

EMPATHETIC LEADER

Dr. Gancar C. Premananto



**MAGISTER
MANAJEMEN**

FAKULTAS EKONOMI DAN BISNIS
UNIVERSITAS AIRLANGGA

BE "EXCELLENCE WITH MORALITY" LEADERS

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SABTU 18 JULI 2020 . 09.00-12.00

Link Pendaftaran : <https://bit.ly/ELMS20>



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**FREE
REGISTRATION**



HOW LEADER COULD DEAL WITH NEW NORMAL
SUCCESSFULLY?



SURFER LEADER DALAM KONDISI FUNS

SPIRITUALITAS DALAM MANAJEMEN KRISIS

SURFER Leaders for FUNS World



MAGISTER
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FAKULTAS EKONOMI DAN BISNIS

SHAPING INNOVATIVE LEADERS

SURFER Leaders



SPIRITUAL
Trancendental
Guidance

RAPID ACTION
Dynamic movement
to catch opportunity

ENTHUSIASM
Optimism and passionate
to achieve the vision

UNDERSTANDING
Environmental scanning
for decision making

FORESIGHT
Having vision to lead
with innovation

RISK MANAGEMENT
Knowing how to
manage risk

VUCA in New Normal :
FUNS Conditions

FEARFUL

Many Risk

UNPREDICTABLE

Dominance of Irregularity

NOVEL

New things
from New aspects

SHOCKING

Creating Panic

gO muslim.co.id

#FloradanFaunadalamQuran

Semut dan Nabi Sulaiman dalam Surah An Naml

"Hingga ketika mereka sampai di lembah semut, berkatalah seekor semut, "Wahai semut-semut! Masuklah ke dalam sarang-sarangmu, agar kamu tidak diinjak oleh Sulaiman dan bala tentaranya, sedangkan mereka tidak menyadari." (QS An Naml Ayat: 18)



SERI "MANAJEMEN SPIRITUAL DI MASA KRISIS"

BERSAMA
DR. GANCAR C. PREMANANTO

★ TRANQUALIZING LEADER

TRANQUALIZING LEADER:
THE ART OF LEADERSHIP IN CRISIS MOMENT

ART-ivity

WHAT MORE?



- ▶ Suatu ketika Abu Dzar al-Gifari meminta wasiat kepada Nabi Muhammad saw. Kemudian beliau memberikan wasiat agar Abu Dzar bertakwa kepada Allah dimanapun dan kapanpun ia berada, melakukan perbuatan baik setelah setiap kali mengerjakan perbuatan buruk, dan bergaul dengan manusia dengan akhlak yang baik.
- ▶ Dalam sebuah riwayat Abu Hurairah disebutkan, ada seorang lelaki yang mendatangi dan meminta wasiat kepada Nabi Muhammad. Ia minta satu wasiat saja agar bisa mengingat dan memikirkannya. Lantas Nabi Muhammad saw mewasiatnya agar jangan marah. Beliau mengulang wasiat singkatnya itu sebanyak tiga kali.
- ▶ Pada kesempatan lain, ada seorang Badui yang meminta wasiat agar dirinya bisa masuk surga setelah melakukan wasiat itu. Kata Nabi Muhammad kepada Badui tersebut, jangan menyekutukan Allah dengan sesuatu apapun, dirikan shalat wajib lima waktu, tunaikan zakat wajib, dan berpuasa pada bulan Ramadhan. Lelaki Badui itu berjanji akan melakukan apa yang diwasiatkan Nabi itu, tanpa menambahi atau mengurangi barang sedikit pun.

Sumber: <https://islam.nu.or.id/post/read/106100/alasan-wasiat-nabi-muhammad-berbeda-beda>

MUHAMMAD SAW SHOWING US ABOUT EMPATHETIC LEADER

LEADERSHIP

If You Can't Empathize with Your Employees, You'd Better Learn To

by Annie McKee

November 16, 2016

Marion Barraud for HBR

Empathy—the ability to read and understand other's emotions, needs, and thoughts—is one of the core competencies of emotional intelligence and a critical leadership skill. It is what allows us to influence, inspire, and help people achieve their dreams and goals. Empathy enables us to connect with others in a real and meaningful way, which in turn makes us [happier—and more effective—at work.](#)

WHAT??

