



UNIVERSITAS GADJAH MADA



Leader's Personality dalam Meta Leadership

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Agenda

- Review tentang konsep leadership: micro, macro, & Meta
- Leader's Personality
- *Leaders in the center stage*
- *Awareness in the context of crisis*



The Meta-Leadership framework and practice method has been developed after extensive research on and observation of leaders in high-stress, high-stakes situations.
(Cambridge Meta Leadership)

John Boyd (military
strategist)

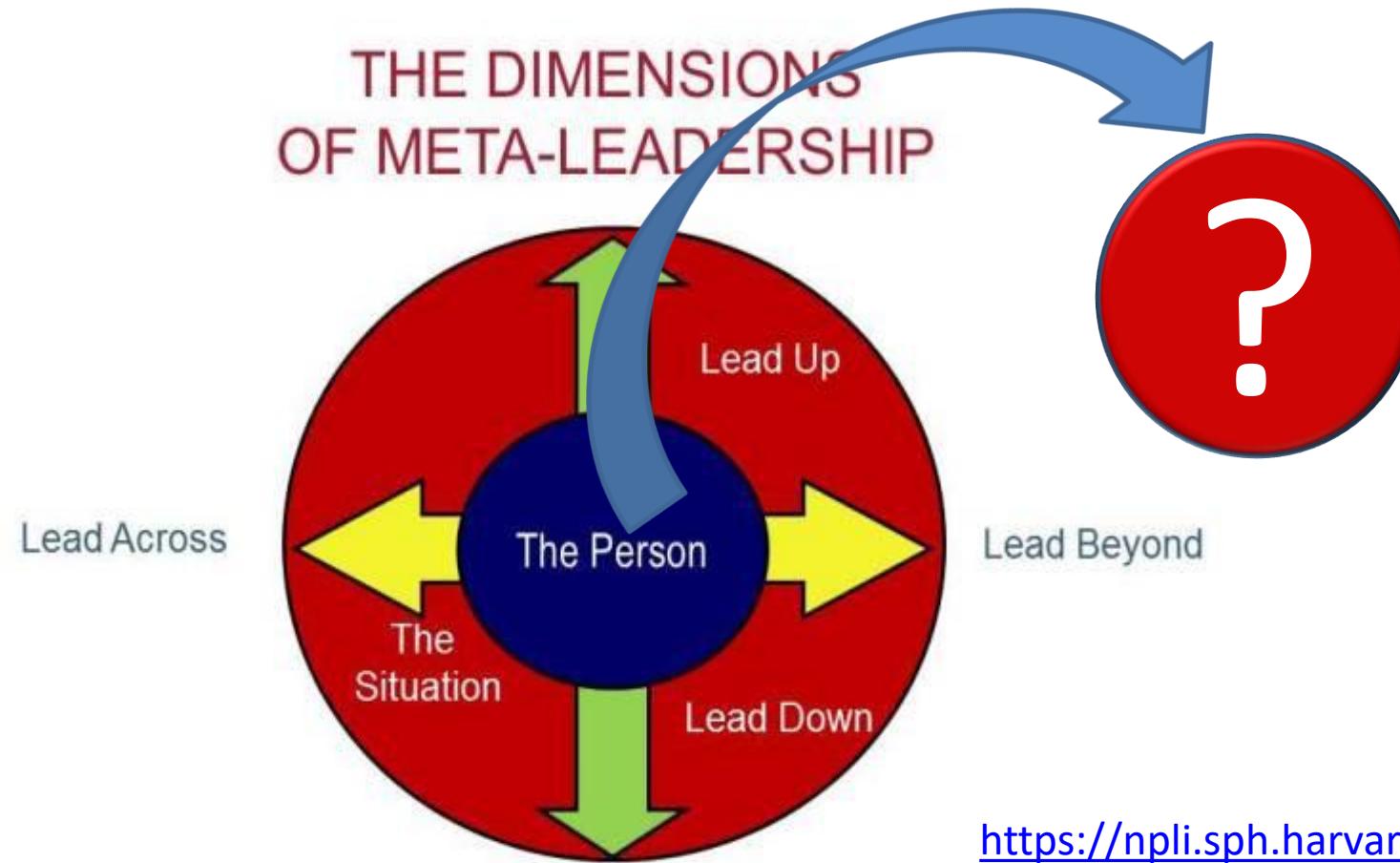


What kind of
personality?

<https://cambridgemetaleadership.com/what-is-meta-leadership/> www.ugm.ac.id



Meta Leadership



<https://npli.sph.harvard.edu/meta-leadership-2/>

Pandangan tentang Leadership (Nichols, 1988)



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- Perspektif 1:
 - Leader mempengaruhi follower atau “other leader” tanpa menggunakan power atau otoritas (authority), melainkan dengan mengelola **Perception, Articulation (komunikasi), Conviction (reward and punishment), and Empathy (PACE)**.
- Perspektif 2:
 - Leader menggunakan **otoritas untuk memicu “shaking and moving”** organisasinya untuk menghadapi masa depan, siap dengan perubahan, dan tetap berkinerja di tengah perubahan yang terjadi.
 - Strateginya dengan **memanfatkan sumber daya luar** organisasi (makro-leadership) dan mengendalikan sumber daya internal organisasi (mikro-leadership)

