THE NEW LEADERSHIP MODEL HELPS CREATING TOMORROW LEADERS

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Introduction

Many people like to be leaders or appointed to be one either in the area of politics or management. People are willing to do almost everything to obtain the position as leaders. But, how many of them are prepared or trained to be one? Or if they are lucky enough to be selected as leaders, could they carry the responsibilities effectively as what have been expected. Do the leaders have all the criteria needed to be leaders? These are some of the questions and issues that need to be addressed when we are taking about leadership. Thus, the objective of this paper is to explain and give guidelines to any organization mainly the higher learning institutions how to train and produce good quality leaders who eventually would be the future leaders either for the organization or for the country. In order to achieve the objective, this paper would introduce a new leadership model for tomorrow effective and holistic leaders. The model known as Shatar-Azali (SA) Model will discuss and illustrate the process required before effective and holistic leaders are produced. Prior to the discuss of SA Model, it is necessary to understand the definition and the principles of leadership.

What is leadership?

Leadership is the behavioral process of influencing the activities of an individual or group to accomplish goals in a given situation. Leadership is a learned behavioral skills which includes the ability to help others achieve their potential as individuals and as team members (Robinson, Jr. 1994: 44).

Community Development Academy (CDA) has illustrated that leaders could be defined in three different ways: (1) positional, (2) functional, and (3) influence behind the scene. Positional leaders are those who have been appointed to hold certain positions in the organization, such as the head of the department, the head of the club, or the head of the association. This position may be appointed either by the people in the organization themselves or by the authority in the areas.

Functional leaders are those who are recognized as leaders based on what they are involved in. The economic leader and the social leader are two of the examples. This is because, there are some peoples who are good in certain activities and they tend to become a leader in that particular activity only. Once the activity is ended, they are no longer considered as a leader.

Leaders categorized as "influence behind the scene" are based on the assumption that the reputational approach recognizes the potential and likelihood of affecting issues, activities, or decisions as a measurement of leadership. It also assumed that leadership participants are aware of other participants and acknowledge them as leaders (Campbell, 1999).

The Principles of leadership

Jerry and Robinson, Jr. (1994: 44) have outlined ten important principles of leadership in organization. These ten principles are based on the philosophy of organizational development, leadership development and community development. Most of the principles cannot stand alone, instead each should be understood and practiced in

relation to the other nine and in relation to the members of the group and situation in the organization.

1. **Everyone is a leader**
   Group members do not have equal knowledge and skills (Bennis, 1989), but each person can excel in some aspect of organizational leadership. Organizational leaders must know the people in the organization and volunteers well enough to discover the ability of most of the people in the organization, even if abilities and skills are limited.

2. **Leadership behavior is a learned skills**
   Leaders are not born, they are developed or made. Leaders usually evolve. Leadership is learned by copying role models, by trial, error and experience, and by study. Regardless who the leaders are, they can become a better leader by studying, practicing new behaviors and asking for constructive feedback from the groups.

3. **Team work**
   Involving others in planning, program development, delivery and evaluation is the key to team work in organizations. Successful leaders are those who usually involved and continue to involve others.

4. **Permit every team member to lead at some time**
   Leaders can not know all the answers to every problem in organization. One person does not have enough energy or time to solve all the problems faced in the organizations, especially those organizations working multi level departments, units or ministers. To succeed, people in the organization and leaders must depend on one another. When one individual or one group monopolizes power, resources and time, and takes all the credit, failure is imminent.

5. **Everyone, in some capacity, is superior**
   Leaders may have to look closely to find something which someone can contribute to a specific efforts in the organization. Soon leaders will discover that many people have skills and abilities which leaders do not posses.

6. **Democratic leadership is not permissive leadership**
   There is a common myth that team leadership is permissive, and autocratic persons are especially prone to believe this myth. While democratic leadership is more flexible, it is not unstructured. Many studies have shown that peer or work groups have more influence than the boss over the behavior of their fellows workers (Stogdill, 1974). Sometimes, democratic leadership is more difficult because more time, accommodation to divergent ideas and more people skills are required. Democratic leadership is developmental leadership because, through this system, it is easier to develop new leadership in an organization.

