Self-Leadership Strategy at PT. Trustco Cipta Madani

(Establishing Building Management Change)

Giri Susilo HJP

Doctoral Program, Human Resource Management, State University of Jakarta

Jl. Rawamangun Muka, RT.11/RW.14, Rawamangun, Jakarta Timur, 13220

E-mail: giri.susilo.hjp@gmail.com

Hady Efendy (Corresponding Author)

Education Practice and Academic Consultant

E-mail: efendy_hady@yahoo.co.id

Abstract

The business competition of the millennial generation human resource development consultant now is growing very quickly and it is difficult to predict as the progress of the world of information technology and creative ideas across generations. The world seemed to have no boundaries and time limits again. Only companies that have the ability to adapt to change will survive to stay 'survive'. Change management becomes one of the important strategies of a company to be able to improve a competitiveness. PT. Trustco Cipta Madani as a small-scale consulting firm with the business of human resources development that trying to make a change management in the face of this new generation through self-leadership strategy by involving all its employees. Every employee of PT. Trustco Cipta Madani required to have self-leadership, this is because basically every individual who has self-leadership then by itself will have self-planning, self-criticism, self-design, self-set goals and also can solve problems through self-problem. Competition consultant business world are increasingly demanding the improvement of the quality and innovation of both personnel and products continuously and sustainably effective and efficient manner.

Keywords: self-leadership, change management, HR management, HR consultant

1. Introduction

The millennium generation era of globalization for the company is an era where companies are accelerating tremendous and 'unpredictable' changes. So it forces all elements in a company to move to adjust the circumstances that occur. Millennium generation globalization effect on the company makes the company must revolutionize every time with various approaches in the field of management.

PT. Trustco Cipta Madani is a Human Resource development consulting firm that is directly affected by the global change process. Global change requires each company to adapt and dare to make decisions quickly to survive. PT. Trustco Cipta Madani with a variety of approaches based on renewable knowledge through information technology approach, trying to respond to changes and business competition in the millennium generation by building a self-leadership strategy. This is an effort to give the responsibility to every employee to be a leader for himself and make decisions in every change that occurs without having to wait for a long bureaucratic process but accompanied by a sense of responsibility for every decision taken. The current millennial generation climate is no longer linear but has entered the era of disruptive innovation (Rhenald Kasali, 2017). This forces every employee to be able to make strategic decisions quickly and accurately as the level of business competition of the consultant gets heavier. Competition business world consultants require the quality and innovation improvement of personnel and products continuously and continuously. Only companies that are adaptable to global environmental change in this millennial generation will win business competition. The global era of change development has been unpredictable in time and space.

However, what needs to be realized is that changes for change have taken place ever since but now their intensity tends to increase, as the global environment changes. Many scholars argue that the only thing that remains in any life in the world and becomes a necessity, whether it is realized or not, is the change itself. It means that every life will change.

The fundamental reason companies need change is because something relevant to the company has changed, or will change. Therefore, the company has no choice but to change as well. The demands of change take place in various areas of life, whether individuals, community groups, institutions, corporations including companies. Peter Drucker (1993), mentions several sources of a company's / company's updates can be derived from: the unexpected, the incongruity, innovation based on process need, changes in industry market structure structures, demographics, change in perception mood and meaning and new change.

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Change can also mean doing things in new ways, following new paths, adopting new technologies, installing new systems, following new management procedures, merging, repealing, or occurring highly disruptive events significant. Changes from the present situation are viewed from the point of structure, process, people and culture. The understanding of change management as conveyed by Wibowo (2007) is a systematic process of applying the knowledge, tools and resources necessary to influence changes in people who will be affected by the change process.

In change management, millennial generation of innovation processes within a company is very important. Innovation within a company is a form of response from existing business competition conditions. Companies that have high levels of innovation and can develop new products will increase their chances of being the first to market a product and earn a lot of money.

2. Methodology

PT. Trustco Cipta Madani is a human resources development consultant company with a total of 'only' 14 (fourteen) employees to complete and optimize the writing used research method using qualitative-phenomenology approach. With the formulation of the problem on how the management of change through building a self-leadership strategy in PT. Trustco Cipta Madani in facing the business competition of human resource development consultant in millennial generation era.

3. Literature Review

3.1 Management and Leadership

The terms of management and leadership are often exchanged. It happens because management activities that include planning, leading, organizing and controlling, is considered no different from leadership activities. But John Kotter says that management is concerned with overcoming complexity, while leadership is concerned with overcoming change (Robbins, 2011). It can be reiterated that leadership is related to the vision of the future, while management is concerned with implementing the vision and strategy presented by leaders. The difference between the two terms is also raised by Robert House (Robbins, 2011). Mullins (2005) also pointed out that management deals with planning, organizing, directing, and controlling activities undertaken by subordinates.

