

Chapter 5

Conclusion & Recommendation

5.1. Conclusion

This study aggregated results from secondary and primary data on managerial leadership development outcomes from two prestigious organizations, PT. Ikan Dorang and PT. Human Capital Development. The content of the intervention had behavioral outcomes and human relations or general management content focus. In the study provided by the consultant, there appeared to be a trend toward multiple training technique, a blend of cognitive knowledge and behavior learning, and multiple evaluation techniques that included evaluation of coordinators, supervisors, and peers, along with self assessment.

This study was undertaken to understand the magnitude of effectiveness of managerial leadership development programs by outcomes subcategories and research design. However, it is important to note that relatively small number of observed result was not included in the next step due to ineffective content. These studies included many observable design of data procurement, which is then crosschecked cross functionally between companies to prove is merit. Moreover, sample size used within this study is 6 people that

is relatively small, which comprise of 4 coordinator level and 2 area sales manager level from PT. Ikan Dorang.

This chapter discusses the findings and conclusion of this analysis and compares the result that are found. Also presented in this chapter are the limitations of this research and implications on practice and future research.

5.2. Problem Statement

1. Across studies measuring financial outcomes, how effective is the specified managerial leadership development program?

Barling, Weber, and Kelloway (1996) found that transformational leadership training was effective for two aspects of branch-level financial performance. The criteria for measurement of effectiveness of the intervention was the number of personal loan sales and number of credit card sales taken from the region's regular records. These two variables were chosen as they were expected to be responsive to branch manager's transformational leadership, which would presumably raise employee expectations, clarify the mission and challenge assumptions about unproductive performance methods.

This intervention was found to be moderately effective since participants have display a significant change in behavior particularly during the post-interview in comparison to the pre-interview of the

research. Even though the financial data shows the least explanation in regards to the effectiveness of intervention, it helps a further extend of this study to assure the correctness of other result that was obtain during the research.

2. Across studies measuring expertise outcomes, how effective is the specified managerial leadership development program?

Systematic evaluation of training programs should include the impact of training upon changes in work behavior (Alliger & Janak, 1989; Faerman & Ban, 1993), as without this kind of pertinent information, managers have a limited understanding of training and make costly decisions based upon reaction-level information only. Thus, training outcomes should emphasize individual (and organizational) performance and not just learning. This analysis indicates that both trainers and participants are obviously making efforts to conduct evaluation beyond the reaction and learning levels to assess the performance of leaders and managers on the job.

From this analysis, it appears that there is a trend to more in programs with behavior outcomes, specifically those that shows a change between the post and pre intervention program. For instance, since the level of understanding of materials thought during the intervention program has significantly improved, the way participants handle and answered the interview has also change.

3. Across studies measuring knowledge outcomes, how effective is the specified managerial leadership development program?

This research indicated that learning outcomes remain a focus of managerial leadership development programs and that interventions with knowledge outcomes are highly effective. It would stand to reason that managerial ranks would know why they needed the information provided in training, and could understand why it would be of benefit to them in their own positions.

Also, it is important to compare and contrast the pre and post interview result which is cross-checked with any documents to assure the successfulness of finding the data that was obtain from both company.

5.3 Limitation of the Study

Despite the strength of this study, certain limitation to this research should be noted;

1. The result was only observed within a 4 weeks span, which only displays a short-term affect of the intervention program towards the participants. Effectiveness should be measure in the long run to ensure its potency and investment worth
2. Uneven reporting practices among researchers caused concern. For example, some studies that should have been

reported in this research are missing because of insufficient statistical analysis.

3. Some difficult-to-find studies were not included, particularly the involvement of PT. Human Capital Development documents and conference proceedings. However, it should be noted that a large number of significant data has already been included.
4. In this study, the participants were aware that their behavior was under scrutiny.

5.4 Recommendation

Most organizations sponsor leadership development programs for their managers and assume that such investments of time produce results. This research shows that organizations should feel comfortable that their managerial leadership development programs will produce substantial results, especially if they do the right development programs for the right people at the right time. For example, it is important to know if a six-week training session is enough or the right approach to develop new competencies that change managerial behaviors, or is it individual feedback from a supervisor on a weekly basis regarding job performance that is most effective?

This analysis indicates that a wide variety of formal training programs are occurring in organizations. But, it also shows that there

is a wide variance in the effectiveness of those programs. However, this is not surprising, especially because there is not one clear, concise, ubiquitous definition of leadership, and because leadership is complex and quite difficult to measure objectively. As a result, leadership development programs may incorporate leadership dimensions in the program design that are not appropriate for the organization.

Nevertheless, the overall aggregated effect sizes in this analysis are comforting. Training programs with expertise and system outcomes are effective, but most importantly, we can conclude that interventions that are intended to impart knowledge to the participants are highly effective and worthwhile. Therefore, the potential for gain from a managerial leadership development program is substantial, especially if it is the right program for the organization. However, the burden is on HRD professionals to determine the appropriate intervention for the organization and provide good leadership development experiences that produce the kinds of leaders that are needed to meet the strategic goals of the organization. Some training professionals have made great efforts conducting training needs assessments and creating favorable conditions for transfer of training.

