

Success in Leadership



Sharing Experience and Lesson Learned

Arwin Rasyid

- Founder & Chairman TEZ Capital Group (2015–sekarang)
- CEO Danamon (2000-2003), CEO Telkom (2005-2007), CEO CIMB Niaga (2008-2015)
- Wakil Direktur Utama BNI (2003-2005), Wakil Ketua Badan Penyehatan Perbankan Nasional - BPPN (2000), Wakil Direktur Utama Bank Niaga (1997-1998)

Disampaikan dalam *Talent Acceleration Program Batch 3, Classical Leadership Orientation*, Bank BTN—yang diselenggarakan Lembaga Pengembangan Perbankan Indonesia (LPPI)—Jakarta Selatan, 23 Mei 2023, bertema: *Visionary Leadership*

Definisi *Leadership* dan 3 (tiga) *leadership issues* yang akan selalu dihadapi para pemimpin perusahaan...

1

Leadership is
the capacity
to translate
vision into
reality.

- Warren G. Bennis

1

CHALLENGES

2

EXECUTION

3

RESULTS

Lesson-Learned:

- *Success in Leadership is all about People.*
- Fokus seorang *Leader* adalah: *HUMAN not HIERARCHIES*
- Kisah Henry Ford memilih 1 dari 2 kandidat terbaik di sebuah restoran).

The DANAMON Story. Kisah mengubah bank hasil merger dari situasi kritis menjadi tumbuh sehat...

2

CHALLENGES

Moral Karyawan Rendah, karena:

- PHK Massal (15000-an Karyawan (53.6%)
- Masa Depan Perusahaan Tidak Menentu
- Tutup 559 Cabang (54.3%) & 600 ATM (44.9%)

Perusahaan hadapi masalah keuangan dan hukum:

- Kredit Macet dan NPL Tinggi (66%, 1998)
- Menghadapi Gugatan Pailit
- Baru mendapat dana rekapitalisasi

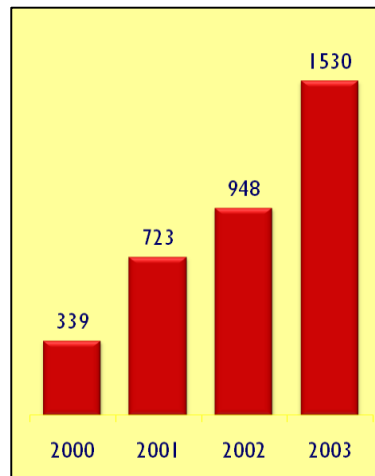
Lesson-Learned:

- **BE PART OF A WINNING TEAM**
- **BE ADAPTIVE.**

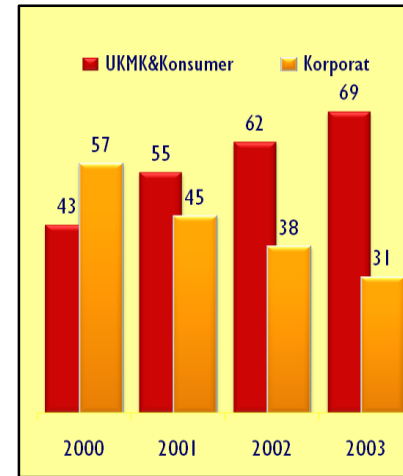
"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change." – Charles Darwin, Scientist

RESULTS

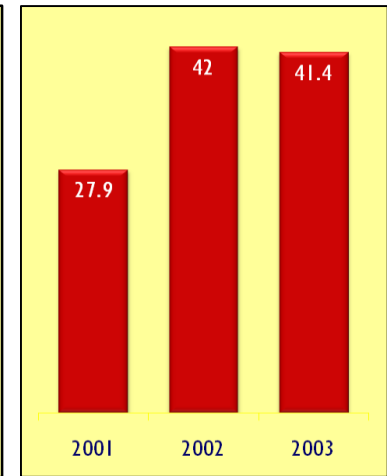
Laba Bersih (Rp Milyar)



Pinjaman per-Sektor (%)



Dana Murah vs DPK (%)



Nama Bank

PERINGKAT Service Excellence

	2001	2002	2003
Bank Danamon	12	2	1
Bank Niaga	1	1	2
Bank Mega	3	4	3
HSBC	2	3	4
Citibank	4	5	5

The TELKOM Story. Kisah melakukan *Value Creation* BUMN Telco menjadi perusahaan kelas dunia...

