

*“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
- SECOND INDUSTRIAL REVOLUTION	50 YEARS
- THIRD INDUSTRIAL REVOLUTION	15 YEARS

NEW GENERATION ERA

- | | |
|--|---------------------------|
| - <i>NEW GENERATIONS</i> | <i>70 YEARS</i> |
| - <i>TRADITIONAL OR SILENT GENERATION</i> | <i>BEFORE 1945</i> |
| - <i>BABY BOOMERS BORN</i> | <i>1946 – 1964</i> |
| - <i>GENERASI TIPE X</i> | <i>1965 – 1980</i> |
| - <i>GENERASI TIPE Y OR MILLENIAL</i> | <i>1981 – 2000</i> |
| - <i>GENERASI TIPE Z , iGEN or CENTENNIAL</i> | <i>2001 – TBD</i> |

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 ???

ERA IMPERIALISM

- **IMPERIALISME 1 : 1300 – 1900 M**

Penguasaan lahan , hasil bumi , kekayaan alam oleh Negara atau perusahaan global , dengan kekuatan bersenjata ...VOC , EIC , dll

- **IMPERIALISME 2 : 1900 – 2020 M**

Penguasaan internet oleh Korporasi Digital , menggunakan kekuatan finansial dan business model..... Amazone , Apple , Facebook , Google
era disruption dan start Up

- **IMPERIALISME 3 : 2020 – NOW and FUTURE**

Penguasaan Data atau Big data oleh Korporatifikasi , Perusahaan Analisis Data / Algoritma , menggunakan kekuatan Algoritma & Data Cambridge Analytic , Facebook , dll.
IOT , AI , what else....??

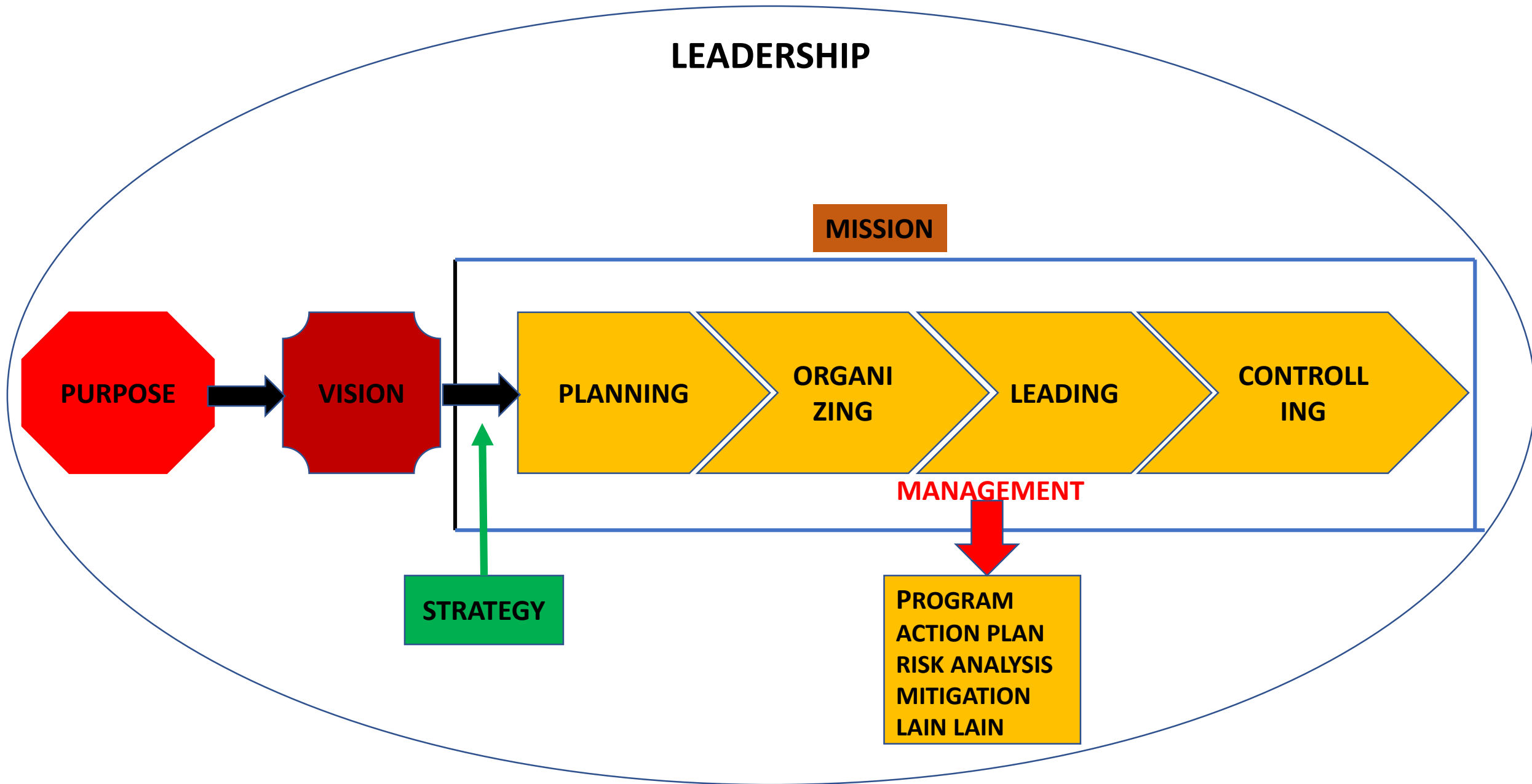
WORLD SITUATION TODAY

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

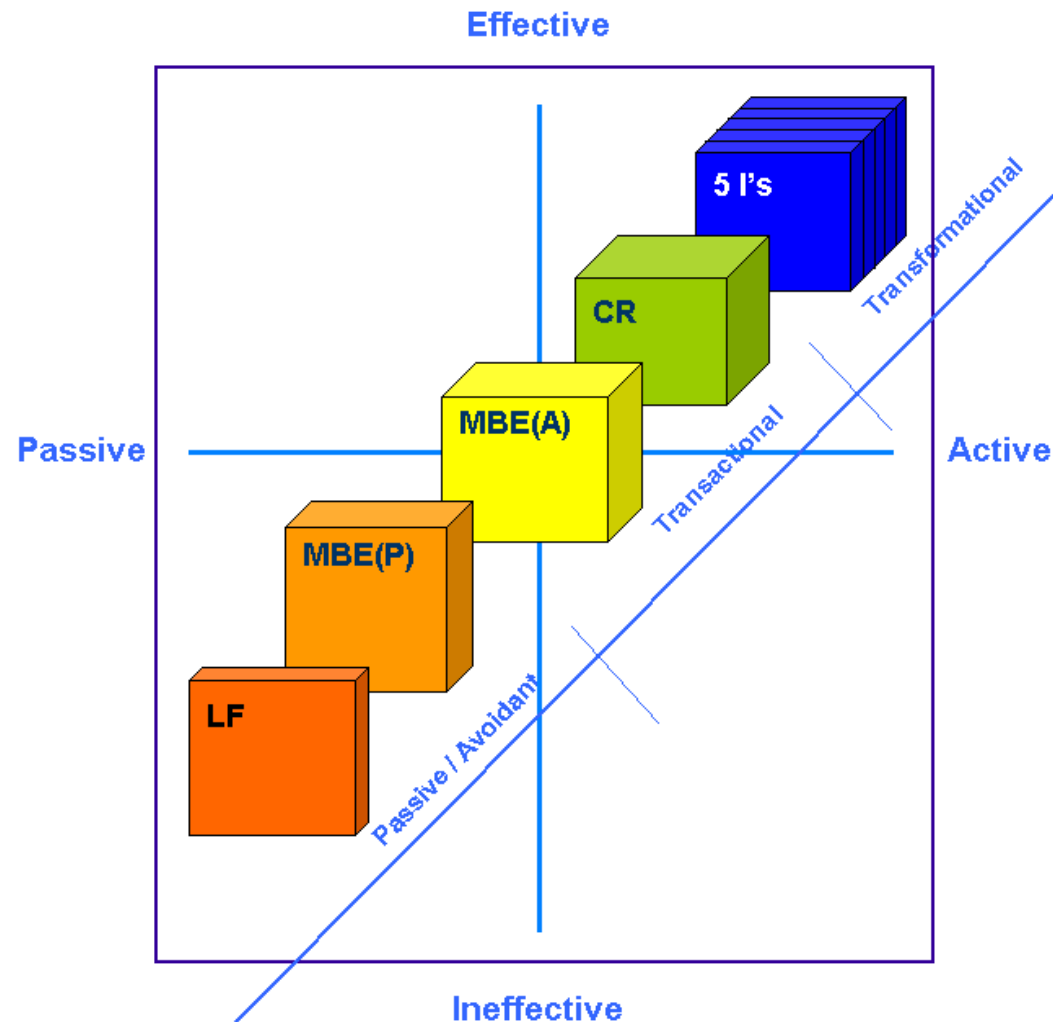


RESUME PELATIHAN SEBELUMNYA

AGENDA SERI 2

- PENGANTAR SERI 2
- **FULL RANGE LEADERSHIP MODEL**
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Full Range Leadership Model (Bass & Avolio)



TM Bass & Avolio 1997

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

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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

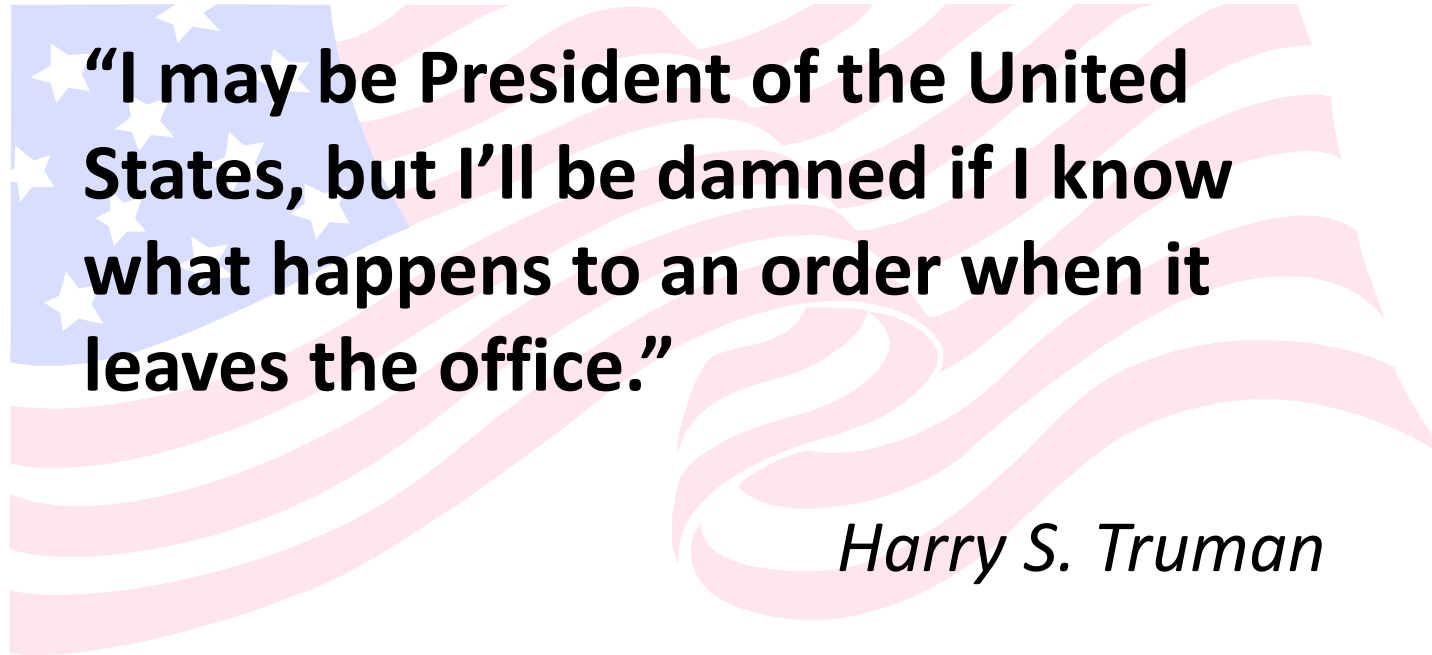
Respond to people

Unite people

Self management / discipline

Toughness

Executing strategy demands more than just issuing executive orders



Leaders struggle to execute their strategies

Executive Quotes

"Everyone says they understand the vision, but the businesses and functions just aren't working together to get results."

"Everybody nods and agrees to change, but nobody ever does anything differently"

"Roles and responsibilities are blurry -- intentionally, so no one has to deal with the issues"

"We are slow to move or decide."

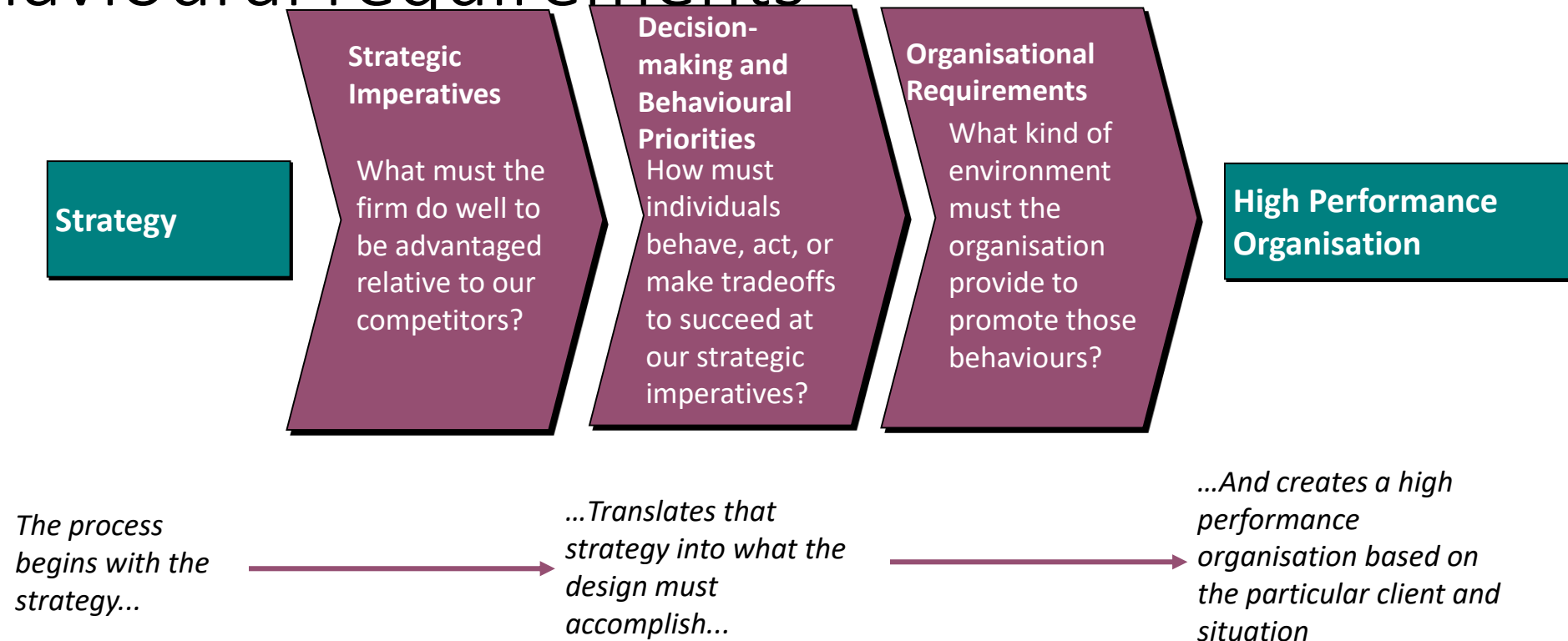
"We have the right strategy and a clear action plan but we can't seem to execute"

"Nobody takes accountability for getting results"

Consequences

- ▶ Organisational paralysis
- ▶ Market opportunities lost while we wait for a decision
- ▶ Attrition of talent
- ▶ Deterioration of assets
- ▶ Jeopardy of competitive position
- ▶ Lack of trust
- ▶ Business units operate in silos – inability to consistently apply a common corporate strategy

One major cause is the failure to translate strategy into prioritised Imperatives, aligned decision-making priorities – and Organisational and behavioural requirements



Based on our own research and hands-on experience we have developed some key Guiding Principles on Organisation Design...

