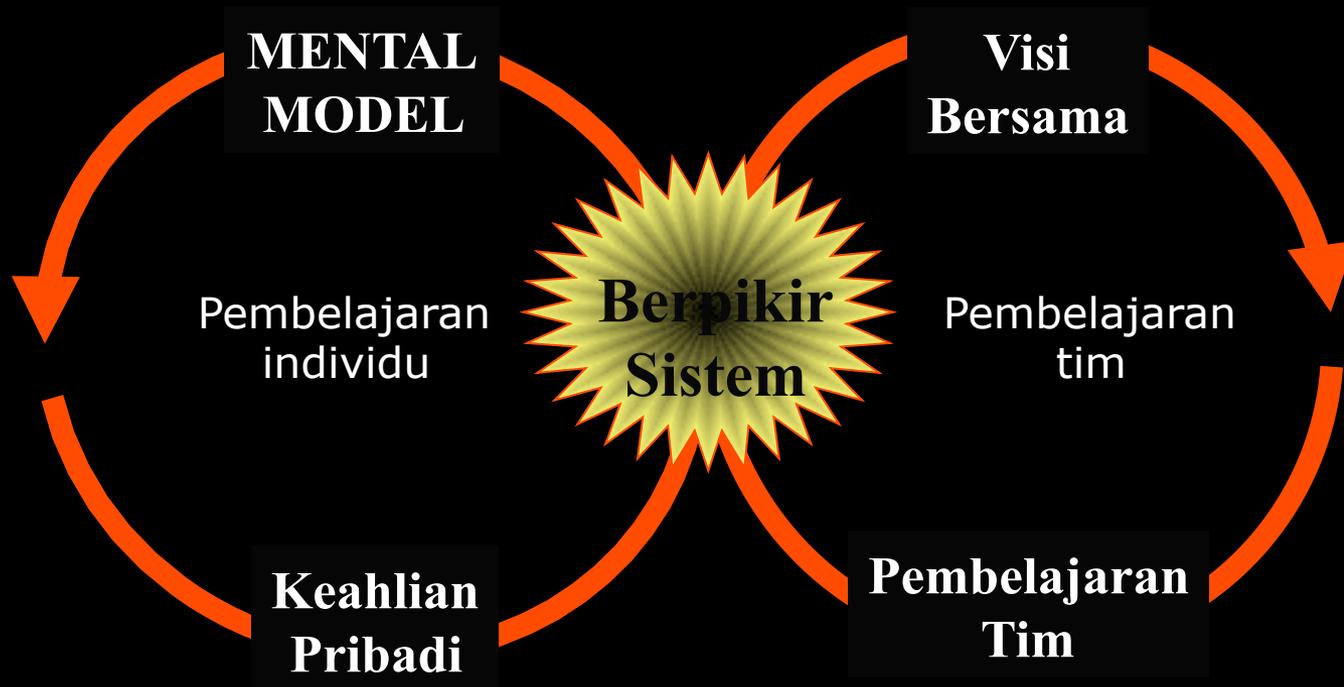


Kepemimpinan dan Shared Vision

Purnawan Junadi 2014

Learning through the fifth discipline



KEPEMIMPINAN adalah

Ketrampilan *nurturing change* pada organisasi pembelajaran melalui:

1. Personal mastery
2. Mental models
3. Team learning
4. Systems thinking
5. Shared vision

Main Idea

- Shared vision allows ordinary people to do extraordinary things.
- We can **never, never, never** have a shared vision unless we let go.



**Shared vision allows
ordinary people to do**

**EXTRAORDINARY
THINGS**

“There is nothing
more pathetic
than a man with
eyesight
but has no vision”.

Helen Keller



HELEN KELLER

Leadership Principle

- Leader skills: inspire a shared vision.
- A shared vision is one **owned by all stakeholders.**

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**SOLVE PROBLEMS
IN STAGES.**



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What three concepts can help us appreciate shared vision?

