

Bahagian Pembangunan Sumber Manusia
Pejabat Pendaftar, UPM
11-12 April 2018

**LEADERSHIP 4.0:
EMPOWERING THE WORKFORCE
TO EMBRACE CHANGE**

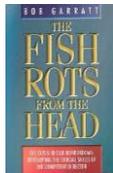
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REMEMBER....



REMEMBER....



**7 COMMON TRAITS OF
INEFFECTIVE LEADERS**

1. Micro-Managing
2. Unclear Objectives
3. Frequent Direction Changes
4. No Culture Of Accountability
5. Don't Walk Their Talk
6. Run People Over
7. Take Credit For Everything

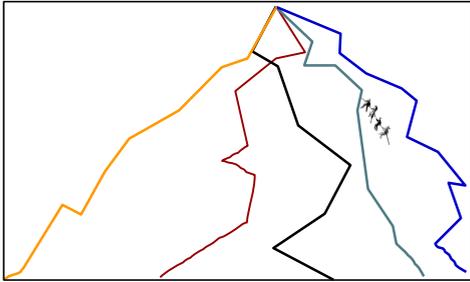




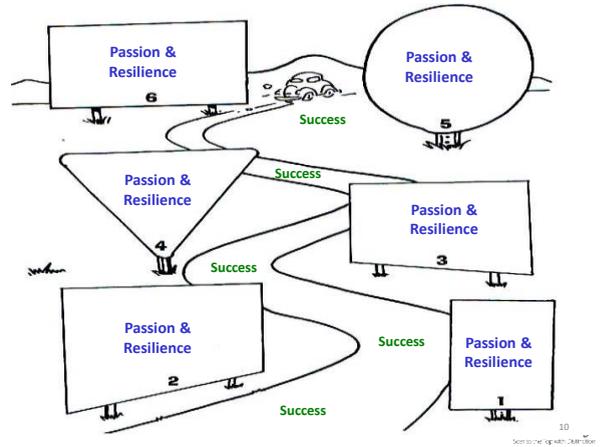
GOING TO THE NEXT LEVEL



SOAR TO THE TOP
from base camp to summit



THE LEADERSHIP JOURNEY



If you don't know where you are going

Any road will take you there...

MOVING TO THE NEXT LEVEL
= TRANSFORMATION



TRANSFORM

FROM
GOOD
TO
GREAT



TRANSFORM

FROM
ACCEPTABLE
TO
EXCEPTIONAL



TRANSFORM

FROM
ACTIVITY (BUSY)
TO
PRODUCTIVITY

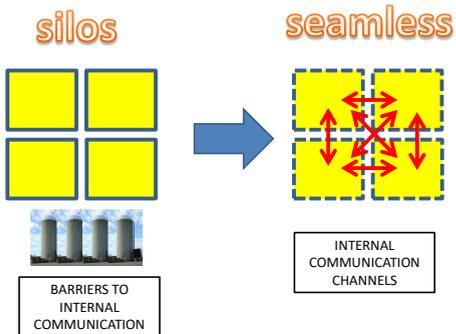


TRANSFORM

FROM
SILOED ORGANIZATION
TO
SEAMLESS ORGANIZATION



ORGANIZATION'S SILOS

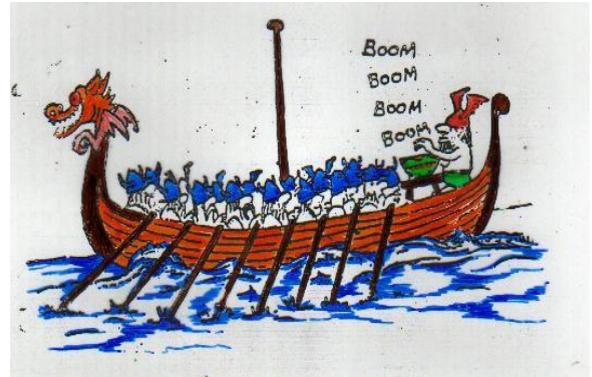


JOURNEY THE NEXT LEVEL

1. Market Intelligence
(Vision; Stakeholder Perception)
2. Clarity of Purpose
(Mission, Goals, Objectives)
3. Strategic Leadership
4. Strategic Management
5. Supporting internal infrastructure
6. Empowered team



IMPACT LEADERSHIP AND EMPOWERED TEAM



A DISEMPOWERED TEAM



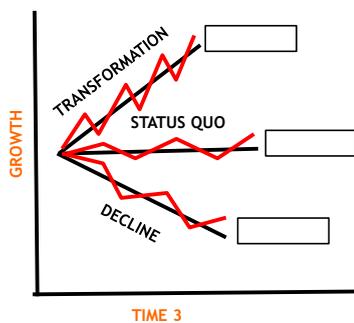
RAISE OUR ENERGY LEVEL!!!

