“New” Competencies for University Man(agers) - Wisdom from the Heart

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What is Competency?

• the set of - managerial, conceptual, functional - skills, knowledge, abilities and, personal attributes that lead to competent behaviour (effective or successful performance)

• the differentiating factor of competent behaviour

• the most critical personal qualities (values) associated to the competent behaviour
Developing “global” talent

• Competent behaviours
  ➢ possess global worldview
  ➢ capable of challenging tasks
  ➢ meeting stretched targets

• Skills, knowledge, abilities
  ➢ communication, strategic thinking, co-learning, analytical, courageous

• Personal attributes
  ➢ positive outlook, proactive, people-oriented, ethical, disciplined, creative

• Framework
  ➢ appropriate training, feedback, recognition, rewards
Competency framework is the link between people-related functions with competent behaviour (performance) by which the competency outcome is achieved.
Competency Iceberg

- More difficult to (re)develop
- KIP-oriented (intrinsic, 90%)
- Not easily measurable

- Acculturation
  - Flexibility, self-control, build trust & wisdom,
  - Habitual behaviour, engaging mind set
  - Self-identity, self-worth, values,
  - Aspiration, drive, intention, higher purposes (justice)
  - Worldview, who are you?

- Easiest to develop
- KPI-based (extrinsic, 10%)
- Measurable

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water level  ______  ______  ______  ______  ______  Behaviour
Why Competency?

- initiated between late 1960s and early 1970s
- knowledge alone cannot predict performance
- traits correlates poorly with performance
- competency is a better predictor of success

1980s - performance management introduced
- performance-based manager = KPIs, human capital
Evolution of Human Capital Management

Period/Phase | Organisational Complexity
---|---
1900-1913 | Low
1914-1939 | ‘Welfare Officer’
1940-1979 | ‘Labour Manager’
1980-1990 | ‘Personnel Manager’ (Automation)
1991-present | ‘Human Capital Manager’

- Human Relations (1945-’60)
- Social Issue (1963-’80)
- Cost–Effectiveness (1980s-’90s)
- Technological Advances (1990-present)

...more holistic; more humane...

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Self-image

Traits

Motive

✓ Human capital
✓ Human being
HUMAN CAPITAL theory

Throughout Western countries, education has recently been retheorized under Human Capital Theory as primarily an economic device. Human Capital Theory is the most influential economic theory of Western education, setting the framework of government policies since the early 1960s. It is seen increasingly as a key determinant of economic performance.
A key strategy in determining economic performance has been to employ a conception of individuals as human capital and various economic metaphors such as “technological change,” “research,” “innovation,” “productivity,” “education,” and “competitiveness.” Economic considerations per se in the past, however, have not determined education.
Ultimate Aim: Up the Value Chain

We are Human Capital

...the materialist “me-first” ethos...
Down the Values Chain

Je suis
Human Capital
In *The Wealth of Nations* (1776) Adam Smith formulated the basis of what was later to become the science of human capital.

... In the modern Human Capital Theory all human behavior is based on the economic self-interest of individuals operating within freely competitive markets. Other forms of behavior are excluded or treated as distortions of the model.
Shariah Human Capital Development

HUMAN CAPITAL in ISLAMIC FINANCE

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A prominent explanation for that move is provided by a recent reformulation of Human Capital Theory which has stressed the significance of education and training as the key to participation in the new global economy. In one of its recent reports the OECD (1997a: 7) ...

In another report that explains internationalization in higher education as a component of globalization, the OECD (1997b:11) believes that “internationalism should be seen as a preparation for 21st century capitalism”.

http://eepat.net/springer/doku.php?id=human_capital_theory_and_education
...the (souless) human capital ecosystem...
Human capital are devoid of soul?

Where is the HEART?