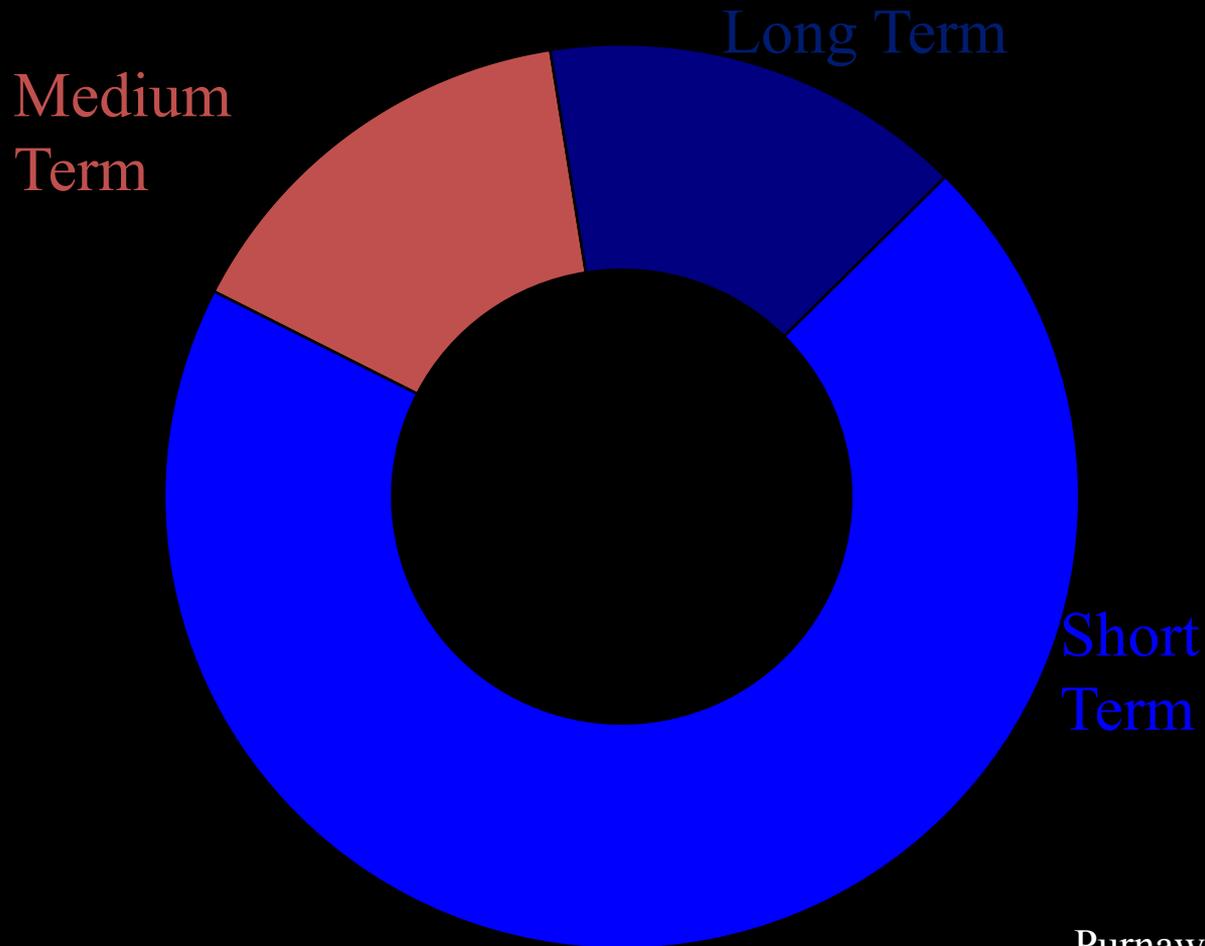
- 1. Multiple time horizons
- 2. Problems, realities and dilemmas
- 3. Importance and urgency



Single Time Horizon

- Managers often operate in a single time horizon.
- “What do I need to do **NOW**?”