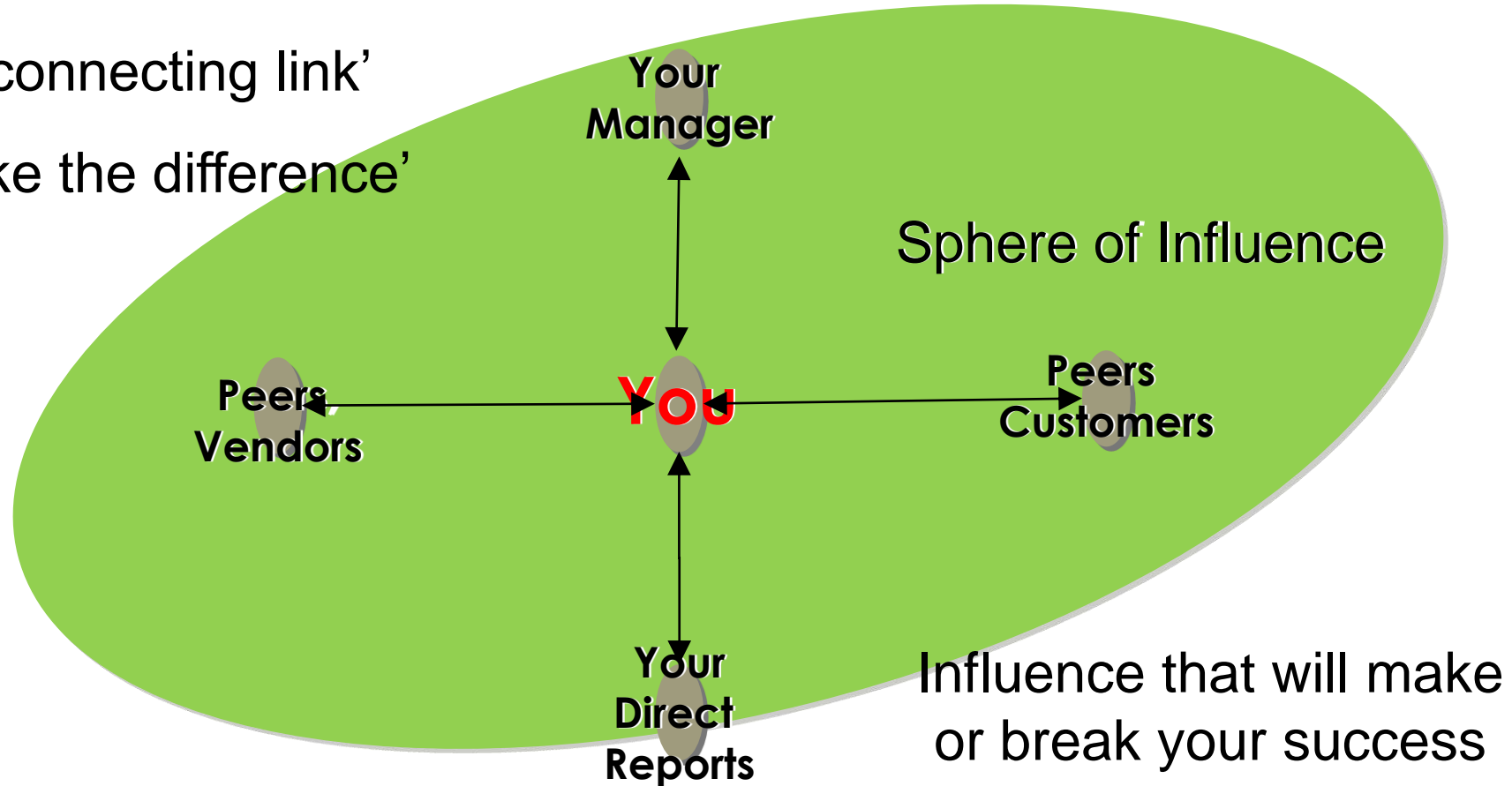
- An organisation's design must support its business strategy
- The organisation's role is to enable the execution of the business strategy
- Organisation is defined by decision rights, information, motivators, and structure
- Knowing common organisational patterns can accelerate finding the right solution
- Solutions cannot be transplanted wholesale from elsewhere; they must be custom
- No organisation can do everything, choices must be made for focus
- Organisations aren't built only around their people, but they are shaped by them
- Senior management needs to own the organisational design journey

AGENDA SERI 2

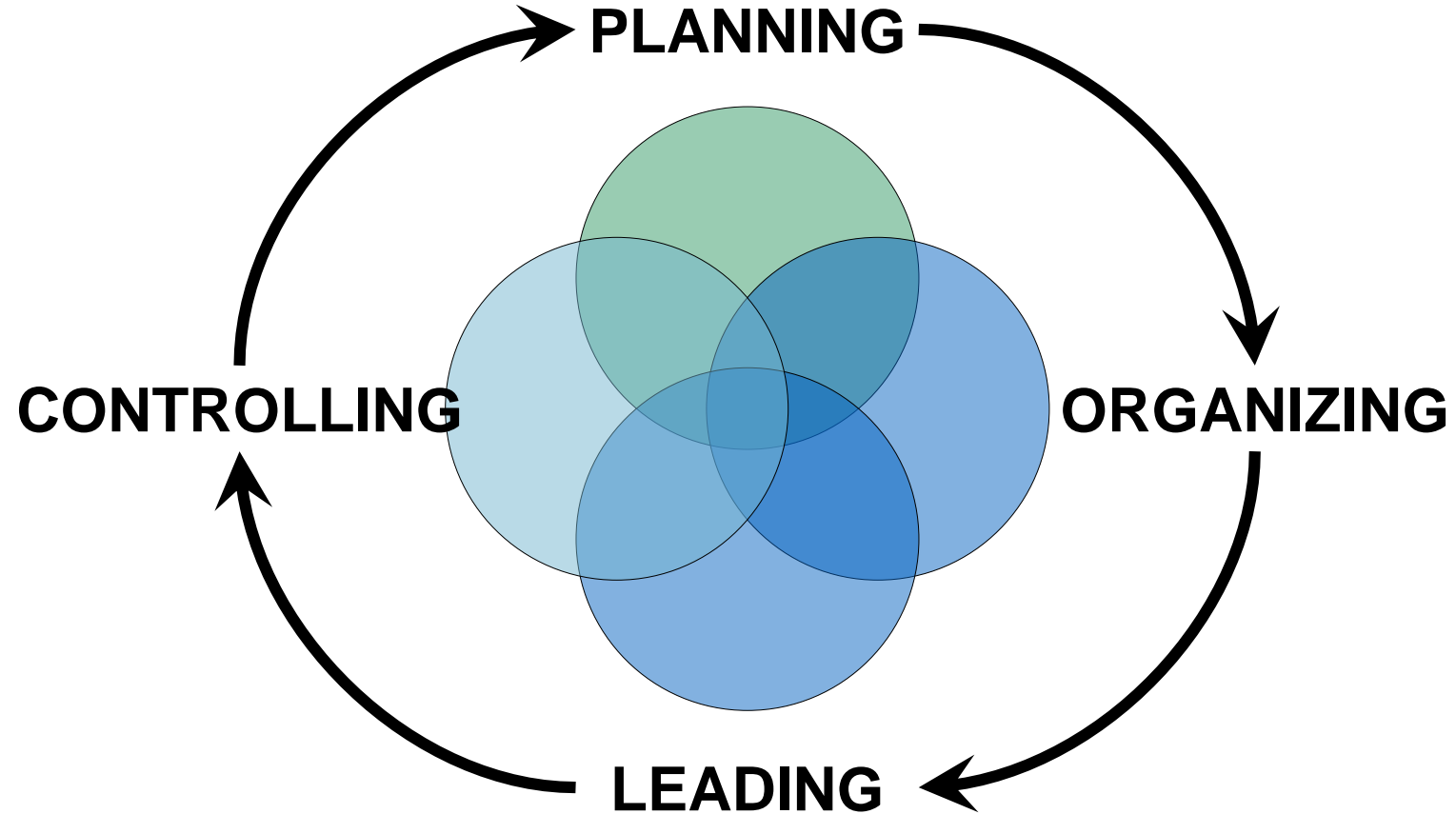
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The Five-Way Management

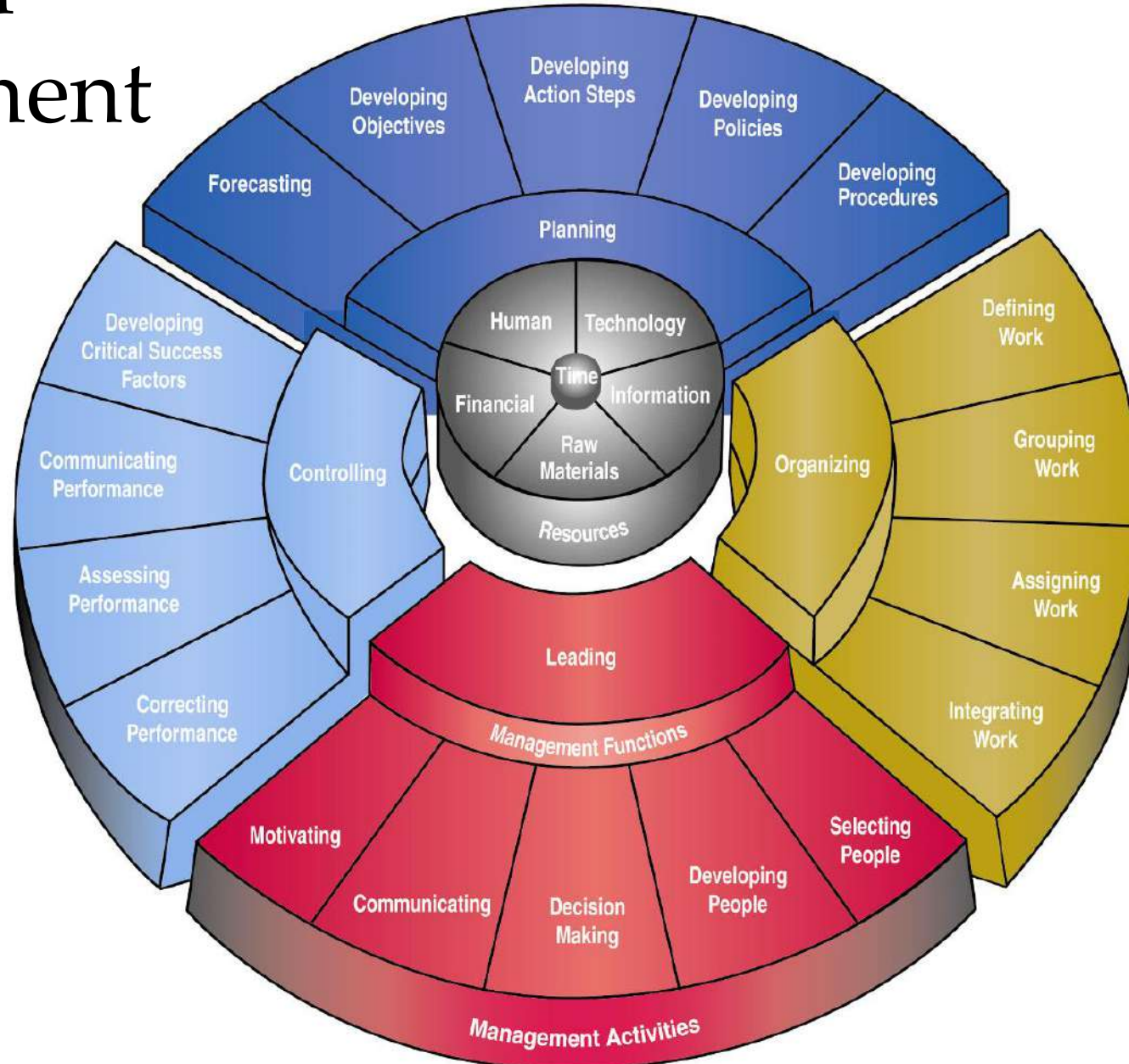
- ❖ 'I am at the central'
- ❖ 'I am the connecting link'
- ❖ 'I can make the difference'



THE BASIC MANAGEMENT SYSTEM - FUNCTIONS



The Allen Management Wheel



THE BASIC MANAGEMENT SYSTEM - FUNCTIONS

PLANNING

The real output of planning is having insight about the direction of the organization and what it needs to do to get there. Plans are the living blueprint for execution.

ORGANIZING

How managers structure the organization and the work. Organizing is also about who does the work and how accountability is created in the organization.

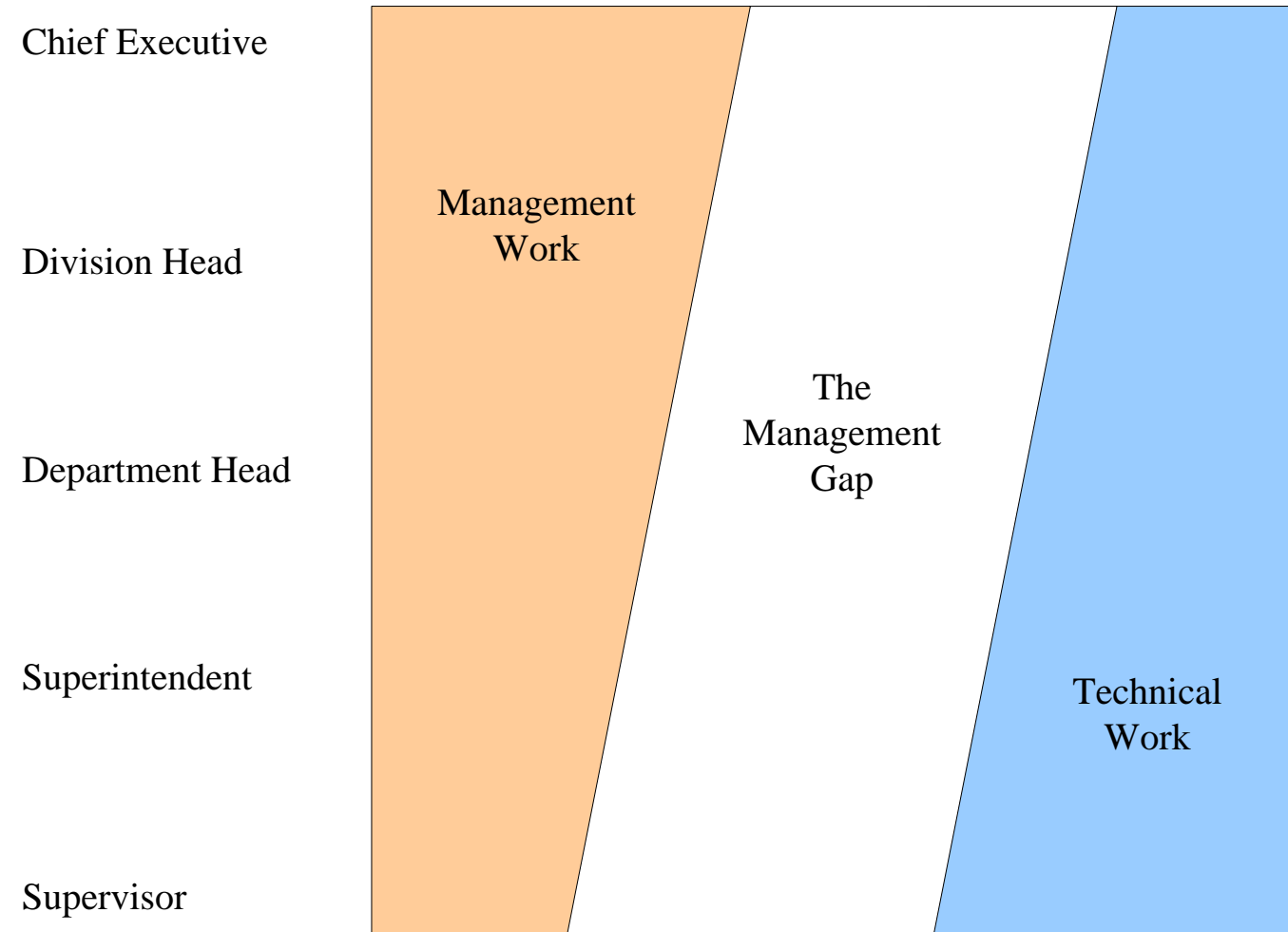
LEADING

Execution requires effective leadership. Which includes selecting and developing the right people. Management creates performance through others.

CONTROLLING

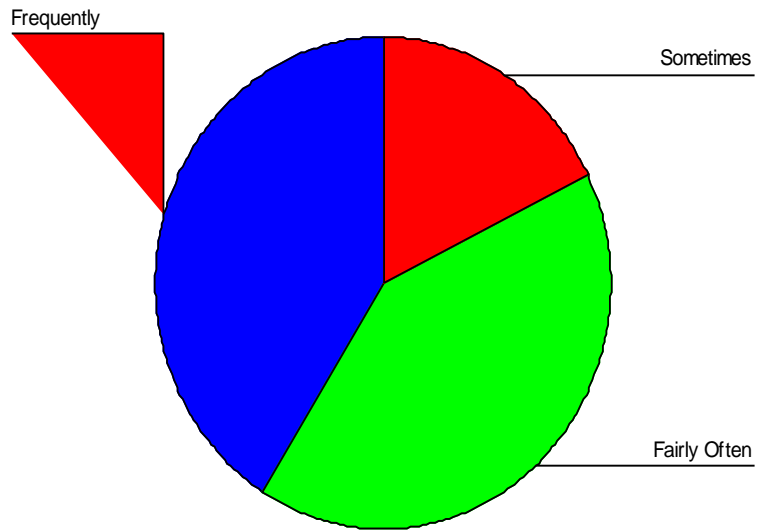
Control is about focus on measures. You are managing your business dash-board. Typical measures are financial, customers, internal, people and growth.

