

ADAPTIVE PUBLIC LEADERSHIP ON FACING CHALLENGES OF ASEAN ECONOMIC COMMUNITY (AEC)

By:

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ABSTRACT

Entering the free market era for ASEAN countries or known as "ASEAN Economic Community (AEC) 2015" which is high competitive and a lot of challenges from the changing environment, the existence of an ideal leader is urgent to promote and realize the vision and mission of Indonesia that has been disclosed in the preamble of the 1945 Constitution and translated based on the needs of national, regional territorial provincial and district/city. The leader's ability to adapt new circumstances and understand how to develop subordinates to be able to better handle complex situations, is a great thing that should be a concern for leaders in changes. Adapting means to understand the meaning of a new state, and have the initiative in the ability to adapt and change with a complete practice in a personality shared values, governance, systems, procedures. Then, find the most effective way yet easy to use, for the development and sustainability of the core activities of the organization. The above facts explain that the leadership values determine the success of development in order to optimize and utilize AEC programs especially in free trade, where the market mechanism determines a process of goods and services which also influence human resources that managed by the certain leadership style, especially in the businesses mechanism that have fairness principle. Using the methods of literature study and interviews, this study aims to analyze how the adaptive leadership in the public sector faces the challenges of the AEC. Given that if it is associated with the challenges of the future, a good leader at least has the ability to be adaptive to the uncertainty of the future, the ability to work cross-country and cross-cultural as well as the ability to create an innovative environment.

Keywords: Adaptive Leadership, ASEAN Economic Community, Environment Changes

Introduction

In the era of free markets is "ASEAN Economic Community 2015" or the ASEAN Economic Community (AEC) full of competitiveness and the challenges of environmental change, so the ideal leader should be an urgent need to promote and realize the vision and mission of the State that has been disclosed in the preamble of

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the Constitution 1945 and translated based on the needs of national, regional territorial provincial and district / city.

When talking to the free market, it is definitely related to the term let market works without distortion. This resulted in the belief that private companies should be free from government intervention, whatever the social consequences resulting thus opening the free flow of trade in goods and services become the main indicator, even the labor market professionals, such as doctors, lawyers, accountants, consultants and others. In addition, competition products of entrepreneurs in the districts / cities will compete fairly in a free market or will completely accept the product other States, as well as with professional workforce who are educated from the district / city can be received in neighboring countries or not , It is a very serious challenge, but that does not mean it cannot.

The tough challenges must be addressed in the election process with the regime of Law No. 1 of 2015 in which the local elections that will be realized simultaneously. The local elections are at stake for the provincial, district / city to come, to be able to utilize the AEC or AEC to be used by pressing and minimize the consequences of poverty are real, not just economic growth statistics alone.

See the future perspective especially AEC, the next course takes leaders who have an understanding of thought to prevent the negative impacts and create strategies to take advantage of the AEC for the benefit of society, especially to improve the welfare and people's purchasing power. ASEAN markets into one unified single market Southeast Asia. AEC existence will make the flow of goods, services, investment and free capital in the region of Southeast Asia with all its consequences. AEC will keep running no matter what. Therefore urgently needed a leader who is sensitive and have a clear concept in strengthening the regional economy in supporting the national economy.

The government has no strategy and plan that is appropriate to protect the interests of farmers, fishermen, laborers and traders in the traditional AEC 2015² potentially face a loss of people's access to natural resources and high rates of poverty in rural areas. The above facts explain that the leadership values determine the success of development in order to optimize and utilize AEC especially in free trade, where the flow of goods and the flow of people continues to move without hindrance, whether as a product, workers, tourists, trade and others through a mechanism market as a process that determines, of market mechanisms to humans, entrepreneurs, goods and services that are managed by the management leadership, especially in the enterprise and business mechanisms that have fairness and justice.