Leadership is more emphasis on communication, motivate and encourage subordinate spirit to act optimally for a purpose. Hollingsweeth points out the fundamental differences between management and leadership namely:

    a.   A manager performs administration, while a leader innovates.

    b.   A manager maintains what it is, while a leader builds what is needed.

    c.   A manager focuses on the system and structure, while a leader focuses on the subject.

    d.   A manager performs supervision, while leaders build trust.

    e.   A manager sees things in detail, whereas leaders see things in general.

    f.   A manager does everything right, while the leader chooses what should be done.

3.2 Change Management

Change management becomes something phenomenal in the current era of globalization. Change management can be described as a process, tool and technique for managing change processes on the people side and policies of a company to achieve the necessary results and to realize change effectively through broader change agents, teams and systems (Nauherimer, 2007). While change management according to opinion of John P. Kotter, is an approach to change individuals, teams, and companies to the desired future conditions.

Change management can be defined as the process of making things different and leading to things that are better than the present. Change management by Coffman & Lutes is a structured approach to helping companies and people to transition slowly but steadily from the current state to the desired state (Coffman & Lutes, 2007).

Change management in Indonesia is still very much dependent on the leader (leadership). Because the leader culture will color the direction of corporate change. For that factor the leader becomes the key to success of a change.

3.3 Leadership

In this regard James M. Kouzes and Barry Z. Posner in his book The Leader Challenge (2001) found that the admirable leader is a leader who has four factors: honesty, future viewing, competence, and inspiration. A leader who is able to bring about a change of company is better if: (1) Having a vision that can inspire and motivate all members of the company, (2) Build detailed, focused and measurable work programs. (3) A leader must give an example to all members of the company in initiating change. (4) Good listening ability of subordinate voice. (5) Flexibility is able to move and change in any situation. (6) Taking into account the uniqueness of its members. (7) The right man on the right place and on the right time. (8) Problem solving with out of the box approach. (9) Leaders' behavior is always a hope for all members of the company.

Companies that grow from good to great, generally they have leadership qualities, qualified human resources in the work, and they have a strong culture of discipline. The key to great corporate change lies in a disciplined person, disciplined mindset and disciplined action (Culture set) in realizing the future (Collin, 2005).

Peter Drukker reveals the principle "The task of organizational leadership is to create an alignment of strength in ways that make a system's weaknesses irrelevant". The task of corporate leadership is to create an alignment of forces in a way that makes the weakness of a system irrelevant. Often the company focuses only on the weaknesses of oneself and instead forgets the power that exists. There are even companies that experience "inferior syndrome" always feel small and weak.

3.4 Self-Leadership

Determining self-set goals is the cornerstone of a successful self-leadership strategy. The research results show that the goal should be challenging but specific and affordable to achieve optimal effect. If we have responsibility as a leader, the main challenge faced is how

to design an organization to achieve goals that can be accepted by all parties in the organization. The emphasis of self-leadership accompanied by self-control and self-observation attached to each self-employee can certainly produce a quality output. Basically every employee who is trusted to be self-leadership is self-leadership, self-criticism, self-planning, self-design and ability to solve self-problem. (Veithzal, Rivai, et al, 2014)

4. Discussion

4.1 Implementation of Change Management

It started from a collection of ideas to establish a community service institution in 1998, when the Reform Order was rolling. With initial formal legal as Non-Governmental Organizations that try to help the community in an effort to improve the ability of soft skill with training activities based on spiritual-based self-development. Student consumers were the initial target, because the momentum at the beginning of the Reform Order was indeed a student role. The potential of students to participate and to lead the nation is so big that the early Reformation Order so that the Applied Management Institute TRUSTCO strives to contribute with the spiritual-based self-development activities, so that the younger generation has the soft skill competence.

Over time, the company evolved with a lot of training requests from government agencies and agencies, then to meet the administrative requirements of 2005 made into Limited Personnel under the name of PT. Trustco Cipta Madani.

Change management becomes an important field in the change process leading to the development of a company. Changes owned by the company must be able to provide progress for the company itself. In order for the company to survive, it is required that everyone in the company sharing knowledge. It requires a strong change management so that knowledge is rooted in every individual within the company and does not just disappear with the support of infrastructure for the dissemination of information in the corporate environment.