'It is a **GREEAAAAAT** Day'

- Raise your Energy Level to create enthusiasm
- Enjoy & Love what you do.



THREE GROUPS OF PEOPLE

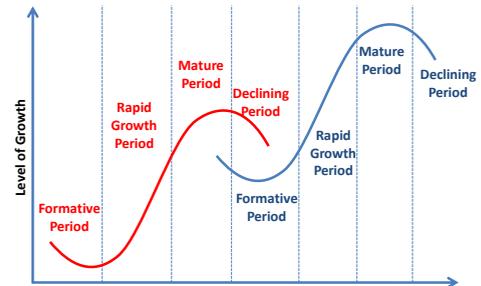


These Chicken are very comfortable

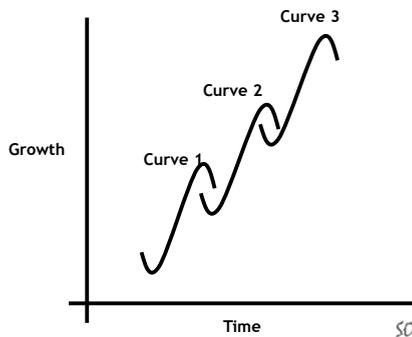




**FOUR MAIN PERIODS
THROUGHOUT THE GROWTH:**



TRANSFORMATION



PERFORMING AT THE MAXIMUM LEVEL



HIGH PERFORMANCE ORGANIZATION

• is an organization that achieves **financial and non-financial results** that are **exceedingly better** than those of its peer group over a period of time of **five years** or more, by **focusing** in a disciplined way on that what **really matters** to the organization.



A HIGH PERFORMANCE TEAM

- a clear, elevating goal
- a results-driven structure
- competent members
- unified commitment
- a collaborative climate
- standards of excellence
- external support and recognition
- principled leadership





EMPOWERING THE WORKFORCE



HUMAN CAPITAL

- expertise
- experience
- energy
- excitement
- ethical
- empathy

= EMPOWERMENT
and
PROFESSIONALISM

THE MEANING OF "POWER"

1. the ability to take action
2. the ability to put things into motion
3. the ability to make things happen



POWER COMES WITH
ACCOUNTABILITY

THREE MAIN AREAS
ACCOUNTABILITY

1. the decisions you take
2. the actions you take
3. the results you produce

DEVELOPING
A CHAMPION MINDSET



98% of people are missing the lifestyle they want

- 98% of people fall a long way short of achieving their goals
- Actually it's much easier to be part of the 2% than is previously thought.
- The secret is having the **right mindset** for success.



A CHAMPION MINDSET

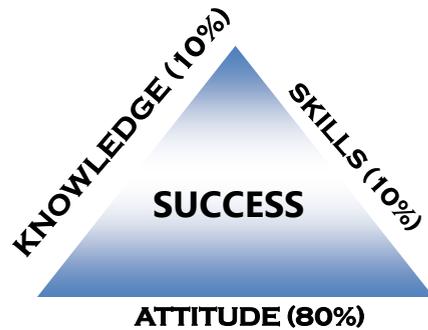
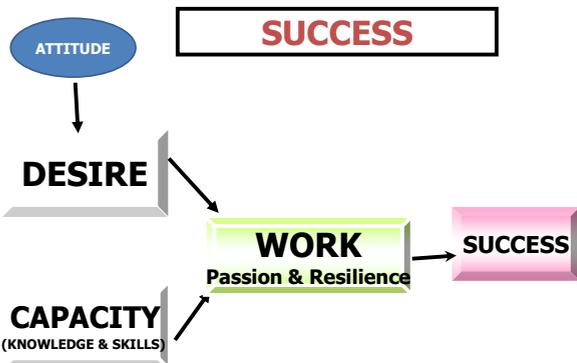
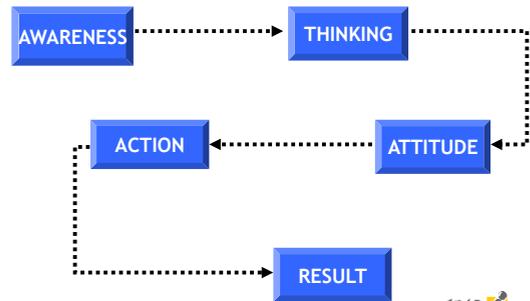
1. High Energy
2. Always Raising the Bar
3. Never Gives Up