Global Leaders Forecast survey results in 2014-2015 showed that the Indonesian leader's ability to work in cross-cultural and cross still low³. Global Leaders Forecast survey results in 2014-2015 showed that the Indonesian leader's ability to work in cross-cultural and cross still low. Whereas, this ability should be had by a leader in Indonesia in order to face AEC. Leadership adaptive to change

² This statement is explained by IGJ Riza Damanik, Executive Director of Indonesia for Global Justice (IGJ). Accessed in Tuesday, 2 June 2015 through: <http://www.kerincitime.co.id>

³ Quoted by mpi-update.com from Global readers Accessed in Tuesday, 2 June 2015 through: <http://mpi-update.com>

and uncertainty of future will come, the ability to work cross-border and cross-cultural as well as the ability to create an innovative environment is something that should be possessed by a leader in Indonesia in the face of the AEC. Business leaders in Indonesia showed that the ability to work cross-country and a new culture held at the level of 32% (world 34%), while the ability to be adaptive to the dynamic conditions are still at the level of 52% (world 58%)⁴. When compared with the scope of the world, business leaders in Indonesia have a very good chance to be the face of AEC as long as they realize that they have to change the focus of their organization ability critical of our future.

Similarly, the leadership in the government sector is also required to be able to have three (3) such capabilities. If it can be narrowed again, the leader of the government sector should be the leader adaptive atmospheres. Leaders who are not able to read the situation to be expected in the future strategic policy that is not right. The poor ability of government leader posed an absolute public dissatisfaction caused by non-fulfillment capability that is able to read the future situation⁵. So the question that arises is how the adaptive leadership in the public sector facing the challenges of the ASEAN Economic Community (AEC)? This paper tries to describe the adaptive leadership from the standpoint of theoretical and empirical, and can ultimately provide recommendations related to aspects of national and local leadership facing the AEC.

ASEAN Economic Community (AEC) is a realization of the ultimate goal of economic integration adopted in Vision 2020, which is based on the convergence of the interests of the member countries of ASEAN to deepen and broaden economic integration through existing and new initiatives with a clear time limit. In establishing the ASEAN Economic Community (AEC), ASEAN must act in accordance with the principles of an open, outward-looking, inclusive and market-oriented economy consistent with multilateral rules and compliance with the system for compliance and effective implementation of the commitment to a rules-based economy.

ASEAN Economic Community (AEC) will establish ASEAN as a single market and production base to make ASEAN a more dynamic and competitive with the mechanisms and measures to strengthen the implementation of existing and new economic initiatives; accelerate regional integration in the priority sectors; facilitating the movement of business, skilled labor and talents; and strengthening institutional mechanisms of ASEAN. As a first step to realize the ASEAN Economic Community at the same time, the ASEAN Economic Community (AEC) will address the development gap and accelerate the integration of the countries of Cambodia, Laos, Myanmar and Vietnam through the Initiative for ASEAN Integration and other regional initiatives. The cooperation forms are:

1. Human resource development and capacity building;

⁴ Richard S. Wellins, Senior Vice President from Development Dimensions International (DDI) in discussion "Mengupas Kriteria Pemimpin Bangsa saat ini dan masa depan (ditengah turbulensi Ekonomi Politik) on 20 May 2015. Survey is followed by 780 bussiness leader in Indonesia. *Ibid*

⁵ Hendri Satrio, Indonesia Political observer University of Paramadina and Keynote of Kelompok Diskusi dan Kajian Opini Publik Indonesia (Kedai KOPI). *Ibid*.

2. Recognition of professional qualifications;
3. Closer consultation on macroeconomic and financial policies;
4. Steps trade finance;
5. Improving infrastructure
6. Development of electronic transactions through e-ASEAN;
7. Integrating the industry throughout the region to promote regional sources
8. Increase the involvement of the private sector to establish the ASEAN Economic Community (AEC).

Importance to ASEAN's external trade and the need for ASEAN Community as a whole to keep looking forward,

The main characteristics of the ASEAN Economic Community (AEC):

1. The single market and production base,
2. Competitive economic region,
3. The region of equitable economic development
4. The area is fully integrated in the global economy.

