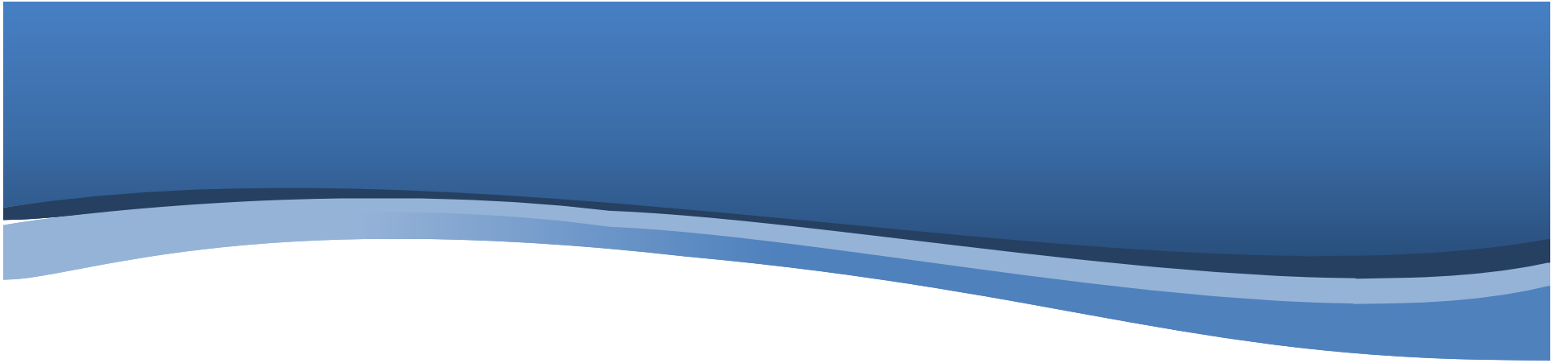


nadiasmata@uny.ac.id

KEPEMIMPINAN

Teori dan Beberapa Aplikasinya





Sistematika

- Refleksi Kepemimpinan
- Teori-Teori Kepemimpinan
- Kepemimpinan Tokoh Dunia
(Nurdin Abdullah, Ridwan Kamil, Rismaharini, Jokowi, Soekarno, Mahatma Gandhi, Marthin Luther King, Genghis Khan, Napoleon Bonaparte, Abraham Lincoln, Ronald Reagan, Barrack Obama, Nelson Mandela, Margaret Thatcher)
- Kontekstualisasi Kepemimpinan





Bagian 1

Refleksi Kepemimpinan

Quotes on Leadership - 1

- **To command is to serve**, nothing more and nothing less (Andre Malraux).
- He who has never **learned to obey** cannot be a good commander (Aristotle).
- 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).
- A leader is one who **knows the way, goes the way, and shows the way** (John Maxwell).
- Before you are a leader, success is all about growing yourself. When you become a leader, success is all about **growing others** (Jack Welch).
- 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).

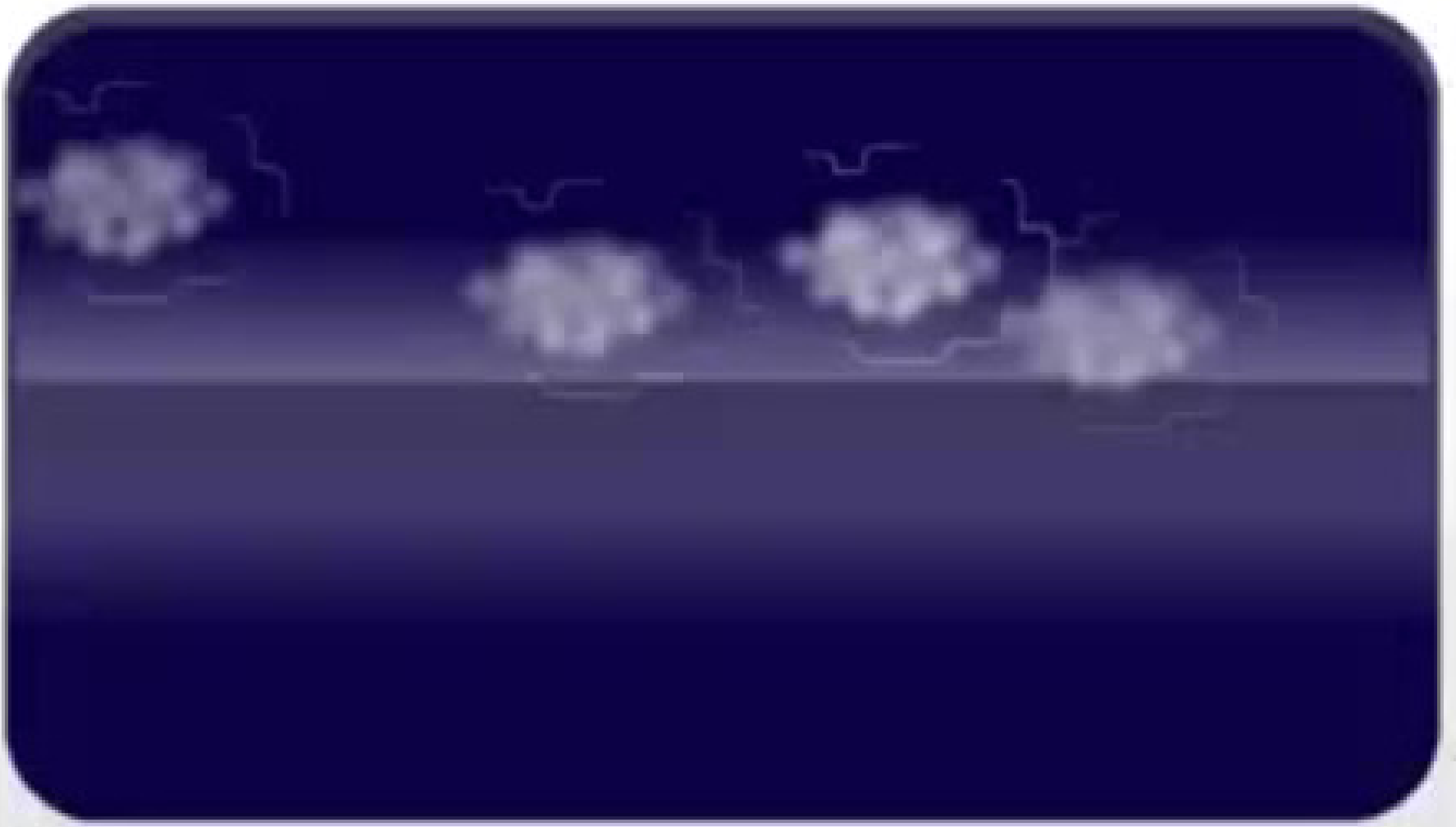
Quotes on Leadership - 2

- The key to successful leadership today is **influence, not authority** (Kenneth Blanchard).
- A great leader's courage to fulfill his vision comes from **passion, not position** (John Maxwell).
- I start with the premise that the function of leadership is to **produce more leaders, not more followers** (Ralph Nader).
- Effective leadership is not about making speeches or being liked; leadership is **defined by results not attributes** (Peter Drucker).
- Leadership is the art of **getting someone else to do something you want done** because he wants to do it (General Dwight Eisenhower).
- If your actions **inspire others to dream more, learn more, do more and become more**, you are a leader (John Quincy Adams).
- Leadership is a potent **combination of strategy and character**. But if you must be without one, be without the strategy (Norman Schwarzkopf).