Today's development proposes to the rapidly changing in all areas of life, resulting from the effects of globalization and the development of highly accelerated information technology. This condition clearly resulted in the need for new ways of dealing with everything that happened in order to survive. The emphasis on the importance of human resource quality (HR) is one of response in addressing the change, and this of course requires efforts to improve and develop human resources.

Knowledge has become very decisive, therefore acquisition and utilization needs to be well managed in the context of improving company performance. This step is seen as something very strategic in the face of global competition, so its achievement will be a disaster for the business world, therefore it is necessary a way that can integrate that knowledge within the framework of human resource development within the company. From here the term knowledge management evolved as an important and strategic part in the management of human resources in the Company / company.

Knowledge indeed belongs to the individual, but can be utilized by the company while still

giving autonomy of its development to the individual. In this connection learning and learning become the key word in enhancing the capacity of knowledge, therefore making the individual as a learner is a necessary condition as part of an effort to improve company performance through its integration with company process. For that the company needs to develop itself into a learner company, because only in such conditions individuals / employees can really be human learners.

The importance of the Learning Organization has long been the concern of corporate experts, especially since the publication of Peter Senge's book "The Fifth Discipline" in 1990, in addition to companies both business and non-business enterprises have also tried to develop the concept in an effort to make their companies competitive , and in that context knowledge management becomes very important, because with proper management it can become a formidable competitive force that is essential in today's global development.

Change management becomes one of the solutions for all types of business world, when the changes are hard to predict. It is in this context that many companies have applied some of the change management criteria but have not managed and utilized them in such a way that they have not been able to play a role in improving the company's performance.

Though NOT GOOD PERFECT AND INTEGRATED, PT. Trustco Cipta Madani in implementing change management implementation can be learned through several things: (As per reference Leading Change, Kotter)

1. Establish a sense of urgency

External factors, business competition level of human resources development consultant in Indonesia as millennium generation that increasingly demands creativity and innovation then PT. Trustco Cipta Madani conducts change management through self-leadership in all managerial aspects. The spirit of PT. Trustco Cipta Madani is that the ultimate goal of life is hereafter, so that our grip is the hadith of the Muhammad SAW "Everyone is a leader" and "best man is the one who benefits others". Individuals alone are not enough to reach the world of "hereafter", must be balanced with social community, so that every person TRUSTCO is a leader and must have a positive contribution to the family, environment and society. Internal factors, operational and administrative demands increasingly heavy due to the decline of project work which resulted in a decrease in turnover, an "out of the box" breakthrough of change management through a self-leadership strategy is necessary to boost the selling value of agency products and services in the market.

2. Leadership and HR as agents of change

As a company with 14 permanent employees in PT. Trustco Cipta Madani, it is still very easy to perform the control, coordination and discussion functions. The function of leadership is collective collegial meaning that formal institutions are led by a director, but in day-to-day operational practices especially in product development discussions, creativity and innovation are led directly to who has ideas and ideas. The involvement of experts who are put into non-permanent personnel is a strategy to be less binding, resulting in a synergy of productive cooperation. Meetings are held when there are jobs that require planning, so that the

implementation agenda of change management can be continuously monitored and continuously directed.

3. Create a vision and strategy change the company

Vision of PT. Trustco Cipta Madani "We are developing human resources based on spiritual, emotional, intellectual and physical potential to manage and utilize technology to transform the future into civil society." The vision is translated with the strategy internals periodically every Monday held update meeting. These meetings require that all Trustco employees bring ideas, suggestions and suggestions based on consumer complaints or take issues about HR from the media (online, television and print). Management expectations every week all the people of Trustco receive the latest information regarding the development of the business world nationally. As for the capacity building of the employees, for the level of consultant and trainer are given the opportunity to take training or workshop related to human resource development held by external institution with cost from PT. Trustco Cipta Madani. For formal education at this level is required to have a minimum of 2 degree diploma. Every employee who has attended training for capacity building with certain theme is required to be shared to all employees in update meeting every Monday, so it is expected to accelerate the learning process for all human beings PT. Trustco Cipta Madani without having to follow all the training. Management has a policy of making libraries since its establishment in 1998. Library is a storehouse of knowledge that will never be cracked by the times. Purchasing at least 5 book titles each month further adds a means for capacity building for employees.

4. Communicate visions to all human beings in the institution

Weekly meeting of the weekly meeting for daily job evaluation and quarterly meetings to evaluate project work and in total evaluation at the beginning of each year is one of the strategies to control, direct and focus in the implementation process of change management. Creativity and innovative processes serve as guides and emphasis evaluation. So the communication agenda implementation of change management always communicated to all parties.