These characteristics are closely interwoven. By Incorporating elements required of each characteristic and should ensure consistency and coherence of the elements as well as the implementation of appropriate and mutually coordinating among relevant stakeholders⁶.

There are four things that will be the focus of the AEC in 2015 that can be used as a good momentum for Indonesia⁷. First, countries in Southeast Asia will be used as a region unified market and production base. With the creation of the unity of the market and production base will make the flow of goods, services, investment, large amounts of capital, and skilled labor becomes no barrier from one country to other countries in Southeast Asia. Second, the AEC will be formed as an economic region with a high level of competition, which requires a policy that includes competition policy, consumer protection, Intellectual Property Rights (IPR), taxation, and E-Commerce. Thus, it can create a climate of fair competition; there is protection in the form of a network system of consumer protection agencies; prevent copyright infringement; creating a transport network that is efficient, safe, and integrated; eliminating the Double Taxation system, and; increase trade with online-based electronic media.

Third, He also will serve as the region has equitable economic development, with priority on Small and Medium Enterprises (SMEs). Competitiveness and dynamism of SMEs will be enhanced by facilitating their access to the latest information, market conditions, also development of human resources in terms of capacity building, finance, and technology. Fourth, the AEC will

⁶ Arya Baskoro, Peluang, Tantangan dan Risiko bagi Indonesia dengan adanya Masyarakat Ekonomi ASEAN: Peluang, Tantangan dan Risiko bagi Indonesia dengan adanya Masyarakat Ekonomi ASEAN. Accessed in Tuesday, 2 June 2015 through: <http://crmsindonesia.org/node/624>.

⁷ Arya Baskoro, *Ibid*

be fully integrated to the global economy by building a system to improve coordination of the member states. In addition, there will be increased participation of countries in Southeast Asia in the global supply chain through development package of technical assistance to countries less developed ASEAN Member. This is done to improve the ability of industry and productivity so that not only increase their participation in a regional scale, but also led the initiative to be globally integrated.

Theory

Leadership and Adaptive Leadership

Debating the study of leadership since the days of empire into an interesting discussion considering the various dimensions can be present on the implementation of a leadership activity from a leader like the king, the prime minister or a president. Various styles of leadership of the dictator until the discussion of democratic leadership, transformation and in various studies referred to by the leadership of the collaboration. The debate this theory can never give satisfaction and straightforward explanation, both among thinkers, researchers and academics, especially for affected groups of the results of a leadership. Both practical and theory no one dared mention the theory of leadership is really valid and leadership styles are most effective in every condition and every organization. This led to various speculations and ushered in the egocentric leadership experts who said that their theory is the most up to date and adaptive to various problems encountered in the organization, both in the organization of political, economic and non-economic, and even tried to bring the leadership that makes the characteristics of public organizations.

Leadership related to the handling of the change, set the direction to formulate a vision of the future then unite, communicate and inspire people in the organization to achieve the goal. This is consistent with the Nawawi said that leadership is the ability or intelligence that drives some people (two or more) in order to cooperate in carrying out activities directed toward a common goal⁸. The ability to direct others to achieve the set objectives cannot be done easily, if a person does not have a born talent, expertise and references of action in the past in the field of leadership. Influence is a function of leadership aims to direct the behavior and attitudes of others in the context of the organization regardless of its intended purpose or actual beneficiaries⁹.

Furthermore, the characteristic feature of leadership skills which are expected to have three, namely¹⁰: (1) technical skills (technical skills), is the knowledge and skill of a person in the process of administrative policy and / or techniques; (2) human skills (human skills), ability to work effectively with people and fostering teamwork; (3) conceptual skills (conceptual skill), the ability to think in terms of models, frameworks, extensive relationships and long-term plans (visionary). In addition, the ability to be possessed by a leader is technical knowledge; product knowledge; skills to analyze and solve problems; professional

⁸ Nawawi's statement is quoted by Harbani Pasolong, *Kepemimpinan Birokrasi*, Alfabeta, Bandung, 2010. pg. 4.