Nicholls, J. 1988. Leadership in organisations: Meta, macro and micro.
[European Management Journal, Volume 6, Issue 1](#), Spring 1988, Pages 16-25

Pandangan tentang Leadership (Nichols, 1988)



Meta Leadership

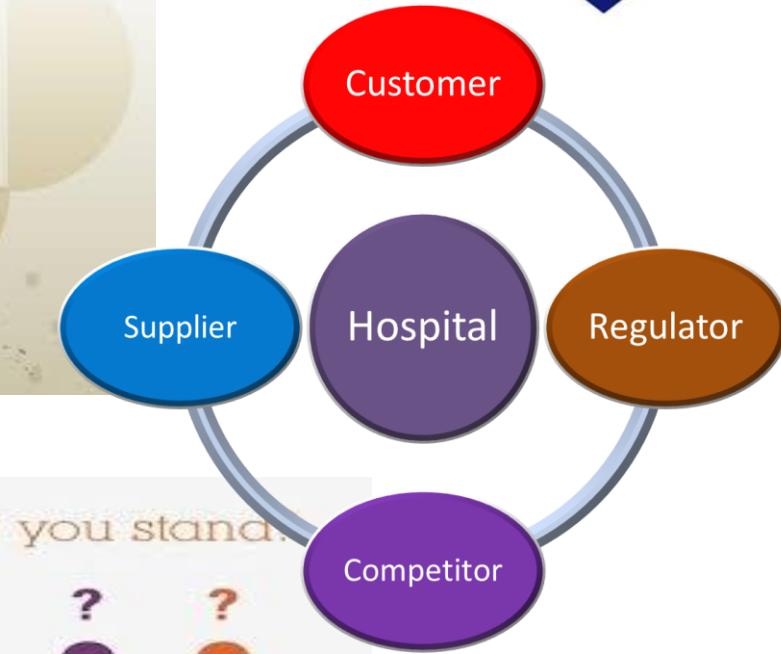
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 - Leader memanfatkan sumber daya luar organisasi (makro-leadership) dan mengendalikan sumber daya internal organisasi (mikro-leadership),

Key Factors



- Influencing Capacity:
 - PACE: Perception, Articulation, Conviction, Empathy
 - Authority
- Managing organization within the Eco-system
 - Connectivity
- Contextual
 - Scanning and Defining

RESULT oriented



Meta-leaders seek to achieve results that cannot be accomplished by one organization, unit, or department – typically their own – in isolation (Marcus et al., 2015. Meta-Leadership: A Framework for Building Leadership Effectiveness. NPLI, HSPH, USA).

Key Factors



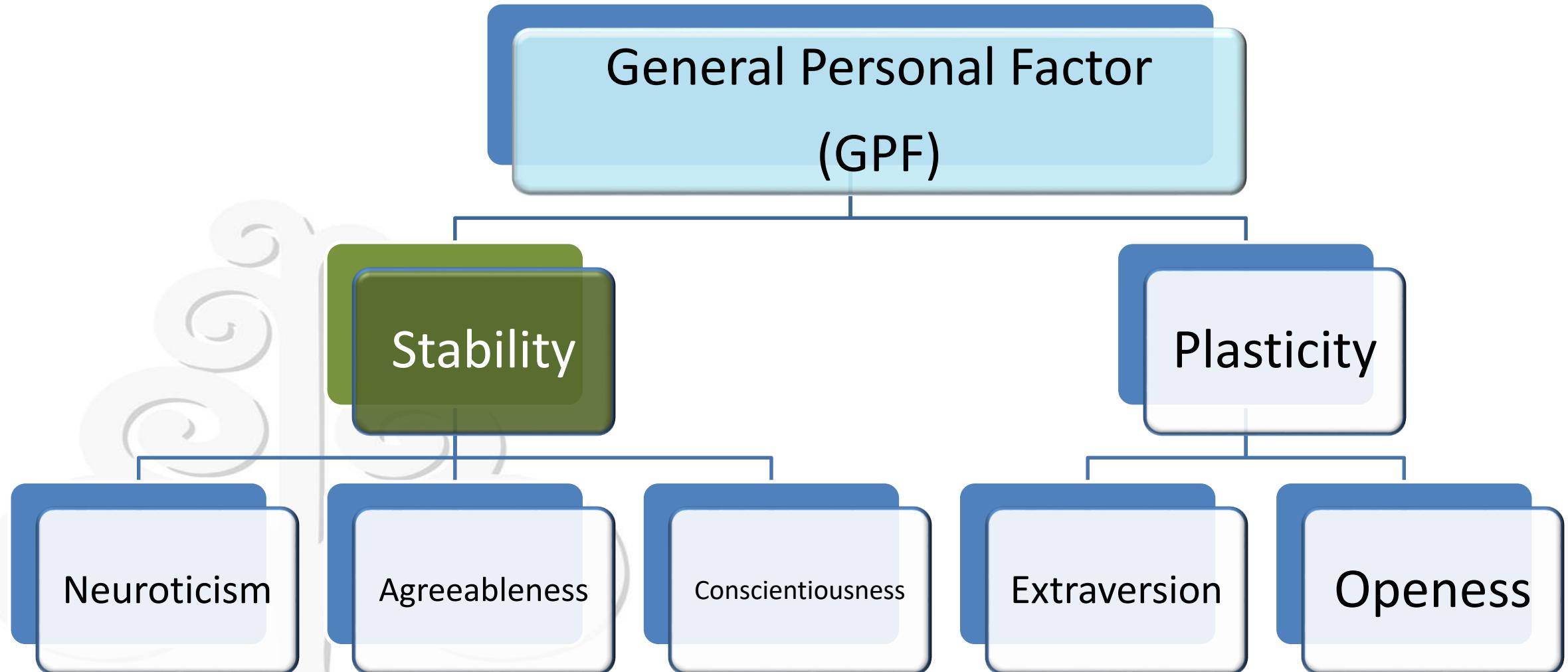
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RESULT oriented