In Tim Cook's 2017 MIT commencement address, he warned graduates, "People will try to convince you that you should keep empathy out of your career. Don't accept this false premise." The Apple CEO is not alone in recognizing and emphasizing the importance of *empathy* — the ability to share and understand others' emotions — at work. At the time of his remarks, 20% of U.S. employers offered *empathy training* for managers. In a recent survey of 150 CEOs, over 80% recognized empathy as key to success.

Research demonstrates that Cook and other leaders are on to something. Empathic workplaces tend to enjoy *stronger collaboration*, *less stress*, and *greater morale*, and their employees *bounce back* more quickly from difficult moments such as layoffs. Still, despite their efforts, many leaders struggle to actually make caring part of their organizational culture. In fact, there's often a rift between the culture executives want from the one they have.

WHY???



Empathetic Leadership: How Leader Emotional Support and Understanding Influences Follower Performance

Ned Kock, Milton Mayfield , Jacqueline Mayfield, more...

[Show all authors](#) ▾

First Published October 17, 2018 | Research Article |



<https://doi.org/10.1177/1548051818806290>

[Article information](#) ▾



Abstract

This article presents a theory of empathetic leadership and its initial test. Empathetic leadership provides a model of how leader understanding and support improves follower behaviors and affective states. For this article, we explored the link between empathetic leadership and follower performance. Specifically, we tested the causal processes by which empathetic language influences follower performance. These processes include follower job satisfaction and innovation. Findings support model hypotheses and provide preliminary causal support for the model.

WHY???

MANAGING YOURSELF

Empathy Starts with Curiosity

by Peter Bregman

April 27, 2020

A mistake because, especially in this very new, very unique moment, there's a response that's even more powerful when someone expresses their vulnerability. A response that's important and necessary *before* empathy. And that's curiosity.

HOW

- ▶ Be curious & Listen deeply
- ▶ Show humility & Self awareness
- ▶ Invest in building relationship
- ▶ Set expectations & Give Feedback
- ▶ Build a culture of empathy – it takes team

HOW? MORE DETAIL

[HTTPS://WWW.BLUEBEYONDCONSULTING.COM/2020/04/LEADING-WITH-EMPATHY/](https://www.bluebeyondconsulting.com/2020/04/leading-with-empathy/)

- ▶ Surface empathy.
- ▶ Deep empathy.

LEVELING



HOW TO BECOME EMPATHETIC LEADER

- ▶ Training & Practicing
- ▶ Benchmark & Story telling of success story



#BritishPathé #History #TheKingsSpeech

The Real King's Speech: King George VI's Stutter (1938) | British Pathé



The King's Speech Trailer

عَنْ أَبِي هُرَيْرَةَ قَالَ أَنَّ أَعْرَابِيًّا بَانَ فِي الْمَسْجِدِ فَتَارَ إِلَيْهِ النَّاسُ لِيَقْعُوا بِهِ فَقَالَ لَهُمْ رَسُولُ اللَّهِ صَلَّى اللَّهُ عَلَيْهِ وَسَلَّمَ دَعُوهُ وَأَهْرِيغُوا عَلَى بَوْلِهِ
تَنْوِيًّا مِنْ مَاءٍ أَوْ سَجَلًا مِنْ مَاءٍ فَإِنَّمَا بُجِنْتُمْ مُتَسِرِّينَ وَلَمْ تَبْتَغُوا مُحْسِرِينَ. رواه البخاري.

