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# ALIGNING STRENGTHS of a HIGH-PERFORMING TEAM

Wednesday, July 29, 2020



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Managing Director  
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CALIPER Singapore

# OUR SPEAKERS



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**WHY** leaders should engage their team members



# Balancing the Science of Management and Art of Leadership

The **SCIENCE** of MANAGEMENT

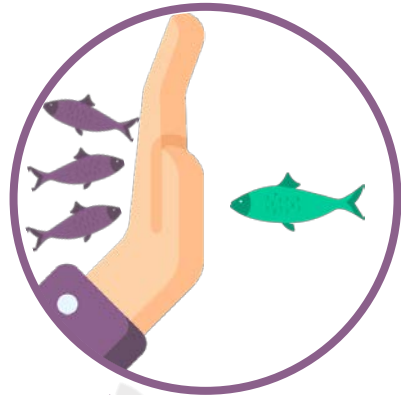
The **ART** of LEADERSHIP



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What triggers our  
different perceptions?

# BIOS®



Bias



Observation



Intention



Standard

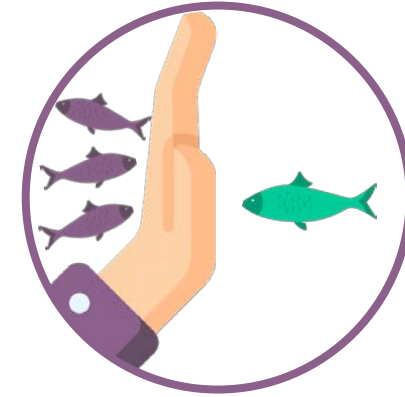
Source: <http://en.wikipedia.org/wiki/Axiology>



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## Bias



Drives individuals to **evaluate**, **connect**, then **categorize** based on characteristics of certain situations/conditions (through **similarities** of time, place, relationship).

My evaluation, connection, or categorization could be different from yours!

Sumber: [http://en.wikipedia.org/wiki/Cognitive\\_dissonance](http://en.wikipedia.org/wiki/Cognitive_dissonance)



**I**ntention



Drives individuals to **focus** in pursuing, what he believes to be the **desired results** (outcome, objectives, goals)

**My focus and/or expected outcome could be different from yours!**

*Sumber:* [http://en.wikipedia.org/wiki/Cognitive\\_dissonance](http://en.wikipedia.org/wiki/Cognitive_dissonance)



“Millions saw the apple fall,  
but Newton was the one who asked why”  
- Bernard Baruch

## Observation



- Drives individuals to **interpret**,  
based on **observation** of ...
- **past** experiences,
  - **current** situations/conditions,
  - indicators of **what to come**

My interpretation of the past,  
present, future  
could be different from yours!

Sumber: [http://en.wikipedia.org/wiki/Cognitive\\_dissonance](http://en.wikipedia.org/wiki/Cognitive_dissonance)





## S tandard



Drives individuals to possess **qualities**, based on own belief:

- Ideal Self: "I'd like to be"
- Ought Self: "I should be"

**My self-concept  
would be (in proportion)  
different from yours!**

*Sumber: [http://en.wikipedia.org/wiki/Cognitive\\_dissonance](http://en.wikipedia.org/wiki/Cognitive_dissonance)*

