

# CHARTING THE COURSE BEYOND THE HORIZON

**How to Uplift Your Team and  
Transform Your Organisation**



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Transform Your Organisation**

**Editors**

**Suraya Yaacob  
Anuar Mohd Yusof  
Norliana Mohd Abbas**

**Penerbit UTeM Press**  
Universiti Teknikal Malaysia Melaka  
2021

© Universiti Teknikal Malaysia Melaka  
ISBN: 978-967-2454-70-0

FIRST PUBLISHED 2021

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Perpustakaan Negara Malaysia

Cataloguing-in-Publication Data

CHARTING THE COURSE BEYOND THE HORIZON / EDITORS: SURAYA  
YAACOB, ANUAR MOHD YUSOF, NORLIANA MOHD ABBAS.  
(COACHED BY THE PROS SERIES)

ISBN 978-967-2454-70-0

1. Leadership.
  2. Successful people.
  3. Businesspeople.
  4. Career development.
  5. Government publications--Malaysia.
- I. Suraya Yaacob, 1979-. II. Anuar Mohd Yusof, 1982-  
III. Norliana Mohd Abbas, 1980-.  
IV. Title. V. Series.  
658.4092

Member of the Malaysian Scholarly Publishing Council (MAPIM)  
Member of the Malaysian Book Publishers Association (MABOPA)

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**Published and Printed in Malaysia by:**

Penerbit UTeM Press  
Universiti Teknikal Malaysia Melaka  
Hang Tuah Jaya, 76100 Durian Tunggal, Melaka, Malaysia.  
Tel: +606 270 1241 Faks: +606 270 1038

# Contents

vii	Preface
x	Foreword Minister of Higher Education
xii	Foreword Secretary General of Ministry of Higher Education
xiv	Foreword Director General of Higher Education
xvi	Foreword Director of Higher Education Leadership Academy
xvii	Introduction
xxii	Company Profile
<b>THE PRO'S</b>	
74	<b>Having Ketchup in My Veins: My McDonald's Story</b> <i>Wan Farah Wani Wan Fakhruddin</i>
84	<b>Recipes of Excellences</b> <i>W Omar Ali Saifuddin Wan Ismail</i>
94	<b>Halea &amp; Nanomalaysia, Behind The Scene</b> <i>Mariam Firdhaus Mad Nordin</i>
102	<b>Leadership: Don't Manage</b> <i>Chong Yen Fook</i>
110	<b>Diversity and Inclusion Leadership</b> <i>Mohd Roslan Rosnon</i>
120	<b>From KRU to Dr. Z: A Low Carbon Journey</b> <i>Rozzeta Dolah</i>
130	<b>Successful Working Life</b> <i>Mohd Natashah Norizan</i>

- 138 **Rise of the Giant Panda**  
*Sharizal Ahmad Sobri*
- 148 **Spirit of Artistic Leadership: The Champion of Social Security**  
*Nurasyikin Jamaludin*
- 156 **The Bonus of Learning is through Experience**  
*Raja Nazim Raja Abdullah*
- 164 **Walk-the-Talk Leadership**  
*Nurul Farahain Mohammad*
- 172 **Great Leaders Lead and Empower Others**  
*Muslim Mustapa*
- 180 **Behavioural Leadership Model**  
*Teow Yeit Haan*
- 188 **Connecting Talent and Opportunity at OpenLearning**  
*Dian Indrayani Jambari*
- 196 **Mother T.I.G.E.R Leadership**  
*Syed Marwan*
- 206 **Spicy ke Ori?**  
*Norhanis Diyana Nizarudin*
- 216 **What Does it Take to be an Influencer Leader?**  
*Nursalasawati Rusli*
- 226 **Working and Learning, The Social Way**  
*Mohd Nizam Haron*

# Contents

# Preface

**R**ising above *Crisis in Turbulent Times* is the first book of the *Coached by the Pros Series*. It provides insightful stories of how great leaders manage their teams through trying times and rise to the challenges of economic uncertainties, COVID-19 pandemic, and rapid technological change.

This book is a compilation of 17 leadership apprentice stories narrated by academic fellows who became young protégés of great industry leaders in the country during a leadership programme under the CEO@Faculty Programme 2.0 organised by the Higher Education Leadership Academy (AKEPT). These protégés were privileged to observe first-hand how great leaders rise above challenges, especially during the unprecedented COVID-19 pandemic, and how organisations make timely decisions to manoeuvre their business. In *Charting the Course beyond the Horizon* (Series II), stories on how successful CEOs navigate their organisations and expand their business are recounted. In *Inspiring a Stewardship's Persona* (Series III), narratives on how CEOs become exemplary leaders and great mentors to their team are told. Together, the *Coached by the Pros Series* provide unique tales of iconic leaders and businesses unheard of before.

We would like to sincerely thank the Ministry of Higher Education (MOHE) Malaysia and the Higher Education Leadership Academy (AKEPT) for the opportunity, support and financial aids received under grants R.K130000.7356.4B621 (Universiti Teknologi Malaysia - UTM) and KHAS-AKEPT/2020/FTMK-CACT/G00068GERAN KHAS (Universiti Teknikal Malaysia Melaka - UTeM) and for making the documentation of these extraordinary experiences possible.



