

Leadership at a glance

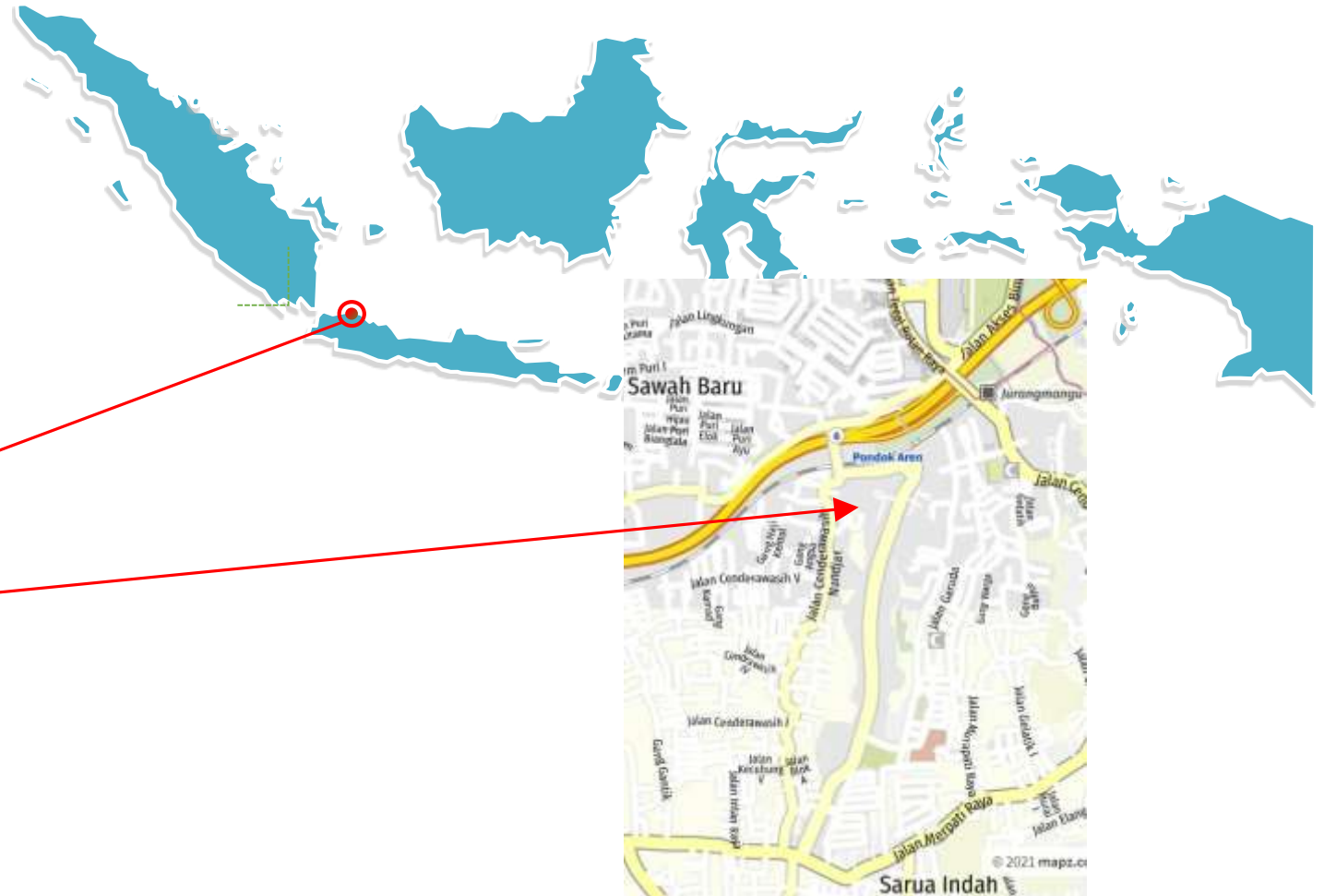
Eddy Yusuf

Day 2 – December 7, 2021



Politeknik Caltex Riau