Managerial leadership development programs should be designed to bring individuals from various levels and various units of the organization together to share their experiences and interpret information about the organization. Within this study, coordinators

and area sales manager are put on the same level to interact with each other and harness each other skill during each session.

It is important that organizations provide training programs with an organizational focus (both system and financial), focusing on strategic stewardship, visioning, and transformational leadership. But, equally as important, organizations must spend time evaluating the effectiveness of those interventions with system outcomes and report the findings so that other organizations learn from them on what is or what is not effective. This would entail HRD professionals taking the lead to develop evaluation instruments that effectively measure performance level outcomes.

What is often overlooked regarding training but must be considered is the cost to the organization of trainees in the classroom – the return on investment made by the training program. This is important as large sums of money are invested in managerial leadership development programs annually (Gibler, Carter, & Goldsmith, 2000). The cost for higher paid managers to be in a classroom, away from work to attend the training is substantial. While it is known that training programs are effective, organizations should do a cost analysis to determine the actual return on investment from training initiatives.

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Appendix 1

Semi Structured & Standardize Open-ended Interview Question for the Analysis of the Effectiveness of Managerial Leadership Program at PT. Ikan Dorang

KNOWLEDGE OUTCOMES – ENGLISH TEXT

Name :

Team: :

Position:

Question 1

Based on your experience and general knowledge, define what are leadership and its importance for you and your subordinates

Question 2

What role do you play in the organization based on your assigned job? Briefly describe your job description and your true reason for your existence in PT. Ikan Dorang

Question 3

Based on question 2, do you think you are a leader? If so list any responsibility or action a leader should have or do.

Question 4

List and describe any type of motivational leadership that you have used or learned during your lifetime. Out of all the ones that you have listed, which is best for PT. Ikan Dorang

Appendix 1

Question 5

When having a new subordinate, briefly describe and run down through the steps and method that you will take

Question 6

What is your most important external asset working in PT. Ikan Dorang? Why?

Question 7

If there are only this type of leadership; Transformational, Situational, and team style of leadership. Which of this suit you most? What do you based your answer?

Question 8

Is there any type of daily/weekly/monthly training that PT. Ikan Dorang supplements you for self-improvement? If there is any, describe what it is and how effective it is for you.

Appendix 2

Semi Structured & Standardize Open-ended Interview Question for the Analysis of the Effectiveness of Managerial Leadership Program at PT. Ikan Dorang

EXPERTISE OUTCOMES – ENGLISH TEXT

Name :

Team: :

Position:

Question 1

Briefly describe your job description. Based on the previous question, do you believe that you are an 'expert' at your job at PT. Ikan Dorang? If so why

Question 2

Based on your experience working in PT. Ikan Dorang, how many direct & indirect competitors does PT. Ikan Dorang have? List them

Question 3

Understanding the current situation of your working environment, financially, will you reach the target set by PT. Ikan Dorang? If yes/no, what measure or method that you will/already take to achieve the specified target?

Question 4

How many current customer (LA) that you have in PT. Ikan Dorang? Out of those current customers, which required extra customer service and why?

Appendix 2

Question 5

Based on your expertise and job experience, how many subordinates would you need to be optimally productive?

Question 6

In a working environment, we always face problems in different level of difficulty. In average (1 week), how many problems do you face that cannot be simply solved (takes more than 1 day to solve)? Why?

Question 7

State all the product and price of PT. Ikan Dorang

Appendix 3

Semi Structured & Standardize Open-ended Interview Question for the Analysis if the Effectiveness of Managerial Leadership Program at PT. Ikan Dorang

KNOWLEDGE OUTCOMES – INDONESIAN TEXT

Name :

Team: :

Position:

Question 1

Berdasarkan pengalaman dan pengetahuan anda , definisikan apa itu ;kepemimpinan’ dan pentingnya untuk anda dan bawahan anda.

Question 2

Peran apa yang anda mainkan di dalam PT. Ikan Dorang berdasarkan job description anda? Jelaskan secara singkat deskripsi pekerjaan Anda dan alasan yang benar untuk keberadaan anda di PT . Ikan Dorang

Question 3

Berdasarkan pertanyaan nomor 2 , apakah anda melihat diri sendiri sebagai seorang pemimpin? Jika iya, jelaskan tanggung jawab dan tindakan seorang pemimpin yang harus dimiliki atau dilakukan.

AQuestion 4

Jelaskan dan deskripsikan setiap jenis ‘Motivational Leadership’ yang telah anda gunakan atau pelajari selama hidup anda. Berdasarkan jawaban anda, jenis ‘Motivational Leadership’ apa yang paling cocok didalam area/bidang anda.

Appendix 3

Question 5

Ketika memiliki bawahan baru , jelaskan secara singkat langkah-langkah dan metode yang anda ambil untuk mendidik bawahan baru tersebut

Question 6

Jelaskan dengan singkat aset eksternal terpenting di PT . Ikan Dorang berdasarkan bidang anda.