# #2 The ART

1 Change view



2 Other Perspective



3 Response not react



4 Aim for "Win-win" resolution



5 Persuasive:  
Ethos  
Pathos  
Logos

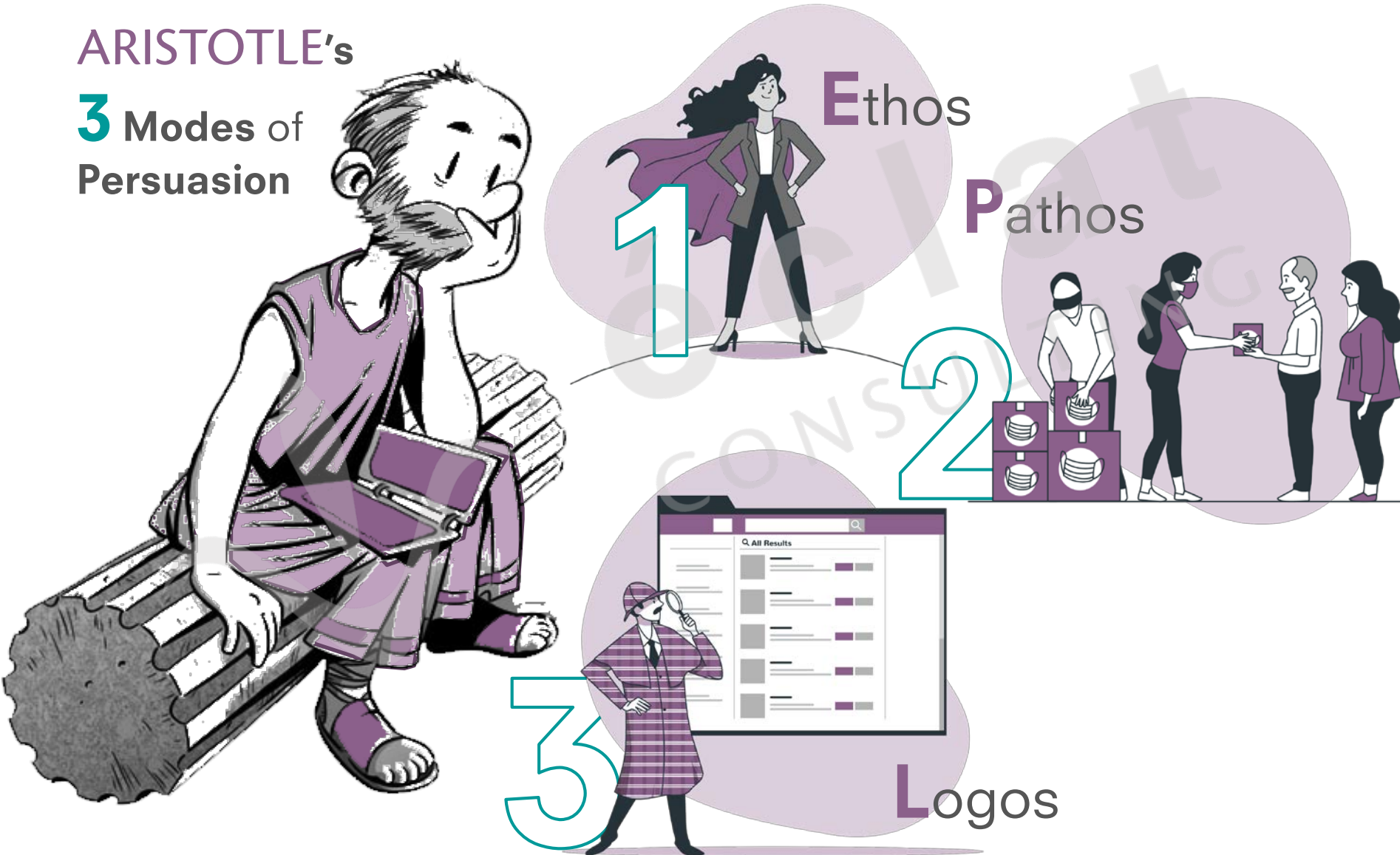


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# The ART and TECHNIQUE of PERSUASION

ARISTOTLE's

**3** Modes of Persuasion



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# Let's **RECAP!**

- ✓ Balancing **SCIENCE of MANAGEMENT** and **ART of LEADERSHIP**
- ✓ **BIOS**<sup>®</sup> triggers our different perceptions?



