

Kepemimpinan dan Organisasi Pembelajaran

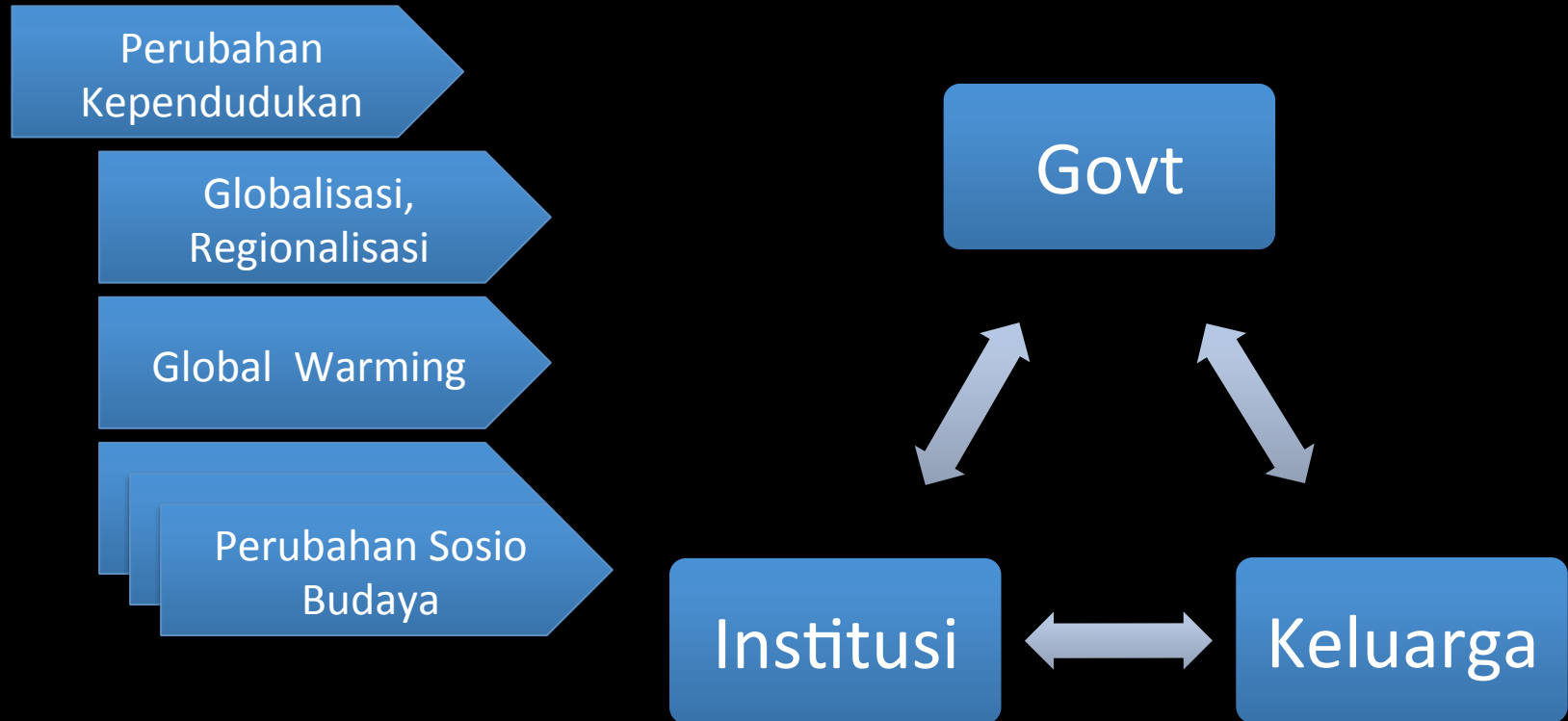
Purnawan Junadi

2014

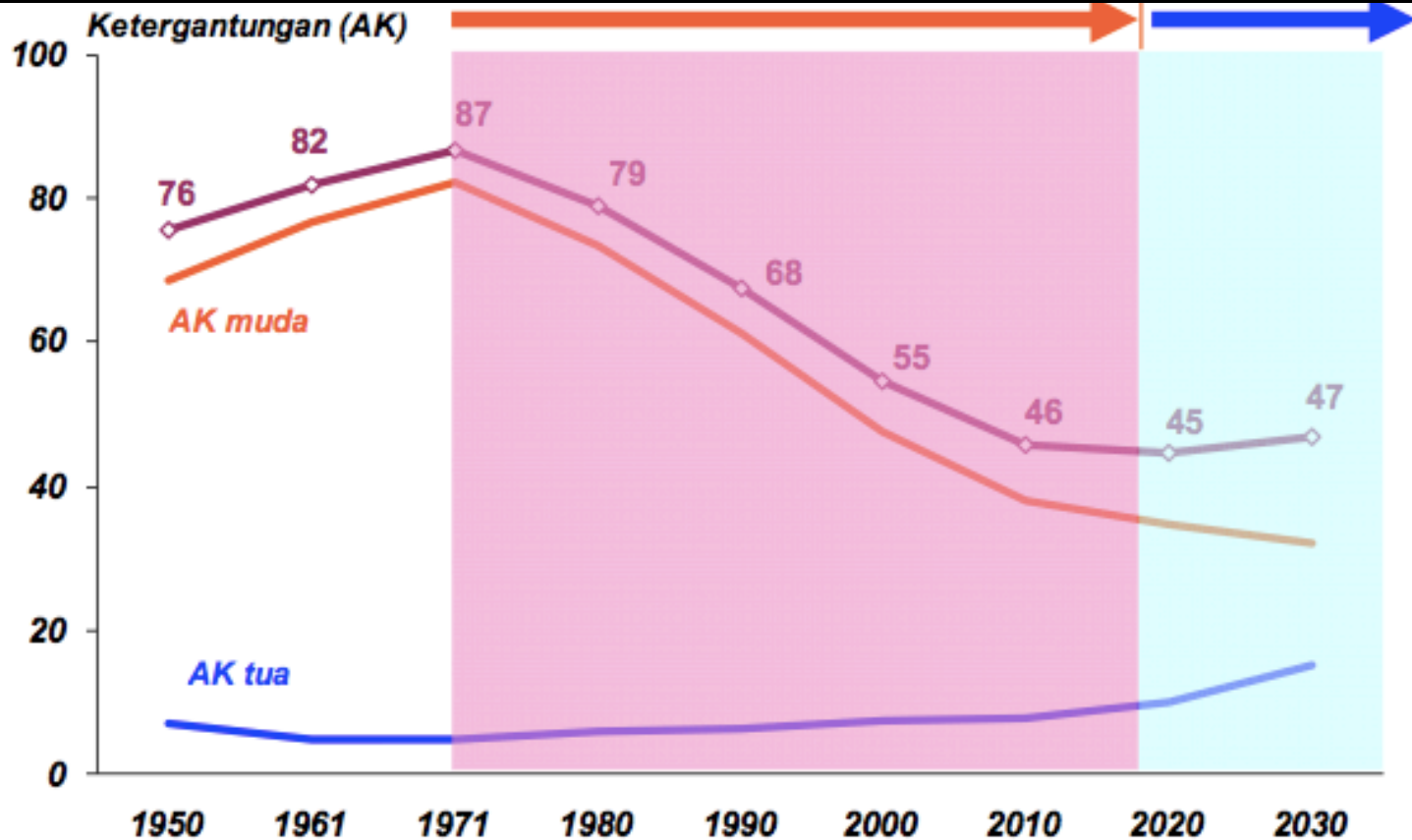
Motto

- Tidak ada salah dalam
 - bertanya,
 - berkomentar,
 - dalam berargumen
- Yang salah adalah kalau
 - tidak bertanya,
 - tidak berkomentar
 - tidak berargumen
- Silahkan tanya apa saja
 - Belum tentu saya bisa menjawab. Inilah diskusi kita

What is our Future?



Jendela Kesempatan Emas !



Globalisasi: Princess Diana's death

- An English princess with an Egyptian boyfriend crashes in a French tunnel, driving a German car with a Dutch engine, driven by a Belgian who was high on Scottish whiskey, followed closely by Italian Paparazzi, on Japanese motorcycles, treated by an American doctor, using Brazilian medicines!