Question 7

Jika hanya ada jenis kepemimpinan ; Transformasional , Situasional , dan Tim leadership. Jenis kepemimpinan yang mana yang paling cocok dengan anda. Jelaskan mengapa.

Question 8

Apakah ada jenis latihan harian/mingguan/ bulanan yang di sediakan oleh PT . Ikan Dorang untuk perbaikan diri ? Jika ada , jelaskan apa itu dan seberapa efektif itu untuk anda .

Appendix 4

Semi Structured & Standardize Open-ended Interview Question for the Analysis of the Effectiveness of Managerial Leadership Program at PT. Ikan Dorang

EXPERTISE OUTCOMES – INDONESIAN TEXT

Name :

Team: :

Position:

Question 1

Secara singkat, jelaskan 'job description' anda. Menurut jawaban anda, apakah anda merasa sudah menjadi seorang yang 'Expert' dalam pekerjaan anda di Ikan Dorang? Jelaskan

Question 2

Berdasarkan pengalaman anda bekerja di PT. Ikan Dorang, berapa banyak competitor langsung yang anda punyai? Silahkan sebutkan sebanyak mungkin

Question 3

Berdasarkan situasi external maupun internal di pekerjaan anda, secara finansial, apakah anda akan mencapai target yang sudah ditetapkan oleh manajemen PT. Ikan Dorang bulan ini? Jika iya/tidak, metode apa yang anda sudah/akan ambil untuk mencapai target?

Question 4

Berapa banyak LA (langganan aktif) yang anda pegang di area anda? Berdasarkan pertanyaan sebelumnya, berapa banyak langganan yang membutuhkan 'service' lebih dan kenapa?

Appendix 4

Question 5

Berdasarkan keahlian dan pengalaman kerja anda, berapa banyak bawahan yang anda butuh untuk bekerja secara optimal di area anda?

Question 6

Jelaskan dengan singkat pengalaman anda dalam menghadapi pelanggan yang berpotensi tetapi sangat susah untuk didapatkan. Berdasarkan pertanyaan sebelumnya, metode dan pendekatan apa yang anda gunakan? Apakah mereka effective.

Question 7

Sebutkan semua product Ikan Dorang dan Harganya.

Appendix 5

Semi Structured & Standardize Open-ended Question for the Analysis of the Effectiveness of Managerial Leadership Program at PT. Ikan Dorang

KNOWLEDGE OUTCOMES – (ANSWER)

Question 1

Based on your experience and general knowledge, define what are leadership and its importance for you and your subordinates

- There are many literature that exist on the concept of leadership in which leadership researchers believe that this it is a factor that can really make a difference any type of entity (Bass 1990).
- Lohman (1992) defined leadership as “the formulation of vision, developing a climate of trust within the organizations, and empowering others”.
- Koontz and O’Donnell (1955) regarded leadership as “the activity of persuading people to cooperate in the achievement of common objective”.
- Furthermore, Collins (2002) indicated that leadership is also defined as a process whereby individual influence group of individuals to achieve a shared goal or commonly desired outcomes.

Question 2

What role do you play in the organization based on you assign job? Briefly describe your job description and your true reason for your existence in PT. Ikan Dorang

- Marketing Coordinator (Based on PT. Ikan Dorang HRD): Provides project management and administrative support, assists with marketing operations and sales support as assigned by the

Appendix 5

Marketing Team. Works independently on special projects according to agreed timelines and special requests.

DK1 - Modern Market

DK2 – HOREKA (hotel, restaurant, office)

DK3 – Traditional Market

DK4 - Industrial Cooking Oil

- ASM & A.ASM (Based on PT. Ikan Dorang HRD):

Area Sales Managers handle the sales activities in particular locations under their jurisdiction. They build client relationships and often communicate with them. These managers are experts in understanding the sales market and trends. They are excellent negotiators and communicators.

Area Sales Managers receive very lucrative salaries. They also attract benefits such as insurance, pension, healthcare, petrol, uniform, meal and other allowances. As many other sales professional these Sales Managers receive commissions and bonuses as well.

Question 3

Based on question 2, do you think you are a leader? If so list any responsibility or action a leader should have or do.

Question 4

List and describe any type of motivational leadership that you have used or learned during your lifetime. Out of all the you that you have listed, which is best for PT. Ikan Dorang

Transformational

- Idealized influence / charismatic : mimic

- Inspirational motivation / inspiring : provide meaning and understanding
- Individualized consideration : know difference to provide support (mentoring, coaching)
- Intellectual stimulation : expand follower ability (innovative and be creative)

Power Influence

Appendix 5

- Leadership based on r/s between people rather than ability
- Leaders see the network of interaction
- Leadership and followership based on flow of power
- Effectiveness based on amount of power leader have and how they exercise it.

