



# PEMIMPIN DAN PERUBAHAN

Kuliah Keterampilan  
Kepemimpinan  
*Pertemuan ke-7*

# POINTERS

- ❑ Perubahan
- ❑ Peran Pemimpin dalam perubahan
- ❑ Model Pemimpin yang melakukan perubahan besar

We are moving from a world in which the big eat the small to a world in which the fast eat the slow

Klaus Schwab  
Founder World Economic Forum



# VIEW From AFRICA

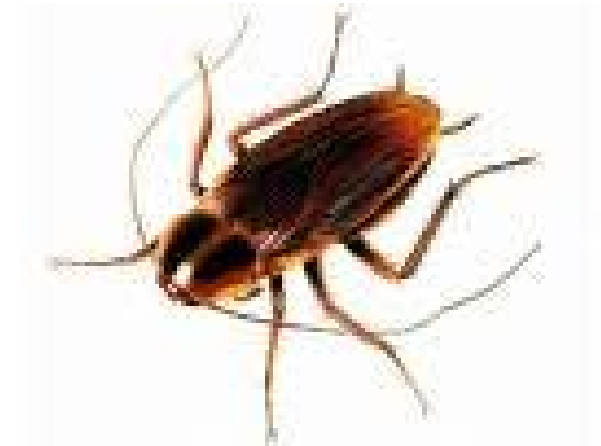
Every day the gazelle wakes up knowing that if  
it can't outrun the fastest lion,  
it's going to be somebody's breakfast.

Every day the lion wakes up knowing that if it can't outrun the slowest  
gazelle, it will go hungry.

*Old African Proverb*



# WHO IS THE MASTER OF THE WORLD : DINOSAURS VS COCKROACH



Both animals are predicted living at the same period since the fossils are founded at the same place



## QS AL BAQARAH (2): 164

إِنَّ فِي خَلْقِ السَّمَوَاتِ وَالْأَرْضِ وَاخْتِلَافِ اللَّيْلِ وَالنَّهَارِ وَالْفُلْكِ الَّتِي تَجْرِي فِي الْبَحْرِ بِمَا يَنْفَعُ  
النَّاسَ وَمَا أَنْزَلَ اللَّهُ مِنَ السَّمَاءِ مِنْ مَّاءٍ فَأَحْيَا بِهِ الْأَرْضَ بَعْدَ مَوْتِهَا وَبَثَّ فِيهَا مِنْ كُلِّ دَابَّةٍ  
وَتَصْرِيفِ الرِّيْحِ وَالسَّحَابِ الْمُسَخَّرِ بَيْنَ السَّمَاءِ وَالْأَرْضِ لَآيَاتٍ لِّقَوْمٍ يَعْقِلُونَ ﴿١٦٤﴾

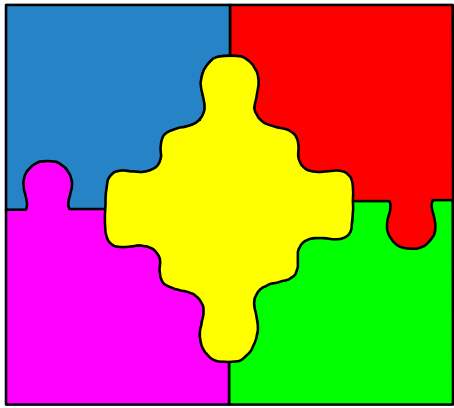
Sesungguhnya dalam penciptaan langit dan bumi, silih bergantinya malam dan siang, bahtera yang berlayar di laut membawa apa yang berguna bagi manusia, dan apa yang Allah turunkan dari langit berupa air, lalu dengan air itu Dia hidupakan bumi sesudah mati (kering)-nya dan Dia sebarkan di bumi itu segala jenis hewan, dan pengisaran angin dan awan yang dikendalikan antara langit dan bumi; sungguh (terdapat) tanda-tanda (keesaan dan kebesaran Allah) bagi kaum yang memikirkan.