**TOI - Lead India
"Tree"
2 mins
Existing Track
26 11 07**

Quotes on Leadership - 3

- **The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care, either case is a failure of leadership (Colin Powell).**
- **Alone we can do so little; together we can do so much (Helen Keller).**
- **The beauty of collaboration between older and younger generations is that we combine strength with wisdom (Brett Harris)**
- **Having a team of people united by one purpose—to bring Christ to that city—is key for the emotional stability of all decision makers (JA Perez)**





Bagian 2

Teori² Kepemimpinan

Leadership Traits & Skills

Traits

- Adaptable to situations
- Alert to social environment
- Ambitious and achievement orientated
- Assertive
- Cooperative
- Decisive
- Dependable
- Dominant (desire to influence others)
- Energetic (high activity level)
- Persistent
- Self-confident
- Tolerant of stress
- Willing to assume responsibility

Skills

- Clever (intelligent)
- Conceptually skilled
- Creative
- Diplomatic and tactful
- Fluent in speaking
- Knowledgeable about group task
- Organised (administrative ability)
- Persuasive
- Socially skilled

Stogdill, 1974

Leader vs. Manager

Managers

- Seek stability & predictability (order)
- Focus on things
- Do things right
- Plan
- Organize
- Direct
- Control
- Follows the rules

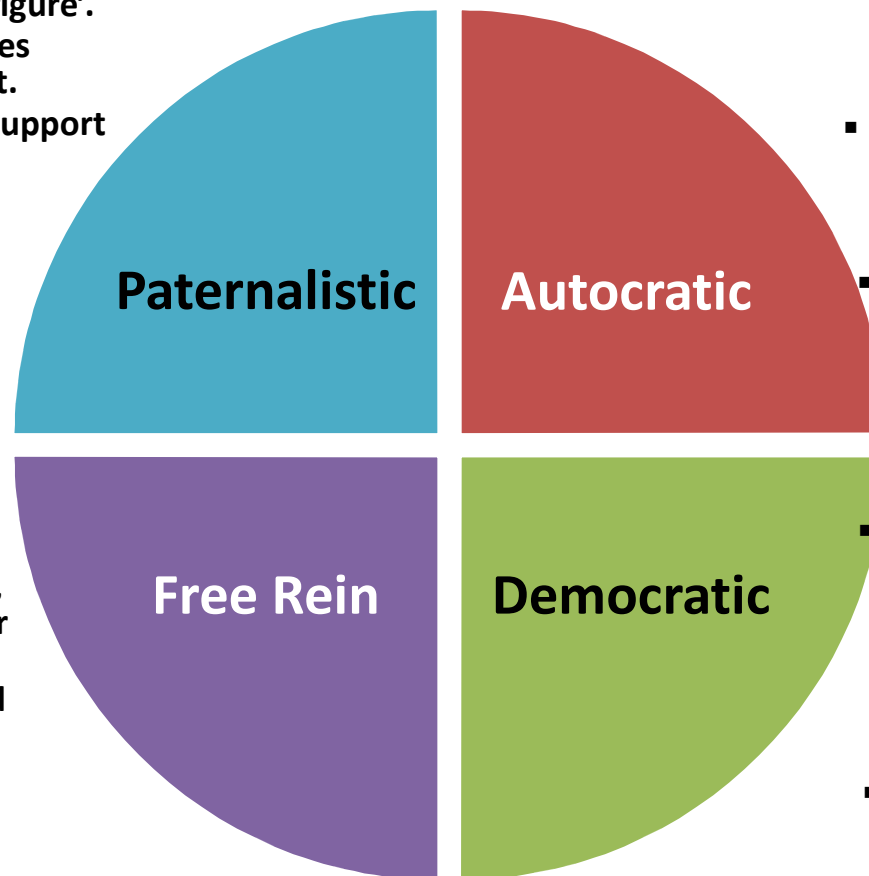
Leaders

- Seek improvement through change (disorder)
- Focus on people
- Do the right things
- Inspire
- Influence
- Motivate
- Build
- Shape entities

Types of Leadership Style

- Leader acts as a 'father figure'.
- Paternalistic leader makes decision but may consult.
- Believes in the need to support staff.

- 'Let it be' – the leadership responsibilities are shared by all.
- Can be very useful in businesses where creative ideas are important.
- Can be highly motivational, as people have control over their working life.
- Can make coordination and decision making time-consuming and lacking in overall direction.
- Relies on good team work.
- Relies on good interpersonal relations.



- Leader makes decisions without reference to anyone else.
- High degree of dependency on the leader.
 - Can create de-motivation and alienation of staff.
- May be valuable in some types of business where decisions need to be made quickly and decisively.
- Encourages decision making from different perspectives – leadership may be emphasised throughout the organisation
 - Consultative: process of consultation before decisions are taken.
- Persuasive: Leader takes decision and seeks to persuade others that the decision is correct.

Types of Leadership Style

Autocratic Leadership

Democratic Leadership

Free-Rein Leadership

Concentration of Power

With Manager

Shared between Manager and Employees

With Employees — Minimal Supervision

Decision Making

By Manager

By Manager and Employees

By Employees

Communication Flow

From Top Down

Two Way

Widespread and as Needed

Contingency Leadership

Situational/contingency Leadership (*Hersey-Blanchard, 1970/80*)
Leadership style changes according to the 'situation' and in response to the individuals being managed – their competency and motivation

COMPETENCY	Low competence	Some competence	High competence	High competence
MOTIVATION	Low commitment/ Unable and unwilling or insecure	Variable commitment/ Unable but willing or motivated	Variable commitment/ Able but unwilling or insecure	High commitment/ Able and willing or motivated
Leadership style	DIRECTIVE (Telling)	COACHING (Selling)	SUPPORTIVE (Participating)	DELEGATORY (Observing)

New Leadership Theory

Transformational Theory

(Bass and Avolio, 1994)

- **Leaders inspire individuals**, develop trust, and encourage creativity and personal growth.
- **Individuals develop a sense of purpose** to benefit the group, organisation or society. This goes beyond their own self-interests and an exchange of rewards or recognition for effort or loyalty.

New Leadership Theory

Transformational Theory

- **Develop a vision that is both clear and highly appealing to followers.**
- **Articulate a strategy for bringing that vision to life.**
- **State your vision clearly and promote it to others.**
- **Show confidence and optimism about your vision.**
- **Express confidence in followers' capacity to carry out the strategy.**
- **Build confidence by recognizing small accomplishments toward the goal.**
- **Celebrate accomplishments and successes.**

