sinarmas mining

Leading the Current Stage to Accelerate Future Changes

Leadership Agility Strategy

For online seminar, August 11, 2020.

❑**Agility in a world of change and complexity**

❑Leadership agility, a journey and competences building

❑Shifting current style to fit future needs

Ability to Make **Smart and Effective Decisions** In a Rapidly Changing World

- In a **normal environment**, it's about business leadership and setting up strategy, as well as culture and people decisions.

- In a **moment of crisis**, everyone **looks to their leader**.

- In this environment, it's about **helping people maintain morale**.

- It's about **people being prepared** for whatever may come in the '**face of uncertainty**.'

Lead with **Empathy** while Adapting to All Kinds of **Different Circumstances**

- Companies' **obligations to shareholders should not come at the expense of other stakeholders** — that is, employees, customers, the community, suppliers, and society, etc.

- Leaders need to adapt to all kinds of different circumstances, and **generalists can succeed when life is so fast and volatile (Superjob)**.

❑Agility in a World of Change and Complexity

❑**Leadership agility, a Journey, and Competences building**

❑Shifting current style to fit future needs

Leadership Agility: A **journey from the Expert to Synergist**

Tactical and creative

1 %

4 %

5 %

35 %

45 %

product manifests

Expert Level:
- Solve key problems
- Tactical problem-solving orientation

Achiever Level:
- Accomplish desired outcomes
- Strategic outcome orientation

Catalyst Level:
- Mobilize breakout endeavors
- Visionary and facilitative orientation

Co-Creator Level:
- Realize a shared purpose
- Oriented toward shared purpose and collaboration

Synergist Level:
- Evoke unexpected possibilities
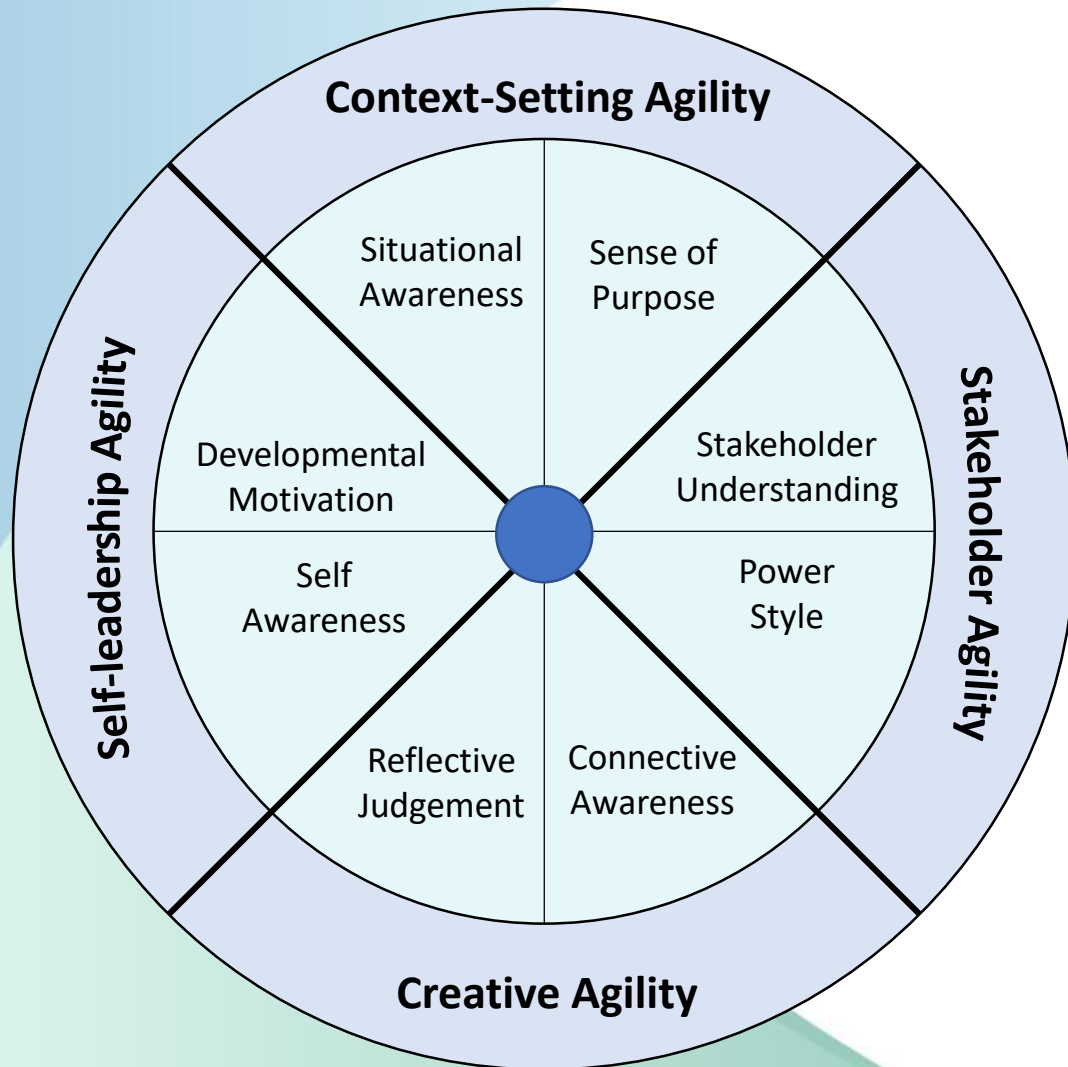- Holistic orientation

product manifests

*10%: Pre-Expert level

Innovation-driven and advance in predicting the future

4 Main Competencies for Leadership Agility

Context-Setting Agility

Self-leadership Agility

Stakeholder Agility

Situational Awareness

Sense of Purpose

Developmental Motivation

Stakeholder Understanding

Self Awareness

Power Style

Reflective Judgement

Connective Awareness

Creative Agility

- ## Context-setting agility
  Ability to scan, frame the initiatives, and clarify the outcomes.
  Example: Distance Learning for student/employee during pandemic