## QS AR RA'D (13) : 11

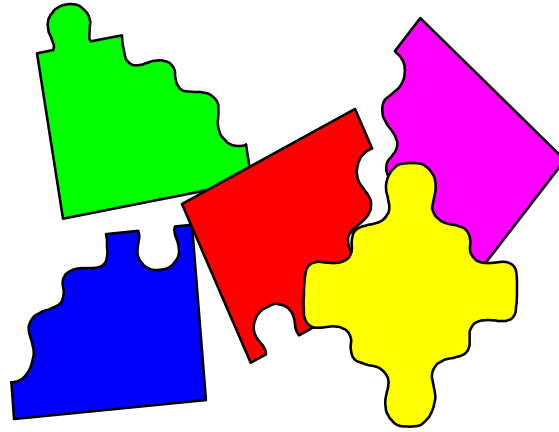
إِنَّ اللَّهَ لَا يُغَيِّرُ مَا بِقَوْمٍ حَتَّىٰ يُغَيِّرُوا مَا بِأَنْفُسِهِمْ<sup>قُلْ</sup>

Sesungguhnya Allah tidak mengubah keadaan sesuatu kaum sehingga mereka mengubah keadaan yang ada pada diri mereka sendiri

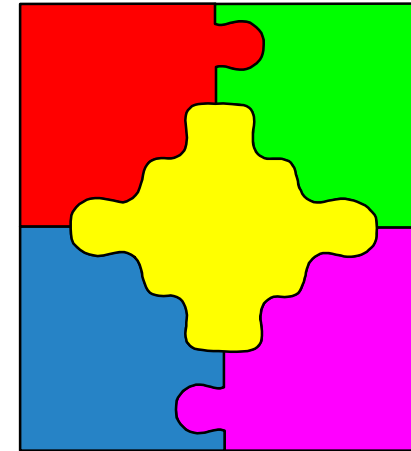
# Organizational Change



**Unfreezing**



**Changing**



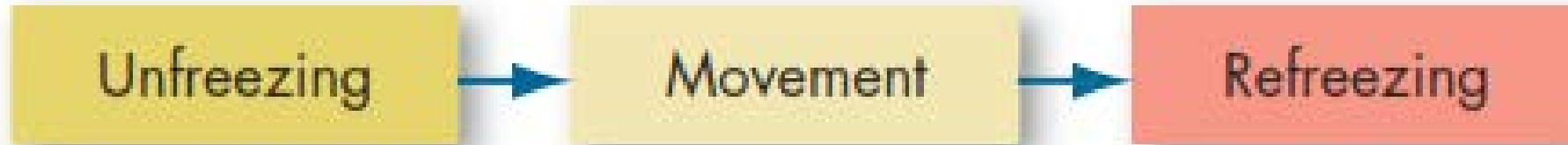
**Refreezing**

Empowering Driving Change  
and Eliminating Resistance

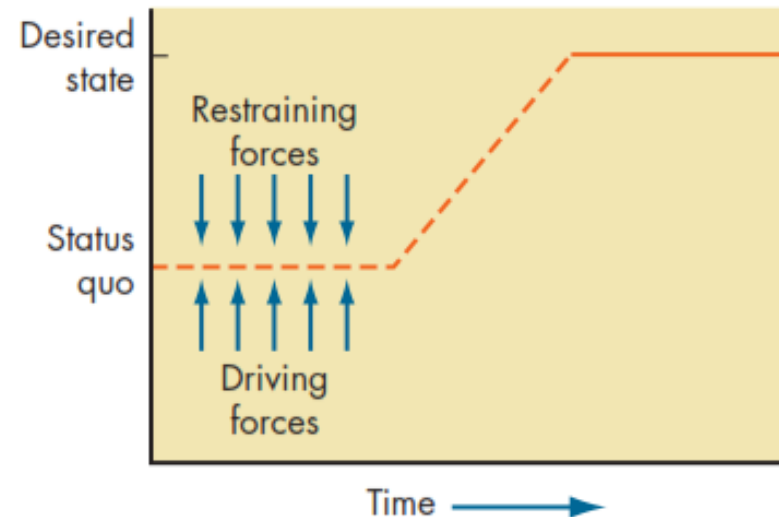
**Lewin's Three-Step Process**



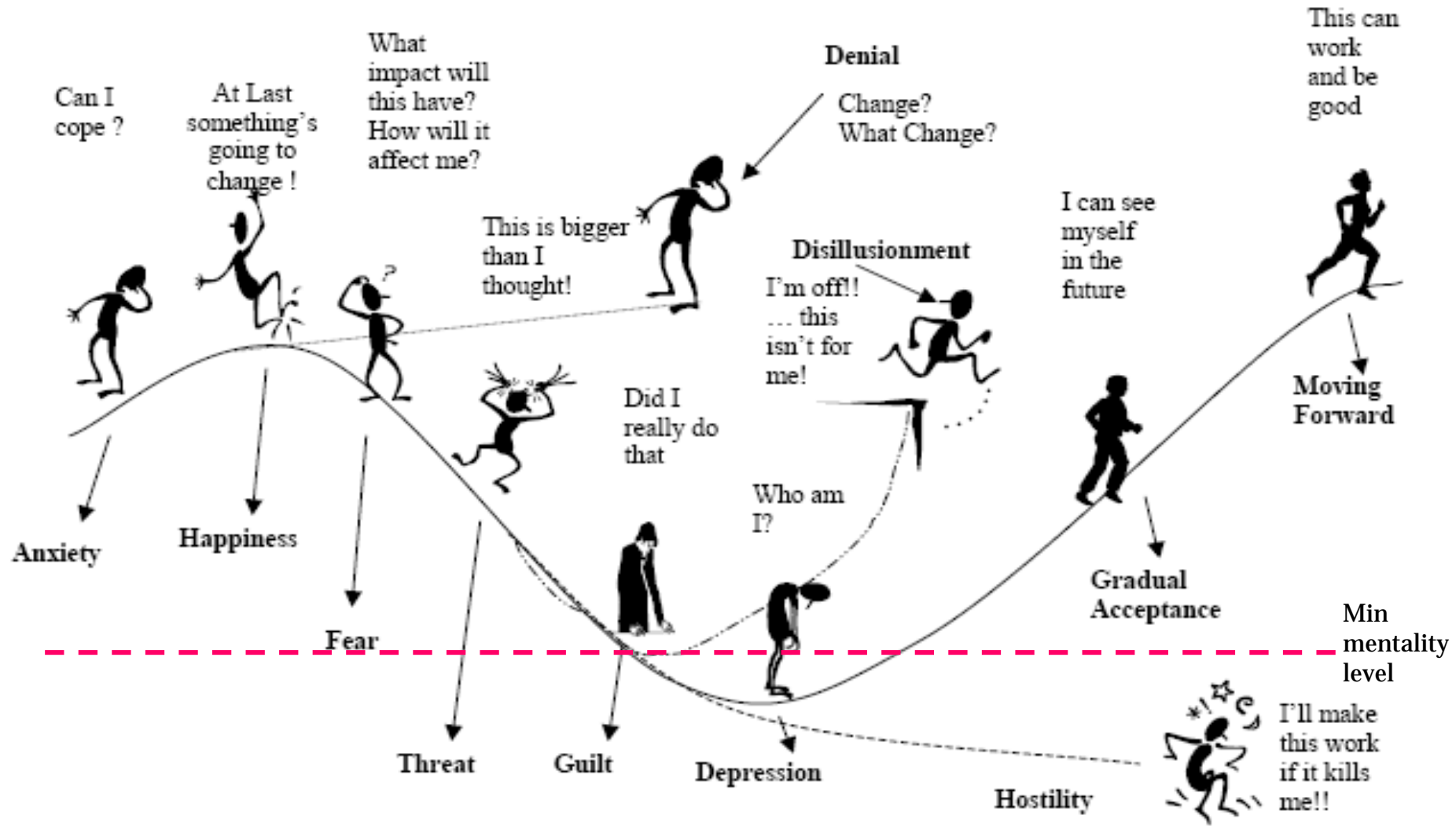