Management Gap

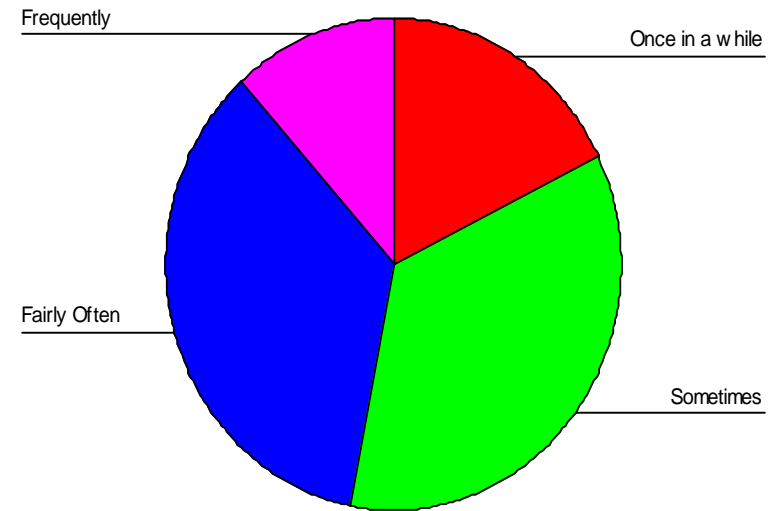


BUILD TRUST

Perceived by Myself

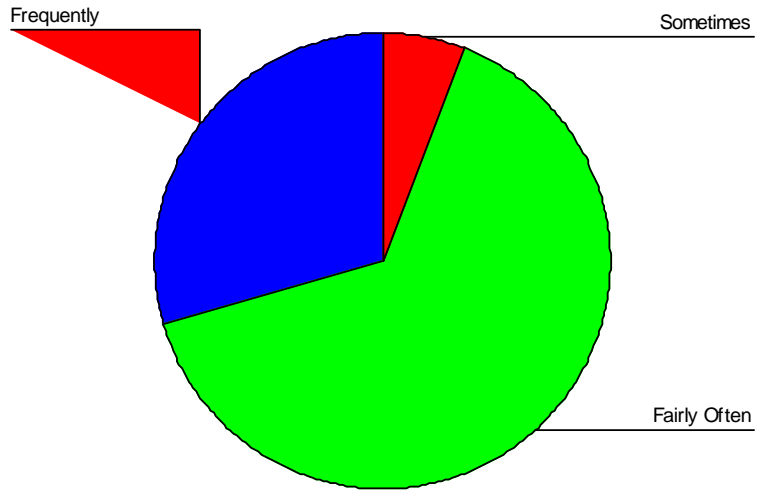


Perceived by Others

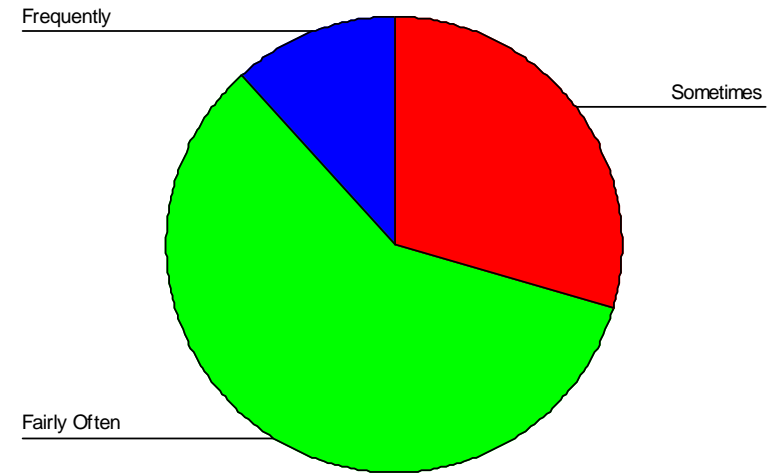


ACT WITH INTEGRITY

Perceived by Myself

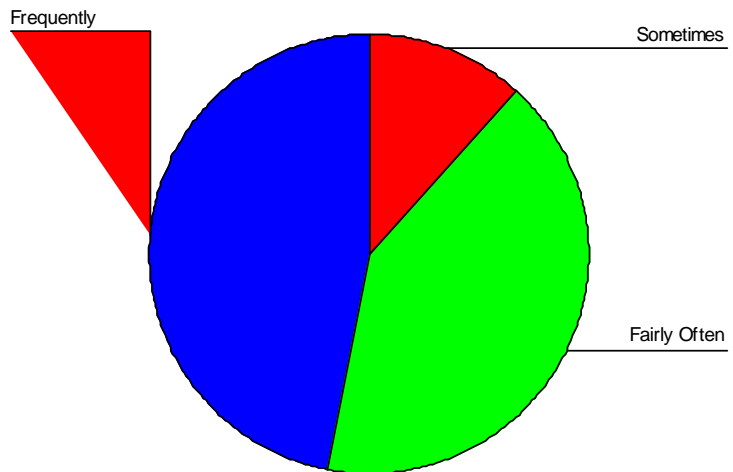


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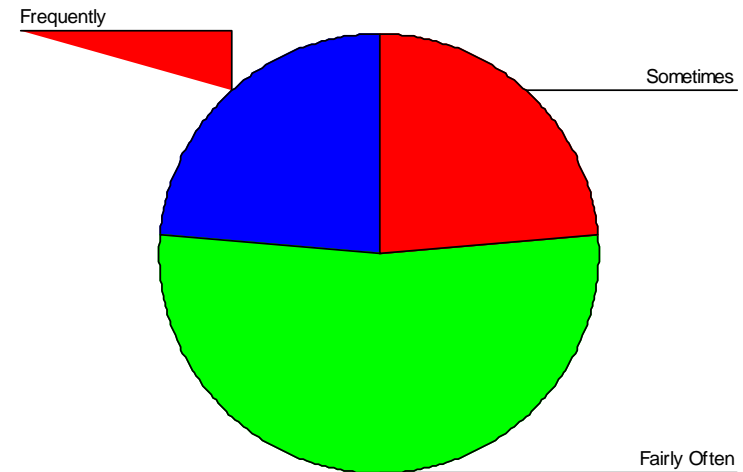


INSPIRES OTHERS

Perceived by Myself

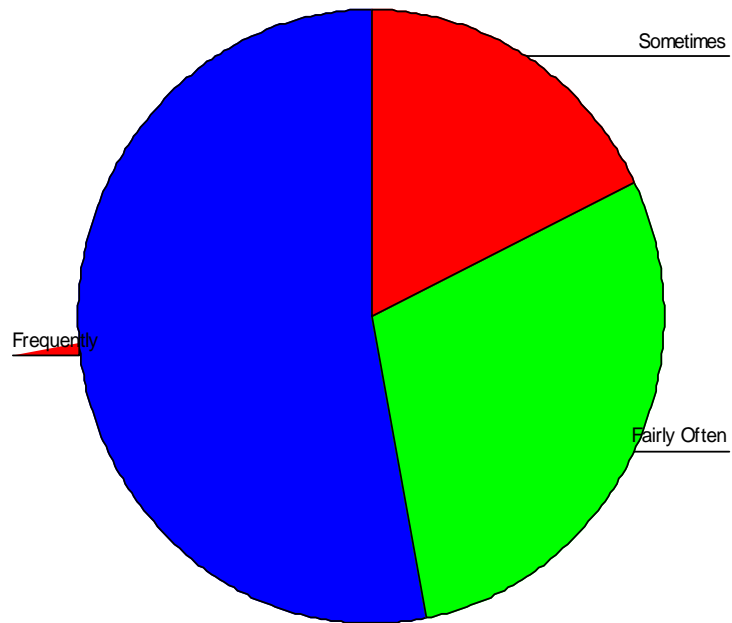


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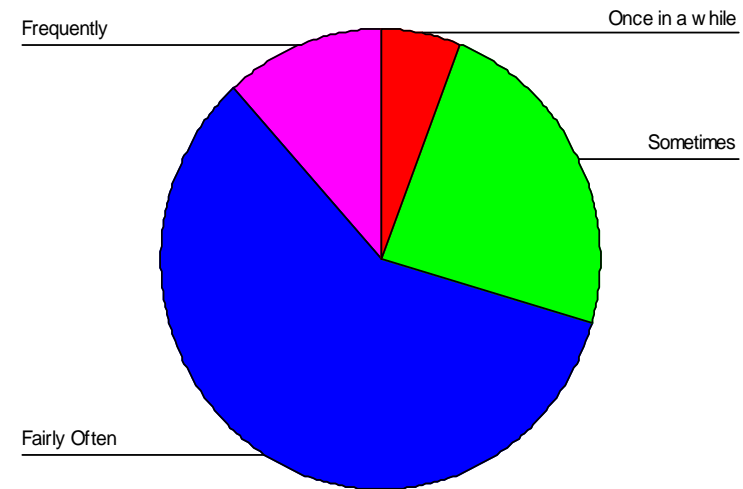


ENCOURAGE INNOVATIVE THINKING

Perceived by Myself

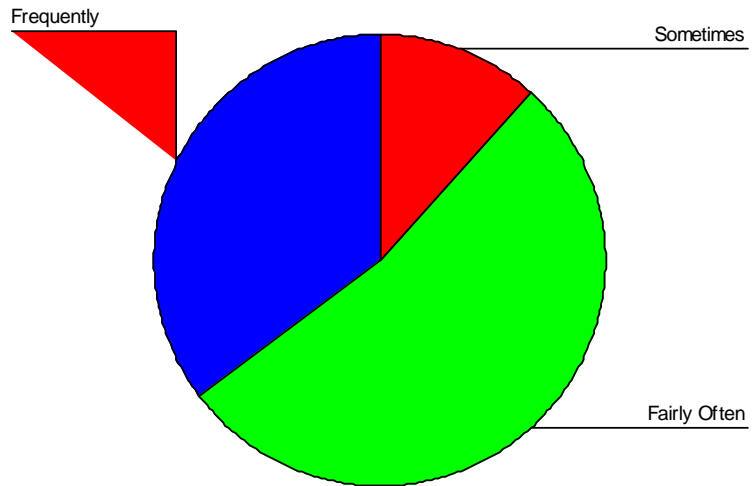


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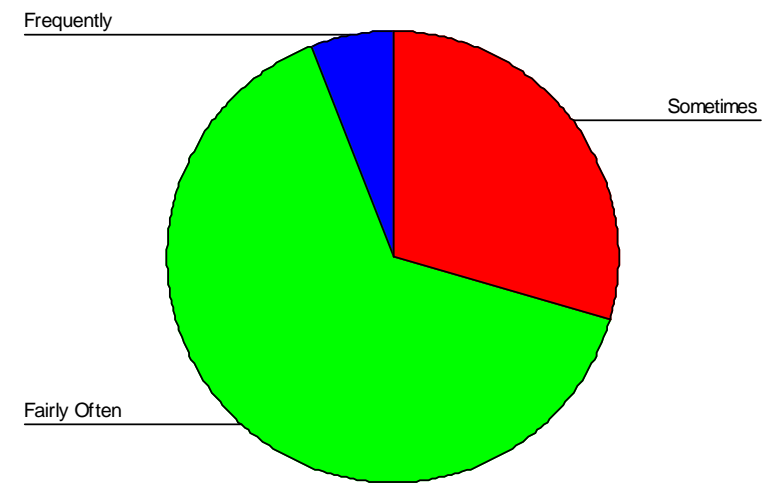


COACHES PEOPLE

Perceived by Myself



Perceived by Others



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- **LEADERSHIP ROLE**

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

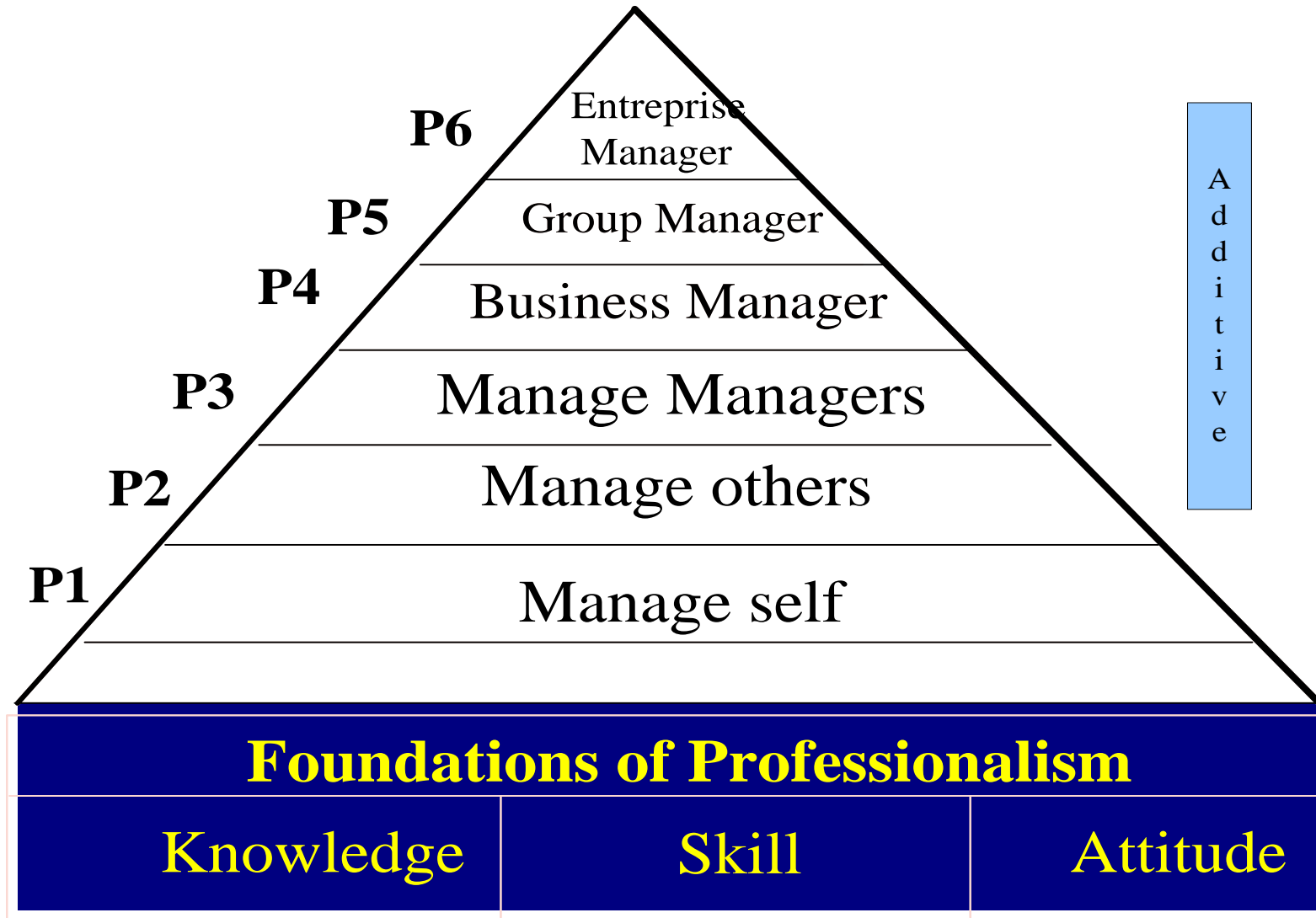
Tut Wuri Handayani

Tanri Abeng:

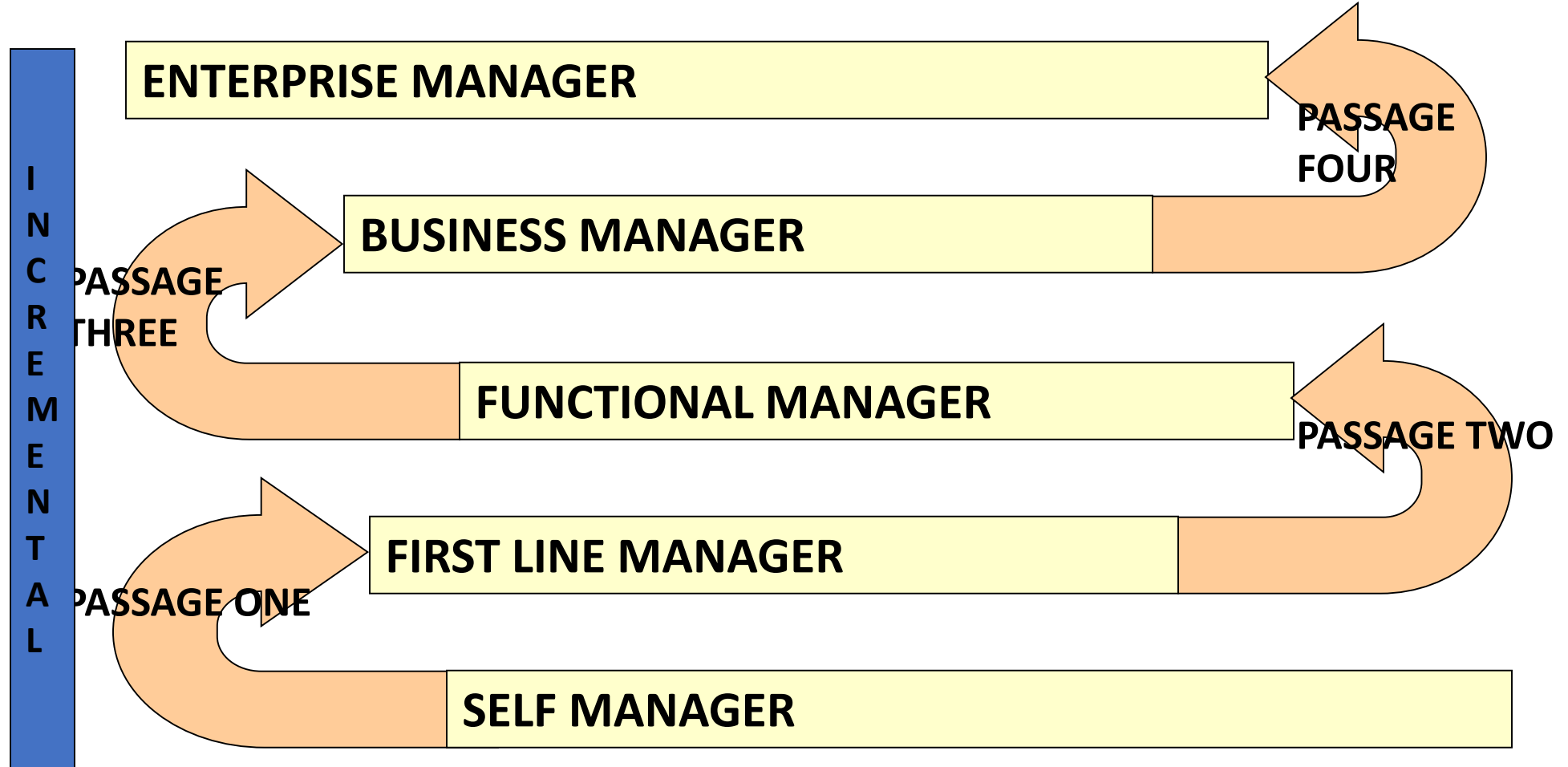
Leading, Inspiring, Motivating

ROAD MAP TO THE TOP

Road Map to The Top



LEADERSHIP PIPELINE OR (NATURAL) GROWTH PLAN (FIVE LEVELS AND FOUR PASSAGES)



Climbing Leadership Ladder

- In early years, career are vital
- Good leaders do not pretend to know it all and they do not try to do everything themselves. Leadership is a team sport.
- Leaders focus on need practical skills, not technical skill, heroism and charism.
- Be the best of who you are: build on your strengths, not weaknesses

LEADERSHIP TRANSFORMATION

LEADERSHIP CHALLENGE

Good is the enemy of excellence. Leadership is the challenge to be something more than average.