3

CHALLENGES

Merubah Budaya
Budaya
Customer-Centric:

- *Outward-Looking* vs *Inward-Looking*
- Transisi Era 2G ke 3G

Masuk Jajaran Fortune Global 500

Raih Market Cap USD 30 Bio (2005-2010)

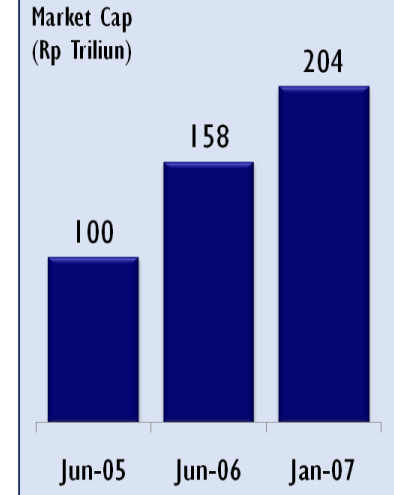
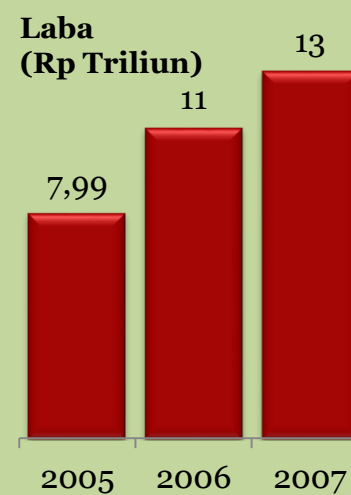
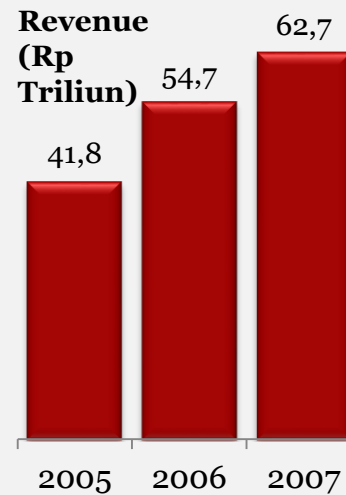
Bangun Fondasi Bisnis Digital (Triple Play)

Lesson-Learned:

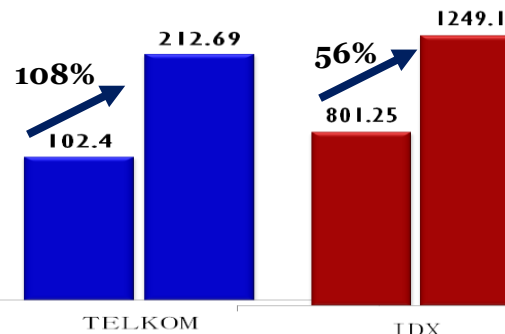
- **VALUE CREATION** adalah tugas utama setiap pemimpin perusahaan.
- **PARADIGM SHIFT** adalah fondasi dalam *Value Creation*.

"You don't get paid for the hour. You get paid for the value you bring to the hour" –Jim Ron.

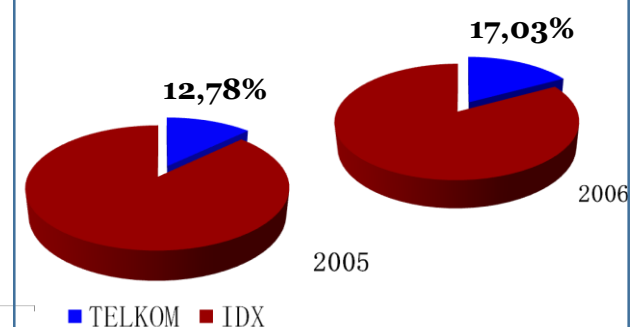
RESULTS



Kenaikan Market Cap TELKOM vs IDX tahun 2005-2006 (Rp Tio)



Prosentase Market Cap TELKOM vs IDX tahun 2005-2006:



To be part of a Winning Team dan sukses dalam Value Creation, diperlukan 3 (tiga) Traits of a Leader...