Dari Abu Hurairah r.a., ia berkata, “(Suatu hari) ada seorang suku Badui kencing di dalam masjid, para sahabat pun seponatan naik pitam akan menghentikannya (mengusirnya), lalu Rasulullah saw. pun bersabda kepada mereka, “Biarkanlah ia dan siramkanlah di atas air kencingnya satu timba air atau seember air, karena sungguh kalian diutus untuk memberi kemudahan dan tidak diutus memberikan kesulitan.” (HR: Bukhari)

Hadist riwayat dari Abu Hurairah ra.: "Bahwa Nabi saw. bersabda: 'Apabila salah seorang dari kalian menjadi imam, maka hendaknya ia memperingankansholatnya, karena di antara mereka ada anak kecil, orang tua, orang lemah dan orang sakit. Bila sholat sendirian, maka sholatlah sekehendak hatinya'."(HR. Muslim)

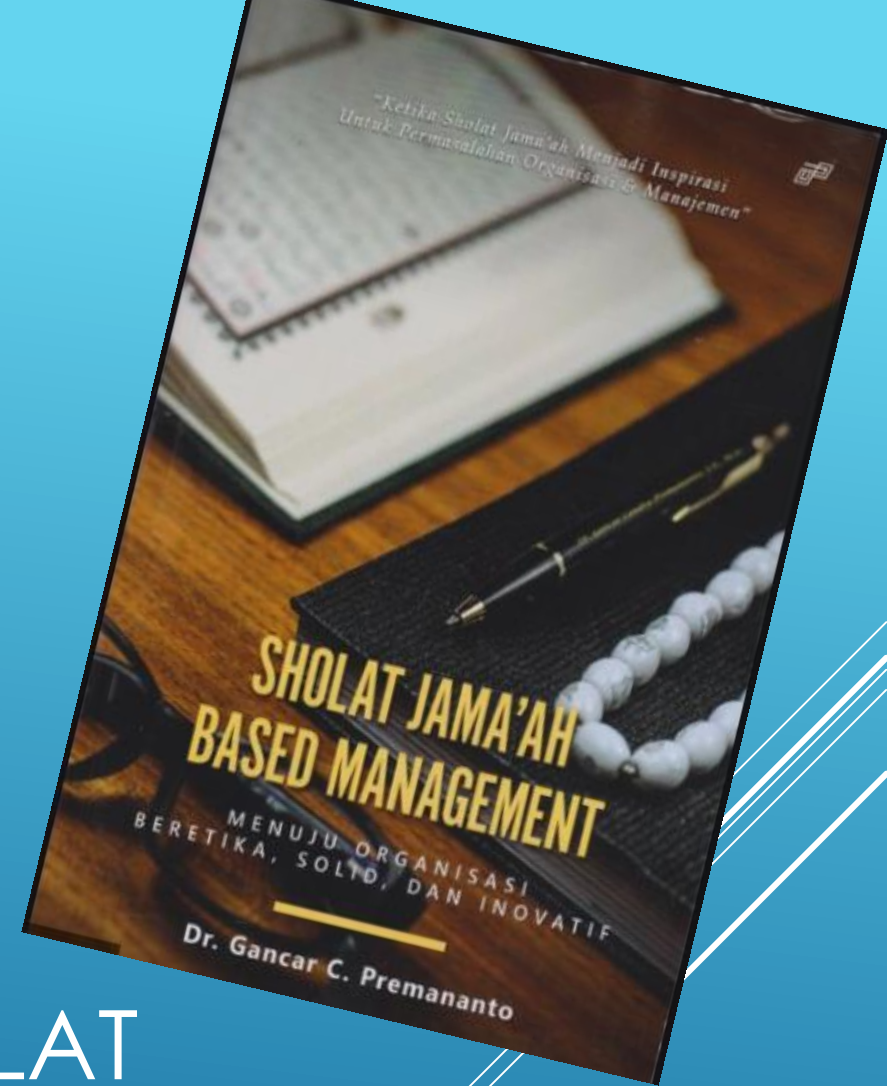
Artinya, “Telah menceritakan kepada kami (Amr bin Dinar) Jabir bin Abdullah bahwa Mu'adz bin Jabal RA pernah shalat (di belakang) Rasulullah SAW, kemudian dia kembali ke kaumnya untuk mengimami shalat bersama mereka dengan membaca surat Al-Baqarah, Jabir melanjutkan, ‘Maka seorang laki-laki pun keluar (dari shaf) lalu ia shalat dengan shalat yang agak ringan, ternyata hal itu sampai kepada Mu'adz, ia pun berkata, ‘Sesungguhnya dia adalah seorang munafik.’ Ketika ucapan Mu'adz sampai ke laki-laki tersebut, laki-laki itu langsung mendatangi Nabi SAW sambil berkata, ‘Wahai Rasulullah, sesungguhnya kami adalah kaum yang memiliki pekerjaan untuk menyiram ladang, sementara semalam Mu'adz shalat mengimami kami dengan membaca surat Al-Baqarah, hingga saya keluar dari shaf, lalu dia mengiraku seorang munafik.’ Nabi SAW bersabda, "Wahai Mu'adz, apakah kamu hendak membuat fitnah?’ Beliau mengucapkannya tiga kali. ‘Bacalah Was syamsi wadhuāhā dan wasabbihisma rabbikal a'la atau yang serupa dengannya," (Lihat Al-Bukhari, *Sahih Bukhari*, [Kairo, Daru Thauqin Najah: 1422 H], juz VIII, halaman 26).