“Good enough is not enough”

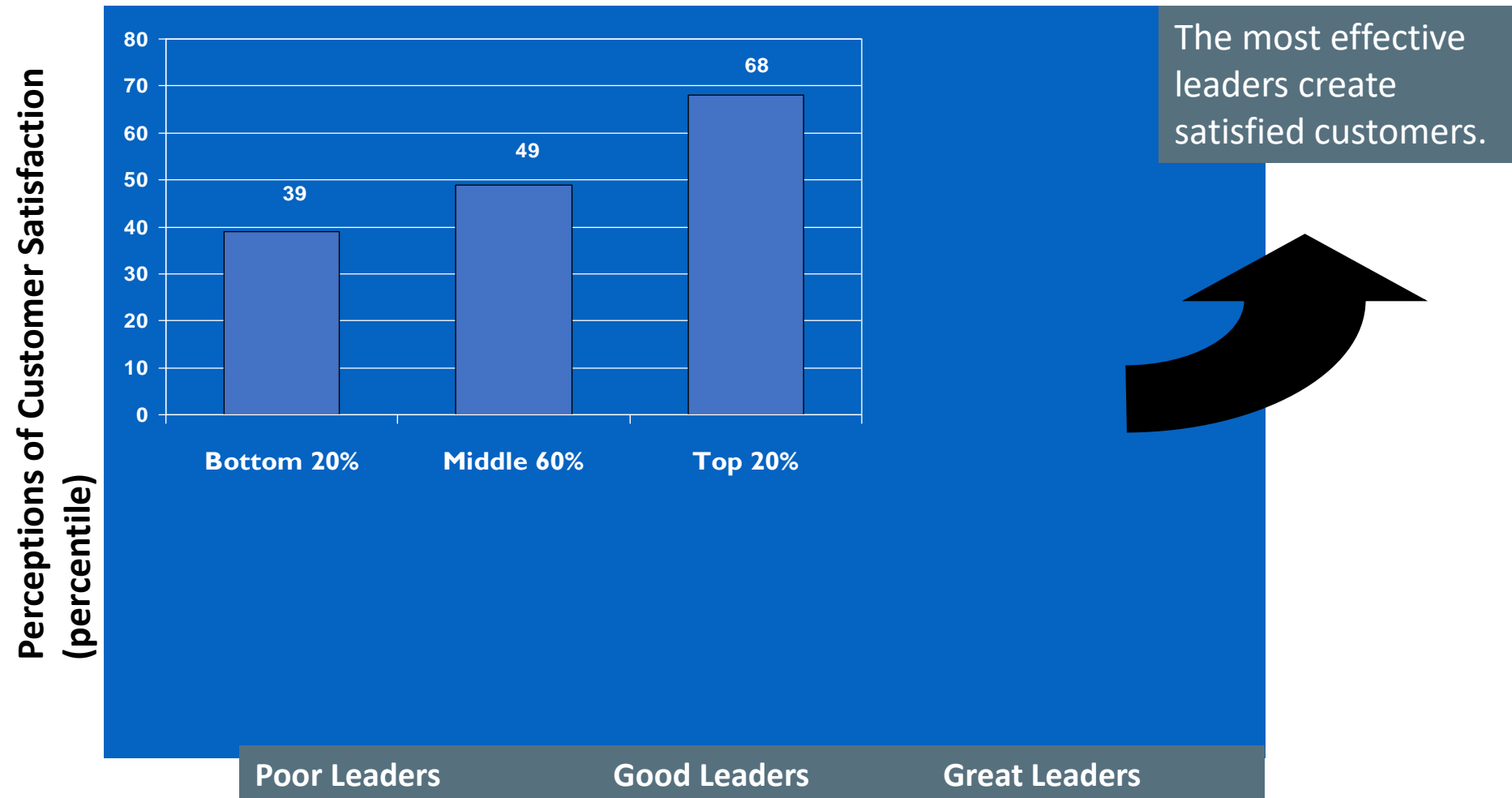
Need: To transform Leadership Capacity From
“Good” to “Great”

The Research

- Two years researching the impact of leadership performance and the key behaviors that great leaders demonstrate
- Data set of 200,000 evaluations on 20,000 people
- Contrasted the highest-performing 10% to the lowest-performing 10%
- The approach: Lead with the data!
- The result: New insights that fundamentally change the way we think about leadership development



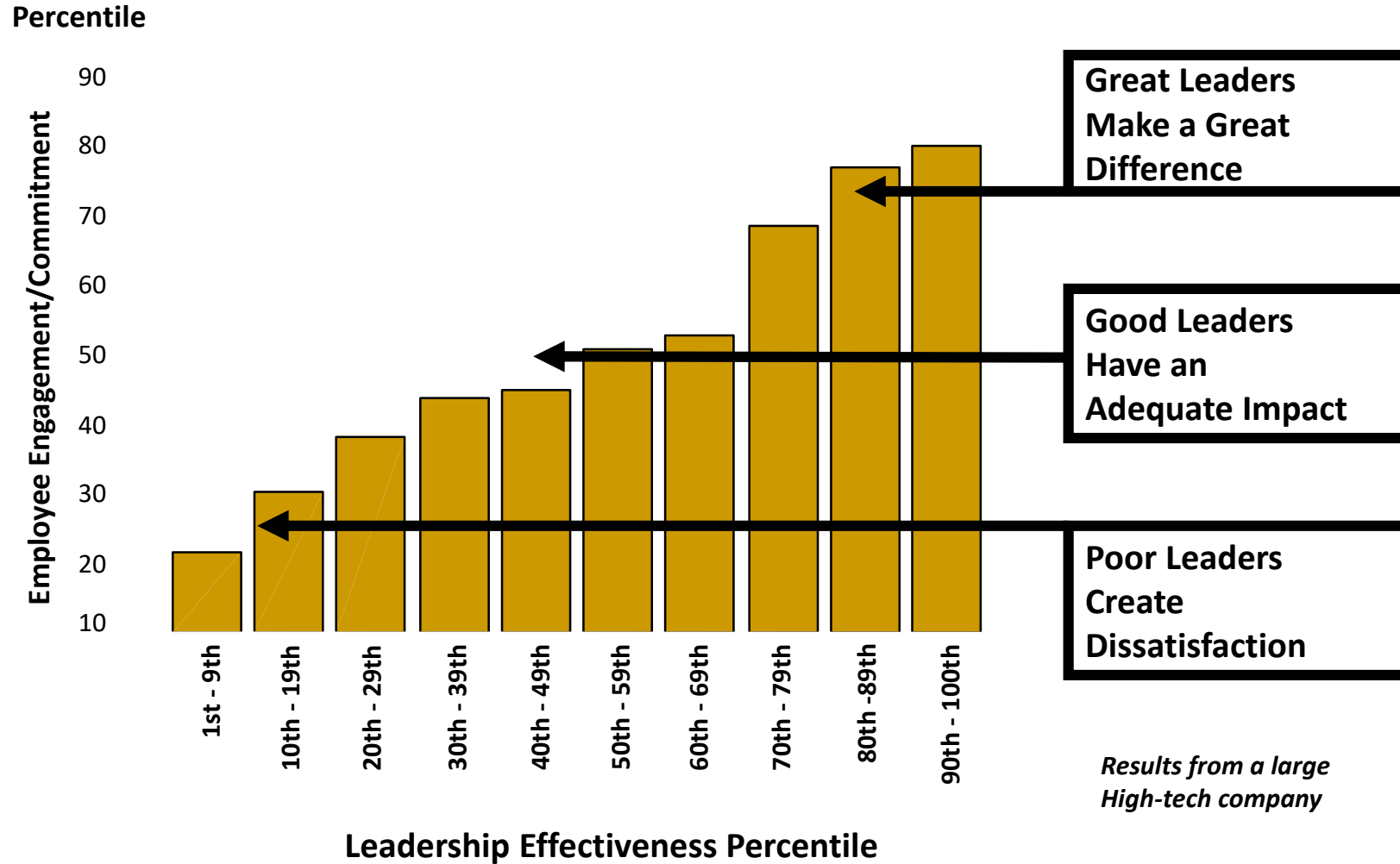
Leadership vs. Customer Satisfaction



Leadership vs. Net Income



Leadership vs. Employee Commitment

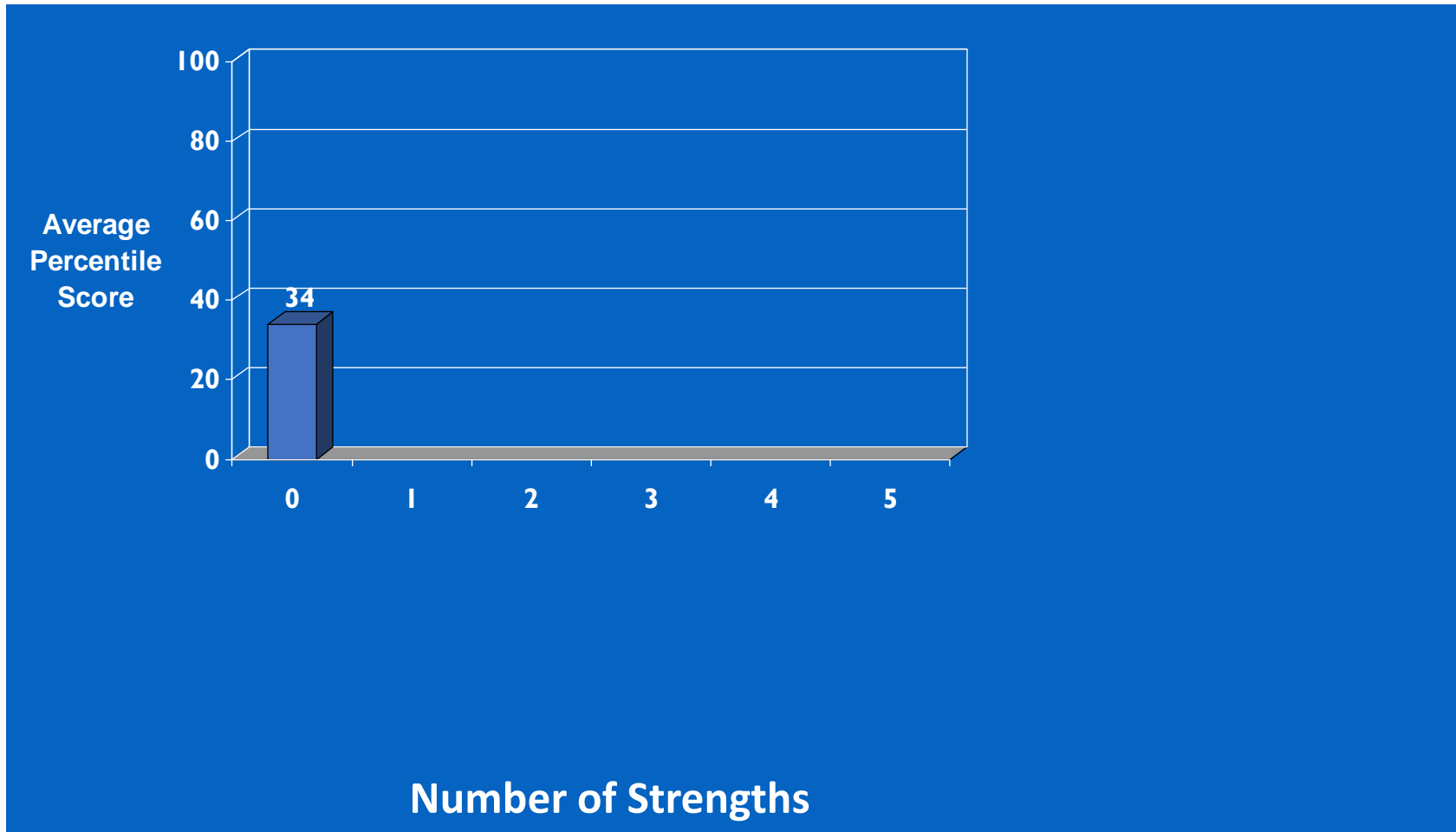


What Does Performance Improvement Mean to Most People?

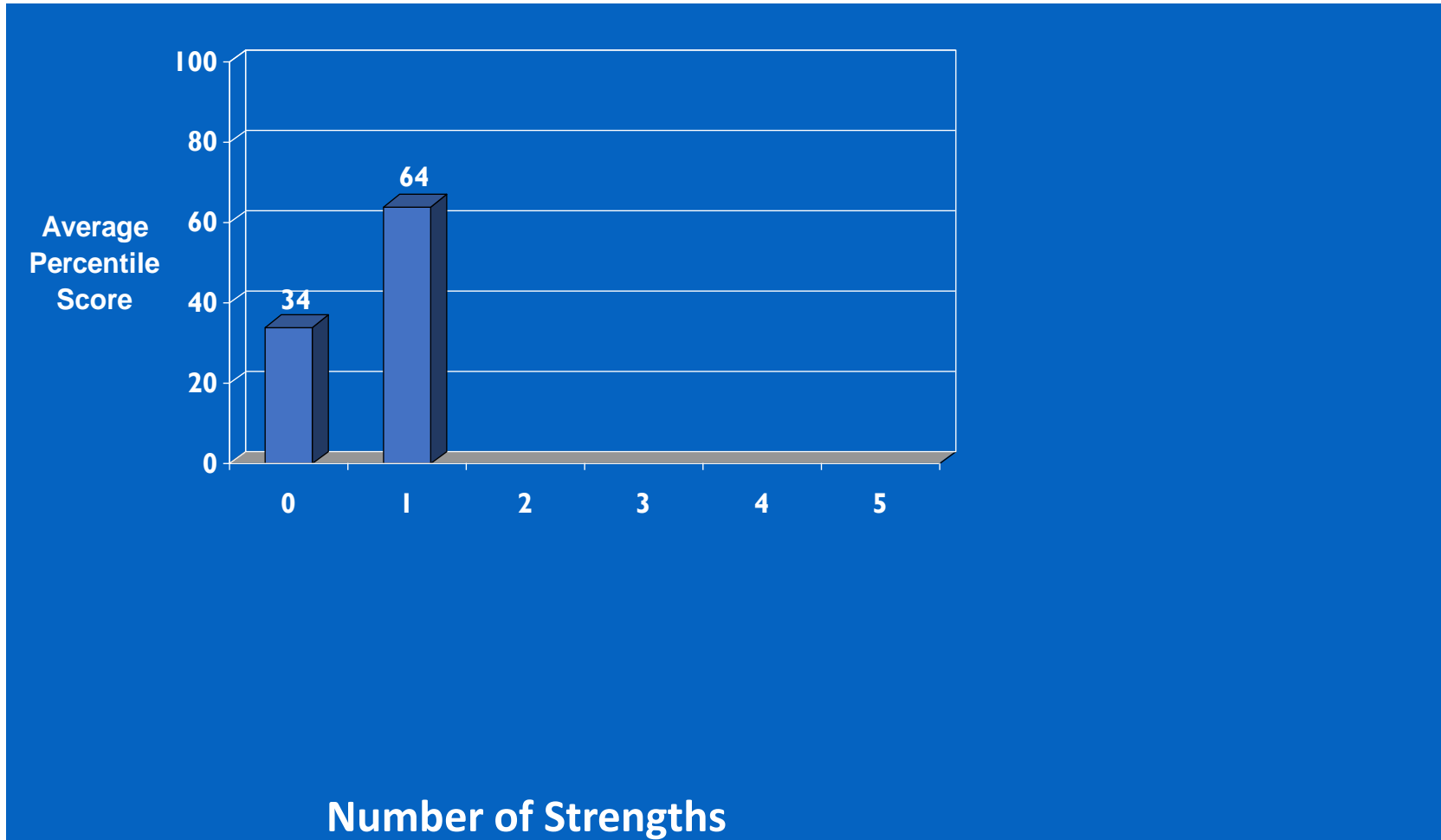
Fixing Weaknesses!



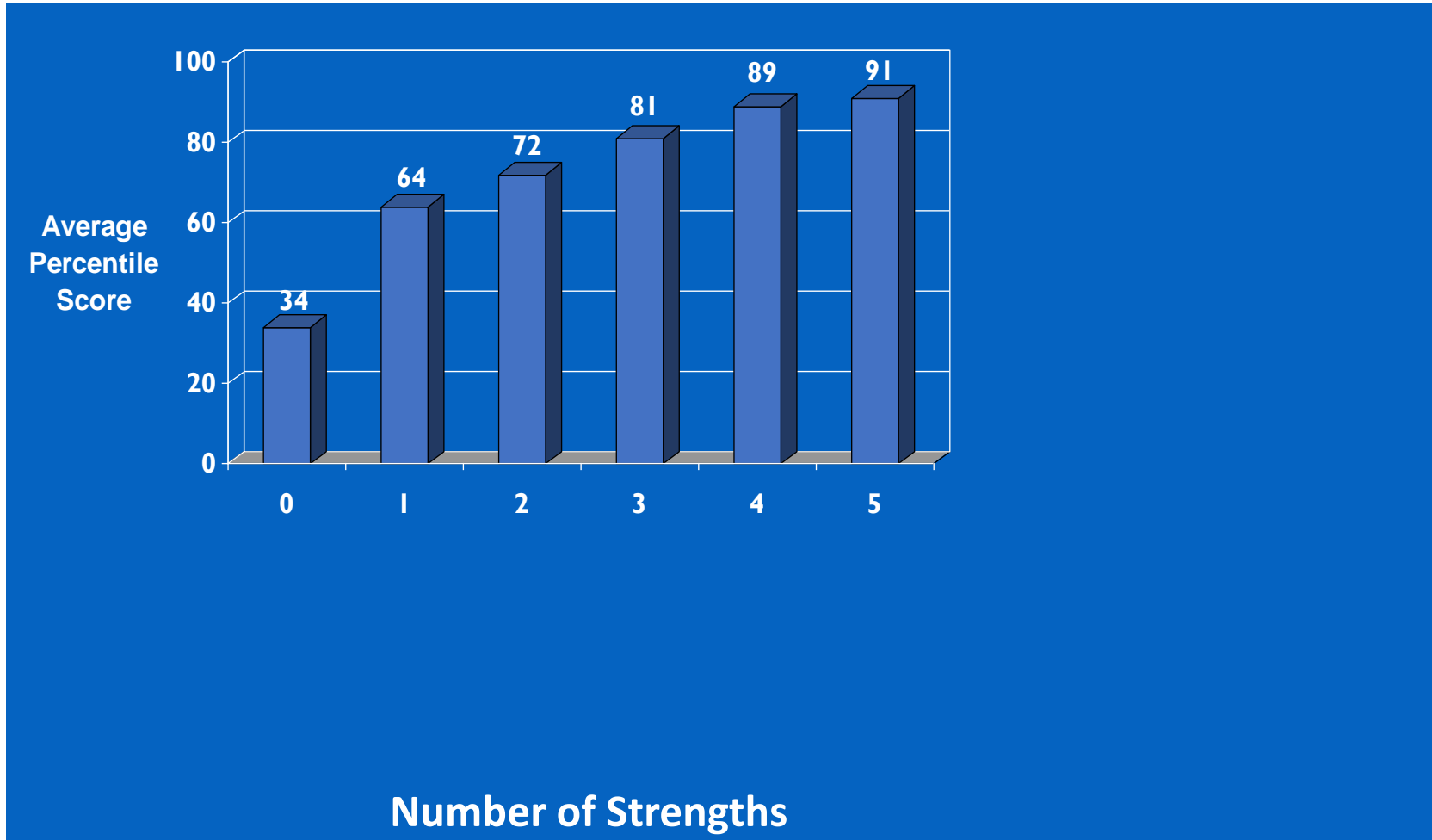
Impact of Leadership Effectiveness Without Any Perceived Strengths