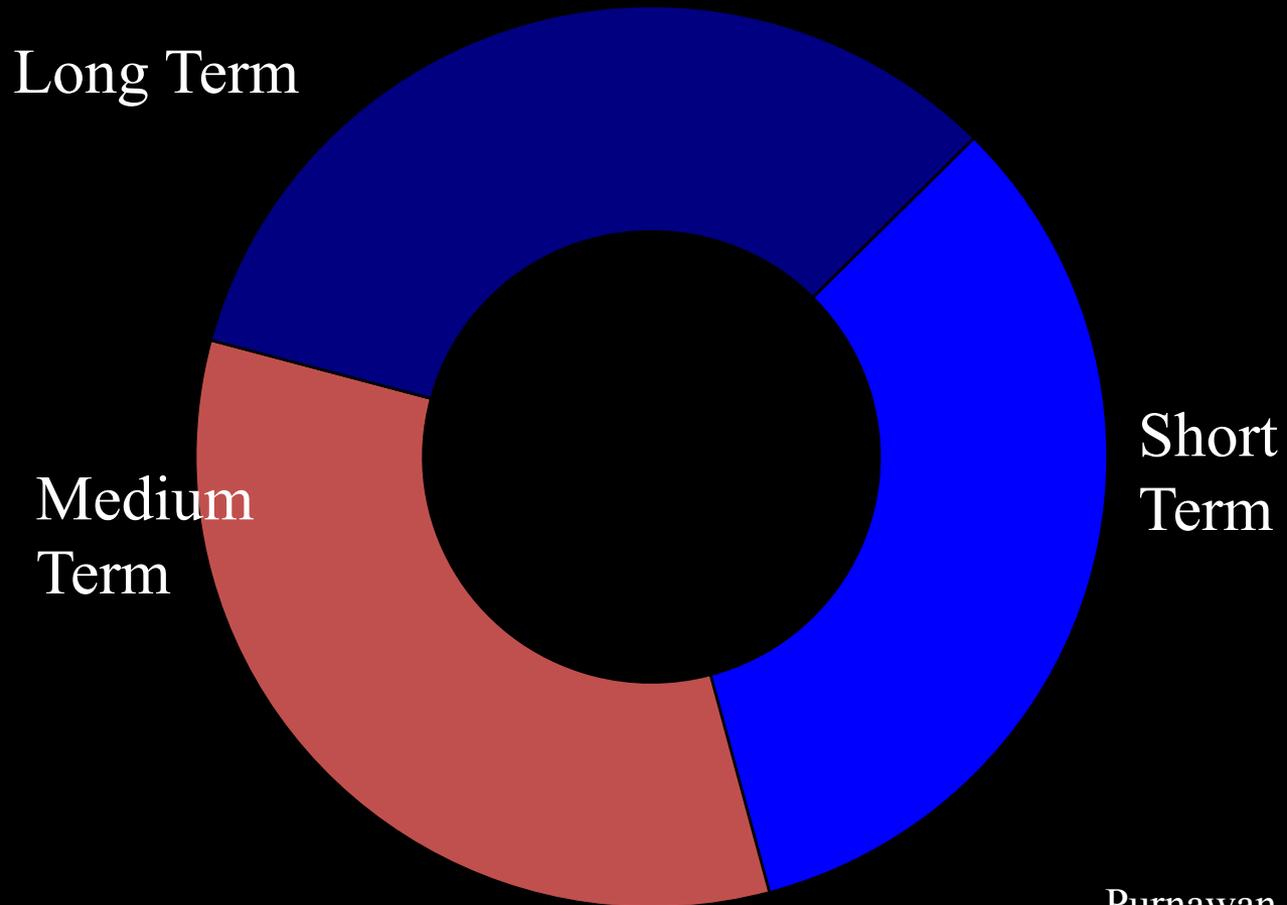
Short term thinking is dominant



Multiple Time Horizons

- An effective leader operates in multiple time horizons.
- “What do we need to do **now** that would help us reach our **long term vision** and achieve our **strategic objectives?**”

