

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



MANAGEMENT LEADERSHIP FOR SEBAYANG FAMILY SERI 1

DISAMPAIKAN OLEH
NASRI SEBAYANG

Jakarta , 29 Agustus 2021

- **PENGANTAR SERI 1**
- **VISION , MISSION , PURPOSE**
- **DEFINISI *MANAGEMENT* DAN LEADERSHIP**
- **PERBEDAAN ANTARA MANAGER DAN LEADER**
- **MANAGEMENT TOOLS**
- **EFFECTIVE MANAGEMENT LEADERSHIP CONCEPT**

SERI 1

- **PENGANTAR SERI 1**

- VISION , MISSION , PURPOSE
- DEFINISI MANAGEMENT DAN LEADERSHIP
- PERBEDAAN ANTARA MANAGER DAN LEADER
- MANAGEMENT TOOLS
- EFFECTIVE MANAGEMENT LEADERSHIP CONCEPT

HASRAT UNTUK BERUBAH

Ketika aku masih muda dan bebas berkhayal , aku bermimpi ingin mengubah *dunia*.

Seiring dengan bertambahnya usia dan kearifanku , kudapati bahwa
dunia tidak kunjung berubah.

Maka cita-cita itu pun agak kupersempit , lalu kuputuskan untuk hanya mengubah *negeriku*.

Namun nampaknya , hasrat itu pun tiada hasilnya.

Ketika usiaku semakin senja , dengan semangatku yang masih tersisa,
kuputuskan untuk mengubah *keluargaku*,

Orang-orang yang paling dekat denganku Tetapi celakanya ,
Mereka pun tidak mau diubah! Dan kini,

sementara aku berbaring saat ajal menjelang , tiba-tiba kusadari : ” Andaikan yang pertama-tama kuubah adalah
diriku,

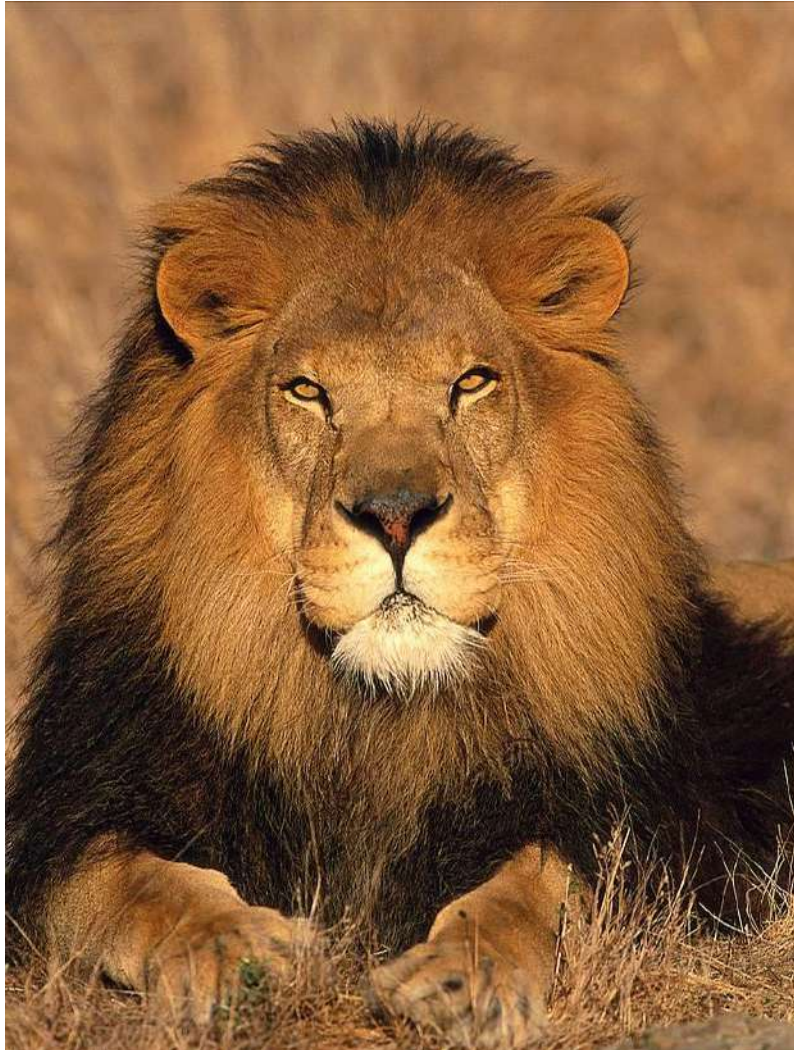
Maka dengan menjadikan diriku sebagai panutan , mungkin aku bisa mengubah *keluargaku*.

Lalu berkat inspirasi dan dorongan mereka , bisa jadi aku pun mampu memperbaiki
negeriku;

Kemudian siapa tahu,
Aku bahkan bisa mengubah
dunia!”



Making a case for change is relatively easy when there is widespread acceptance that survival depends on changing...



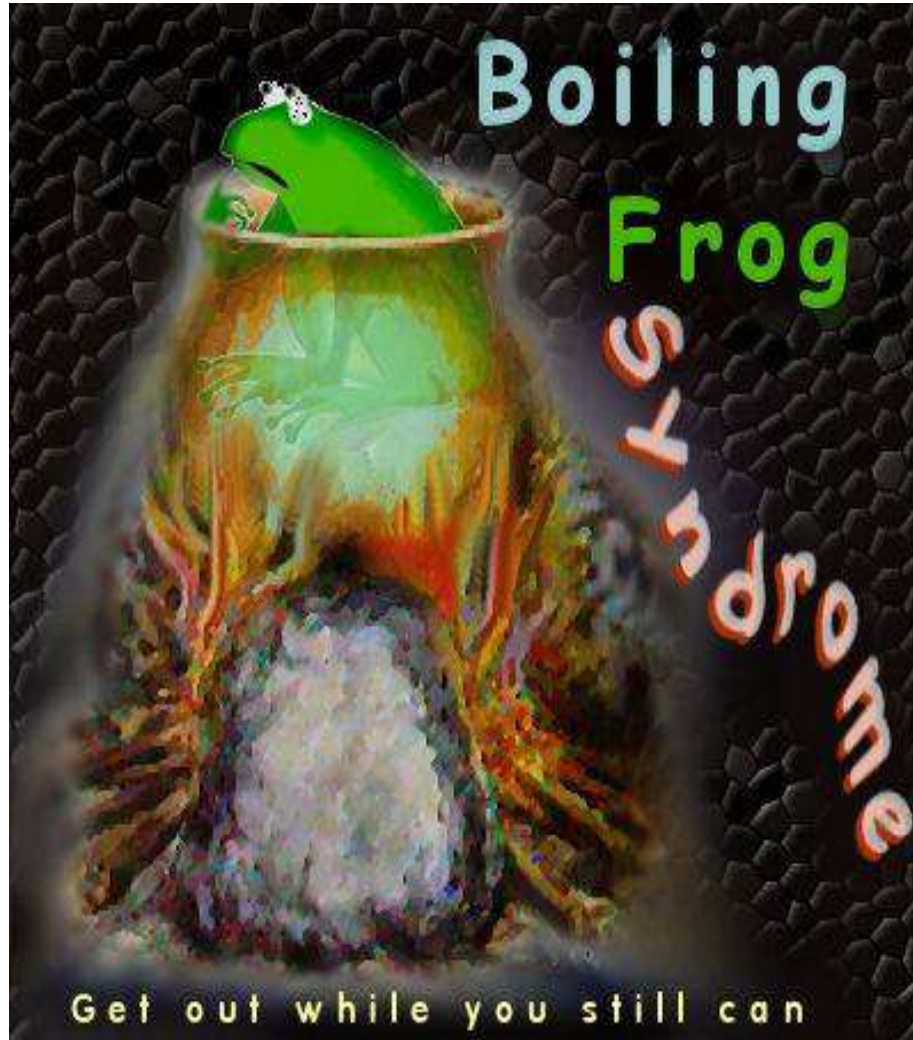
An African proverb holds that, each morning a gazelle wakes up knowing it must out-run the fastest lion or be eaten

And every morning, the lion wakes up knowing that it must out-run the slowest gazelle or starve

**Gazelle or lion,
Every morning you must run**

That's what change is all about.