7. **Democratic or team-centered leadership is not always best**
   When crisis arises, such as flood or fire, there is no time to call a committee meeting. Someone must make decisions and do something quickly. Democratic groups should develop policies as a group, then, the leader can be made responsible for implementing the policy. The leader cannot accommodate

everyone or do everything in a group. For example, sometimes leaders encounter irresponsible people who must be told what to do, when and how (Hersey and Blanchard, 1993).

8. **Autocratic leadership is not always bad**
   Some situations require the leader to take charge decisively, to exhibit and use authority and power. This is especially effective when the leaders are initiating an activity with people who are immature, irresponsible, disloyal or incorrigible. It is unfortunate, but some people only understand and respond to power. Some individuals have never been exposed to democratic team work, and they do not know how to follow a developmental team-center leader (Bass, 1985). In other situation, people in the community may be in dispute among themselves over work assignments. In such situations, the leaders should use authority to bring the group together.

9. **The leader's knowledge and behavior in a particular situation and the expectations and experience of others determine leadership**
   Many people conform to the expectations of others to the power of the group. If a group expects authority in a crisis, the leader will frequently respond as a power actor. However, if a group is talented, loyal and expects to be involved in solving the problem in a crisis, a skilled team leader should quickly respond by involving members of the group in creative planning and teamwork.
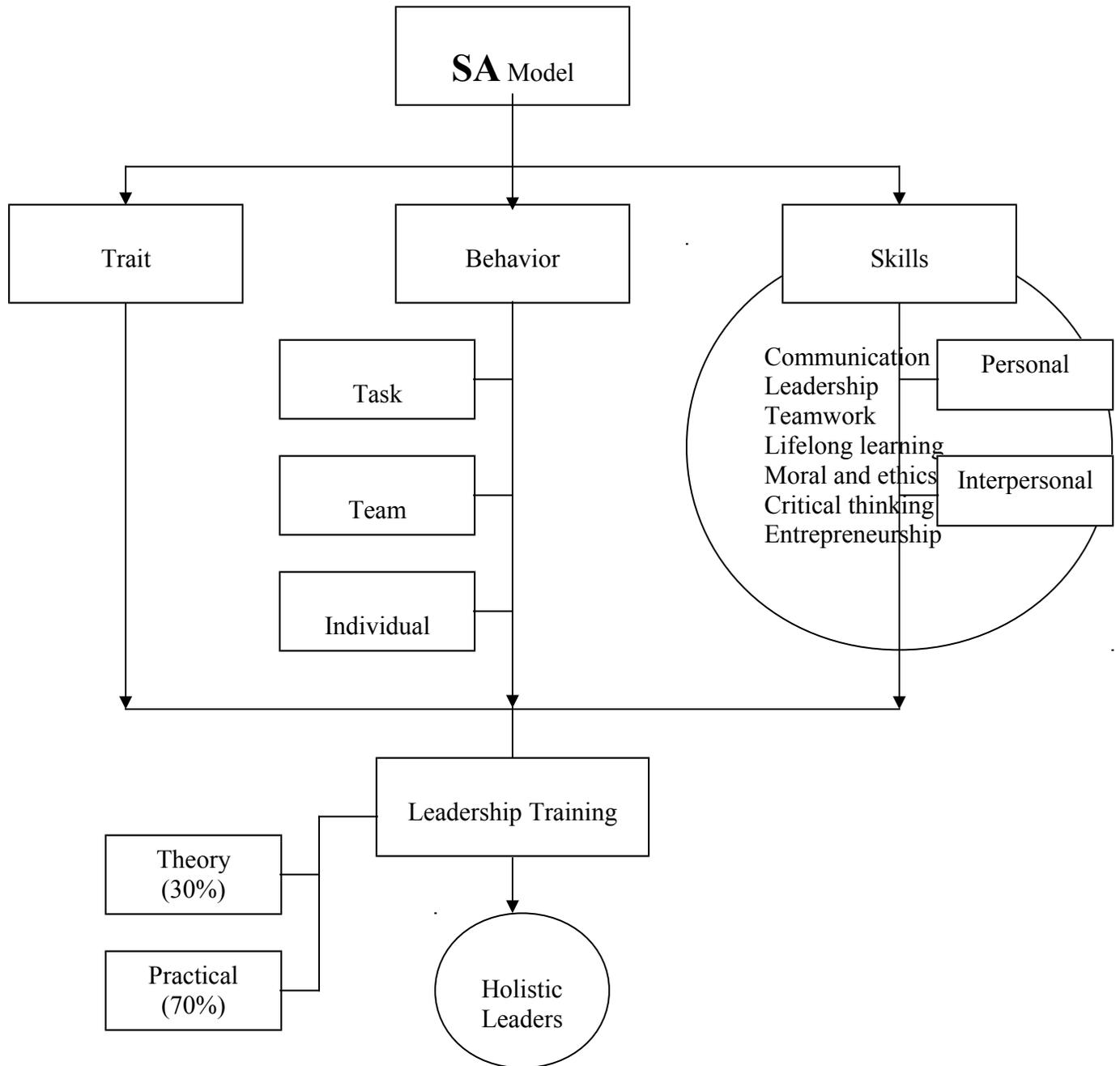
10. **Leaders must be flexible**
    Leaders must adjust their behaviors to meet the levels of experience, knowledge, skills, and the expectations of group members in every situation which faces the community development organizations. Leaders of a community must be many things to many people. One style of leadership will not be adequate in every situation.

