

**Tanoto  
Foundation**



# Devising Leadership Development for **UNDERGRADUATE STUDENTS** in Indonesia

IMPACT LAB SERIES | MARCH 2020



# Foreword

Tanoto Foundation made scholarships available since 2006 so talented students from partner universities in Indonesia can focus on learning and aligning their day-to-day journey to their emerging passion and drive. Two years ago, the Foundation revisited the scholarship program to improve ways to nurture the students' leadership and their career attainment. A tenacious work by the program team, partners, and key stakeholders generated a more comprehensive program for Tanoto Scholars. That included thorough devising of a Leadership Development program.

Since 2018, the Tanoto scholarship admits first-year students into a forty-two months' journey until they graduate. By inducing the Tanoto scholars early on in the program, we aim to help them bring to life the nine characteristics that would equip them as future leaders capable of unleashing their full potential.

The Tanoto Foundation wishes the students will live and lead a positive difference for themselves and for others; becoming TELADAN (means 'role model' in English) and active members of the community of leaders.

We invite you to join us in our reflection of this journey as a model. We realize that the world is too diverse for one single model but we hope it can be an inspiration.

**Tanoto Foundation Indonesia**

Devising  
Leadership  
Development for  
Undergraduate  
Students in  
Indonesia





## Coming to the New Scholarships Program

Indonesia is projected to grow into the world’s fourth-largest economy by 2050. It is currently home to 64 million youth (16 to 23 years old), comprising a quarter of the population. However, one in three unemployed labor force per February 2018 still came from youth ages 20-24 years. Moreover, the country’s statistics also showed increasing unemployment among university-educated people in contrast to the decreasing trend among the less educated group.

Slow job creation is a factor in this situation but so does the mismatch between the attributes of fresh university graduates and the human capital required by evolving industries. University fresh graduates are either overqualified for a low-skill job available, has underdeveloped traits for executive positions, or not entrepreneurial enough to start their own businesses.



Workshop on The Development of The Nine Characteristics of Tanoto Scholar at Tanoto Foundation Indonesia in Jakarta in 2018

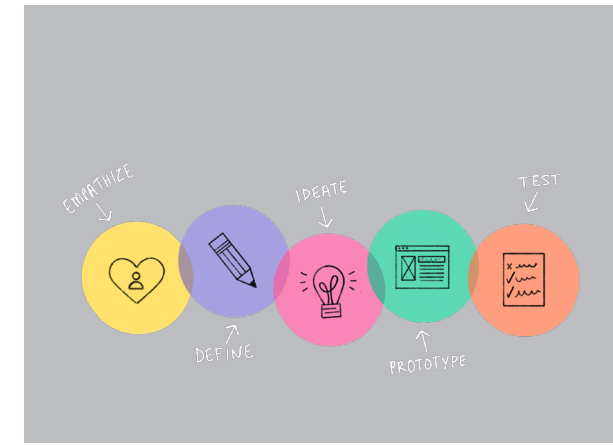
Therefore, when the Tanoto Foundation transitioned into full-fledged independent education philanthropy in 2017, its National Champion Scholarship (NCS) was immediately revisited. Created fourteen years ago, the NCS has supported three thousand undergraduate and graduate students in Indonesia. Not only tuition fees and allowance; training, project management learning, and networking opportunities were also provided but with little trajectory programming for market-ready youth profiles.

Design thinking exercise conducted in 2018 successfully transformed NCS into a new flagship named TELADAN: TEaching LeADership Advancing the Nation (TELADAN means 'role model' in Bahasa Indonesia). Through strengthened collaboration with nine partner state universities, TELADAN aims to support the scholars becoming leaders who are not only capable of leading themselves but capable of making positive differences for others.

## Configuring TELADAN

TELADAN was conceived from June to December 2018. In that period, the Tanoto Foundation team went through a design thinking process with an independent facilitator. We empathized; imagining how youth nowadays experience the whole dimension of life for four years as an undergraduate student, then first and fifth year after they graduate. Their evolving social, academic, financial, and professional journey was mapped out. Following discussions on how students would strive through challenges along their journey, stand out from the crowd, and inspire others, we defined the nine characteristics of the scholars that the Foundation will develop through TELADAN.