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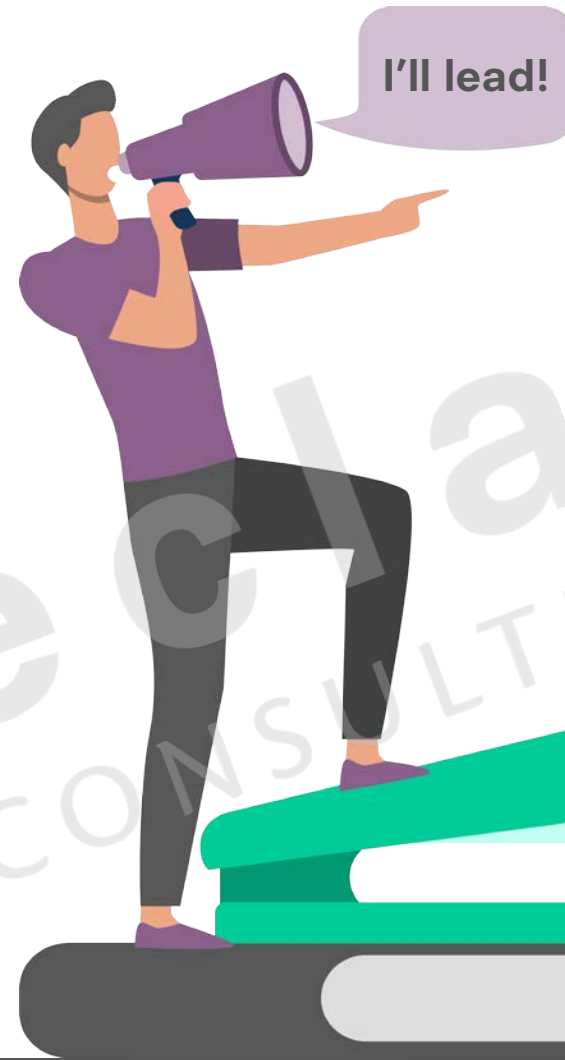


**WHY** leaders should engage their team members



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**WHAT** makes you an effective leader

“A general is just as **good** or just as **bad** as the troops under his command make him.”

**Douglas MacArthur,**  
Chief of Staff of the U.S. Army



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“LEADERSHIP:  
**The Art** of  
accomplishing more than  
the **science** of  
management says  
is possible.”

**Colin Powell,**  
the 12th Chairman of  
the U.S. Joint Chiefs of Staff



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“ING **Ngarso** SUNG Tulodo,  
ING **Madyo** MANGUN Karso,  
TUT **Wuri** Handayani.”

“Di depan menjadi teladan.

Di tengah membangun  
semangat/kehendak.

Di belakang memberikan  
dukungan/dorongan.”

**Ki Hadjar Dewantara,**  
Father of Education of Indonesia



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ING **Ngarso** SUNG Tulodo

“Memberikan **contoh** anti gratifikasi dengan **mengembalikan** seluruh pemberian apapun sebagai bentuk **suap**, dengan tujuan agar kasus orang tersebut **tidak dilanjutkan** ke **pengadilan.**”

**Hoegeng Imam Santoso**



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ING **Madyo** MANGUN Karso

“Mampu **membangkitkan semangat** masyarakat Surabaya dan ikut **berperang** melawan Belanda pada pertempuran 10 November 1945.”