4

The most important ingredient of leadership is character. Most of the proficiencies can be learned, but what's inside you is something that's difficult to change.

Jesse Robredo

1

VISION

2

COMPETENT

3

CHARACTER

LEADERSHIP

IS A POTENT COMBINATION OF
STRATEGY AND CHARACTER.

BUT IF YOU MUST BE WITHOUT ONE,
BE WITHOUT THE STRATEGY.

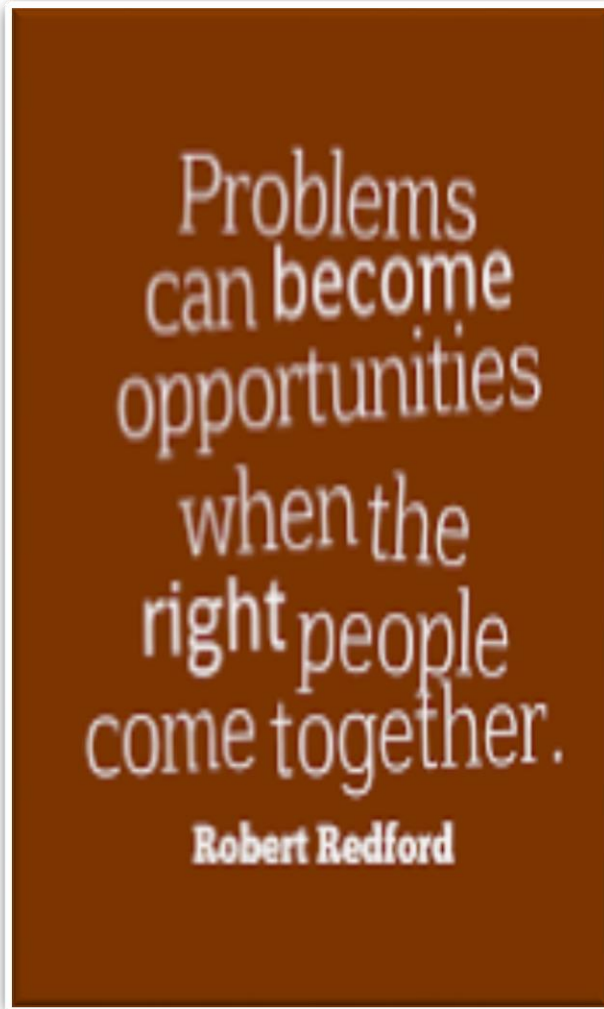
- NORMAN SCHWARZKOPF

Lesson-Learned:

- VISI memberi *Clarity* dan Inspirasi
- KOMPETENSI mendorong Kinerja Ekselen
- KARAKTER membangun *Trust*. *Trust* adalah fondasi kepemimpinan.

Ketiadaan *TRUST* dapat memicu rangkaian masalah dan menjadi penyebab utama *The Dysfunctions of Team...*

5



“To Create The Winning Team, We Must Understand and Identify The Dysfunctions of Team”—Patrick Lencioni

Semua *Leaders* memerlukan “*compass*” untuk capai tujuan dan perkuat karakter kepemimpinan...