...Unfortunately it's much harder to build the case for change when the discomfort is building slowly!



When do you start to Change?

- ▶ Government Agencies:
 - Operating costs growing faster than revenues?
 - Declining Customer Service?
 - Loss of Votes in an election?
- ▶ Telcos: fat margins but deregulation hitting market share
 - Cut prices or preserve margins?
- ▶ Airline: steady loss of share, customer service rating?
- ▶ GE 1982: \$2Bn Profit but no growth?
- ▶ Your Firm???

"It is not the strongest species that survive, nor the most intelligent, but the ones most responsive to change."

- Charles Darwin

"With a strong wind even turkeys can fly"



Winds Of Change



SERI 1

- PENGANTAR
- **VISION , MISSION , PURPOSE**
- DEFINISI MANAGEMENT DAN LEADERSHIP
- PERBEDAAN ANTARA MANAGER DAN LEADER
- MANAGEMENT TOOLS
- EFFECTIVE MANAGEMENT LEADERSHIP CONCEPT

Leadership Matters: ...
VISION

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

(Henry Kissinger)

Leadership Matters: ... **MISSION**

*"thinking well is wise ; planning
well wiser ; doing well wisest and best
of all "*

Persian Proverb

The world is changing rapidly – the issue is how do we cope with uncertainty *relatively* better than our competition

“Control Your Own Destiny or Someone Else Will.”

Jack Welch



We believe there are Four Kinds of Purpose...

“The joy of technological innovation”

Masaru Ibuka

“Millions of people are better off”

Sam Walton



“Build a machine to improve the world”

Henry Ford

“The thrill of outstanding performance” Warren Buffett

...And that a “Moral” Purpose is compatible with commercial reality and sustainable competitive advantage

Type of Purpose		Values	Examples
The New/ Discovery		▶ Life is an adventure ▶ Do not be bound by convention ▶ Action is freely chosen ▶ Emphasis on the importance of the individual	Tom Watson IBM Sony
Excellence		▶ High standards exceed customer demand ▶ Excellent performance is the supreme good ▶ Flourish in your community	Warren Buffet The Economist Apple
The Helpful/ Altruism		▶ Personal service beyond formal obligation ▶ Happiness is the over riding objective – staff, customers, society	Walt Disney The Body Shop Nordstrom
The Effective/ Heroism		▶ Ambitious and daring goals ▶ Courage, pride and firmness ▶ High effectiveness and achievement	Henry Ford Microsoft ExxonMobil























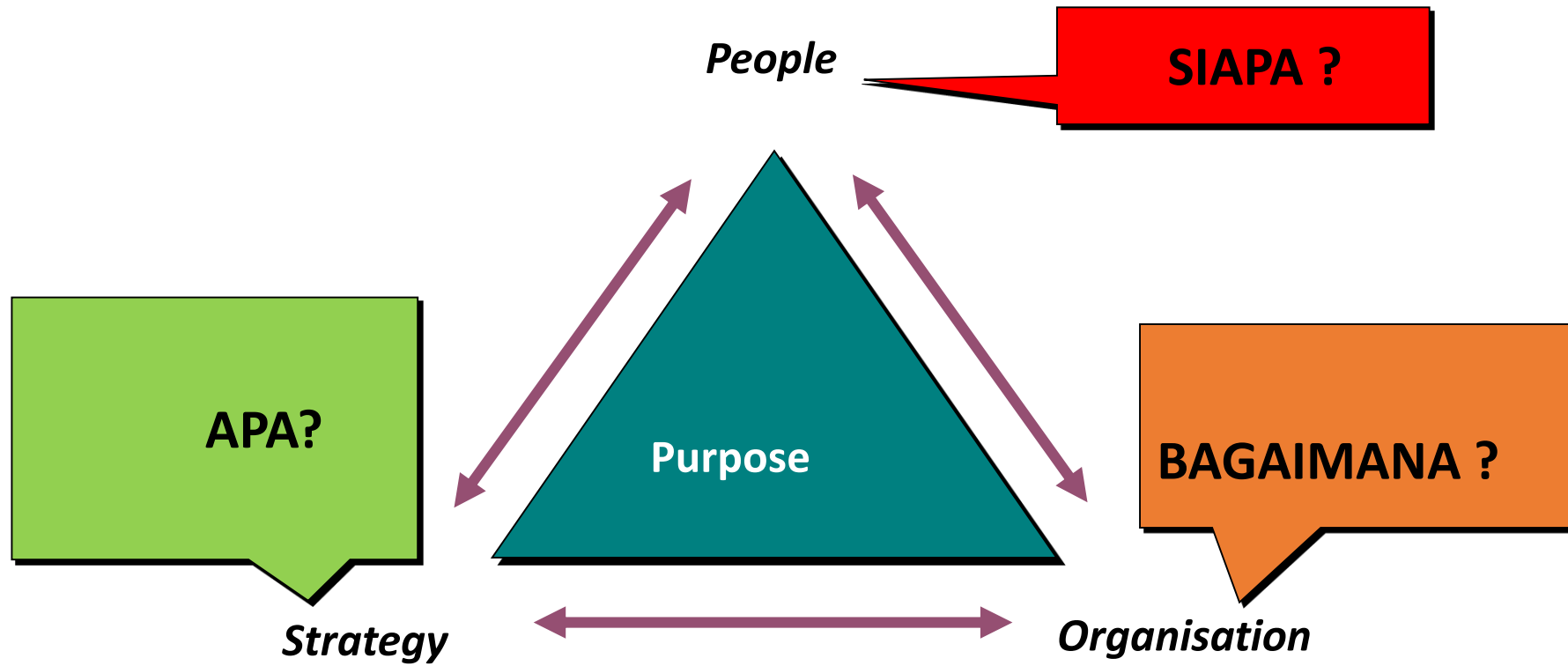








You can think about your Purpose from three directions



Successful organisations integrate strategy with the right people in the right roles aligned around a common Purpose that they understand and believe in

What is.....

- **People** : Siapa kita dan apa yang kita percayai
- **Organisasi** : Bagaimana persepsi stake holder terhadap Perusahaan ? Apa tujuan historis kita dan bagaimana tujuan itu telah berubah ?
- **Strategi** : Kearah mana Perusahaan ini sedang bergerak
**Apa yang diperlukan Perusahaan untuk men –
capai aspirasi aspirasinya di dunia yang ber –
ubah dengan cepat .**

What is.....