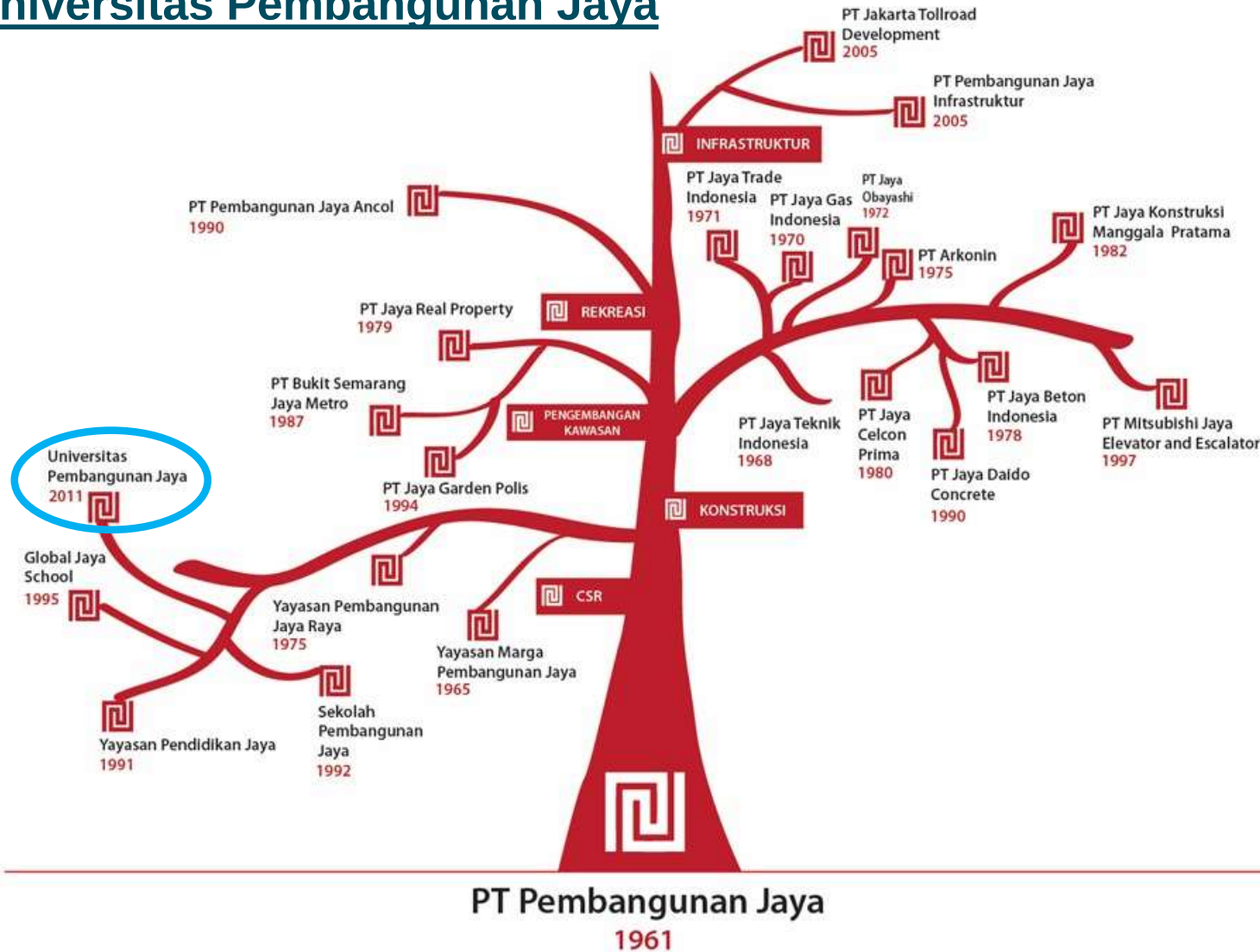
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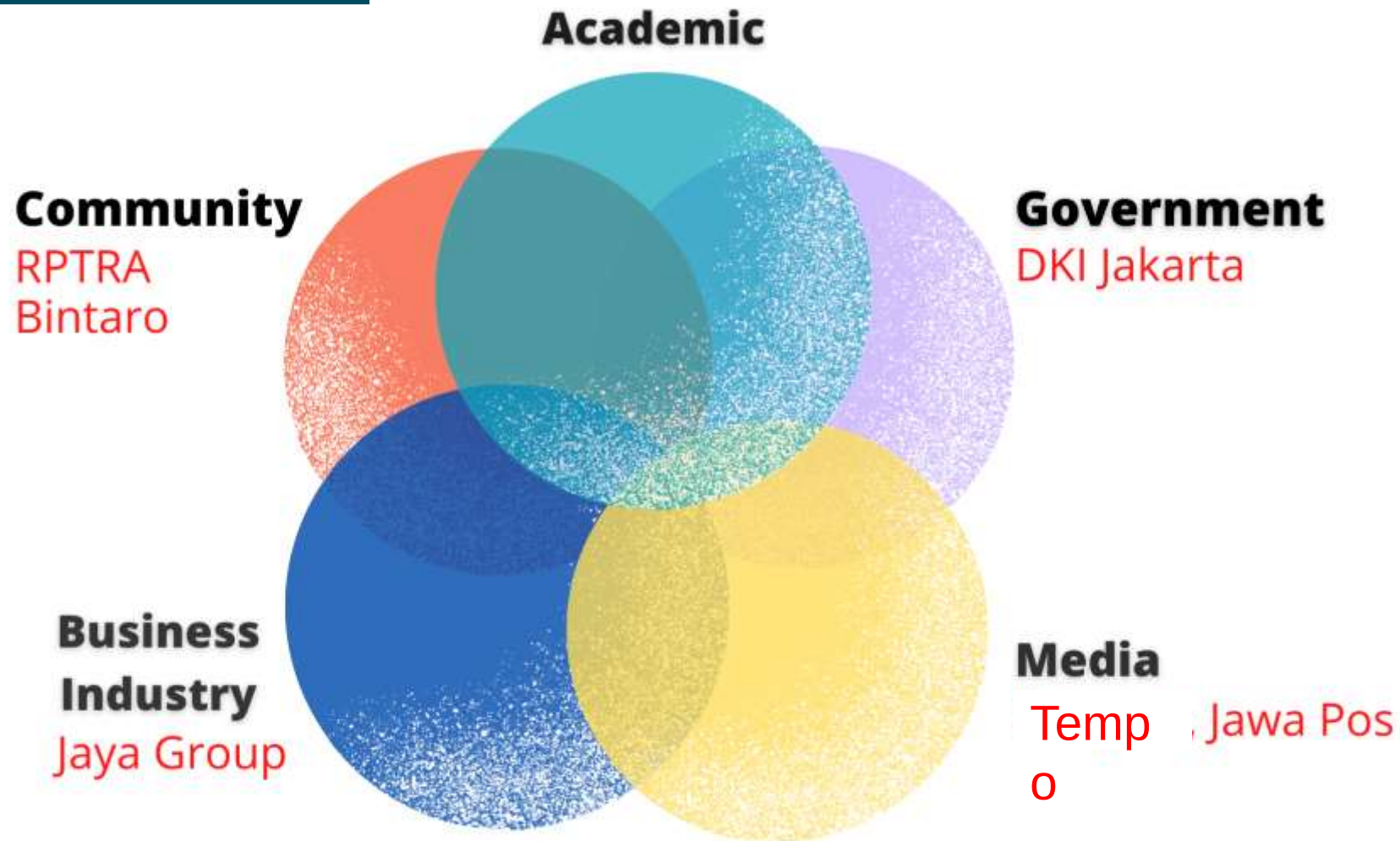
10
YEARS