DEVELOPING WINNING ATTITUDES



Awareness Before Change



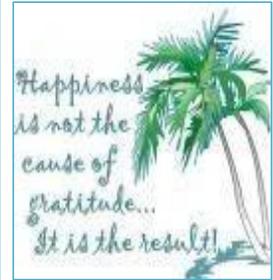
ATTITUDE IS EVERYTHING

- Change Your Attitude ...
- And You Change Your Life !



An Attitude of Gratitude

- A powerful source of **happiness**
- **Happiness** is looking at the bright side of life.
- The practice of feeling loved.
- The fastest single pathway to **happiness**, health, long life, and prosperity.



PROFESSIONALISM

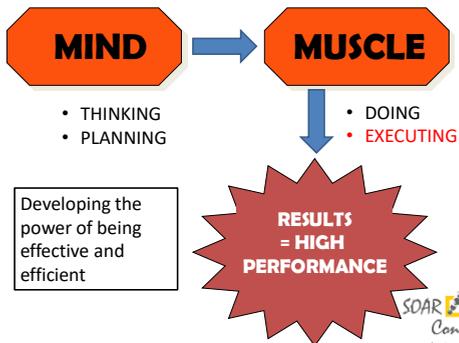
PROFESSIONALISM

Professionalism =
Competence + Caring

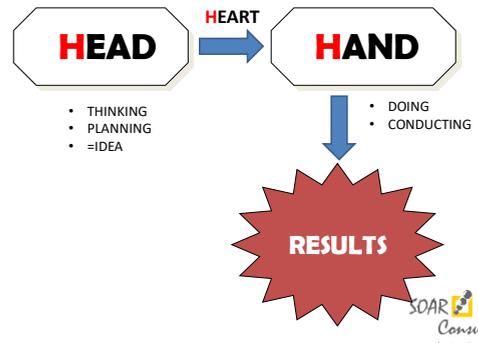
Competence =
Knowledge + Skill + Attitude



PROFESSIONALISM



3H



DEFINING LEADERSHIP: D-A-C

DISTINGUISHING LEADERS FROM LEADERSHIP

- The role of developing **Direction, Alignment** and **Commitment** may fall on a leader or small group of leaders.
- Leadership is a **process** rather than a person.
- The process of leadership calls for shared agreement on all three dimensions (**DAC**).



WHAT IS YOUR CURRENT LEADERSHIP BRAND?

- **Direction:** How do you help to gain agreement with others on the goals and objectives?
- **Alignment:** In what ways do you work with others to coordinate the various components of the work?
- **Commitment:** How do you work with others to ensure that you are all invested in the success of the work ?

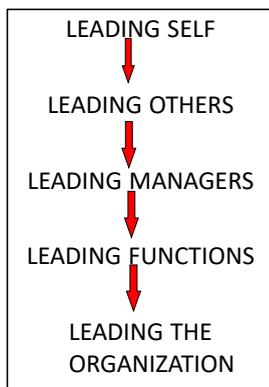


FIVE LEVELS OF LEADERS

1. **Leading Self** - Individual contributors, professional staff and emerging leaders
2. **Leading Others** - Leaders of individual contributors
3. **Leading Managers** - Experienced leaders who lead other managers or senior professional staff
4. **Leading the Function** - Senior leaders of organizational functions or divisions
5. **Leading the Organization** - Top executives leading the enterprise



FIVE LEVELS OF LEADERS



CHALLENGES OF LEADING SELF

- Prepare for management or leadership role
- Build a common **leadership language** within an organization
- Increase personal effectiveness and performance



CHALLENGES OF LEADING OTHERS

- Transition from individual performer to leading a team
- Build relationships to get work done
- Deal effectively with conflict
- Solve problems successfully



