

**Developing Leadership Systems Inside University Using Jim Collins Method [Good to Great]: People Management Development to Face ASEAN Economic Community in Indonesia**

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**ABSTRACT**

Good to great method by Jim Collins is already used by the management in some business area to improve their companies' performance. On the other hand, it is interesting to apply the method in non-profit organizations, including universities. Most companies realize that human resource development plays a crucial role in facing the dynamic, rapidly changing environment. University stands as a support system to equip people the competencies needed to contribute positively to the organizations they work for. As we all know, AEC (ASEAN Economic Community) forces every country, especially those in ASEAN, to think and reevaluate their support system in hope of increasing their bargaining power, especially in term of competencies. Education becomes the main drive to develop personal character as one of the important competencies. The aim of this literature study is to apply the method in the universities, as non-profit organizations in order to bring about quality improvement in regards of the lecturers, students and the support system as a whole.

Keywords: Good to great method, human resource development, literature study

**1. INTRODUCTION**

ASEAN economic integration in form of free trade among ASEAN countries has been established with the agreement of all member states. The formation of the single market, namely the ASEAN Economic Community (AEC) allows one country to sell goods and services easily to other countries across Southeast Asia so the competition will be more intense. The competition brings ideas to improve the competitiveness of each country, including one of the factors that drive the wheel system, the individual human character. Moreover, education becomes the main thing to develop individual's characters as one of the essential competencies. As stated by Iana Justine Vea C. Cale, et.al. (2017.) in their paper: The Lucas Paradox and the Human Capital Resource Curse in Philippines, Indonesia, Malaysia, Thailand and Singapore, "The quality of education a worker has attained is the most marketable in the eyes of the investors. The more skilled you are,

the more likely an employer would hire you (Hanson II, 1996)". Therefore, as a fresh graduate, every student should be ready to walk into the "real world" and to give their contribution in business practice. On the other hand, still, there are some gap in competencies between graduated student output (refer to the final GPA) and their real contribution. Business practice has a perception that graduated student just has a moderate level in their readiness for an AEC's labor market. This perception is supported in paper wrote by Woranat Sangmanee (2017) titled: Knowledge and Attitude towards the Readiness for AEC Labour Market of Graduate Students at King Mongkut's Institute of Technology Ladkrabang. Education, including institutions such as the university, is one of the defended pillars from the invasion of current market conditions, also should consider the readiness of the university to advance, develop and improve existing systems. Furthermore the university is expected to develop a learning system that focuses not only on science, but also a system of learning development, especially about leadership.

This research is a literature study, which uses a method that comes from Jim Collins book "Good to Great". Good to great method has been used by the management of various business areas to improve organizational performance. Accordingly, this method can also be applied to non-for-profit organizations, such as universities. Application of this method will be presented to develop a system of leadership and learning at the university, including faculty, students and the system.

## 2. JIM COLLINS [ GOOD TO GREAT ] METHOD

Based on Jim Collins book, Good to Great, we can state that leaders who have three things: People who are discipline, who has discipline thought and discipline action should be great leaders. These three things must be viewed as a unity that cannot be separated each other.

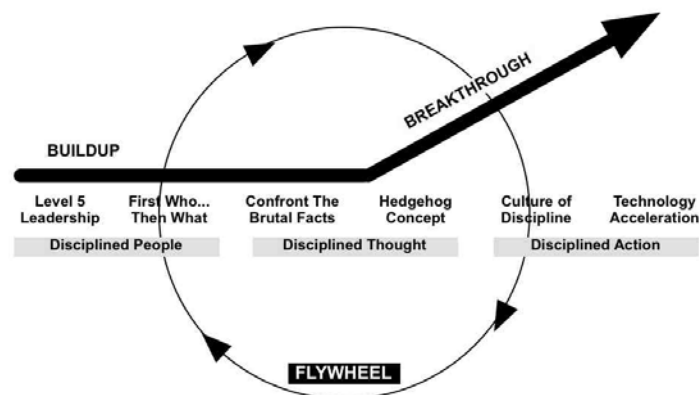


Figure1. Framework In the book Good To Great By Jim Collins

Source: <http://arlingtonplc.pbworks.com/w/page/28134893/Good%20to%20Great>; Access Date: 21 December 2015; Time: 06.00pm [1]

Broadly speaking, leadership studies can be grouped into three periods (Chemers; in Wren, 1995), namely: the period trait (trait period) in the 1910s until World War II, followed by a period of behavior (behavior period) at the beginning of the War world War II until the end of the 1960s, then the contingency period starting from the 1960s. The ideal leadership is the leadership that is in accordance with the conditions of their respective organizations.

