A nighttime photograph of the Kuala Lumpur skyline. The Petronas Twin Towers are the central focus, illuminated with purple and white lights. To their right, a large, bright orange and yellow firework is exploding in the dark sky. Other city buildings are visible in the background, some with warm yellow lights. The overall scene is festive and celebratory.

LEADERS AS ROLE MODELS : PURITY OF INTENTION AND PURPOSE

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IIUM
02nd APRIL 2013

1.INTRODUCTION

- **PETRONAS**, is ranked among Fortune Global 500's largest corporations in the world. *Fortune* ranks PETRONAS as the 95th largest company in the world in 2008 and 80th largest in 2009. It also ranks PETRONAS as the 13th most profitable company in the world and the most profitable in Asia Petronas provides a substantial source of income for the Malaysian government, with 45% of the government's budget dependent on Petronas' dividend, moreover in 2011 government actual balance has 5 percent deficit of Gross Domestic Product. (source: wikipedia. Accessed 1 April)

MAJOR CRISIS OF CONTEMPORARY CIVILISATION

- One of the major crises of contemporary civilization is unethical and corrupt leadership in politics, business, banking and government bureaucracy. The list of scandals as a consequence of unethical and corrupt practices in high places is indeed shocking. (See List of federal political scandals involving bribery, sexual misconduct, nepotism, cronyism, money politics, electoral fraud, kleptocracy in the United States. Wikipedia. Accessed 10 November 2012).
|Watergate, by the way, was one of the biggest political scandals in U.S. history.

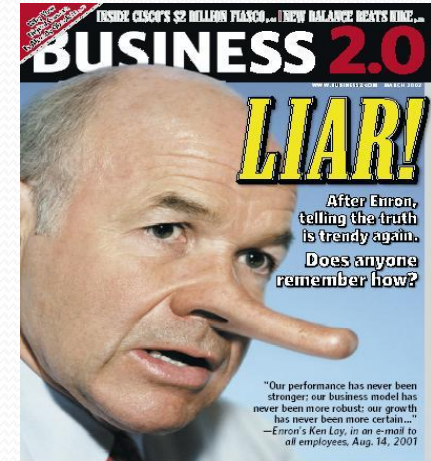
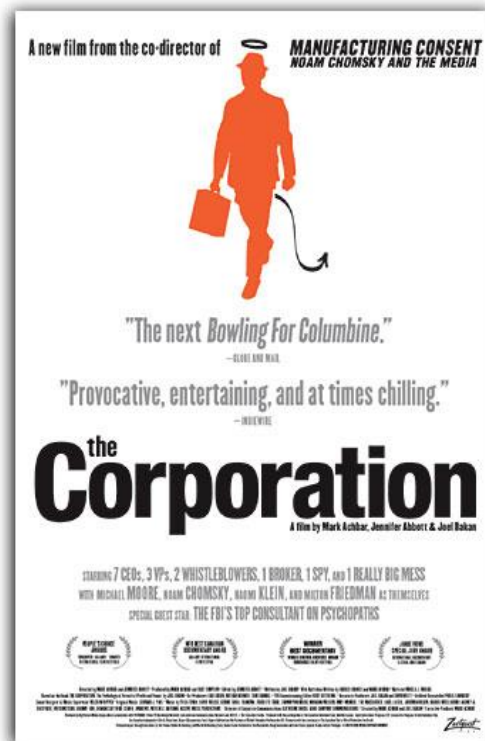


- Today the world is going through a major global crisis in economics, politics, governance environment, culture and ethics accompanied by moral scandals of unprecedented magnitude;