CHALLENGES OF LEADING MANAGERS

- Integrate cross-functional perspectives in decisions
- Handle complexity
- Manage politics
- Sell ideas to senior leaders
- Select and lead managers for high performance



CHALLENGES OF LEADING FUNCTION

- Set vision and build toward the future
- Balance trade-offs between the short-and long-term
- Align the organization for strategy implementation

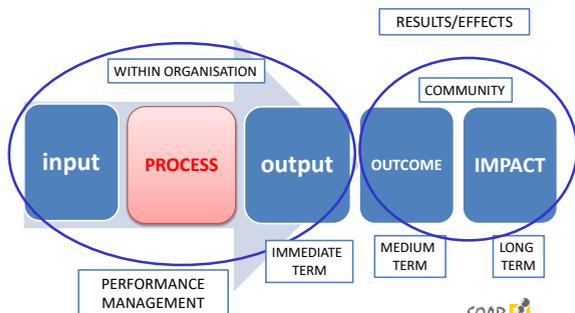


CHALLENGES OF LEADING ORGANIZATION

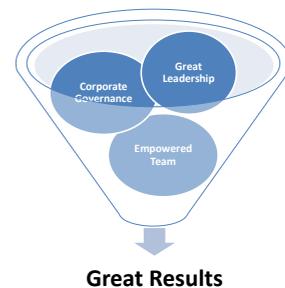
- Set organizational direction
- Foster alignments across the organization
- Gain commitment for performance
- Refine and build strong executive persona



QUANTUM LEADERSHIP



IMPACT LEADERSHIP



TWO MOST IMPORTANT ROLES OF A LEADER

1. Establishing direction
2. **Influencing** the team to move in that direction **willingly**



A LEADER

1. **Knows** the way
2. **Goes** the way
3. **Shows** the way



LEADERSHIP

- Leadership is the art of getting others to do something **you** want done because **they** want to do it.



LEADERSHIP

- Leadership is power **with** people (vs power over people= the boss)
- It does not depend on your position and title.
- The best leaders are independent of positions



LEADERSHIP

It's Not Just About You

Best of leaders

- abiding love
- desire to see people grow and succeed



LEADERSHIP

It's Not Just About You

- Building **self-confidence**
- pouring out encouragement & recognition to energize your team.

"Self-confidence energizes, and it gives your people the courage to stretch, take risks, and achieve beyond their dreams. It is the fuel of winning team".



LEADERSHIP

It's Not Just About You

- Leaders relentlessly upgrade their team, using every encounter as an opportunity
- Coaching - helping people improve themselves



LEADERSHIP

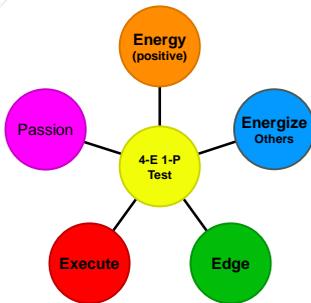
It's Not Just About You

Leadership is about growing others



Leaders

What Leaders are Made of



"People with positive energy just love life".



- Passion**
- Heartfelt, deep, authentic excitement about work.
 - They care.

"Whatever – they just have juice for life in their veins".



TRANSFORMATIONAL LEADERSHIP

TRANSFORMATIONAL LEADERSHIP

- A style of leadership
- The leader works with subordinates in:
 - identifying needed change,
 - creating a vision to guide the change through inspiration, and
 - executing the change in tandem with committed members of a group.



TRANSFORMATIONAL LEADERSHIP

- serves to enhance the motivation, morale, and job performance of followers through a variety of mechanisms:
 - connecting the follower's sense of identity and self to a project and to the collective identity of the organization
 - being a role model for followers in order to inspire them and to raise their interest in the project
 - challenging followers to take greater ownership for their work
 - understanding the strengths and weaknesses of followers, allowing the leader to align followers with tasks that enhance their performance.



TRANSACTIONAL LEADERSHIP

- a style of leadership
- focuses on supervision, organization, and performance
- leaders promote compliance by followers through both rewards and punishments.