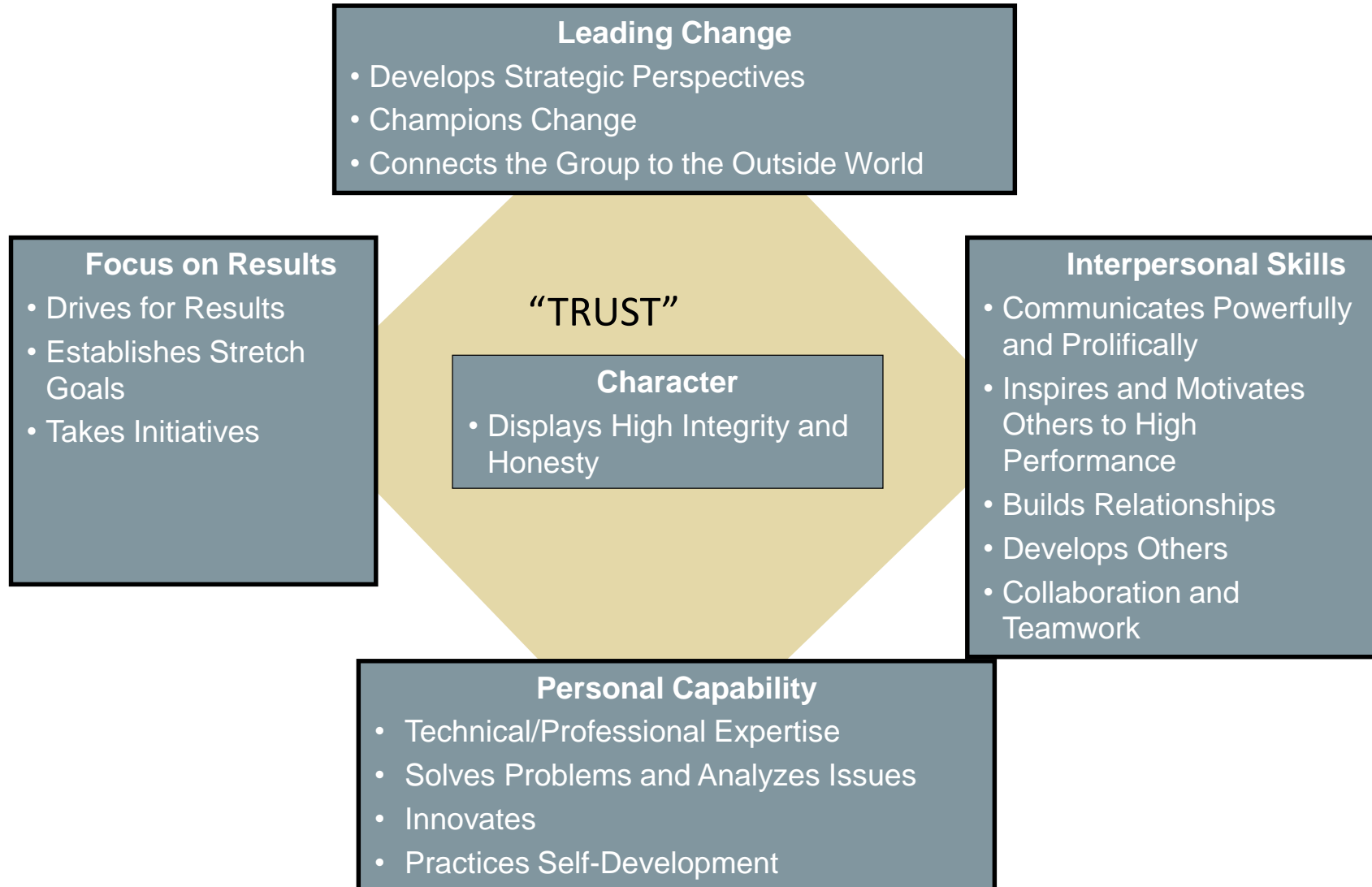
Impact of One Strength on Overall Perception of Leadership Effectiveness



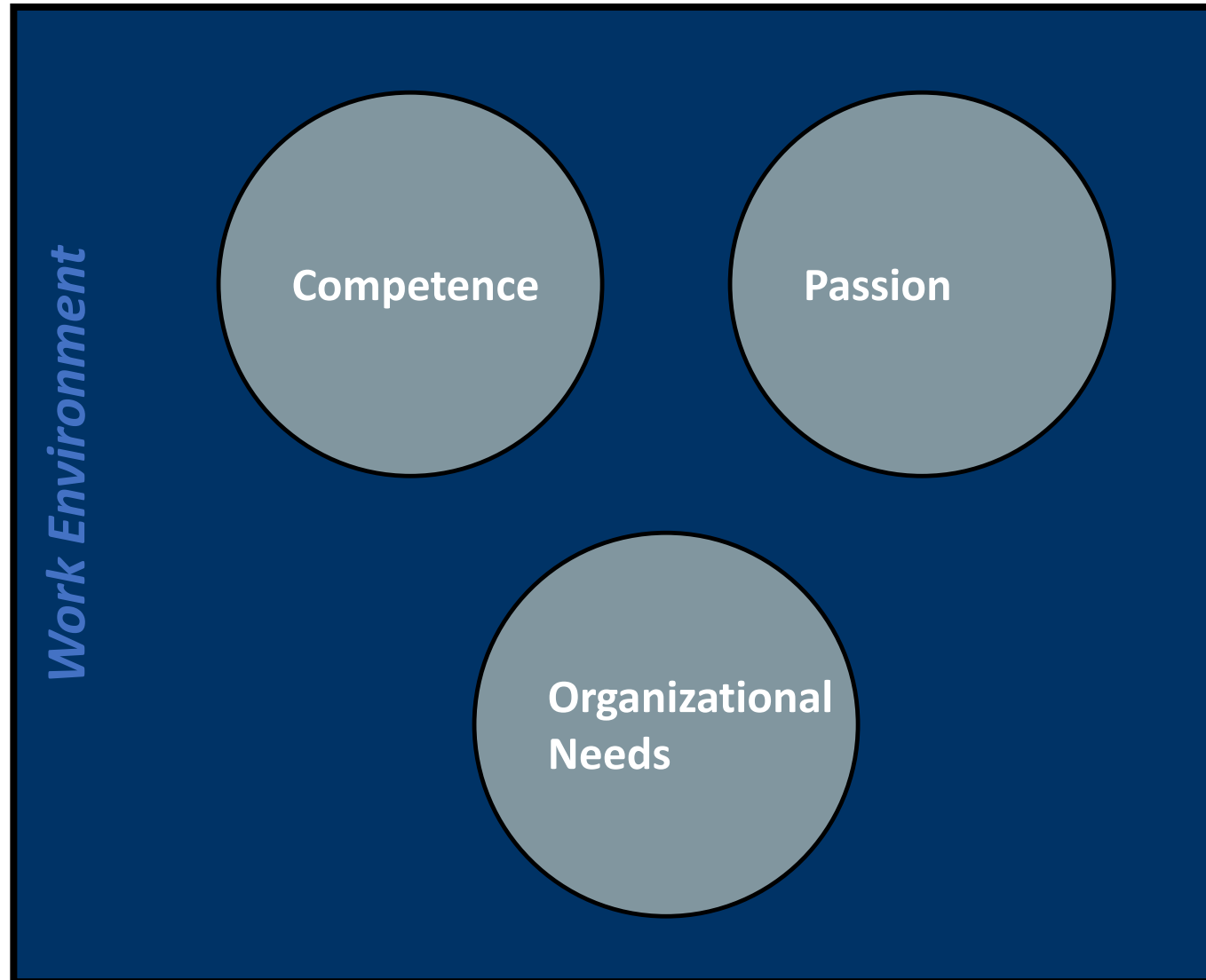
Three Strengths Raises Leadership Effectiveness to the 81st Percentile