5. Empower all institutions to support change

PT. TrustcoCipta Madani created a new paradigm for employees that work is done for a service excellence, not because of who leads, because leaders can come and go, but the quality of service will always be remembered. Motivational slogans are rearranged and arranged to be more interesting, so as to remind the positive things that are very good to do every day. Implementation of change management is not an instant project in the short term, but it requires the involvement of all agencies to participate and play a role.

6. Giving appreciation of short-term success

Giving appreciation in short-term success (rewards and punishment process) then be a stimulus to each individual work to complete their tasks each with a breakthrough and motivation to improve performance.

7. Consolidation changes

No change can work on its own, but requires coordination, consolidation and internalization of meaning and change management objectives to all parties within PT. Trustco Cipta Madani. The socialization process in weekly and quarterly meetings is one to consolidate the implementation of change management of self-leadership strategy to all institutions.

8. Making the meaning of change into a corporate working culture

Implementation of change management through self-leadership strategy will sooner or later affect employee performance and results. To overcome the competency gap between employees, PT. Trustco Cipta Madani created a training program that runs regularly every day of the week. All these activities aim to improve the ability of employees and foster togetherness so that the possibility of frictions-frictions between individuals can be minimized with activities that are problem solving but still educating so as to support a large program implementation of change management. Trustco Cipta Madani provides training "rigid soft skills" at certain times. It aims to open the eyes of employees that their energy can be channeled for positive performance and competition. The soft skill training seeks to open up employees' insights about the importance of the positive values we carry every day, will transform our character from a hated individual into an individual who is loved by the group and society.

4.2 Strategy Self-Leadership

To build a self-leadership strategy, PT. Trsutco Cipta Madani established a work culture that spurred the creatives of every employee. With the philosophy of "Balance Four Perspective Company" then the management of PT. Trustco Cipta Madani inculcates every employee to always understand: The Company's future (PROSPECT) in the form of financial and nonfinancial benefits, prosperity and growing is the realm of imagination, dreams and beliefs. To be able to realize the dream is still required a number of preparations, programs and competitions with competitors in order to win similar businesses in the same area and the same customers.

In the balanced score card approach, the prospect (PROSPECT) of the company can be realized, only if the company has a number of benefits (PROFIT). The company's profits can be financial and non-financial indicators. Also with the benefits that have been obtained, it will be used to pay or realize the dream of the future of the company.

The company will earn a certain amount of profits, only if the company is able to produce a product that customers are interested in and purchased by. With the high number of purchases, as well as an increasingly widespread market share, the company's profits will be even greater.

The company will be able to have a competitive, quality and interest product by the customer, only if the company is able to process the business (PROCESS) effectively, efficiently, fulfill what is promised to customers, work with zero defects and zero reject, work with quality standards, innovate and have an advantage on other telecommunication business process

indicators.

Superior business processes will be realized, if there are a number of resources that suit your needs. The first and foremost resource is human resources (PEOPLE). Human resource excellence lies in the spiritual, emotional, intellectual, physical, self-management and social forces (family, team).

With these four basic strengths, the workers must have the ability to manage their lives (self-management), manage social relationships in teams, equip professional skills to improve productivity in serving customers and managing the community, in the form of: sincere Work (Spiritual), carefully Work, Emotional, Intelligent, Hard Work (Physical-Health), Self-Management, Working Tune (Team), Quality Work (Professional) and affection Work (community).

5. Conclusion

To implement the implementation of change management through self-leadership strategy di PT. Trustco Cipta Madani, cannot be done instantly but requires time and coordination process continuously and continuously to be able to make a success for the company. Implementing change management for companies is a good tool for analyzing any advantages and disadvantages that change needs to be made. With a good transition, self-leadership strategies are slowly able to boost competitiveness, especially in decision-making. Although it is still very difficult to change the character and behavior of each individual to do the responsibility in self-leadership, but slowly but surely give hope for the future of PT. Trustco Cipta Madani.

6. Suggestions

From the above writing about the implementation of self-leadership strategy on the management company in PT. Trustco Cipta Madani we can give suggestions and inputs as follows:

1. PT. Trustco Cipta Madani has implemented the implementation of change management with self-leadership strategy, it must be maintained and needs to be added new innovation as part of the process of accelerating the achievement of corporate goals.

2. PT. Trustco Cipta Madani in implementing change management through self-leadership strategy has transformed the mindset of employees to move forward to become self-leaders by improving themselves through creativity and innovation, so that a sustainable program is needed to give employees more space for greater

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