New Leadership Theory

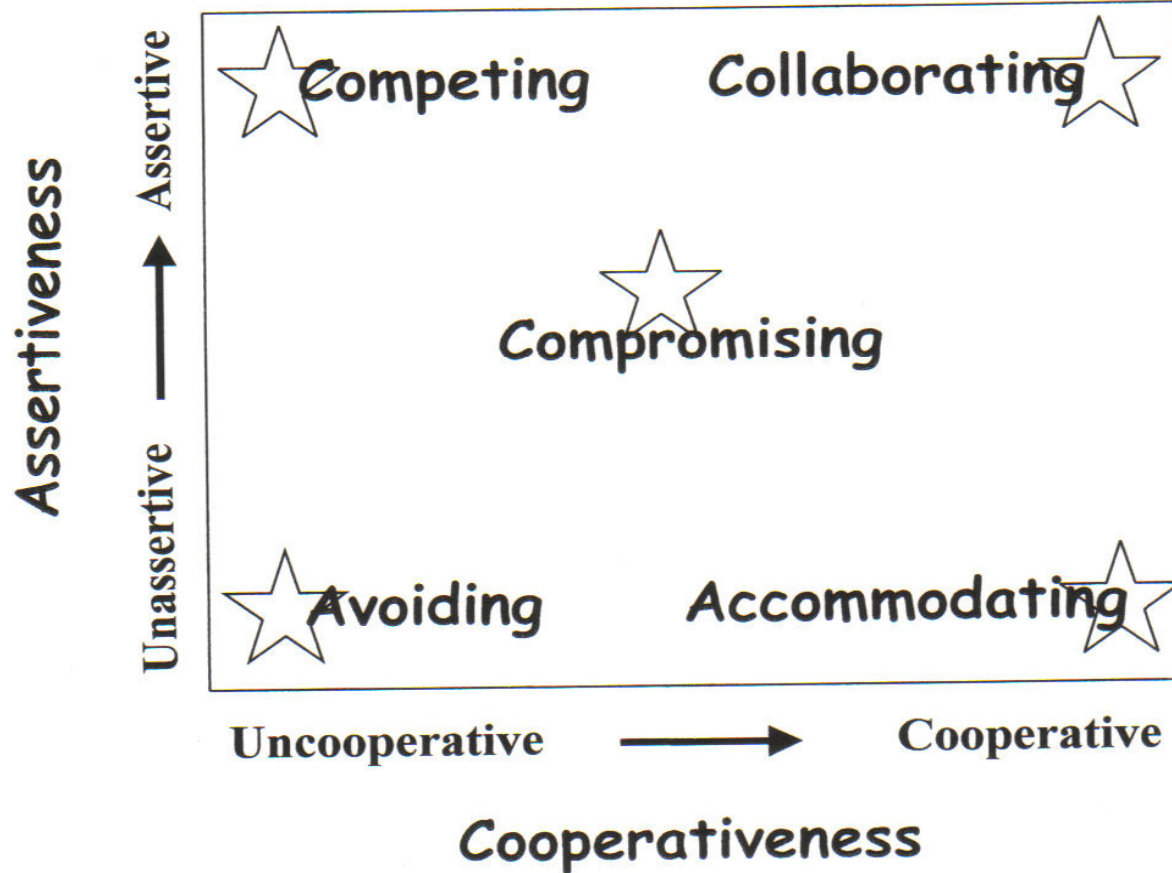
Transactional Theory

- Focus on the management of the organisation
- Focus on procedures and efficiency
- Focus on working to rules and contracts
- Managing current issues and problems



Conflict & Leadership

The Five Conflict Handling Modes



Conflict & Leadership

- ✓ **AVOIDING** → Neglects own concerns as well as those of other parties: does not raise or address conflict issues.
- ✓ **ACCOMMODATING** → Seeks to satisfy other person's concerns at the expense of own.
- ✓ **COMPETING** → Opposite of accommodating. Uses whatever seems appropriate to win.
- ✓ **COLLABORATING** → Opposite of avoiding. Works with other party to find a solution that satisfies both own and other party's concerns.
- ✓ **COMPROMISING** → Seeks to find a middle ground to partially satisfy both parties.



Bagian 3

Kepemimpinan Tokoh Dunia

**Mengubah lahan
kritis menjadi
perkebunan apel dan
strawberry;
mengubah semak-
semak menjadi wisata
pantai (Marina &
Seruni)**



Collaborative Leader: “membangun melalui/ oleh pihak lain”:

- E-Kelurahan oleh PT. Telkom
- Penataan Sungai Cikapundung oleh Kementerian PU
- Pengadaan bis Damri oleh Bank BJB
- Penanganan keluhan oleh UKP4, dll.





Di dalam mobil
Rismaselalu tersedia
alat-alat kebersihan
dan bercocok tanam
seperti sapu lidi,
sekop, sepatu boot,
dan sarung tangan.

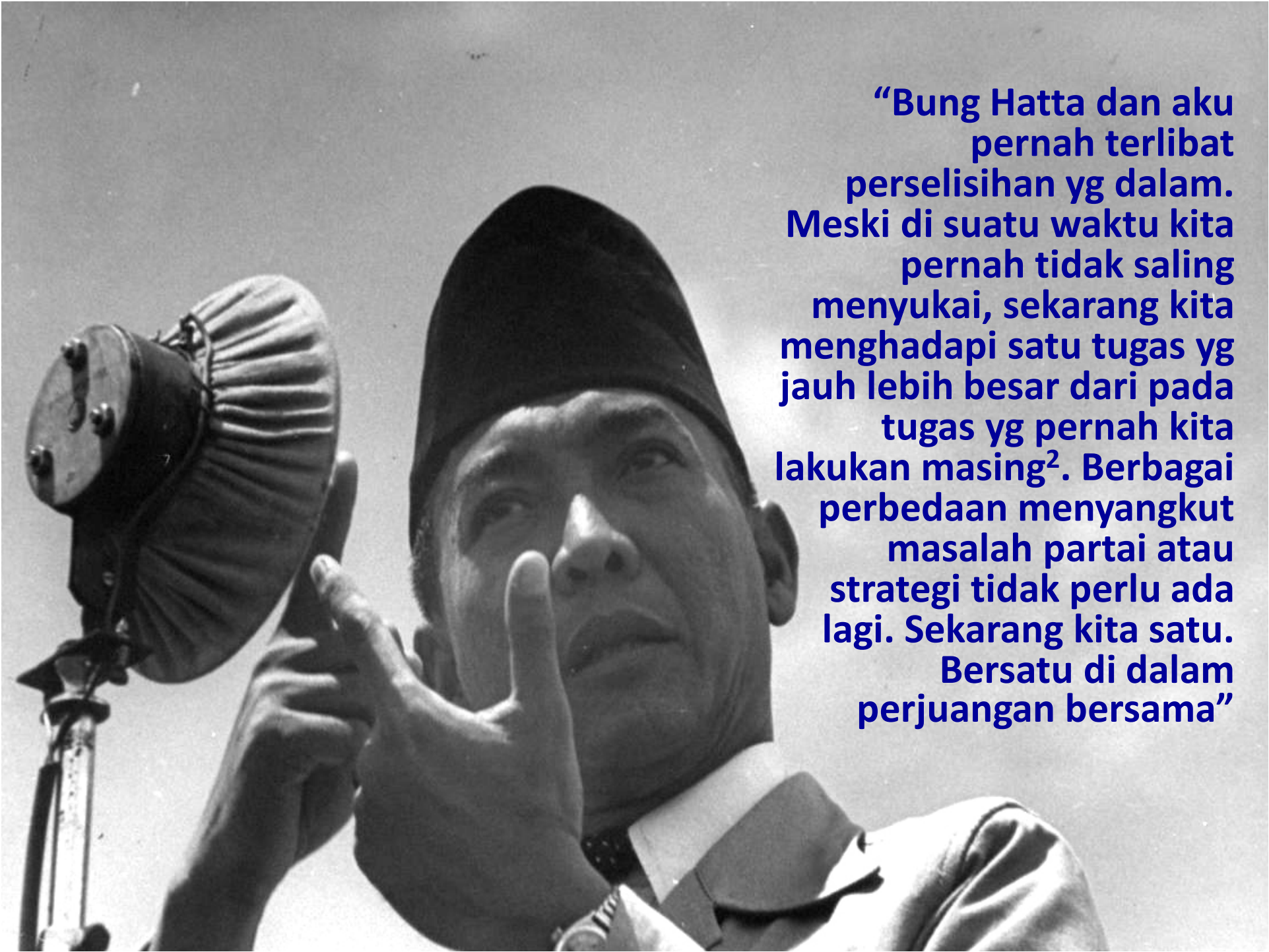
Lead by Example, not by Force ...



**“Ini juga mengapa
blusukan, saya
datang ke kantor
kelurahan, ke
walikota, ke
kampung, dan
lainnya itu, harus
tetap dilakukan ...
Didatangi, dibilangi,
dibenarkan, dipuji
jika baik.”**

“Kawan² – dan mereka yg bukan kawanku – ini adalah pertama kali aku menceritakan kisahku tentang bagaimana, bilamana, dimana dan mengapa aku mengambil keputusan untuk menyeret diriku berdampingan dengan Jepang. Boneka ... penghianat ... aku tahu semua kata² itu. Akan tetapi, jika tidak dengan syarat, bahwa mereka turut membantu dalam usaha mencapai kebebasan negeriku, aku pasti takkan melakukannya.”





