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Futuristic Leadership Through PEKA Analysis Approach

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Abstract: The conditions of global competition are getting tougher today and the condition of the world globally is experiencing dynamic changes that are unpredictable, full of uncertainty, complexity, and ambiguity. The focus of this research is to explain what factors are the most dominant influencing the success of a future leader. This study uses a qualitative approach. Observations and literature studies are used to explain the theories related to the factors that determine the success of a leader in by using the PEKA analysis approach. PEKA analysis itself is a modification of the MST analysis approach in innovation thinking (Yoga Djohan, 2021)

Keywords: PEKA analysis; Strategic Management; Futuristic Leadership

INTRODUCTION

The world of the global business condition today is very dynamic and full of uncertainties. High and relentlessly continuous pressure, a very massive change from conventional platforms to the technological era. Technology become a crucial role in every aspect of human life. As we know many businesses have had switched to technology-based businesses. The world of education is one that has changed drastically. All offline-based businesses are soon turning into the era of digitalization to survive. This of course is not as easy, every slightest change requires us humans to adapt, through the adaptation and adoption the only way that we can follow the changing effectively and efficiently. As we know, there are many businesses has collapse due to affect by the covid 19 pandemic. We are now facing the new business world that have influence by many factor that we need to one by one identification.

The way to save the businesses, employees and assets is every business should be change and adaptation form old models or ways of business to the new era and digitalize. Through the changing of our old culture and model of business from know it all to learn it all.

Due to business conditions that are completely volatile, uncertain, dynamic changes, ambiguity, business need a future leader to conduct it. Leaders who have a good work ethic, empathy, good attitude and relationships and dare to make decisions. This research modifies and updates the material presented by Prof. Ir. Djohan Yoga, M.Sc., Ph.D. in several seminars entitled MST Innovation Thinking.

LITERATURE REVIEW

PEKA analysis

This PEKA analyst adopted the MSTset theory presented by Prof. Ir. Drs. Djohan Yoga, M.Sc. MOT, Ph.D is an analysis that can be applied in dealing with a condition or development of global conditions today in order to form a futuristic future leader. PEKA Analysis Consists of Mindset, Empathy, Expertise and Tools. (Yoga Djohan, 2021)

Strategy Management

According to Thomas Wheelen et al (2010) in (Ardiawati, 2019) Strategic management is a series of managerial decisions and activities that determine the success of the company in the long term. These activities consist of the formulation of strategic planning, organizing, implementation and evaluation.

According to Bambang Haryadi (2003) in (Ardiawati, 2019) management strategy is a process designed systematically by management to formulate strategies, execute strategies and evaluate strategies in order to provide the best values for all customers to realize the vision of the organization SWOT analysis

Futuristic Leadership

Emma O'Brien and Phillipa Robertson, in their journal "Future leadership competencies: from foresight to current practice," mention that changing business challenges require different leadership skills (Purnomo & Saragih, 2016)

Future orientation is an effort to anticipate a promising future. As stated by Elizabeth B Hurlock (1981) a leader begins to think seriously about the needs of the future. Leaders also begin to pay great attention to the various fields of life that they will live.

According to G Thrommsdorf (1983) Future orientation is a complex motivational cognitive phenomenon, namely the anticipation and evaluation of the future self in its interaction with the environment. Meanwhile, according to Nurmi (1991), future orientation is closely related to expectations, goals, standards, plans, and strategies for achieving goals in the future. Cognitive schema provides an individual picture (a leader) of things that can be anticipated in the future both about himself and his environment, or how a leader is able to deal with changing contexts of various complex activities in the future. (Purnomo & Saragih, 2016).

METHODS

This study uses a qualitative approach by explaining theories related to the dominant factors that influence the success of a leader in the future. The analytical tool used in this study is the PEKA analysis.