Corporate Accounting Scandals

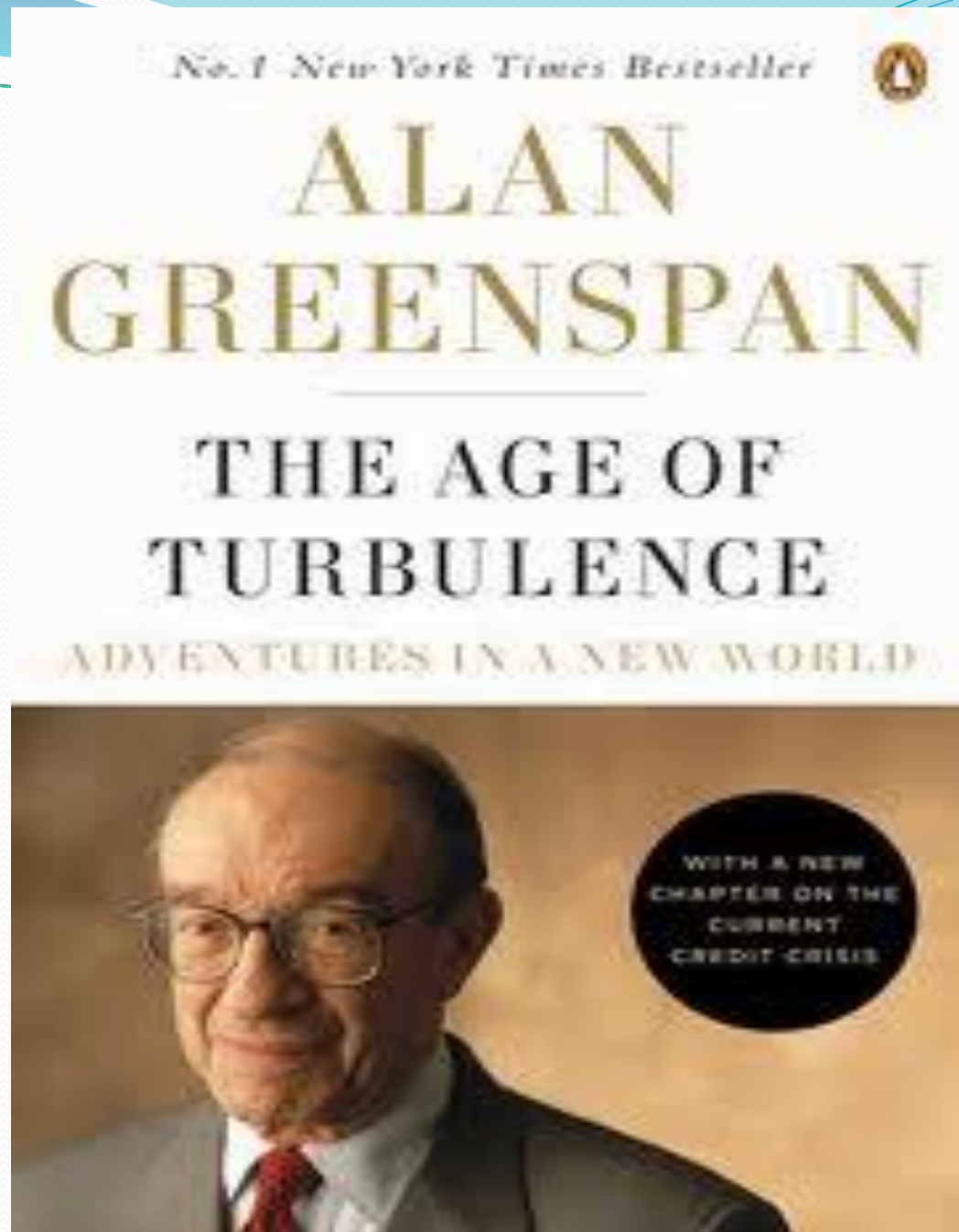
UNDERSTANDING THE
ENRON SCANDAL: THE
FUTURE OF BUSINESS
ETHICS

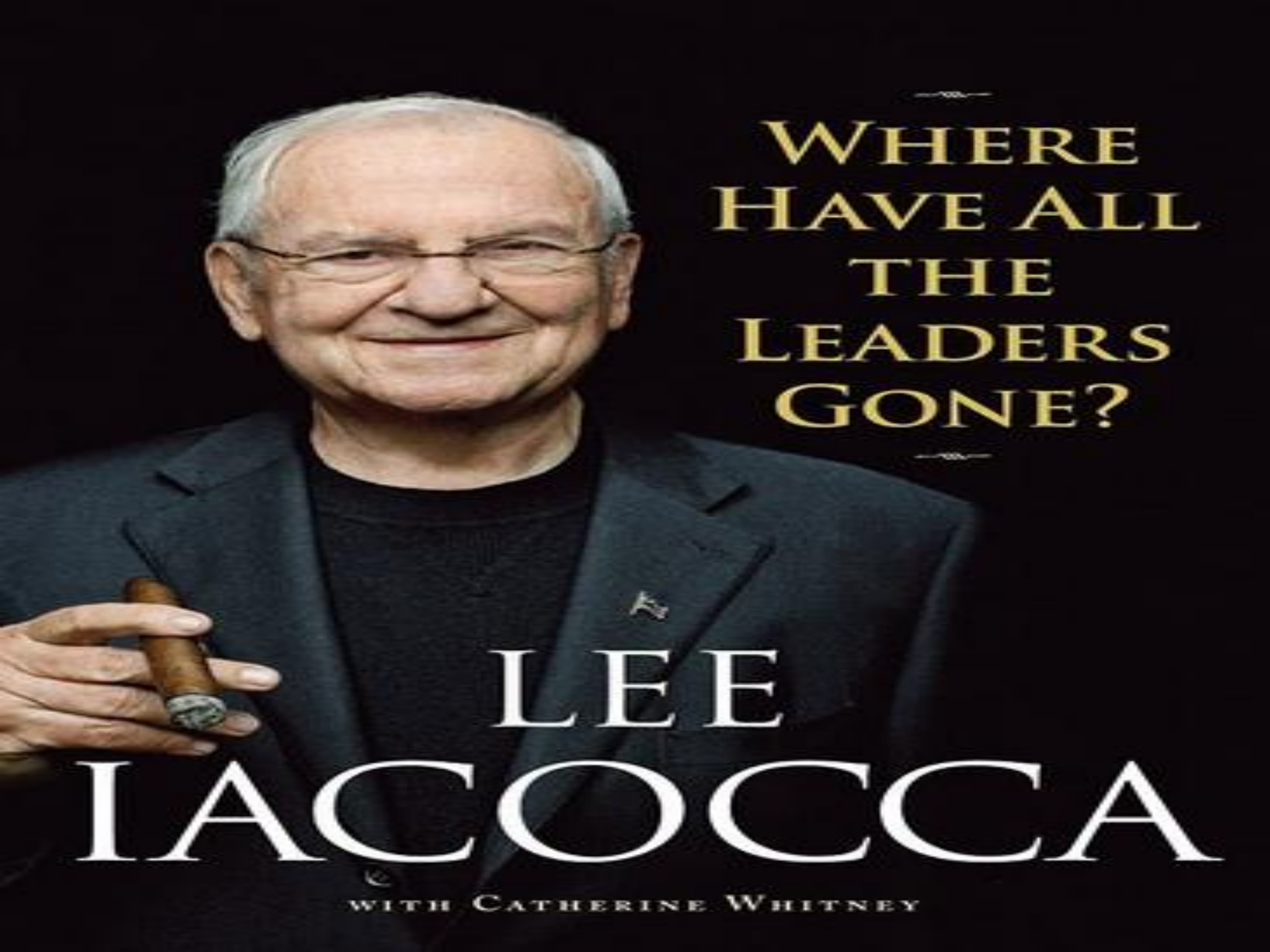


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| Company | Year | Audit Firm | Country |
|---|---------------|-------------------------|--------------------------------------|
| Freddie Mac | 2002 | Pricewaterhouse Coopers | United States |
| Merrill Lynch | 2002 | Deloitte & Touche | United States |
| WorldCom | 2002 | Arthur Andersen | United States |
| Parmalat | 2003 | Grant Thornton SpA | Italy |
| Nortel | 2003 | Deloitte & Touche | Canada |
| AIG | 2004 | Pricewaterhouse Coopers | United States |
| Bernard L. Madoff Investment Securities LLC | 2008 | Friehling & Horowitz | United States |
| Anglo Irish Bank | 2008 | Ernst & Young | Ireland |
| Satyam Computer Services | 2009 | PricewaterhouseCoopers | India |
| Olympus Corporation | Ernst & Young | Japan | <i>tobashi</i> using acquisitions |

The TURBULENCE is
In ECONOMICS,
BANKING,
POLITICS, CLIMATE,
ENVIRONMENT,
CULTURE,
ENTERTAINMENT,
as well as in the
HUMAN SOUL!