“Bung Hatta dan aku pernah terlibat perselisihan yg dalam. Meski di suatu waktu kita pernah tidak saling menyukai, sekarang kita menghadapi satu tugas yg jauh lebih besar dari pada tugas yg pernah kita lakukan masing². Berbagai perbedaan menyangkut masalah partai atau strategi tidak perlu ada lagi. Sekarang kita satu. Bersatu di dalam perjuangan bersama”

Looking at each person just as a human being

“Be quick, be brief, be gone!” Personal meetings with Gandhi were very short, generally lasting a couple of minutes. However, in those minutes people felt that Gandhi made them feel as if they were the only person in the world that Gandhi would have liked to talk at that time.



Being an excellent listener

Gandhi was not a very skilled public speaker; generally he was believed to be quite average. On the other hand, he was an exceptional listener of both the articulated and the unsaid. He seemed to be practicing “seeing with your ears.”



Great leaders create a sense of urgency.

Most everything in life works to slow us down, unless we are consciously doing things to speed us back up. As the great leaders, they must create the sense of urgency to keep things moving forward. They refuse to just sit by and let things take their natural course. They have a sense of urgency and communicate it.



Great leaders refuse to accept the status quo.

The great leaders are not passive; they are active. They are unwilling to acquiesce to their circumstances. They must make sure that they are active participants in the Society. They must rise to the call for leadership, seek information on influential positions to bring positive change, and provide great input.



Never Loose Focus on Your Purpose In Life

Genghis Khan had one purpose in life, and he never lost that focus. He was not distracted by a desire for possessions or wealth as he became more powerful. His one purpose in life was to see his enemies—those who had killed his father and left him and his family to starve in the winter—brought to justice.



Walk The Talk

Walking the talk will motivate and empower your staff, and increase their productivity. Genghis always went into battles with his troops, he did not just sit at the top of the hill planning, he charged, he fought, he cut off heads. We're not advising you kill anybody, but Ghengis' principles are not lost on the modern environment.





**“Even when a friend
does something you
do not like, he
continues to be your
friend”**

Never Stop Learning



Keep a mindset of always looking to learn something new, be relentless in your learning. Never think you have achieved success and stop looking to improve – never stand still. Genghis himself was responsible for the spread of the Uighurs script which was used as the common Mongolian alphabet. He was relentless in learning new things, absorbing ideas from other cultures as often as he could.

Aiming high is the key

This idea seems strongly counterintuitive but depends a lot on what kind of a success you're after. The hint of truth that I see here is the fact that delivering nothing is actually a bit overrated. A half-assed effort on making things happen often looks worse than completely dismissing the task. But I have to agree that there is great power just in the promise itself.