Leader's Personality to Influence Others

Konsep Leader's Personality (Craig et al., 2019)





Leader's Personality

- General Factor of Personality:

- Stability:

- Spektrum kecemasan (Neuroticism: tendency toward anxiety, depression, self-doubt, and other negative feelings)
 - Spektrum kesepakatan (Agreeableness: can be described as cooperative, polite, kind, and friendly)
 - Spektrum kesadaran diri (Conscientiousness: tendency to be responsible, organized, hard-working, goal-directed)

- Plasticity:

- Spektrum Extraversion (social interactions, positive emotions, impulsivity, assertiveness, and energy levels).
 - Spektrum keterbukaan (Openness: enjoys trying new things, imaginative, curious, and open-minded.)



PARADOXICAL IN CRISIS SETTING

Paradoxical: Leading & Managing at One Stage



Leaders

- Innovate
- Develop
- Inspire
- Long-Term View
- Ask What and Why
- Originate
- Challenge the Status Quo
- Do the Right Things

Managers

- Administer
- Maintain
- Control
- Short-Term View
- Ask How and When
- Initiate
- Accept the Status Quo
- Do the Things Right

Warren Bennis

Leader's Personality in MPL (Craig et al., 2019)

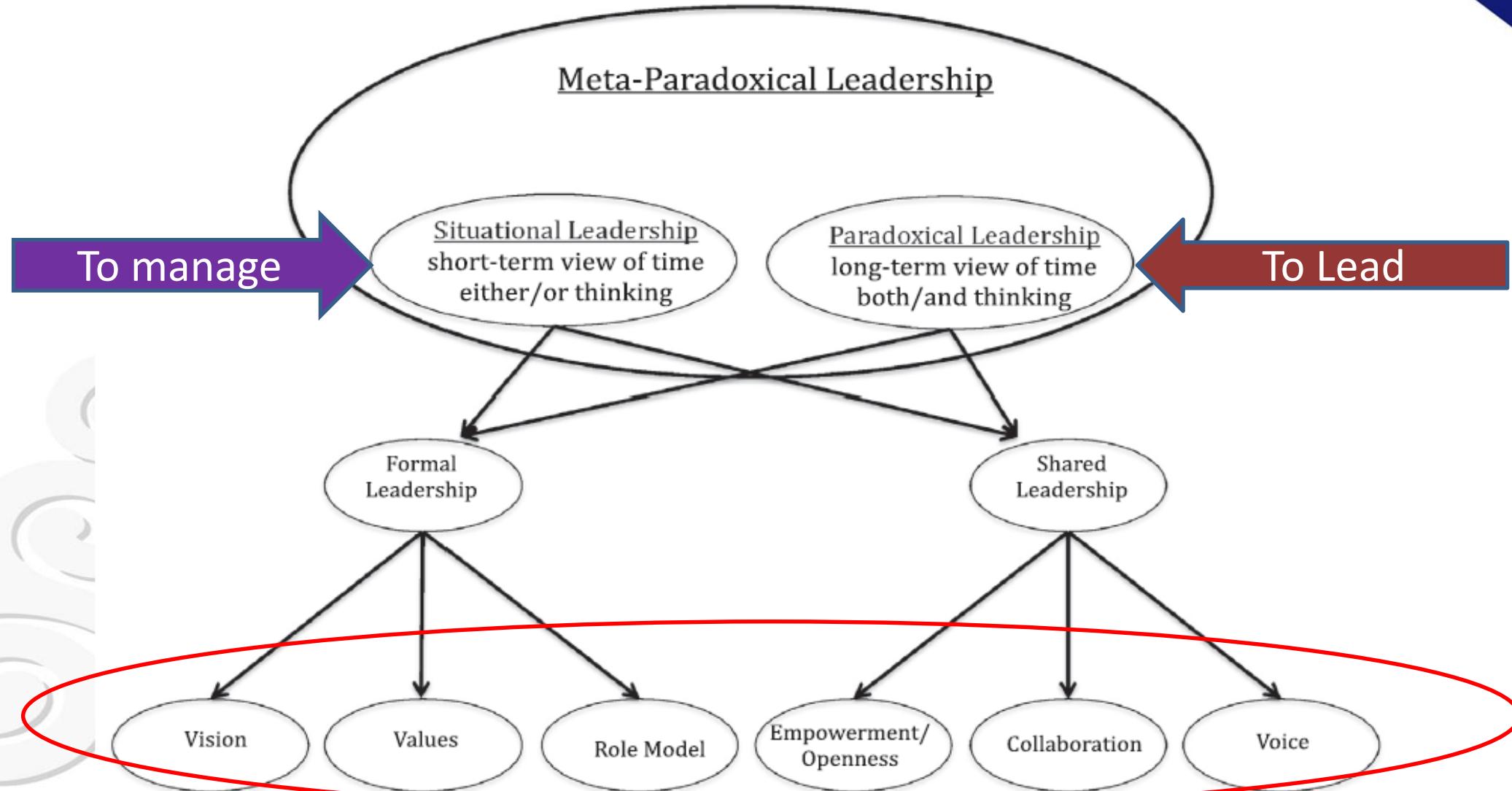
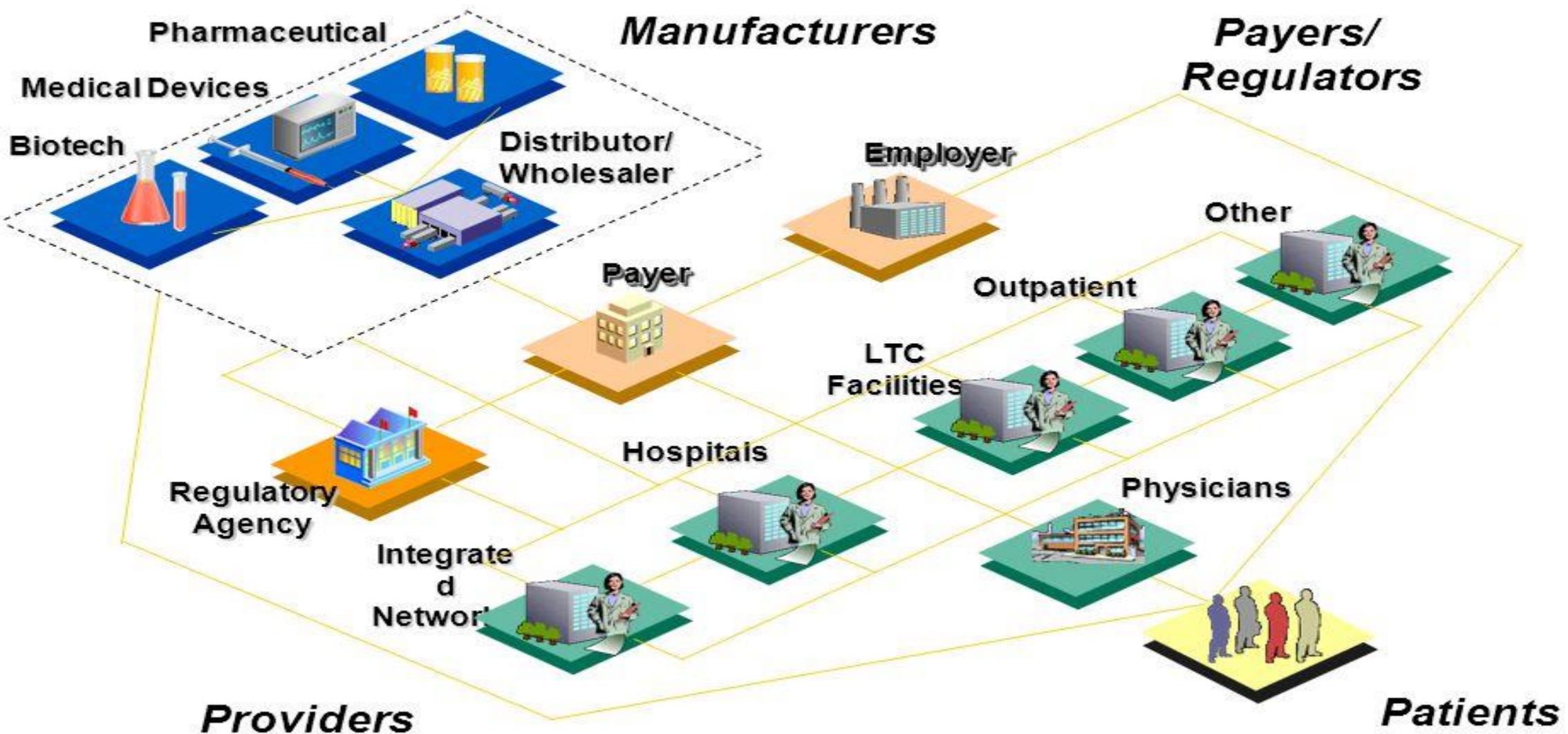


Fig. 1. Graphical Representation of Emerging Themes.