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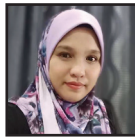
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# Foreword



**YB Datuk Seri Dr. Noraini Ahmad**  
**Minister of Higher Education**

**T**he higher education sector is diligently obeying and implementing the new norms brought upon by the COVID-19 pandemic. Efforts in keeping up with the Fourth Industrial Revolution has been accelerated to ensure the quality of higher education continues to improve despite the current challenges faced.

Aside from the implementation of advanced technology, the quality of higher education is also reflected through the standards of its academic community which include educators, researchers, institutional leaders, practitioners and academic support staff. This is

stated in the Malaysia Education Blueprint 2015-2025 (Higher Education) under shift number 2 on Talent Excellence. This particular shift focuses on achieving excellence through an ecosystem that is able to attract, develop and retain talent.

Good leadership is one of the key factors in generating and shaping potential human capital for the betterment of the nation. One of the strategies for achieving this is through the strengthening of academic career pathways and leadership development in order to retain existing talents and simultaneously attract talents from the industry. Industry talents may not fit the traditional academic criteria, nevertheless, they possess vast experiences that can be shared with the academic community. This will assist the younger generation in facing the fierce challenges of the current need in the job market. Efforts in bridging the gap between academia and the industry will ensure that graduates will be able to fulfil the demands of the industry.

The Ministry of Higher Education is vigilant in developing and grooming talents from higher education institutions (HEIs). The Ministry is determined to continuously improve the quality of our graduates and to ensure that Malaysian HEIs remain internationally visible. Therefore, the collaborative efforts between academia and the industry is undoubtedly championed.

# Foreword



**YBhg. Datuk Seri Dr. Mazlan Yusoff**  
**Secretary General**  
**Ministry of Higher Education**

**T**he Ministry of Higher Education (MoHE) plays an important role in supporting the ecosystem of the higher education in Malaysia. MoHE is determined in establishing the country as an international education hub by producing skilled and innovative graduates, possessing noble characteristics. For this to materialise, it is necessary to create a platform where members of academia and the industry can collaborate and work towards the betterment of society.

Past research has emphasised the importance of bringing together the four parties of the quadruple helix concept, namely the government, industry, academia and community to create sustainable and inclusive growth as well as to strengthen and support innovation. The government has made a concerted effort to ensure that engagement and participation from all actors take place as they are the key drivers of innovation.

The quadruple helix concept, when implemented well will bring various benefits. For instance, the engagements can produce well-balanced graduates who will be prepared to face the job market. Well executed engagements will also enable and encourage the fusion of various expertise and knowledge paradigms that can accelerate innovation - resulting in societal growth. The community's voices will also be heard. Their concerns can be effectively dealt with by all parties involved.

In short, encouraging and implementing this model in the higher education ecosystem can inevitably lead to more effective research findings, technological development and an effective relationship between the government, academia, industry and community. Malaysia will have a lot to gain.

# Foreword



**YBhg. Prof. Dato' Dr. Husaini Omar**  
**Director General of Higher Education**  
**Department of Higher Education**

**T**he Ministry of Higher Education (MoHE) plays an important role in creating a well-balanced and synergistic higher education ecosystem. It is held with a firm belief that the collaboration between the industry and higher education institutions is necessary to create a dynamic environment which taps into the valuable expertise of both entities.

The second shift in the Malaysia Education Blueprint 2015-2025 (Higher Education) specifically emphasises on 'Talent Excellence'. In materialising this shift, MoHE has taken the initiative to spearhead the CEO@Faculty Programme (CFP). This programme focuses on producing skilled and employable graduates. Organised by the Industry and Society Collaboration Division (BKIM), this programme brings together high performing local and international CEOs and Malaysian universities to share their knowledge with one another. The main intention of this initiative is to bridge the gaps between both parties and at the same time, to strengthen the industry-academia link.

The theme for this year's programme is 'Coached by the Pros', CFP 2.0. A number of young university lecturers who display strong leadership potential were chosen to participate in this programme. They had the opportunity of a lifetime to be mentored and coached by participating CEOs. CFP is hoped to bring greater synergy to the university and the industry. In the long run, the collaboration will successfully produce holistic, entrepreneurial and well-balanced graduates who will be market ready and who can actively contribute to the betterment of the country.

# Foreword



**YBhg. Dato' Prof. Dr. Nasrudin Mohammed**  
**Director of Higher Education Leadership**  
**Academy (AKEPT)**

**L**eadership is a crucial aspect in the development and success of any organisation. A positive reputation and image of an organisation is often due to effective leadership.

A credible leader should display strong character and high levels of competence. A good leader is able to communicate his/her visions through the execution of well-planned strategies. Most importantly, a



true leader should be able to unleash the ability of his/her team members in the process of problem solving and achieving organisational goals.

In line with its vision to be a premier referral academy for Higher Education leadership, Akademi Kepimpinan Pendidikan Tinggi (AKEPT) has taken on the responsibility to train and develop leaders among members of higher education institutions (HEIs). These leaders are expected to bring positive impact to their respective HEIs and elevate their visibility on the international stage.

AKEPT is fully committed to develop potential talents from within the higher education sector through development programmes based on the AKEPT Leadership Competency - Values Framework. This initiative offers a knowledge sharing platform where think tanks from HEIs can get together and discuss ideas for talent enhancement. This will help the Ministry in generating future-proof talents who are able to cope with emerging trends of the industry.