⁹ Gary Yukl. 2010. *Kepemimpinan Dalam Organisasi*. PT Indeks. Jakarta. pg. 6-7.

¹⁰ Robert L. Katz, 1955, dalam jurnalnya *Skills of an Effective Administrator*.

skills; innovation; initiative; use of information and communication technology effectively¹¹. It also expressed by other experts who say that the leadership of the public sector should at least have¹²: 1) have the ability as a leader as well as the official leader; (2) has the ability to authorize; (3) have a high attention to lower employment; (4) can create atmosphere job satisfaction. The definition implies is a leader should be acceptable to all members of the group and as an official leader, the leader should be fatherly¹³.

If related to the challenges of the future, a good leader at least has the ability to be adaptive to the uncertainty of the future, the ability to work cross-country and cross-cultural as well as the ability to create an innovative environment¹⁴. The future of course is something that inevitably will be found and challenges and dynamics faced by an organization not least by a State. Visionary leader and adaptive leader is an absolute requirement needed to face the challenges in the future.

Adaptive means intelligently adjust to the changes. Adaptive leadership means leadership that easily to adapt itself to the changes and new circumstances. Change is always forming new views, and a new outlook will influence the ongoing events. If the leader does not prepare her personality to respond to the new view, then he will find it difficult to face the change. The ability to organize the personality of a leader in a change will assist the evolution of the organization to handle varying complexity.

The leader of an organization representing a number of organs in the diversity of functions and roles of the traffic work processes and services. The leader's ability to adapt to new circumstances, and understand how to develop subordinates to be able to better handle complex situations, is a great thing that should be a concern for leaders in change. Adapting means to understand the meaning of a new state, and have the initiative in the ability to adapt and change with a complete practice in a personality shared values, governance, systems, procedures. Then, find the most effective way, yet easy to use, make progress and sustainability of the core activities of the organization.

Intelligence leadership must be shown in the form of effective leadership especially in terms of decision-making firm and clear, and the ability to adapt through the learning experience from every point of the journey to change. Leaders must remain with the firm leadership style and influence. Therefore, leaders must find its own concepts and principles of adaptation of lessons were shared intuition leadership, to create a new governance effective and productive. Change requires leaders to listen carefully, to make action through the ability to adapt to reality, and do not get used to obviate the fact that must be faced.

¹¹ John H. Zenger dan Joseph Folkman, *The Handbook for Leaders*, Buana Ilmu Populer, Jakarta, 2004. pg. 21.

¹² Gupta L. D, 1983, *Educational Administration at College Level*, New Delhi: Mohan. pg. 92.

¹³ *Fatherly* dapat dikatakan sebagai sikap kebapakan.

¹⁴ Rainer Turangan, *Direktur Daya Dimensi Indonesia (DDI)* as quoted by mpi-update.com. Accessed on 4 June 2015.

Changes have properties to give a limited time and limited information. Therefore, leaders should not hesitate and be no action, the leader must move quickly to make a decision within the time limited, and finalize an action plan by gathering as much information, to address the risk of unwanted process changes. When leaders are not able to understand the limitations of time and information in the event of a change, then the leaders will postpone action on the decision to change, and in the end he would fail to meet that change. When leaders forgot the changes, then he will be private perfect for waiting for permission from reality, but he will never be able to adapt to reality, because he was waiting for permission from reality, and reality is always waiting for a change of personality and governance that is able to embrace reality, to generate effectiveness in each process of the organization.

Adaptive leadership means leadership that is capable and intelligent face various situations in a variety of events. And, they are not silent with much to think about, but it moves fast with a wide range of actions, to solve the challenges with changes as needed. Adaptive leadership is always able to organize and improve the quality of mental personality, to be involved in the process of change, and always produces a higher degree of certainty, and has enthusiasm to learn better from every point of change towards a desired reality.