Situational

- No single best style (Hersey 1970)
- Adapt their style to the maturity (capacity to set high but attainable goal) of follower

Team -> Global Team

- Focus in defining team direction and organizing to contribute in team effectiveness
- Characteristic
 1. High integration between individual action (unique, synchronization, coordination)
 2. Perform at the highest level of standard (ever-changing ex-environment) technology
 3. Nature & culture of team.

Trait Approach

- Search for characteristic and traits
 - Individual can be assumed to be a particular type, describable species to a set of characteristic
 - Focus on leaders as their primary leadership characteristic

Style Approach

- Focusing on identifying leaders behavior
 1. Democratic: open and collegial style of running a team
 2. Autocratic: leader control everything
 3. Laissez-Faire: hands off (only effective when individual highly skilled)
- He believes that situational is the best approach based on the quote 'you adapt to survive'
- He also believes that in the business world today, is not about being the best but rather being the most efficient and who can last the longest

Appendix 5

Question 5

When having a new subordinate, briefly describe and run down through the steps and method that you will take

Question 6

What is your most important external asset working in PT. Ikan Dorang? Why?

- Based on mission and vision of company & executive, the answer is CUSTOMER.

Question 7

If there are only this type of leadership; Transformational, Situational, and team style of leadership. Which of this suit you most? What do you based your answer?

- Answer based on PT. Human Capital Development

DK1- Triwayudi:

DK2- Indayani:

DK3- Suheriyanto:

DK4- Siswoyo:

ASM- Hong Oei:

A.ASM- Koesdiantoro:

Question 8

Is there any type of daily/weekly/monthly training that PT. Ikan Dorang supplements you for self-improvement? If there is any, describe what it is and how effective it is for you.

1. Morning Meeting
2. Daily counseling and briefing
3. Monthly briefing and strategy alignment with coordinator and sales of marketing department
4. Owner joint-call / on-the-job experience
5. ASM/A.ASM joint-call / on-the-job experience
6. Weekly evaluation with sales & Coordinator (LHS)

Appendix 5

7. Weekly evaluation with Owner & Coordinator
8. Trimester evaluation with all marketing department (LK & LP & DK)
9. Trimester evaluation with all PT. Ikan Dorang department
10. Seminars and Training program funded by PT. Ikan Dorang

Appendix 6

Semi Structured & Standardize Open-ended Question for the Analysis of the Effectiveness of Managerial Leadership Program at PT. Ikan Dorang

EXPERTISE OUTCOMES – (ANSWER)

Question 1

Briefly describe your job description. Based on the previous question, do you believe that you are an 'expert' at your job at PT. Ikan Dorang? If so why

- Marketing Coordinator (Based on PT. Ikan Dorang HRD):

Provides project management and administrative support, assists with marketing operations and sales support as assigned by the Marketing Team. Works independently on special projects according to agreed timelines and special requests (PT. Human Capital Development)

DK1 - Modern Market

DK2 – HOREKA (hotel, restaurant, office)

DK3 – Traditional Market

DK4 - Industrial Cooking Oil

- ASM & A.ASM (Based on PT. Ikan Dorang HRD):
Area Sales Managers handle the sales activities in particular locations under their jurisdiction. They build client relationships and often communicate with them. These managers are experts in understanding the sales market and trends. They are excellent negotiators and communicators.

1. Formulate strategies and plans
2. Plan to ensure achievement of divisional and personal target
3. Provide guidance of sales advisors daily
4. Manage, develop, coach, control and motivate sales force
5. Manage sales advisor team to ensure target are reach
6. Recruit new staff into team focusing on competencies

Appendix 6

Area Sales Managers receive very lucrative salaries. They also attract benefits such as insurance, pension, healthcare, petrol, uniform, meal and other allowances. As many other sales professional these Sales Managers receive commissions and bonuses as well.

Question 2

Based on your experience working in PT. Ikan Dorang, how many direct & indirect competitors does PT. Ikan Dorang have? List them

- Look at improvement and % change of each person during post and pre interview
- Revise the correctness of direct and indirect competitor product brand.

Question 3

Understanding the current situation of your working environment, financially, will you reach the target set by PT. Ikan Dorang? If yes/no, what measure or method that you will/already take to achieve the specified target?

- Answer:

DK-1: 87%

DK-2: 77%

DK-3: 81%

DK-4: 80%

Question 4

How many current customer (LA) that you have in PT. Ikan Dorang? Out of those current customers, which required extra customer service and why?

- Answer:

DK-1: 97 customers

DK-2: 238 customers

DK-3: 176 customers

DK-4: 320 customers

Total DK: 831 customers

Appendix 6

Question 5

Based on your expertise and job experience, how many subordinates would you need to be optimally productive?

- Optimal number (based on HRD & Executives)
DK-1: 2 MD + 1 Salesperson+ 1 Coordinator
DK-2: 2 Salesperson + 1 Coordinator
DK-3: 3 Salesperson + 1 Coordinator
DK-4: 1 Salesperson + 1 Telemarketer + 1 Coordinator

Question 6

In a working environment, we always face problems in different level of difficulty. In average (1 week), how many problems do you face that cannot be simply solved (takes more than 1 day to solve)? Why?