THE BIG DIFFERENCE

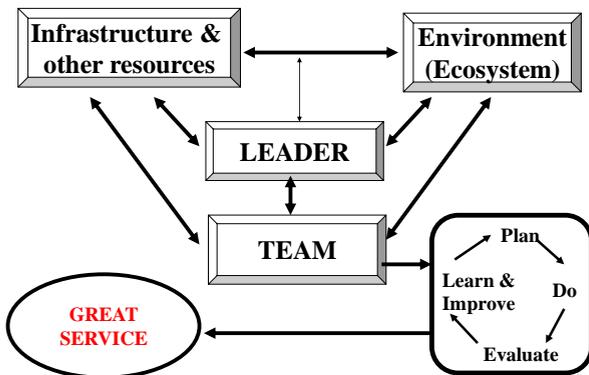
- **Transactional leaders** focus on the role of supervision, organization, and group performance and are concerned about the status quo and day-to-day progress toward goals.
- **Transformational leaders** work to enhance the motivation and engagement of followers by directing their behavior toward a shared vision.



LEADING AND SERVING
FROM YOUR HEART

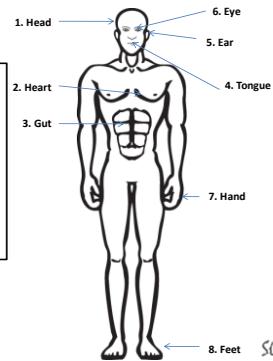


THE LEADERSHIP PROCESS



THE ANATOMY OF A LEADER

A leader performs with exceptional anatomies. How we use them determines whether we become a great leader or otherwise.





ATTRIBUTES OF GREAT LEADERS

ATTRIBUTES OF GREAT LEADERS

- Result-focused
- Purpose-driven
- Massive action

“Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice.”



Five Characteristics of an Impactful Leader

- #1 - Results Focused
- #2 - Courageous
- #3 - High Energy
- #4 - Knows People
- #5 - Committed To Growth

THE ATTRIBUTES OF LEADERSHIP 4.0



INDUSTRY 4.0

- It's the fourth industrial revolution.
- represents the future where
 - intelligent machines are self-aware and
 - automation challenges can be solved by the machinery itself.



INDUSTRY 4.0

- It will alter the very trajectory of manufacturing and engineering business.
- many companies have failed in the last 20 years because they have been unable to adapt to changes in the environment.



INDUSTRY 4.0

- The manufacturing and engineering industries are on the cusp of this revolution.
- Only the **most agile** organisations will thrive, while those with one foot in the past will be left behind.
- To be successful, leaders and managers must put in place **new strategic thinking** to exploit business opportunities and respond to threats.



INDUSTRY 4.0

- But what are the potential implications of Industry 4.0 for those who must implement change on the ground?
- The amount of activity, the frequency of projects, and the requirement to adapt quickly is ever increasing on a day-to-day basis.
- To consider the long-term strategic change required by Industry 4.0 we need a different form of leadership – **LEADERSHIP 4.0**.



LEADERSHIP 4.0

- Leadership 4.0 looks at the **capabilities and qualities** that will be required in the factories of tomorrow.



LEADERSHIP 4.0

Need to adapt to **five environmental changes**:

1. **Competition** – react quickly to faster, younger and dynamic organisations emerging to challenge market leaders.
2. **Hierarchy** – free up the decision-making process to speed up the pace of change.
3. **Technology** – harness the talents of individuals to maximise technological advancements.
4. **Hyper connectivity** – quickly take advantage of the opportunities of hyper connectivity.
5. **Transparency** – manage change with open and honest communication.



LEADERSHIP 4.0

- Preparing for Industry 4.0 requires a **proactive** and **flexible** approach to managing change.
- Signs that your organisation is falling into **reactive** change:
 1. new competition,
 2. an increase in customer complaints,
 3. low employee morale
 4. low productivity
- These signs will lead to significant increase in your **risk of failure**.

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Set to the top with collaboration

LEADERSHIP 4.0

How can you mitigate your risk of failure?

- Before you set out on your journey you need to make sure that your organisation, your team and your people are ready for change.
- Complete a **change readiness assessment** which will help you understand how fit your company is for change.
- Map your change journey, starting with setting your destination.
- Take your employees on the journey with you and
- Give them a **compelling vision** of what you're trying to achieve.

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LEADERSHIP 4.0

- Once you have your destination in mind, you can start to work backwards.
- Map the journey, plan the key waypoints and look out for where you're most likely to be able to engage your people, or might lose their commitment.
- Link the overall business objective to individual Balance Score Cards.
- This will provide you with an understanding of how every individual in your company contributes to the project.

