

ABSTRACT

LEADERSHIP AGILITY DEVELOPMENT DESIGN TO FACE VUCA WITH BIG FIVE APPROACH IN FIVE INDUSTRIAL FIELDS IN INDONESIA

Qualitative research was conducted to compose Human Resources Optimization (HRO) development design with Big Five approach. This research was conducted in five industrial fields in Indonesia, started with leadership agility competency identification with expert judgement. The competency consists of 14 competences: (a) comfort with change, (b) initiator, (c) future orientation, (d) objectivity, (e) risk taking, (f) flexibility, (g) comfort with ambiguity, (h) managing through system, (i) range perspective & interest, (j) organization, (k) achievement center, (l) performance focus, (m) political savvy, (n) total quality orientation. Competency assessment has conducted with Big Five Personality at Work as the tool, to 382 leaders in Indonesia with convenience sampling technique. The result was analyzed with descriptive analysis method. Participants were divided into 5 position levels and known that manager level was the majority of the participants, as many as 279 participants (73%), followed by 67 participants (17,5%) of assistant manager level. The result of analysis from both levels shows that some of the managers and assistant managers are still in development and caution category. The development category in manager level still lacks in objectivity, political savvy, organization, and flexibility competences. The caution category in manager level is still lack in political savvy, future orientation, range of perspective, and comfort with ambiguity and paradox competences. In assistant manager level, those which are in development category are still lack in risk taking, organization, total quality orientation, and comfort with ambiguity and paradox. Those which are in caution category in assistant manager level are still lack in objectivity, range perspective and interest, future orientation, and flexibility.

Keywords: Volatility, Uncertainty, Complexity, Ambiguity, VUCA metrics, Leadership Agility

ABSTRAK

RANCANGAN PENGEMBANGAN *LEADERSHIP AGILITY* DALAM MENGHADAPI VUCA DENGAN PENDEKATAN *BIG FIVE* DI LIMA INDUSTRI DI INDONESIA

Penelitian kualitatif dilakukan untuk menyusun rancangan pengembangan optimisasi SDM (HRO) dengan pendekatan *Big Five*. Penelitian ini dilakukan pada lima industri di Indonesia, yang diawali dengan identifikasi kompetensi *leadership agility dengan expert judgement*, diketahui kompetensi terdiri dari 14 kompetensi, antara lain: (a) *comfort with change*, (b) *initiator*, (c) *future orientation*, (d) *objectivity*, (e) *risk taking*, (f) *flexibility*, (g) *comfort with ambiguity*, (h) *managing through system*, (i) *range perspektif & interest*, (j) *organization*, (k) *achievement center*, (l) *performance focus*, (m) *political savvy*, (n) *total quality orientation*. Dari keempat belas kompetensi tersebut telah dilakukan *assessment* kompetensi dengan alat ukur *Big Five Personality at Work* kepada 382 pimpinan di Indonesia dengan teknik *convenience sampling*. Kemudian dianalisis dengan menggunakan analisis statistik deskriptif. Dalam analisis penelitian, partisipan terbagi ke dalam lima kelompok jabatan dan diketahui mayoritas partisipan berada pada kelompok *manager*, yaitu sebanyak 279 partisipan (73%) dan *assistant manager*, yaitu sebanyak 67 partisipan (17,5%). Hasil analisis dari kedua level pimpinan tersebut menunjukkan bahwa di level *manager* dan *assistant manager* masih ada yang tergolong ke dalam kategori *development* dan *caution*. Di level *manager*, mereka yang tergolong ke dalam kategori *development* masih lemah pada kompetensi *objectivity*, *political savvy*, *organization*, dan *flexibility*. Sedangkan mereka yang tergolong ke dalam kategori *caution* lemah pada kompetensi *political savvy*, *future orientation*, *range of perspective*, dan *comfort with ambiguity and paradox*. Kemudian, di level *assistant manager*, mereka yang tergolong ke dalam kategori *development* masih lemah pada kompetensi *risk taking*, *organization*, *total quality orientation*, dan *comfort with ambiguity and paradox*. Sedangkan mereka yang tergolong ke dalam kategori *caution* lemah pada kompetensi *objectivity*, *range perspective and interest*, *future orientation*, dan *flexibility*.

Kata kunci: *Volatility, Uncertainty, Complexity, Ambiguity, VUCA metrics, Leadership Agility.*