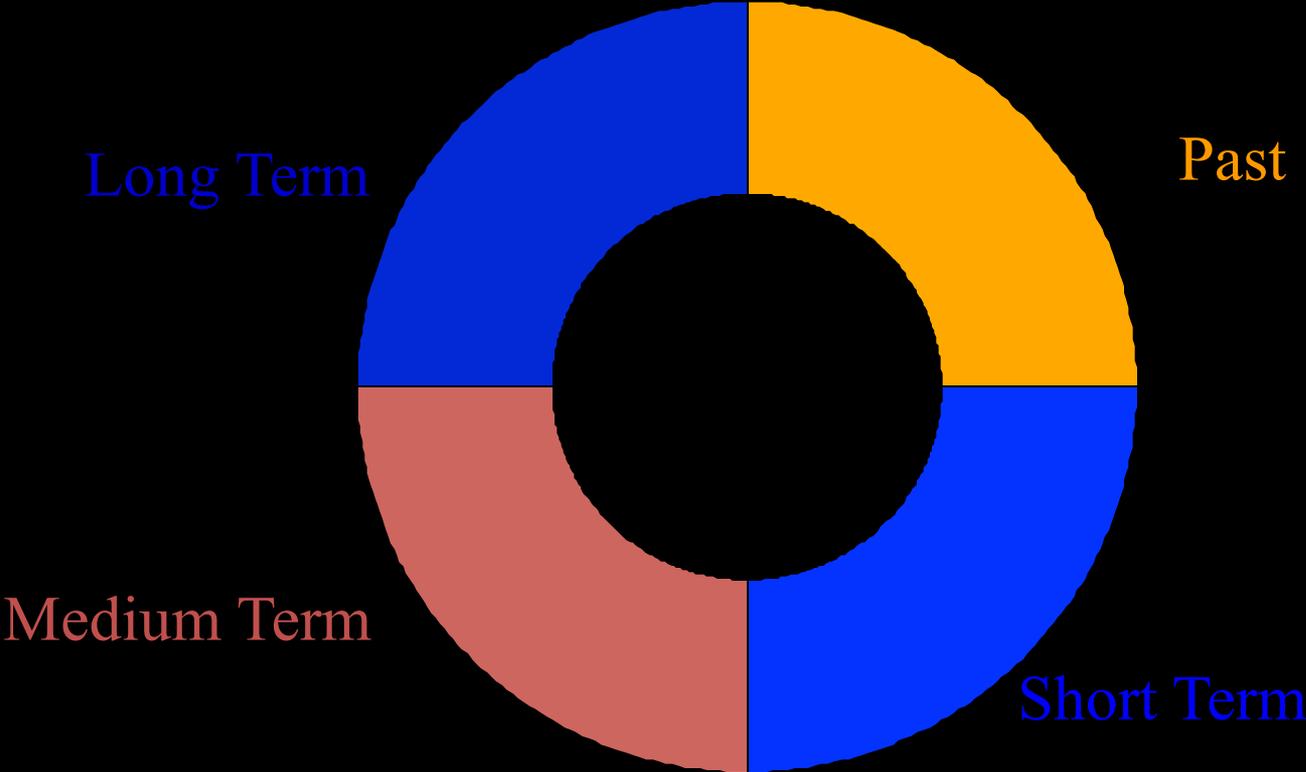
Multiple Time Horizons



An effective leader constantly shifts his thinking.

- Long term
- Medium term
- Short term
- Past

Multiple Time Horizons + Past



Reflect, Discuss and Synthesize

1. In how many time horizons do you normally operate?
2. Do you want to keep things as they are or do you want to change?
3. What do you need to do?

Problems, realities and dilemmas

1. **Problem** - a difficulty that one can do something about.
2. **Reality** - a difficulty that one cannot do anything about and one has to live with.
3. **Dilemma** - a trade-off between two or more wants.

Exercise 1 - Make a choice

⦿ In general, please classify whether the following are

⦿ problems, realities or dilemmas.

1. Policy
2. Culture
3. Financial resources



Time - Urgency and Importance

- **Urgent things are not always important.**
- **Important things are not always urgent.**

Urgency - Importance Matrix

	Urgent	Not Urgent
Important	1	2
Not Important	3	4

Source: **Stephen Covey,**
Seven Habits of Highly
Effective People

Purnawan Junadi, 21

Exercise 2 - Please classify

- Deadlines
- Crisis
- Self development
- Relationships
- Personal goals
- Health
- Training
- Networking
- E-mails
- Meetings
- Perfectionism
- Excessive socialization



Exercise 3 –

How do you allocate your time?

- Please make a general estimate of how you normally allocate your professional time according to the importance-urgency matrix.



How to live before you die

- If you know that you have only one day to live, who will you call and what will you say?
- What prevents you from doing so now?



We cannot manage time, we can only manage ourselves.

- Time is democratic. Everyone has the same amount.
- Time is more important than money.
 - *Money lost can be earned again.*
 - *Time lost is gone forever.*

-

Behavior and learning

- If behavior does not change, no learning took place.
- Unless behavior changes, nothing changes.

What is shared vision?

- A clear description or picture of the future that **all stakeholders** want to **create**.
- It is a future that people are willing to pay the **price** for