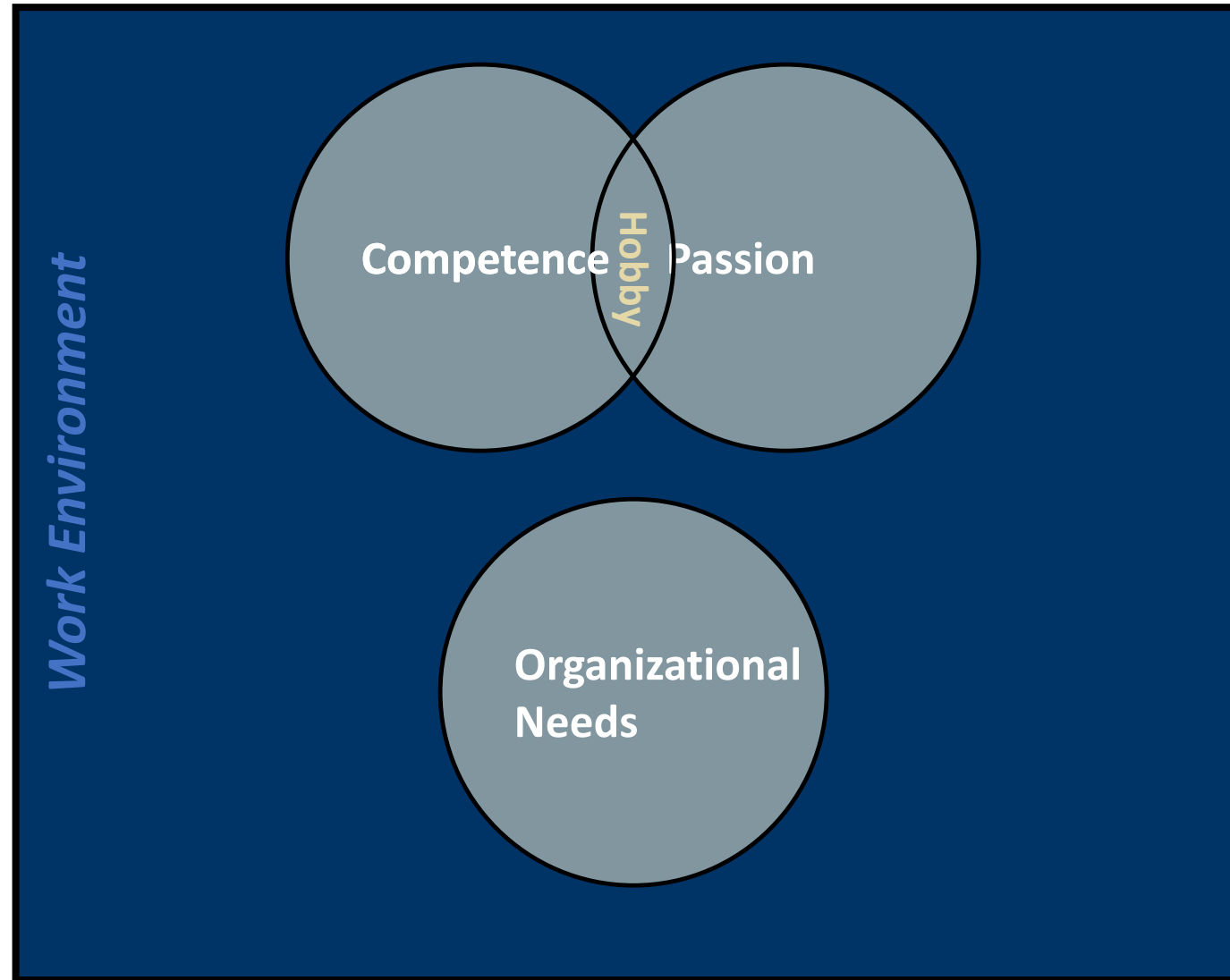
Differentiating Competencies



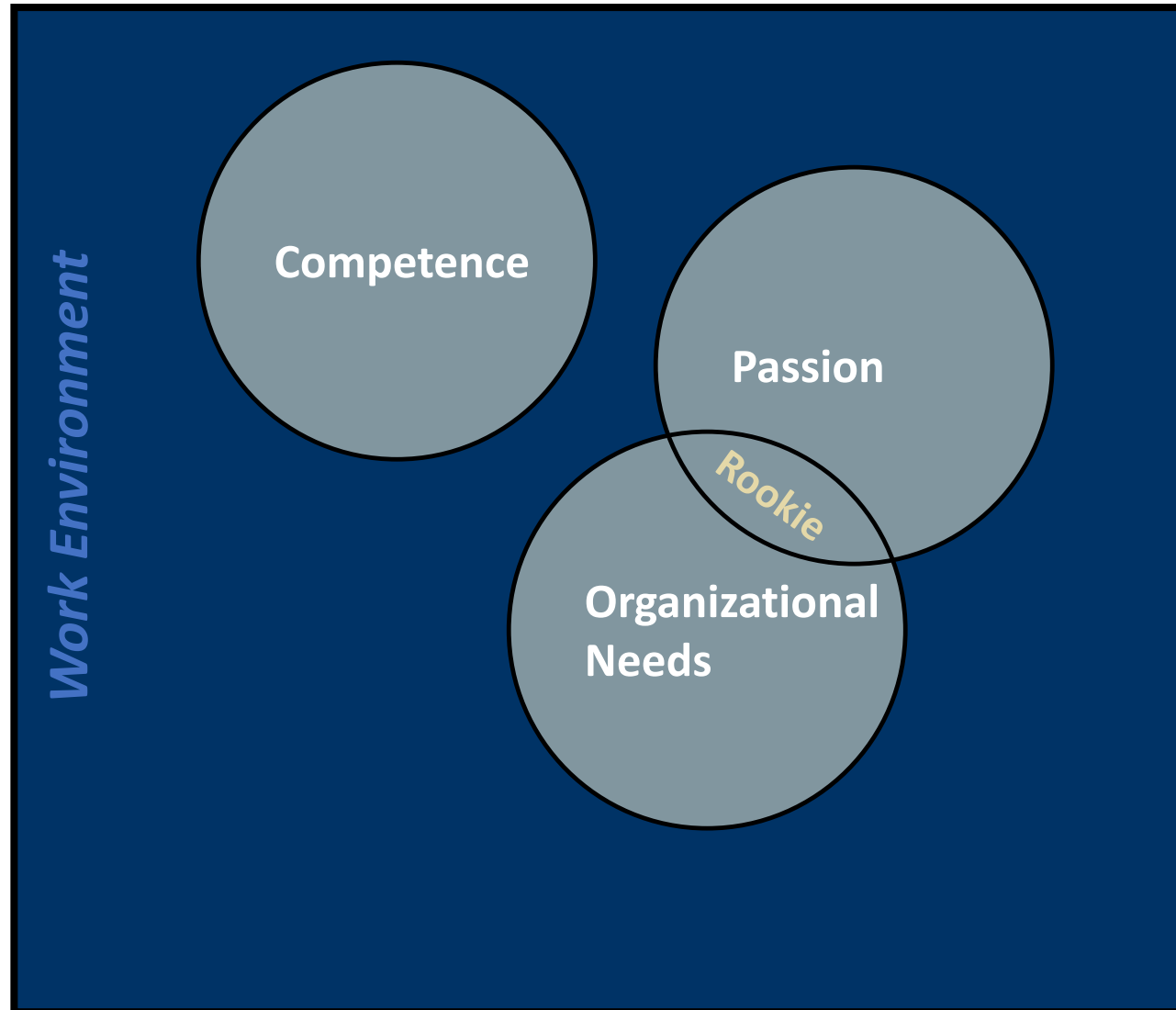
Three Fundamental Elements



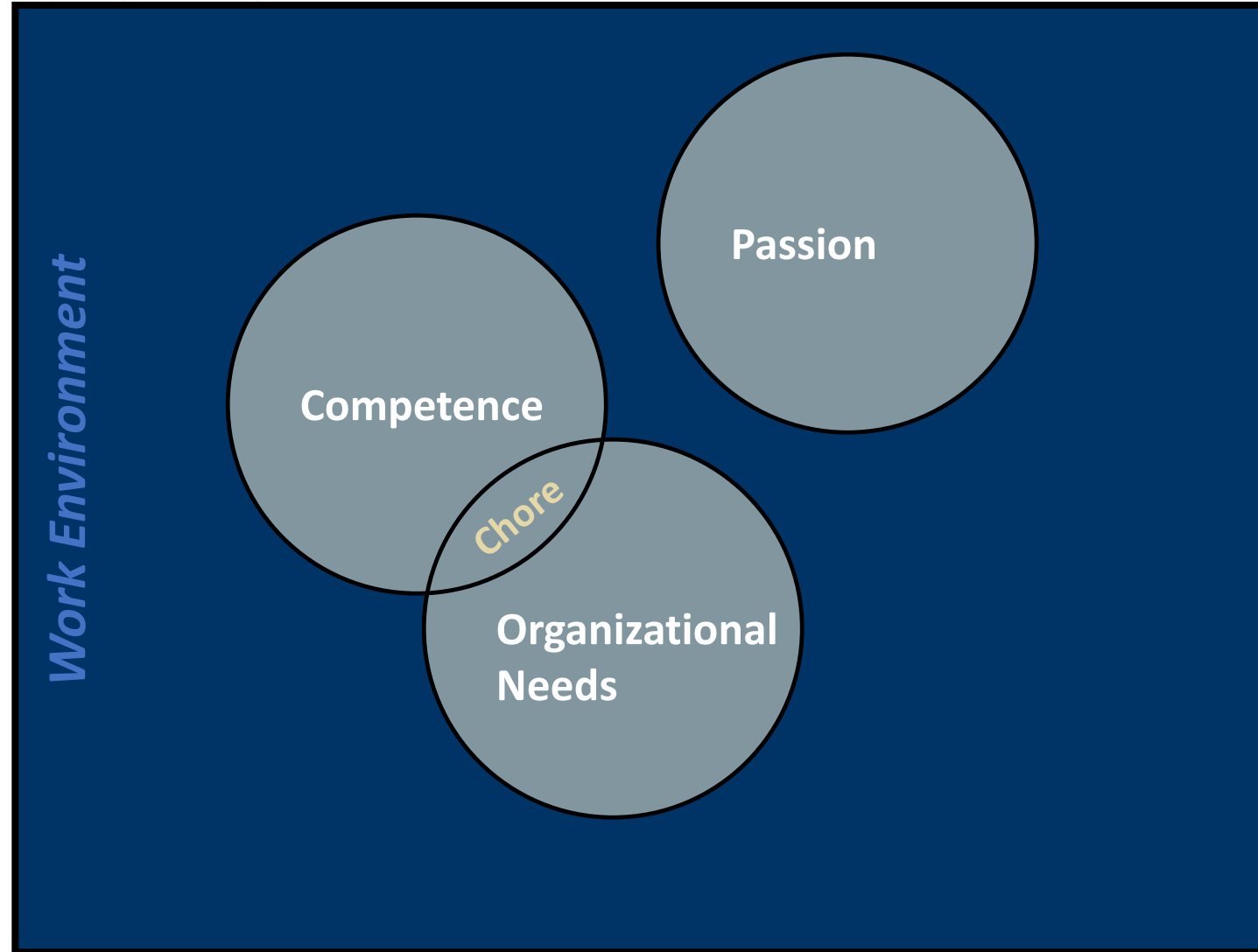
Variation # 1



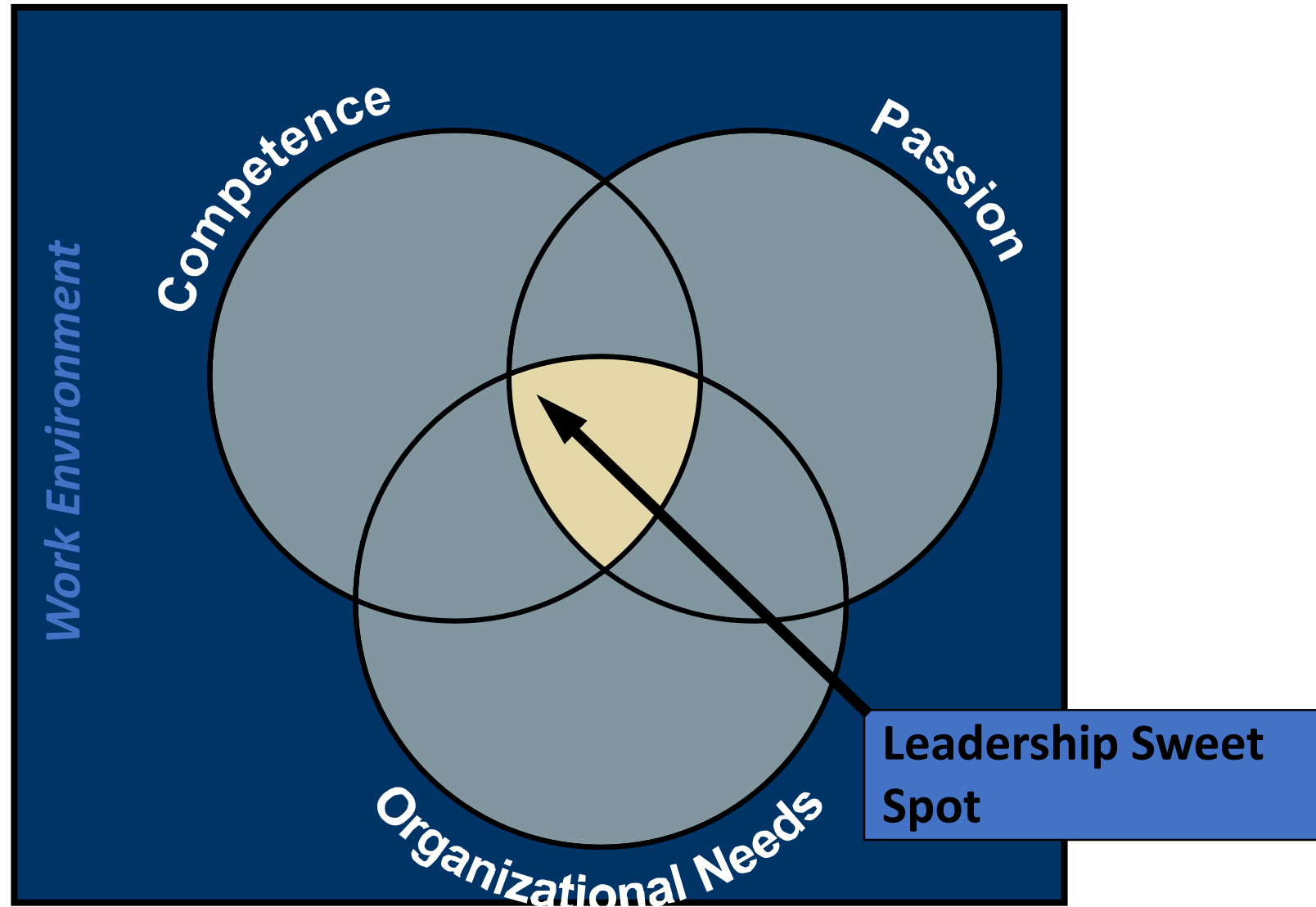
Variation # 2



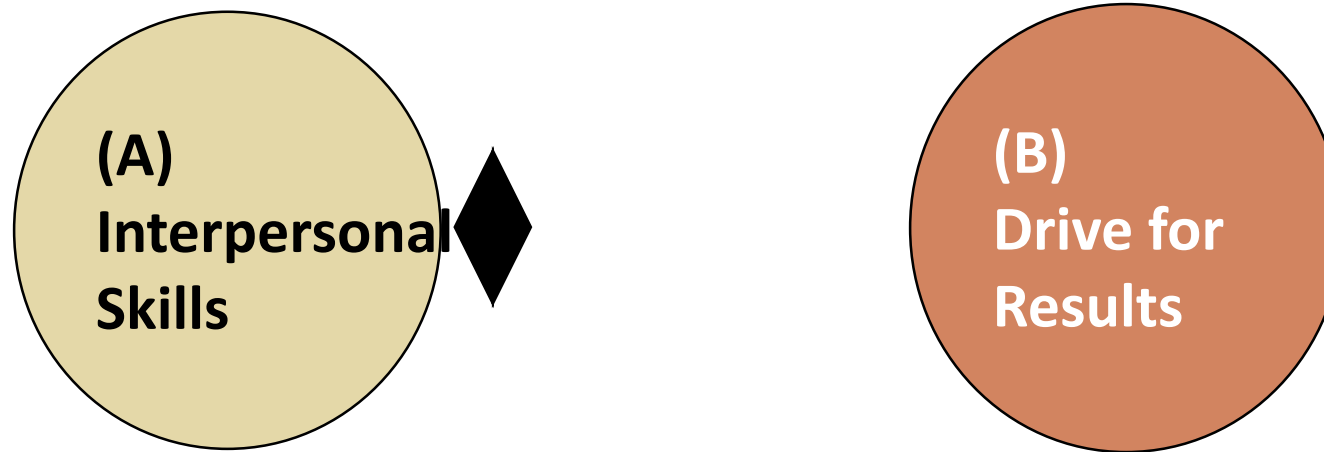
Variation # 3



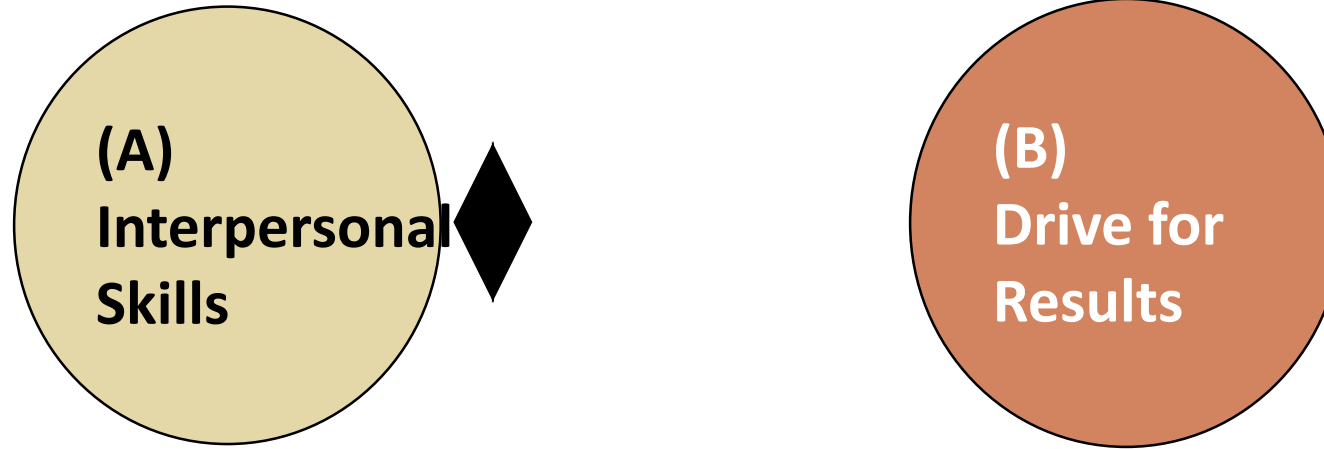
The Power of Convergence



Research Studied the Relationship Between Two Competencies



First They Looked at “A without B”

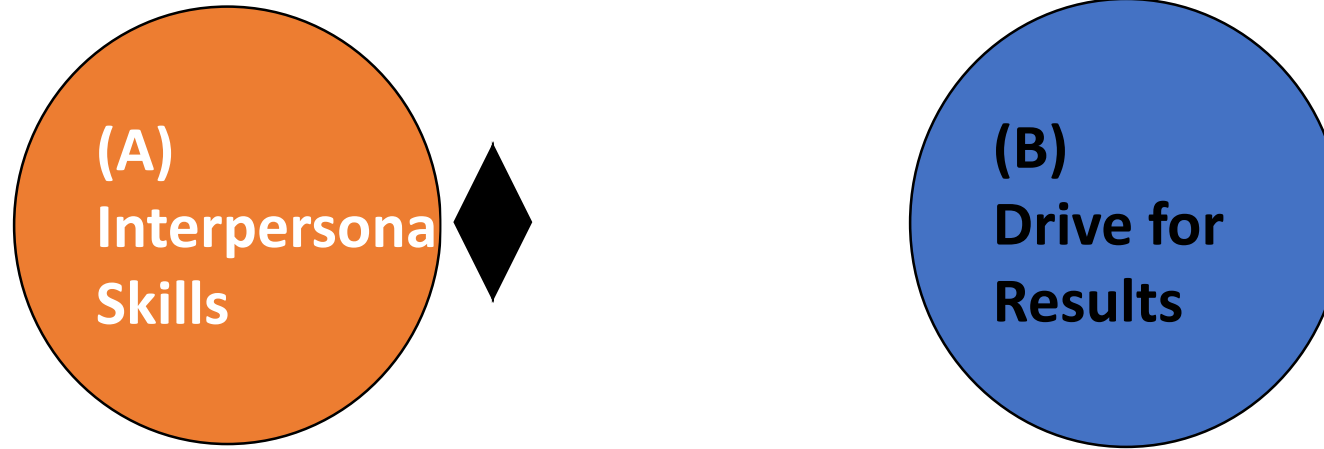


If this is a strength . . .

but this isn't . . .

the probability of being an extraordinary leader: 9%

Then They Looked at “B without A”

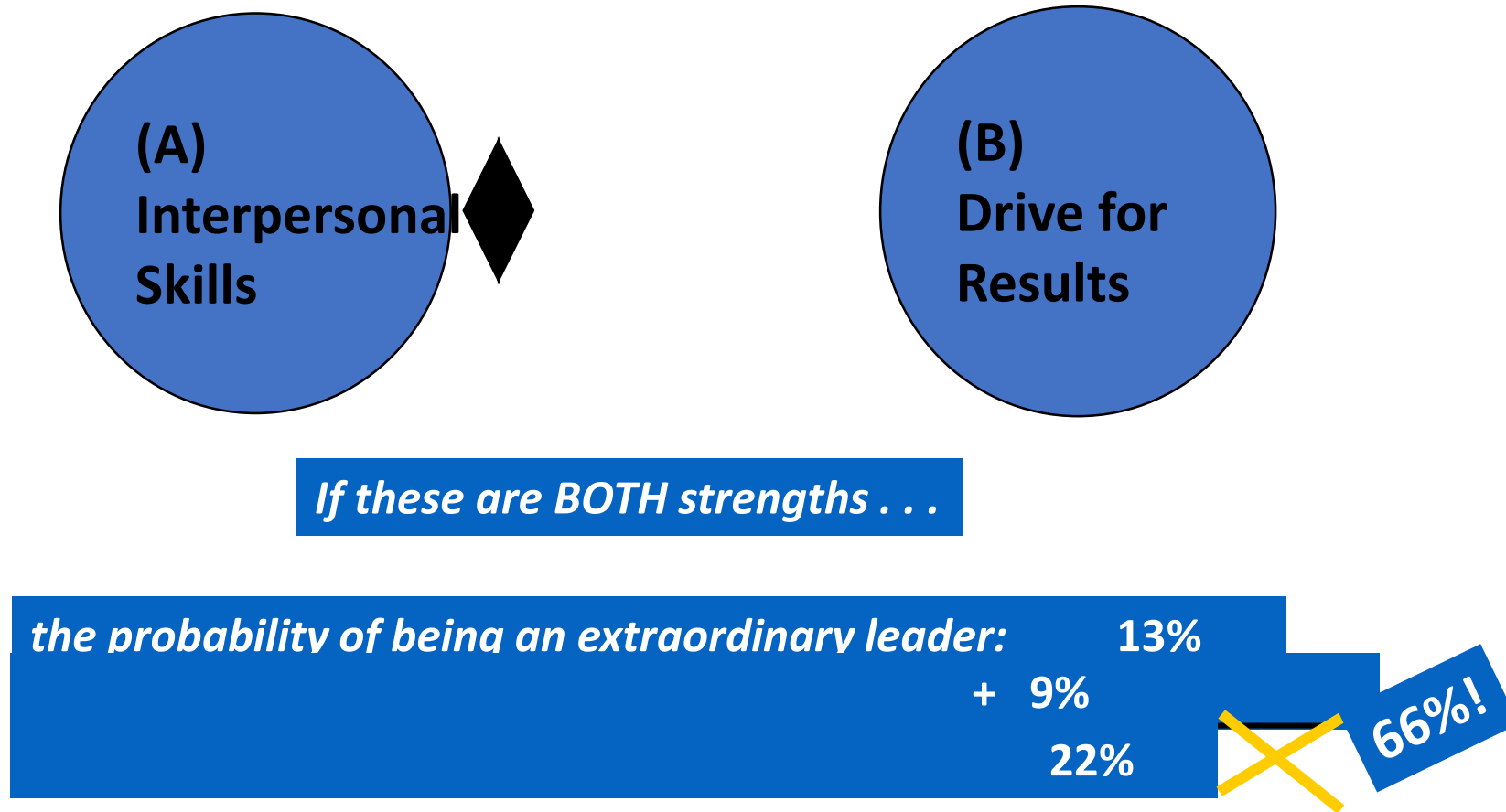


If this is NOT a strength . . .

but this IS . . .

the probability of being an extraordinary leader: 13%

The Power of “A + B” Led to the Notion of “Powerful Combinations”



A Final Thought

The most dangerous leadership myth is that leaders are born—that there is a genetic factor to leadership. Myth asserts that people simply either have certain charismatic qualities or not. That's **nonsense**; in fact, the opposite is true. Leaders are made rather than born.

—*Warren Bennis*

Transformational Leader's Key Behavior

- Visionary & Strategic
- Ability to motivate others
- Ability to handle crisis
- Ability to build trust & teamwork
- Honesty & Integrity
- Decisiveness

*"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 , Oktober 2021

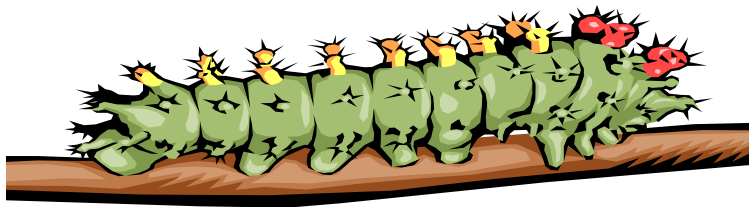
AGENDA SERI 3

- **PENGANTAR SERI 3**
- **EI & LEADERSHIP FOR BUSINESS PERFORMANCE**
- **CHANGE AND HOW TO DO AND MANAGE CHANGE**
- **THE ART OF PROCUREMENT**
- **GOOD CORPORATE GOVERNANCE AND LEADERSHIP**
- **CRISIS AND LEAD IN CRISIS**

Transformation demands a sustained commitment to effective implementation

- “A marked change in appearance, condition, or function”
- “A dramatic change in the personality or character”
- “As in a caterpillar transforms itself into a butterfly”

- Excerpted from Webster’s New Universal Unabridged Dictionary



Insight #1

**Good does not
equal great—and
your organization
needs you to be
great.**



Insight #2

**You don't have to
be a superhero
to be an
extraordinary
leader.**



Insight #3

To get where you want to go, you need to know where you are.



