

## ABSTRAK

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Judul Tesis : Rancangan Strategi Talent Management Jabatan Kepala Sekolah Yayasan Tarakanita.

Penelitian ini berangkat dari fenomena reorientasi Yayasan Tarakanita terhadap unit-unit sekolah yang dimiliki sebagai upaya untuk mendefinisikan diri menjadi Tarakanita baru. Reorientasi membawa prasyarat perubahan kompetensi kepemimpinan Kepala Sekolah dari yang ada saat ini. Metode analisis yang digunakan dalam penelitian ini adalah deskriptif kualitatif. Alat analisis yang digunakan meliputi; *Stealth Fighter Indexs* (SFI) untuk mengetahui tingkat kesehatan praktek *human capital* yang dijalankan Yayasan Tarakanita selama ini, diperkuat dengan hasil analisis persamaan *Structural Equation Model* (SEM) Engagement Survey Kepala sekolah, analisis kesenjangan kepemimpinan (*leadership gap*) untuk mengetahui *gap* kepemimpinan Kepala Sekolah yang dibutuhkan dengan yang ada, dan *leadership pipeline* untuk merancang strategi pengembangan berjenjang kepemimpinan Kepala Sekolah dari proses rekrutmen. Penelitian dilakukan di Yayasan Tarakanita, baik di Kantor Pusat Jakarta, maupun di tujuh Kantor Wilayah Tarakanita (Jakarta, Tangerang, Bengkulu, Lahat, Magelang, Yogyakarta, Surabaya) termasuk ke seluruh Kepala Sekolah di 59 sekolah yang dikelola Yayasan Tarakanita. Pengambilan data dilakukan melalui studi dokumen maupun wawancara, serta melalui *Focus Group Discussion* yang melibatkan Kepala Kantor Wilayah, Kepala Bagian SDM, Kepala Divisi Pendidikan, serta Kepala sekolah.

Hasil penelitian menunjukkan bahwa rencana strategis Yayasan Tarakanita melalui reorientasi karya, memerlukan dukungan kepemimpinan yang holistik (*holistic leadership*) dari Kepala Sekolah. Pada kenyataannya kesenjangan kepemimpinan (*leadership gap*) Kepala Sekolah Tarakanita masih nampak besar, demikian pula dalam praktek pengelolaan *human capital* berdasarkan *stealth fighter indexes*, Yayasan Tarakanita masih sebatas dalam kategori *mediocare* yang perlu perbaikan. Penelitian ini menghasilkan rancangan sistem *talent management* berikut strategi implementasi rancangan, yang digunakan untuk melakukan strategi akuisisi (*acquisition strategy*), mengembangkan (*learning and development*) dan mempertahankan serta memotivasi (*retain*) Kepala Sekolah. Melalui praktek *talent management* yang unggul, diharapkan Yayasan Tarakanita mampu menghasilkan Kepala Sekolah dengan kemampuan holistik (*holistic leadership*) dan menjamin ketersediaan calon Kepala Sekolah yang kapabel di masa yang akan datang sesuai tuntutan organisasi.

Penelitian ini dapat menjadi dasar perbaikan praktek *human capital* dan *talent management* di Yayasan Tarakanita, maupun organisasi pendidikan pada umumnya.

Kata kunci : *Human capital, Talent management, Leadership Gap, Engagement, Structural Equation Model, Stealth Fighter Indexs.*

## ABSTRACT

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Thesis Title : The Design of the Principal Talent Management Strategy of Tarakanita Foundation.

This research departs from the reorientation phenomenon of Tarakanita Foundation towards its units of school as an effort to define how to become the new Tarakanita. Reorientation requires the prerequisite of changing the Principal's leadership competency from the current one. The analysis method used in this research is descriptive qualitative. The analysis tools include; Stealth Fighter Indexs (SFI) used to know the level of health of human capital practice conducted by Tarakanita Foundation during this time, strengthened by result of equation analysis of *Structural Equation Model* (SEM) of Principal Engagement Survey, leadership gap analysis used to know the leadership gap of the Principal that is needed and that is available, and leadership pipeline used to design tiered development of Principal leadership strategy from the recruitment process. The research was conducted in Tarakanita Foundation, both in Jakarta Head Office and in seven Regional Offices of Tarakanita (Jakarta, Tangerang, Bengkulu, Lahat, Magelang, Yogyakarta, Surabaya) including to the Principals in 59 schools managed by Tarakanita Foundation. The data was collected through document study and interview, and through Focus Group Discussion involving Head of Regional Office, Head of Human Resources, Head of Education Division, and the School Principal.

The research result shows that the strategic plan of Tarakanita Foundation through work reorientation requires a holistic leadership support from the Principal. In reality the leadership gap of Tarakanita Principal still

looks great, as in human capital management practice based on stealth fighter index, the Tarakanita Foundation is still limited in medio care category that needs improvement. This research results of the design of talent management system following the design implementation strategy, which is used to perform the acquisition strategy, to develop (learning and development) and to retain and to motivate the Principal. Through supreme talent management practice, Tarakanita Foundation is expected to be able to produce the Principal with holistic leadership and to ensure the availability of prospective future Principals in accordance with the demands of the organization.

This research could be the basis of improvement of human capital and talent management practices in Tarakanita Foundation, and educational organization in general.

*Key Words : Human capital, Talent management, Leadership Gap, Engagement, Structural Equation Model, Stealth Fighter Index.*