**Bung Tomo (Sutomo)**



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TUT **Wuri Handayani**

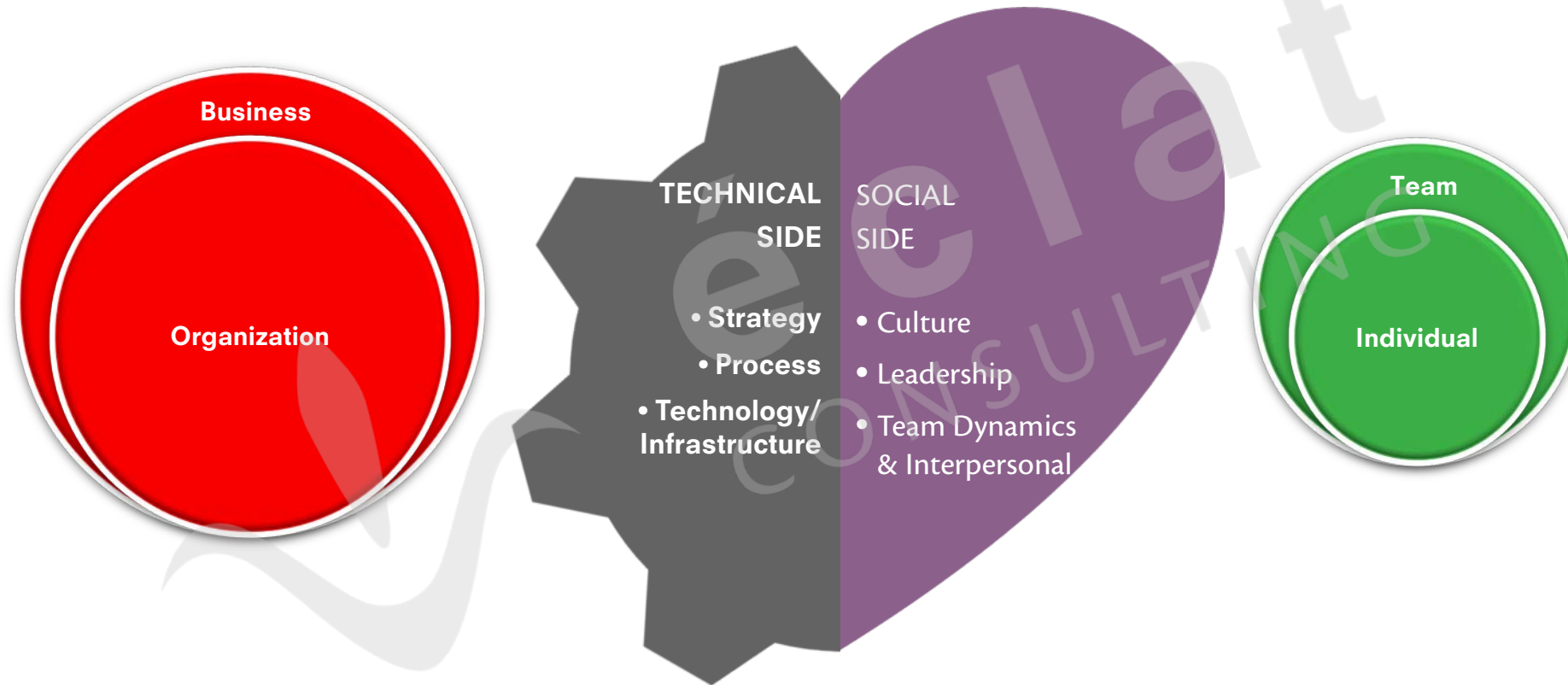
“**Mendorong** bangsa Indonesia untuk **berjuang** dalam mempertahankan **kemerdekaan** Indonesia terhadap kembalinya penjajah Belanda setelah proklamasi kemerdekaan.”

**Dr. Ir. H. Soekarno**



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## Two Sides of **ORGANIZATION**



We need to **balance**  
the **technical** and **social** sides

# 4 TENETS<sup>®</sup> OF VIABLE ORGANIZATION



Sun Tzu

孫子兵法



UNITY



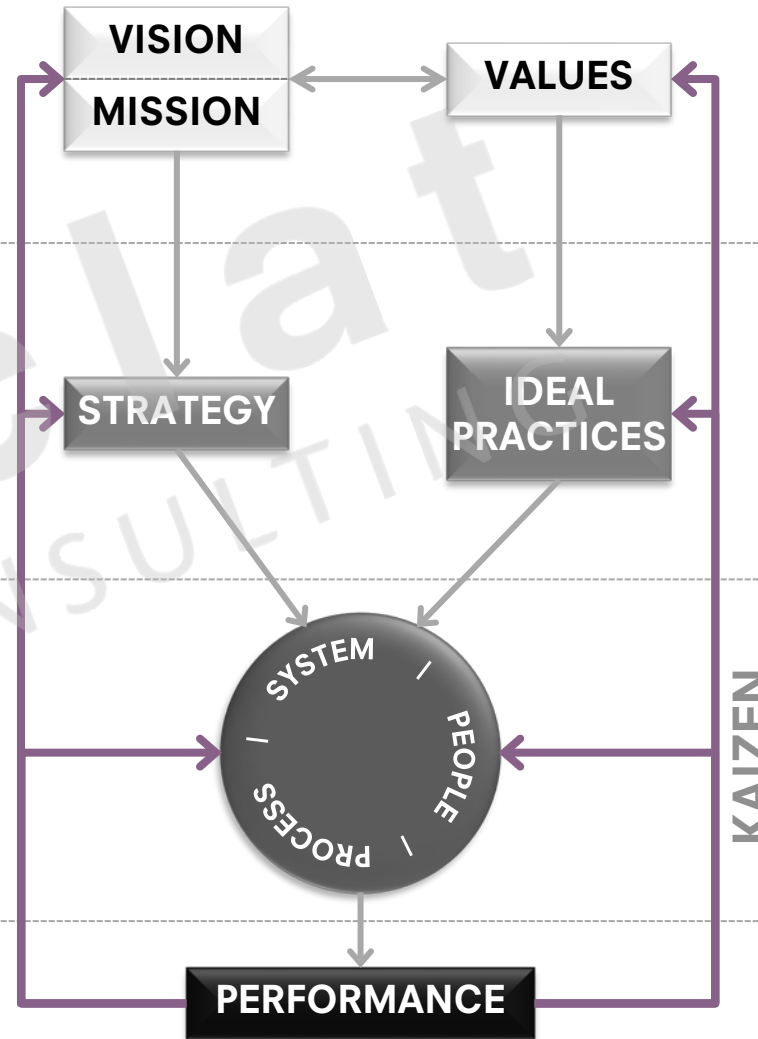
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CAPABILITY