Insight #4

**When choosing
which strengths to
develop, play to your
passions!**



Insight # 5

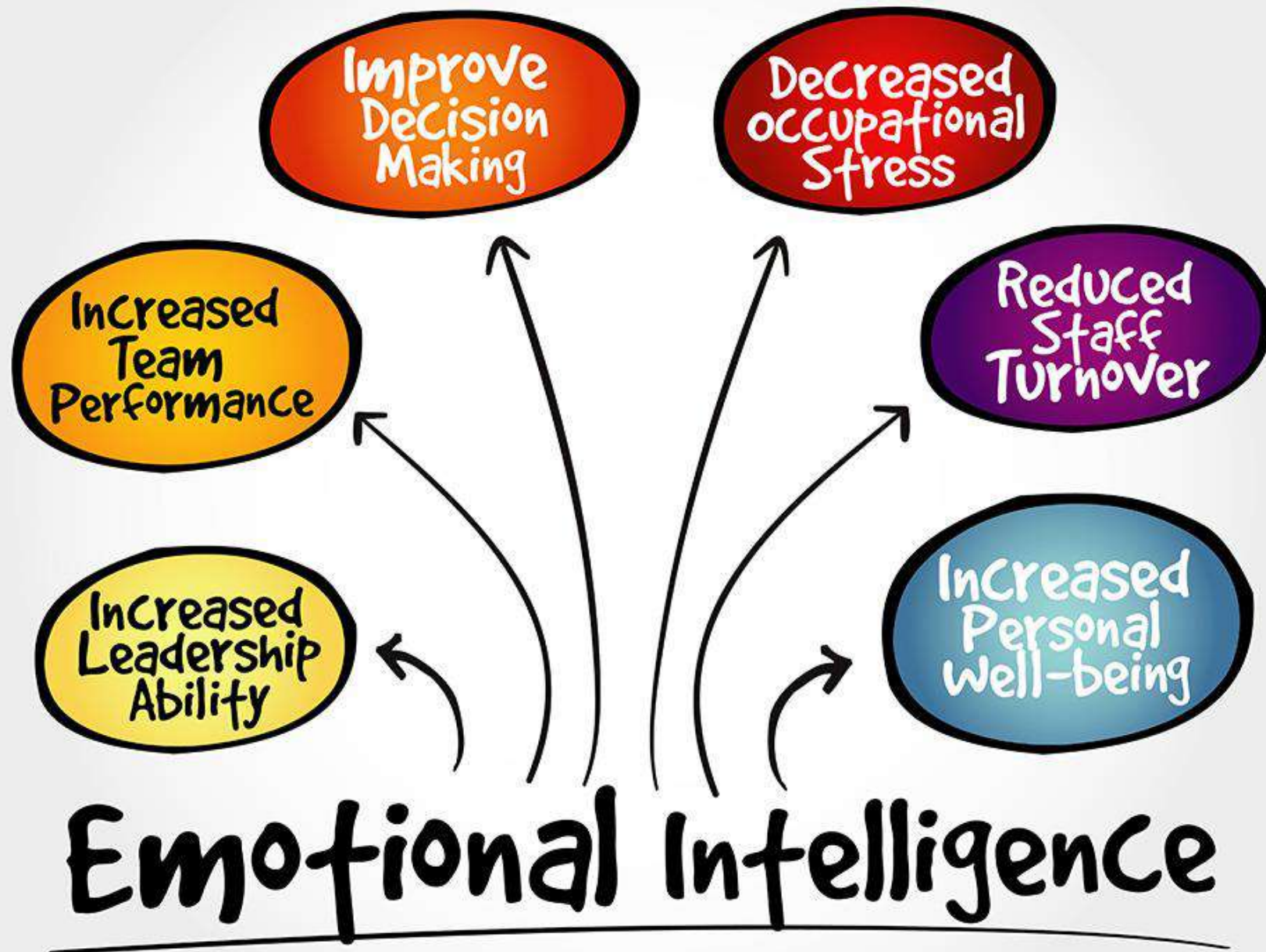
**When building on
your strengths, often
the best approach is
to build around
them.**



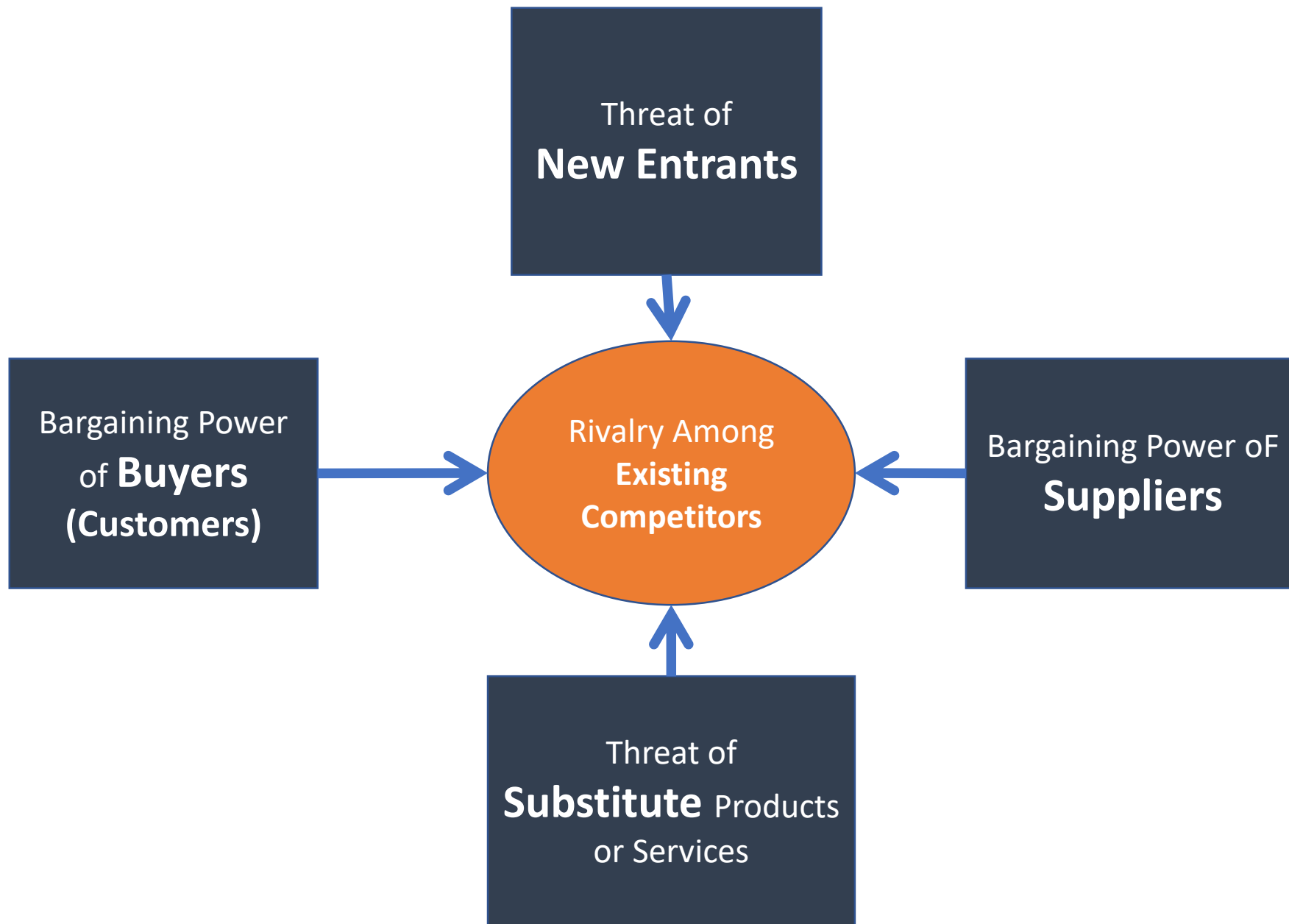


EMOTIONAL INTELLIGENCE

How Emotional Intelligence Improves
Business Performance







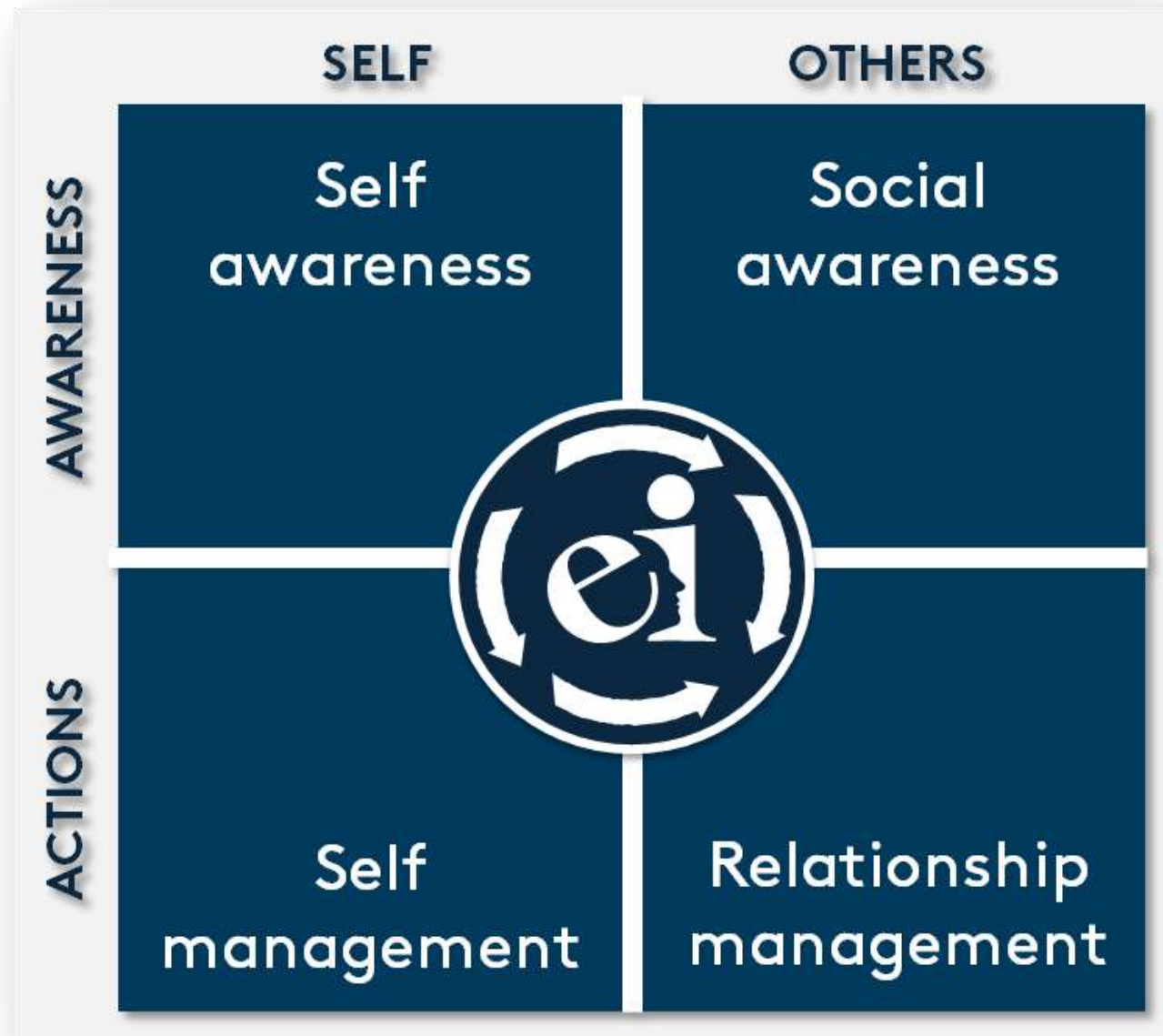
5 competitive forces Michael Porter

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

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

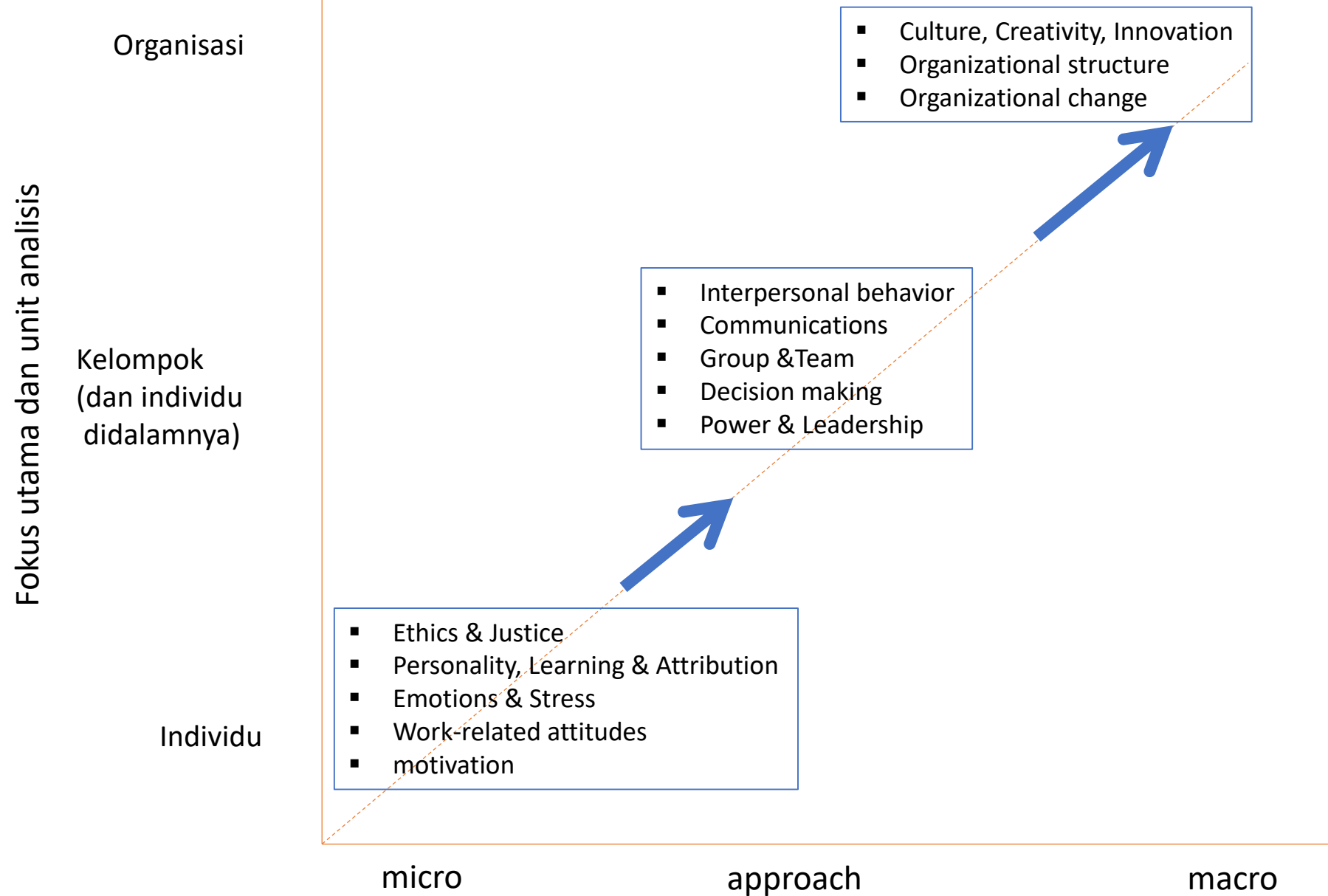
Mencapai Kinerja UNGGUL

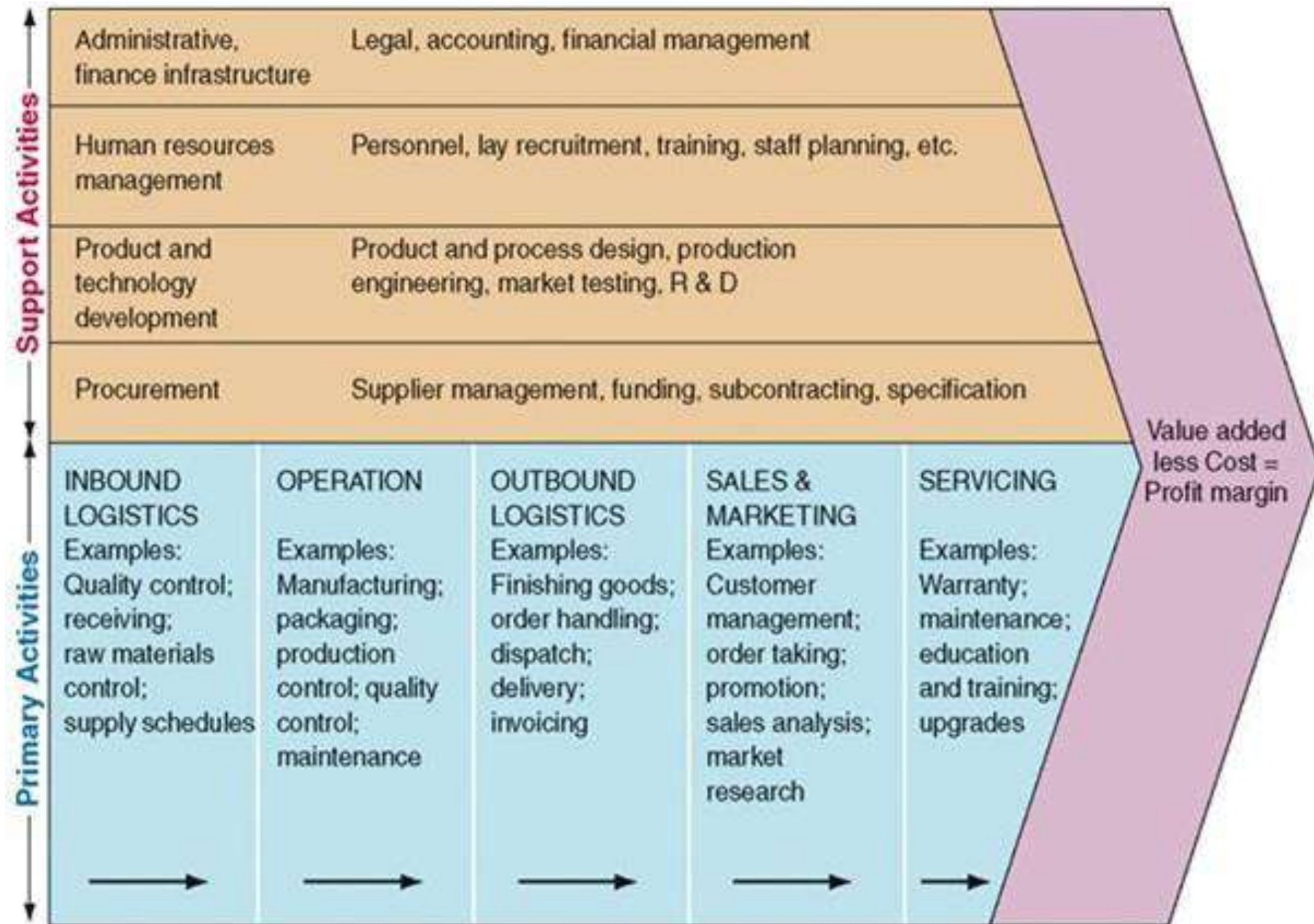
1. **Kenali** Diri Sendiri
2. **Kenali** Team dan Bisnis anda
3. Meletakkan **Sasaran yang Jelas dan Prioritas**
4. **Follow through**
5. **Beri Penghargaan** pada pekerja yg berprestasi
6. Tumbuhkan kemampuan Tim secara terus menerus melalui pemberian tantangan baru



<i>SELF</i> <i>Personal Competence</i>	<i>OTHERS</i> <i>Social Competence</i>
<p><u><i>Self - Awareness</i></u></p> <ol style="list-style-type: none"><i>1. Emotional self –awareness</i><i>2. Accurate self- assesment</i><i>3. Self-confidence</i>	<p><u><i>Social - Awareness</i></u></p> <ol style="list-style-type: none"><i>1. Emphaty</i><i>2. Service orientation</i><i>3. Organizational awareness</i>
<p><u><i>Self - Management</i></u></p> <ol style="list-style-type: none"><i>1. Self-control</i><i>2. Trustworthiness</i><i>3. Optimism</i><i>4. Adaptability</i><i>5. Achievement drive</i><i>6. Initiative</i>	<p><u><i>Relationship - Management</i></u></p> <ol style="list-style-type: none"><i>1. Developing Others</i><i>2. Influence</i><i>3. Communication</i><i>4. Conflict Management</i><i>5. Leadership</i><i>6. Change Catalyst</i><i>7. Building bonds</i><i>8. Teamwork & Collaboration</i>

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





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?