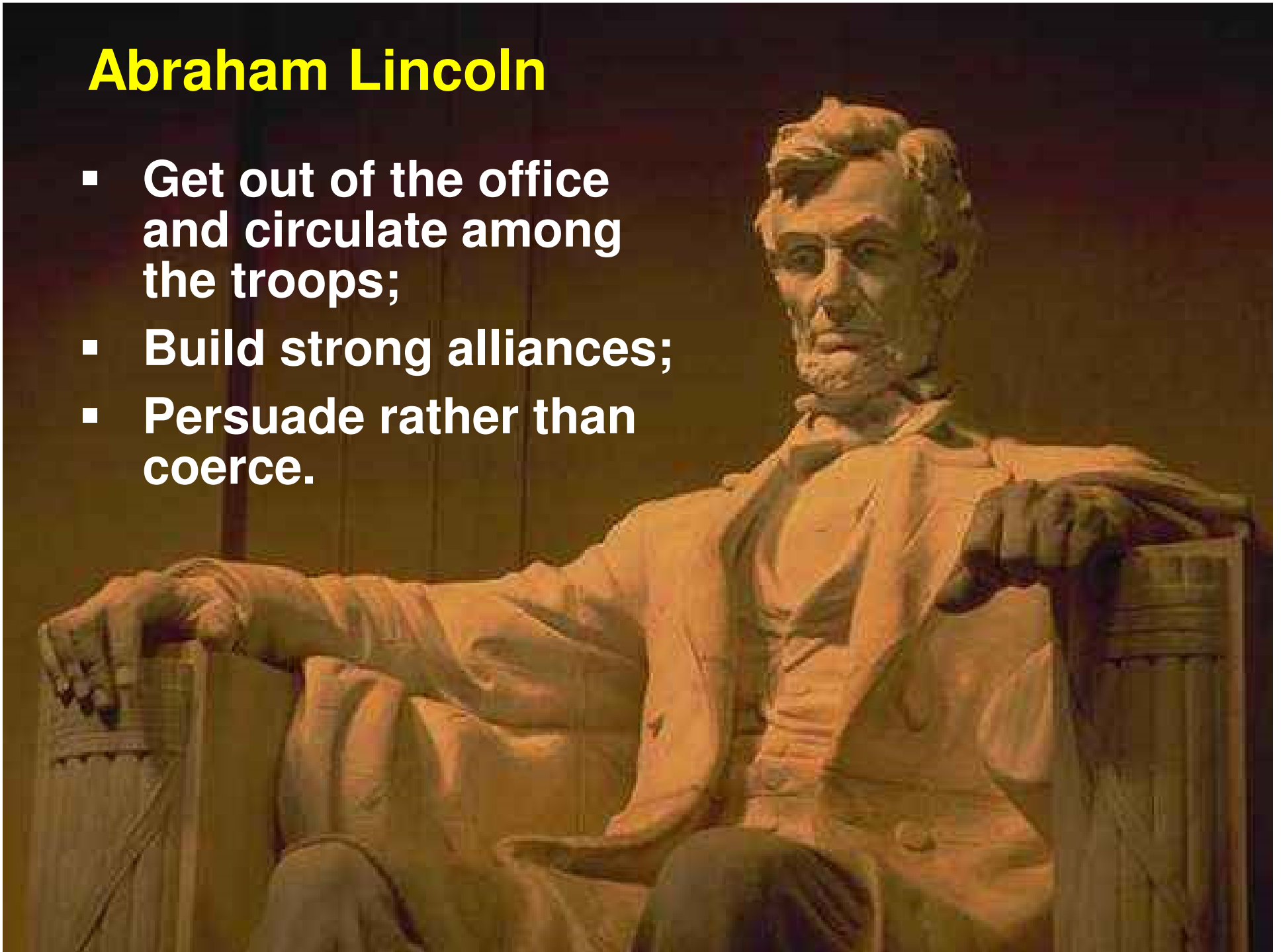
Do the impossible thing

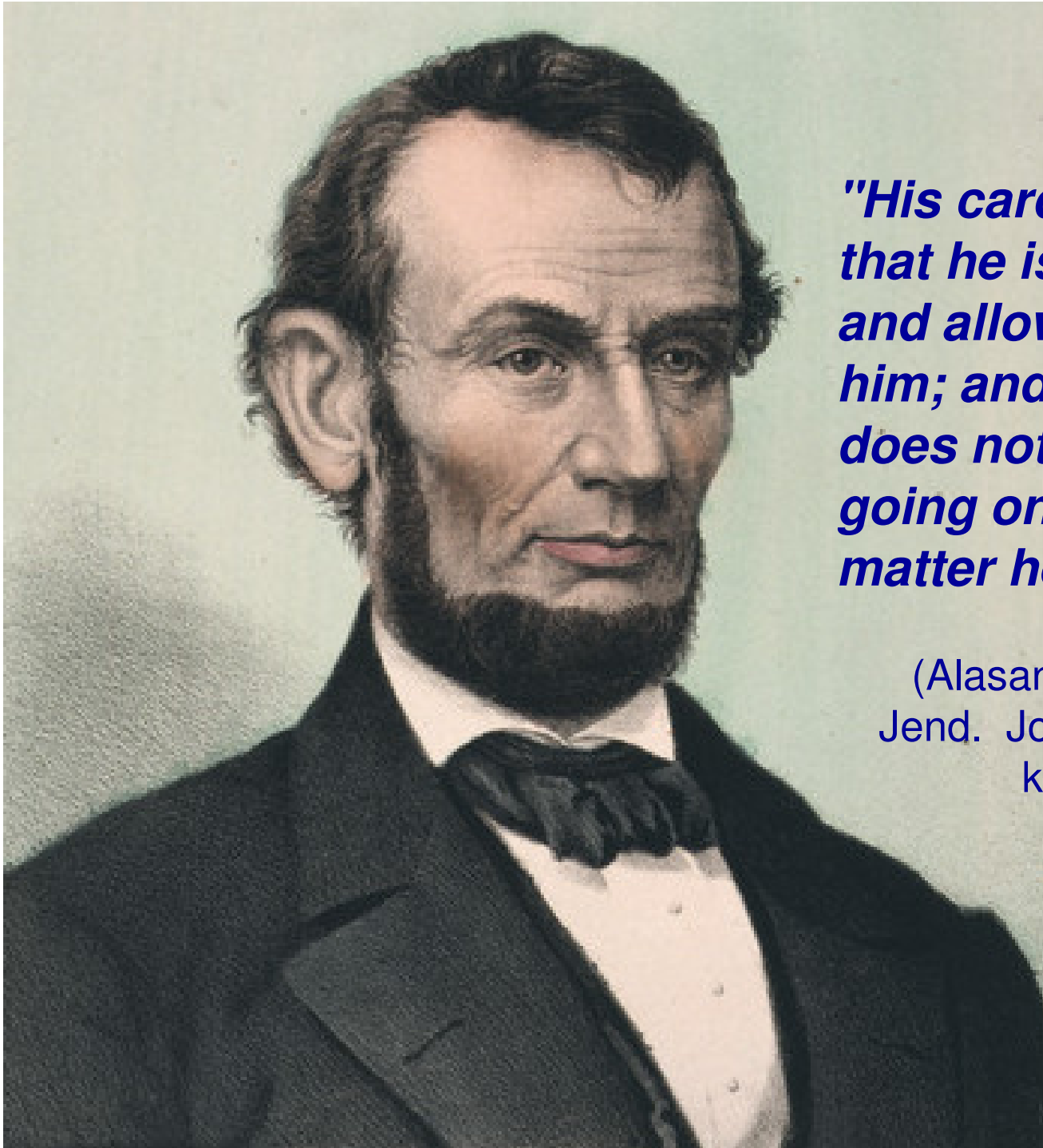
The greatness of the team is dependent on the amount of balls they have on their effort. The factual evidence seems to indicate that most teams eventually “get real” on their vision. Reality is what brings great ideas to mediocrity. But there is an easy way out and that is not accepting the reality. A good reason to do something is that people tell you it can't be done.



Abraham Lincoln

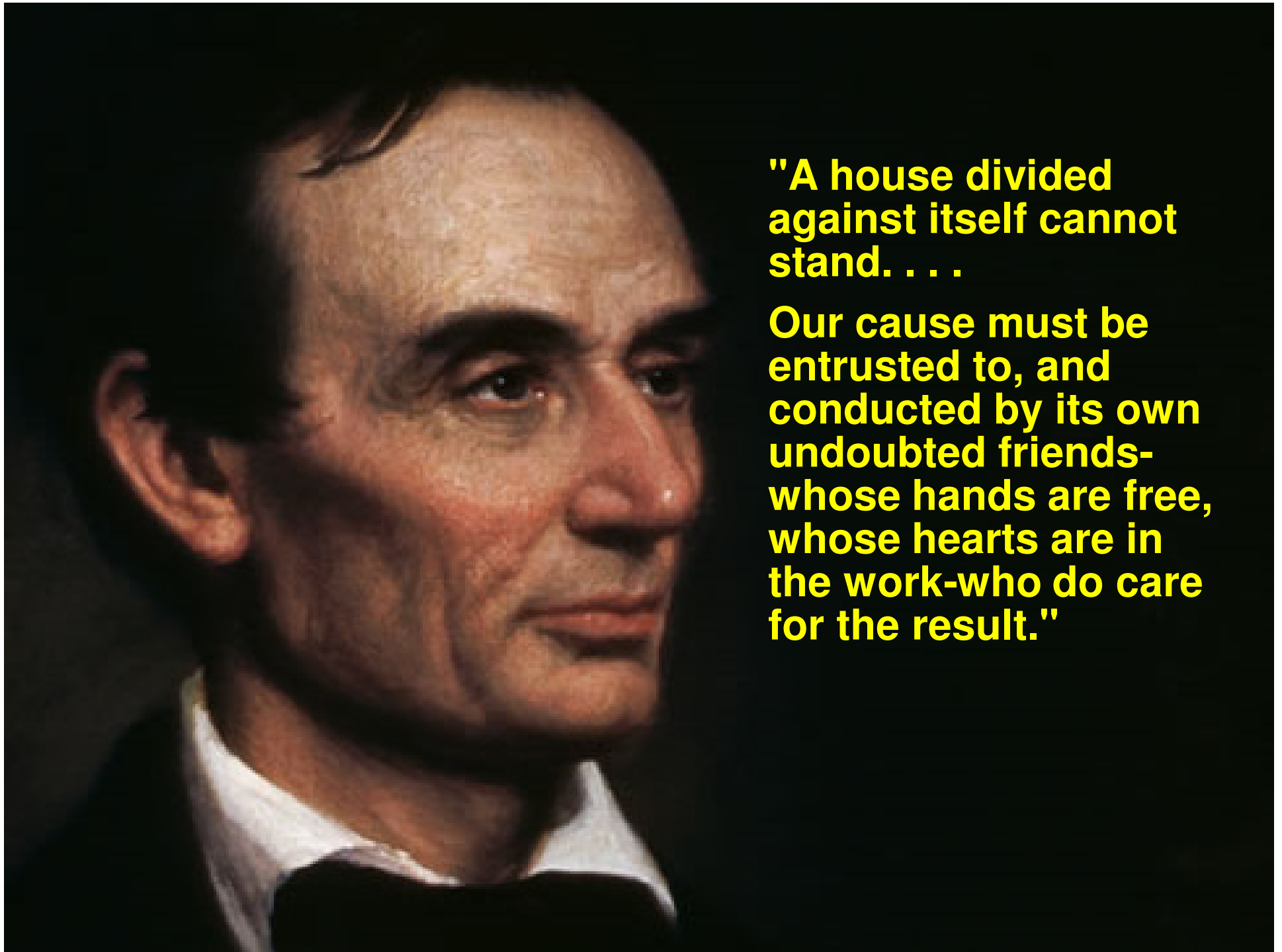
- Get out of the office and circulate among the troops;
- Build strong alliances;
- Persuade rather than coerce.





"His cardinal mistake is that he isolates himself and allows nobody to see him; and by which he does not know what is going on in the very matter he is dealing with."