SYNERGY



*Stakeholders' Loyalty*

*Financial Robustness*

*Human Capital Prowess*

*Productivity Excellence*



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# 4 TENETS® OF VIABLE ORGANIZATION



Sun Tzu

孫子兵法



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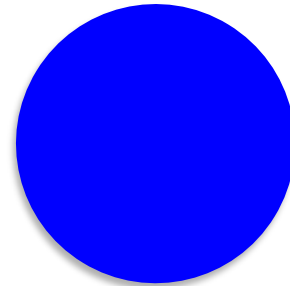
LEAD WITH **INNOVATION**



FOCUS



CAPABILITY



SYNERGY



LEAD TO **COMPLETION**



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# 4 TENETS® OF VIABLE ORGANIZATION



Sun Tzu

孫子兵法



UNITY



FOCUS



LEAD WITH

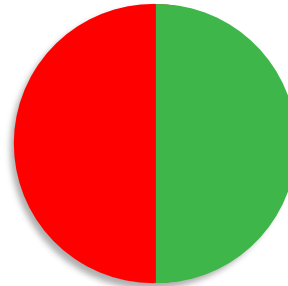
**DETERMINATION**

LEAD THROUGH

**COLLABORATION**



CAPABILITY



SYNERGY



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“A dream written down  
with a date becomes  
**a GOAL.**

A goal broken down  
into steps becomes  
**a PLAN.**

A plan backed  
by **ACTION**  
makes your  
**dreams come true.”**

**Greg Reid,**  
Award Winning Author,  
Speaker and Filmmaker

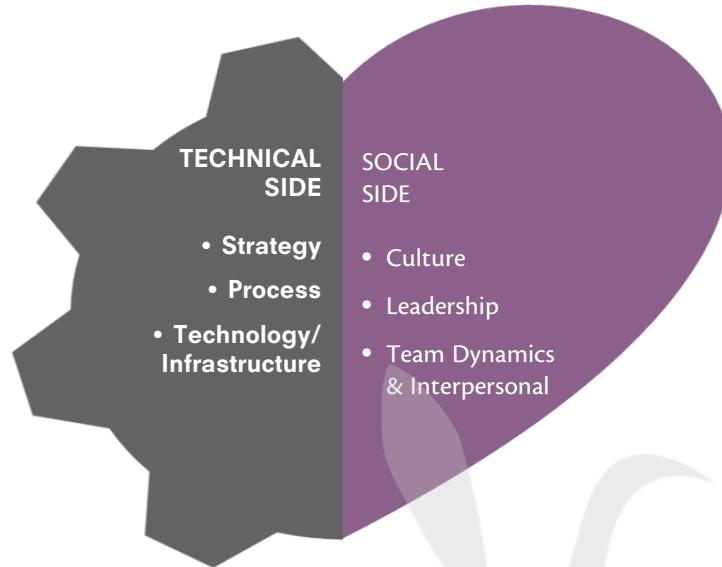


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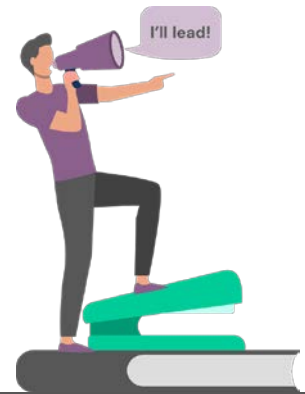