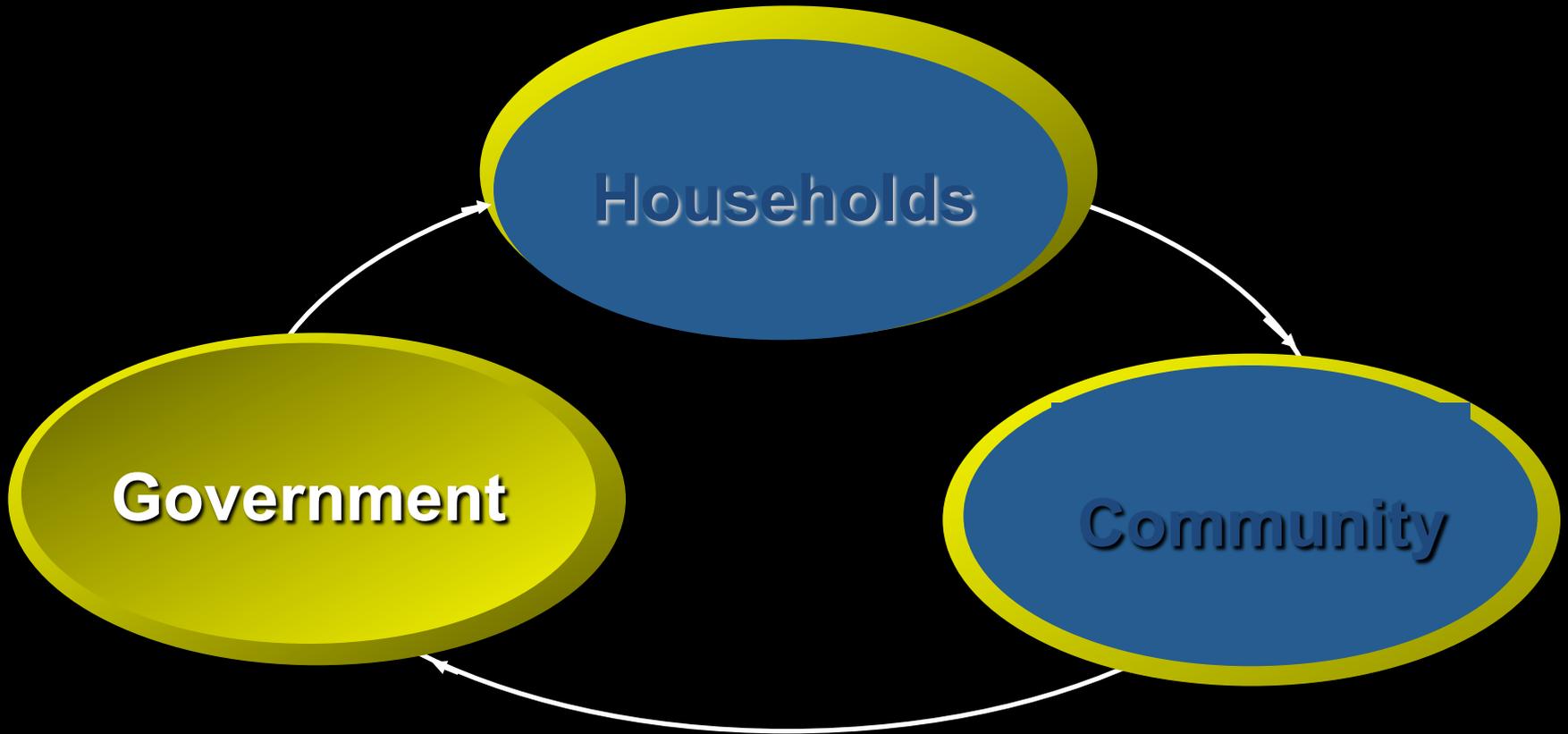


What is shared vision?

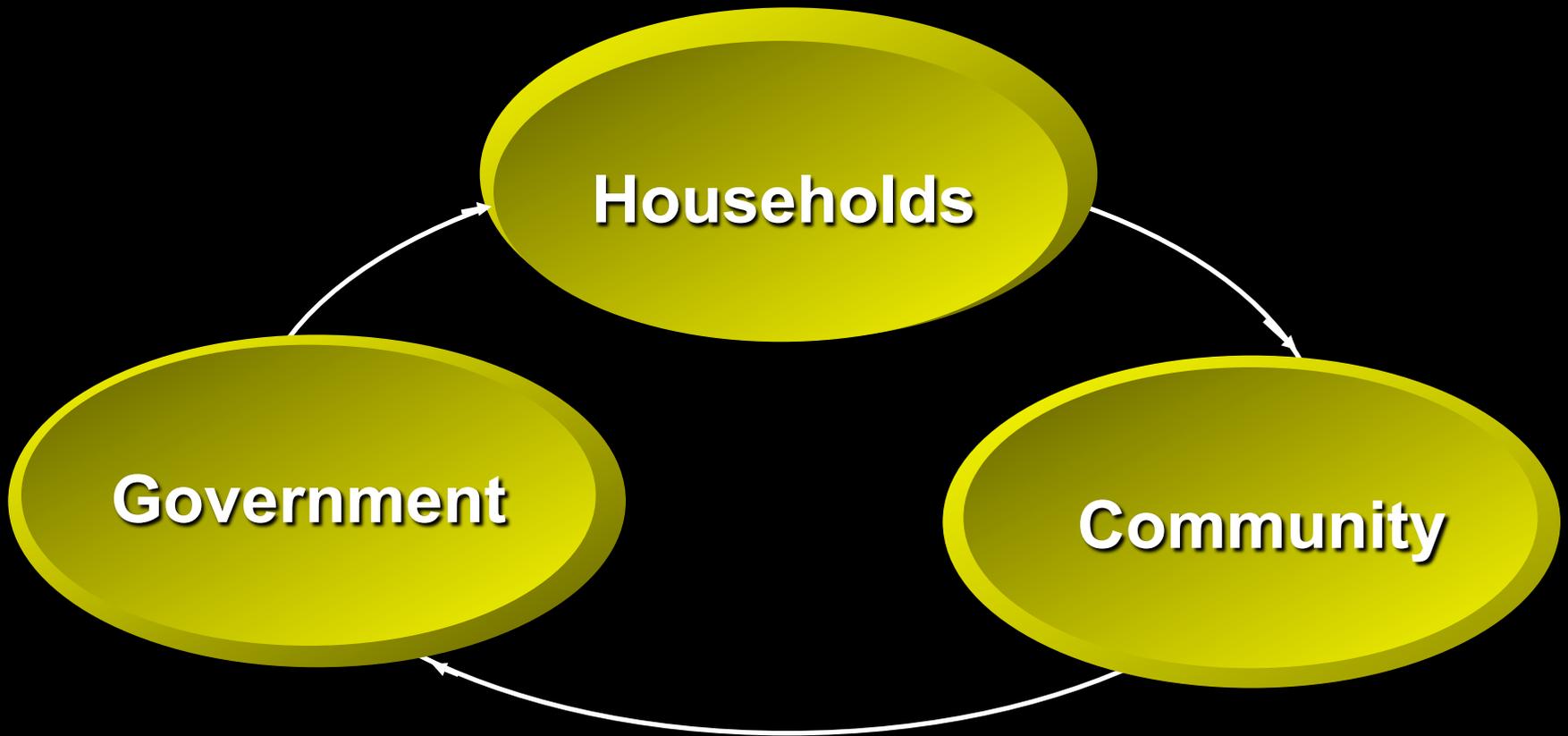
- Emphasis is on **shared** not on vision.
- Description is in the **present tense**.
- Draws a picture and **avoids use of indicators** or numbers.



