Dies Natalis FIA UI ke-5

Bedah Buku

Jakarta, March 4th, 2020
Dr. Murniati started her career at Atma Jaya Catholic University of Indonesia in 1991. Her latest position as Vice Rector for Academic Affair (2015-2019)

• Cross cultural competency
• Global leadership
• Social psychology

Prof. Dr. Panggabean works focus on the cross-cultural/intercultural psychology and organizational psychology

• A psychologist
• Management consultant
• Academician
• An entrepreneur
• Strategic change
• Organizational transformation
• Intercultural management
• Leadership development

Dr. Tjitra has established Tjitra & associates, a international management consulting with offices in Hong Kong, Hangzhou and Jakarta

• Employee assessment
• Intercultural workshops & FGD
• Organizational diagnostic survey
• Corporate culture program
DUA SISI MATA UANG: PEMIMPIN DAN PERUBAHAN

Stages of Change
(WHY and WHAT)

- Get the Buy-in from the TOP
- Strategic Planning
- Sustainable System

Passion for Learning
One Team, One Voice
Merakyat
Leadership Tools

Change Leadership
(HOW and WHO)
INTRODUCTION & RESEARCH METHODOLOGY
**RESEARCH OBJECTIVES:**

- Attempting to understand more deeply where leaders’ successes and failures exist in leading large scale change – through their own report of self learning as well as their assessments of their organization’s capacity to change.

- Understanding the human dilemmas the leaders faced when becoming the leader of a large scale change, also looking at the kinds of solutions that address these dilemmas.

- Capturing the challenges of change as represented by both the leader and the organization.

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*Qualitative In-Depth Interviews*
Participating CEO & C-level Executives*

Indonesia & Singapore

German, France & the US

*100 top Management of National and Multinational Company Selected logos
**Our Respondent in Indonesia**)
Data Analysis Approach: Grounded Theory

What & Why -
Grounded Theory is a disciplined set of practices to...
- Explore a new domain or topic
- Keep an open mind while conducting a rigorous analysis
- Work in an area without a defining theory
- Applicable to qualitative or quantitative data

Strengths -
- Theory is strongly tied to data ("grounded")
- Theory is continually tested through constant comparison
- Data-collection is guided by theoretical sampling
- Highlights the agency and responsibility of the researchers
The Difficulty and the Cost of the Different Types of Change

- **Anticipatory Change**
  - Easiest to get going

- **Reactive Change**
  - Difficult to get going

- **Crisis Change**
  - Most difficult to get going

- **The difficulty of change**

- **The cost of change**
  - **Least Costs**
  - **Moderate Costs**
  - **Most Costs**
CHANGE FRAMEWORK:
TWO-SIDES OF ONE COIN: STRATEGIC PLANNING & CHANGE LEADERSHIP

Stages of Change
(WHY and WHAT)

Get the Buy-in from the TOP

Strategic Planning

Sustainable System

One Team
One Voice

Bergaul

Leadership Tools

Passionate Learning

Change Leadership
(HOW and WHO)
STAGES OF CHANGE PROCESS: WHY & WHAT

GET THE BUY-IN FROM THE TOP

✓ Demonstrating the right Business Case
✓ Managing Expectation
✓ Avoiding conflicts and reducing unnecessary resistance

STRATEGIC PLANNING

✓ Designing the Strategy (What to Change)
✓ Bring-in the right team
✓ Simplify the Case and the right Measurement

SUSTAINABLE SYSTEM

✓ Establish strategic ecology system
✓ Strong HR Involvement
✓ Different Interest of Stakeholders
✓ Word of Mouth (Change Agent)
**Change Leadership: How & Who**

**One Team, One Voice**
- Being Honest and demonstrate Confidence
- One Voice with Clear Message
- Be in-Charge

**Leadership Tools**
- Panutan / Consistency
- Spiritual Wisdom
- Reward & Punishment
- Buy-in from all Stakeholders

**Merakyat**
- Understand the Culture
- The Feeling of WE
- Being humble and involve
- Aggressive and Patient

**Passionate Learning**
- Technical Competence
- Having Courage on Calculated Risk
- Flexible and Self Adaptation
Grooming Global Leadership for Indonesia

- Leadership is regarded more as skill than personality traits.
- Leadership development program should focus more on:
  - Interpersonal skill, which is evidently a competitive advantage for the global Indonesians.
  - Awareness on cultural influence in leadership, both individual and organizational level.
- Facilitate passion for learning: learning courage and capacity
- Mentoring system
Case Study: Deltomed
PENGEMBANGAN POLA PIKIR DELTOMED

Panjer Esuk

Sesanti
Sinergi
Swadaya
Siaga
Sinambung
**VISION**

“Menjadi perusahaan pelopor berbasis herbal terpercaya yang berperan pening dalam gaya hidup sehat”

**MISSION**

Mengembangkan secara terus menerus produk herbal berkhasiat, aman dan bermanfaat, berdasarkan kearifan lokal, penelitian ilmiah dan teknologi modern

Menjadikan produk herbal sebagai solusi atas kebutuhan masyarakat untuk kualitas hidup yang lebih sehat, semangat, dan bahagia

Tumbuh bersama karyawan dan mitra usaha serta memberikan manfaat bagi masyarakat dan kelestarian alam

**4K to be Natural**

Kepedulian | Kepercayaan | Kerjasama | Kualitas | Totalitas | Belajar | Natural

**Quality Excellence**

Produk herbal, halal, berkhasiat, aman, mutu menjadi tanggung jawab semua departemen, seluruh karyawan dan mitra usaha

Senantiasa meningkatkan kenyamanan konsumen dengan memberikan solusi untuk kualitas hidup yang lebih sehat, semangat, dan bahagia

Menerapkan kearifan lokal, penelitian ilmiah, dan teknologi modern dalam berkarya

**Corporate & Director Strategy**

**Strategic Maps & Balance Scorecard**

CFO | CSO | Plant | Sales & Marketing | Business Development

**Action Plan / Program Initiatives**

**Monitoring & Evaluation**
Thank you!

www.globalindonesian.net

Global Indonesian Network

www.atmajaya.ac.id

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