Visionary leader is someone who has a vision for the future that by Thom can create a vision that is done by:

1. Creative approach with proper vision in the future by step:
 - a. Breaking away from the ideal concept of reality
 - b. Change their perception of the world
 - c. Thinking about themselves apart from the object and the situation in the neighborhood
 - d. Shift their thinking from the beginning to the third person
 - e. Creating what is important to them is not what other people expect
 - f. Visionary thinking

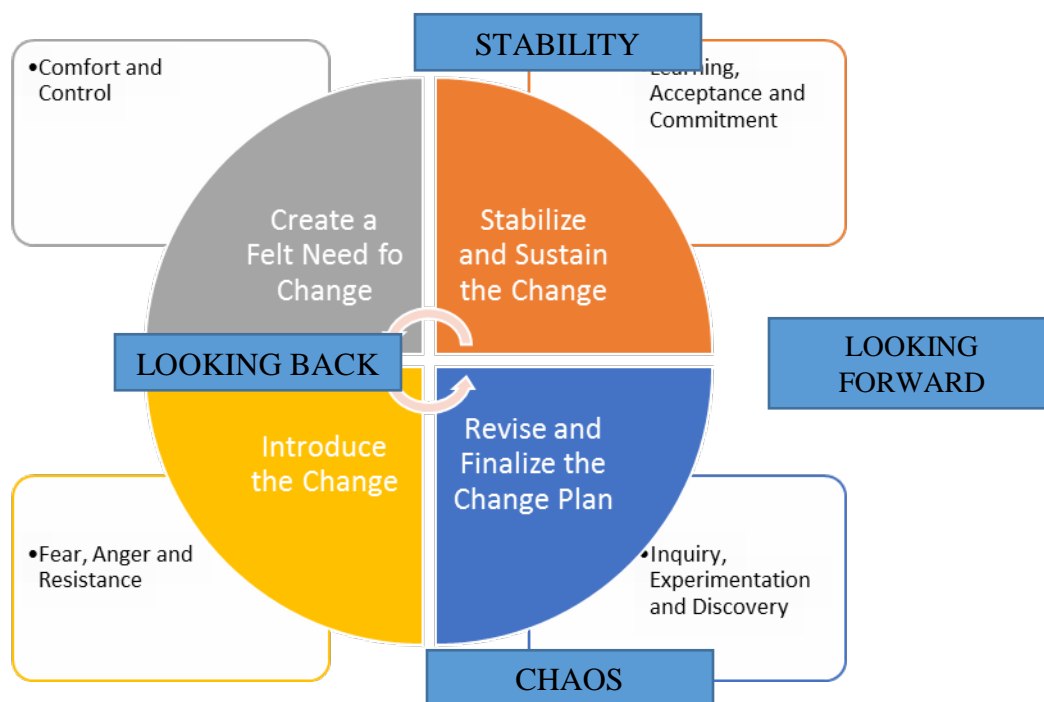
2. Approach Vision-Training Targeted by step:
 - a. Mapping, is the identified every aspect of the project that we can think.
 - b. Generating assumptions in the series "would not it be nice if ..."
 - c. Write the script

The definition above implies that the vision must be consistent with individual needs and values within the organization. In addition, future challenges as mentioned in desperate need of adaptive leadership. Adaptive leadership is emerging in modern leadership theory expressed by Bambale. It is said that adaptive leadership is leadership that involves leaders develop a vision for the future and inspire others to accept change and be a participant on the way forward with the characteristics: competent in his field; decisions and objective in dealing with the problem; reflective in looking at their own attitudes and behavior; trustworthy in

dealing with other interests; innovative in pursuit of better performance; activities are efficient¹⁵; open-minded in considering relevant information and perspectives.

Some of the concepts of leadership above can be used in order to run an organization depends on the characteristics of the organization. Adaptive action and visionary leadership are certainly linked to changes in the vagueness of the future situation. Such actions can be done by¹⁶:

1. *Create a Felt Need for Change*
2. *Introduce the Change*
3. *Revise and Finalize the Change Plan*
4. *Stabilize and Sustain the Change*



Source: Daya Dimensi Indonesia (DDI)

Adaptive and visionary leadership as well as leadership and change action is the action that will be discussed in this paper in order to address the real challenges of the future of Indonesia, especially in order to face AEC 2015.