# LEWIN'S THREE-STEP CHANGE MODEL



## Unfreezing the Status Quo



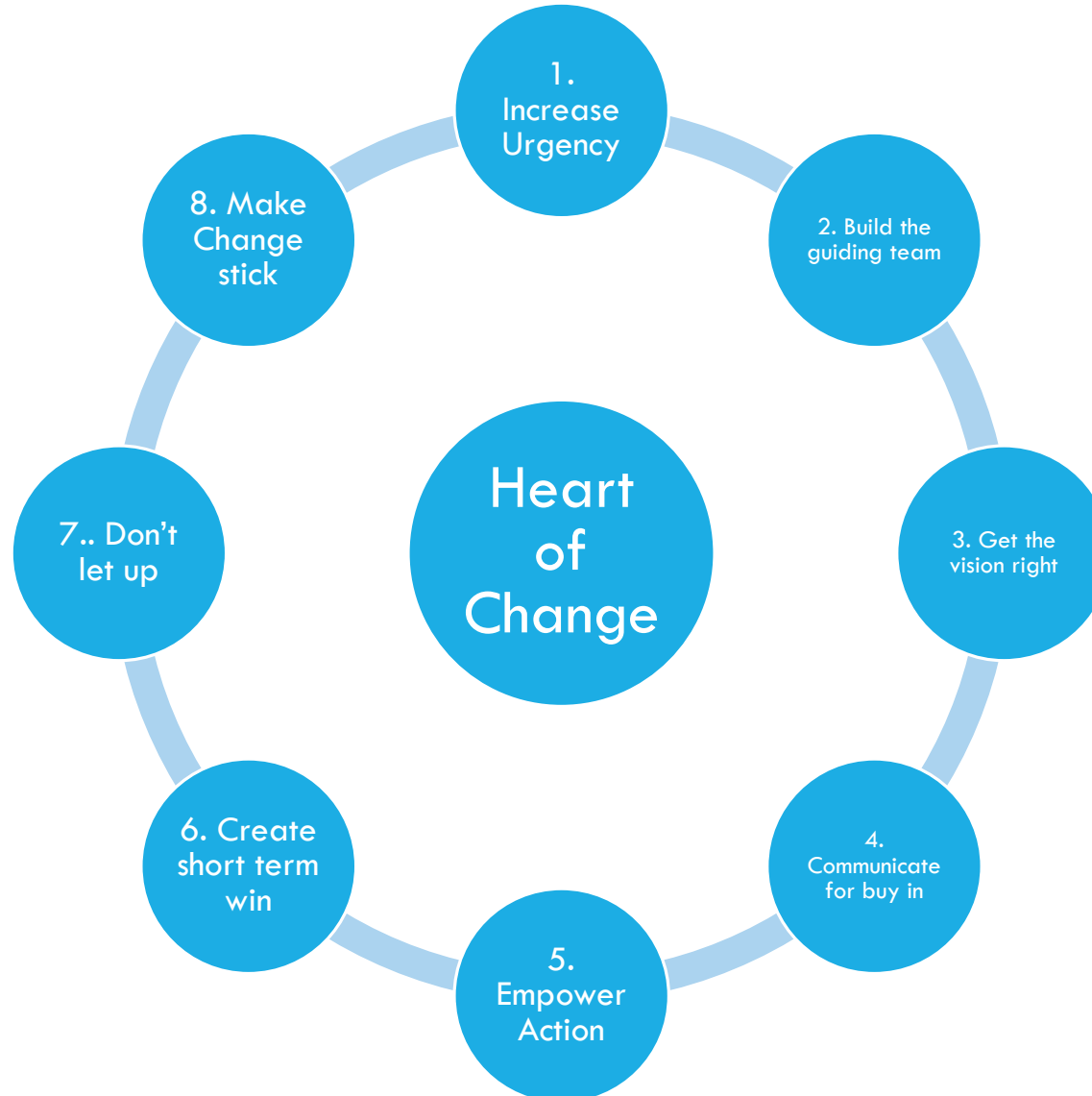
# The Process of Transition



# REAKSI TERHADAP PERUBAHAN

<b>Penyangkalan</b> Hindari topik Tampak tak peduli Menolak ambil inisiatif Berbuat seolah-olah tak ada yang terjadi Tetap mengerjakan rutin	<b>Komitmen</b> Merasa memiliki kendali Nyaman Mempelajari apa yang dipelajari Mulai mengantisipasi perubahan berikutnya
<b>Penolakan</b> Menunjukkan kemarahan Mengeluh & menyalahkan Menjadi pasif Capek Terlalu terpaku dengan perubahan	<b>Eksplorasi</b> Percobaan Mencari cara-cara baru Menciptakan visi kedepan Ambil resiko Menghasilkan ide-ide Sukses dengan tujuan jangka pendek dan merayakannya Susah fokus

# THE CHANGE STEPS BY KOTTER



# THE CHANGE BEHAVIOR

## Increase Urgency

- People start telling each other “Let’s go, we need to change things!”

## Build the guiding team

- A group powerful enough to guide a big change is formed and they start to work together well

## Get the vision right

- The guiding team develops the right vision and strategy for change efforts

## Communicate for buy in

- People begin to buy into the change, and this shows in their behavior

## Empower Action

- More people feel able to act and do act on the vision

## Create Short term win

- Momentum builds as people try to fulfill the vision, while fewer and fewer resist to change

## Don’t let up

- People make wave after wave of changes until the vision is fulfilled

## Make change stick

- New and winning behavior continuous despite the pull of traditions, turnover of change leader, etc.

# THE ROLE OF MANAGEMENT & LEADERSHIP

## Management

- Planning & Budgeting
- Organizing & Staffing
- Controlling & Problem solving

**Produce a degree of predictability & order** and has the potential to consistently produce the short term results expected by various stakeholders

