

*“there is nothing to be feared in this world... its only to
be understood Marie Currie “*



MANAGEMENT LEADERSHIP FOR SEBAYANG FAMILY SERI 2

DISAMPAIKAN OLEH
NASRI SEBAYANG

Jakarta , 29 Agustus 2021

AGENDA SERI 2

- **PENGANTAR SERI 2**
- **FULL RANGE LEADERSHIP MODEL**
- **STRATEGY**
- **FIVE WAY MANAGEMENT**
- **EI & LEADERSHIP FOR BUSINESS PERFORMANCE**
- **LEADERSHIP ROLE**

Strategy is not about trying to predict the future

Predictions, Like Some Road Signs, Have Limited Value

“Trying to predict the future is like trying to drive down a country road at night with no lights while looking out the back window.”

Peter Drucker

“Never forecast anything, especially the future.”

Samuel Goldwyn



Change is an imperative – but managing change is a challenge

*“The best way to predict the future
is to create the future.”*

Peter Drucker

*“It must be considered that there is nothing more
difficult to carry out, nor more doubtful of
success, nor more dangerous to handle than to
initiate a new order of things.”*

Machiavelli - The Prince

TRANSFORMATION OF HUMAN SPECIES

TRANSFORMATION OF HUMAN SPECIES

- EVOLUTION OF GENUS HOMO	2.5 MILLION YEARS AGO
- HUMAN SPREAD FROM AFRIKA TO EURASIA	2 MILLION YEARS
- HOMO NEANDERTHAL EVOLVE	500.000 YEARS
- HOMO SAPIENS EVOLVE IN EAST AFRIKA	200.000 YEARS
- HOMO SAPIENS BEGINNING OF HISTORY	70.000 YEARS , COGNITIVE REVOLUTION
- EXTINCTION OF NEANDERTHALS	30.000 YEARS
- EXTINCTION OF HOMO FLORIENSIS	13.000 YEARS , AGRICULTURAL REVOLT.
- FIRST EMPIRE , AKKADIAN OF SARGON EXIST , HINDUISM , BUDHISM , PERSIANS , CHRISTIANS , MOSLEMS , OTHER FICTION	4.250 YEARS
- FIRST INDUSTRIAL REVOLUTION	200 YEARS
- FIRST NUCLEAR POWER UTILIZED	70 YEARS

NEW GENERATION ERA

- NEW GENERATIONS	70 YEARS
- TRADITIONAL OR SILENT GENERATION	BEFORE 1945
- BABY BOOMERS BORN	1946 – 1964
- GENERASI TIPE X	1965 – 1976
- GENERASI TIPE Y OR MILLENIAL	1977 – 1995
- GENERASI Z , iGEN or CENTENNIAL	1996 – TBD

Workplace Characteristic	Veterans (1922-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Generation Y (1981-2000)
Work Ethic	Respect authority, Hard work, Age = seniority, Company first	Workaholics, desire quality, question authority	Eliminate the task, Self-reliant, Want structure and direction, Skeptical	What's next, Multitasking, Tenacity, Entrepreneurial
Work is...	An obligation	An exciting adventure	A difficult challenge, A contract	A means to an end
Leadership Style	Directive, Command and control	Quality	Everyone is the same, Challenge others, Ask why	Remains to be seen
Communication	Formal Memo	In person	Direct, Immediate	Email, Voice mail
Rewards & Feedback	No news is good news, Satisfaction in a job well done	Money, Title Recognition, Give me something to put on the wall	Sorry to interrupt, but how am I doing? Freedom is the best reward	Whenever I want it, at the push of a button, Meaningful work
Motivated By	Being respected	Being valued and needed	Freedom and removal of rules	Working with other bright people
Work/Life Balance	Keep them separate	No balance "Live to work"	Balance "Work to live"	Balance – It's 5pm – I've got another gig
Technology is...	Hoover dam	The microwave	What you can hold in your hand: PDA, cell	Ethereal - intangible

INDUSTRY REVOLUTION

1ST..... Steam engine

2nd Technological Revolution and Electric Power

3RD Mass Line Product and computerization

4TH.... Digital revolution

5TH ???