What is the SA Model
The SA Model has been designed by Associate Professor Dr. Mohamamd Shatar Sabran, Director for Co curriculum Center, Universiti Putra Malaysia and Professor Dr. Azali Mohamed, the Vice Chancellor of Student Affairs Division, Universiti Putra Malaysia. This model is formulated based on several leadership researches that have been conducted for the last ten years. In addition to that, experiences gathered from seminars and conferences both from the national and the international level were also help formulating this model. The SA Model for leadership consists of several processes. The detail of the SA Model in shown in Figure 1 below.

Figure 1: The SA Model for Tomorrow Leaders

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                        │   SA Model      │
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        ┌───────────────────────┼───────────────────────┐
        ▼                       ▼                       ▼
  ┌───────────┐          ┌───────────┐          ┌───────────┐
  │   Trait   │          │ Behavior  │          │  Skills   │
  └───────────┘          └───────────┘          └───────────┘

                         ┌───────────┐     Communication  ┌───────────┐
                         │   Task    │     Leadership      │ Personal  │
                         └───────────┘     Teamwork        └───────────┘
                                           Lifelong learning
                         ┌───────────┐     Moral and ethics ┌──────────────┐
                         │   Team    │     Critical thinking │ Interpersonal │
                         └───────────┘     Entrepreneurship  └──────────────┘

                         ┌───────────┐
                         │Individual │
                         └───────────┘

                        ┌──────────────────────┐
                        │  Leadership Training  │
                        └──────────────────────┘
  ┌───────────┐
  │  Theory   │
  │  (30%)    │
  └───────────┘                         ┌───────────┐
  ┌───────────┐                         │  Holistic │
  │ Practical │                         │  Leaders  │
  │  (70%)    │                         └───────────┘
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According to this model, the first process is ensuring the candidates acquire three basic criteria, which are the trait, behavior and skills. These three basic criteria could be obtained naturally (born with it) or acquire by learning and training. However, regardless whether the candidates have the criteria naturally or by learning process, the SA Model would require all the candidates to go through the process of obtaining the three basic criteria by undergoing leadership classes or leadership workshops organized by the

organization itself or by other parties. Having these three basic criteria are very important as they are the foundation for holistic and outstanding leaders.