- And this e-mail is sent to you by a Malaysian, using Bill Gates' technology which he stole from the Japanese.
- And you are probably reading this on one of the IBM clones that use Taiwanese-made chips, and Korean made monitors, assembled by Bangladeshi workers in a Singapore plant, transported by lorries driven by Indians, hijacked by Indonesians and finally sold to you by Chinamen!

The Old and New Worlds

Defining Characteristics

Cold War

Balance of power

Nuclear weapons

Wall

“How big is your missile?”

Hotline

Separation

Friends or enemies

“The Treaty”

Globalization

Integration

Computerization

Web

“How fast is your modem?”

Internet

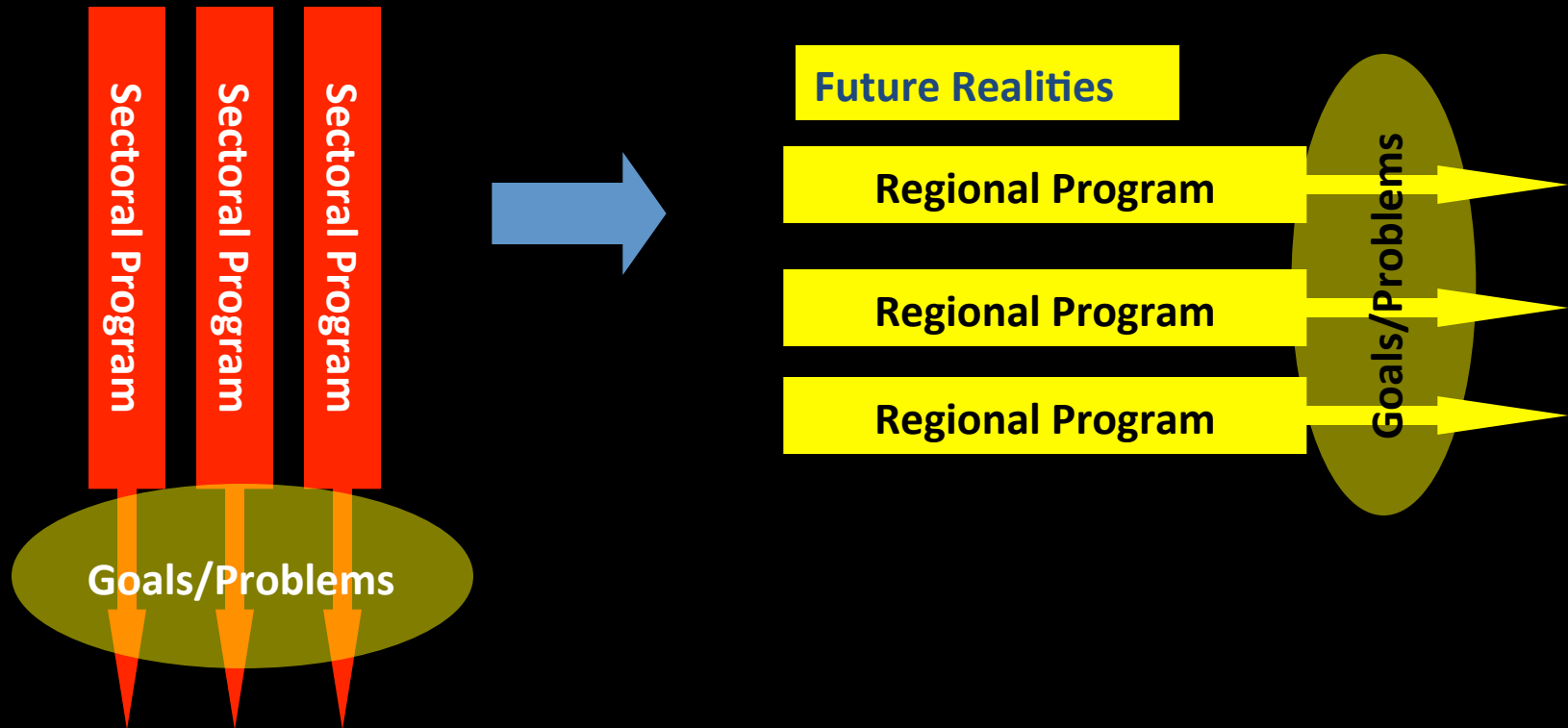
Connectedness

Competitors

“The Deal”

Source: Thomas L. Friedman, *The Lexus and the Olive Tree*, Anchor Books, New York, 1999.