Vision shared by whom?



Vision shared by whom? Everyone!



Key question

- Do families, the primary producers of health, participate in shaping the national health vision?



Types of visions

- Personal - What do **I** want to happen or create?
- Shared - What do **we** want to happen or create?

Personal and shared vision

- Shared visions emerge from personal visions.
- Personal visions come from an individual's deep caring.
- Shared visions come from a common caring.

Which formula is most common? Which formula is the Best?

$$P = Z$$

$$C + CP + P = Z$$

$$H + HC + HP + C + CP + P + HCP = Z$$

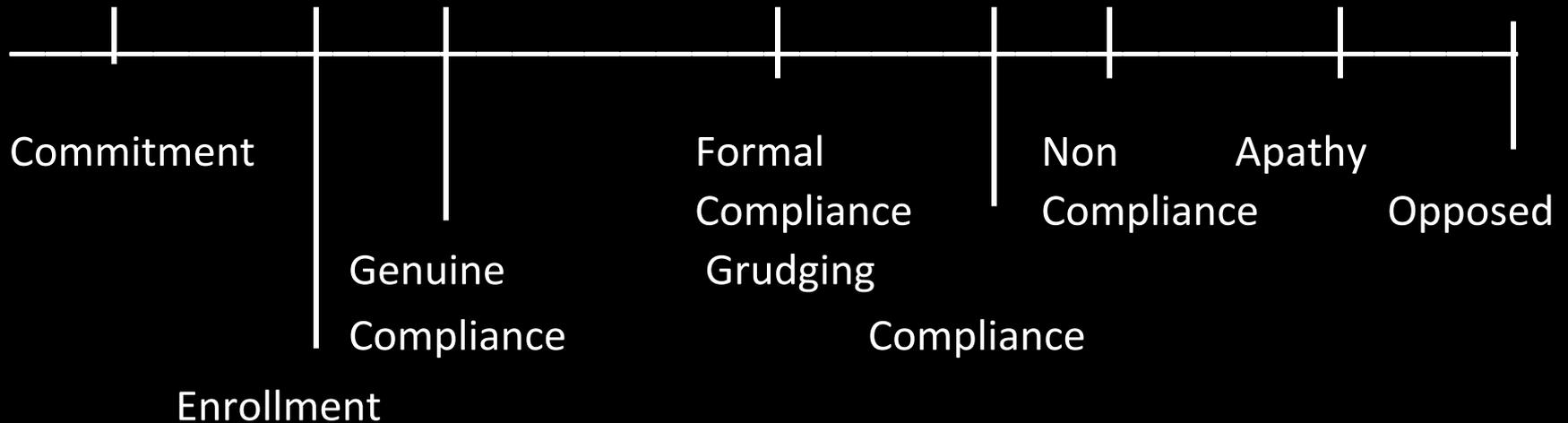
Z = Program success

P = Program inputs

C = Community inputs

H = Household inputs

The range of responses to vision



Possible Attitudes Toward A Vision

- **Commitment** - Wants it. Will make it happen. Creates whatever “laws” are needed.
- **Enrollment**- Wants it. Will act within spirit of the law.