The Traits of Leaders

There are several leadership traits that have been identified based on various leadership researches and studies. One of the pioneer studies on leadership trait was conducted by Stodgill in 1945. In his book, **Leadership**, he has managed to gather more than 15 traits for effective and holistic leaders. This list has been added up to 20 traits by Mohammad Shatar (1999, 2003) in his study on leadership in two communities in Malaysia. The summary of leadership traits for effective and holistic leaders based on both studies is shown in Table 1 below.

Table 1: Leadership Traits

Leadership Traits For Holistic Leaders	
Self confident	Self determination
Hard working	Educated
Willing to sacrifice	Creative
Friendly	Fluent in speaking
Religious	Open minded
Working together	High motivation
Respect	Caring and responsible
Adaptable to situation	Diplomatic and tactful
Persistent	Persuasive
Tolerant of stress	Energetic
Alert to social environment	Independent

Source: Stodgill (1945), Mohammad Shatar (1999, 2003)

The Behavior of Leaders

The behavior of leaders is based on the relationship and the interaction between leaders and other leaders and between leaders and followers. Gary Yulk in his book, **Leadership in Organization**, has identified three different means how leaders could carry relationship and interactions between leaders and followers which are based on task, team and individual. The detail description of how leaders use the element of task, team and individual as a mean for interaction and relationship is shown in Table 2 below:

Table 2: Means of Relationship and Interactions used by Leaders

Means	Description
Task	Leaders perform their duties and responsibilities based on the task that has been assigned to them. Leaders who are using this mean are also known as result or outputs oriented leaders.
Team	Leaders who are using this mean, will encourage and give a special attention to togetherness. The leaders believe that working together could produce better and more effective outputs or results. The leaders who perform his duties based on this approach is also known as the social emotion leaders.
Individual	Leaders who are using this mean, will carry out their duties and responsibilities as leaders based on their own personal judgment. The skills, experiences together with their expertise would help them to perform their duties as leaders.

Source: Stodgill (1945), Mohamamd Shatar (1999, 2003)

The Skills for Leaders

According to Ken Kay, a Phoenix-based consultant who serves as an officer for the Partnership for 21st Century Skills, defines the skills for leaders are few basic leadership skills mainly the critical thinking, interpersonal communication and innovation skills that are needed before they could become leaders. In fact, according to him, these basic skills are more important than technical skills and expertise. The studies have also found that, success in the workplace stems from having these abilities, regardless of what kind of work a person does.

The SA Model however, has expanded the scope of skills needed by leaders. Using the idea of soft skills concept, coined by the Minister of Higher Education (MOHE) of Malaysia, the SA Model has incorporated all the seven soft skills suggested by MOHE in the model. All of these skills are believed to be essential for holistic leaders.

What is soft skills? At present, there is no consensus on a precise definition of "soft skills," but in general the term is used to describe on-the-job abilities that go beyond any job and responsibility description. For example, an architect's ability to create and read blueprints would generally be described as a hard skill, whereas his or her ability to work effectively with co-workers, communicate with clients and manage projects would be lumped together under the soft skills banner. In the context of leadership, soft skills refer to the cluster of personality traits, social graces, abilities with language, personal habits, friendliness, and optimism that mark leaders to varying degrees. Soft skills complement hard skills, which are the technical requirements of a job as leaders.

The detail of the seven soft skills suggested by MOHE that has been incorporated by SA Model is shown in Table 3 below.

Table 3: The Seven Soft Skills

| Soft Skills	Description
Communication	Ability to express ideas clearly, effective, full confident both in writing and speaking, verbal and non-verbal.
Leadership	Ability to understand the basic theories of leadership and the ability to lead others.
Teamwork	Ability to establish good relationship and interaction with other people to achieve the goals. Ability to understand other people needs and expectations among members in group.
Lifelong learning	Ability to find and manage the relevant information from various resources. Ability to accept new ideas and keen for new knowledge.
Moral and ethics	Ability to perform duties and responsibilities professionally and the ability to analyze the impact, economically, socially, and morally from any decisions made.
Critical thinking and problem solving	Ability to identify, analyze, justify and evaluate the problems in various situation and discussion. Ability to initiate and to expand the thinking process and creativity in problem solving.
Entrepreneurship	Ability to identify opportunities in business and the ability to plan, explore, and evaluate opportunities.

