualitative Research • Learning Needs Analysis • Strategic Planning Workshops • SOP for ASEAN UNIVERISTY GAMES • Motivator FOR Team Malaysia to ASEAN, ASIAN dan WORLD SKILLS COMPETITION • Internship with Malaysia Airlines, MARDI and Club Mediterranee • Attachment with Cassio College, Watford, UK for BTEC