Decentralization: changing the game



Desentralisasi

Old Game

- Eksekutif
- Presiden
- DPR
- Departemen

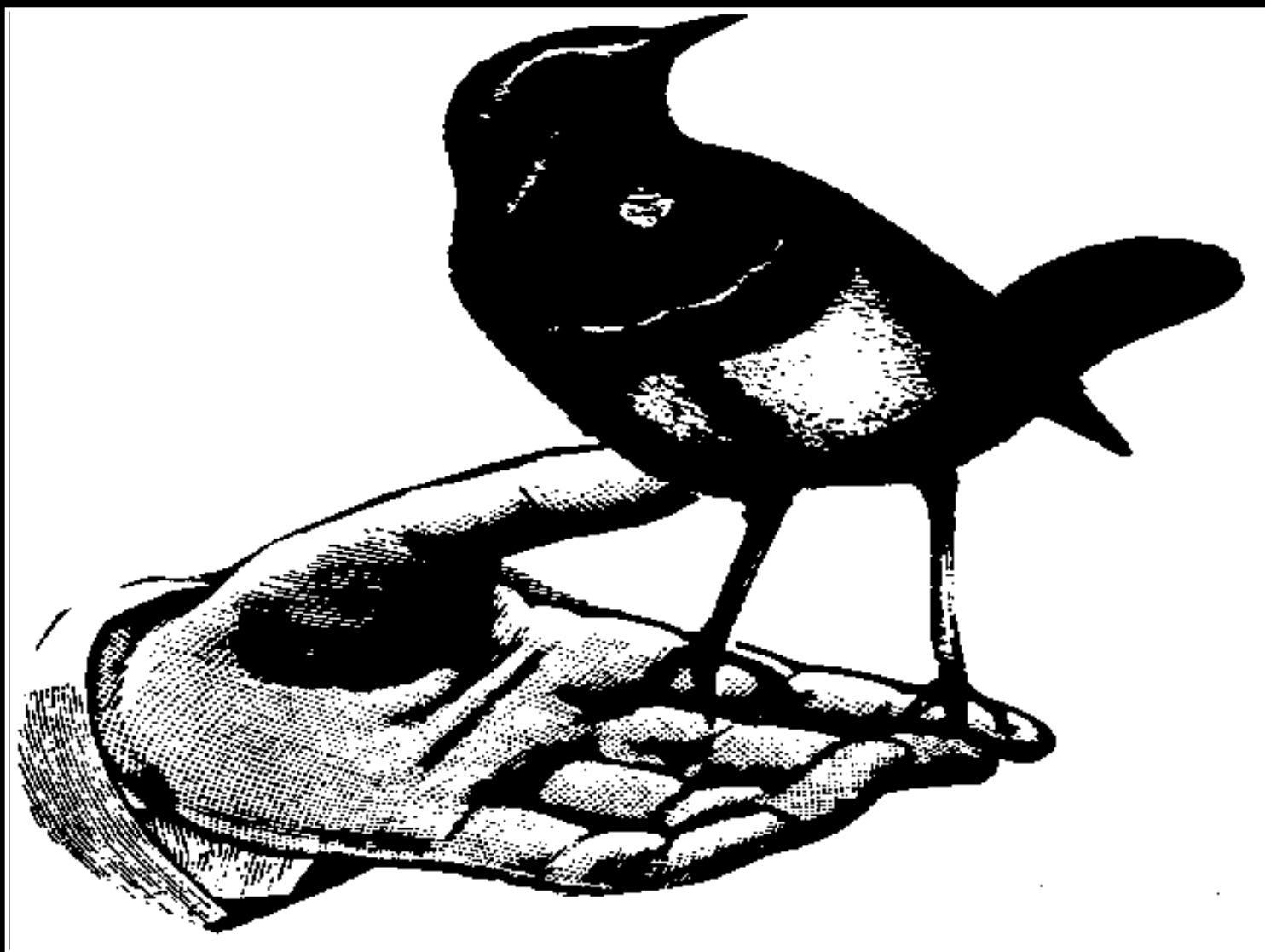
New Game

- Legislatif
- Bupati
- DPRD
- Dinas

Siapakah Pemimpin

Siapa Pemimpin disini?

LIFE



Siapakah Pemimpin?

Presiden



Siapa Pemimpin



Hadis

Semua kamu adalah pemimpin dan bertanggung jawab atas kepemimpinannya.

(HR Buchari)

Hadis

Dari Abdullah bin Umar r.a bahwa Rasulullah SAW bersabda: “Semua kamu adalah pemimpin dan bertanggung jawab atas kepemimpinannya. Seorang imam (amir) pemimpin dan bertanggung jawab atas rakyatnya. Seorang suami pemimpin dalam keluarganya dan bertanggung jawab atas kepemimpinannya. Seorang isteri pemimpin dan bertanggung jawab atas penggunaan harta suaminya. Seorang pelayan (karyawan) bertanggung jawab atas harta majikannya. Seorang anak bertanggung jawab atas penggunaan harta ayahnya. (HR. Bukhari)

Jadi Pemimpin Perlu jabatan?

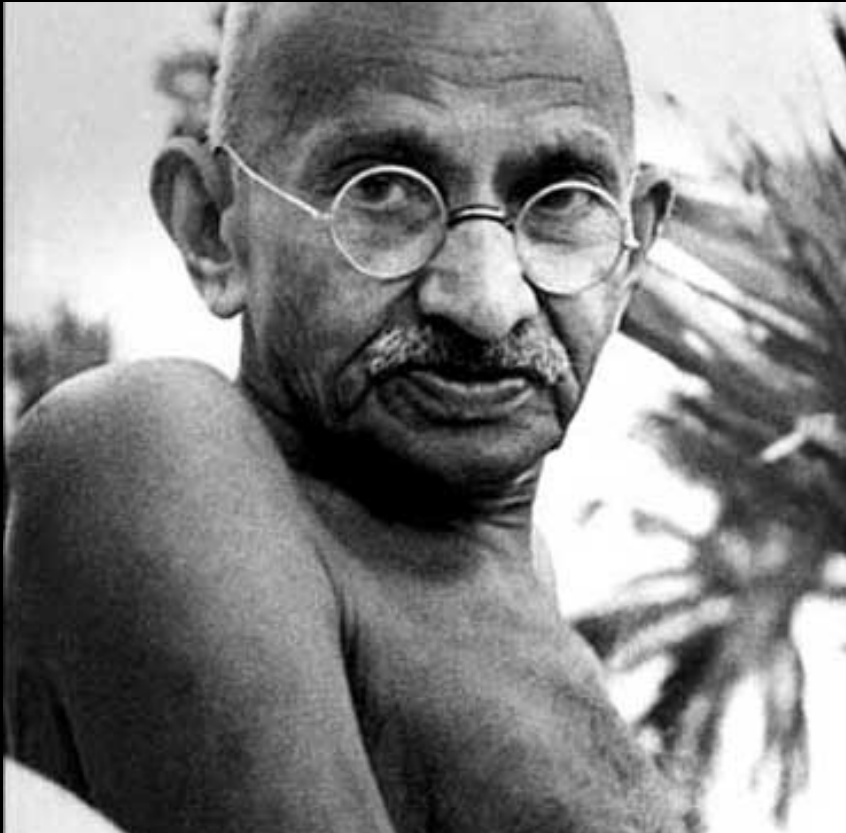
- Presiden, Gubernur, Bupati, Camat, Lurah, Ketua RW, Ketua RT?
- Rektor, Dekan, Kepala departemen, Kepala Program Studi?
- Ketua BEM, Ketua Kelas?

Siapa Bisa Jadi Pemimpin?