Source: MOHE, 2006

Leadership Training
In this process, all the identified and selected leaders who have gone through all the previous processes and have met all the criteria needed are required to attend the Leadership Training (LT) session. In this session, leaders are trained and taught how they could apply all the leadership criteria as leaders. This session will help all the leaders to bind and incorporate all the leadership skills and traits and train them how to apply all the skills and traits in their leadership practices. In order to accomplish the objective, this LT session must be conducted in accordance to the Module that has been designed for LT. The illustration how the LT session is used to bind all the leadership traits and skills to produce holistic leaders is shown in Figure 2 below.

LT is conducted based on the 70-30 approach, which is 70 percent practical and 30 percent theory. Thus, leaders attending this training are required to practice all the leadership skills and traits through the activities and games that have been designed in the module. Leaders are to make aware about all the leadership skills and traits during the debrief session. LT believes that, by conducting the training using the 70-30 approach it will help the leaders to learn and realized the most the significant of having, using, and combining all those skills and traits before holistic leaders are produced. The approach used by LT Module is also known as the concept of *Learn By Doing* (CDA, 1999). *Learn by Doing* approach or concept is a new approach in many training program and it has been proven effective to accomplish the objective of the session (CDA, 1999).

Figure 2: Leadership Training and Holistic Leaders
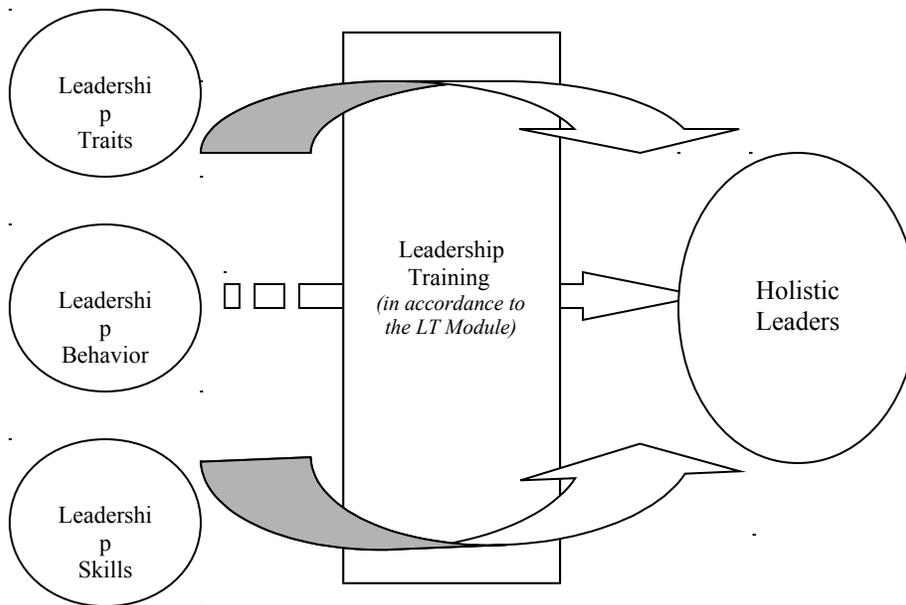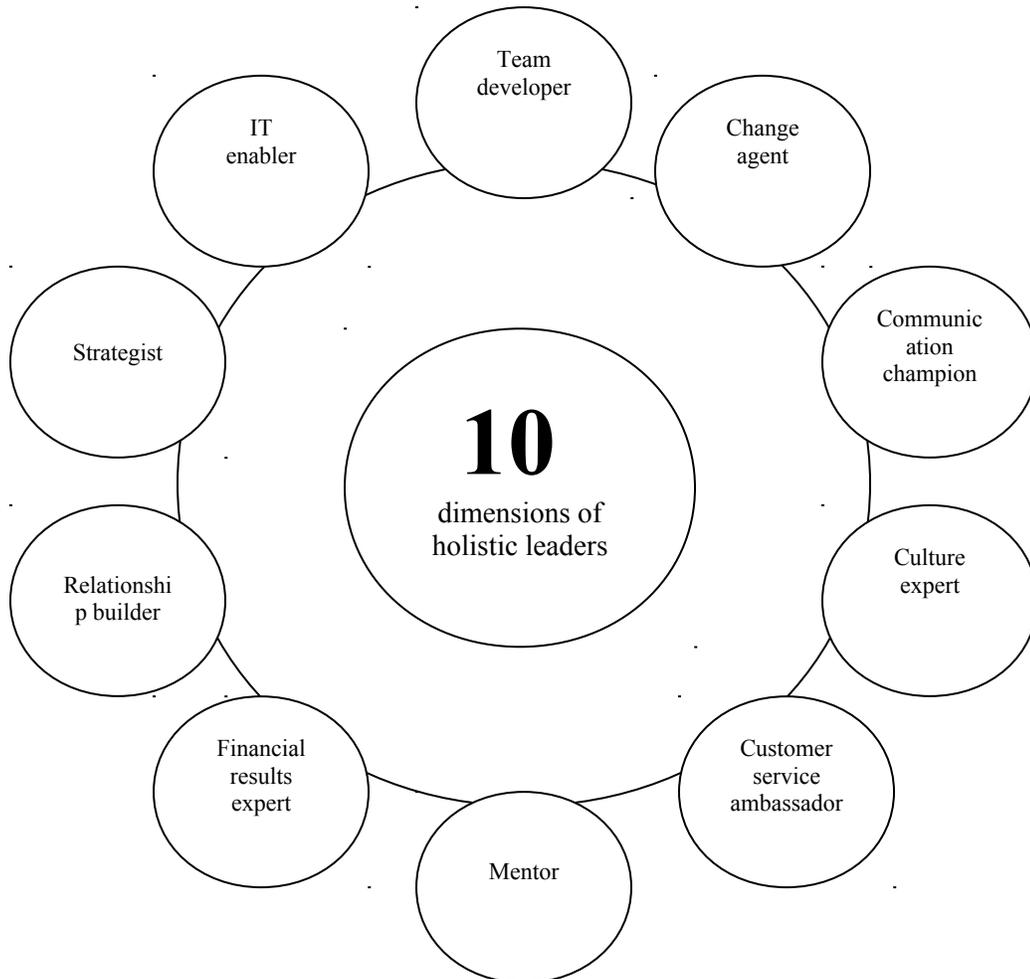

Holistic Leaders
Holistic leaders are leaders who are able to translate all the leadership theories and concepts into action (Regina, 2007). Holistic leaders produced by the SA Model are

expected to have the following criteria, as there are believed to be required and needed by the future leaders. The criteria are the following:

- They are able to lead from their mind, the heart, and the soul
- They are able to apply a methodology that encompasses a developmental systematic approach in order to impact oneself as leader, other as followers, and the environment.
- They are able to reflect a journey that leads toward transformation at the individual, team, and organizational or community level.

This model is also expected to produce leaders who are able to apply all the 10 dimension of holistic leaders as described by Elliot Leadership Institute which are IT enabler, team developer, change agent, communication champion, culture expert, customer service ambassador, mentor, financial result expert, relationship builder, and strategist. The detail explanation and the description of the 10 dimension of holistic leaders are illustrated in Figure 3 and Table 4 below.

Figure 3: 10 Dimensions of Holistic Leaders

Source: Elliot, 2007.