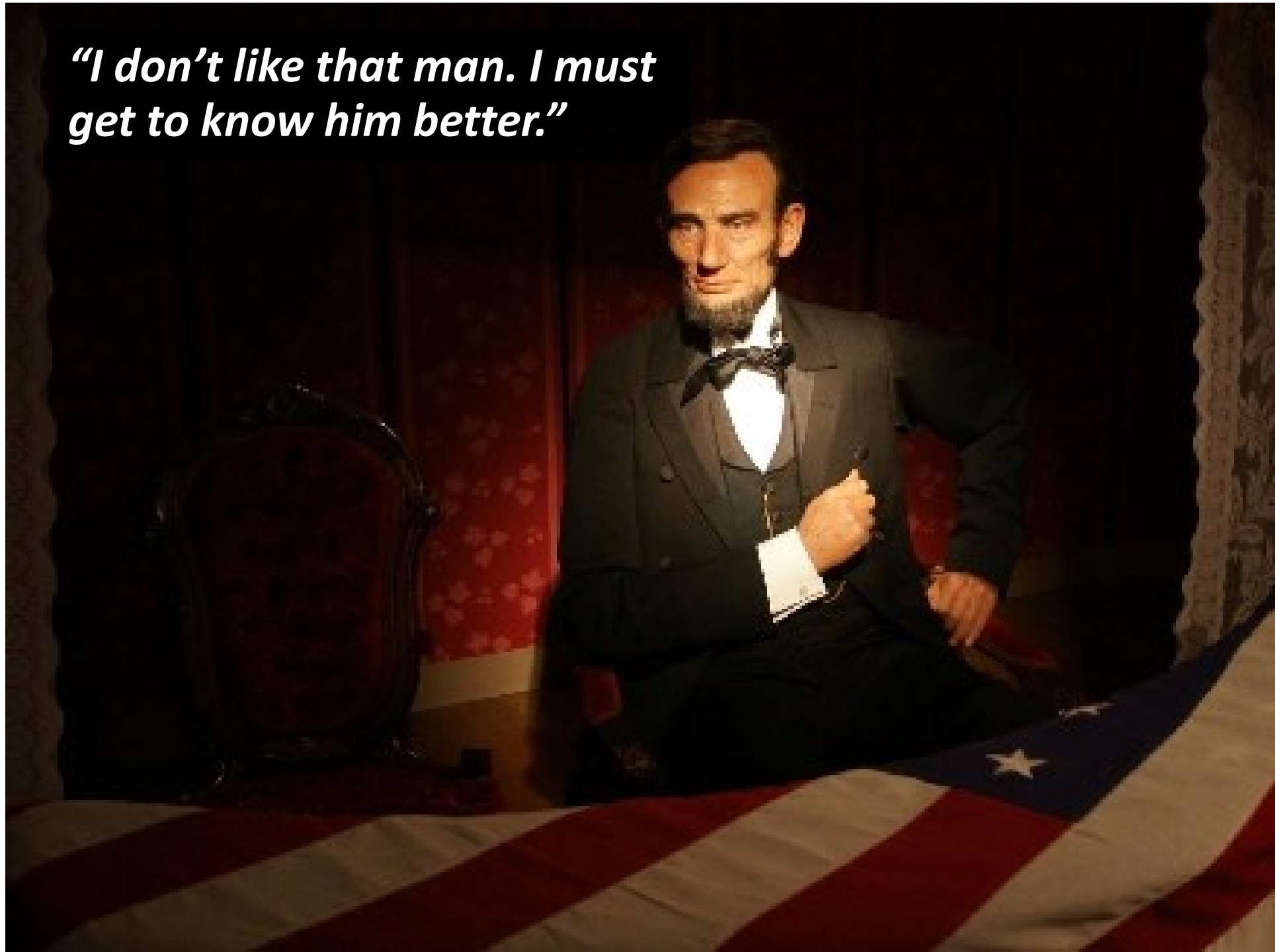
(Alasan Lincoln saat memecat Jend. John C. Fremont sebagai komandan di Missouri, 9 September 1861)

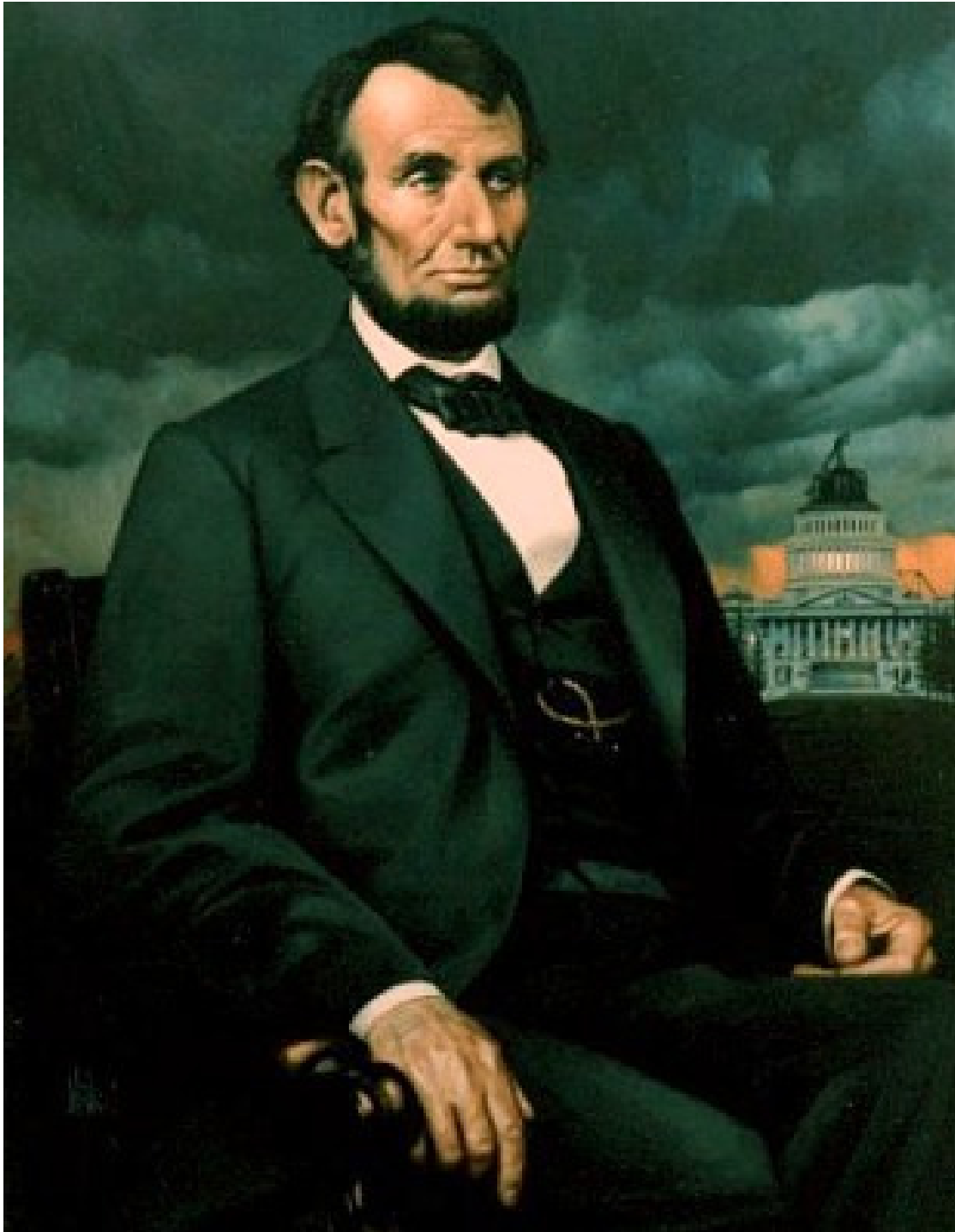


**"A house divided
against itself cannot
stand. . . .**

**Our cause must be
entrusted to, and
conducted by its own
undoubted friends-
whose hands are free,
whose hearts are in
the work-who do care
for the result."**

***“I don’t like that man. I must
get to know him better.”***





**"With public sentiment,
nothing can fail; without it,
nothing can succeed.
Consequently he who
molds public sentiment
goes deeper than he who
enacts statutes or
pronounces decisions."**

Have A Great Vision



“America is too great for small dreams,” said Ronald Reagan. And this is also true for great leaders, who won’t be satisfied with small dreams. Instead of trying to get just an edge over the Soviet Union, Reagan went after the total dismantling of the “Evil Empire.” And he succeeded.

Offer Hope, and Act to Achieve It

Reagan was described as an eternal optimist. He offered Americans a positive, uplifting vision of America and its future. Ronald Reagan was beloved because of what he believed. He believed in America so he made it his shining city on a hill. He believed in freedom so he acted on behalf of its values and ideals. He believed in tomorrow so the great communicator became the great liberator.