ALASAN ALASAN IMPERIALISM

- **IMPERIALISME 1 : 1000 M – 1900 M**

Penguasaan lahan , hasil bumi , kekayaan alam

- **IMPERIALISME 2 : 1900 M – 2000 M**

Penguasaan

- **IMPERIALISME 3 : 2000 M – NOW**

Penguasaan data

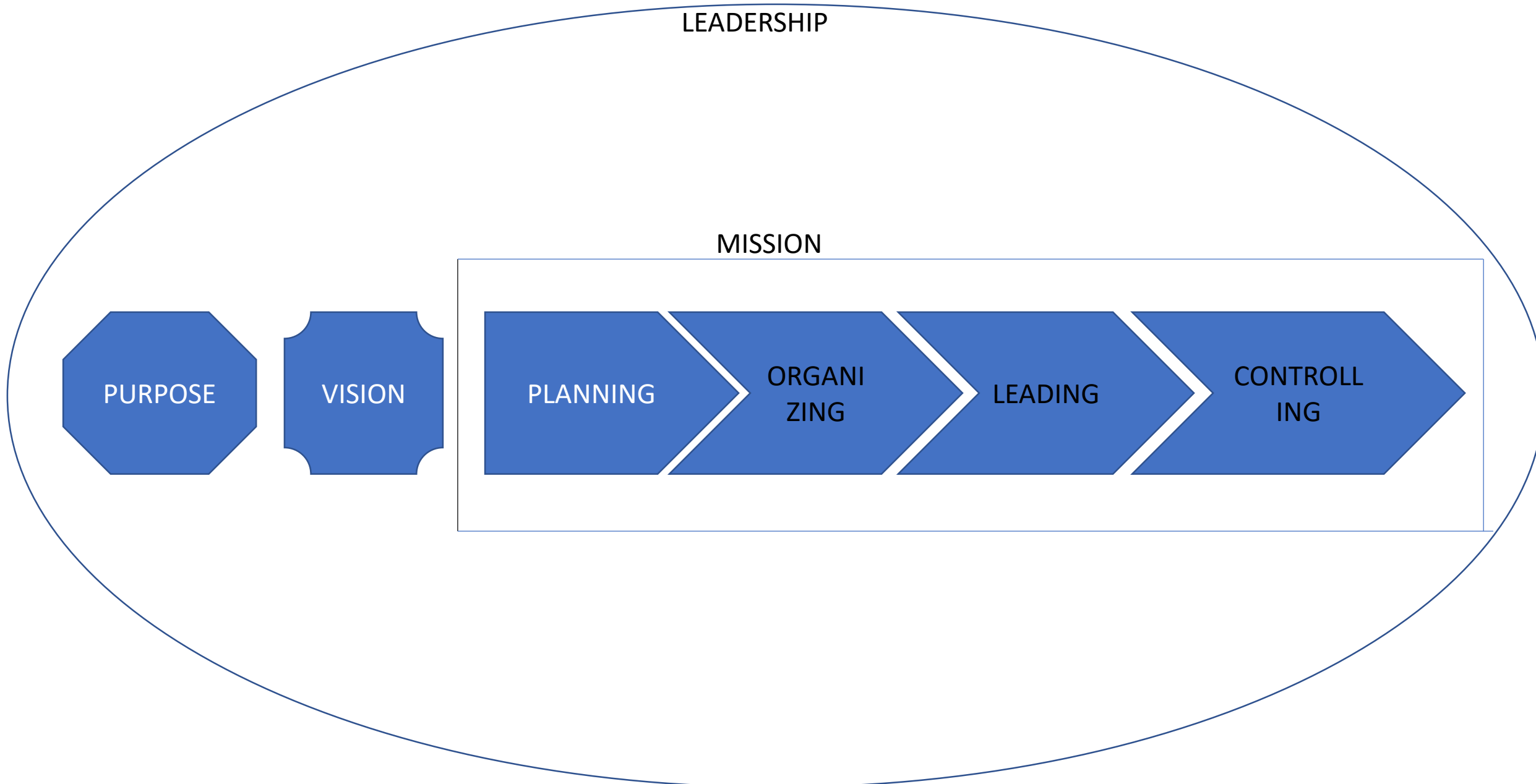
WORLD SITUATION TODAY

DISRUPTION ERA

ABUNDANCE THINKING

VUCA : VOLATILE , UNCERTAIN , COMPLEX , AMBIGUE

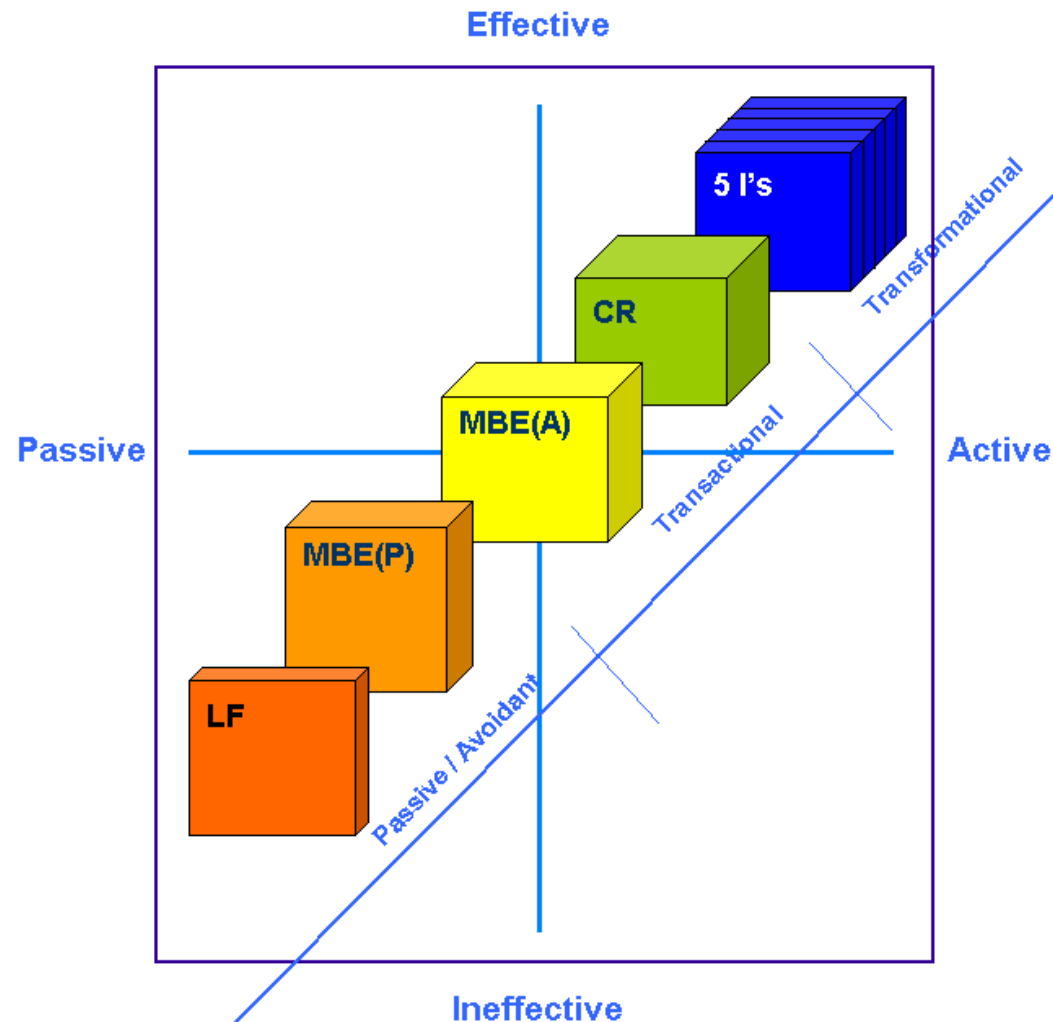
**INDUSTRIAL REVOLUTION 4.0 OR 5.0 ,
Blurr the line between physical , digital and biological spheres**



AGENDA SERI 2

- PENGANTAR SERI 2
- **FULL RANGE LEADERSHIP MODEL**
- STRATEGY
- FIVE WAY MANAGEMENT
- EI & LEADERSHIP FOR BUSINESS PERFORMANCE
- LEADERSHIP ROLE

Full Range Leadership Model (Bass & Avolio)



Transformational leadership behaviours

- trainable
- superior performance outcomes

Transactional leadership behaviours

= performance 'at expectations'

Non-transactional management (passive avoidant leadership)

= negative performance outcomes

TRANSFORMATIONAL LEADERSHIP (5Is)

1. Idealised Attributes – Creating Shared **Vision**
2. Idealised Behaviours – Promoting **Value**-based Mission
3. Inspirational Motivation – Inspiring Needs Satisfying **Change**
4. Intellectual Stimulation – Stimulating **Innovation**
5. Individualised Consideration – **Developmental** Coaching

TRANSACTIONAL LEADERSHIP

Contingent Reward (Constructive)

- Management By Objectives
- Results lead to Rewards
- Performance up to Expectations

Management By Exception (Active)

- Rules, Exceptions & Deviations Focus

Management By Exception (Passive)

- Fire-fighting

Laissez Faire

- Avoidance

OUTCOMES

1. Extra Effort

1. Do More
2. Try Harder
3. Success oriented

2. Effectiveness

1. Meet Needs of individual members
2. Meet Needs of group
3. Meet Needs of organisation

3. Satisfaction

1. In group relations
2. In team membership
3. With leadership methods



You can drag a horse to water but you can't make it drink unless it is thirsty

This paper reviews preliminary results of a field study that examined the impact of a LD program on MLQ. Results indicated that there were some positive effects of the training on increased ratings of transformational leadership.

By Avolio and Bass, 1998

Leadership

coping with change

1. What needs to be done:
setting a direction
2. To accomplish an agenda:
aligning people
3. Doing the job:
motivating and inspiring

Management

coping with complexity

1. What needs to be done:
planning and budgeting
2. To accomplish an agenda:
organising and staffing
3. Doing the job:
controlling and problem
solving

Leadership

- Leader:
 - An individual within a group or an organisation who exercises the most influence over others
- Leadership:
 - The process whereby one individual influences other group members toward the attainment of defined group or organisation goals
 - It involves non-coercive influence (i.e. non-violent)
 - It is goal-directed
 - It requires followers
- Characteristics of successful leaders
 - Drive / desire for achievement
 - Honesty and integrity
 - Leadership motivation
 - Self-confidence
 - Cognitive ability / intelligence
 - Knowledge of the business
 - Creativity
 - Flexibility

Effective leadership

- **Authenticity**
 - Walton (Walmart) & Kampfrad (IKEA) living and breathing efficiency
- **Decisiveness**
 - Ability to decide (even in the absence of information)
 - Accept responsibility and share credit
- **Personal touch**
 - Build relationships and be accessible/approachable
 - use informal communication, personal touch (no micromanagement)
 - Leader as teacher
- **Communication**
 - Communicate vision and strategy
 - Sustaining an effective organisational culture
- **Ever forward**
 - Keep the energy up & optimism
- **Emphasizing ethical practices and core values**

Leadership behavior: what do leaders do ?

- Participative Leadership Style
 - Leader permits subordinates to take part in decision making
 - Delegating
 - Leader permits others to make decisions
- Autocratic Leadership Style
 - Leader makes all decisions unilaterally
 - Controlling everything
 - Leader is not influenced by others
- Person-oriented versus production-oriented leaders
 - Welfare of subordinates versus task performance
- Charismatic Leadership style
 - Situation of crisis
 - Extra-ordinary personal qualities
 - A radical vision offering a solution to the crisis (environmental sensitivity)
 - A set of followers attracted to the leader who come to believe in the radical vision

Change-oriented Leadership

- One needs to distinguish between transactional and transformational leadership
 - transactional leaders “buy” their support (wheeling & dealing)
 - Transformational Leadership: leaders use their charisma to transform and revitalize their organizations
- Transformational leaders
 - are innovative, enthusiastic, empowering
 - have a sense of direction
 - are change agents
 - methods of development
 - formal training
 - development activities
 - self-help activities
 - best developed in their own work situations (learn by doing, skilled coaching)

AGENDA SERI 2

- PENGANTAR SERI 2
- FULL RANGE LEADERSHIP MODEL
- **STRATEGY**
- FIVE WAY MANAGEMENT
- EI & LEADERSHIP FOR BUSINESS PERFORMANCE
- LEADERSHIP ROLE

What is it?

- **STRATEGY**

Secara sederhana strategi adalah apa yang dikerjakan dan apa yang tidak dikerjakan.

Strategi adalah tentang membuat pilihan pilihan (choices) , tetapi juga membuat opsi opsi dengan batasan sesuai *purpose* (*Ian Buchanan , Booz Allen Hamilton*)

Strategy is a course of action for achieving an organizations purpose . (Strategic Synthesis , Bob De wit and Ron Meyer)

- Strategi adalah Jalan untuk pencapaian tujuan , seni perencanaan untuk mencapai tujuan , berdampak pada Perusahaan dan Share holder value , keinginan terhadap apa yang dikerjakan dan tidak dikerjakan , serta pilihan pilihan yang diambil dari berbagai opsi (atas dasar analisis internal dan eksternal serta eksperimen) . (DR Martyn Rademaker) .