ESTABLISHED IN
2011

92

NATIONAL RANKING
TOP 2%

Universitas Pembangunan Jaya



PENTAHHELIX



- Physicist by training
- Joined STKIP Surya 2010, Head of Department, later Chair
- Joined UPJ 2016, VR
- DIES MoI Indonesia 2018
- DIES IDC 2020 (Covid cohort)

Quick Survey

Quotes from The Lord of the Rings

“I will take the Ring,” Frodo said, “though I do not know the way.”

Frodo: “I wish the Ring had never come to me. I wish none of this had happened.”

Gandalf: “So do all who live to see such times, but that is not for them to decide. All we have to decide is what to do with the time that is given to us.”



<https://www.menti.com/vmiczghr89>

“Sandwiched”

Leader



Ministry
Owner
Board
Supervisor

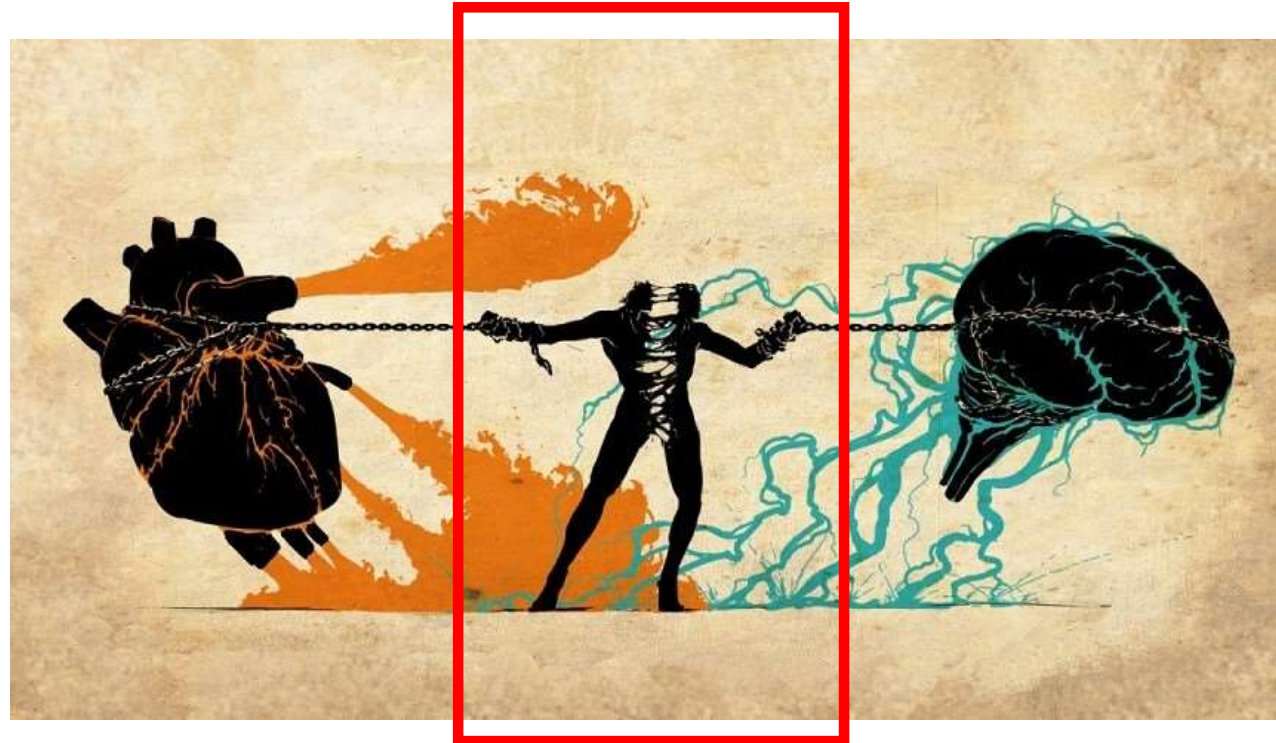
Set objective/rules
Abrupt
Need to get done ASAP
Inconsistency

Status quo
Feasibility
Stability
Local rationale

Those we
lead

“Torn Apart”