## Leadership

- Establishing direction
- Aligning people
- Motivating & inspiring

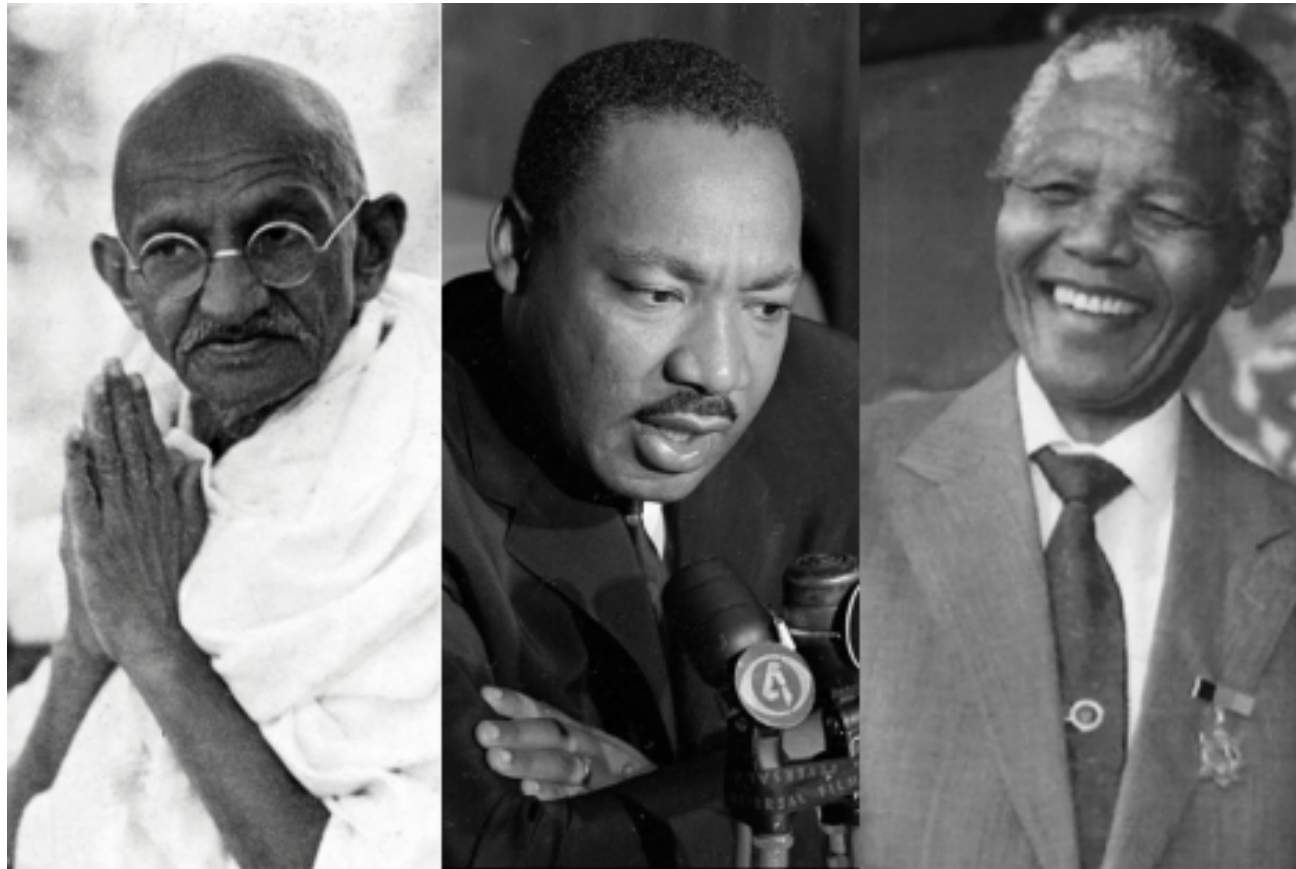
**Produce change**, often to a dramatic degree, and has the potential to produce extremely useful change

# MODEL PEMIMPIN PERUBAHAN





# MODEL PEMIMPIN PERUBAHAN



# NELSON MANDELA



1918 Birth of Nelson Mandela

1990 Nelson Mandela is released from prison

1994 Nelson Mandela elected President of the Republic of South Africa

Nelson Mandela grew up in a South African village. When he grew up, Nelson went to Johannesburg to study to become a lawyer. There, he saw that black people were very unfairly treated by white people. He joined the African National Congress (ANC), a group that worked for the rights of Black South Africans.

Nelson Mandela and his friends protested against the new “apartheid” laws in South Africa, which separated people because of the colour of their skin. Under apartheid, blacks were forced to live away from big towns, in poor, shabby townships, and work for white for very low wages.

Nelson Mandela worked secretly for the ANC. The Police found out and he was arrested and sent to prison. Nelson spent 28 years in prison. Other countries of the world did not approve of the apartheid laws and called for the South African Government to free Nelson Mandela. At last, on February 1990, at the age of 72, Nelson was finally released from prison.

