

The logo for NARBO (Network of Asian River Basin Organizations) features the acronym 'NARBO' in a bold, yellow, sans-serif font. The letters are set against a blue background that includes a stylized globe with latitude and longitude lines. Below the acronym, the full name 'Network of Asian River Basin Organizations' is written in a smaller, white, sans-serif font.

Network of Asian River Basin Organizations



**Network of Asian River Basin Organizations**

**The Fourth General Meeting  
IWRM Workshop on RBO Leadership  
Thursday, 11 November 2010**

# Moving Our RBOs to the Next Level With Our Leadership

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Certificate No. ID03 / 0127

# New Challenges in WRM

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- RBO, nowadays, face hard, complicate and delicate challenges
  - Increasing demands, right for better services, social and political pressure for transparent and accountable management, but on the other hand,
  - Environment degradation lead to un-sustainable WR and WR Infrastructure. GCC lead to increasing intensity and frequency of water related disaster (flood and drought)
  - WR is becoming limited factor for economic development and people welfare
- BAU should be changed by innovative method and approach of technical and management matters.

# RBOs Need Strong Leadership

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- WRM Leaders is needed to play the key role in helping RBO to cope with the challenges
- To create effective and efficient RBOs, technical and managerial expertise are important , but not sufficient to ensure good outcomes.
- It requires true and strong leadership from inside of RBOs.
- Nelson Mandela (2005) :  
*“It has been rightly said that good leaders lead from inside. What I think this means is that the privilege of true leadership is govern to those whose energy derives from the deep within, in the spiritual dimension of the self”*

# Transformational Leaders

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- It is all about a CHANGE . It need **transformational leaders** who can help organization to:
  - Develop a new vision,
    - A charismatic and great vision
    - Describe vision in more specific and focus area of the goals and strategies
  - Gather support from staffs /the teams,
    - Inspired the staffs by empathetic communication
    - Promote the staff's motivation and confident that “we can do it, we can solve it, we can achieve it”
  - Guide the organization through a transformative phase,
    - Improve relationship between the leader and the team, to gets warmer and closer team, to feel the presence of the Leader in all the way of the team.
  - Possess the capacity to institutionalize changes over time
    - Uses innovation and creativity to solve problems
    - Facilitate with adequate policies and resources for better impmentatiuon

# Develop New Vision and Goals

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- Strategic vision & Goals
  - Great Vision and Goals
  - It captures the **shared dreams, aspirations and hopes** about future state of our organisation
  - It provides **direction** to the future actions and **guides** of strategic planning
  - Goals should be SMART:  
S-Specific, M-Measurable, A-Achievable, R-Realistic, and T-Time based

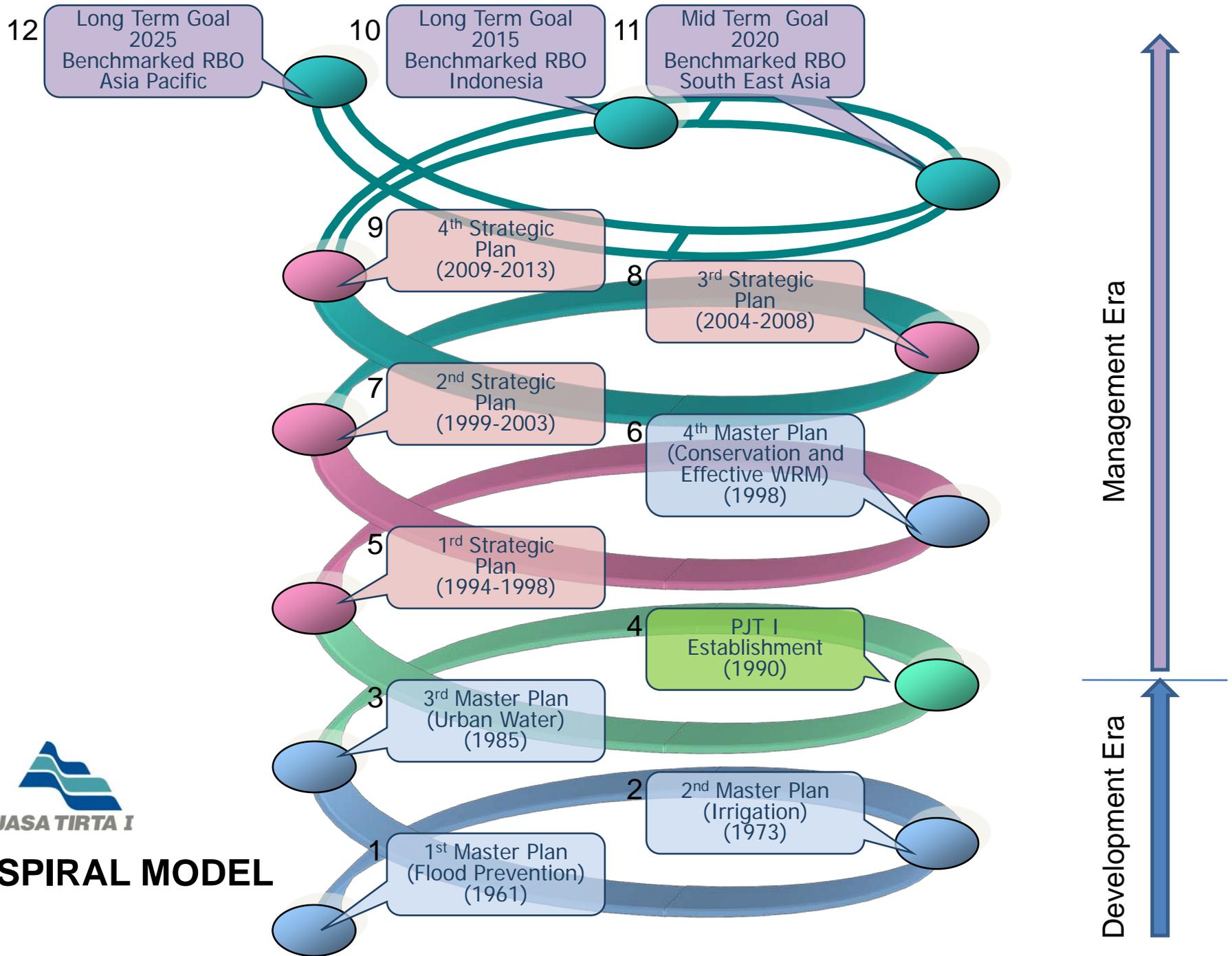
PJT I's Vision 2025:

**TO BE ONE OF THE BEST RBO \*)  
IN ASIA PACIFIC BY 2025**

\*) Benchmarked RBO: RBO to be referred to by other RBOs



# SPIRAL MODEL



# The Winning Team Works

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- Key Success to achieve organization's goals are:
  - How far the leader and the team can be mobilized and synergized to contribute positively their thinking, feeling and eagerness to move forward together as an assemble of symphony from planning, implementation, monitoring and corrective actions (P-D-C-A cycle)
  - How high their loyalties, ownership, and pride to their organization
  - How high the positive attitude of individual of the team member

PJT I Motto:

**“Berpadu Daya, Bersatu Karsa, Gapai Cita2 Bersama”**

(unity of forces and unity of eagerness to achieve our goals)

# The Winning Team Works

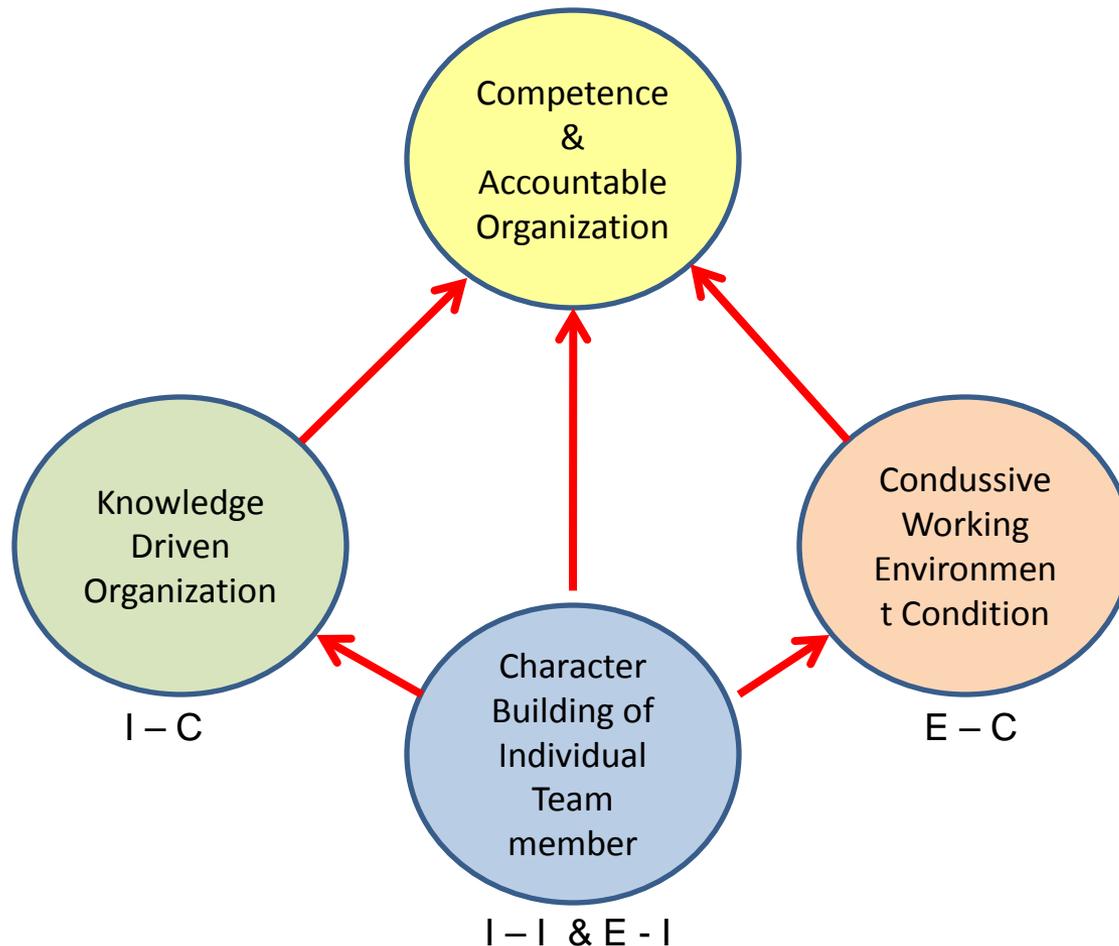
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- All aspects of individual and the team should be reinforced:
  - **I – I (Interior – Individual) aspects:** (their mental states: emotions, beliefs, desires, intentions, drives of an individual)
  - **E – I (Exterior – Individual) aspects:** (the external properties – their behavior of individual)
  - **E – C (Exterior – Collective) aspects:** (formal social structures such as collections, groups, organizations, and systems)
  - **I – C (Interior – Collective) aspects:** (group sharing such as shared knowledge and beliefs, collective representations, social norms)