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LEADERSHIP 4.0

- Once you're in the midst of a change management journey, you will be relying on your managers to Plan, Organise, Lead and Evaluate (P.O.L.E.) the project, the process and their people.
- Expecting your managers to be proficient in all of these areas is a tall order.
- Yet successful change will only be delivered if they are.
- That's why training in change management is fundamental. And that's where managers are frequently let down by organisations.

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LEADERSHIP 4.0

- Senior leaders must instigate change,
- This will down through an organisation for managers and their teams to implement.
- This puts enormous pressure on managers, many of who feel ill equipped or unsupported to handle major change projects.

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LEADERSHIP 4.0

- Managers need to be adept at handling difficult people and tricky situations.
- And yet these skills are often lacking.
- In a study, over one third of managers suffered stress and anxiety because of a conflict with someone they were managing.

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LEADERSHIP 4.0

So what can managers do to deal with the challenges?

1. **Dispassionately analyse** the situation.
2. **Break the cycle.** It's difficult for managers to understand that it is usually their behaviour and attitude that needs to adapt and change first.
3. **Have courageous conversations.** A manager needs to be firmly committed to helping their employee.

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LEADERSHIP 4.0

So what can managers do to deal with the challenges?

4. **Develop a coaching culture.** If employees feel respected, supported and valued they are more prepared to change their own behaviour.
5. **Speak to the problem.** Address the problem, rather than criticising the individual.
6. **Always follow-up.** It's unlikely that a single conversation will have a miraculous effect on behaviour.

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LEADERSHIP 4.0

- Change is often seen as a negative so it's no wonder that business leaders, managers and employees view any type of change with a degree of trepidation.
- There is, however, tremendous potential in any change project.
- Change is never delivered solely from the top of the business.
- It needs to engage leaders, managers and the whole team.

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LEADERSHIP 4.0

- need to put in place a communication plan that starts when you're mapping your journey and continues all the way through and beyond the change project.
- need to communicate more than just facts and figures.
- need to engage people in why the change is necessary and you need to be there to guide people through the change.
- We call this communicating to the **head, the heart and the hand.**

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Leadership 4.0

- Driving change through a business in a way that makes us **agile**, with people and the organisation willing to **adapt**, is the **new challenge**.
- Managers are critical to steering and delivering change.
- Get them on board and only then can we set ourselves on the journey to success and be better prepared for the unexpected.
- And it seems that the unexpected is happening more often.

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BUILDING A COHESIVE TEAM

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HIGH PERFORMANCE TEAMS

- exhibit a **Collective Mindset** that can be considered as a **Challenge Intelligence**.
- This is the opposite **Silo Mindset**.
- A Challenge Intelligence is created when teams coordinate their **separate activities** to achieve a **common goal**.



HIGH PERFORMANCE TEAMS

- consistently collaborate with their colleagues,
- identify and eliminate any gaps in their collective coordination.
- eliminate the gaps in their coordination
- progressively improve the **certainty** of their overall success.



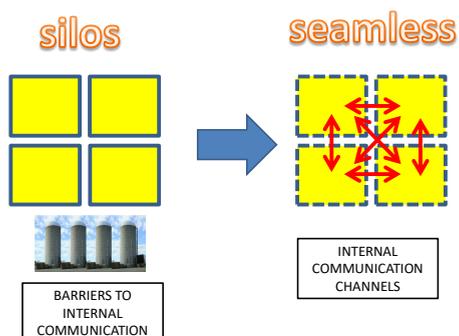
HIGH PERFORMANCE TEAMS

- develop the collective mental models or maps that enable them to **seamlessly** coordinate their separate activities.
- develop the collective **Mindset of a Challenge Intelligence**.



TOWARD A SEAMLESS ORGANISATION

- Means eliminating “**silos mentality**” and developing **joined-up** organisations, services and projects



INTERNAL COMMUNICATION

- Communication is essential to breaking down the silo mentality.
- breaking the **silo mentality** will ensure information flows freely between all departments in an organization.
- effective internal communications will improve workforce **engagement** and **buy-in** adding a significant value to organization productivity.