What is

- **STRATEGIC PROCESS :**

logic vs creative (strategic thinking) , revolusi vs evolusi (strategic change) , dan sabar/hati hati vs mendesak/darurat (strategic formation)

- **STRATEGIC LEVEL**

Pribadi , tim/group , organisasi dan industri keseluruhan

- **STRATEGIC CONTENT**

Sumberdaya vs pasar ,(business level strategy) , kesinergian vs ketanggapan (corporate level strategy) , kompetisi vs kooperasi (network level strategy)

- **STRATEGIC CONTEXT**

Control vs Chaos (organizational context) , pilihan vs kesesuaian (industry context) , dan global vs local (international context)

PERUBAHAN (CHANGE)

- **STRATEGIC ADJUSTMENTS**

Perubahan taktis sehari-hari yang diperlukan , melakukan perbaikan jasa dan pelayanan secara incremental

- **STRATEGIC REORIENTATION**

Meliputi perubahan strategi yang ada dan pada kasus tertentu melakukan perubahan strategi keseluruhan

- **TRANSFORMATION CHANGE**

Melibatkan tidak hanya strategi baru tetapi juga mentransformasikan model bisnis yang mengarah kepada produk produk baru pelayanan pelanggan. Proses ini butuh kompetensi dan kemampuan baru

- **CORPORATE TURN AROUND**

Restrukturisasi Perusahaan secara total agar apatdibawa kembali kepada keadaan normal dan siap berkembang .

- **JARINGAN KERJA (*NET WORKING*) & MODAL SOSIAL (*SOCIAL CAPITAL*)**

- Sisi lain pengembangan pribadi untuk dapat menjadi Leader yang efektif adalah dengan meningkatkan modal sosial (*social capital*) yaitu dengan memperluas jaringan kerja (*net working*) .
- Apabila modal intelektual adalah apa yang kita ketahui (*what we know*) , maka modal sosial adalah siapa yang kita ketahui dapat membantu tercapainya tujuan (*who you know to make things happen*) .
- Pengembangan modal sosial saat ini dapat dikatakan merupakan seni dan kemampuan manajemen yang paling penting sebagai tambahan terhadap modal intelektual .
- Jaringan kerja merupakan proses sistematis membentuk dan memelihara hubungan dengan orang lain . Jaringan kerja strategis membuat seorang Leader menjadi baik , dan jaringan yang lebih baik membuat seseorang menjadi Leader yang lebih baik lagi .
- Jaringan kerja harus didasarkan kepada hubungan yang bermutu dan menguntungkan kepada kedua belah pihak baik sebagai individu maupun anggota organisasi .
- Jaringan kerja diperlukan sebagai aktifitas profesional , salah satu batu penjur (*corner stone*) untuk menjadi *Leader* yang efektif dan merupakan investasi jangka panjang .
- Jaringan kerja juga dapat dinilai sebagai satu cara untuk memperluas perspektif dan berhubungan dengan ide ide yang berbeda , pengetahuan dan pengalaman , sebagai dukungan vital yang diperlukan pada masa masa sulit , perubahan maupun dalam keadaan posisi tertekan .

Adapun *net working Contact* adalah sebagai berikut :

- *Stakeholders* : merupakan orang orang yang dapat membantu mencapai tujuan , target , standard dan lain lain.
- *Allies / Sekutu* merupakan orang orang yang dapat memberikan pertolongan pribadi , dukungan moral dan nasehat yang tidak bias
- *Strategic Contacts* merupakan orang orang yang dapat membantu mencapai misi organisasi
- *Personal Contact* merupakan orang orang yang dapat membantu pengembangan kerja dan karir .
- Modal sosial yang baik adalah jaringan kerja yang berkualitas tinggi .
- Kualitas tinggi berarti bahwa jaringan kerja dibentuk atas dasar pembinaan hubungan yang menghargai perbedaan , jujur dan bersahabat , dapat dipercaya dan memegang janji , committed , sportif dan adil , tegar , etis , berpikiran terbuka , mendukung , menjadi pendengar yang baik , decisive , sopan dan berkelanjutan (*sustain*) .
- Tentu tidak mudah memenuhi seluruh persyaratan tersebut , memerlukan kemampuan berkomunikasi dan seni mendengarkan (*art of listening*) . *Art of listening* oleh sebagian ahli dianggap sebagai ilmu yang paling sulit!
- Disamping itu pengembangan modal sosial membutuhkan rasa percaya (*trust*).
- TRUST dapat diraih dengan cara :

Treat people with respect

Respond to people

Unite people

Self management / discipline

Toughness

LEADERSHIP MATTER

Leaders make the difference, they provide:
VISION, VALUE, and COURAGE
(V V C)

Leadership Matters: ...
VISION

“If you do not know where you are going, every road will get you nowhere”

(Henry Kissinger)

VISION AND STRATEGY

- Strategies are ways of pursuing the vision and mission (road map)
- Forming and communicating strategies is part of leadership: 'showing the way''
- Armies 'win in advance' through strategies (Sun Tzu, @100 BC)
- Strategies must be perceived by followers or subordinates as rational, intelligent and consonant with values

Leadership Matters: ...

VALUE

- **Character**
- **Honesty Integrity**
- **Culture**
- **Role Model**

Leadership Matters: ...

COURAGE

Professional Competence (Three Pillars)

- 1. Knowledge – continuous process**
- 2. Skill – training & experience**
- 3. Attitude - motivated, positive, contributive**

Foundation: **Character**
 Honesty
 Integrity

Execution: **Implementation**
 Timing - Speed
 Precision - accuracy

LEADING

1. Selecting People : Finding and choosing people for positions and for advancement within organization.
2. Motivating : Inspiring, encouraging, and impelling people to take required action.
3. Communicating : Creating understanding among people so they can act effectively
4. Decision making/Problem Solving : Reaching the conclusions and judgment necessary for people to act.
5. Developing People : Helping people to improve their knowledge, attitude and skills.

Segment:

- 1). Performance Appraisal
- 2). Performance Coaching
- 3). Development Activities

6. Empowering

In Search of Leadership

- Leadership is not about Positions/Seniority
- Leadership is about what you do and how you behave
- People in leadership position is not necessarily leading
- Leaders can exist at nearly all levels of the organization
- Leaders need followers

- Contextual Leadership:
 - External Forces
 - Internal Dynamics
- Cases :
 - Soekarno - Soeharto
 - Habibie - A. Wahid
 - Megawati - Soesilo Bambang Yudhoyono

CONVENTIONAL LEADERSHIP

Ki Hadjar Dewantoro:

Ing Arso Sung Tulodo

Ing Madyo Mangun Karso

Tut Wuri Handayani

Tanri Abeng:

Leading, Inspiring, Motivating

STRATEGIC THINKING PLN

CAPACITY AND FINANCING

PRIMARY ENERGY

PROCUREMENT EXCELLENCE

OPERATIONAL EXCELLENCE

COMMERCIAL EXCELLENCE

STAKE HOLDER MANAGEMENT & REGULATORY AFFAIRS

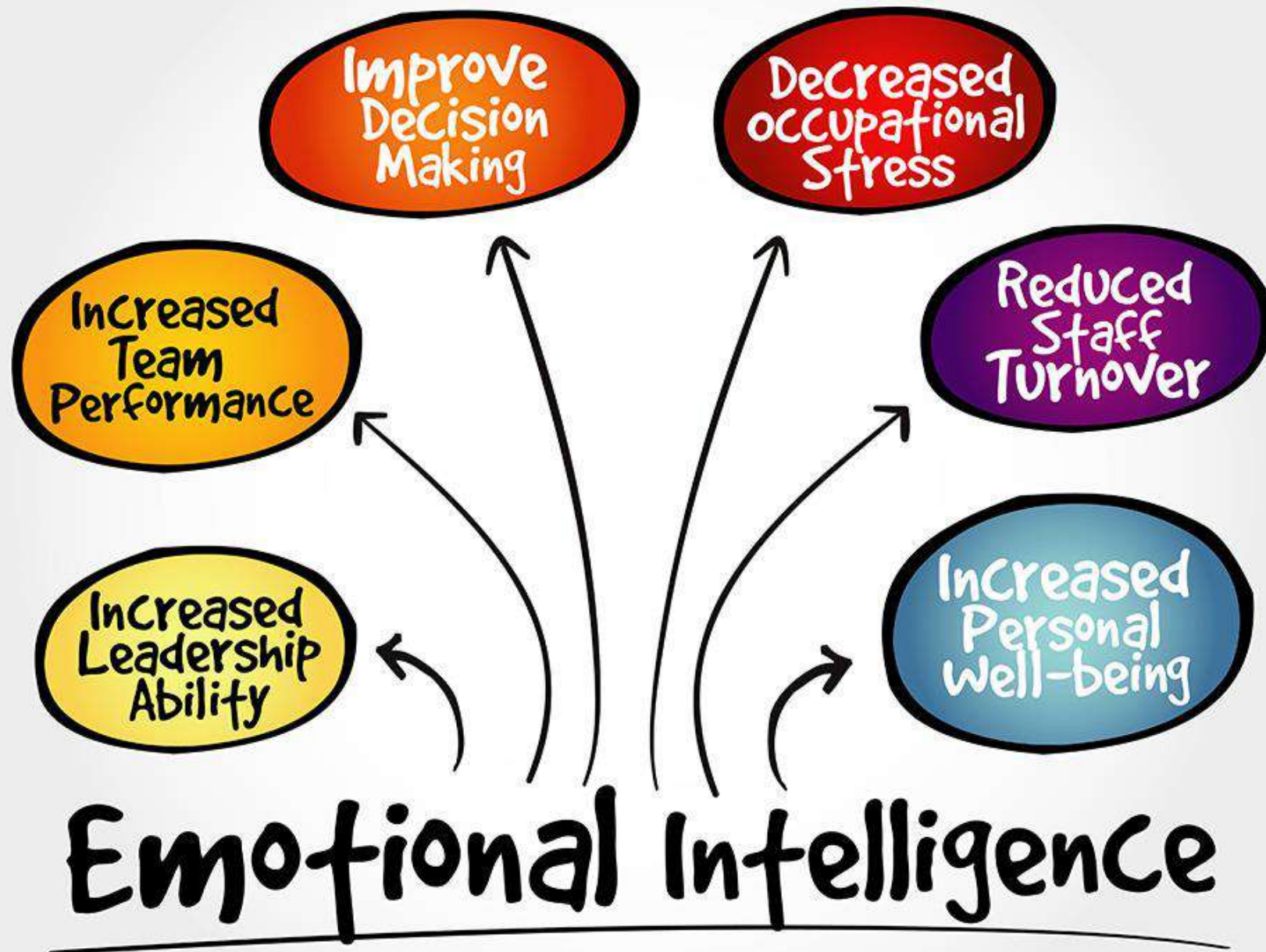
HIGH PERFORMANCE CULTURE & LEADERSHIP

POSITIVE IMAGE AND MARKET CONFIDENCE

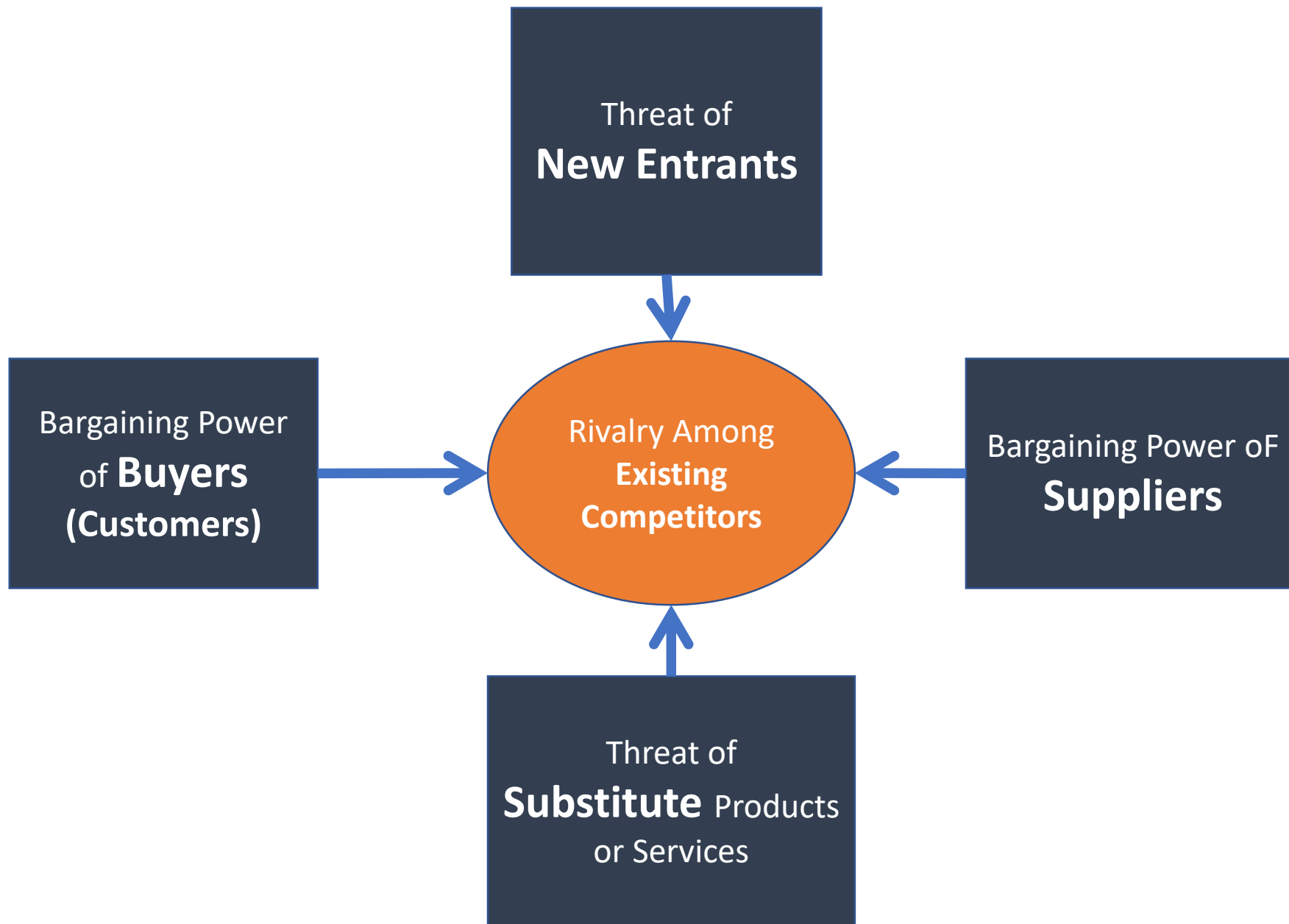


EMOTIONAL INTELLIGENCE

How Emotional Intelligence Improves
Business Performance







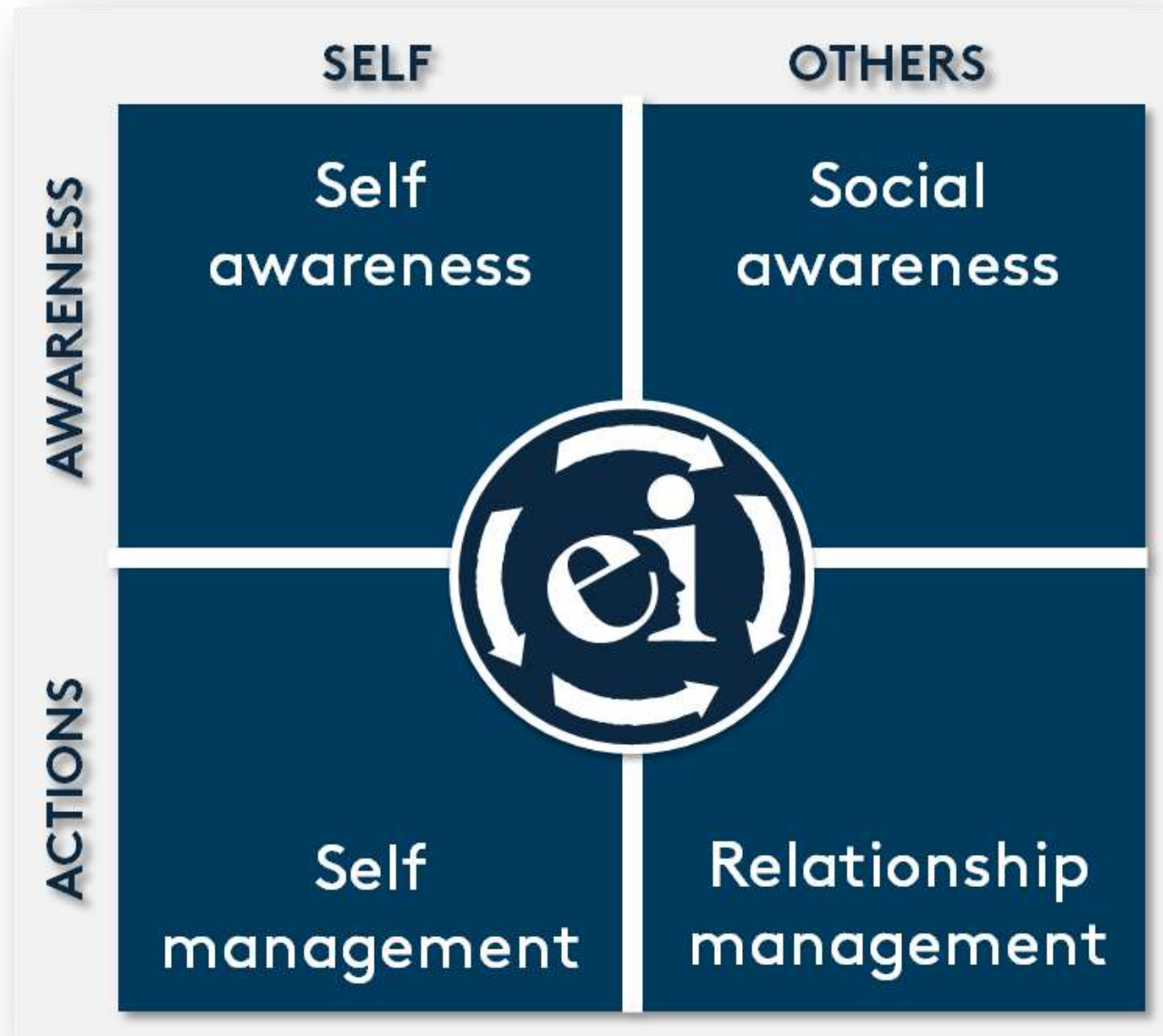
5 competitive forces Michael Porter