The Foundation team ideated on a range of external programs and services that would build those characteristics, broken them down into five-years milestones, and developed the first TELADAN Prototype. It entails the qualification and selection process that we applied to the admission of the Tanoto Scholars cohort of 2019. One hundred and fifty first-year undergraduate students passed the selection and enrolled as the first TELADAN cohort in January 2019.



Source: Tanoto Foundation Internal Research, 2018



## The Nine Characteristics of Tanoto Scholars

### Self-Awareness



Understand their strengths and limitations; have self-evaluation ability, aligning behavior to values.

### Driven



Set their goals high and willing to take risks. They push beyond comfort zone and do not give up at the first sign of trouble. Confident and optimistic.

### Integrity



Choose to live and act in accordance to their principles, which include honesty, fairness and decency, they stay true to their commitments.

### Continuous Learning



Have the initiative to constantly pursuit new knowledge and keep challenging themselves to be better in personal and professional level. They are not afraid to make mistakes and look at mistakes as opportunities to constructive growth and develop ways to improve self.

### Grit



Able to persist in something they feel passionate about and persevere when facing obstacles. They have directions and commitment.

### Care for others



Able to understand different perspectives and needs, and work at being socially sensitive, considerate, and perceptive. They get rid of self-importance, more people-focused, work well with others.

### Empower Others



Committed to making a difference, not afraid to take the first step and roll-up their sleeves doing hard work together with others, and able to bring out the best in people.

### Innovative



Have high capacity for creativity. They are resourceful self-starters and independent thinkers. They constantly do new things.

### Entrepreneurial Spirit



Open minded and curious. They see things from different perspective. They are future-oriented, highly adaptable, and not afraid of failures.

## The New Features of TELADAN Program

Areas	NCS	TELADAN	Expected Improvements
Eligibility	Undergraduate students in their 2 <sup>nd</sup> , 4 <sup>th</sup> , or 6 <sup>th</sup> semester from 12 partner universities	Only 1 <sup>st</sup> semester students with commitments to graduate from 9 partner universities	Aim for students in their earliest year to ensure better development and bonding
Program Delivery	<ul style="list-style-type: none"><li>• Less structured leadership development</li><li>• Unstructured post-university support</li></ul>	<ul style="list-style-type: none"><li>• More structured leadership development planned from Year 1 to Post-University Support.</li><li>• Provision of Career Support</li></ul>	<ul style="list-style-type: none"><li>• Better management of scholars</li><li>• More knowledge and skills development offered to scholars</li><li>• Quality and quantity of interactions between scholars and Tanoto Foundation</li></ul>
Program Benefits	<ul style="list-style-type: none"><li>• Training</li><li>• Projects</li><li>• Networking (Scholars Gathering, Alumni Gathering)</li></ul>	<ul style="list-style-type: none"><li>• Training</li><li>• Mentoring</li><li>• Networking (Tanoto Scholars Gathering, Alumni Gathering)</li><li>• Project Management coaching</li><li>• International Exposure</li><li>• Internship</li></ul>	<ul style="list-style-type: none"><li>• Alumni with higher employability</li><li>• Alumni with high leadership quality</li></ul>
Financial Benefits	<ul style="list-style-type: none"><li>• Full Tuition Fee per semester on reimbursement basis.</li><li>• Monthly Allowance provided per semester</li></ul>	<ul style="list-style-type: none"><li>• Full Tuition fee per semester directly transferred to partner universities.</li><li>• Monthly Allowance provided per month</li></ul>	TELADAN enable scholars to focus on their study and achieve their goals
Partnerships	Loose engagement with universities (sponsorships, university scholarship staff retreat)	<ul style="list-style-type: none"><li>• A structured engagement with universities (scholarship payment, leadership-focused sponsorship, universities staff capacity building)</li></ul>	Quality partnerships with higher education on supporting student's leadership development

## Deconstructing the **Nine Characteristics** of a **TELADAN**

A structured Leadership Development Program is a key feature of TELADAN. To devise a leadership trajectory, the nine characteristics of Tanoto scholars had to be further defined hence they were deconstructed into six competencies and four values. The program team accomplished that through a series of literature reviews, three focus group discussions with stakeholders, and human capital development experts.

### Literature Review

The Tanoto Foundation team collated leader competencies which are relevant to the context of sustainability, digital adhocracy, and humanity from the following references:

- The Sustainable Development Goals
- Cambridge Sustainability Leadership Model,
- Digital Era Key Opinion Leaders Highlight
- Digital-Era Leadership Capabilities (DDI, 2018), and
- Erikson's Stages of Human Development.