- The correct answer will be based on their ability to answer the question logically
- Confidence in answering question

Question 7

State all the product and price of PT. Ikan Dorang

- Based on appendix for each area

**CDI - Effective People Management
March 2016****Name: Triwahyudi DK I****Post-Quiz****Time Limit: 30 Minutes**

- **DO NOT open the quiz booklet until you are told to begin. You should write your name and section number at the top and read the instruction.**

- Organize your work, in a reasonably neat and coherent way, in the space provided. If you wish for something not to be marked, please strike it out neatly

- You may use any results from class or text, but you must site the result you are using. You must prove everything else

Part	Points	Score
1	50	29
2	50	42
Total	100	71

- You may use the text, class notes and/or any notes and study guides you have created. You may use a calculator. You may not use a cellphone or computer
- When you have completed your test, hand it in and go have a great weekend!
- There is a single bonus problem at the end of the quiz. It should be best to work first on the main quiz as this problem is only worth 5 points and will be marked strictly.

**CDI - Effective People Management
March 2016****Name: Indayani DK II****Post-Quiz****Time Limit: 30 Minutes**

- **DO NOT open the quiz booklet until you are told to begin. You should write your name and section number at the top and read the instruction.**

Part	Points	Score
1	50	38
2	50	37
Total	100	75

- Organize your work, in a reasonably neat and coherent way, in the space provided. If you wish for something not to be marked, please strike it out neatly
- You may use any results from class or text, but you must site the result you are using. You must prove everything else
- You may use the text, class notes and/or any notes and study guides you have created. You may use a calculator. You may not use a cellphone or computer
- When you have completed your test, hand it in and go have a great weekend!
- There is a single bonus problem at the end of the quiz. It should be best to work first on the main quiz as this problem is only worth 5 points and will be marked strictly.

CDI - Effective People Management
March 2016

Name: Suheriyanto DK III
Post-Quiz
Time Limit: 30 Minutes

- **DO NOT open the quiz booklet until you are told to begin. You should write your name and section number at the top and read the instruction.**

Part	Points	Score
1	50	33
2	50	37
Total	100	70

- Organize your work, in a reasonably neat and coherent way, in the space provided. If you wish for something not to be marked, please strike it out neatly
- You may use any results from class or text, but you must site the result you are using. You must prove everything else
- You may use the text, class notes and/or any notes and study guides you have created. You may use a calculator. You may not use a cellphone or computer
- When you have completed your test, hand it in and go have a great weekend!
- There is a single bonus problem at the end of the quiz. It should be best to work first on the main quiz as this problem is only worth 5 points and will be marked strictly.

CDI - Effective People Management
March 2016

Name: Siswoyo DK V

Post-Quiz

Time Limit: 30 Minutes

- **DO NOT open the quiz booklet until you are told to begin. You should write your name and section number at the top and read the instruction.**

Part	Points	Score
1	50	27
2	50	41
Total	100	68

- Organize your work, in a reasonably neat and coherent way, in the space provided. If you wish for something not to be marked, please strike it out neatly
- You may use any results from class or text, but you must site the result you are using. You must prove everything else
- You may use the text, class notes and/or any notes and study guides you have created. You may use a calculator. You may not use a cellphone or computer
- When you have completed your test, hand it in and go have a great weekend!
- There is a single bonus problem at the end of the quiz. It should be best to work first on the main quiz as this problem is only worth 5 points and will be marked strictly.

**CDI - Effective People Management
March 2016****Name: Hong Oei DK ASM
Post-Quiz
Time Limit: 30 Minutes**

- **DO NOT open the quiz booklet until you are told to begin. You should write your name and section number at the top and read the instruction.**

Part	Points	Score
1	50	47
2	50	39
Total	100	86

- Organize your work, in a reasonably neat and coherent way, in the space provided. If you wish for something not to be marked, please strike it out neatly
- You may use any results from class or text, but you must site the result you are using. You must prove everything else
- You may use the text, class notes and/or any notes and study guides you have created. You may use a calculator. You may not use a cellphone or computer
- When you have completed your test, hand it in and go have a great weekend!
- There is a single bonus problem at the end of the quiz. It should be best to work first on the main quiz as this problem is only worth 5 points and will be marked strictly.

CDI - Effective People Management
March 2016**Name: Koesdianto A.ASM DK**
Post-Quiz
Time Limit: 30 Minutes

- **DO NOT open the quiz booklet until you are told to begin. You should write your name and section number at the top and read the instruction.**

- Organize your work, in a reasonably neat and coherent way, in the space provided. If you wish for something not to be marked, please strike it out neatly
- You may use any results from class or text, but you must site the result you are using. You must prove everything else

Part	Points	Score
1	50	41
2	50	43
Total	100	84

- You may use the text, class notes and/or any notes and study guides you have created. You may use a calculator. You may not use a cellphone or computer
- When you have completed your test, hand it in and go have a great weekend!
- There is a single bonus problem at the end of the quiz. It should be best to work first on the main quiz as this problem is only worth 5 points and will be marked strictly.