¹⁵ Bambale, Abdu Ja'afaru, et.all, 2011. Stimulating Organizational Citizenship Behavior (OCBs) Reseach for Theory Development: Exploration of Leadership Paradigms. *International Journal of Academic Business and Social Sciences August (2011)*, Volume 1, Special Issue

¹⁶ Subject is explained by Dr. Ir. Rozan Anwar, MBA, M.Sn. Founder dan CEO Daya Dimensi Indonesia (DDI) in lecturing class Strategic Leadership and Change. Master of Administration and Public Policy

Method

This research is basic research (fundamental research) with type research literature that examined various theories associated with adaptive leadership in order to face ASEAN Economic Community. Data retrieval technique uses data sourced from variety of secondary sources, such as books, journals, newspapers and rules related to legislation.

Discussion and Analysis

Adaptive leadership in the ASEAN Economic Community in Indonesia

Being the leader of the government in a country both nationally, regionally and locally is not easy. Further challenges will be faced by the leadership in Indonesia. Adaptive and visionary leadership in the face of AEC performed leaders through:

Create a Felt Need for Change

A leader acts to anticipate changes (adaptive) should be able to create a feeling of a need for change. It means that the creation of awareness of the changes to members within an organization is absolute is the duty of the leader. To the leaders who will shape the feeling aware of the changes to its members, should be able to identify (identify) what is needed to change (what needs to change), why an organization led to be changed (why it must change) and the consequences of what happened to organization if the organization does not respond to these changes is a challenge (the consequences for the organization of not responding to the challenge) and the leader should get the attention of its members by giving reason to move from a state of comfortable (get their attention - give people a reason to move out of comfort and complacency).

The context of the ASEAN Economic Community (AEC) in terms of an adaptive leader can implement some of these questions. What is needed to change in order to face the AEC? Obviously the first thing to do is to prepare oneself and take advantage of opportunities in the AEC 2015 and should improve the capability to be able to compete with other ASEAN member states that fear will compete in their own country will not happen. So far, the government leader both the national and local levels have provided socialization associated with AEC though still partial. However, with it expected that all stakeholders have the awareness to improve themselves in order to face the AEC. Since 2011, the government has issued Presidential Instruction No. 11 of 2011 concerning the implementation of the AEC Blueprint commitments in an effort to prepare for the ASEAN free market. The blueprint contains 12 priority sectors that will be integrated by the government which consists of 7 (seven) goods sectors, namely industry agro, automotive, electronics, fisheries, industry rubber-based, industry-based wood and textiles then 5 (five) came from the services sector, namely air transportation, health, tourism, logistics and technology¹⁷.

¹⁷ Those sectors in AEC era will be implemented in free trade, investment and labor. But now, those programs is changed by other programs. Accessed on: <http://id.stie-stmy.ac.id>

When a leader to get the question, why the organization should be changed? In the context of dealing with the AEC of course the organization of the State as well as at the local level at least more flexible, repair service bureaucracy, deregulation and the rule of law (law enforcement). AEC will indirectly affect the mindset of a leader, as a leader especially the head of state must have noticed its citizens. AEC is not only open up trade flows of goods and services but also the labor market professionals such as doctors, lawyers and others that open up opportunities for foreign workers to fill position and profession in Indonesia were closed or minimal foreign labor¹⁸. Additionally related consequences will be experienced by Indonesia if only the organization does not respond to these changes is that Indonesia will become slaves in their own homes as said by President Sukarno in his trial before the Dutch courts. If not anticipated, then will be happened the swelling intellectual unemployment which currently number about 600,000 late without any improvement of the quality of labor¹⁹.

Adaptive leaders will lead the organization towards a dynamic organization that can make changes in building area. Repair an area into a region that has its own bargaining position would be easier to compete in the AEC. Regent Tarakan, Surabaya Mayor and Jembrana are some areas approaching governance dynamic (dynamic governance) with the organization's ability to think about the future (thinking ahead), think of the effectiveness of the program being run at this time (thinking again) as well as learning from other organizations (thinking across), which managed to bring the region out of nothing towards something²⁰.