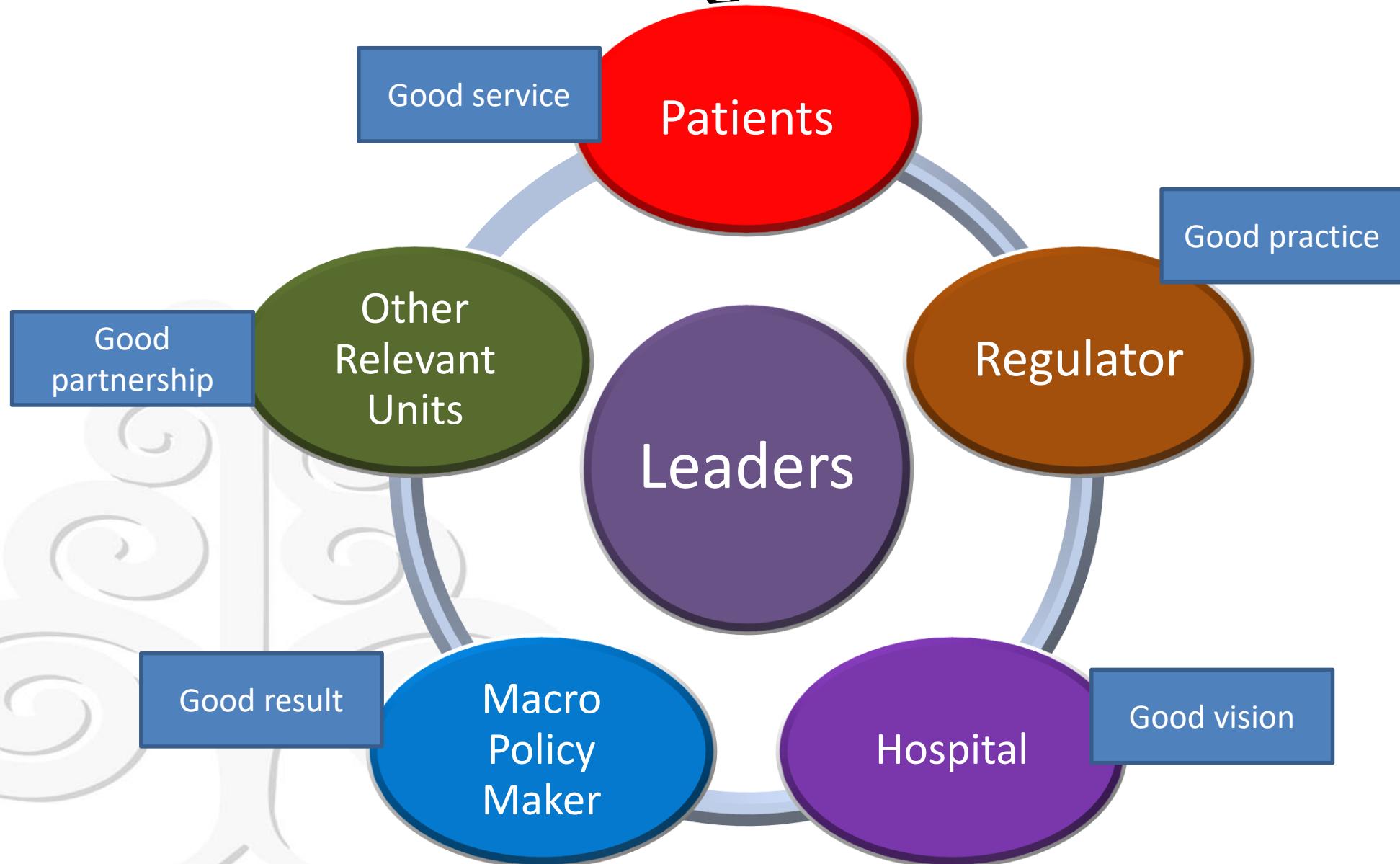
PENERAPAN ASPEK “PERSONALITY” DALAM META LEADERSHIP

Healthcare Stakeholders





Leaders in the center stage..





Meta Leadership in the Context of Crisis

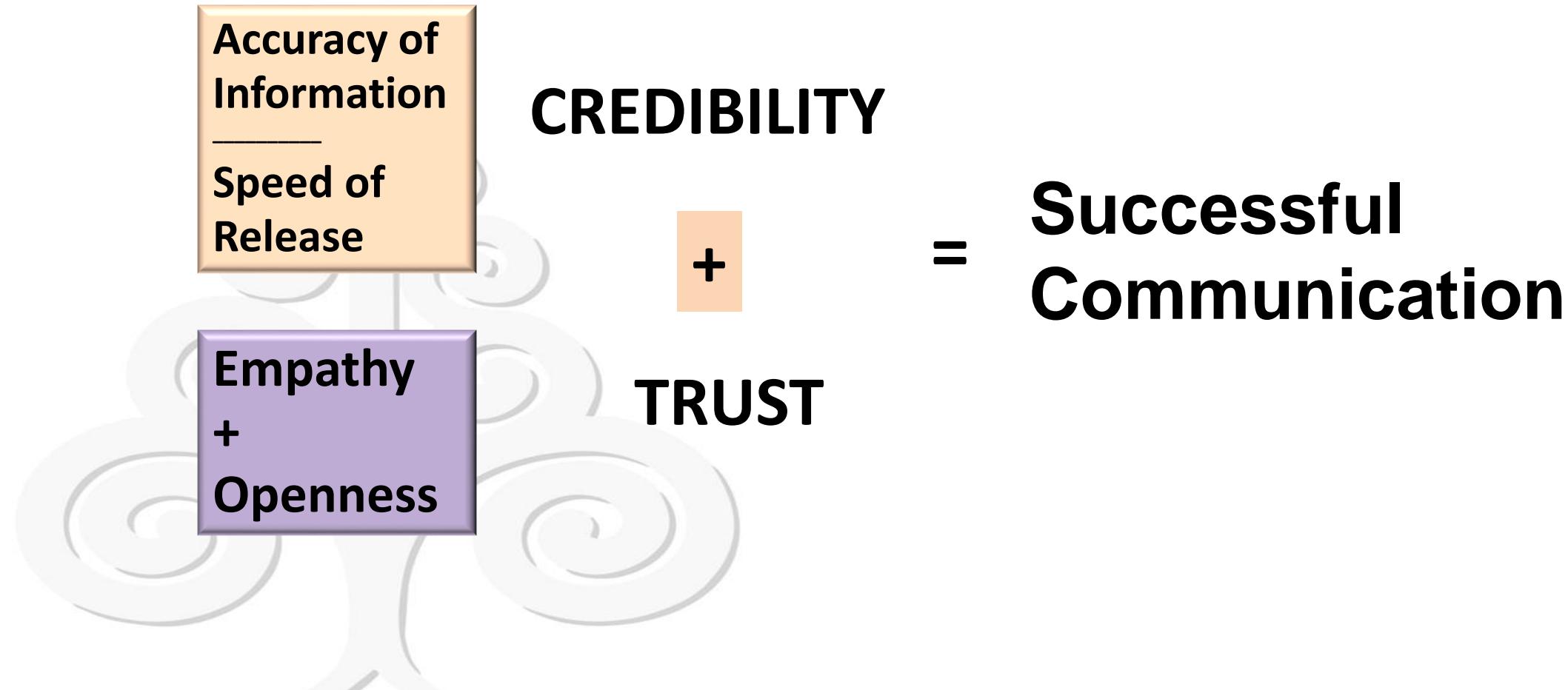
Qualifications of meta-leader regarding crisis management can be stated as below; (Cener, 2007):