Kegagalan mencapai **Kinerja Unggul, dan kalah dalam persaingan**

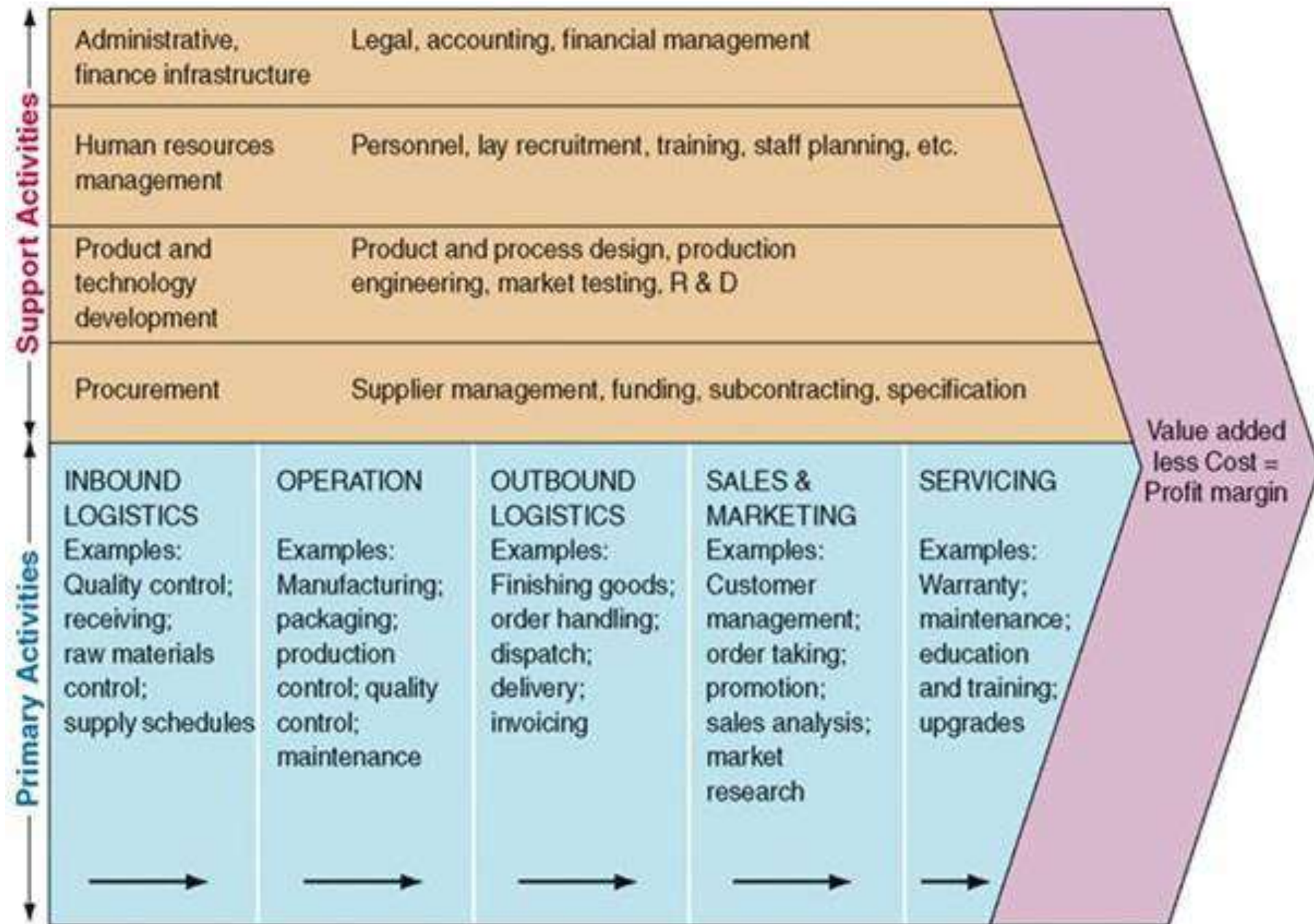
- ☐ Kesulitan dalam menangani perubahan
- ☐ Ketidakmampuan bekerja dengan baik dalam tim
- ☐ Hubungan interpersonal yang buruk.

Mencapai Kinerja UNGGUL

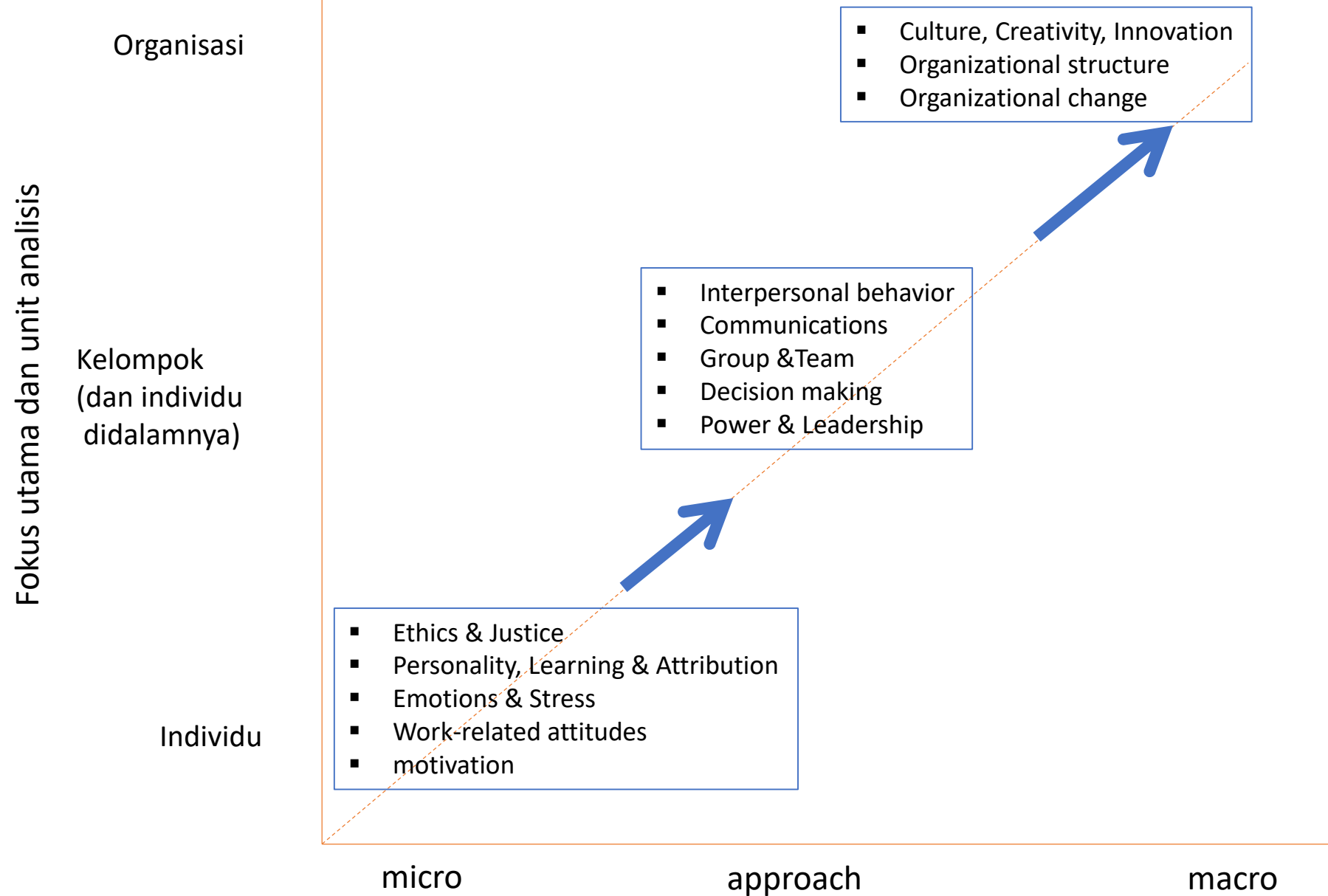
1. **Kenali** Diri Sendiri
2. **Kenali** Team dan Bisnis anda
3. Meletakkan **Sasaran yang Jelas dan Prioritas**
4. **Follow through**
5. **Beri Penghargaan** pada pekerja yg berprestasi
6. Tumbuhkan kemampuan Tim secara terus menerus melalui pemberian tantangan baru