# Let's **RECAP!**

## Two Sides of **ORGANIZATION**



- LEAD WITH **INNOVATION**
- LEAD TO **COMPLETION**
- LEAD WITH **DETERMINATION**
- LEAD THROUGH **COLLABORATION**



**WHAT** makes you an effective leader



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**HOW** leaders align strengths of team members

**MANAGER**

**LEADER**

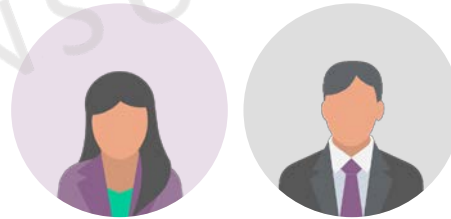


Know

Know

**THE JOB**

**THE PERSON**



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# Know **THE JOB**



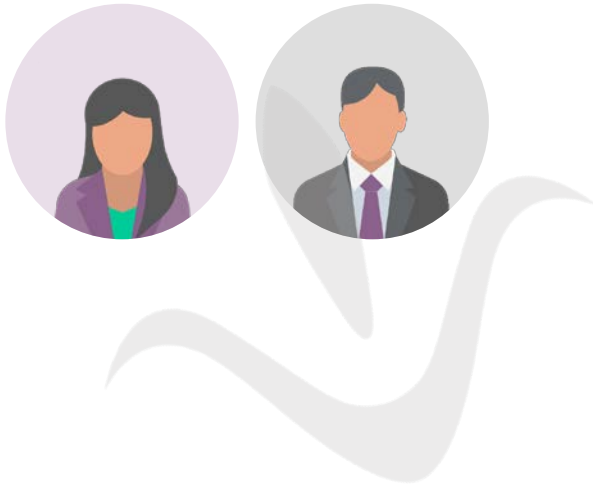
- Key positions;
- Required competency;
- Interaction model: one-man job or team;
- Requires support/collaboration of other work units;
- Duration of work;
- The length of time to feel the benefits (immediately or takes time);
- Performance measurement.



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Know

## THE PERSON



- Characters & traits;
- Motivation & principles (personal values);
- Talent & work experience;
- Competency: knowledge, skills & attitude;
- Demographics (gender, age/generation, length of work, ethnicity);
- Personal information (family, hobby, health).



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# Right **MAN** at the right **JOB**

**MANAGER**

**LEADER**

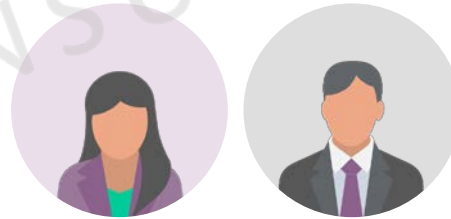


Know

Know

**THE JOB**

**THE PERSON**



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LEAD WITH  
**DETERMINATION**  
**MANAGER**

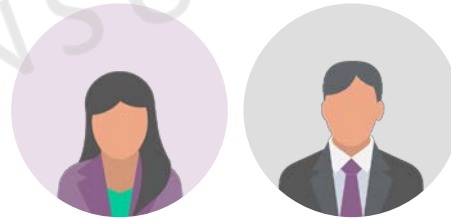


LEAD THROUGH  
**COLLABORATION**  
**LEADER**



Know  
**THE JOB**

Know  
**THE PERSON**



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**CALIPER Personality & Competency Assessment**