Use Humor

Reagan used humor almost all the time. He used it because he himself was 'a jolly good fellow' as the song says, and because he knew that the smile that humor generates is the shortest distance between two minds. And he skillfully used humor to avoid answers that create animosity and problems, as well as to win crucial arguments in difficult public encounters.





Stick to the message

**Connect
with your
audience**





You will get far with a great team



**You learn more
by listening.....**



Yesterday's
competitor is
today's
collaborator

It's all about
connecting

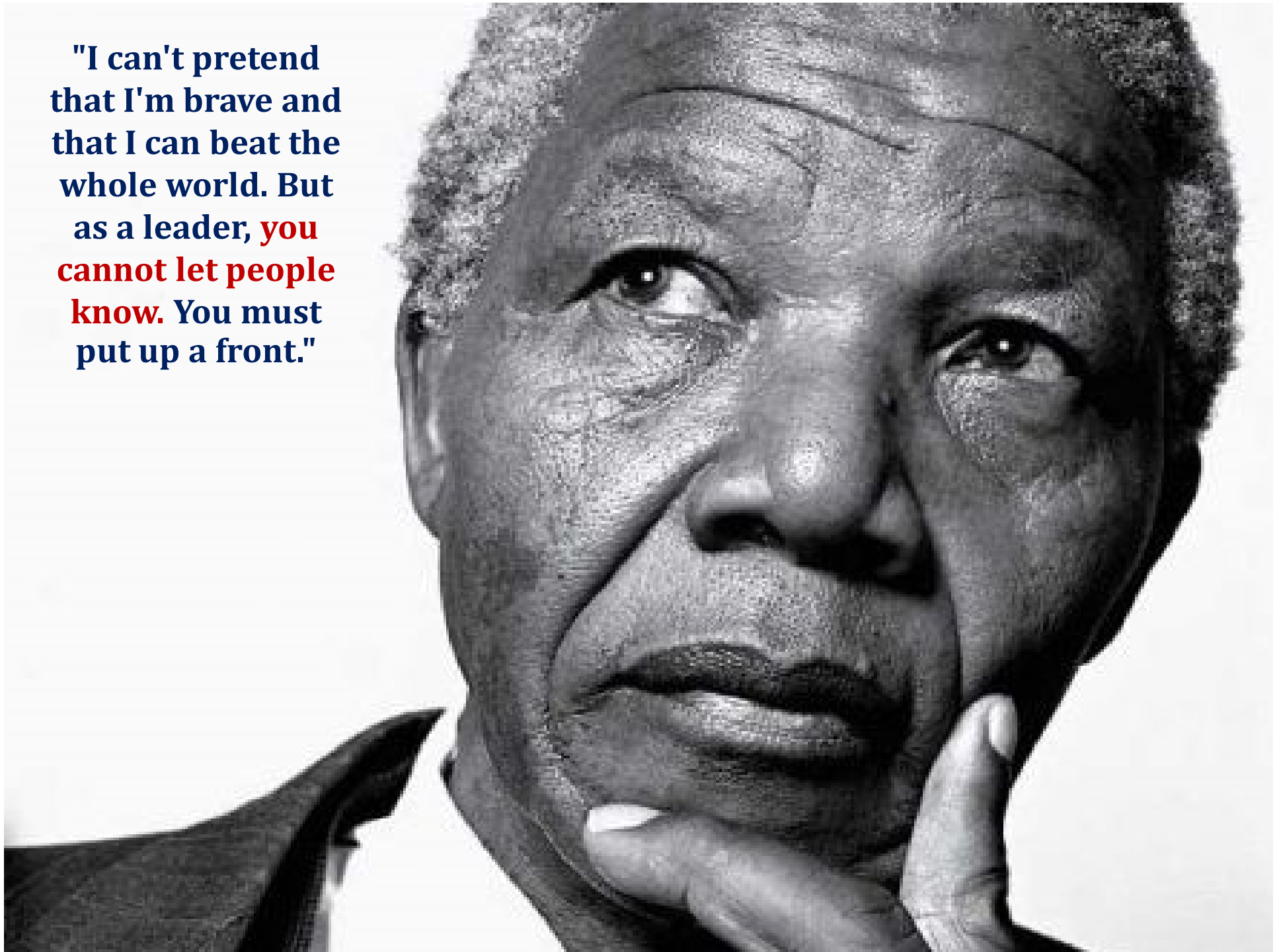


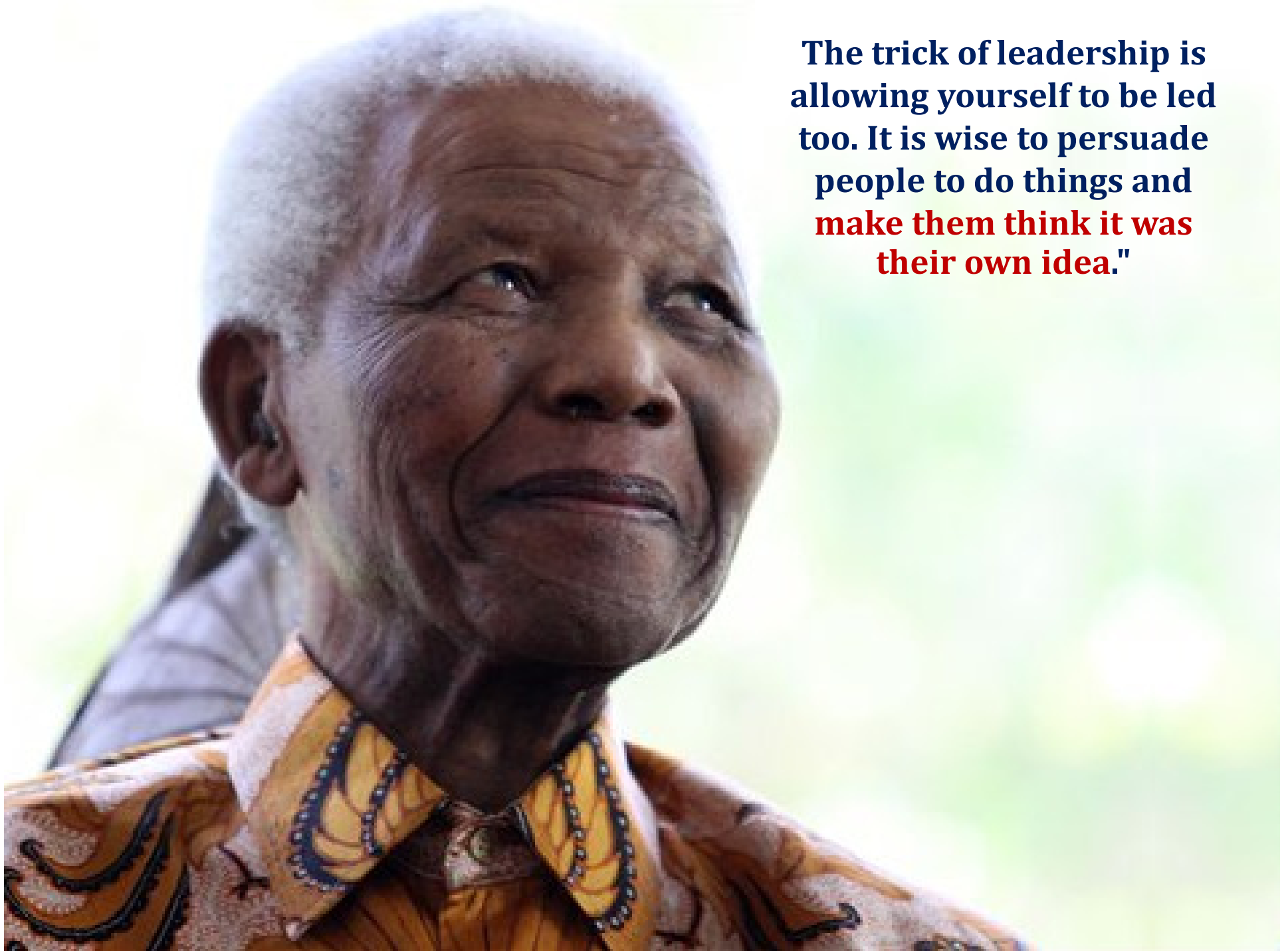


A leader is a
dealer in hope

Napoleon.