- **PURPOSE**

Purpose yang disesuaikan / disejajarkan (aligned) dengan strategi akan menciptakan keunggulan komparatif...

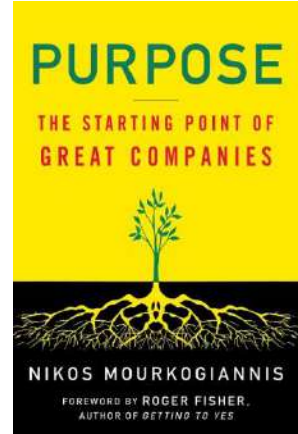
Purpose melampaui visi maupun misi

Purpose sangat diperlukan untuk membantu Perusahaan (Manajemen) menetapkan arah yang jelas untuk strategi , memandu dalam proses pengambilan keputusan yaitu mengenai prioritas strategi , mendorong motivasi , moral dan entusiasme para pegawai , mendorong keterbukaan dan pengambilan risiko yang diperlukan dalam berinovasi , membantu para pegawai dalam membangun hubungan di dalam maupun di luar organisasi .

Organisasi organisasi yang sukses mengintegrasikan strategi dengan orang dan peran yang tepatserta disesuaikan / disejajarkan dengan purpose bersama yang dapat mereka mengerti dan percaya

Purpose and Advantage

*When Purpose is aligned with Strategy it drives
Competitive Advantage*



Purpose:

- Helps leaders set a **Clear Direction** for Strategy
- Guides leaders in their **Decision Making** about priority Strategic Campaigns
- Boosts employee **Motivation, Enthusiasm** and **Morale**
- Encourages the openness and risk-taking required for **Innovation**
- Helps employees build **Relationships**, inside and outside the organisation

SERI 1

- PENGANTAR
- VISION , MISSION , PURPOSE
- **DEFINISI MANAGEMENT DAN LEADERSHIP**
- PERBEDAAN ANTARA MANAGER DAN LEADER
- MANAGEMENT TOOLS
- EFFECTIVE MANAGEMENT LEADERSHIP CONCEPT

WHAT IS :

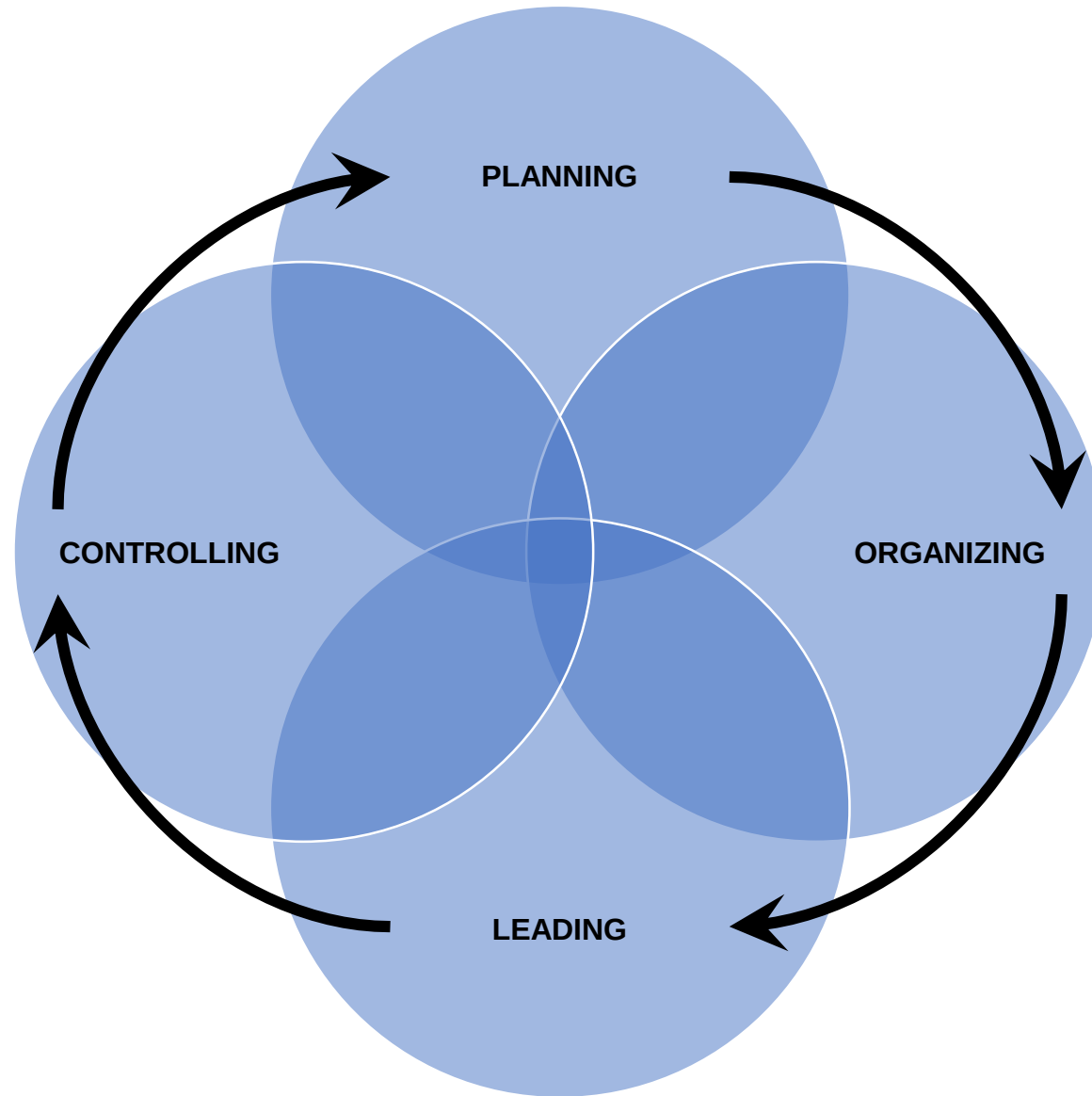
MANAGEMENT
MANAGER

LEADERSHIP
LEADER

MANAGEMENT is :

- Management is a process of **planning , decision making , organizing , leading , motivating and controlling** the human resources , financial , physical and information resources of an organization to reach its goals efficiently and effectively
- Management is a set of principles relating to the functions of **planning , organizing , directing and controlling**, and the application of these principles in harnessing physical , financial , human , and informational resources efficiently and effectively to achieve
- Management is the process of **administering and controlling** the affairs of the organization irrespective of its nature , type and size .
- Management is a multi-purpose organ that **manages business and manages managers and and manages workers and work** Peter F Drucker

THE BASIC MANAGEMENT SYSTEM - FUNCTIONS



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.