- The ability to catch the signals of crisis.
- Preparation and protection against crisis.
- Efficient decision taking throughout the crisis management process.
- The ability to use power throughout the crisis management process.
- The ability to plan the crisis management process.
- The ability to organize the crisis management process.

- The ability to ensure communication throughout the crisis management process
- The ability to ensure coordination throughout the crisis management process.
- The ability to supervise the crisis management process.
- The ability to shift to normal state.
- The ability to learn and assess throughout the crisis management process.



Successful Communication





Be Decisive

PIKIR

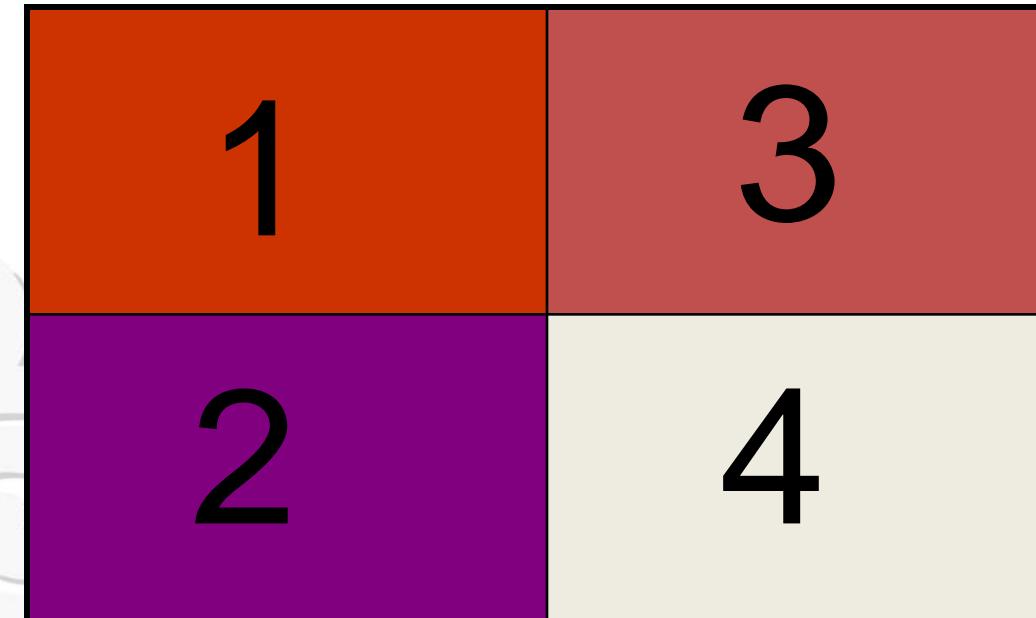
banyak

sedikit

ACTION

banyak

sedikit





Risk Taker

TAAT ATURAN

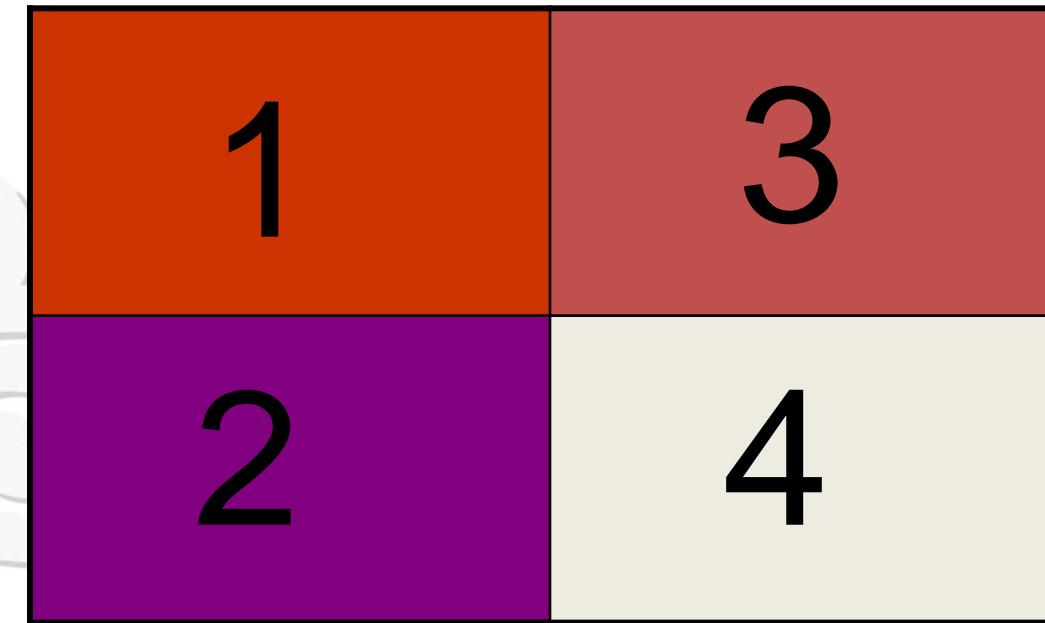
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TEROBOSAN