Apa syarat jadi Pemimpin

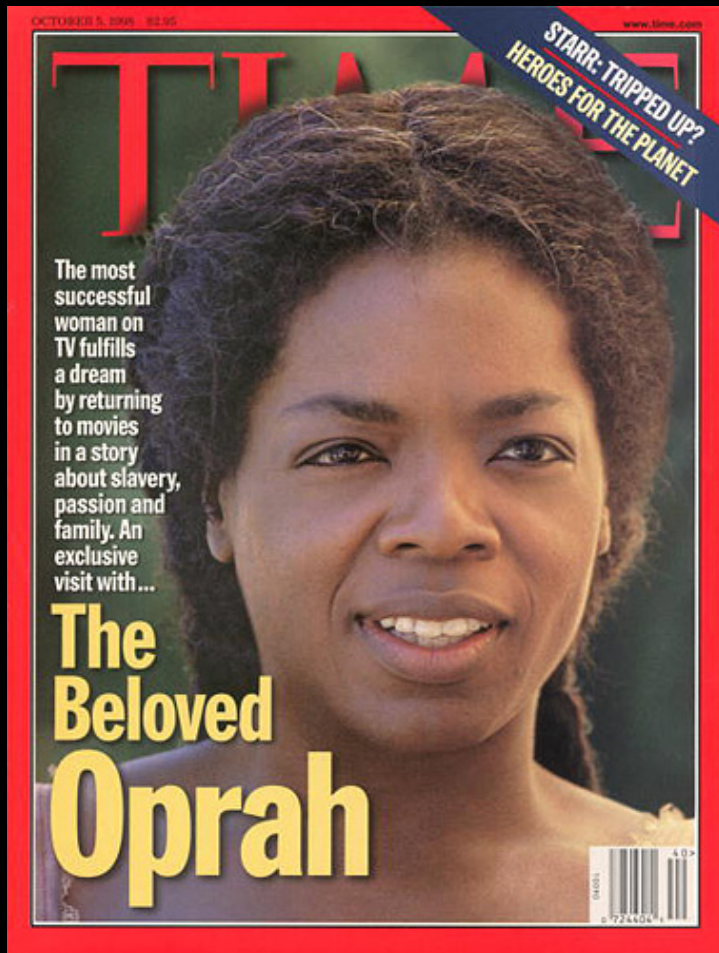
Keturunan ?



?

Was Demoted From Her Job As
A News Anchor Because She
“Wasn’t Fit For Television.”

Oprah Winfrey Named *Forbes'* Most Influential Person of 2013



THE QUEEN OF
DAYTIME TV



"IT doesn't matter who you
are, where you come from.
The ability to triumph
begins with you. Always."

~ Inducted: 1989 ~

Apa Prasyarat jadi Pemimpin

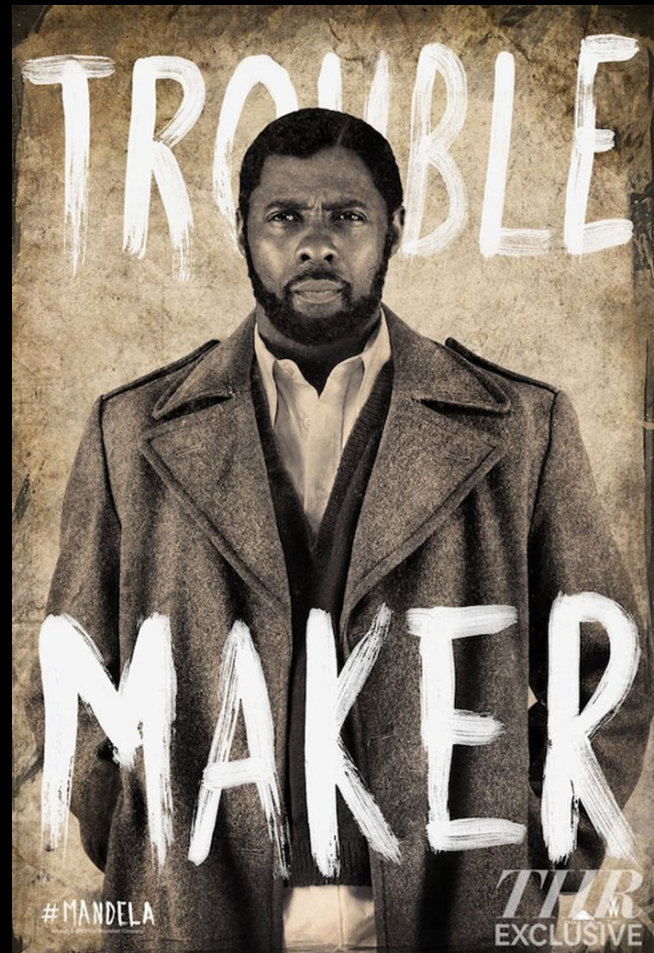
Umur?

Link Video:Lead India



Apa Prasyarat jadi Pemimpin

Bijaksana ?



What is the Key Word?

No one is born hating another person
because of the color of his skin,
or his background, or his religion.
People must learn to hate,
and if they can learn to hate,
they can be taught to love,
for love comes more naturally
to the human heart than its opposite.

Nelson Mandela



Learning



LU HONGYAN / CHINA DAILY

Jeol Kellman practises calligraphy in a class at Beilin Museum, Xi'an, Shaanxi province.

Kata Kunci

A close-up portrait of Oprah Winfrey. She is smiling warmly, looking slightly upwards and to the right. Her right hand is resting against her chin and cheek. She has dark, wavy hair and is wearing a purple garment. The background is dark and out of focus.

**IF YOU WANT TO ACCOMPLISH THE
GOALS OF YOUR LIFE, YOU HAVE
TO BEGIN WITH THE SPIRIT.**

Impossible is Nothing !



Learning key words

Oprah Quote of the Day



*We can't become what we
need to be by remaining
what we are.*

Mengapa sulit Berubah?

- Dari ke **pastian** ke **tidak pasti** an
 - Menggelisahkan
 - Menakutkan

Mengapa takut Berubah?

- Perubahan adalah kepastian
 - Menggelisahkan
 - Menakutkan

To learn is to move from
comfort to discomfort

- **To be uncertain means to consider the possibility that our perceptions are wrong,**
- **and that there are still many things we need to learn**

Long March MAO 1934-35

- 9600 km dalam 368 hari
- Dari 87000 tentara menjadi tinggal kurang dari 10000



Link Video:
Leadership of a Dancing Guy

Apa Kepemimpinan itu?

Kepemimpinan: *Tradisional*

- Orang-orang khusus yang menentukan arah
- Membuat keputusan kunci dengan memberikan energi pada staf
- Berakar dalam pandangan dunia yang individualistik
- Menjalankan otoritas dan iklim kontrol dengan aturan birokrasi

Iklm Kontrol: Aturan Birokrasi

Aturan dianggap bermakna mencegah terjadinya situasi memburuk, malahan menghambat timbulnya perbaikan.