P. Senge. Fifth Discipline, p.219

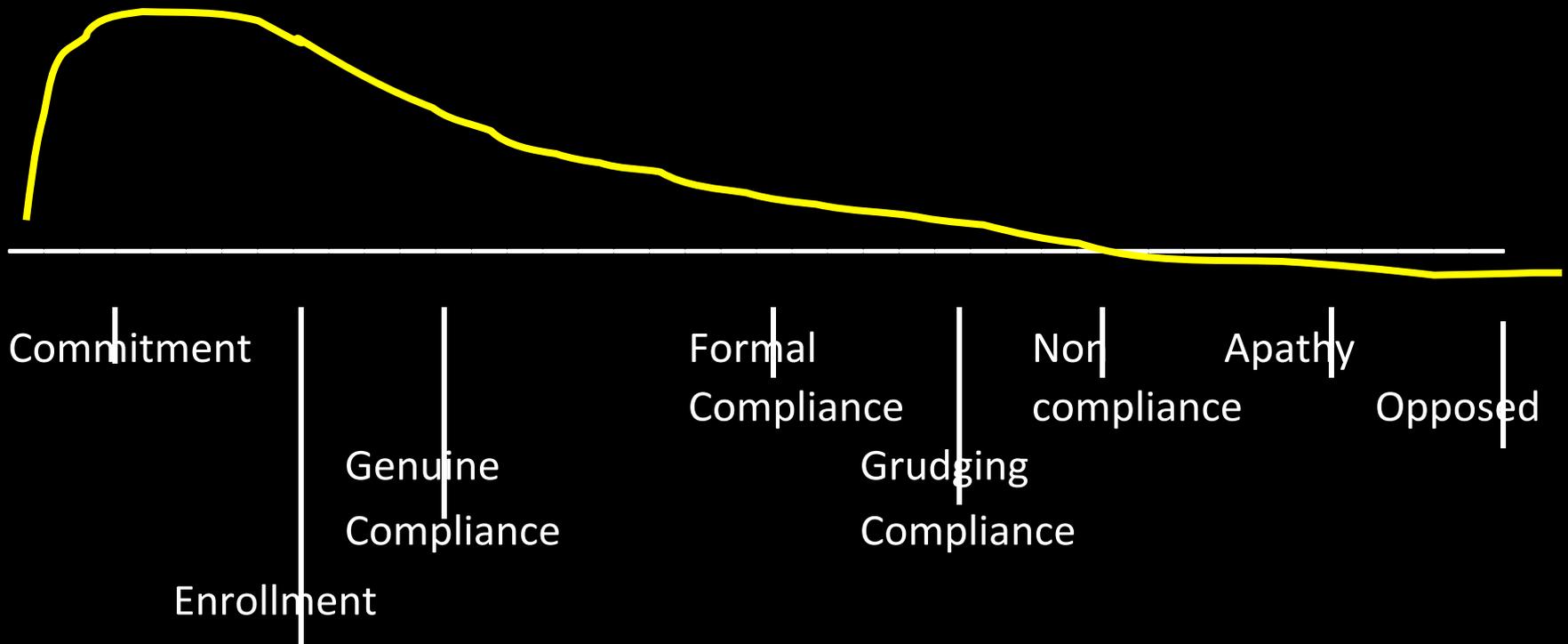
Possible Attitudes Toward A Vision

- **Genuine compliance**- Sees benefits of vision. Does everything plus more. Follows “letter of the law”. “Good soldiers”.
- **Formal compliance** -Does what is expected and no more.
- **Grudging compliance** - Follows because does not want to lose job.