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Be Communicative Leader



PIKIR

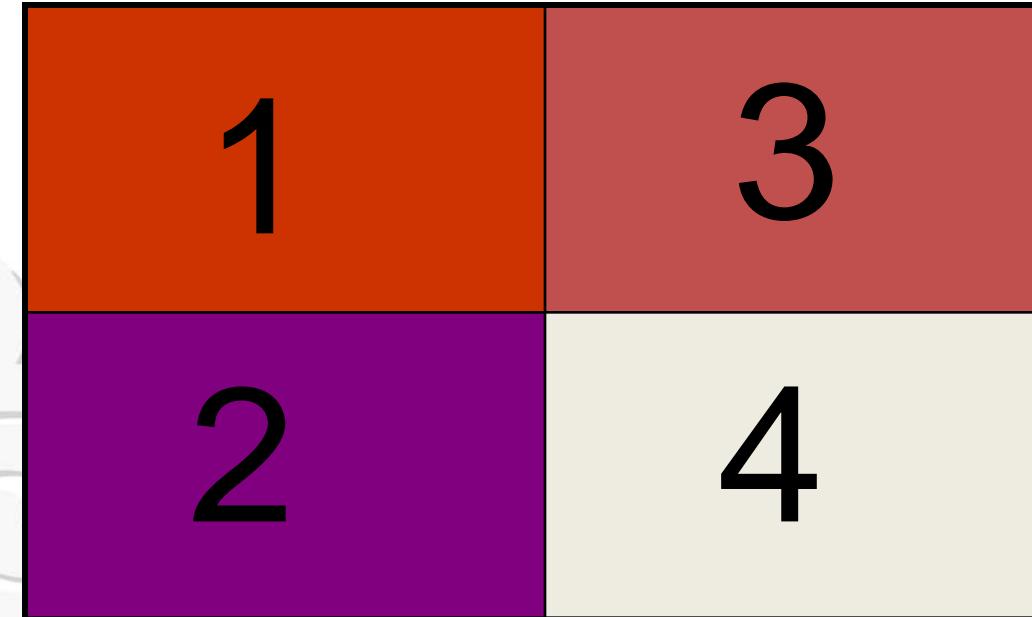
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banyak

BICARA

sedikit



The Factors & Level of Personality in Leadership



	Factors		
Ordinary	Genetic	Behavior	Contingency
Extra Ordinary	GB	GC	BC
Special One	Genetic + Behavior + Contingency		



*Semua orang ingin mengubah dunia,
tetapi tidak seorangpun ingin mengubah
.....dirinya*