Change
Targets
Risks



Stability
Peace of mind
Sense of direction

Us and our roles as leaders

Self definition

- Who I am
- Understand my roles

Behavior

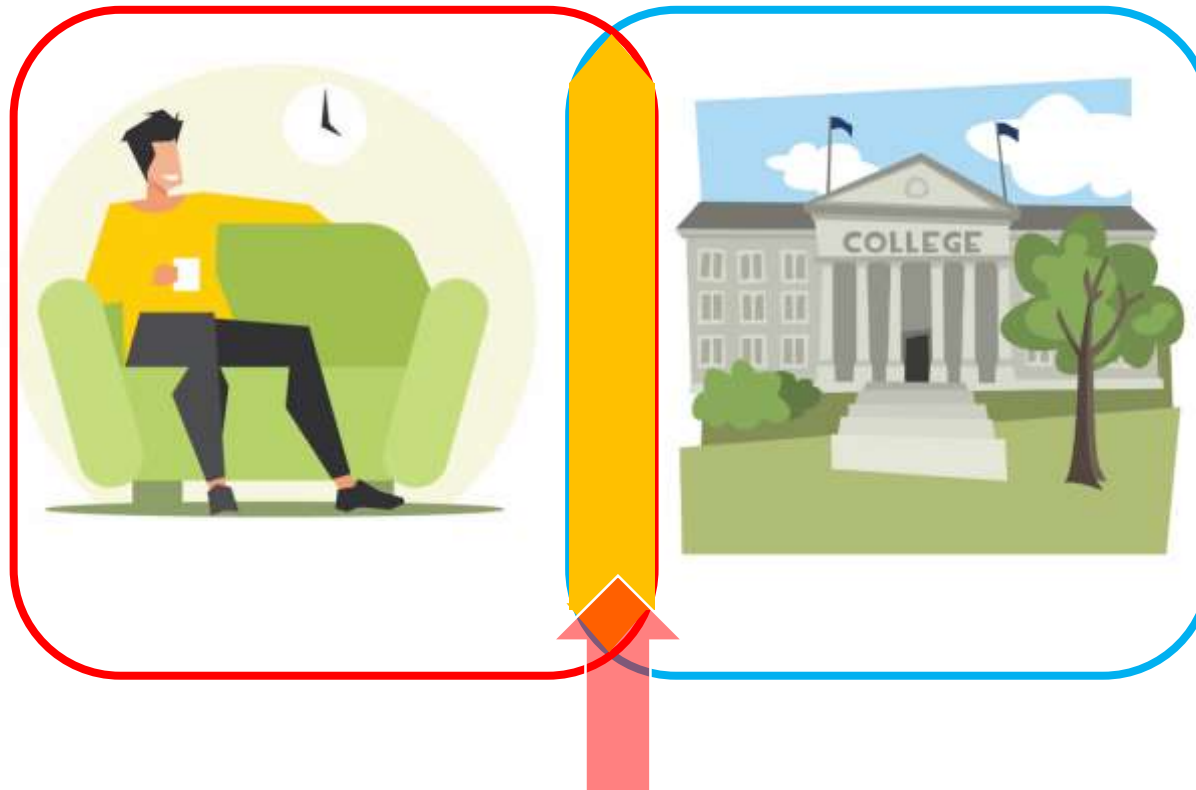
- How do I do my roles

Values

- What are important?

Abilities

- Skills
- Knowledge



Leader

Structure
Organization
Set of rules
Workplace, many people

Dimensions of leadership

Authenticity

Vision

Achievement

Ownership

Collaboration

Dimensions of leadership

Authenticity

- Thoughts, feelings, actions are consistent
- Uphold values
- Do what is right and fair
- Trustworthy
- Has integrity

Dimensions of leadership

Vision

- Look ahead
- Cope with the unknown and uncertainties
- Set direction and translate into workable pieces
- Innovative
- Entrepreneurial
- Inspiring
- Data – forecast

Dimensions of leadership

Achievement

- Output-, outcome-based
- Manage performance
- Motivate, energize, empower people
- Adaptive
- Resilient
- Commitment
- Effective