<i>SELF</i> <i>Personal Competence</i>	<i>OTHERS</i> <i>Social Competence</i>
<u><i>Self - Awareness</i></u> 1. <i>Emotional self –awareness</i> 2. <i>Accurate self- assesment</i> 3. <i>Self-confidence</i>	<u><i>Social - Awareness</i></u> 1. <i>Emphaty</i> 2. <i>Service orientation</i> 3. <i>Organizational awareness</i>
<u><i>Self - Management</i></u> 1. <i>Self-control</i> 2. <i>Trustworthiness</i> 3. <i>Optimism</i> 4. <i>Adaptability</i> 5. <i>Achievement drive</i> 6. <i>Iniative</i>	<u><i>Relationship - Management</i></u> 1. <i>Developing Others</i> 2. <i>Influence</i> 3. <i>Communication</i> 4. <i>Conflict Management</i> 5. <i>Leadership</i> 6. <i>Change Catalyst</i> 7. <i>Building bonds</i> 8. <i>Teamwork & Collaboration</i>



Level analisis dalam OB (**Greenberg**, 2010)



SWOT Analysis

I
N
T
E
R
N
A
L

STRENGTHS

Examples:
Special expertise, reputation, cost advantages, technology advantages, etc.

WEAKNESSES

Examples:
Limited service lines, marketing deficiencies, management or staff problems, etc.

E
X
T
E
R
N
A
L

OPPORTUNITIES

Examples:
New technology, lack of dominant competition, new markets or services, etc.

THREATS

Examples:
New or increased competition, insurance plan changes, adverse demographic changes, adverse govt. policies, economic slowdown, etc.

SWOT

Strengths



Weaknesses



Opportunities



Threats



VRIO AND DISRUPTION

VRIO

- ***Tools*** untuk menganalisa sumber daya dan kapabilitas perusahaan serta potensinya sebagai daya saing yang berkelanjutan bagi perusahaan dan mencapai KINERJA unggul.

RESOURCE-BASED VIEW



Barney, VRIO framework

Value

- Does it provide competitive advantage?

Rareness

- Do other competitors possess it?

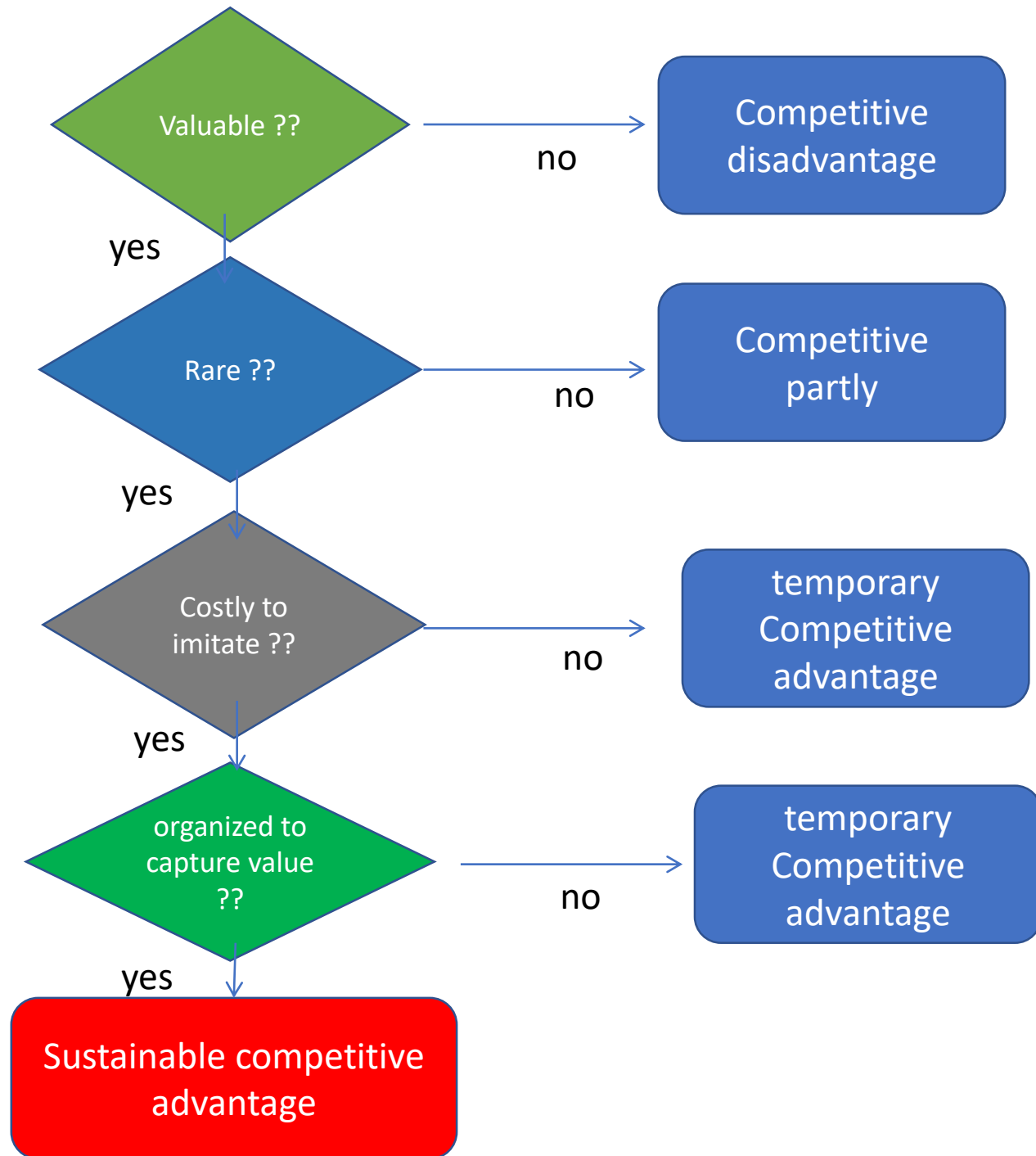
Imitability

- Is it costly for others to imitate?

Organization

- Is the firm organized to exploit the resource?

- **1. Valuable, if resources**
 - **adds value**
 - (by enabling a firm to **exploit opportunities or defend against threats**)
 - **increase the perceived customer value.**
 - (by increasing **differentiation or/and decreasing the price of the product**)
- **2. Rare, if resources**
 - Only be acquired by **one or very few companies**
- **3. Costly to Imitate**
 - Imitation can occur in two ways by **duplicating** and **substituting**)
- **4. Organized to Capture Value**
 - **management systems, processes, policies, organizational structure and culture**



VRIO Model Framework



Is it VALUABLE?	Is it RARE?	Is it difficult to IMITATE?	Is the firm properly ORGANIZED?	What is the RESULT?
NO				<u>No Competitive Advantage</u>
YES	NO			<u>Competitive Equality</u>
YES	YES	NO		<u>Short-term Competitive Advantage</u>
YES	YES	YES	NO	<u>Unused Competitive Advantage</u>
YES	YES	YES	YES	<u>Long-term Competitive Advantage</u>

Adapted from www.snipview.com

Rumah Perubahan



DISRUPTION



“

TAK ADA YANG TAK BISA DIUBAH SEBELUM DIHADAPI
MOTIVASI SAJA TIDAK CUKUP “

Menghadapi Lawan-Lawan Tak Kelihatan dalam Peradaban Uber

Dhenald Kasali

disruption

- **Disruption = Opportunity**

- Setujukah anda ?