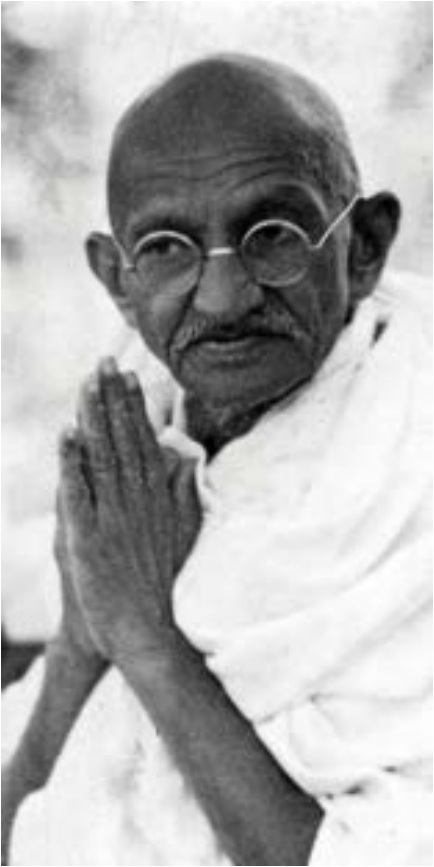
Four years after Nelson left prison, all South Africans, black and white, elected Mandela as the first black President of the Republic of South Africa.

# MOHANDAS GANDHI

1869 Birth of Gandhi

1919 Gandhi organises the first non-violent protest against British rule in India

1948 Murder of Gandhi



Mohandas Gandhi grew up in India at a time when the country was ruled by Britain. He was a clever boy who studied to become a lawyer. After passing his exams, he went to work in South Africa. There he helped other Indians to protest against unfair treatment by the South African Government.

Gandhi returned to India in 1915. Like many Indians, Gandhi wanted India to be free from British rule. Gandhi called for everybody to stop work as a protest. The British punished the workers and Gandhi was horrified by the violence.

The British put Gandhi in prison for six years. When he was released, he carried on organising peaceful protests. He was sent to prison again for many years.

Gandhi's followers called him Mahatma meaning Great Soul. He inspired millions of Indians to oppose their rulers and stand up to them peacefully and bravely. At last, in 1942, British rule in India ended and the country became independent.

# MARTIN LUTHER KING

1929 Birth of Martin Luther King

1963 Martin Luther King leads a huge march to Washington

1968 Murder of Martin Luther King



6 decades ago, in the southern USA, a young black boy called Martin Luther King was growing up. Martin saw how badly black Americans were treated by white Americans. Blacks could not attend the same schools, eat in the same restaurants or travel on the same buses as whites.

All over the south, Martin Luther King led peaceful protests, calling for equal rights for black people. In 1963 he led thousands of people, both black and white, on a march to Washington, the capital of the USA. In a speech he said: "I have a dream, that my four little children will be judged not by the colour of their skin, but by the content of their character".

Martin Luther King had many enemies. In 1968 he was shot and killed by a white man. Although life for many black Americans has improved, they have still not gained complete equality, for which Martin Luther King fought so hard.

# Hasrat Untuk Berubah

Ketika aku masih muda dan bebas berkhayal  
Aku bermimpi ingin mengubah dunia  
Seiring dengan bertambahnya usia dan kearifanku,  
kudapati bahwa Dunia tidak kunjung berubah.

Maka cita-cita itu pun agak kupersempit,  
Lalu kuputuskan untuk hanya mengubah negeriku  
Namun tampaknya, Hasrat itu pun tiada hasil.

Ketika usiaku semakin senja,  
Dengan semangatku yang masih tersisa,  
Kuputuskan untuk mengubah keluargaku,  
Orang-orang yang paling dekat denganku.  
Tetapi celakanya, mereka pun tidak mau diubah.

Dan kini, sementara aku berbaring saat ajal menjelang,  
Tiba-tiba kusadari:

Andaikan yang pertama-tama kuubah adalah diriku,  
Maka dengan menjadikan diriku sebagai teladan,  
Mungkin aku bias mengubah keluargaku.  
Lalu berkat inspirasi dan dorongan mereka,  
Bisa jadi aku pun mampu memperbaiki negeriku.  
Kemudian siapa tahu  
Aku bahkan bisa mengubah dunia



# REFERENSI

[http://iesffg.cat/projectes/glasgow/6\\_1.html](http://iesffg.cat/projectes/glasgow/6_1.html)

<http://www.zhouenlapeaceinstitute.org/wp-content/uploads/2015/01/MLK-Gandhi-King-TIME-Cover.jpg>