Dimensions of leadership

Ownership

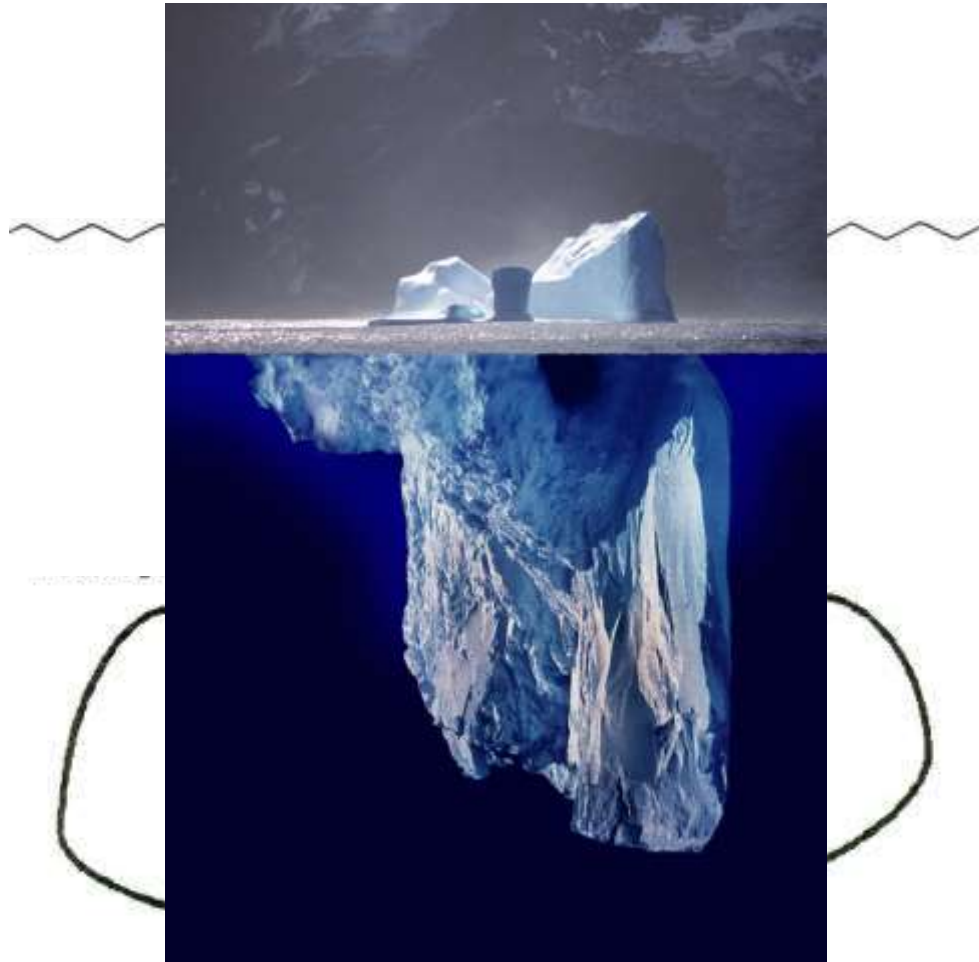
- Responsible and accountable
- Sense of belonging
- Decisive
- Remedy problems
- Take responsibility
- Take initiative
- Critical reflection
- Continuous learning

Dimensions of leadership

Collaboration

- Build network
- Teamworking
- Respect diversity and cultures
- Negotiation
- Engage stakeholder
- Communication and conflict management

Communication is key



Content

Relationship

"The most important thing in communication is hearing what isn't said."