Introduce the Change

Introducing the company to its members is the job of a leader, as a visionary leader would become a mentor as well as a coach for its members. The process of introducing change by leaders can be done by providing or requesting members of the organization to resolve the issue (ask the people to solve the "problem"), provide solutions and strategies (offer solutions and strategies), listen to the goals, interests and fears members (listen to people's Objections, concerns and fears), know and acknowledge the fear members (acknowledge Reviews their fears) and invites and asks its members to contribute ideas (invite people to offer ideas).

The relation with aspects of introducing the changes, of course, the root causes are identified in advance what issues that become an obstacle in the face of the AEC. Related to this, the legal issue is the fundamental problem that must be corrected. There are two (2) issues of the leaders in Indonesia to be resolved. First, law implementation which in dispute. The initial problems will be great when the leader must has law which will be used in the event of a dispute between the ASEAN countries to establish economic research agreement. Second, the

¹⁸ Formal statement from Technical Staff of Labor and Transmigration Minister, Dita Indah Sari on BBC. Accessed through <http://www.bbc.co.uk>

¹⁹ Edy Suandi Hamid, Economist of Indonesia Islam University in his interview with Metro TV. Accessed through <http://ekonomi.metrotvnews.com> at Friday, 5 June 2015.

²⁰ Azhar Kasim, Martani Husaeni, Rozan Anwar dan Neo Boon Siong. *Merekonstruksi Indonesia sebuah Perjalanan Menuju Dynamic Governance*. PT. Kompas Media Nusantara. Jakarta. pg. 90.

differences between the legal order ASEAN countries and the absence of standardization of the level of compliance with the law among ASEAN countries. Problems bureaucrats as government administrators also become an obstacle to the development of an economy. It should be recognized that the reform of the Indonesian bureaucracy especially mental problems unresolved enforced, so it is still possible for some unscrupulous rogue State administrators to misuse the authority to make a profit for itself. The above problems are two (2) aspects of the problem of the many aspects that can hamper the existence of Indonesia in the AEC when local leaders and / or regions are not adaptive. For example, the city of Surabaya for more than 1 (one) decade (2002-2014) that in general there are some policies or programs implemented by the Surabaya city government under the leadership according to the authors adaptive is²¹:

1. Reforming the bureaucracy
2. Improving public services
3. Structuring the city and waste reduction through Surabaya Green and Clean program
4. Clear the jam flooding
5. Optimizing information and communication technology.

Policies mayor of Surabaya is a process of introducing change through the provision of opportunities for staff to resolve problems, provide solutions and strategies as has been stated by Power Dimensions Indonesia through its representative Rainer Turangan.

Until now, the improvement of bureaucracy through bureaucratic reform program and program acceleration mental revolution produced by the President of Indonesia today aims to improve the ethical behavior of bureaucrats by changing patterns of thought²². Mental revolution carried out by entering values into the curriculum Trisakti and Nawacita learning that exist in every organization of education and training candidates for government officials.

Revise and Finalize the Change Plan

Donations idea, either from within the organization or outside the organization by leaders at least revised and resolved to support the process of change. Assist members of the organization in identifying hidden opportunities, defining the shape of future changes based on the requirements / standpoint of its members as well as creating a creative and innovative solutions are some things that must be done by adaptive leaders. Outside of helping members of the organization, encourage members to find creative answers to answer questions about the changes that will be experienced and adjust to changes in vision, strategy and planning is the main task of the adaptive leader in revising and completing the planning process changes.

²¹ Azhar Kasim et.al, *op.cit.* pg. 95-152.