# The Winning Team

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- To be Referred to – Competences and Accountable RBO



# Character Building of Individual Team Members

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- ESQ Training to have & maintain positive attitude of the staffs:
  - Honest, responsible, innovative, disciplin, cooperative, fair, tolerances
  - PJT I's motto: "**GROWING TO LEAD**" one step ahead from the others
- Develop Corporate Culture: **PINTU AIR** (water gate)
  - P - Professional
  - I - Innovative
  - N - Neutral
  - T - Tanggap (responsive)
  - U - Uswah/Keteladanan (model to be referred to)
  - A - Adil (fair and equitable services)
  - I - Ikhlas (sincere: works honestly and sincerelly)
  - R - Rasa memiliki (ownership)

# Knowledge Driven Organization

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## Organization:

- Having knowledge based corporate culture
- Supported by knowledge workers
- Producing knowledge based product and services
- Optimize the intellectual modalities of the organization
- Having conducive working environment for development of knowledge
- Learning Organization
- Adopting knowledge developed in the business processes and service delivery

# Conducive Working Environment Conditions

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## Organization:

- Clear and documented policies
  - Minimize the occurrence of DM out of the documented policies
- Open Management
  - Anyone of staffs have the same opportunities to share their views and ideas
  - Periodic coffee morning
- Has develop Code of Conduct
  - As a rule of the games in the implementation of their job and task
  - Incentive for innovation
- Promotion of knowledge development
  - Periodic Knowledge Mng session (internal and external resource persons)
- Has develop and implement the SOP as part of the Management System
  - PJT I QAS ISO 9001 certified since 1997 on Design, O&M of WR and WR Infrastructure
- Has develop HRD policies
  - Standard of competences
  - Performance based Salary (Merit System)

# Some Leadership Aspects of RBO Leaders

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- RBO Leaders should have great vision, thoughtful direction, the best means as well as the foresight to employ managers and staffs to carry out the projects that have to be done
- Visionary - Person with a clear, distinctive and specific (in some details) vision of the future, usually connected with advances in technology or social/political arrangements.
  - To be “paperless office” and “virtual office” by 2012
  - To have our own telemetry system in 2013
  - To be one of the best RBO in Asia Pacific by 2025
- Sincerity – The appearance of honesty, integrity, being trustworthy, confidence
- Rebellious – person with tough spirit in order to bring about change.

# Some Leadership Aspects of RBO Leaders

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- Charisma – The ability to charm and influence other people
- Powers of persuasion – The ability to persuade followers
- Motivate – The ability to influence the motivation their staffs and other people
- Responsible – for any activity performed or for its consequences.



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Certificate No. ID03/0127

**THANK YOU FOR YOUR ATTENTION**