Adakah contohnya di sekitar anda?

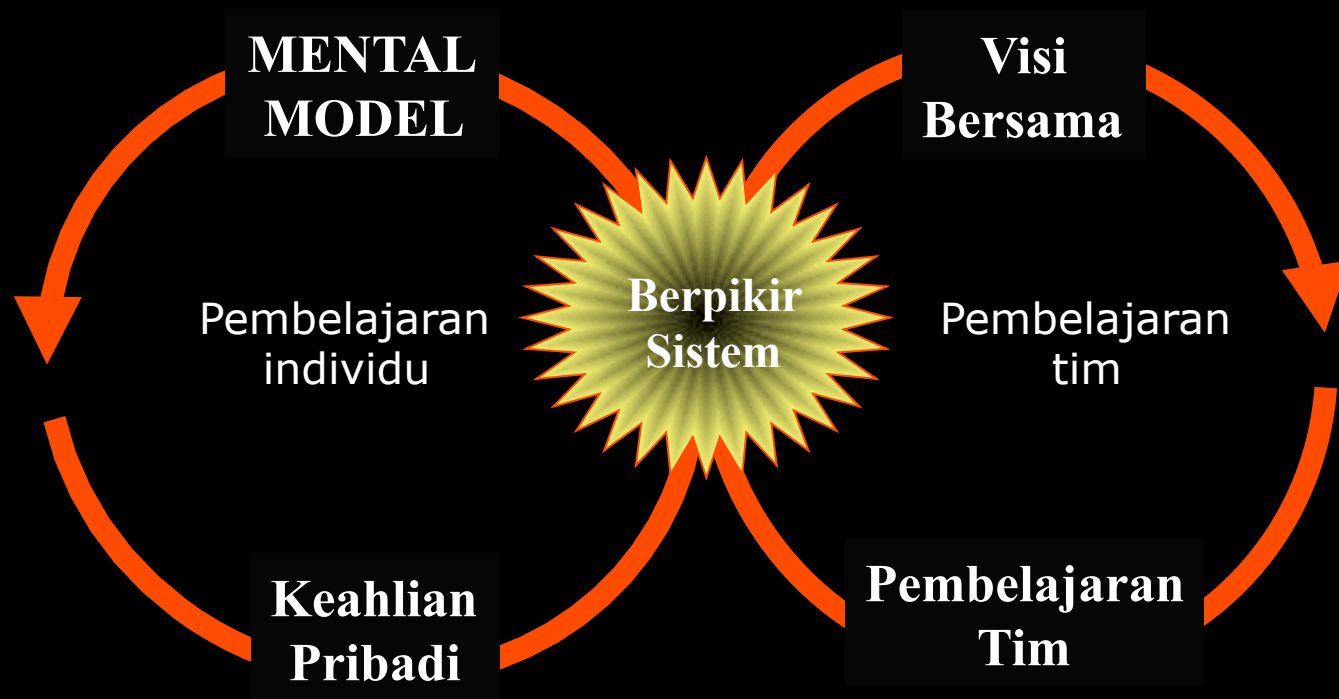


Kepemimpinan di dalam Organisasi Pembelajaran

Ketrampilan *memupuk perubahan* pada organisasi pembelajaran melalui:

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

Learning through the fifth discipline



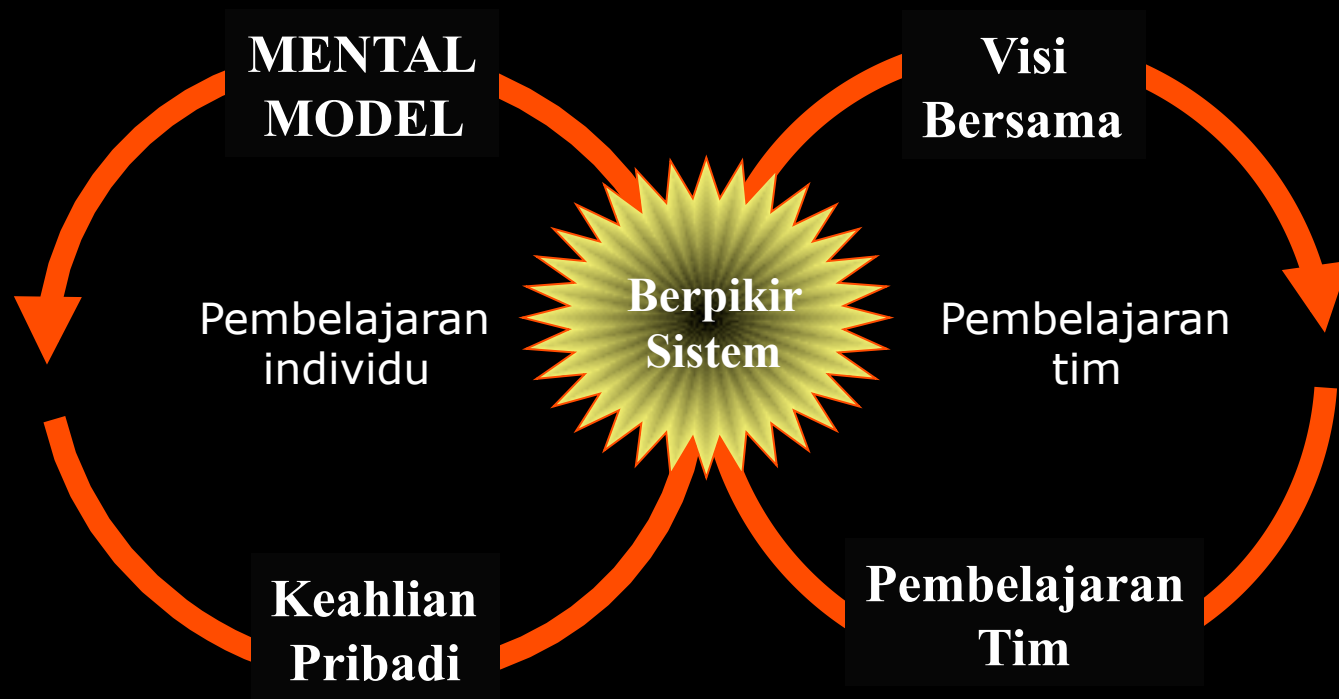
Leadership is skill

1. Sharpen personal mastery
2. Inspire shared visions
3. Align people, resources and practices.
4. Learn to listen, listen to learn
5. Nurture values and systems thinking

Kepemimpinan adalah Ketrampilan

- Memadukan
 - Ilmu dan Seni
 - Logika dan Intuisi
 - Aturan dan *Judgment*

Learning through the fifth discipline



Personal Mastery

- “Personal mastery is the discipline of continually clarifying and deepening our personal vision, of focusing our energies, of developing patience, and of seeing reality objectively.”
- Peter Senge, *The Fifth Discipline*, p 9

To change others we may have

TO CHANGE OURSELVES

first.