WHAT WE LEARN FROM THOSE HADITS?

Hadits dari Abdullah bin Umar, "Rasulullah saw. telah bersabda: 'ALLAH SWT tidak menerima sholat orang yang menjadi imam di antara satu kaum, sedangkan mereka benci kepadanya'." (HR. Abu Daud dan Ibnu Majah)

'Barangsiapa mengimami suatu kaum lalu mengkhususkan doa untuk dirinya, maka dia telah mengkhianati mereka'." (HR. Aththusi dan Abu Daud)

MORE INFORMATION FROM SHOLAT JAMA'AH



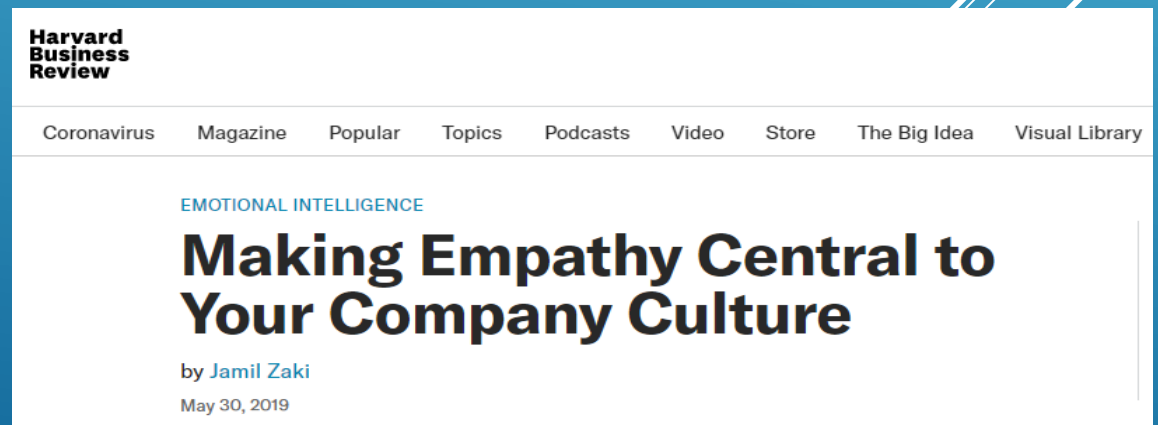
- ▶ Conducted qualitative research. Interviewing and a lot observing.

Remember many stories about Umar bin Khattab ra as Empathetic Leader. Umar ra with starving family, helping birth giving, investigate about duration men in war.