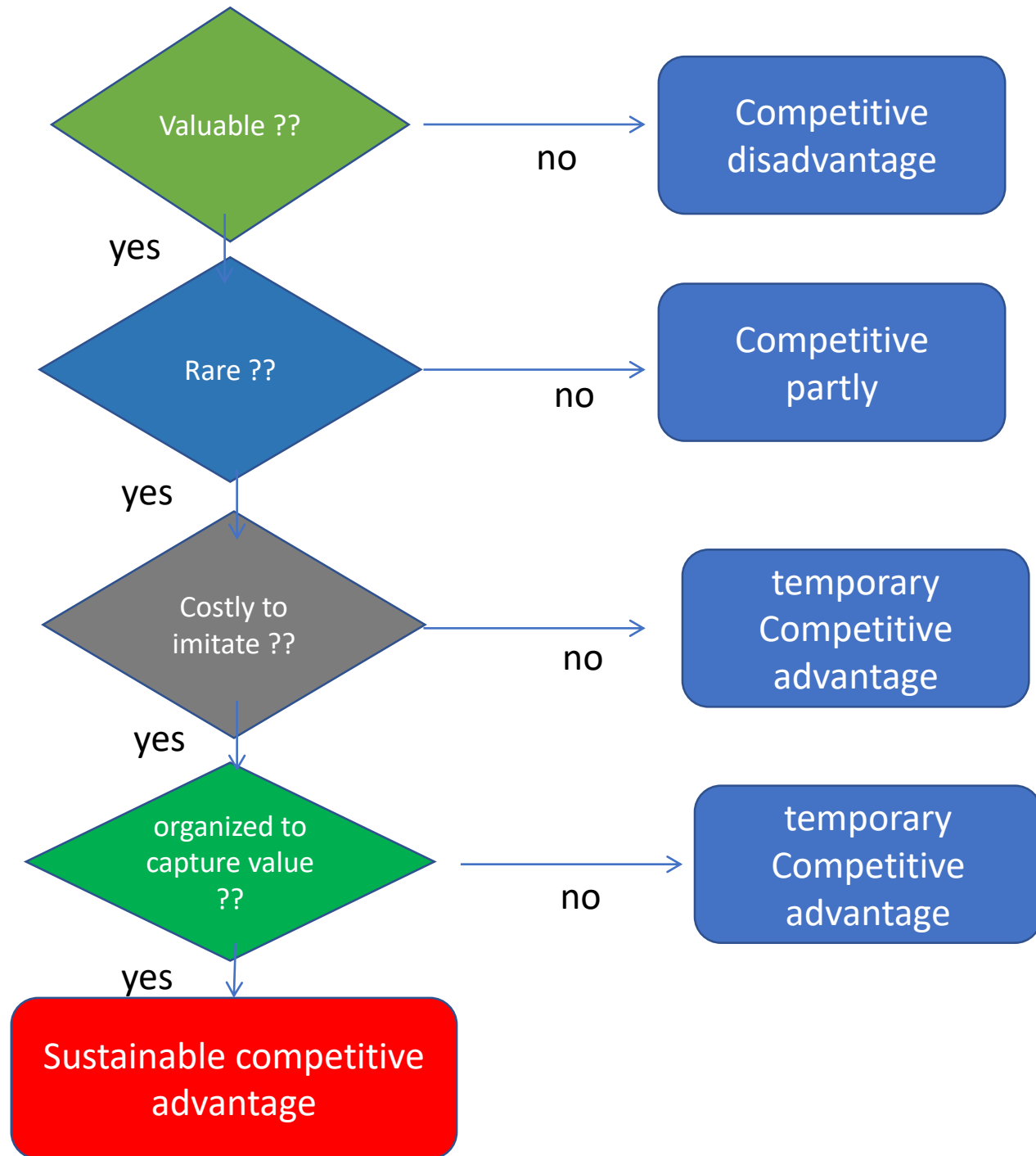
Imitability

- 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

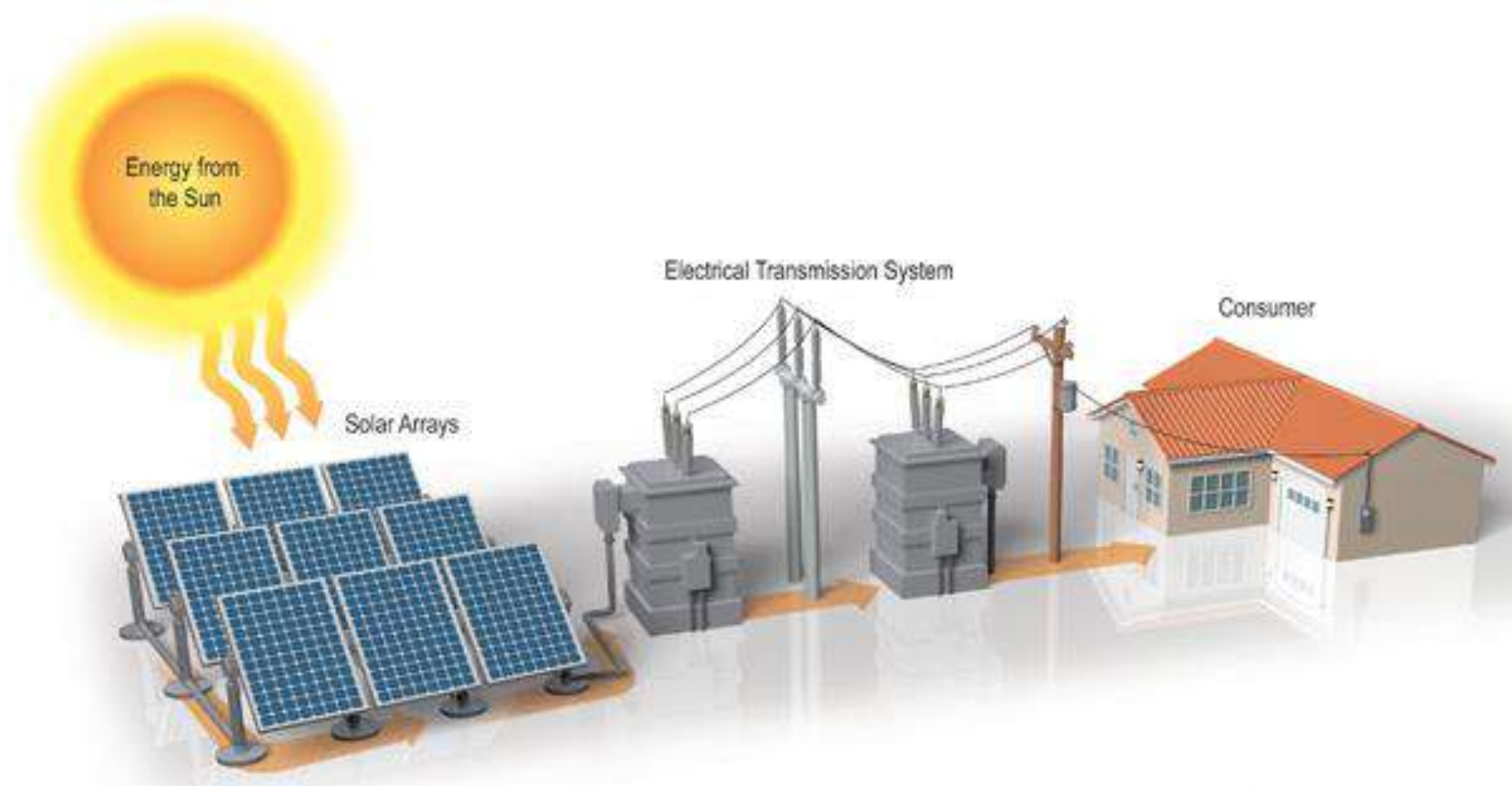
Atau....

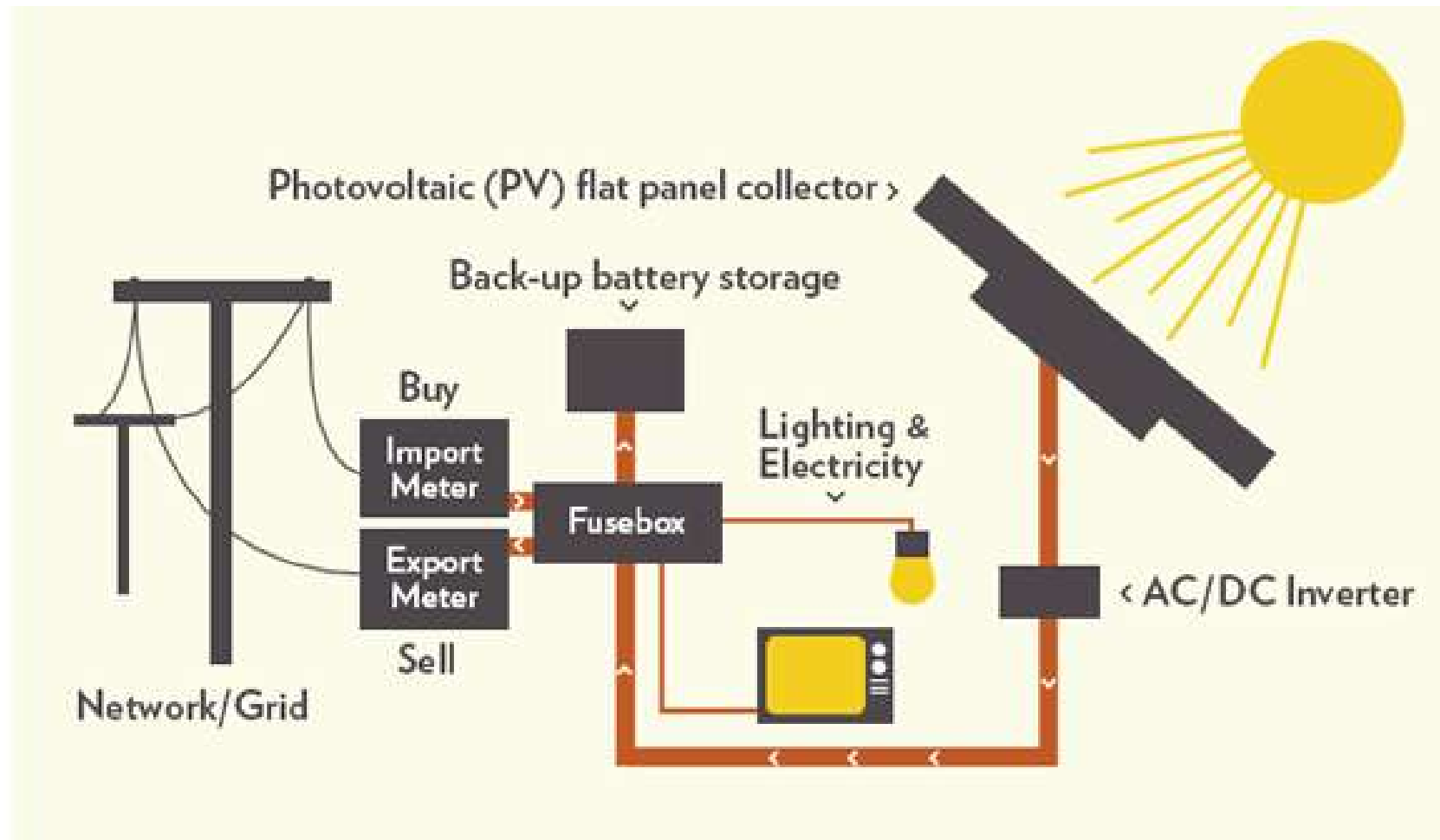
- **Disruption = Ancaman**

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 !!
- **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.



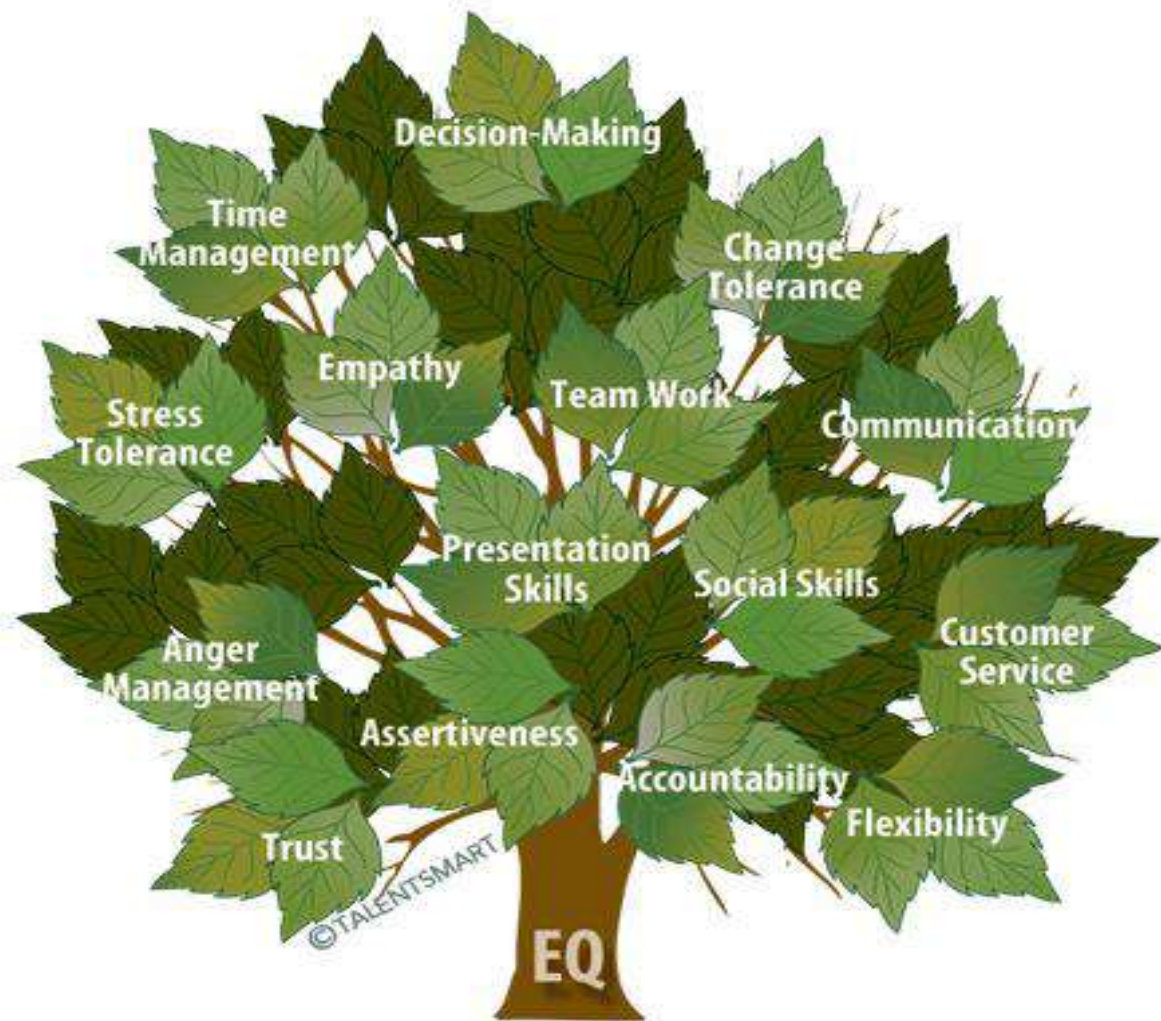
Contoh contoh lainnya.....El tinggi dan kinerja bagus...!!

- **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.*

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***

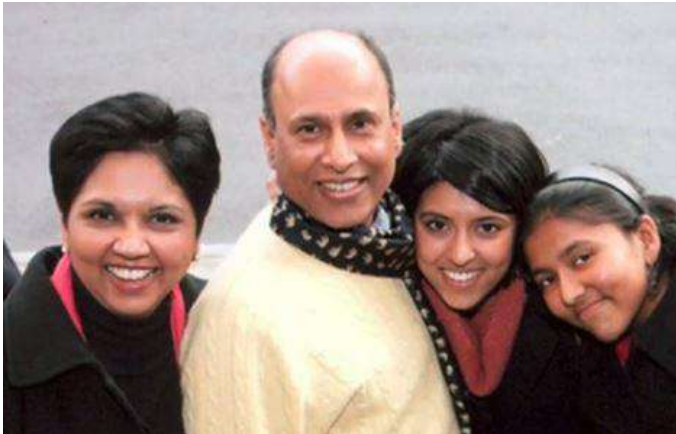
• *michele obama, 2017*



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):