Johns Hopkins School of Public Health / Center for Communication Programs

Creative Tension

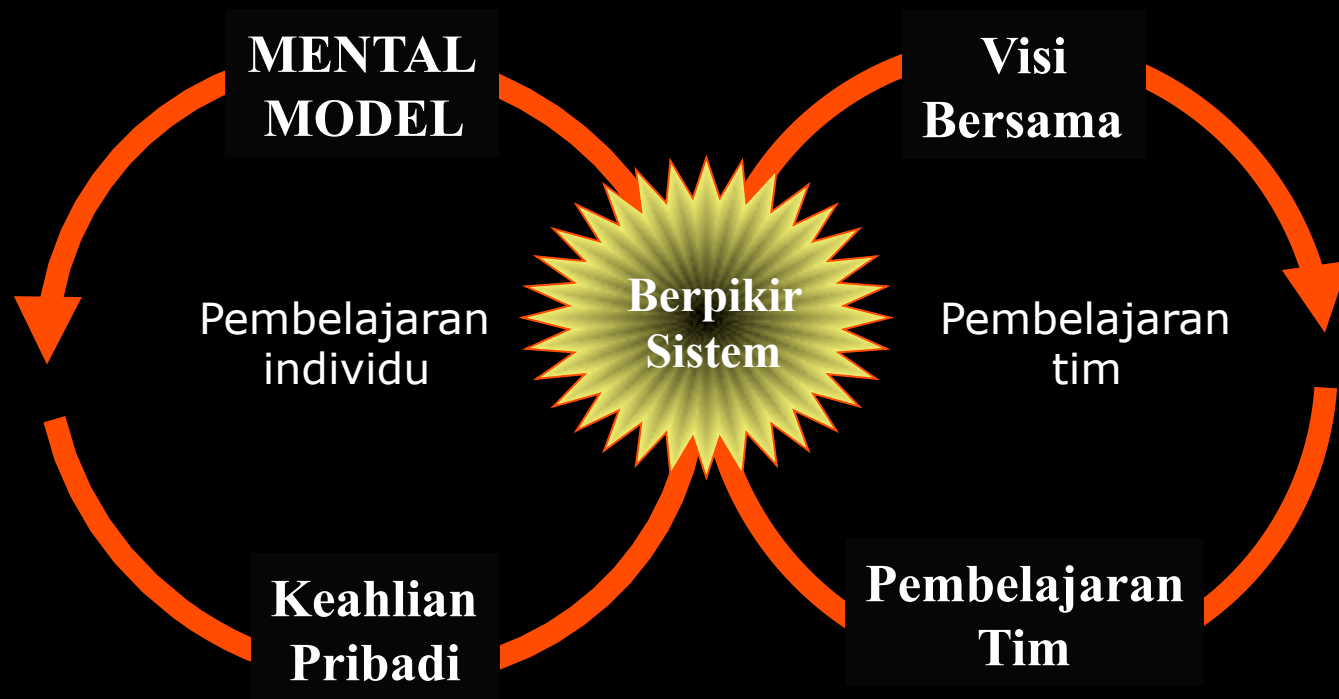
**Realitas
Saat ini**



Visi saya

Lena

Learning through the fifth discipline



Mental Model

- Mental models are deeply ingrained assumptions, generalizations, or even pictures or images that influence how we understand the world and how we take action.”
- Peter Senge, *The Fifth Discipline*, p.8

Sunset di Jogja ?

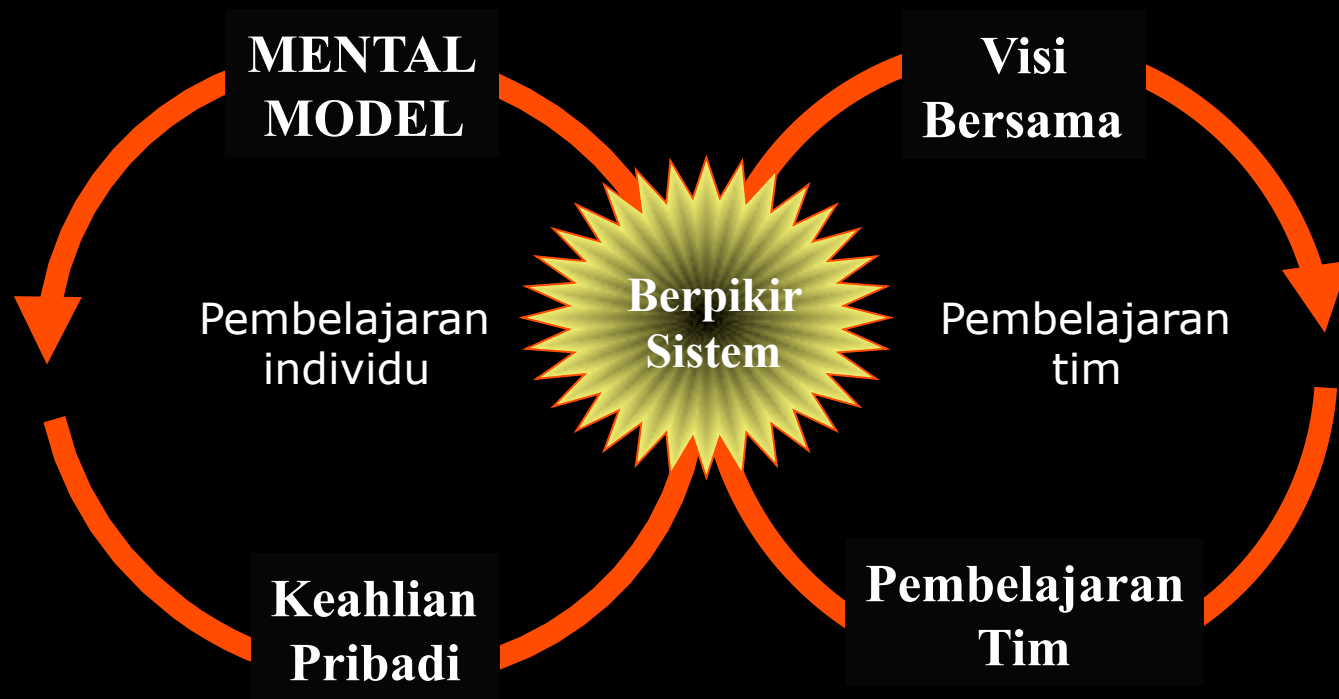


KNOWLEDGE

GROWS.