~ Peter Drucker

Means of communication

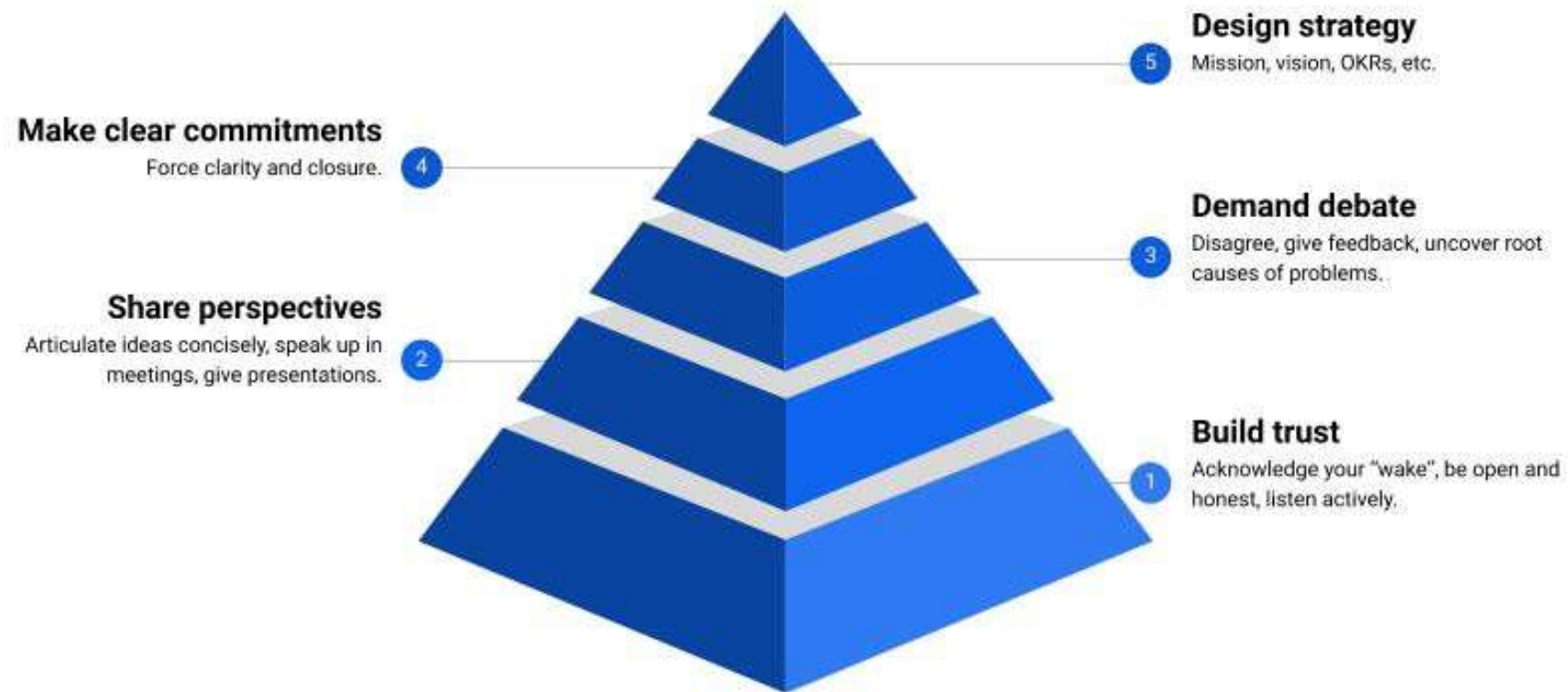


SURVEY: your mode of com and why

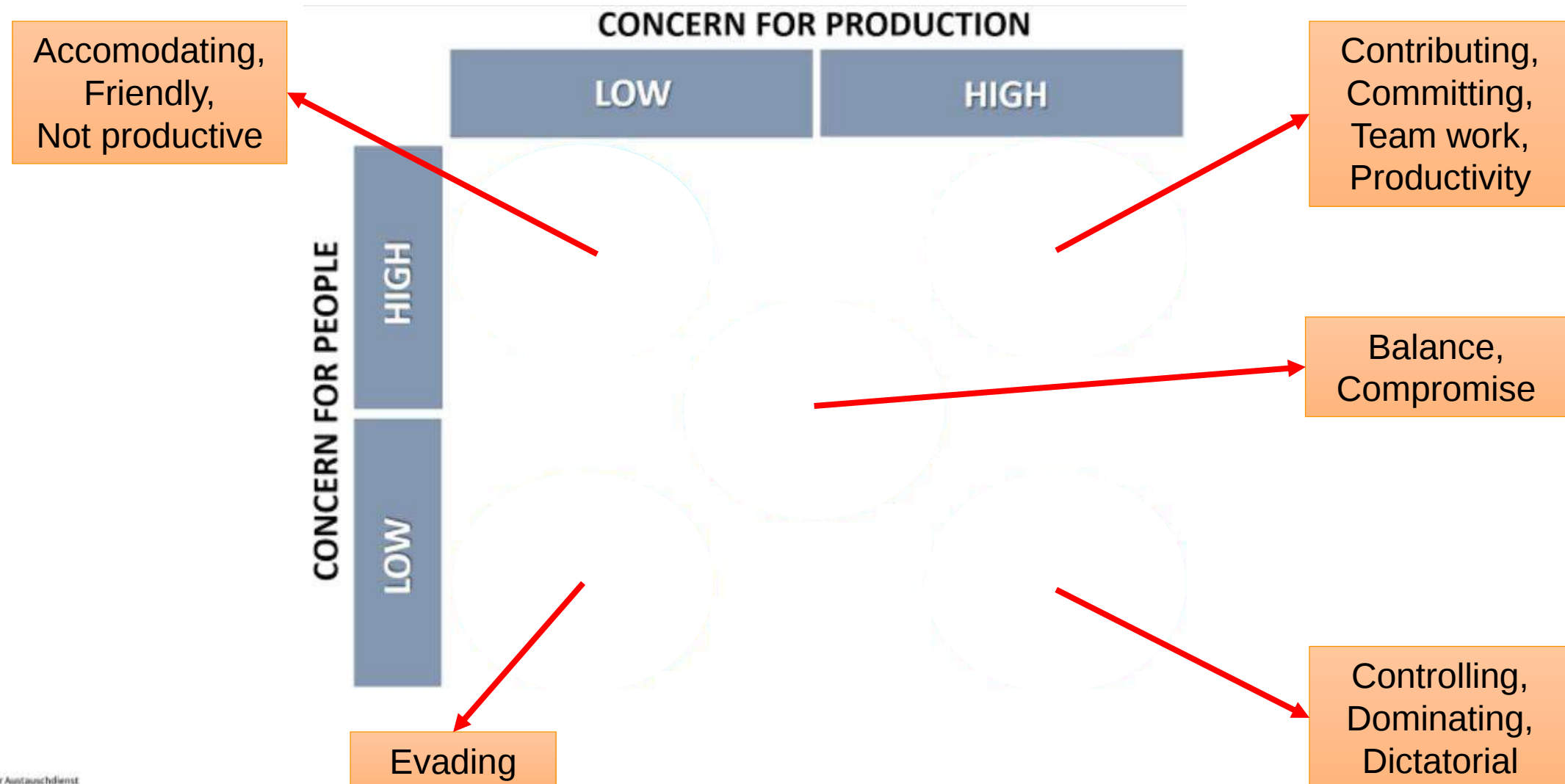
Richness	Daft & Lengel 1984	Trevino, Daft & Lengel, 1987	Lengel & Daft 1988
High	Face-to-Face	Face-to-Face	Physical Presence
	Telephone	Telephone	Interactive Media
	Written, Personal	Written, Personal	Personal Static Media
	Written, Formal	Written, Formal	Formal Static Media
Low	Numeric, Formal		