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http://www.cliparthut.com
NURTURING HUMAN BEINGS
HUMAN CAPITAL

VOLUNTEERISM
LOVING CULTURE
CARING
1.2 MILLION IPT STUDENTS
2016 SOARING UPWARDS
MALAYSIAN HIGHER EDUCATION

FLEXIBLE EDUCATION
- Anytime
- Anyone
- Anywhere
- OPEN ENTRY | OPEN EXIT
- 2U2I (2 Years University + 2 Years Industry)

TECHNOLOGY
- GAMIFICATION
  - Fun & Engaging
  - Enhance Teaching & Learning
  - Communicative
- MOOCs & BOOCs
  - Open Online Learning
  - Global
  - Mobility

MULTIDISCIPLINARY APPROACH
- INTER-FACULTY
  - Doctor + Accountant
  - Engineer + Lawyer

COMMONALITIES
- ONE SYSTEM
  - 600k Students
  - 80k Lecturers

COLLEGIALITY
- RESPECT
- TEAM WORK
- RESOURCE OPTIMIZATION

VOLUNTEERISM
- LOVING CULTURE
- CARING
- 1.2 Million IPT Students

HUMAN BEINGS
- HUMAN CAPITAL

MULTILINGUALISM
- العربية
- 普通話
- français

COLLABORATION
- Universities
- Polytechnics
- Community Colleges
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Economic Needs

STEM Technological Needs

Spiritual Needs?

VOID
Qur’an 17:36: … Indeed, the hearing, the sight and the heart (intellect) - about all those [one] will be questioned.
• And do not pursue that of which you have no knowledge. Indeed, the hearing, the sight and the heart (intellect) - about all those [one] will be questioned.

- Qur’an 17:36
• So have they not traveled through the earth and have hearts by which to reason and ears by which to hear? For indeed, it is not eyes that are blinded, but blinded are the hearts which are within the breasts.

- Qur’an 22:26
Justice is not a particular virtue, but the balanced sum of several virtues.
Justice

- denotes placing things in their "rightful" place. Outwardly, it concerns with relationships between one and the others in ensuring just and fair treatment. Intrinsically, it relates to oneself and to God. It is about giving what is due, to whom it is due, and the way it is due. It is foremost about managing one’s self, before applying it to fellow humans, the society, and to God. It is about creating a state of Balance.

Wisdom
- the human quality of knowing deeply and acting aptly in accordance to primal instinct that distinguishes true from false in making conscious Balanced decisions.

Courage
- the act to ensure the harmonious state of Balance in managing anger, display of desires and domination.

Temperance
- a state that is naturally inclined to do what is "right" in the right measure, the right way, at the right time, and in the right situation. It indicates the Balancing of the appetitive faculty by the intellect and the Law.

# Courage and Temperance are subsumed under the rule of Wisdom and Justice.
Justice is not a particular virtue, but the balanced sum of several virtues.
Balancing al-Ghazali’s 4 Principal Virtues

- **Wisdom** is balanced, it brings forth:
  - discretion
  - excellence
  - understanding of the subtle implications of actions, and
  - the hidden defects of the soul.

- **Courage** is a quality that gives rise to **nobility**, endurance, dignity and suppression of rage.

- **Temperance** when balanced will result in **generosity**, modesty, patience and tolerance.

The *equilibrium* of these principal virtues is how all good traits of leadership proceed in the service of **Justice**.
Imbalances of al-Ghazali’s 4 Principal Virtues

➢ When *Wisdom* is out of balance, it brings forth the result includes being: cunning, swindling, deception and slynness

➢ *Courage* when unbalanced gives rise to recklessness, pride, arrogance, conceit and quickness of anger.

➢ *Temperance* when in excess leads to greed, cupidity, ostentation and immorality.

The *disequilibrium* of these principal virtues is how all the same traits failures to deliver Justice.
Al-Ghazali’s Principal Virtues

- **Wisdom**
- **Courage**
- **Temperance**
- **Justice**

**Qalb**

Body -- Mind -- Soul

**HIGH (+)**

**LOW (-)**

(consciousness axis)

**ADAB**

-the purposeful act by which **Justice** is actualised
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- Economic Needs
- Technological Needs
- Spiritual Needs

VOID

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Human capital without a soul...

Oh my HEART?

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Spiritual Intellect Physical

Education \( \rightarrow \) Wisdom \( \rightarrow \) Justice

- nafs al-mutmainnah
- nafs al-lawwamah
- nafs al-ammarah

*Struggle with the Self*
“Educating the mind without educating the heart is no education at all.”

– Aristotle, Greek philosopher
...must balance!

...the heart of education is education of the heart
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JUSTICE WISDOM TEMPERANCE COURAGE
Thank you from the heart!
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