RAISE CURIOSITY

The good news is that our mindsets can change. In a follow-up study as part of the research I mentioned above, my coauthors and I presented people with evidence that empathy is less like a trait and more like a skill. They responded by working harder at it, even when it didn't come naturally. In other words, the first step towards building empathy is acknowledging that it *can be built*. Leaders should start by assessing the mindsets of their employees, and teaching them that they can indeed move towards their ideals.

THE CHALLENGE FOR SCHOOL OF BUSINESS

A screenshot of a Harvard Business Review article page. The page has a white background with a blue header. The Harvard Business Review logo is in the top left. A navigation bar contains links for Coronavirus, Magazine, Popular, Topics, Podcasts, Video, Store, The Big Idea, and Visual Library. The article title is 'Making Empathy Central to Your Company Culture' by Jamil Zaki, dated May 30, 2019. The category 'EMOTIONAL INTELLIGENCE' is shown above the title.

Harvard Business Review

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EMOTIONAL INTELLIGENCE

Making Empathy Central to Your Company Culture

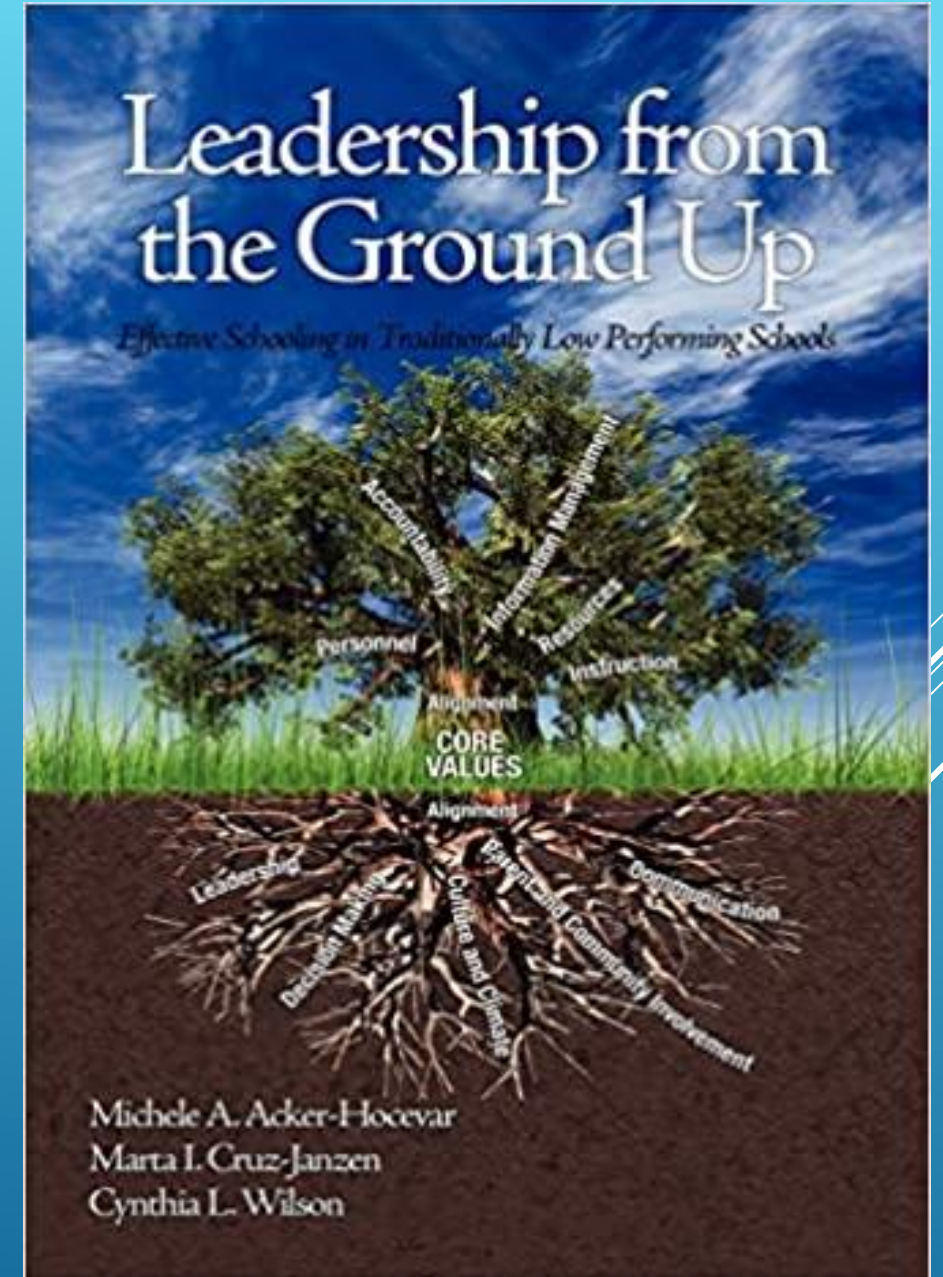
by Jamil Zaki
May 30, 2019

- ▶ Hire employees with a predisposition for the required emotions
- ▶ Encourage & train employees to deep act
- ▶ Lead by example or Finding benchmark
- ▶ Create culture that create empathetic workplace not just script

THE CHALLENGE FOR BUSINESS PRACTICE

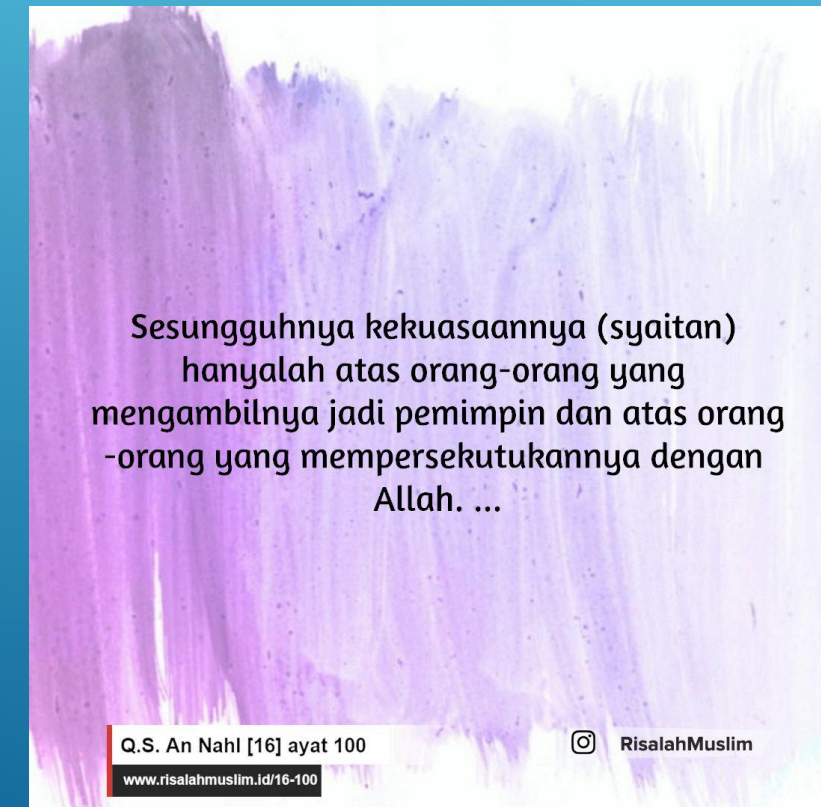


- ▶ **Empathetic Leader:**
- ▶ Rooted to the ground, yet be towering high to the sky



SHOCKING INFO

- ▶ Iblis is one of successful empathetic leader & marketer... Why don't you?



- ▶ <https://pdfs.semanticscholar.org/798d/0187b3c5e9de25c985d42f1c1f4e37713201.pdf>

INTERESTING THESIS ABOUT
EMPATHETICAL LEADER