A portrait of Lee Iacocca, an older man with white hair and glasses, smiling and holding a cigar. He is wearing a dark suit jacket over a dark shirt. The background is dark.

WHERE
HAVE ALL
THE
LEADERS
GONE?

LEE
IACOCCA

WITH CATHERINE WHITNEY

2. LEADERS AS ROLE MODELS

TOP MANAGEMENT EXPECTATIONS OF HR LEADERS:

- **Significant Improvement** in communication with staff and proper management of staff expectation, not authoritarian, reactive, dismissive.
- **Significant Improvement** in information sharing with staff, not directive or **non-interactive**.
- **Significant Improvement** in building trust as good role models, not boss is always right irrespective
- **Significant Improvement** in meaningful engagement with staff, with requisite leadership attitudes of empathy and appreciation for work well done.



WHAT IT MEANS TO BE A LEADER?

- *Servant Leadership*
- *Transformational Leadership*
- *Turnaround Leadership*
- *Transactional Leadership*

- Leadership is the capacity to translate vision into reality. —Warren Bennis
- Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others. —Jack Welch
- A leader is one who knows the way, goes the way, and shows the way. —John Maxwell
- My own definition of leadership is this: The capacity and the will to rally men and women to a common purpose and the character which inspires confidence. —General Montgomery
- Leadership is lifting a person's vision to high sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations. —Peter Drucker

- To command is to serve, nothing more and nothing less. —
Andre Malraux
- The most dangerous leadership myth is that leaders are born—that there is a genetic factor to leadership. That's nonsense; in fact, the opposite is true. Leaders are made rather than born. —
Warren Bennis
- The key to successful leadership today is influence, not authority. —**Kenneth Blanchard**
- A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be. —**Rosalynn Carter**
- The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly. —**Jim Rohn**
- Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish. —**Sam Walton**

LEADERSHIP STYLES

Authoritarian

Paternalistic

Democratic

Laissez-faire

Leadership Styles

■ Authoritarian

- Directive behaviors
- Decides alone
- Focuses on tasks

■ Democratic

- Open communication
- Team leader
- Focuses on people

■ Laissez-Faire

- Permissive
- Abstains from leading
- Power with staff

■ Bureaucratic

- Insecure
- Knows the rules
- Impersonal

(High) THE FOUR LEADERSHIP STYLES

S
U
P
P
O
R
T
I
V
E

High Supportive and
Low Directive
Behavior

SUPPORTING
S3

High Directive and
High Supportive
Behavior

COACHING
S2

B
E
H
A
V
I
O
R

DELEGATING
S4

Low Supportive and
Low Directive
Behavior

S1

DIRECTING

High Directive and
Low Supportive
Behavior

(Low) ——— DIRECTIVE BEHAVIOR ———> (High)

HIGH

MODERATE

LOW

D4

D3

D2

D1

DEVELOPMENT LEVEL OF FOLLOWER(S)

Coaching the system to.....

Shared Goals

Foster
Communication

Break Silos

Get Unstuck

New strategies

Take Action

Get Clarity

Resolve Conflict

Deal with
Change

Alignment and
accountability

Minimize Toxins

Build Trust and
Respect

*Share
Leadership*

*Value
People*

**Servant
Leadership
Model**

*Develop
People*

*Provide
Leadership*

*Display
Authenticity*

*Build
Community*



3. PURITY OF INTENTION AND PURPOSE of a MUSLIM LEADER

THE TRANSCENDENT WORLDVIEW AS THE BASIS FOR UNDERSTANDING THE REALITY OF LEADERSHIP AND POWER. THE MUSLIM LEADER SUBSCRIBES TO THE FOLLOWING FUNDAMENTAL CONCEPTS:

CONCEPT of Divine Dominion and Ownership of all that exists, including all the natural resources as containing HIS SIGNS, HIS BOUNTIES, HIS GIFTS, HIS BLESSINGS, HIS KNOWLEDGE, HIS POWER, HIS MERCY, HIS PLAN, HIS DESIGN.