DISCUSSION

According to Hersey and Blanchard in (Chaniago, 2017) "A leader is someone who can influence other people or groups to perform maximum performance that has been set in accordance with organizational goals". In a simpler perspective, Morgan (1996: 156) suggests three kinds of leadership roles which he calls "3A", namely: alighting (igniting workers' spirits with individual goals), aligning (combining individual goals with organizational goals so that everyone is headed in the same direction). allowing (gives workers the freedom to challenge and change the way they work).

VUCA is an acronym for Volatility, Uncertainty, Complexity, Ambiguity. The term appeared in Warren Bennis and Burt Nanus' leadership theory in 1987, which was later used in military leadership training at the US Army War College to describe the rapidly changing political-security situation of the 1990s, from the Soviet collapse to the Gulf War.

- Volatility. The world is changing fast, turbulent, unstable, and unpredictable. No one can predict that 2020 will be the worst year for almost all business sectors in the world.
- Uncertainty. The future is full of uncertainty. History and past experiences are no longer relevant to predicting probabilities and what will happen.
- Complexity. The modern world is more complex than ever. Problems and consequences are more layered, intertwined, and influence each other. The external situation facing business leaders is increasingly complicated.
- Ambiguity. The business environment is increasingly confusing, unclear, and difficult to understand. Every situation can give rise to many interpretations and perceptions.

The old ways or old leadership theories are obsolete and can't be used anymore, experts are starting to look for what kind of leaders can meet or match these fast-paced, modern and digitalized conditions.

Slow, overly cautious and ineffective leadership was soon abandoned and replaced by modern ways that were completely new to the business world.

New era leadership management must have the ability to analyse the skills that must be possessed in managing a business by identifying current situations and conditions that are volatile, unstable and rapidly changing, uncertain, complex, or ambiguous.

PEKA's analysis of future effective leadership has the following dimensions:

1. **Pola Pikir** (Mindset)

To be able to face and conquer today's business conditions, a future leader must and is obliged to have an open mindset with insight and views. Because in everyday life we usually meet with two kinds or types of thinking patterns of a person, among others:

- Open (open minded and visionary)
- Closed (Not growing)

This can be seen the difference in looking at a condition or problem.

Table 1. The difference between open and closed mind sets in the following conditions:

Condition	Open	Close
• New Chalange	• Accept	• Ignore
• Obstacle	• Stay	• Give up
• Effort	• Chalange	• Useless
• Critic	• Free Information	• Personal attack
• Other Success	• Inspiration	• Rival

The above information are explained, that we can see that there is a very significant differences between the two mindset and its will affect the success of a future leader

2. **Empati** (Empathy)

Future leaders must think and feel others felling and must place their position as subordinates or consumers, so that they can think and feel what the problems are for others by hearing and seeing a lot, so that they can create a solution or solve the problem for each situation.

3. *Keahlian* (Skills)

Future leaders are very obliged to have a series of knowledge and experience so that they have expertise in creative and critical thinking. Creative can create what is needed while critical can analyse and solve the problem.

4. *Peralatan* (Tools)

The tool needed to conquer conditions of volatility, uncertainty, complexity, and ambiguity is design thinking which refers to the ability to always innovate to adapt the every policy to relevant business conditions.

Innovation is needed to solve a problems and improve the quality of products, processes and people.

CONCLUSIONS

1. To deal with any uncertain and volatile business conditions, a future leader with a growing mindset is needed, open minded and visionary and open to insight and views.
2. Future leaders must have a sharp sensitivity to every condition or problem faced by subordinates, consumers and everyone associated with the company. In fact they will always put themself in the position of the people around them or feel what the problems faced by others.
3. A series of knowledge and experience is crucial for a future leader to have in achieve creative and critical thinking is the key in creating and analysing and finding solutions to various problems faced.
4. Design thinking that is oriented to the ability to innovate in every condition faced will make future leaders able to adjust the conditions or situations they face because they are always innovating or in other words, they have the right weapons to deal with different opponents.

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