Here are the quotations from Jim Collins Book:

Disciplined people: “Who” before “what”

Collins said that in fact, leaders of companies that goes from good to great do not start with “where” but with “who”. They stick with that discipline—first the people, then the direction—no matter how dire the circumstances. When it comes to getting started, good-to-great leaders understand three simple truths. First, if you begin with “who”, you can more easily adapt to a fast-changing world. Second, if you have the right people, you don’t need to worry about motivating them. The right people are self-motivated: Nothing beats being part of a team that is expected to produce great results. And third, if you have the wrong people, nothing else matters. You may be headed in the right direction, but you still won’t achieve greatness. Great vision with mediocre people still produces mediocre results.

Disciplined thought: Fox or hedgehog?

An ancient Greek parable distinguishes between foxes, which know many small things, and hedgehogs, which knows one big thing.

All good-to-great leaders, it turns out, are hedgehogs. They know how to simplify a complex world into a single, organizing idea—the kind of basic principle that unifies, organizes, and guides all decisions. That’s not to say hedgehogs are simplistic. Like great thinkers, who take complexities and boil them down into simple, yet profound, ideas (Adam Smith in the invisible hand, Darwin in evolution), leaders of good-to-great companies develop a Hedgehog Concept that is simple but that reflects penetrating insight and deep understanding.

In the journey from good to great, defining your Hedgehog Concept is an essential element. But insight and understanding don’t happen overnight—or after one off-site. On average, it took four years for the good-to-great companies to crystallize their Hedgehog Concepts. It was an inherently iterative process—consisting of piercing questions, vigorous debate, resolute action, and autopsies without blame—a cycle repeated over and over by the right people, infused with the brutal facts, and guided by the three circles.

Disciplined action: The “stop doing” list

We’ve all been told that leaders make things happen—and that’s true: Pushing that flywheel takes a lot of concerted effort. But it’s also true that good-to-great leaders distinguish themselves by their unyielding discipline to stop doing anything and everything that doesn’t fit tightly within their Hedgehog Concept.

Here is the leadership framework By Jim Collins :

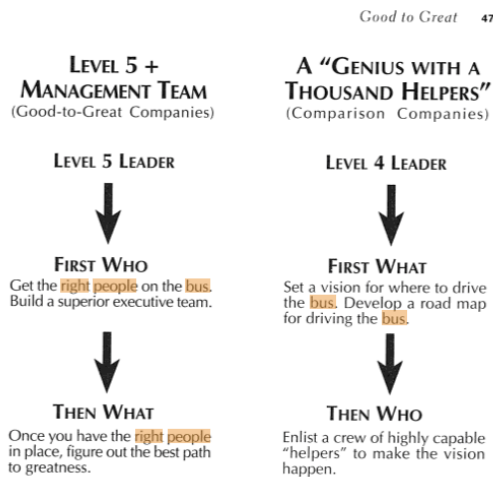


Figure 2. Leadership Framework By Jim Collins

Source: <http://nonprofitmindings.blogspot.co.id/2014/05/good-to-great-jim-collins-not-genius.html>; Access Date: 21 December'2015; Time: 06:30 pm

The highest level of the leadership framework proposed by Jim Collins separate two things , namely a leader who has a strong team that supports and also the leader of the only recourse.

Five levels of leadership can be described as follows:



Figure 3. Level 1-5 Leadership By Jim Collins

Source: <https://briangrimmerblog.wordpress.com/tag/jim-collins/>; Access Date: 21 December'2015; Time: 06:15 pm

**Leadership Level 1: Individual High Performance (High Capable Individual)**

Is a leader in making productive contributions through talent, knowledge, skills and good work habits (Good Work Habit).

**Leadership Level 2: The Team Members contributory (Contributing Team Member)**

A leader who contributes the individual's ability to achieve a common goal and work effectively with others in a team.

### **Leadership Level 3: Manager Reliable (Competent Manager)**

A leader who is able to manage people as a resource in the search for effective and efficient way to achieve the objectives that have been set.

### **Leadership Level 4: Effective Leader (Effective Leader)**

A leader who is able to increase commitment in the process to search for a clear and firm vision. Besides, encourage the formation of a higher standard performance.

### **Level 5 Leadership: Executive**

This leader is able to build greatness (Greatness) which continuously through a combination of personal and professional ambition simplicity.

Collins says business and social sectors do have significant differences, but they have more in common.