LEADERSHIP is

- **KEPEMIMPINAN SEBAGAI HUBUNGAN YANG ADA DALAM DIRI SEORANG ATAU PEMIMPIN, MEMPENGARUHI ORANG LAIN UNTUK BEKERJA SECARA SADAR DALAM HUBUNGAN TUGAS UNTUK MENCAPAI TUJUAN YANG DIINGINKAN (GEORGE R TERRY)**
- **KEPEMIMPINAN MERUPAKAN PERPADUAN PERANGAI YANG MEMUNGKINKAN SESEORANG MAMPU MENDORONG PIHAK LAIN MENYELESAIKAN TUGASNYA (ORDWAY TEAD)**
- **KEPEMIMPINAN ADALAH PROSES MEMPENGARUHI AKTIFITAS AKTIFITAS SEBUAH KELOMPOK YANG DIORGANISASI KE ARAH PENCAPAIAN TUJUAN (RAUCH AND BEHLING)**
- **MERUPAKAN KEMAMPUAN UNTUK MEMPENGARUHI SUATU KELOMPOK KE ARAH TERCAPAINYA SUATU TUJUAN .KEPEMIMPINAN ADALAH PENGARUH ANTARA PRIBADI YANG DIJALANKAN DALAM SITUASI TERTENTU , SERTA DIARAHKAN MELALUI PROSES KOMUNIKASI KE ARAH PENCAPAIAN SATU ATAU BEBERAPA TUJUAN TERTENTU (ROBBINS).....**

MANAGER dan LEADER

Manager : ***Doing the things right***

Melaksanakan seluruh pekerjaan dan kegiatan dibawah tanggung jawabnya dengan benar sesuai kaidah kaidah dan alat manajemen (Management Tools).....

Agar tujuan Perusahaan dapat tercapai secara effective dan efficient

Leader : ***Doing the right things***

Tugasnya :

- Menyiapkan visi ,
- Membuat Keputusan ,
- Membuat dan mengawal perubahan (motivasi , komunikasi , mendengar)
- Menciptakan atau membuat Leader baru
- Meninggalkan Legacy

LEADER SHIP

To ultimately about creating a way for people

To contribute ,

To make something extraordinary

.....happened.....

MANAGEMENT LEADERSHIP

“Management Leadership combines leadership skills and managerial competence to achieve sustainable growth.”

“Growth is the only sign of life.”

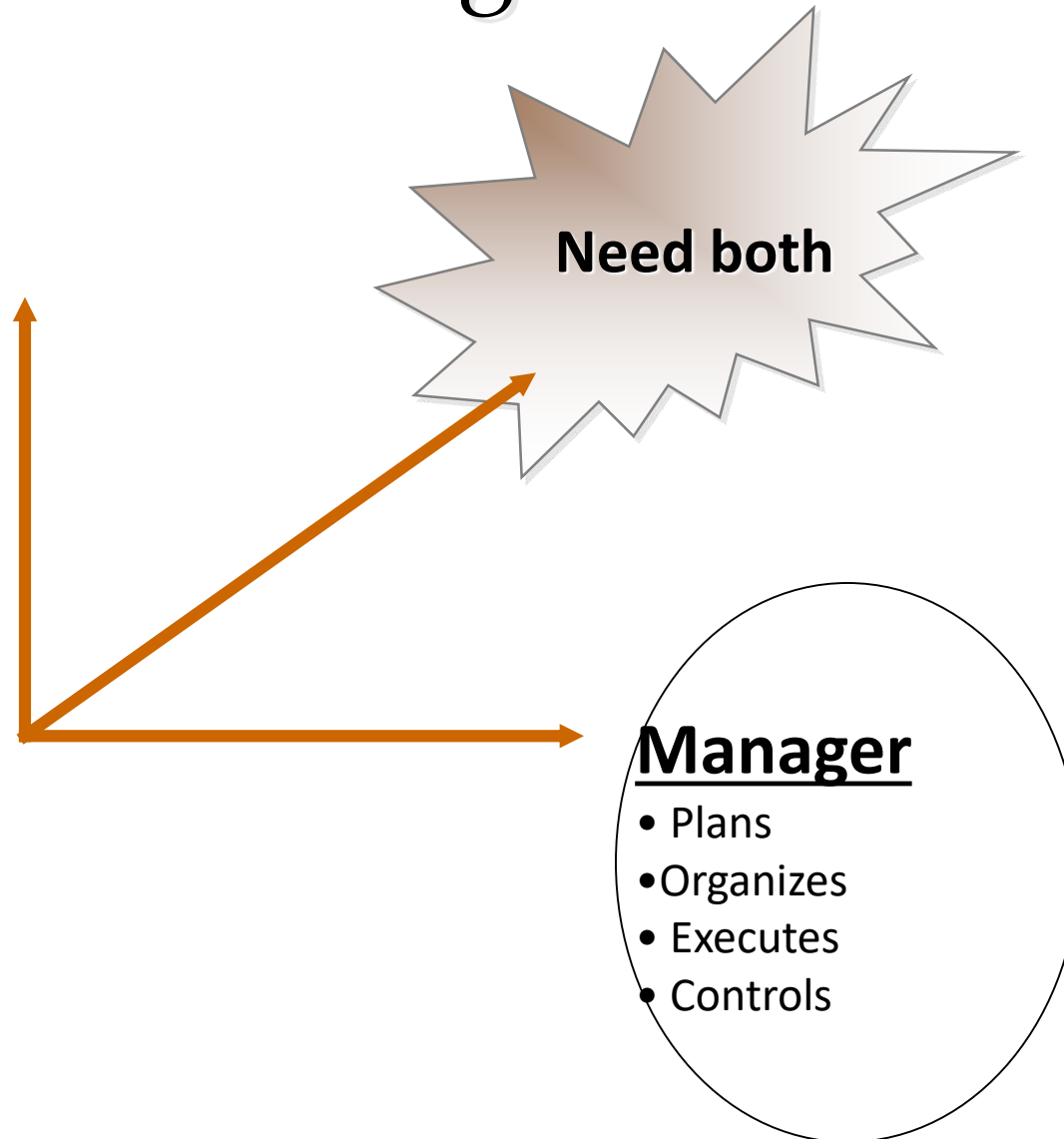
(Tanri Abeng)

Leadership vs Management

Leader

- Envisions
- Directs
- Motivates
- Makes decisions
- Communicates

i



Manager

- Plans
- Organizes
- Executes
- Controls

We can recognize the difference.
But both (leading and managing)
are inseparable.

Leadership and management
are not mutually exclusive, they
are complementary and we need
both to be effective.

SERI 1

- PENGANTAR
- VISION , MISSION , PURPOSE
- DEFINISI MANAGEMENT DAN LEADERSHIP
- PERBEDAAN ANTARA MANAGER DAN LEADER
- **MANAGEMENT TOOLS**
- EFFECTIVE MANAGEMENT LEADERSHIP CONCEPT