SEVERAL DIFFERENT LEVELS

1. **Tell:** simply informing people of the direction, non-negotiable
2. **Sell:** anticipating some form of backlash, requiring some persuasion
3. **Consult:** seeking specific areas of input to the decision-making process
4. **Involve:** seeking varying degrees of involvement and co-creation



BUY-IN LEVELS

1. Awareness (I know so)
2. Conviction (I believe so)
3. Passion (I feel good!)



BUILDING TEAM = BUILDING TRUST

- Honesty
- Transparency
- Openness
- Consistency
- Dignity & Fairness

**To
Really
Understand
Self
Truth**



TRUST

- a mainstay virtue.
- the bond that allows any kind of significant relationship to exist between people.
- once broken, it is not easily, if ever, recovered.



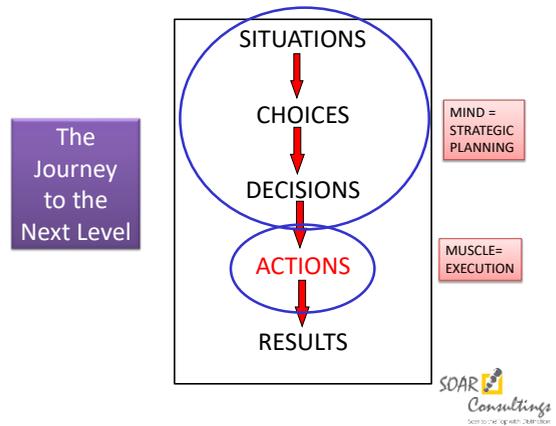
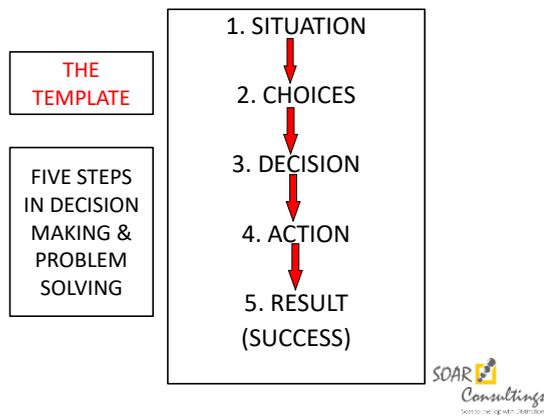
A COHESIVE TEAM

1. They trust one another.
2. They engage in unfiltered conflict around ideas.
3. They commit to decisions and plans of action.
4. They hold one another accountable for delivering against those plans.
5. They focus on the achievement of collective results.



**DECISION MAKING AND PROBLEM SOLVING:
A SIMPLE TEMPLATE**





THE LEADERSHIP TEAM

- Is a 'creative dynamo' who will
 - help breed a culture of creative thinking and problem solving and
 - help challenge existing thinking across the organisation.
- needs to be equipped with creative thinking and idea generation skills

STRATEGIC AGILITY :
BLUE OCEAN STRATEGY APPROACH

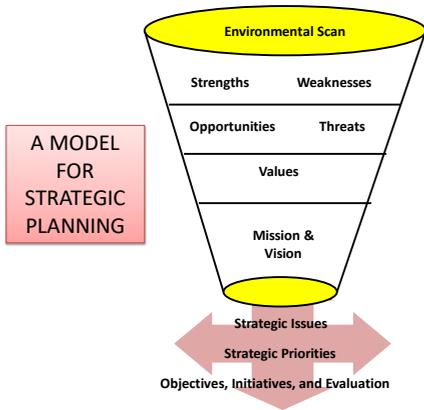
Six Big Questions in Strategic Planning

1. Where are we now?
 - SWOT Analysis (Capabilities and Opportunities)
 - Critical Success Factors
2. Where do we want to go?
 - Vision
3. Why do you want to go there?
 - Mission, Goals and Objectives, KRA's
4. How do we get there?
 - Strategic Plan (Road Map, The Best Use of Resources)
5. Who's going to do the What, Where and When?
 - Operations, Tactics, Action Plan
6. How are we doing?
 - Monitoring, Measuring, KRI

FOUR BIG QUESTIONS IN STRATEGIC REVIEW ASK E.R.I.C.

Reduce Which factors should be <i>reduced</i> well below the industry's standard?	Increase/Raise Which factors should be <i>increased/raised</i> well above the industry's standard?
Create Which factors should be <i>created</i> that the industry has never offered?	Eliminate Which of the factors that the industry takes for granted should be <i>eliminated</i> ?

(from BOS)



**THANK YOU
AND
BEST WISHES**