The Johns Hopkins School of Public Health / Center for Communication Programs

Learning through the fifth discipline



Systems Thinking

- The “Fifth Discipline” - a discipline for seeing things whole.
- “Systems thinking is a ... body of knowledge and tools that has been developed ... to make full patterns clearer and to help us see how to change them effectively.”
- Peter Senge: *The Fifth Discipline*, p7

System

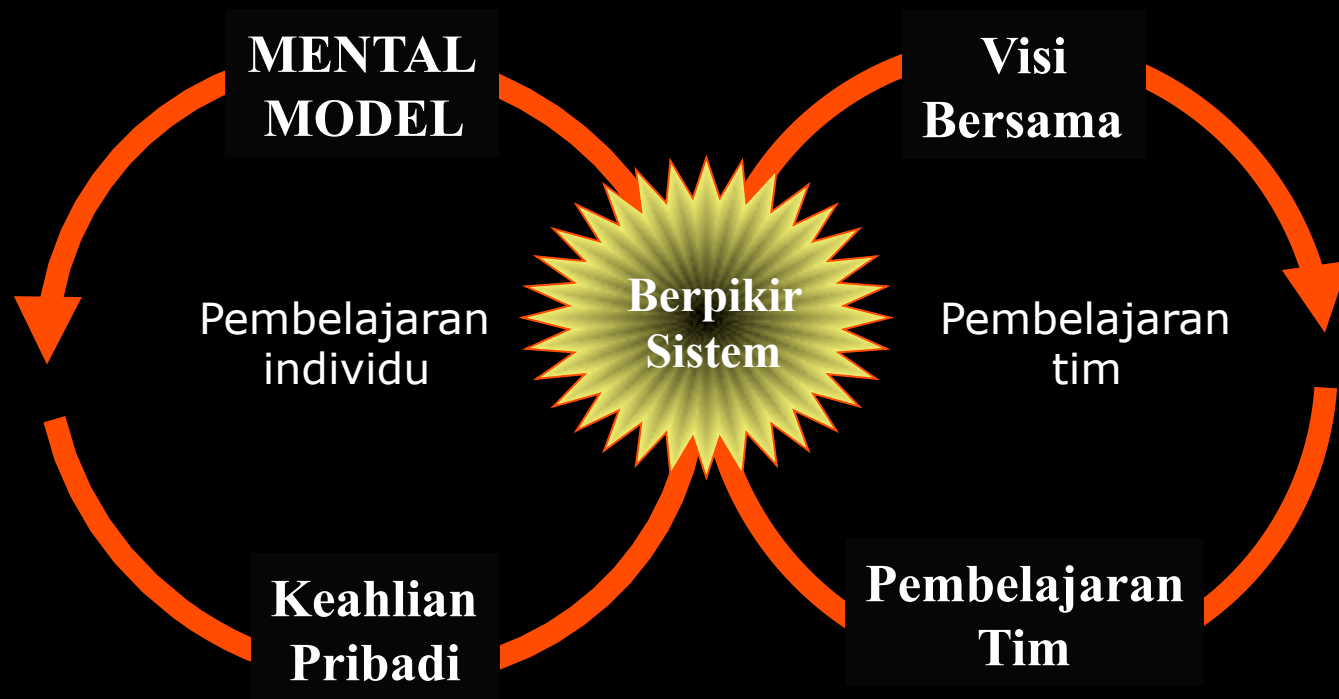
- A **system** is something that maintains its existence and *functions as a whole* through the *interaction of its parts*
- A **system** has properties above and beyond the properties of the parts that comprise them. These are called “emergent” properties

STRUCTURE

Influences

BEHAVIOR

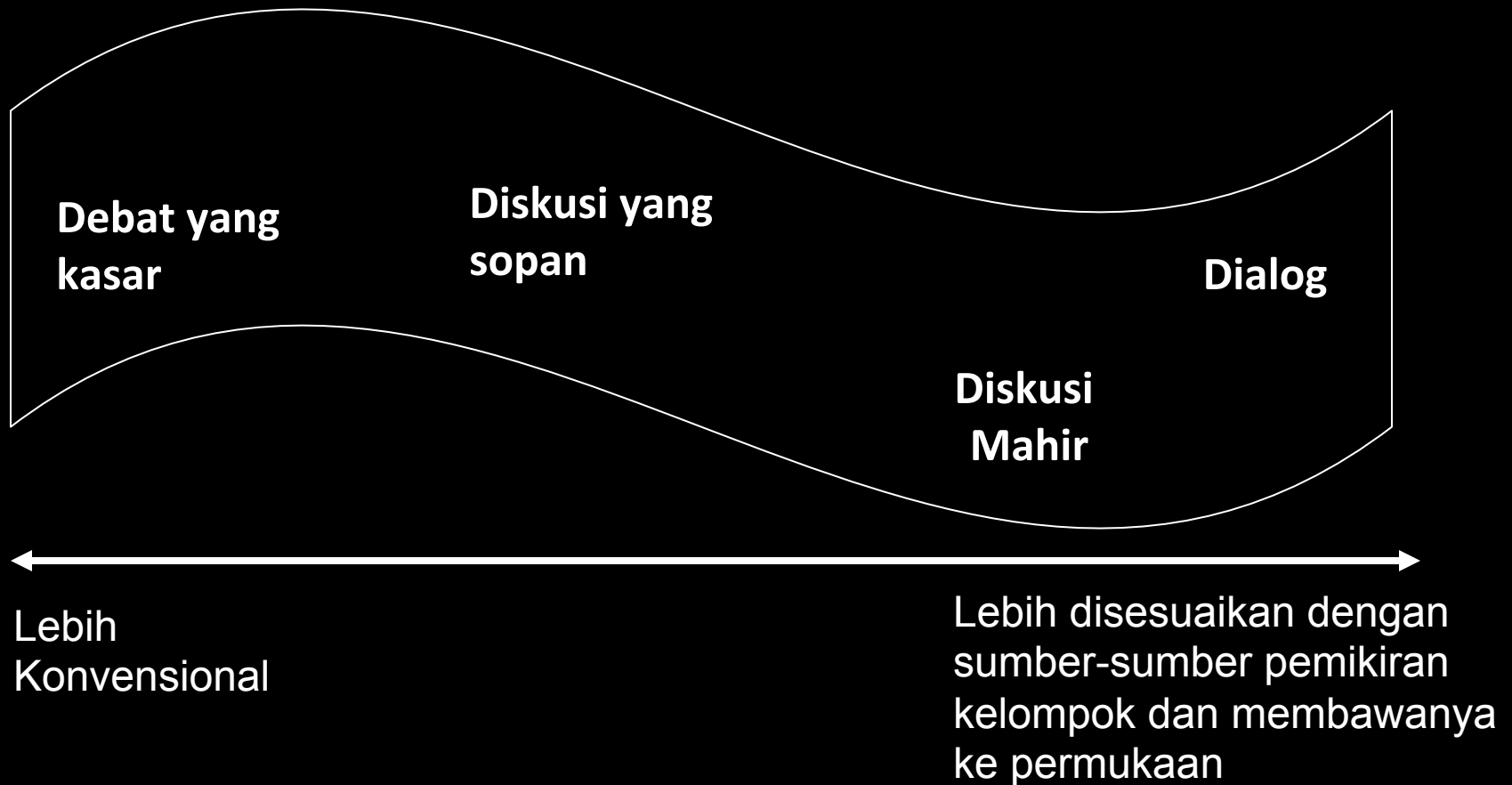
Learning through the fifth discipline



Team Learning

- The process of aligning and developing the capacity of a team
- to create the results its members truly desire.