Concept Of Organizational Excellence



PLANNING AND SCHEDULLING
GANTT CHART/BAR CHART
CPM
GDM
ADM
MS PROJECT
ARTEMIS

MALCOLM BALDRIGE
SCORE CARD

SWOT ANALYYSIS

SIX SIGMA

FINANCIAL
PROJECTION SYSTEM

ACCOUNTING SYSTEM
GL MAGIC
ETC

HUMAN RESOURCES
HAY ANALYSIS
WORK LOAD ANALYSIS

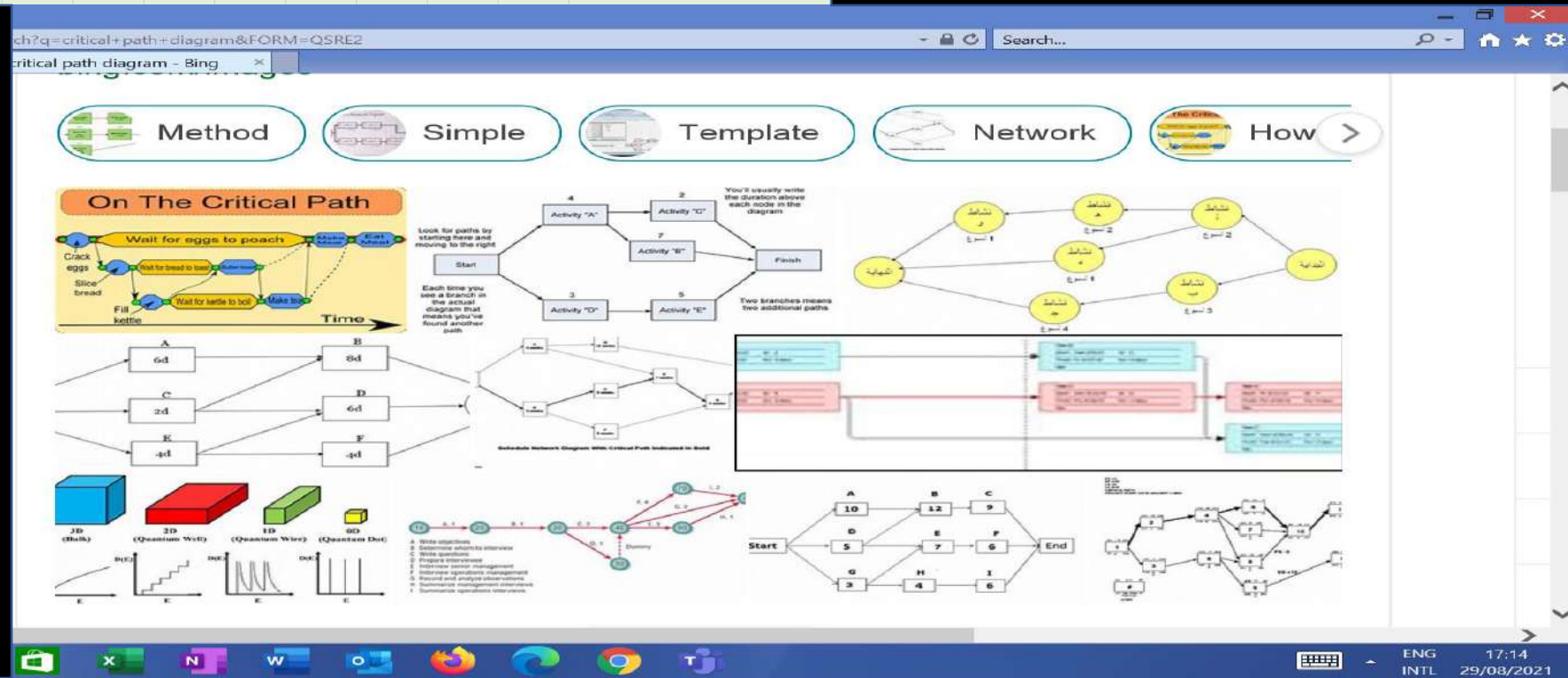
OTHERS BASED ON
IT SYSTEM

PROGRAM KERJA JANGKA PENDEK PEMBANGUNAN PLTS SUMBA

NO	KEGIATAN PELAKSANAAN 2021	JAN.	FEBR.	MAR	APRIL	MEI	JUNI	JULI	AUG.	SEPT.	OKT.	NOV.	DES.	KETERANGAN
I	KEGIATAN STUDI													
I.1	PERSIAPAN KEGIATAN													Oleh Tim PPS , survey , dll
I.2	PRA-KELAYAKAN													Oleh PLN E
I.3	KELAYAKAN													Oleh Konsultan Internasional
I4	AMDAL													Mulai Jan 22 sd Juni 22
I.5	KEPUTUSAN LOKASI													Oleh Manajemen PPS
II	PENGURUSAN IJIN2													
II.1	IJIN PRINSIP PEMBANGUNAN													Oleh Bupati untuk masuk Lokasi
II.2	IJIN LOKASI													Ijin mulai proses pengadaan lahan
II.3	IJIN PRINSIP PEMANFAATAN RUANG													Ijin mulai proses pembangunan
II.4	IJIN PRINSIP PMDN/PMA													Ijin sesuai Ketentuan sd Mar 2022
II.5	IJIN LAIN LAIN TAHAP KONSTRUKSI													Jun - Des 2022
III	PENGADAAN LAHAN													
III.1	PERENCANAAN LAHAN													Oleh Tim PPS dan Konsultan
III.2	SOSIALISASI													Oleh Tim PPS dan PEMDA
III.3	INVENTARISASI													Oleh Tim PPS dan PEMDA
III.4	NEGOSIASI HARGA													Oleh Tim PPS SD Feb. 2022
III.5	PEMBELIAN / SEWA													Oleh Manajemen PPS Feb - Apr 2022
III.6	PROSES ADM./SERTIFIKASI													Oleh kantor BPN 2022
III.7	PEMATOKAN LAPANGAN													Oleh BPN ,PEMDA dan Tim PPS 2022
IV	PENGURUSAN DPT													
IV.1	PENYIAPAN PARTNER													Oleh Tim PPS
IV.2	PENGUSULAN DPT KE PLN													Oleh Tim PPS
IV.3	PROSES DPT													Oleh PLN
IV.4	PROSES RUPTL													
V	PROSES PENGADAAN													
V.1	PENYIAPAN PROPOSAL													Oleh Tim PPS
V.2	NEGOSIASI													Tim PPS dan PLN Jan-Apr. 22
V.3	PROSES PPA													Apr-Juni 2022
VI	PROSES FINANCING													Oleh Tim PPS Jun-Des.2022
VII	PELAKSANAAN KONSTRUKSI													
VII.1	DESIGN & TENDER DOC .EPC													Oleh Konsultan Jun-Sept.2022
VII.1	PROCUREMENT EPC CONTRACTOR													Oleh Tim PPS Okt - Des 2022
VII.2	PELAKSANAAN KONSTRUKSI													40 Bulan oleh EPC Contractor
VII.3	COD													30/11/2025 oleh PPS O/M
VII.4	OPERATION&MAINTENANCE													Des.2025 sampai 25 tahun

GANTT HART / BAR CHART

CRITICAL PATH METHOD CPM



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.

INWARD – INWARD LOOKING

INWARD - OUTWARD LOOKING

OUTWARD – INWARD LOOKING

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?

SERI 1

- PENGANTAR
- VISION , MISSION , PURPOSE
- DEFINISI MANAGEMENT DAN LEADERSHIP
- PERBEDAAN ANTARA MANAGER DAN LEADER
- MANAGEMENT TOOLS
- **EFFECTIVE MANAGEMENT LEADERSHIP CONCEPT**

WHAT CONSTITUTES EFFECTIVE
MANAGEMENT LEADERSHIP &
ORGANISATIONAL EXCELLENCE?