## **FINDINGS**

Some of the findings in the relevant literature Good to Great Method are written as follows:

Lee (2015) elaborated on the Enactus China, which is one example of the Good to Great user models to evaluate the operating system and to examine how Enactus China operates and becomes a non-profit organization that is growing. Enactus mission is to bring together the top leaders of today and tomorrow to create a better world, more sustainable through the positive power of business. Lee was use the Good to Great model to evaluate Enactus China and found that most of the findings in the framework is the empirical description that gives no clear standards for assessing an organization. And the lack of a particular index makes research more difficult to identify certain concepts such as personal humility and professional willingness to level 5 leaders. Culture of discipline proposed by Collins is a flexible concept and fails to provide unambiguous guidance in the management of the organization. When applying the Jim Collins of Good to Great models to evaluate Enactus China, it is difficult to match all the elements one by one. But there are some similarities at the operational level and quality of employees.

Matesson (2015) research the Librarians roommates similar with other professionals in fields such as education, law, and medicine, that face the constant challenge of keeping their current knowledge and skills in a field that is rapidly changing. The idea of moving from Good to Great applies to individuals, too, and is perhaps an apt metaphor for the need of management education for librarians. But for Library and Information Science education providers to more effectively meet the professions' need for continuing education management, more direct research is needed. This study examined librarians' perceptions of the need for continuing education in library management, soliciting input on the depth of knowledge needed and the value of that knowledge in the workplace.

Based on some of the literature, the use of methods of Good to Great is more to the field of management. The following will present the possibility of using the methods to faculty, students and support systems in a university.

## **3. JIM COLLINS ANALYSIS METHOD AT UNIVERSITY LEVEL**

The analogous for the processing organizations are to two-wheeled vehicles. A vehicle can run well, if the wheel has a proper round, with the right precision of gears, because it may cause a clash one another when there are only a few millimeters lacks.

There are three analyses for the university implementation:

In Figure 2, we can see that leadership must have a strong support from the people who were underneath, eq. a reliable team. Therefore, to achieve maximum results, first of all, the university should have lecturers who have high competencies, but competence here is not only based on the academic title, but also the experience. For example: it is not enough for lecturer to have completed their study on the level of Bachelor, Master and PhD, or even have the unusually high technical ability, but they are also required to have experience in the field. What happens if only one side is owned? Then the university will only have lecturers where Jim Collins said: "Genius 1000 helpers". [4]

In the Figure 3, we can see that there are 5 levels to reach the top position. This can be explained as follows: [5]; [6]; [7]

Level 1: Lecturers who have high ability. Someone who has talent, good work habits and experience in the field that he/she had.

Level 2: Lecturers who can contribute. Lecturers to contribute to the university in the form of the creation of a product and also to the community by creating something that can be used by the public.

Level 3: Lecturers who are competent. Lecturers are able to organize themselves effectively and efficiently so they can their maximum contribution to the university and the community. Furthermore, lecturers are able to have a proper cooperation with other lecturers.

Level 4: Lecturers who are effective. Lecturers become a catalyst, earnestly to achieve targets that would like to be accomplished in each semester, and also things of what can be a significant impact on students.

Level 5: Lecturer level 5. Lecturers are able to build an implemented vision into the university, especially students and communities. [8]

And the last, based on the pictures 1. We must be able to understand carefully: here, we can see: the discipline lecturer is influenced by two important things, namely: leadership level to 5 and Disciplined people: "Who" before "what". Then, lecturers have a disciplined mind, which means that lecturers are be able to focus himself/herself on their field and able to cooperate well with other lecturers. And the last one is a lecturer has a culture of discipline that can be transmitted to students as well as technology, the facility supported by the University in order to develop themselves. [9]; [10]

#### **4. JIM COLLINS METHOD IMPLEMENTATION ( GOOD TO GREAT ) AT THE UNIVERSITY**

It is very important to implement the method because it will increase the university's capacity to face the ASEAN Economic Community (AEC). In applying this method, a few things need to be changed, for example: Acceptably phase of faculty staff admission and student admission. It is not about the quantity renouncement and move on to the quality focus, but the balancing between quality and quantity. Based on the suggestion above, we propose a framework ass follow:

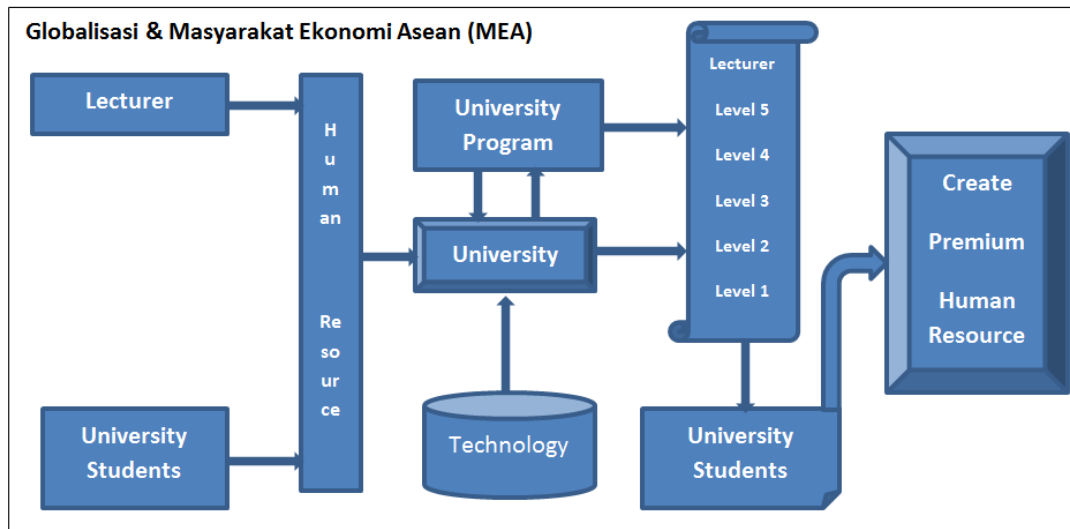


Figure 4. Framework Relationship Between University and Jim Collins [Good To Great] Framework- We named: "GU Framework" (Great University Method)

The first thing we need to consider very carefully is that the acceptance of professors and students become a very important factor that should be considered by the university. Collins said: First “Who”: Getting the right people on the bus. It means that organization should foster a superior executive team. Here we should be able to get professors, as a lecturer, who have not only high ability but also be accompanied by the experiences. Means: if a lecturer has the capability of Java Programming, then he/she should have an experience in the field-applying his/her ability into a national project. Furthermore, Collins said: Then “What”: Once you have the right people in the right place, think about the best ways to achieve greatness. That is, the university must develop lecturers, both in term of the ability and experience.

On the other hand, about the student: i.e. at the admission phase, we have to get the best students from favorite high school with a high ability. Is this possible? We say: It can and probably do! Why? It all depends on the policy of the university, whether focus on quality or quantity? The quality and quantity can be balanced; this will not be a big problem.

In the second phase, the university should have supporting programs such as entrepreneurship program, and other programs to support the development of faculty and student resources. Furthermore, laboratories, which must be supported by the advance facilities in order to provide adequate facilities for the development of students’: knowledge, projects, working with the assignments given, fast access to internet and so on. The second stage is very important, why? We will give a simple illustration: if we stand on one leg and then run, we will be troubled and will be hampered because it is very difficult to reach the finish line quickly, but if we use both of our legs and run, it will be easy, no matter how fast we run. At the end, the speed is determined by the goal of what we want to achieve.

After the university applied the things described above, the next is: the university should be undertake very hard, teachers should be able to reach level 5, if this is not possible (in certain cases), then the proportion maybe changed to 70% which has the ability to level 5; 20% ability at level 4; and 10% at level 1-3. But, we strongly recommend that the 10% at

level 1-3 are not get into categories that can survive in the globalization. The recommended proportions are: - 70% level 5 and 30% level 4. Why? Due to globalization, we need competent people. The explanation is as follows:

Collins said that the executive level 5 build an enduring greatness through a paradoxical mix of personal humility and willingness professionally, which means that the university should be able to support a lecturer who has humility in learning process to develop their selves. So, if we can pull something more details, that lecturers who have level 5 and level 4, they should be able to give effect to the students or have a large impact on the lives of students.

Lecturers should have three important things, which Collins said:

- People who are disciplined (discipline lecturers)
- Disciplined mind (lecturers focus on the field of interest, have experience in the field, not only the knowledge and title)
- Disciplinary action (lecturers doing personal development to develop the student as a next generation consistently)