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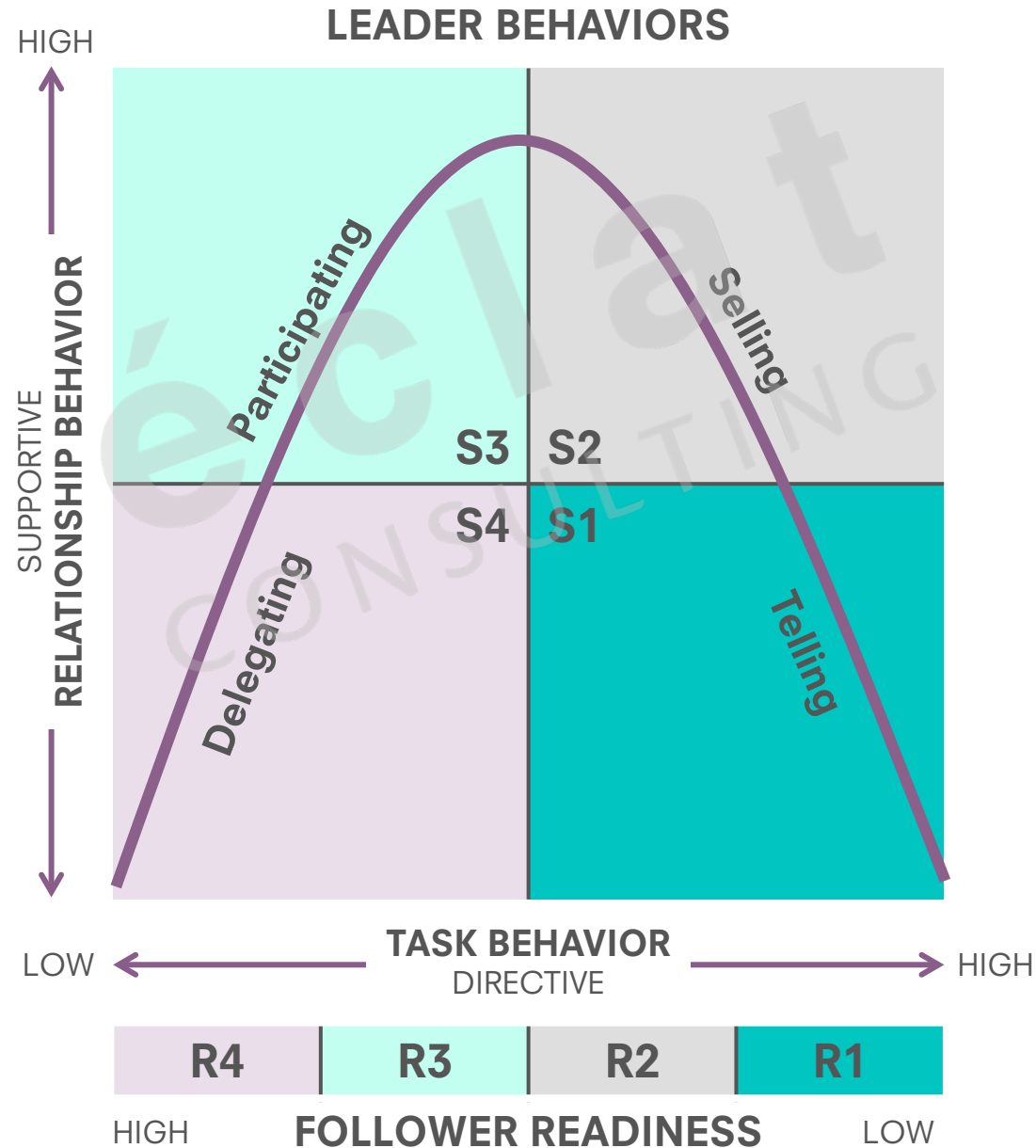


# Situational LEADERSHIP



## Paul Hersey

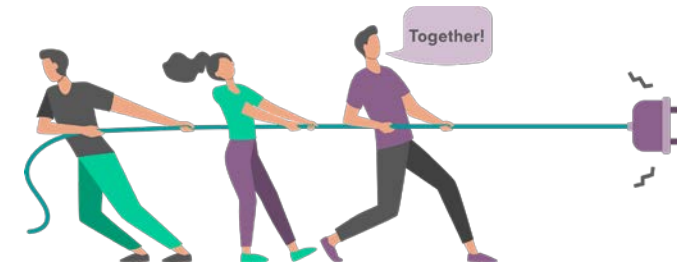
Behavioral scientist and entrepreneur  
Distinguished Professor of Leadership Studies at Nova Southeastern University.



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# Let's **RECAP!**

- ✓ **LEADERSHIP** is **ALIGNMENT** of **STRENGTH**.
- ✓ **LEADERSHIP STYLE** need to be **ADJUSTED** to fit with **FOLLOWER READINESS**.



**HOW** leaders align strengths of team members



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