LEADERSHIP WORKSHOP

Primarily focussed on

1. Organisational and Social Dimensions
2. With particular emphasis on Individual Performance in Group/Team context
3. Towards Mission Achievement

LEADERSHIP WORKSHOP

Encompasses

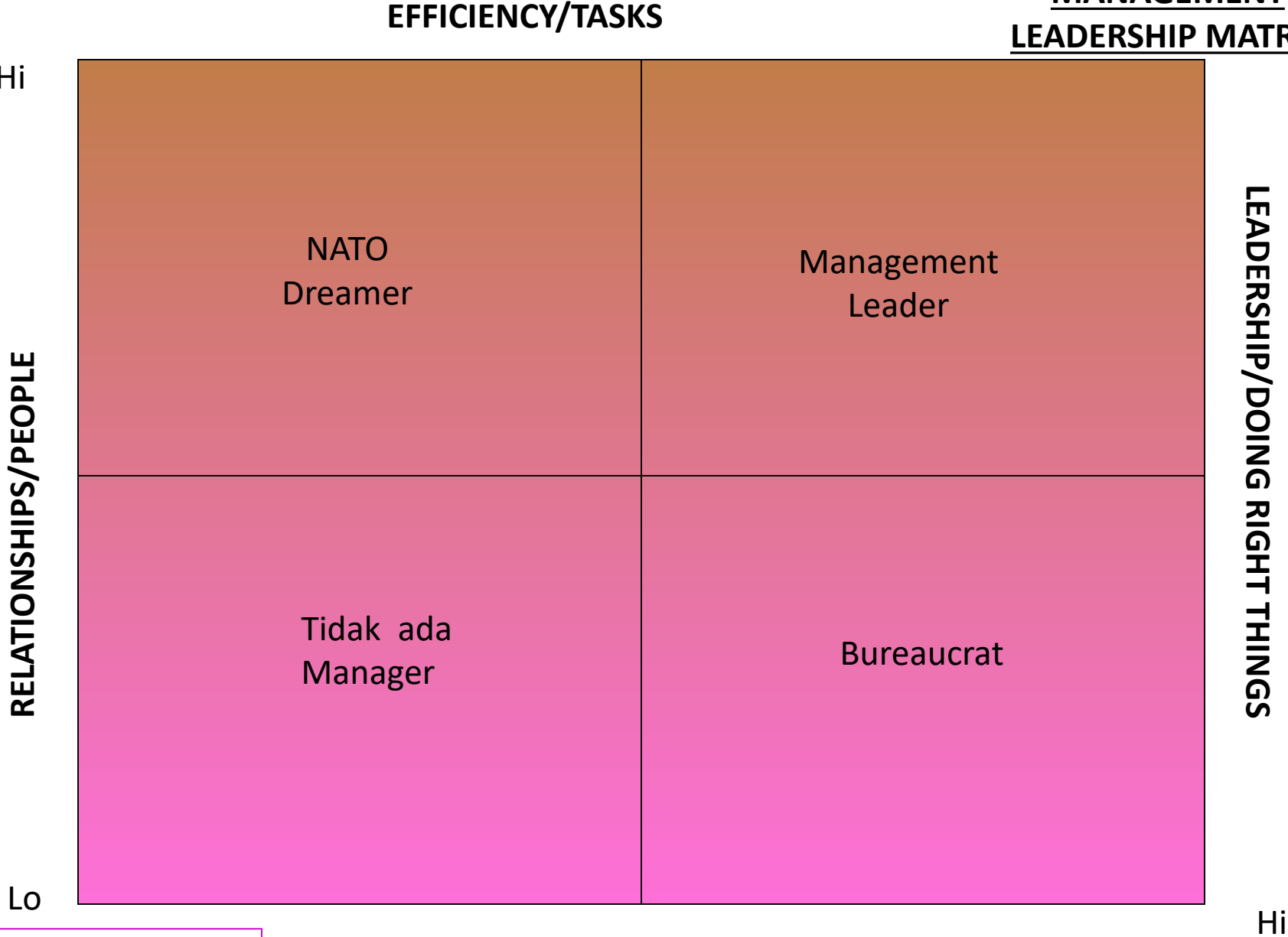
1. Full Range Leadership Behaviours
 1. Transformational
 2. Transactional
 3. Passive-Avoidance
2. Organisational Context
 1. Needs-Results-Work-Competence Nexus
 2. Learning Organisation

LEADERSHIP WORKSHOP

3. Competences to Discover, Develop and Deploy

1. Decision Making
2. Communicating
3. Motivating
4. Selecting People
5. Developing People

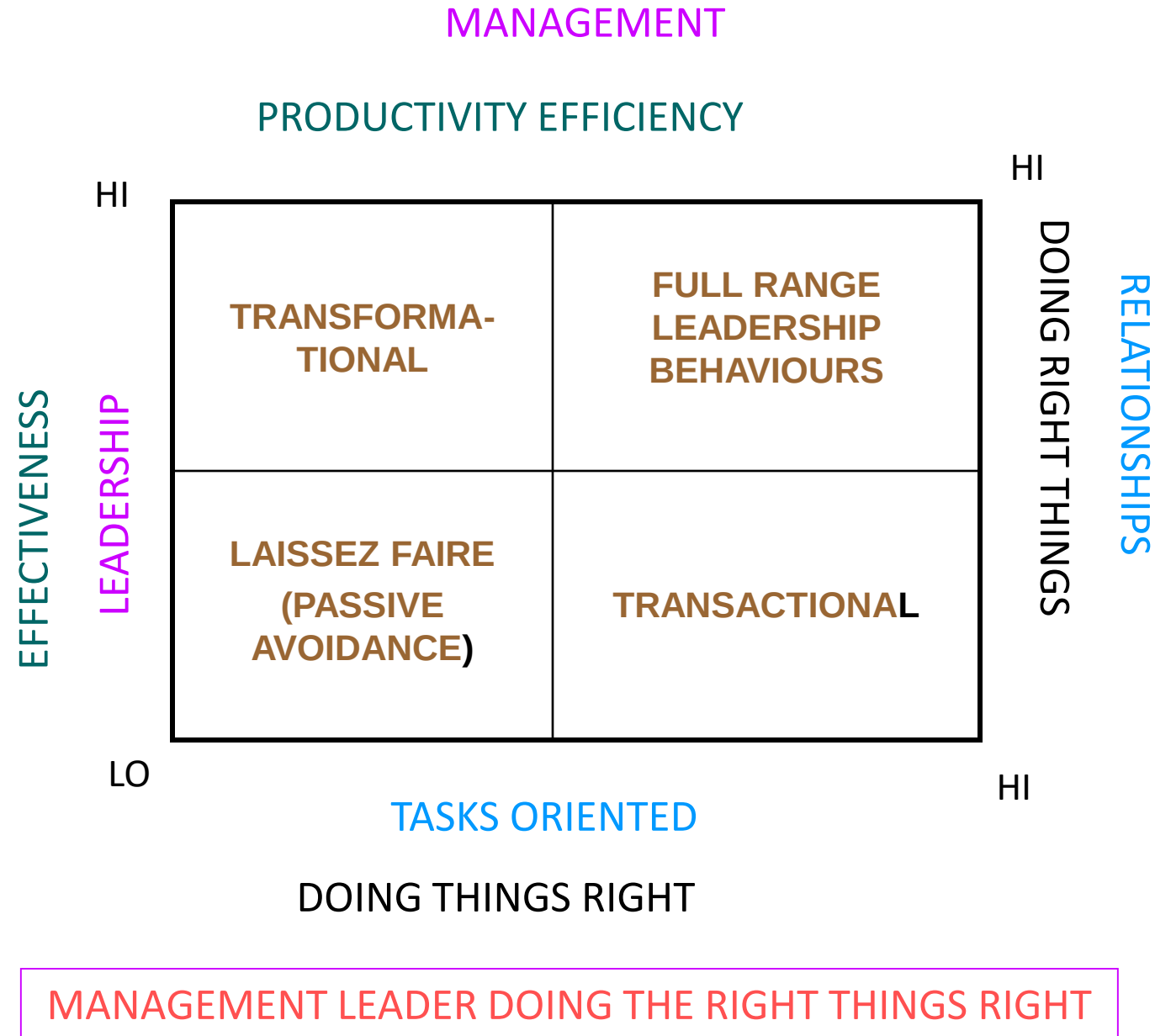
MANAGEMENT
LEADERSHIP MATRIX



EFFICIENCY/TASKS

MANAGEMENT (THINGS RIGHT)