CONCEPTS of *KHALIFAH, IBADAH, AMANAH, RAA'IN, SHARI'AH, AKHLAQ, RIDHWAN ALLAH, GHADAB ALLAH, TAZKIYAH AL-NAFS, MUHASABAH, HALAL HARAM, AKHIRAH, YAWM AL-DEEN.*

OUR INTENTIONS AND PURPOSE must be in harmony with the above DOCTRINES and VALUES if we have faith in Allah SWT and the DAY of JUDGEMENT and the HEREAFTER, because:

- ❖ **LEADERSHIP** is not an honour (*tashrif*) but a moral responsibility (*taklif*) with **ACCOUNTABILITY** to Allah SWT in the HEREAFTER.
- ❖ **POWER** is a Divine trust (*amanah*) not a privilege or a right and must be tampered with justice, wisdom, moderation and restraint. Abuse of power or authority is betrayal of Allah's trust.
- ❖ **OBEDIENCE AND LOYALTY** to leaders are conditional upon fulfilment of the terms of reference and contractual obligations. True obedience and loyalty are the fruits of trust, respect and faith in the good character and behaviour of the leader.

- **INTENTION MUST BE UNTAINTED** with self-centred interests as it will be reflected in your behaviours. Your staff sees the behaviours that you demonstrate and determine the type of leader you are to them.
- **RELATIONSHIP WITH SUBORDINATES SHOULD CONSIST OF:**
 - **Clear direction** vs Vague/broad direction
 - **Coach & guide** vs Abandon
 - **Democratic/Participative/Collaborative** vs Authoritarian/Dictatorial/Tyrant
 - **Motivate/Inspire/Supportive** vs EGOISM, Belittle/Criticize/Ridicule
 - **Direct upfront talk** vs Talk from behind or backbiting
 - **Forgive** vs Blame
 - **Listen** vs Self centered

PROPHETIC LEADERSHIP AS THE BEST EXAMPLE

- Prophet Muhammad (peace and blessings be upon him) was both a prophet of Allah and a statesman. His leadership was most comprehensive and dynamic. He was the paragon of virtue and spirituality. He was a noble and compassionate teacher, guide, and reformer. He was a family man. Indeed, he was also a political leader. As a political leader the Prophet (peace and blessings be upon him) unified the Arabian peninsula, established a great state whose capital was Madinah, defeated his enemies, and had most successful military expeditions. However, his real political leadership was in the realm of morality and spirituality in which he conducted himself perfectly in situations of weakness as well as strength. His way of dealing in Makkah and Madinah indicates his great political leadership.

ABU BAKR'S LEADERSHIP PRINCIPLES

- Inaugural address. When all the Muslims, gathered in the mosque, had offered their allegiance to Abu Bakr, Abu Bakr rose to address them. After praising Allah and offering his tribute to the Holy Prophet of Islam, Abu Bakr addressed the congregation in the following terms: "O people, I swear by Allah that I never coveted the caliphate either by day or by night, nor had I any inclination towards it. I never prayed to God openly or in secrecy to confer the office on me. I merely accepted this office lest some mischief might arise at this critical juncture in the history of the Muslims and thereby adversely affect the interests of Islam.



