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
• **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).
• 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
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

- **Autocratic**
  - 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.

- **Democratic**
  - 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.

- **Paternalistic**
  - 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.

- **Free Rein**
  - ‘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.
Types of Leadership Style

- **Autocratic Leadership**
  - Concentration of Power: With Manager
  - Decision Making: By Manager
  - Communication Flow: From Top Down

- **Democratic Leadership**
  - Concentration of Power: Shared between Manager and Employees
  - Decision Making: By Manager and Employees
  - Communication Flow: Two Way

- **Free-Rein Leadership**
  - Concentration of Power: With Employees — Minimal Supervision
  - Decision Making: By Employees
  - Communication Flow: 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

<table>
<thead>
<tr>
<th>COMPETENCY</th>
<th>Low competence</th>
<th>Some competence</th>
<th>High competence</th>
<th>High competence</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOTIVATION</td>
<td>Low commitment/ Unable and unwilling or insecure</td>
<td>Variable commitment/ Unable but willing or motivated</td>
<td>Variable commitment/ Able but unwilling or insecure</td>
<td>High commitment/ Able and willing or motivated</td>
</tr>
</tbody>
</table>

| Leadership style | DIRECTIVE (Telling) | COACHING (Selling) | SUPPORTIVE (Participating) | DELEGATORY (Observing) |
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.
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

- Competing
- Collaborating
- Compromising
- Avoiding
- Accommodating

Assertiveness

Uncooperative → Cooperative

Cooperativeness
✓ **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.”
“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.
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.
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.
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. Ghengis 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.
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.
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."
“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.
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.
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."
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

**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).

**Metode:**
- Penipuan, pemerasan & penyupian;
- 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).

**Dampak:**
- Kesenjangan & ketidakadilan global;
- Kebencian thd AS;
- Peristiwa 9-11.
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)


Pintu masuk untuk menguasai seluruh Afrika
Perang Kebijakan Global

Donald F. Kettl: 3 Issu 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.

VS

Kegagalan Kebijakan Nasional

2 Jenis Kegagalan Membangun Kebijakan Unggul:
- Tidak mengerti makna dan substansi kebijakan publik.
- Tidak ada analis 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 memiliki karakter, kredibilitas, nilai, keteladanan, dan kemampuan memberi harapan.
✓ Jadi, pemimpin yang pada akhirnya menentukan apakah suatu bangsa menjadi besar / kerdil.

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 ...

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Lembaga Administrasi Negara RI
Jl. Veteran No. 10 Jakarta
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