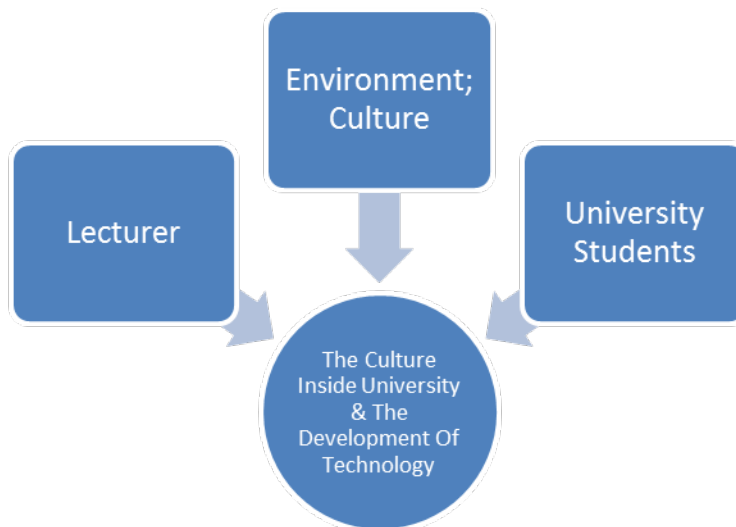


Figure 5. Effect of Culture and Environment of the University

Culture and environment have a tremendous influence on the application of the method in building the last level of what Collins said about “disciplinary action “. [11] One of the most important elements and the greatest challenge is: “Can culture can have a significant influence on the growth of education?” The answer is: yes, its influence can cause noises and damages to a system that has been created. In the application of this framework, the main thing that is important is a person must have a high level of discipline, where the ability to be disciplined is one element driving force in the development of good self. By the time a teacher discipline them selves and give their best, then the effect will be transmitted to the students. Thus there will be changes within the student, on one side of the tenured faculty to develop itself. Procurement framework can then be described as follows:



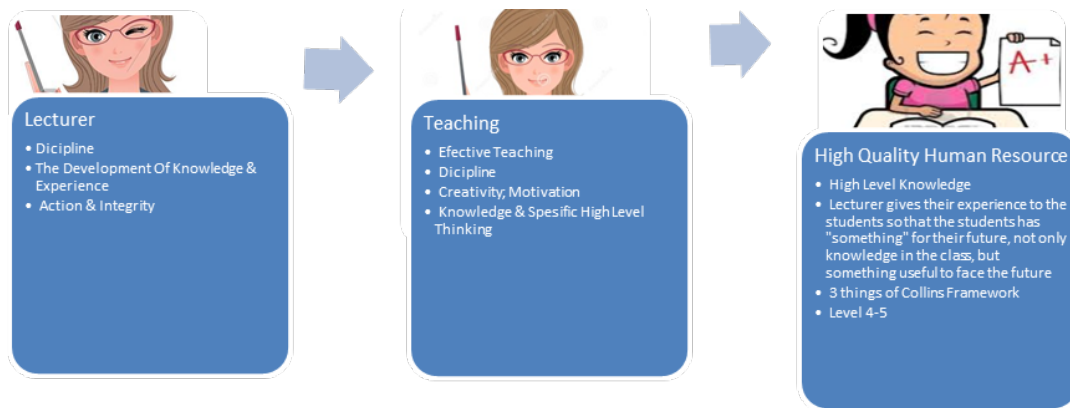


Figure 6. Process of Learning & Class the Best

The last process that can be described here is that leadership can be created with a high level of discipline, where discipline is the main capital to be able to develop their competencies.

## 5. CONCLUSIONS AND RECOMMENDATIONS

From the discussion above and the results obtained, we conclude and recommend several things as follows:

### 5.1 Conclusions

1. Jim Collins [Good To Great] Framework can be applied in the learning process at the university level, for example by applying the three things in the associated professor as a leader, namely: a disciplined person; disciplined mind (high knowledge and experience in the field); and disciplinary actions (integrity and moral conduct, ethics and facilities improvement supported by technologies, and cultural changes).
2. Lecturers should be able to reach level 5 in the leadership concept proposed by Jim Collins, in which the level 5's lecturer will be able to give the best things to the students and would be able to improve students' ability also to face the ASEAN Economic Community (AEC).
3. Universities and lecturers have to work together to support the learning process. In this case, there are some programs within the university that should be developed to help improve the quality of lecturers and students.

### 5.2 Recommendations

1. In order to apply method in the university, first, lecturers' acceptance should fit two conditions that cannot be negotiated, namely: having high knowledge and experience in the appropriate areas of expertise. Keep in mind that the high knowledge is not only the title but also the extensive knowledge both in general term and in the respective field.
2. There should be a cultures transformation within the university, that is: indiscipline culture. Major obstacles will occur upon the change you want to apply, it is because the leadership level 5 is the highest level that demands a change inside first and may impact the existing system. The system is system, but for a system to run well, persons should be changing and be changed.

3. Universities should consider adopting the system and programs that have been developed previously by some respected universities in the world, then, flexibly change it to be adapted to the existing cultures that exist in each university.

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