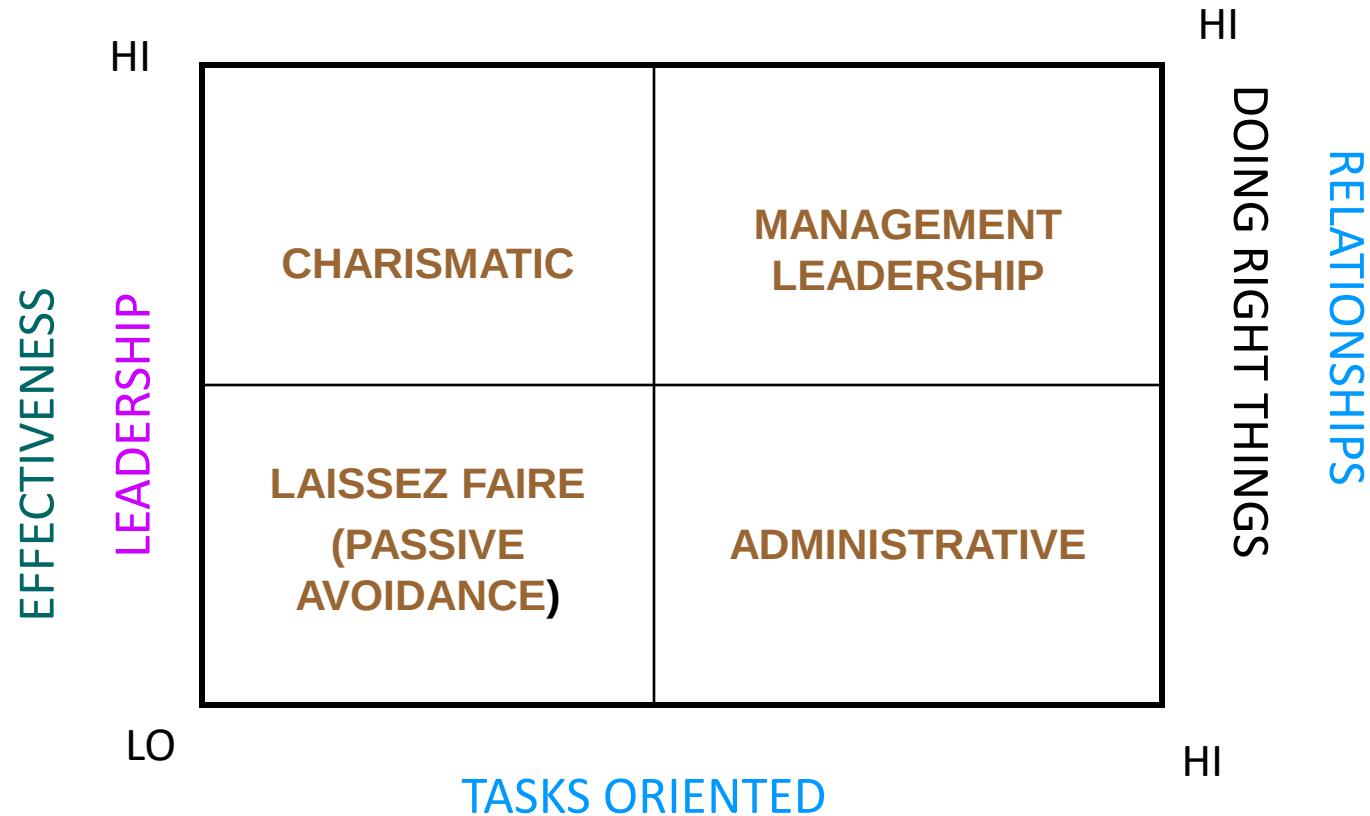
MANAGEMENT LEADER DOING
THE RIGHT THINGS RIGHT