- ## Stakeholder agility
  Engage with key stakeholders, who have a stake in your initiatives.
  Example: Trans Jawa & Sumatera toll road project

- ## Creative agility
  Developing optimal solutions to the complex issues.
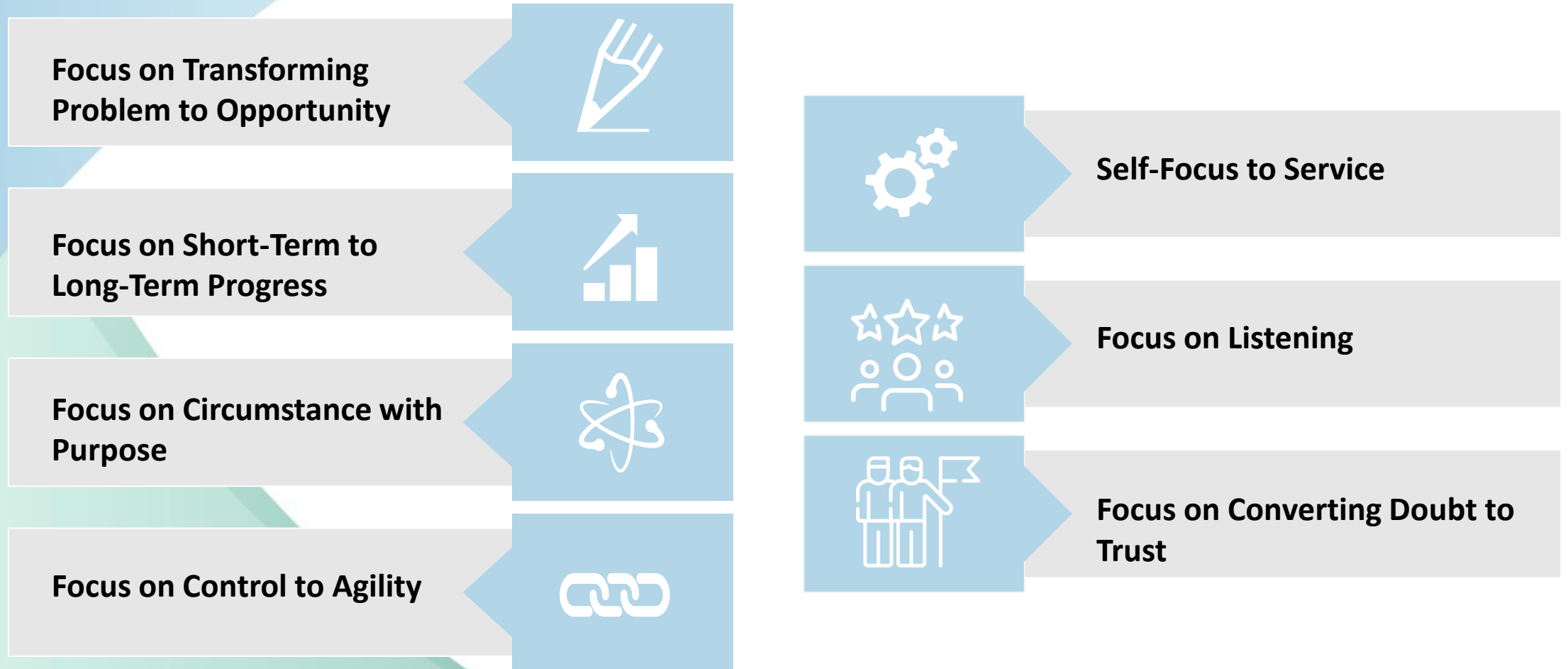 Example: Converting passenger aircraft to carry cargo in the cabin seat

- ## Self-leadership agility
  Experimenting new and more effective approaches as leader.
  Example: Manage by trusting during Work From Home

❑Agility in a World of Change and Complexity

❑Leadership Agility, a Journey and Competences building

❑**Shifting current style to fit future needs**

Tips for Successful **Leadership Agility shifts**

Focus on Transforming Problem to Opportunity

Focus on Short-Term to Long-Term Progress

Focus on Circumstance with Purpose

Focus on Control to Agility

Self-Focus to Service

Focus on Listening

Focus on Converting Doubt to Trust

How to make this shift **permanent**?

CEO, together with their **CXO**, should consider the following:

- **Business Model Changes**
What will I **look for differently in leaders** as a result of what I've learned during the crisis?

- **Technology Intensification**
What actions should I take in the near term to **reinforce what "being" attributes** will be of **elevated importance going forward**?

- **People Reformation**
How can these attributes be **hardwired into our people model** to ensure they are institutionalized in **how to interact in organization (Matrix chart, Superjob, etc)**

Thank you