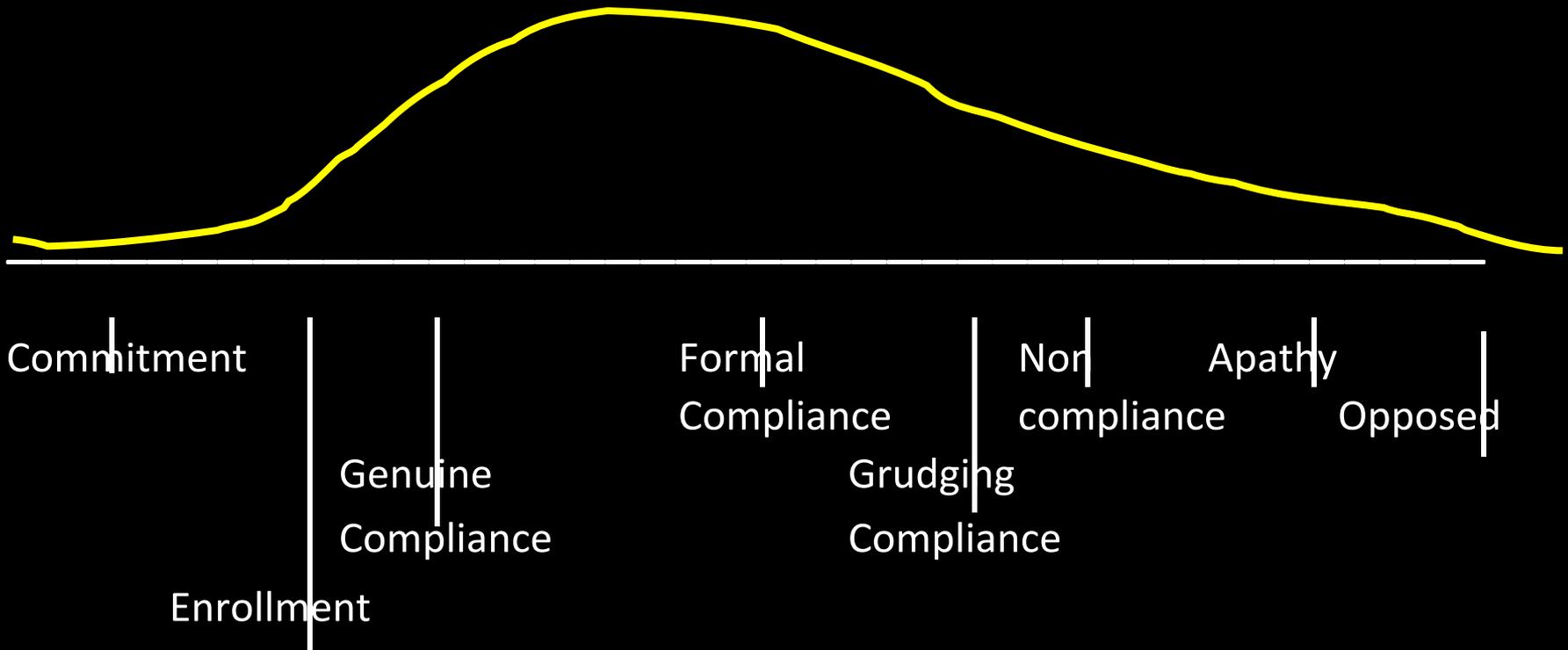
Possible Attitudes Toward A Vision

- **Noncompliance** - Does not see benefits of vision. Will not act.
- **Apathy** - Neither for or against the vision. No interest. No energy.
- **Opposition** - Against the vision. Will fight it.

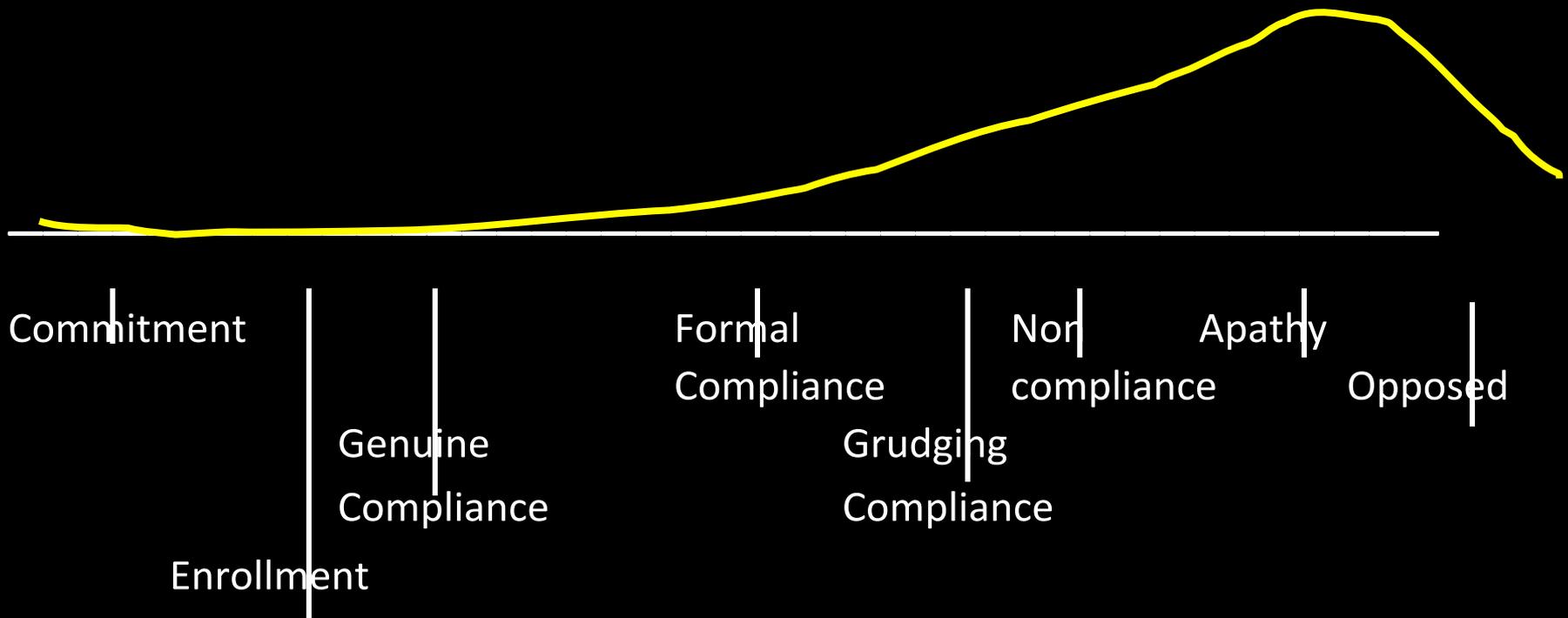
“What we want to happen”



“Most likely???”



“What we don’t want”



Believe you can make a difference and
you will.

- “Vision becomes a living force only when people truly believe they can shape their future.”

Peter Senge The Fifth Discipline p. 231

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