"I can't pretend that I'm brave and that I can beat the whole world. But as a leader, **you cannot let people know.** You must put up a front."





The trick of leadership is allowing yourself to be led too. It is wise to persuade people to do things and **make them think it was their own idea."**

Put conviction ahead of popularity

Margaret Thatcher was clear from the start: “I am not a consensus politician. I’m a conviction politician.” Thatcher’s bold and radically different prescription of a market-driven British economy alienated a lot of people. This approach was later embraced as the established wisdom.



Bind in your roots, heart and personal touch

During the Falklands war, she wrote countless handwritten notes to the families of wounded British servicemen, demonstrating that she had not lost touch with those who were risking their lives to execute her orders.





Bagian 4

Kontekstualisasi Kepemimpinan

John Perkins



EHM

Metode:

- Penipuan, pemerasan & penyuapan;
- Pembunuhan;
- Penggermoan;
- Merusak ekosistem;
- Mengingkari Deklarasi Kemerdekaan.

Negara Target:

Indonesia, Panama, Ekuador, Kolombia, Arab Saudi, Iran, dll.

Hasil Kerja:

- Kejatuhan Shah Iran;
- Pembunuhan Presiden Panama;
- Invasi ke Irak;
- Kejatuhan Bung Karno;
- Ketergantungan ekonomi negara berkembang (inc. RI).

Tugas:

- Menyebarkan cerita bohong tentang pertumbuhan ekonomi, GNP, dll. negara target;
- Membuat laporan fiktif untuk IMF & WB agar mengucurkan hutang;
- “Memancing” KKN di negara target;
- Membangkrutkan negara penerima hutang dan menciptakan ketergantungan (*debt trap, debt web*);
- Menekan negara pengutang mendukung AS (pangkalan militer, voting, dll);
- Memaksa negara pengutang menjual kekayaan alam;
- Mempromosikan kepentingan Korporatokrasi (koalisi pemerintah, bank, korporat AS).



Dampak:

- Kesenjangan & ketidakadilan global;
- Kebencian thd AS;
- Peristiwa 9-11.

Membangun Imperium

Membiayai kampanye politik

S

S



- Hutang LN membuat ketergantungan tinggi (30% APBN untuk bayar hutang);
 - Tambang strategis dikuasai AS;
- Pergantian rezim Orla – Orba – Reformasi.



- Invasi militer;
- Terbunuhnya Presiden Omar Torrijos (1981)



- 50% APBN untuk bayar hutang;
- Terbunuhnya Presiden Jaime Roldos (1981)



Penggulingan rezim Shah (1953)



Presiden Richard Nixon menginginkan kekayaan Indonesia diperas sampai kering. Di mata Nixon, Indonesia ibarat real estate terbesar di dunia yg tak boleh jatuh ke tangan Soviet atau China.



Pintu masuk untuk menguasai seluruh Afrika

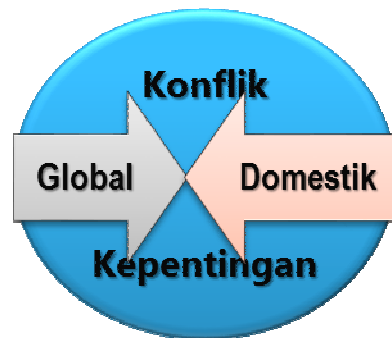


VS



Donald F. Kettl: 3 isu kritikal Milenium III:

- Menguatnya swasta dan menyusutnya pemerintahan;
- Defisit terbesar di setiap negara adalah proses penyelenggaraan administrasi publik;
- Nilai, berkenaan dgn munculnya ikon *entrepreneurial govt*, dll.



2 Jenis Kegagalan Membangun Kebijakan Unggul:

- Tidak mengerti makna dan substansi kebijakan publik.
- Tidak ada analisis kebijakan; ada tetapi tidak bekerja dengan baik; sudah bekerja dengan baik tidak mampu menghasilkan kebijakan yang hebat.

Kebijakan Publik yg Ideal

PERAN KEPEMIMPINAN

Kegagalan Mewujudkan Negara yang Unggul



Tugas Pemimpin dlm KP

- ✓ Sedemokratis apapun formulasi kebijakan publik, pada akhirnya **yang memutuskan adalah pemimpin.**
- ✓ Pemimpin **berperan pada setiap tahap**, pada formulasi kebijakan, implementasi kebijakan, evaluasi kebijakan dan kinerja kebijakan politik.
- ✓ Pemimpin penting karena mereka **bertanggungjawab atas keefektifan organisasi**, menjadi tempat untuk berlindung, dan merupakan inti integritas kelembagaan.
- ✓ Pemimpin *make something happen*, karena itu harus **memilik karakter, kredibilitas, nilai, keteladanan, dan kemampuan memberi harapan.**
- ✓ Jadi, pemimpin yang pada akhirnya menentukan **apakah suatu bangsa menjadi besar / kerdil.**

Discussion

Pada akhir 2015 akan segera berlaku Masyarakat Ekonomi ASEAN (MEA). Implikasi MEA adalah terjadinya arus barang, jasa, modal, dan orang secara bebas antar negara ASEAN. Banyak pihak meragukan kesiapan Indonesia dalam memasuki MEA tersebut. Konsekuensinya, produk Indonesia akan kalah bersaing, sehingga bangsa kita akan menjadi pasar bagi produk negara lain. Pengusaha kecil dan menengah akan semakin sulit bersaing, sementara *competitiveness index* Indonesia juga akan semakin tertinggal. Petani akan semakin sengsara. Kemandirian ekonomi-pun makin lemah.



Menghadapi situasi seperti itu, sebagai seorang pemimpin, apa yang akan Anda lakukan? Visi apa yg Anda tawarkan? ebijakan atau tindakan apa yang akan Anda pilih? Siapakah *stakeholder* yang harus Anda pengaruhi, dan bagaimana cara Anda akan mempengaruhi mereka? Peran apa yang Anda harapkan dari mereka?

Do you dare to be a leader?



TERIMA KASIH

Semoga Bermanfaat ...

**Disampaikan untuk Diklat Intelstrat
Tingkat I Badan Intelijen Negara
(BIN)**

Jakarta, 17 September 2014

**Deputi Inovasi Administrasi Negara
Lembaga Administrasi Negara RI**

Jl. Veteran No. 10 Jakarta





Daftar Referensi

- Diane Coutu, *Leadership Lessons from Abraham Lincoln*, Harvard Business Review.
- Don C. Bramlett, 2010, *Some Thought on Leadership*.
- Donald T. Phillips, *Lincoln On Leadership*.
- Jon Boyes, *Leadership Skills*, University of Exeter
- John Perkins, *Confession of an Economic Hit Man*, edisi bahasa Indonesia “Pengakuan Bandit Ekonomi”.
- Riant Nugroho, 2012, *Public Policy: Dinamika Kebijakan, Analisis Kebijakan, Manajemen Kebijakan*, Jakarta: Elex Media.
- Sompong Yusoontorn, *7 Life Lessons from Abraham Lincoln*.
- Sompong Yusoontorn, *8 Leadership Lessons Nelson Mandela*.
- Sompong Yusoontorn, *10 Leadership Lessons from Margaret Thatcher*.
- Sompong Yusoontorn, *8 Leadership Lessons Martin Luther King*.
- Sompong Yusoontorn, *10 Leadership Lessons Mahatma Gandhi*.
- Sompong Yusoontorn, *10 Leadership Lessons from Genghis Khan*.
- Sompong Yusoontorn, *10 Leadership Lessons Napoleon Bonaparte*.
- Sompong Yusoontorn, *10 Leadership Lessons Ronald Reagan*