**CDI - Effective People Management
March 2016****Name: Triwahyudi DK I
Pre-Quiz
Time Limit: 30 Minutes**

- **DO NOT open the quiz booklet until you are told to begin. You should write your name and section number at the top and read the instruction.**

Part	Points	Score
1	50	21
2	50	33
Total	100	54

- Organize your work, in a reasonably neat and coherent way, in the space provided. If you wish for something not to be marked, please strike it out neatly
- You may use any results from class or text, but you must site the result you are using. You must prove everything else
- You may use the text, class notes and/or any notes and study guides you have created. You may use a calculator. You may not use a cellphone or computer
- When you have completed your test, hand it in and go have a great weekend!
- There is a single bonus problem at the end of the quiz. It should be best to work first on the main quiz as this problem is only worth 5 points and will be marked strictly.

**CDI - Effective People Management
March 2016****Name: Indayani DK II****Pre-Quiz****Time Limit: 30 Minutes**

- **DO NOT open the quiz booklet until you are told to begin. You should write your name and section number at the top and read the instruction.**

Part	Points	Score
1	50	33
2	50	13
Total	100	46

- Organize your work, in a reasonably neat and coherent way, in the space provided. If you wish for something not to be marked, please strike it out neatly
- You may use any results from class or text, but you must site the result you are using. You must prove everything else
- You may use the text, class notes and/or any notes and study guides you have created. You may use a calculator. You may not use a cellphone or computer
- When you have completed your test, hand it in and go have a great weekend!
- There is a single bonus problem at the end of the quiz. It should be best to work first on the main quiz as this problem is only worth 5 points and will be marked strictly.

**CDI - Effective People Management
March 2016****Name: Suheriyanto DK III
Pre-Quiz
Time Limit: 30 Minutes**

- **DO NOT open the quiz booklet until you are told to begin. You should write your name and section number at the top and read the instruction.**

Part	Points	Score
1	50	24
2	50	28
Total	100	52

- Organize your work, in a reasonably neat and coherent way, in the space provided. If you wish for something not to be marked, please strike it out neatly
- You may use any results from class or text, but you must site the result you are using. You must prove everything else
- You may use the text, class notes and/or any notes and study guides you have created. You may use a calculator. You may not use a cellphone or computer
- When you have completed your test, hand it in and go have a great weekend!
- There is a single bonus problem at the end of the quiz. It should be best to work first on the main quiz as this problem is only worth 5 points and will be marked strictly.

**CDI - Effective People Management
March 2016****Name: Siswoyo DK V****Pre-Quiz****Time Limit: 30 Minutes**

- **DO NOT open the quiz booklet until you are told to begin. You should write your name and section number at the top and read the instruction.**

Part	Points	Score
1	50	18
2	50	34
Total	100	52

- Organize your work, in a reasonably neat and coherent way, in the space provided. If you wish for something not to be marked, please strike it out neatly
- You may use any results from class or text, but you must site the result you are using. You must prove everything else
- You may use the text, class notes and/or any notes and study guides you have created. You may use a calculator. You may not use a cellphone or computer
- When you have completed your test, hand it in and go have a great weekend!
- There is a single bonus problem at the end of the quiz. It should be best to work first on the main quiz as this problem is only worth 5 points and will be marked strictly.

**CDI - Effective People Management
March 2016****Name: Hong Oei DK ASM
Pre-Quiz
Time Limit: 30 Minutes**

- **DO NOT open the quiz booklet until you are told to begin. You should write your name and section number at the top and read the instruction.**

Part	Points	Score
1	50	38
2	50	23
Total	100	61

- Organize your work, in a reasonably neat and coherent way, in the space provided. If you wish for something not to be marked, please strike it out neatly
- You may use any results from class or text, but you must site the result you are using. You must prove everything else
- You may use the text, class notes and/or any notes and study guides you have created. You may use a calculator. You may not use a cellphone or computer
- When you have completed your test, hand it in and go have a great weekend!
- There is a single bonus problem at the end of the quiz. It should be best to work first on the main quiz as this problem is only worth 5 points and will be marked strictly.

CDI - Effective People Management
March 2016

Name: Koesdianto A.ASM DK
Pre-Quiz
Time Limit: 30 Minutes

- **DO NOT open the quiz booklet until you are told to begin. You should write your name and section number at the top and read the instruction.**

Part	Points	Score
1	50	27
2	50	39
Total	100	66

- Organize your work, in a reasonably neat and coherent way, in the space provided. If you wish for something not to be marked, please strike it out neatly
- You may use any results from class or text, but you must site the result you are using. You must prove everything else
- You may use the text, class notes and/or any notes and study guides you have created. You may use a calculator. You may not use a cellphone or computer
- When you have completed your test, hand it in and go have a great weekend!
- There is a single bonus problem at the end of the quiz. It should be best to work first on the main quiz as this problem is only worth 5 points and will be marked strictly.