COMPETENCE DEVELOPMENT

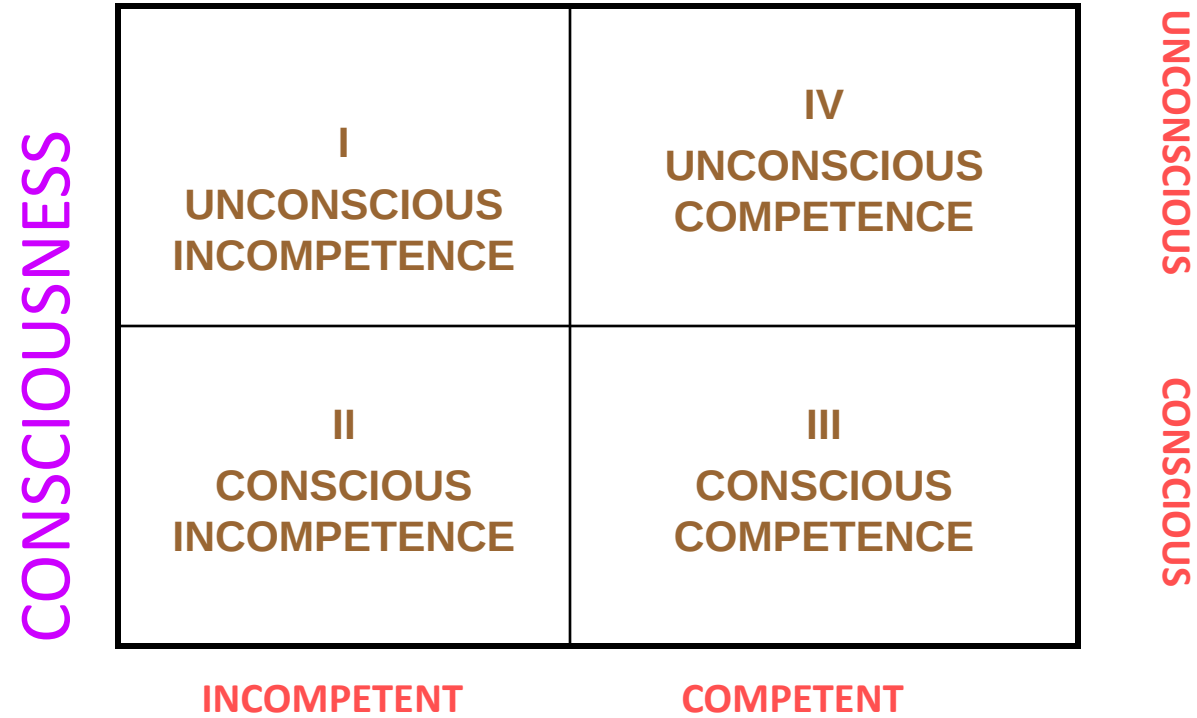
MANAGEMENT

PRODUCTIVITY EFFICIENCY



MANAGEMENT LEADERS DO THE RIGHT THINGS RIGHT

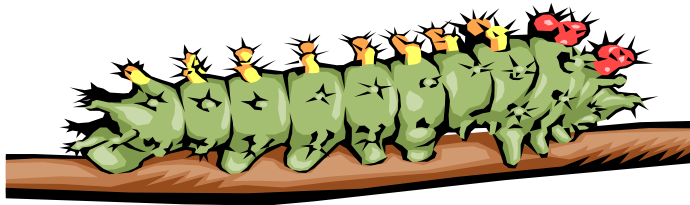
COMPETENCE



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



PENGANTAR SERI 2

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.”*

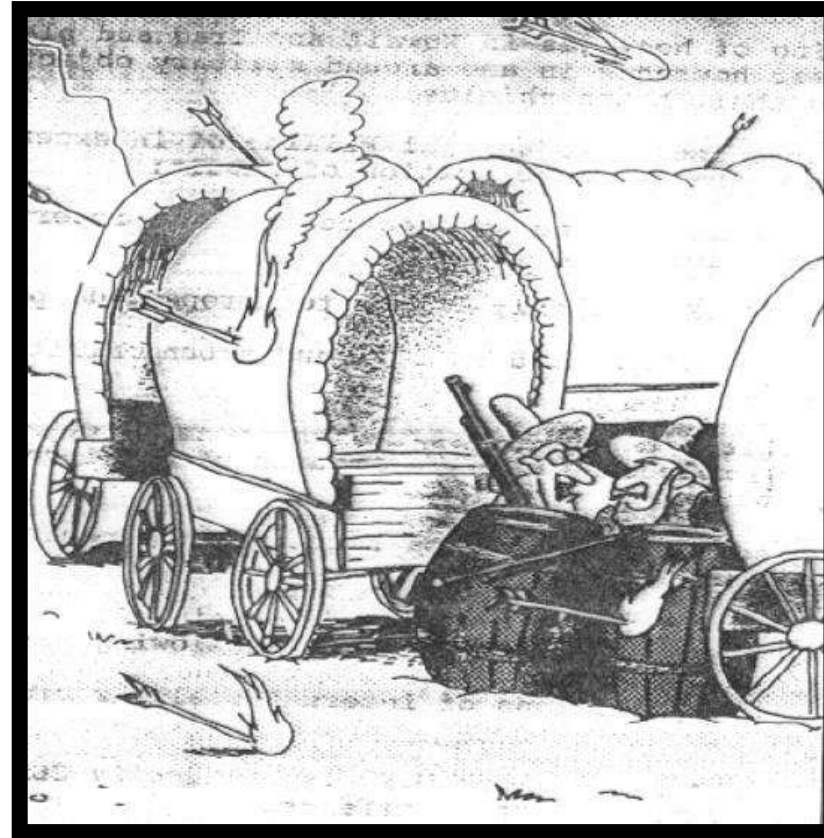
Peter Drucker

*“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

“...one thing a person cannot do, no matter how rigorous his analysis or heroic his imagination, is to draw up a list of things that would never occur to him.”

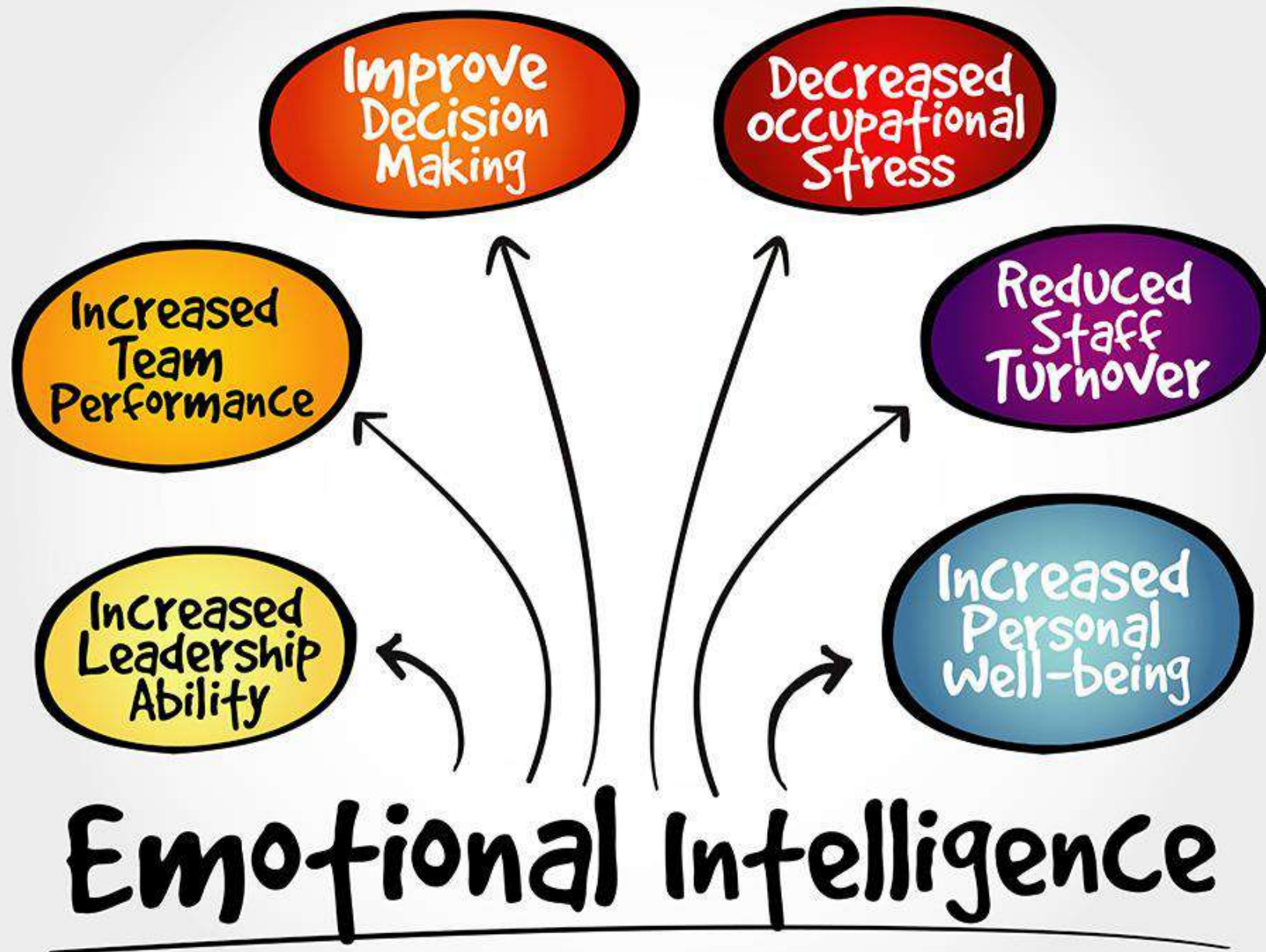
Thomas Schelling, “The Role of War Games and Exercises”, in Managing Nuclear Operations, eds Ashton B. Carter, John D. Steinbruner, and Charles A. Zraket, The Brookings Institution, Washington DC, 1987, p.436



**“Hey! They’re lighting their arrows...
Can they DO that?”**

AGENDA SERI 2

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







Terima kasih - Thank You)