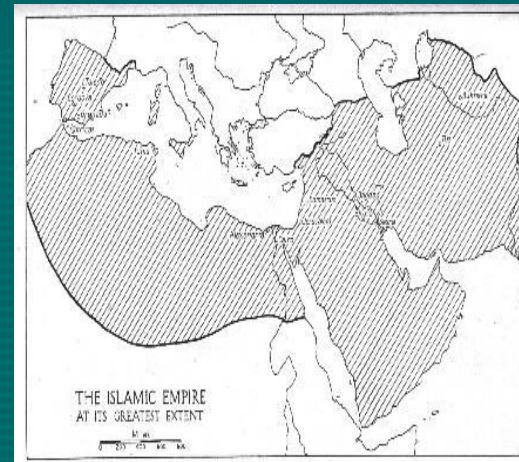
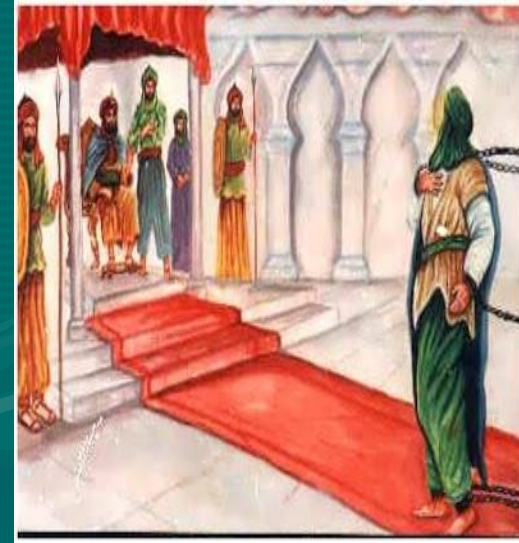
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- In fact a big task has been assigned to me which is beyond my power to fulfil except with the help of the Almighty Allah and your whole hearted cooperation. I wished to see the strongest of men in my place this day. Now, it is beyond doubt that I have been elected your Amir, although I am not better than you. Help me, if I am in the right; set me right if I am in the wrong. Truth is a trust; falsehood is a treason. The weak among you will be strong with me till, God willing, his rights have been vindicated; and the strong among you shall be weak with me till, if the Lord wills, I have taken what is due from him. Obey me as long as I obey Allah and His Prophet, when I disobey Him and His Prophet, then obey me not. And now rise for prayers; may God have mercy on you."



OMAR'S LEADERSHIP PRINCIPLES

- "O ye faithful! Abu Bakr is no more amongst us. After having led us for about two years, he has returned to His Maker. He has the satisfaction that he has successfully piloted the ship of the Muslim state to safety after negotiating the stormy sea. He successfully waged the apostasy wars, and thanks to him, Islam is now supreme in Arabia. Islam is now on the move and we are carrying Jihad in the name of Allah against the mighty empires of Byzantine and Persia.
- After Abu Bakr, the mantle of Khilafat has fallen on my shoulders. I swear it before God that I never coveted this office. I wished that it would have devolved on some other person more worthy than me.



- “But now that in national interest, the responsibility for leading the Muslims has come to vest in me, I assure you that I will not run away from my post, and ***will make an earnest effort to discharge the onerous duties of the office to the best of my capacity in accordance with the injunctions of Islam.*** “
- “In the performance of my duties, I will seek guidance from the Holy Book, and will follow the examples set by the Holy Prophet and Abu Bakr. In this task I seek your assistance. ***If I follow the right path, follow me. If I deviate from the right path, correct me so that we are not led astray.***”

**THE FOLLOWING LESSONS, PRINCIPLES
AND VALUES ARE DERIVED FROM THE
ADVICE AND ORDERS OF THE CALIPH
ALI TO HIS GOVERNOR MALIK ASHTAR**

- 1- Self restraint through serving the needs of people.
- 2- Mercy and compassion to all, Muslims and non-Muslims.
- 3- Keep a strict control on your desires and earnings.
- 4- Allah is your Supreme Ruler and Sovereign.
- 5- Never be **VAIN OR ARROGANT** as it “will weaken your faith in religion and will make you seek support of any power other than that of Allah.”





- 6- take care of needs and welfare of different groups and classes in society.
- 7- Beware of corrupt elites.
- 8- Uphold fairness, justice and impartiality.
- 9- Avoid those who assist evil and despotic rulers.
- 10- “Select honest, truthful and pious people as your companions. Train them not to be flatter you and not to seek your favour by false praises because flattery and false praises create vanity and conceit and they make a man lose sight of his real self and ignore his duties.”

11- Steadfast in truth and justice.
Let equity, justice and fairplay
be your motto.

12- Let judiciary be above every
kind of executive
pressure of influence, above
fear of favour, intrigue or
corruption.

13- Take good care of the poor,
protect them and their rights.

14- Beware of corrupt relatives and
friends.

15- ***BEWARE OF EGOTISM AND SELF
ADMIRATION.***