-Leo Tolstoy-



AFTER LUNCH SESSION



DIMENSI 2: SITUATION

Situational Analysis



Oswlade Bolcke's

Scan

Decide

Act

John Boyd's

Observe

Orient

Decide

Act

Meta Leadership

Perceive

Orient

Predict

Communicate

Operationalize

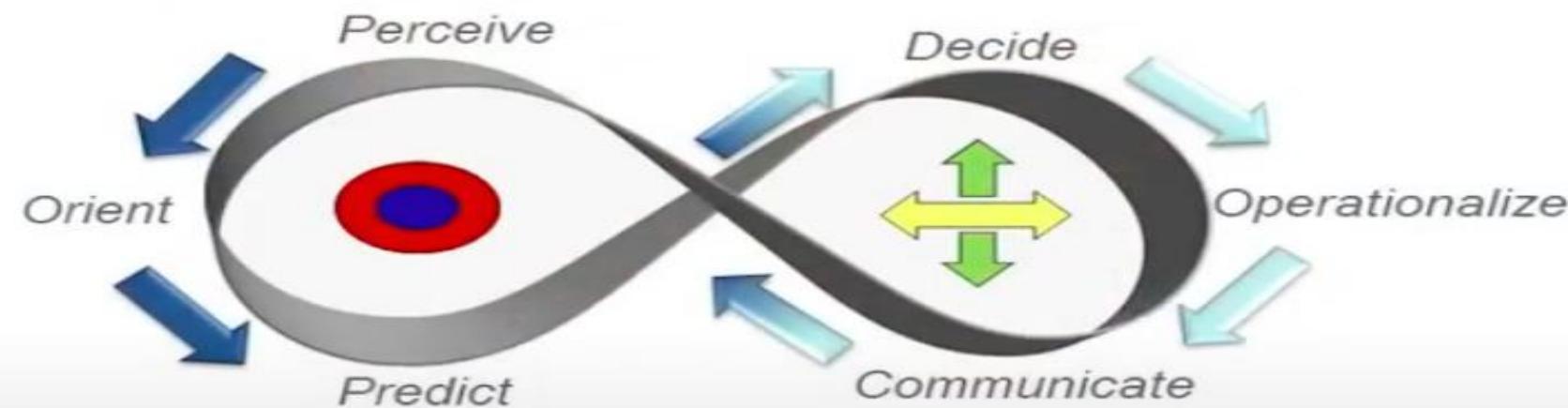
Decide



Mobius Loop

POP – DOC

The Mobius Loop — Navigating Complex Situations



ANALYSIS

ACTION



Perceive

- Membuka pintu pemikiran seorang pemimpin untuk melihat situasi kontekstual dengan mengumpulkan data sebanyak mungkin;
- Apa yang terjadi dalam situasi pandemik Covid19 saat ini?
- Bagaimana pengaruhnya terhadap RS?
- Menyangkut Pengetahuan mengenai Covid19

Orientation



- Menafsirkan apa yang terjadi dengan melihat pola yang ada;
- Mampu memisahkan data yang relevan dan yang tidak relevan;
- Identifikasi masalah

- Mempelajari situasi yang terjadi di RS dan sekitarnya akibat Covid19 selama 3 bulan terakhir
- Analisis dari perspektif mutu penanganan klinis, epidemiologi, situasi keuangan RS, sistem logistic, keadaan luar RS dan berbagai hal lainnya.



Predict

- Menggunakan pola untuk menganalisis strategi yang akan diambil, sembari mengantisipasi kemungkinan terjadi, sehingga dapat dihasilkan berbagai skenario;

- Menganalisis risiko yang dihadapi RS
- Memperkirakan apa yang akan terjadi di masa depan.

Misal

- Kematian Pasien Covid19
- Epidemiologi
- Trend penurunan pasien Non-Covid
- Sumber dana
- Teknologi RS; telemedicine

Action



- Decision
- Operationalize
- Communicate

- Apakah strategi yang akan diambil
- Mengeksekusi strategi
- Mengkomunikasikan eksekusi dan dampaknya
- Memikirkan langkah berikutnya, setelah melihat dampak yang terjadi

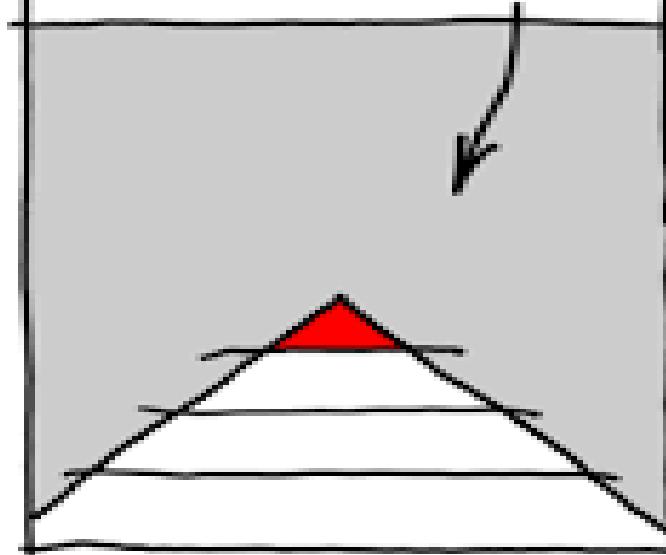


Kompleksitas

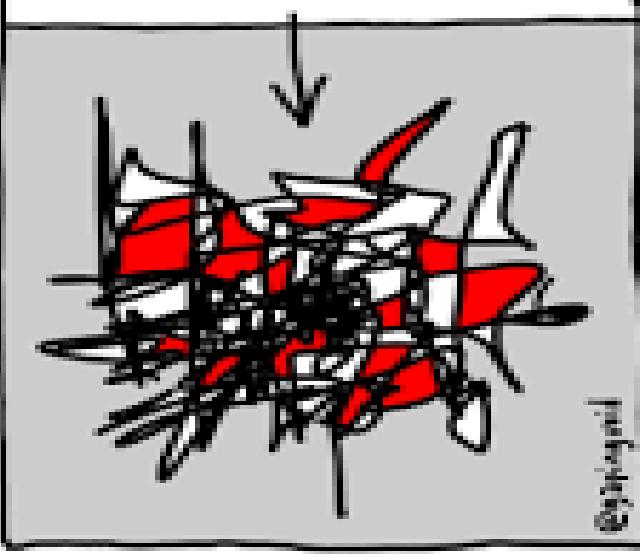
- Desain POP DOC adalah produk riset neuro & decision science research
 - Situasi hi stress, hi stakes, evolving, & unpredictable, membutuhkan ilmu pengetahuan untuk mengelolanya.
- Faktor yang harus dipertimbangkan:
 - Post-truth information, time-constraints, masalah yang menumpuk, preferensi stakeholders, supply availability, regulatory limitations, dan konsekuensi dari sebuah keputusan
- Leader sering terjebak pada situasi “paralysis by analysis”



what leadership
looks like.



what leadership
feels like.



Thank you