Table 4: The Description of the 10 Dimension of Holistic Leaders

Dimension of Holistic Leaders	Description
IT enabler	Understands and leverages the latest technological tools and communications resources to build and sustain a competitive advantage. Utilizes the most appropriate technologies in information, communication and operational systems to improve organizational effectiveness.
Team developer	Cultivates individual talents and encourages mentoring at all levels. Strives to continually elevate the effectiveness of the team by staffing with high level talent and developing team members.
Change agent	Embraces change and leads the team through innovation and rapid responses to change. Create an environment that foster creative thinking and decision making
Communication champion	Demonstrates excellent two-way communication skills with all levels of the organization in written, verbal and group presentation delivery styles. Listens and seeks feedback from others to insure communication is open, consistent and processed successfully.
Culture expert	Aligns organization vision, mission and values with business strategies. Creates and sustain strong organizational culture to improve the organization's ability to adapt to change, embrace innovation, and remove obstacles to success for its individuals and teams.
Customer service ambassador	Responsive to both international and external customers and partners. Dedicated to providing the highest level of service, resources and support to all customers.
Mentor	Values the diversity of others and seeks to foster an inclusive work environment. Promotes creative thinking and seeks opinions of other without playing favorites.
Financial result expert	Establishes financial expectations and operating budget. Set accountability for results. Evaluates and monitors results in order to provide continuing feedback and guidance to improve financial performance.
Relationship builder	Builds and maintain effective and collaborative relationships with diverse stakeholders and facilitates teams success. Initiates and cultivates strategic internal and external networking relationships that foster both individual and organizational goals.
Strategist	Aligns organization vision with long term strategies. Develops strategies by engaging key stakeholders in the process. Fosters creative and innovative thinking from a diverse and inclusive team and considers both short and long-term strategies.

Sources: Elliot, 2007.

The SA Model and tomorrow leaders in Malaysia

Iman Al-Ghazali once said, *if your want to see what is going to happen to your people, communities, and your countries in the future, just look at your young generation. If they are very strong, well discipline, committed and responsible, your people, communities and your countries will be strong and prosperous in the future. However, if your young generation are weak, no quality and irresponsible, your people, communities and your countries will experience difficulties and troublesome in the future.*

On the basis of what Iman Al-Gahzali has said, it is very important for Malaysia to take a very serious consideration about the future leaders. Proper planning and preparation needs to be prepared so that the future of the country is not going to be at stake. The people of Malaysia have to ensure that, the future leaders have to carry the leadership responsibilities as what the existing leaders are doing or better.

To accomplish the objective, the SA Model has offered a solution or the alternative for developing the future leaders. Students are the young generation of the country. At present Malaysia is having more than 40% of young generation. These young generation is going to be the future leaders of the country.

To ensure they could be the future leaders and could perform the duties and responsibilities with full commitment and honesty, they need to be trained and tested. Malaysia is definitely does not want to put her future at risk by electing no quality leaders. To ensure good quality leaders are produced, young generation or students who have interest to be leaders in the future have to employ the SA Model prior to their appointment as leaders in the future. The SA Model is ensuring all of the participants who have gone through and completed the model would be able to carry the job and responsibilities as leaders with flying colors. By doing this effort, Malaysia is able to accomplish her goal to be one of the most developed nations in the world by 2020. Malaysia, *CEMERLANG, GEMILANG DAN TERBILANG.*

Conclusion

The future leaders are very important for the success of any country. Choosing or having leaders with good quality and are able to manage the people, community and the country effectively need to be the main concern of the people today. No country is willing to put their future at risk by electing no quality leaders. Malaysia is no exception. The current leaders in Malaysia are working very hard to secure the security and the prosperity of the country in the future. However, if the leaders of the future fail to perform their responsibilities as what the existing leaders are doing, Malaysia may not be able to achieve her mission to be one of the most developed nations, socially, politically, and economically, by 2020. For that purpose, this paper is proposing the SA Model to be employed as a training module for the future leaders in this country. It is hope that, by employing the SA Model, Malaysia could ensure that the future leaders in this country meet all the leadership qualities that are needed to sustain the development and the prosperity of the country, yesterday, today and tomorrow.

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