Appendix 19

CDI - Effective People Management Quiz Result Summary

March 2016

Name	Position	Area	Pre-Quiz Score	Post-Quiz Score	Improvement(+)/Decline(-)
Hong Oei	ASM	DK	61	86	25%
Koesdianto	A.ASM	DK	66	84	18%
Indayani	Coordinator	DK2	46	75	29%
Suheriyanto	Coordinator	DK3	52	70	18%
Triwahyudi	Coordinator	DK1	54	71	7%
Siswoyo	Coordinator	DK4	52	68	18%

Week 1
Appendix 20

Name	Area	Effective Call			%	EC % Increase/week	LA			%	LA % Increase/week	Budget Distribution			%	BD % Increase/week
		Target	Real				Target	Real				Target	Real			
Tri Wahyudi Prasetyo	DK1	230	30		13%	13%	97	29	30%	30%	14677	3092		21%	21%	
Indayani	DK2	780	113		14%	14%	238	104	44%	44%	66123	7998		12%	12%	
Suheriyanto	DK3	470	44		9%	9%	176	43	24%	24%	14744	1162		8%	8%	
Siswoyo	DK4	635	84		13%	13%	320	71	22%	22%	118301	12989		11%	11%	

Week 2

Name	Area	Effective Call			%	EC % Increase/week	LA			%	LA % Increase/week	Budget Distribution			%	% Increase/week
		Target	Real				Target	Real				Target	Real			
Tri Wahyudi Prasetyo	DK1	230	52		23%	10%	97	48	49%	20%	14677	6675		45%	24%	
Indayani	DK2	780	283		36%	22%	238	161	68%	24%	66123	20234		31%	19%	
Suheriyanto	DK3	470	158		34%	24%	176	122	69%	45%	14744	3886		26%	18%	
Siswoyo	DK4	635	148		23%	10%	320	117	37%	14%	118301	23183		20%	9%	

Managerial Leadership Intervention Program - March 2016

Week 3

Name	Area	Effective Call			%	EC % Increase/week	LA			%	LA % Increase/week	Budget Distribution			%	% Increase/week
		Target	Real				Target	Real				Target	Real			
Tri Wahyudi Prasetyo	DK1	230	95		41%	19%	97	84	87%	37%	14677	10230		70%	24%	
Indayani	DK2	780	452		58%	22%	238	229	96%	29%	66123	33321		50%	20%	
Suheriyanto	DK3	470	185		39%	6%	176	142	81%	11%	14744	5918		40%	14%	
Siswoyo	DK4	635	267		42%	19%	320	173	54%	18%	118301	47104		40%	20%	

Week 4

Name	Area	Effective Call			%	EC % Increase/week	LA			%	LA % Increase/week	Budget Distribution			%	% Increase/week
		Target	Real				Target	Real				Target	Real			
Tri Wahyudi Prasetyo	DK1	230	119		52%	10%	97	96	99%	12%	14677	12260		84%	14%	
Indayani	DK2	780	457		59%	1%	238	240	101%	5%	66123	39333		59%	9%	
Suheriyanto	DK3	470	266		57%	17%	176	204	116%	35%	14744	9231		63%	22%	
Siswoyo	DK4	635	345		54%	12%	320	197	62%	8%	118301	57608		49%	9%	

Week 5

Name	Area	Effective Call			%	EC % Increase/week	LA			%	LA % Increase/week	Budget Distribution			%	% Increase/week
		Target	Real				Target	Real				Target	Real			
Tri Wahyudi Prasetyo	DK1	230	136		59%	7%	97	97	100%	1%	14677	12700		87%	3%	
Indayani	DK2	780	600		77%	18%	238	256	108%	7%	66123	50831		77%	17%	
Suheriyanto	DK3	470	316		67%	11%	176	230	131%	15%	14744	11872		81%	18%	
Siswoyo	DK4	635	443		70%	15%	320	229	72%	10%	118301	94234		80%	31%	

Appendix 20

Name	Area	Δ EC before Intervention	Δ EC after Intervention	Δ LA before Intervention Program	Δ LA after Intervention Program	Δ BD before Intervention Program	Δ BD after Intervention Program
Tri Wahyudi Prasetyo	DK1	23%	29%	49%	50%	45%	39%
Indavanti	DK2	36%	23%	68%	33%	31%	28%
Suheryanto	DK3	34%	23%	69%	47%	26%	37%
Siswoyo	DK4	23%	31%	37%	25%	20%	29%

Appendix 20

Name	Area	EC Achieved by end of Month	>80%	LA Achieved by end of Month	>80%	BD Achieved by end of Month	>80%
Tri Wahyudi Prasetyo	DK1	59%	NO	100%	YES	67%	YES
Indavanti	DK2	77%	NO	108%	YES	77%	NO
Suheryanto	DK3	67%	NO	131%	YES	81%	YES
Siswoyo	DK4	70%	NO	72%	NO	80%	YES