disruption

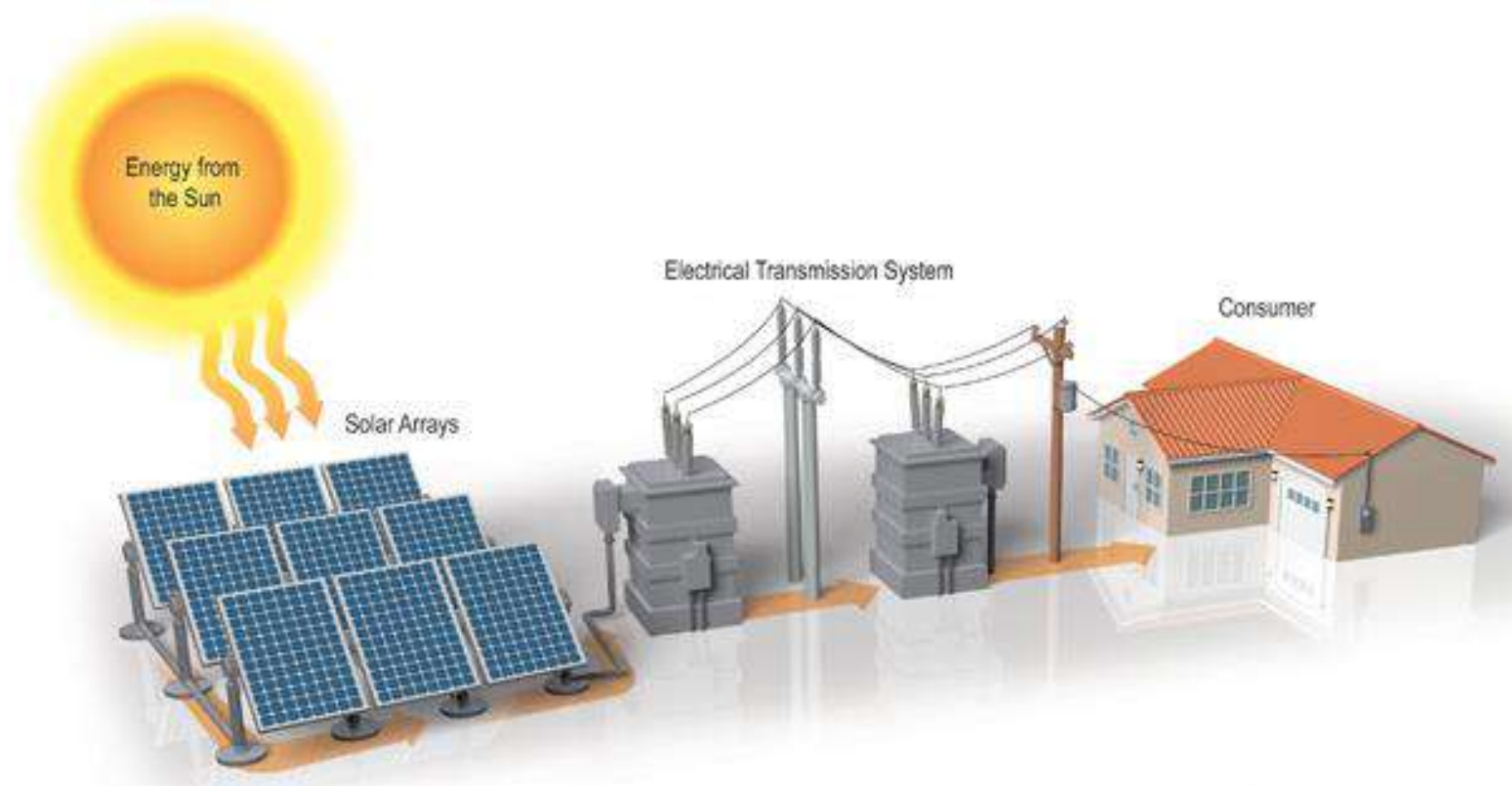
Atau....

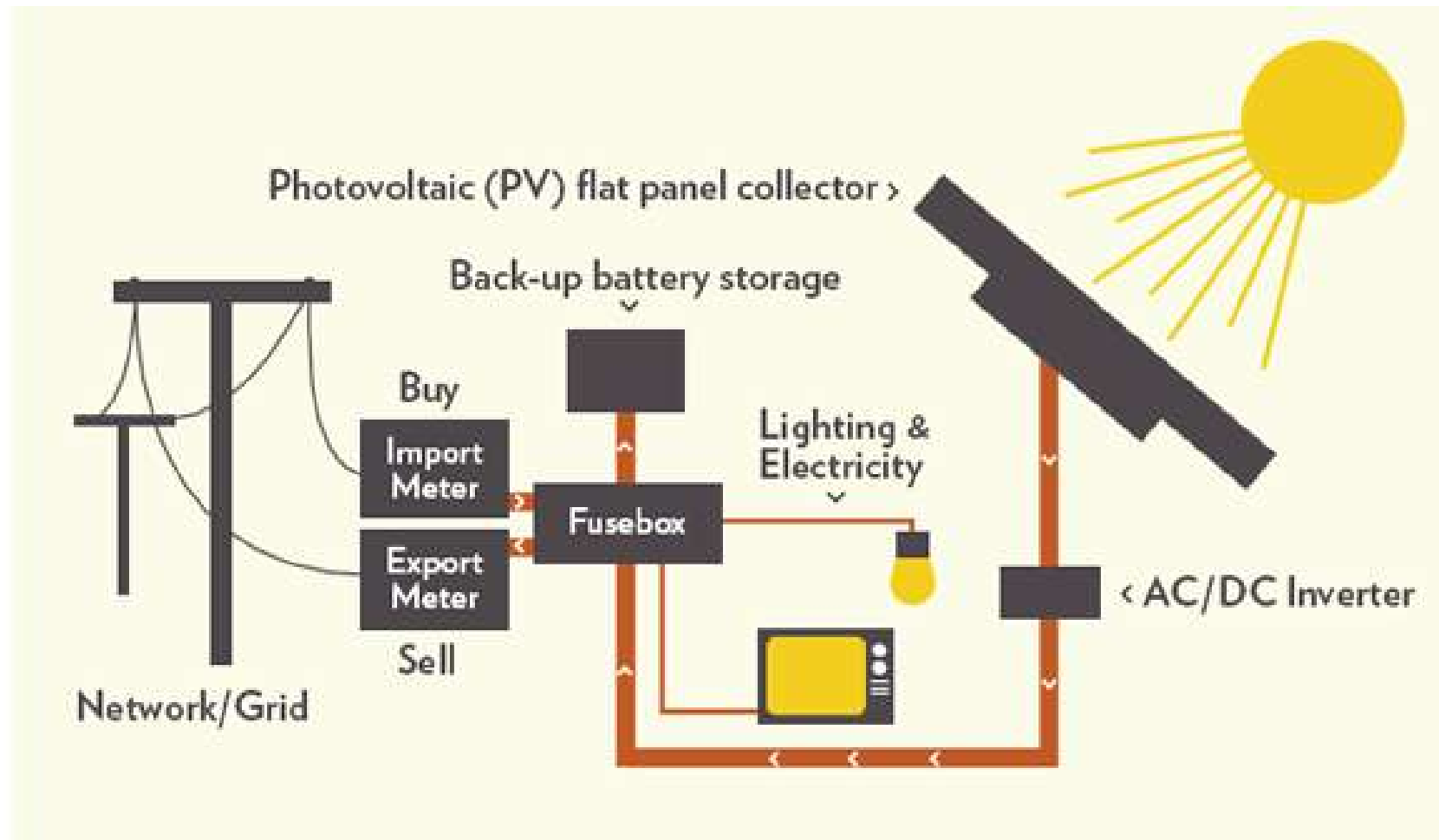
- **Disruption = Ancaman**

disruption

- Perlukah melawan Internet agar PT POS Indonesia tetap eksis....??
- Perlukah melarang Smartphone (hape) agar PT Telkom tetap eksis ...??
- Perlukah melarang GOJEK , GRAB agar Taxi Blue Bird tetap eksis ...??
- *Dan....perlukah melarang swasta membangun SOLAR ROOF TOP atau BAYU agar PLN tetap eksis???*

- **Diskusi Kelas...!!**
- **Contoh kasus:** untuk mencapai **PERFORMANCE** yg ekselen perlu melakukan **perubahan**
 - **Taxi Blue Bird VS Grab – Uber- Gojek**
 - **Garuda Indonesia VS Batik –AirAsia**
 - **Supermarket (retail) VS E- commerce**









disruption

- **Disruption = Opportunity=innovative = creative**
- **Menciptakan sesuatu “yang baru”**

Perlu EI

disruption

- **GO-JEK= Nadiem Makarim**

Perlu EI

The Top 10 **Emotionally-** **Intelligent** **Fortune 500 CEOs**

- **Jeff Bezos (Amazon.com):** With his quirky laugh and self-deprecating style,
- Bezos doesn't sound like a Fortune 500 CEO and that's probably to his benefit.
- His obsession with the hearts and minds of his customers and his long-term perspective on relationships (and business strategy) are legendary,



- **Ursula Burns (Xerox):**
- Direct, yet respectful, her assertiveness is matched by a sense of mission that inspires her employees.



- **Howard Schultz (Starbucks):** He says that the main reason he came back was “love” for the company and its people.