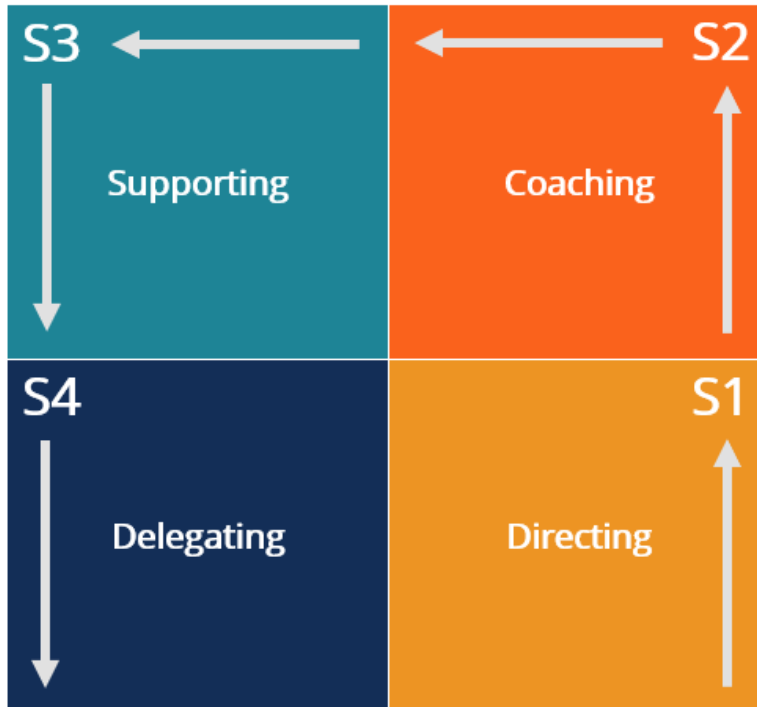
Communication pyramid



Managerial Grid (Blake – Moulton, 1964)



Cycle Theory of Leadership → Situational leadership (Hersey – Blanchard, 1969)



D1: Low skill – low will

D2: Low skill – high will

D3: High skill – low will

D4: High skill – high will



Those we lead.....



- Come with different competency
- Come with different drive
- Adaptive
- Dependent on skill/competency, willingness
- No one-size-fit-all solution
- No one-mode-fit-all solution

Summary

- Leaders are in sandwich position and are in constant tension among stakeholders
- Understanding leadership styles and roles along with those you lead will go a long way
- Communication is key