²² Statement of the president of Indonesia, Joko Widodo in direct interview with Najwa Shihab in Mata Najwa that republished by Kompas, 17 October 2014

Relation to meet the ASEAN Economic Community (AEC), a national leader and leadership in each region determines the AEC region can compete in the future. Of course a change that will be experienced by the government with the ASEAN free market is the increasing number of people who inhabit Indonesia, the number of educated workforce and local professionals will compete with workers from outside Indonesia. Aspect of human resources in the integration of the ASEAN community is language. Although there is still debate about the use of language that ASEAN will be used, but some heads of regions have imposed a mandatory program of English as an international language like Karanganyar, Banyuwangi, Denpasar and Surabaya. On the other hand, the ASEAN countries namely Thailand looks ready to send its workforce in Indonesia to implement curriculum Indonesian²³.

Urgency adaptive leadership in revising and adjusting the planning of change can also been seen in the aspect of national development direction. Indonesia national development on the former regime has established a comprehensive program in the face of the AEC. The program is known as in terms MP3EI (Master Plan for the Acceleration of Indonesian Economic Development). But the current leadership has evaluated and revised development programs towards the development of the program term "Nawacita". The new leadership program is one of them covers economic development. Another example in the sphere of local government, the government of Madison County, known as the granary of East Java and has a local production of seed SMEs like Brem and Sambal Pecel has cooperated with the National Standards Body (BSN) to improve the quality and value of the production area in accordance with the quality standards international²⁴.

Aspect of the initiation of the adaptive leadership plays an important role in improving the competitiveness of local, regional and national levels. When planning has been established, the next step should be done by a leader is planning to record in the form of planning documents which can become a benchmark of development and then set the standard value and quality of the program that will be implemented.

Stabilize and Sustain the Change

When organizational change has taken place and is considered to adjust to the situation and the situation of environmental uncertainty, further adaptive leader role is to stabilize and maintain the sustainability of the changes in accordance with the times. Develop action steps to make changes, develop performance measures to evaluate these changes, making adjustments to changes in vision and strategy to reflect / kind of thinking and new insights as well as challenge the organization's members to be open to new challenges to be faced. The fourth step in maintaining the stability and sustainability of a very important change made by the leader of the organization.

²³ Tetty Tanoyo, Sudah Siapkan kita Menghadapi Masyarakat Ekonomi ASEAN 2015?, 09 September 2014. Accessed through <http://www.tettytanoyo.com>

²⁴ Suprpto in Conference, Peran Standardisasi dan Pelayanan Publik dalam memasuki ASEAN Economic Community (AEC). Jumat, 14.31 WIB.

Closing

Environmental organizations have become different and can be felt by the leaders adaptive. Modern era characterized by knowledge-based organization, globalization and the loss of organizational boundaries has encouraged environmental organizations become more complex and more diverse culture. This fact requires leaders to make adjustments and changes in attitude means ready to learn continuously. In the face of AEC that will start December 2015, adaptive leadership skills in the discipline for personal growth and keep learning as a step toward self-mastery that will facilitate their leadership and achieving the results they want.

Leaders know that the value or foundation in the face of competition AEC is human resources. So the leadership role becomes very important when in the position of leader of policymakers. Policies generated by the leader of the learners will be able to bring into the organization's learning culture. At the very least, capable and adaptive leadership knows something important inside the organization and then turn it into something worth bargaining. It is focusing not only on output but also on the impact and benefit. It was possible for members of the organization to face the reality that will increase the opportunity for the organization to achieve the desired results.

Of course in the face of AEC this context, the role of leader cannot walk alone either local leader, regional and national. Administrative reforms in all important aspects such as a clear law enforcement, deregulation and de-bureaucratization in the public sector leadership to the effectiveness and efficiency of public services, the delegation of the middle-manager associated with the strategic policy (leader only is mentoring and coaching). Technical context for example, injection of English and the local language into the national curriculum will increase the capacity of human resources without eroding values of local wisdom.

In general, effective measures and adaptive in responding to changing conditions must involve the leadership that has the ability to sense making of the condition of the environment that he knows early potential threats and opportunities (read: Karl Weick "Sense Making in Organizations." This ability can be used to utilize information system for the development of knowledge and policy of decision making, managerial or operational within government organizations.

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