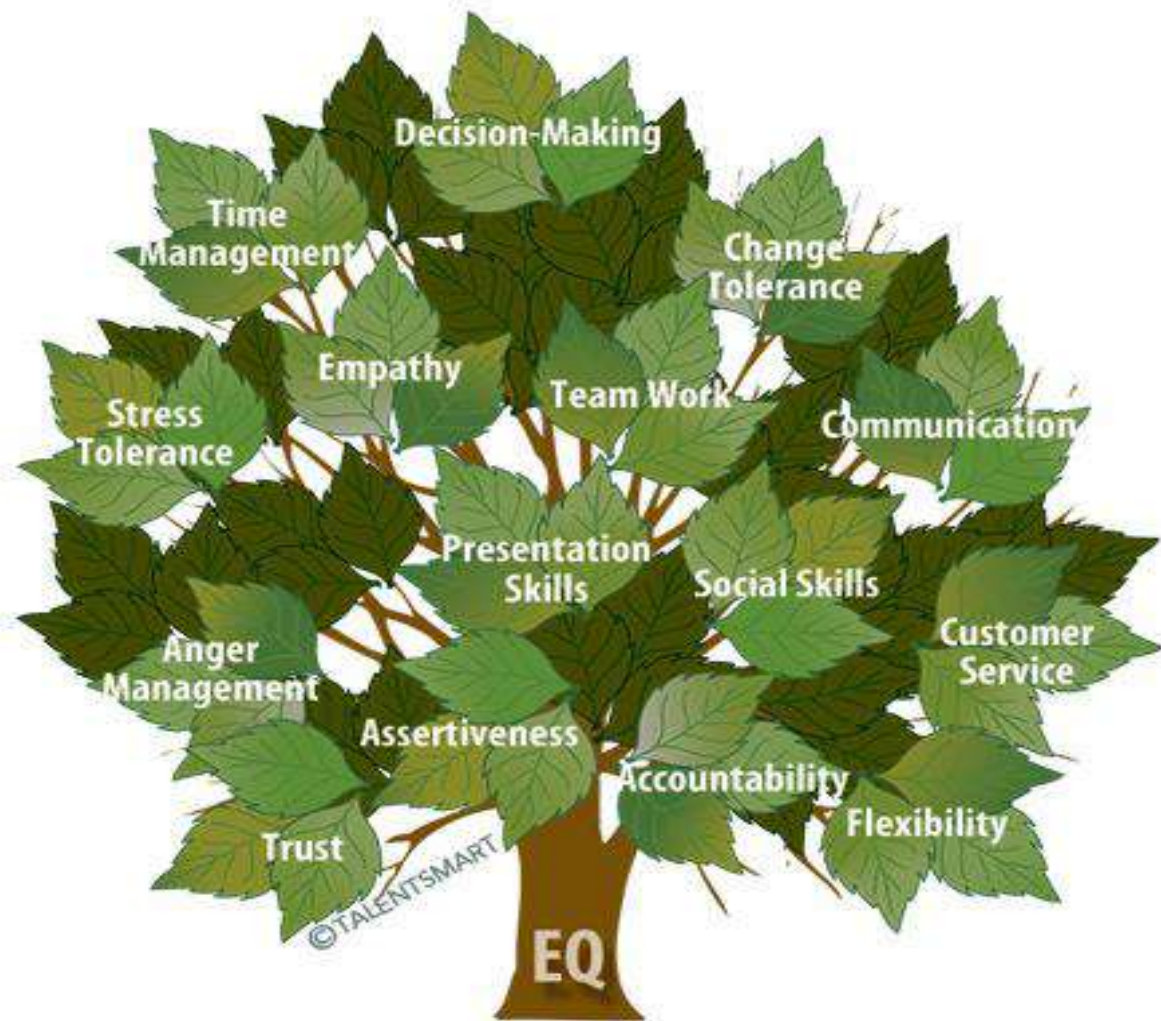
Contoh contoh lainnya.....El tinggi dan kinerja bagus...!!

- **SANDIAGA UNO**
- **CHAIRUL TANJUNG**
- **ARIFIN PANIGORO**
- ***Quick Tips* nya masing 2???**

*"Yes, I knew that listening was crucial
to being a good leader...."*



*"But I never knew that I was the one who
had to do the listening."*



*Emotional intelligence is
the foundation for critical skills.*

Bagaimana penerapannya di Unit
Saudara.....???

Vision: Transforming society through the provision of ultra-high speed mobile information services

Mission: The number one provider of ultra-high speed mobile networks and content to the United Kingdom

Financial



Customer



Internal Processes



Organisational Capacity



Balance Score Card

COST BENEFIT ANALYSIS

- ❑ Analisis biaya dan manfaat (ABM) adalah salah satu teknik yang digunakan untuk mengevaluasi penggunaan sumber-sumber ekonomi agar dapat digunakan secara efisien.
- ❑ ABM merupakan alat bantu untuk membuat keputusan, dengan mempertimbangkan sejauh mana sumberdaya yang digunakan (sebagai biaya) dapat memberikan hasil-hasil yang diinginkan (manfaat) secara optimal.
- ❑ ABM digunakan manakala hal efisiensi secara akurat dan rasional menjadi pertimbangan utama.

COST BENEFIT ANALYSIS

- ❑ Teknik ABM dapat diterapkan dalam berbagai bidang pengambilan keputusan, utamanya dalam rangka **membuat evaluasi program atau proyek untuk kepentingan publik**
- ❑ Misalnya **pembangunan infrastruktur**, yang seringkali menimbulkan biaya dan manfaat yang berdampak pada kepentingan sosial.

Contoh Kasus-kasus

(*dielaborate*)

- ❑ Tower 500 KV yang sudah beroperasi -- minta dipindah
- ❑ Proyek 500 KV Krian-Ungaran - terhambat
- ❑ Proyek Cawang Bekasi - LSM
- ❑ Proyek PLTU Paiton (2 X 300 MW)– akselerasi
- ❑ 4 proyek PLTU Rekadaya

ORGANIZATIONAL BEHAVIOR (OB) (1)

- ❑ Mempelajari perilaku dalam organisasi secara sistimatis
- ❑ Perspektif multilevel yang saling berkaitan yaitu individu, kelompok dan organisasi

Resource Base View (RBV)

- ❑ **Kinerja Perusahaan:** nilai-nilai (values), sumberdaya spesifik serta kemampuan yang tidak mudah ditiru atau digantikan

Resource Base View (RBV)

- **Kinerja unggul:**

- Apabila mampu mempertahankan dan menggunakan sumber daya tak berwujud (***intangible asset***) yang diciptakannya.
- ***Intangible asset*** menghasilkan keunggulan kompetitif lebih besar dibandingkan sumber daya berwujud (***tangible***)

Happy – workhards - success

- ☐ Earn higher income
- ☐ Achieve aggressive goals
- ☐ Experience less stress
- ☐ Remain calm
- ☐ More energetic
- ☐ Recover faster
- ☐ Live longer

THE POWER OF HOPE

- ***THE BELIEF THAT SOMETHING BETTER IS ALWAYS POSSIBLE***
- ***IFYOU ARE WILLING TO WORK FOR IT AND FIGHT FOR IT***

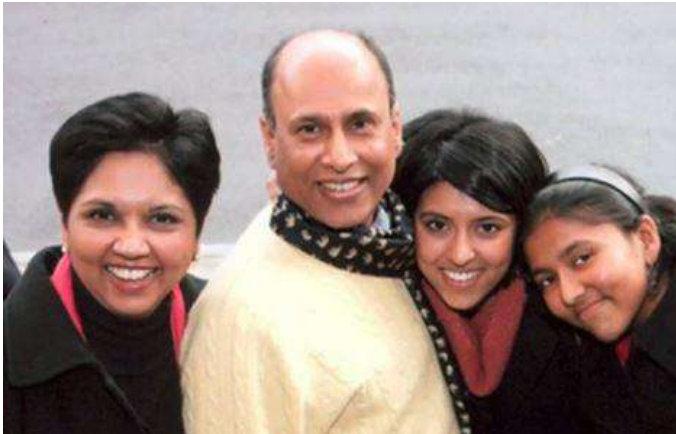
• *michele obama, 2017*



Larry Fink (BlackRock):



Alan Mulally (Ford):



**Kent Thiry
(DaVita):**



Indra Nooyi (Pepsi):



**Howard Schultz
(Starbucks):**



Warren Buffett (Berkshire Hathaway):



Donahoe (e-bay)



Ursula Burns (Xerox):



Jeff Bezos (Amazon.com):



Jamie Dimon (JPMorgan Chase):

*“there is nothing to be feared in this world... its only to
be understood Marie Currie “*



MANAGEMENT LEADERSHIP FOR SEBAYANG FAMILY SERI 3

DISAMPAIKAN OLEH
NASRI SEBAYANG

Jakarta , 29 Agustus 2021

AGENDA SERI 2

- **PENGANTAR SERI 2**
- **FULL RANGE LEADERSHIP MODEL**
- **STRATEGY**
- **FIVE WAY MANAGEMENT**
- **EI & LEADERSHIP FOR BUSINESS PERFORMANCE**
- **LEADERSHIP ROLE**