

## ABSTRAK

*Ranger Network* sebagai agen internalisasi budaya perusahaan belum berperilaku selaras karena masih tingginya ego sektoral dan dapat dilihat dari capaian KPI terhadap target hanya 5% dari target pencapaian kinerja 20%. Penelitian ini bertujuan untuk menganalisis kesenjangan kompetensi inti yang dimiliki para *Rangers Leaders* saat ini dengan kompetensi inti ideal perusahaan sehingga dapat menjadi acuan dalam merumuskan strategi pengembangan *Rangers Leaders*. Penelitian ini merupakan penelitian kualitatif yang menggunakan data non-numerik berupa wawancara dan studi dokumen. Berdasarkan analisis visi, misi, dan nilai-nilai PT PLN, terdapat 4 kebutuhan kompetensi inti yang menjadi prioritas oleh *Ranger Leader* untuk dikembangkan, yaitu *flexibility*, *relationship management*, *achievement orientation*, dan *continuous learning*. Untuk selanjutnya dirancang suatu strategi pengembangan berbasis kompetensi inti berupa serangkaian program pengembangan. Pada masing-masing program, digunakan model pengembangan 10% (*education*) melalui edukasi atau pelatihan formal digunakan metode *workshop*, 20% (*exposure*) melalui interaksi digunakan metode *coaching*, *360-feedback*, dan juga mengikutsertakan peserta ke suatu asosiasi atau komunitas yang relevan serta 70% melalui *experience*, digunakan metode penambahan lingkup pekerjaan baru, rotasi pekerjaan, pemaparan mengenai pekerjaan departemen lain, dan penambahan peran dalam pengambilan keputusan. dukungan aktif dan komitmen dari *top-management* serta *supervisor*, dan tentunya *Ranger Leader* dalam menciptakan budaya belajar di internal perusahaan untuk mendukung kelancaran implementasi dari strategi pengembangan.

Kata kunci: kompetensi inti, pengembangan, PT PLN (Persero), *Rangers Leaders*, SDM

## **ABSTRACT**

*Ranger Network as an agent for the internalization of corporate culture has not behaved in harmony because sectoral egos are still high and can be seen from the KPI achievement of the target of only 5% of the performance achievement target of 20%. This research aims to analyze the gap between the core competencies currently possessed by Rangers Leaders and the company's ideal core competencies so that they can be used as a reference in formulating Rangers Leaders development strategies. This research is qualitative research that uses non-numerical data in the form of interviews and document studies. Based on the analysis of PT PLN's vision, mission and values, there are 4 core competency needs that are prioritized by the Ranger Leader to be developed, namely flexibility, relationship management, achievement orientation and continuous learning. Next, a core competency-based development strategy is designed in the form of a series of development programs. In each program, a development model is used, 10% (education) through formal education or training using the workshop method, 20% (exposure) through interaction using the coaching method, 360-feedback, and also involving participants in a relevant association or community and 70% through experience, using methods of adding new scopes of work, job rotation, exposure to the work of other departments, and adding roles in decision making. active support and commitment from top-management and supervisors, and of course the Ranger Leader in creating a learning culture within the company to support the smooth implementation of the development strategy.*

*Key words: core competency, development, PT PLN (Persero), Rangers Leaders, HR*