6

**A GOOD LEADER HAS A
COMPASS IN THEIR
HEAD AND A MAGNET IN
THEIR HEART**

HOWARD G HENDRICKS

You have to follow your moral
compass: it's a good guide...[to]
what is right and wrong.
Cailee Spaeny

- *Good Leader is a Good Follower.* Jika Atasan lebih Pintar, Belajar darinya. Jika Tidak lebih Pintar, Bantulah!
- Kejar Prestasi dan Kontribusi, bukan Posisi.
- Dahulukan Komitmen daripada Loyalitas.
- Loyalitas ke Perusahaan, bukan Atasan.
- *No Hard Feeling. Put Your Heart in a Right Place.*
- Pilih “Tidur Enak” daripada “Makan Enak”
- Pilih “What is right” daripada “What is profitable”
- *Be like a “Sponge” : Stay Hungry, Stay Foolish.*
- *You Don't Know What You Don't Know. Be Humble.*
- *Trust, Respect and Open Communication.*
- Hindari Virus 3C: *Critics, Complaint, Compare.*

Setiap orang, termasuk pemimpin, memerlukan disiplin dalam menjalani *Life Balance*...

7

“Never get so busy making a living that you forget to make a life.”

Dolly Parton

The key is not to prioritize what's on your schedule, but to schedule your priorities.

— STEPHEN COVEY



Porsi *Life Balance* setiap Orang Berbeda.
Perlu Porsi Optimal!

Setiap *Leader* perlu menyadari bahwa setiap orang punya “Time Zone”-nya sendiri...

8

**"THE TWO MOST
POWERFUL
WARRIORS ARE
PATIENCE AND TIME."**

—Leo Tolstoy, *War and Peace*

Everyone has his own Time Zone...
Some become successful at the age of 21 and some at the age of 50...
And, the definition of success also differs from Man to Man...
Achievement of certain desired thing, may be success to someone but, for someone else that may not be the limit.. and the definition of success...
So trust your own Time Zone and abilities to become successful of your kind...

“Don't compare your life to others. There's no comparison between the sun and the moon. They shine when it's their time...”— Anonymous

Thank You



Arwin Rasyid

Tempat, Tanggal : Lahir: Roma-Italia, 22 Januari 1957
 Hobi : Membaca, Golf, Berburu
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PENDIDIKAN

1980 : Sarjana Ekonomi – Universitas Indonesia
 1981 : Master of Arts – University of Hawaii, USA
 1982 : Master in Business Administration – University of Hawaii, USA

PENGALAMAN ORGANISASI di Universitas Indonesia

2003 – 2006 : Ketua Umum ILUNI FEB UI
 2007 : Best Alumni Award, FEB UI.
 1977 – 1978 : Wakil Ketua Dewan Mahasiswa UI bidang Hub. Luar Negeri
 1976 : Ketua AISEC UI
 1982 : Wakil Ketua PERMIAS (Perhimpunan Mahasiswa Indonesia–AS), Hawaii Chapter.

PENGALAMAN PROFESSIONAL

2021 - Sekarang: Presiden Komisaris PT Leading Vision Otomotif (ATPM Volvo)
 2021 - Sekarang: Presiden Komisaris PT Cita Rasa Arora (Romano Gelato)
 2016 - Sekarang: Presiden Komisaris PT Sarana Gadai Prioritas
 2015 - Sekarang: Founder & Chairman TEZ Capital Group
 2008 - 2015 : Presiden Direktur PT Bank CIMB Niaga Tbk
 2005 - 2007 : Presiden Direktur PT Telekomunikasi Indonesia Tbk
 2003 - 2005 : Wakil Presiden Direktur PT Bank Negara Indonesia Tbk
 2000 - 2003 : Presiden Direktur PT Bank Danamon Tbk
 2000 - 2000 : Wakil Ketua BPPN
 1997 - 1998 : Wakil Presiden Direktur PT Bank Niaga Tbk
 1994 - 1998 : Direktur PT Bank Niaga Tbk
 1992 : Presiden Direktur PT Niaga Factoring Corporation

PENGALAMAN AKADEMIK di Universitas Indonesia

1980 – 1999 : Staf Pengajar FE-UI, Asisten Dosen
 1976 - 1980 : Staf Peneliti di LPEM UI

PELATIHAN EXECUTIVE

Insead – Paris, Perancis
 Harvard – Boston, USA
 Wharton – Philadelphia, USA
 IMD – Lausanne, Perancis

KARYA PUBLIKASI (BUKU, dalam 2 bahasa)



BISNIS RETAIL