Diskusi Mahir

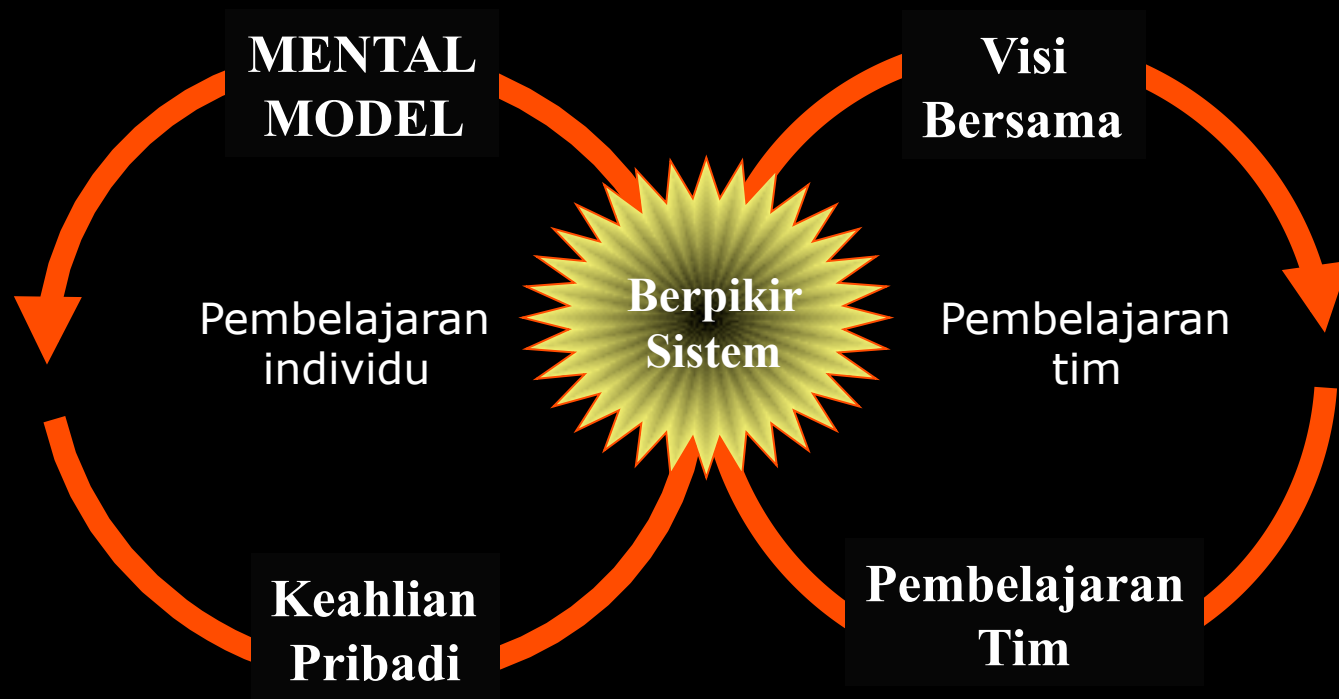




WORKS!

THE JOHNS HOPKINS SCHOOL OF PUBLIC HEALTH / CENTER FOR COMMUNICATION PROGRAMS

Learning through the fifth discipline



Vision

- Personal Vision: “What do **I** want to happen or create?”
- Shared Vision: “What do **we** want to happen or create?”

Personal and shared vision

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

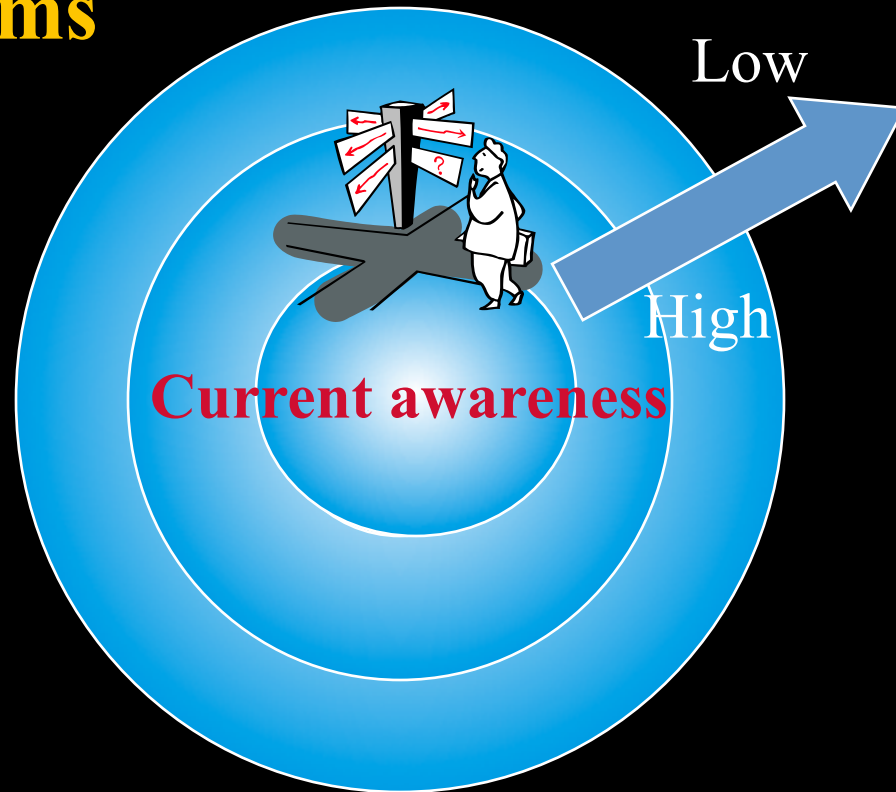
**Shared vision allows
ordinary people to do**

**EXTRAORDINARY
THINGS**

epilog

Core problems and solutions may lie outside current awareness

Core problems



Solutions



Do something different !

- Insanity is doing the same thing over and over again, expecting different result

Einstein

Organizations and change

- Poor organizations do not change
- Good organizations react quickly to change
- Great organizations create change

**BELIEVE YOU CAN
MAKE A DIFFERENCE AND
YOU WILL!**