Appendix 21

Effective People Management – A Training Program Proposal (PT. Human Capital Development Indonesia CDI)

Reason for Program

- Improving leadership
- Improving ability to do 'mapping' for subordinates
- Improving coaching ability towards subordinates
- Improving motivation ability through counseling

Knowledge

- Types of subordinates
- Business communication towards people & customer

Skill:

- Motivational leadership
- Improving KPU
- Mapping for subordinates
- Coaching and counseling
- Situation Leadership

Attitude

- Positive mental state
- Pro-active

Run-Down day 1

1. Understanding the dynamicity of sales force & customer
 - a. Discussing the r/s between salesman and customer
 - b. Expectation of customer towards salesman and organization
2. Advice and responsibility of a leader
 - a. Understanding and acting on management (Planning, Organizing, Actuating, & Controlling or POAC)
 - b. Understanding the responsibility of a supervisor that directly related with HR
 - c. Understanding the planning cycle of HR in dealer, business cycle and people cycle
3. Motivational leadership in dealer
 - a. Article: Maselembo

Appendix 21

- b. 13 responsibility/action of a leader
- 4. Motivational leadership
 - a. 13 responsibility/action of a leader
 - b. Understanding types of leader (transformational, team, situational)
 - c. Situational leadership for the basic foundation of motivational leadership

Run down day 2

- 1. Quiz & Revision of yesterday
- 2. Salesman mapping
 - a. Understanding salesman KPI (Motivation VS Performance)
 - b. Discussion in regards to improvement of KPI performance and motivation
 - c. Mapping of salesman based on KPI performance and motivation
- 3. Effective coaching and counseling
 - a. Understanding and acting of coaching concept and counseling that is effective
 - b. Improving coaching plan in an effective way /salesman
 - c. Presentation of coaching plan and counseling
- 4. Effective coaching and counseling in real world time
 - a. Weekly joint call and role play
 - b. T60 (training in 60 second at the end of month) and role-play
 - c. Promotion and Mutation
- 5. Wrap up and leadership role play practice
 - a. Situational leadership game
 - b. Discussion of leadership situational game
 - c. Post test
 - d. Winner announcement & Closing

Appendix 22

Bio-data of Participants

Participants 1

Name: Indayani

Place/Date of Birth: Surabaya, 16th March 1981

Address: Jl. Japura 10 No. 25

Gender: Female

Nationalization: Indonesian

Education:
SD Surabaya (1984)
SMPN2 Surabaya (1987)
SMAN2 Surabaya (1996)

Work experience:
PT. Lancar Abadi Surabaya (Marketing)
PT. Monumen Surabaya (Marketing)
PT. Jiwa Intan Surabaya (Marketing)
PT. SWWFI Surabaya (Marketing Coordinator)
PT. Trijaya Indo Permata (Marketing)

Current Position in PT. Ikan Dorang: Coordinator of DK-2 (HOREKA)

Appendix 22

Participants 2

Name: Triwahyudi Prasetyo

Place/Date of Birth: Surabaya, 23rd June 1981

Address: Bulak Banteng Lor gg Masjid 1/26

Gender: Male

Nationalization: Indonesian

Education:
SLTA in industrial engineering – SMK berdikari 2 Surabaya

Work experience:
PT. Mitra Gelimang Mandiri (Marketing Coordinator)

Current Position in PT. Ikan Dorang: Coordinator of DK-1
(Traditional and Modern Market)

Appendix 22

Participants 3

Name: Koesdiantoro

Place/Date of Birth: Tuban, 10th November 12949

Address: Baruk Utara IV B 38, Rungkut

Gender: Male

Nationalization: Indonesian

Education: N/A

Work experience:
Regional Sales Manager of PT. Rodamas (35 years)

Appendix 22

Participants 4

Name:	Suheriyanto
Place/Date of Birth:	Gresik, 27 th July 1975
Address:	Jl. Randu Barat 2 No 25
Gender:	Male
Nationalization:	Indonesian
Education:	N/A
Work experience:	N/A

Appendix 22

Participants 5

Name: Siswoyo Suprpto

Place/Date of Birth: Tulungaging, 20th December 1975

Address: Jl. Jambangan Kebon Agung II/Ku.
47

Gender: Male

Nationalization: Indonesian

Education:
SD (1988)
SMP (1991)
SMA (1994)
University major in industrial engineering (UNTAG'45, Surabaya)

Work experience:
Nam Indah II Department store (Storage Administrator)
PT. Aneka Food Tatarasa (Sales Promotion Representative)
PT. Radiance Food Division (Sales Kanvas)

Appendix 22

Participants 6

Name: Chua Hong Oei

Place/Date of Birth: Lumajang, 28th June 1966

Address: Perumahan Bangah Permai A-6
Waru

Gender: Male

Nationalization: Indonesian

Education:
SD (1981)
SMP (1984)
SMA (1987)

Work experience:
TK. New Apollo (Salesman)
PT. Rodamas (Area Sales Executive)