After we listed the relevant competencies from Literature Review, the next step was to consult the market and student experts to understand what are the critical ones that distinguish young leaders from their peers and will determine their employability and career attainability. We convened three roundtables for focus group discussions between July and October 2019.



### Focus Group Discussion I with Industry Leaders

To narrow down the major competencies and values for developing Indonesian young leaders, the Tanoto Foundation organized an FGD in Jakarta on July 3, 2019. The event convened forty-four Corporate Leaders and Human Resources Representatives from national and international industry players. The morning session was kicked off with a keynote presentation from Prof. Mari Elka Pangestu on “The Future of Work and Work of the Future: How to secure a prosperous future”. She provided an overview of future jobs, labor market situations, labor force challenges, and readiness. She shared how despite the digital era, most needed skills are not just digital and technical expertise but also soft-skills – ability to communicate, work in teams, collaborate, lead, solve problems and self-organize.

Prof. Marie Elka Pangestu also highlighted the comparison of the top ten skills for 2015 and 2020; where creativity and emotional intelligence have become important to adapt to the fourth industrial revolution. She emphasized how change is more rapid hence governments, educators, and businesses all need to up-skill, up-grade, and retrain continuously to nurture human capital.

The FGD session convened corporate leaders and Human Resources professionals from national media companies, telecommunication companies, consumer products, manufacturing industry, emerging startups, lifestyle businesses, and global trade association. In three groups, the FGD participants posted their insights on the key competencies and values that would attract industry and are relevant for the job market. TELADAN clustered and analyzed those against the references and generated fourteen top competencies and values according to the human capital market.



Focus Group Discussion I at Tanoto Foundation in July 2019.



### Focus Group Discussion II – Deep Dive with Industry Leaders

After coming to the fourteen competencies and values, TELADAN held another round of FGD in Jakarta at the end of July 2019 with six industry representatives who participated in the first FGD. The small group deep-dived and defined the sets of key behaviors that support competencies and values. For example, the group discussed how visioning for students would be at the level of 'sense of purpose'; and that is how the group broke leadership down into three elements: sense of purpose, influence people, and empower others. The three-hour discussion generated six competencies with key behaviors; and four values that the industry would want in their recruits.



Focus Group Discussion II at Tanoto Foundation in July 2019.

### Journey of The Tanoto Scholars Competencies and Values



FGD 1 with  
industry  
actors

#### COMPETENCIES

Agility  
Communication  
HOTS  
Innovation  
Collaboration  
Problem solving  
Leadership

#### VALUES

Integrity  
Continuous Improvement  
Teamwork/Inclusive  
Grit  
Caring  
Driven  
Ownership

Analysis &  
FGD II in-depth  
discussion with  
industry

#### COMPETENCIES

Self-Awareness  
Leadership  
Execution  
Collaboration  
Innovation  
Global Citizenship

#### VALUES

Integrity  
Strive for Excellence  
Grit  
Caring

+ Key  
Behaviors

Focus Group Discussion III with University Stakeholders

To translate the competencies and values into a measurable set of key behaviors, TELADAN held a roundtable FGD in Jakarta in mid-October 2019 with key stakeholders from the tertiary education and the scholarship counterparts from the nine partner universities. The nine Universities are Universitas Riau, Universitas Sumatera Utara, Universitas Andalas, Institut Teknologi Bandung, Universitas Indonesia, Institut Pertanian Bogor, Universitas Gadjah Mada, Universitas Diponegoro, and Universitas Brawijaya.

Twenty participants included the Director General of Learning and Student Affairs from the Ministry of Research, Technology (MoRTHE), the Students' Mentors, the Universities' Directors of Partnerships, and the Directors of Student Affairs from the partner Universities. Through an interactive workshop, TELADAN tested the proficiency matrix including the sets of key behaviors and its level. This is the TELADAN team effort as a catalyst to bridge the gap between supply (university) and demand (industry).



Focus Group Discussion III in October 2019.



Participants of Focus Group Discussion III for TELADAN Leadership Development Program in Jakarta on 16-17 October 2019.

The following matrix is an example of the key behaviors for Leadership Competency deconstructed by year in university and social developmental stages.

Leadership: The ability to set meaningful goals, persuade others to contribute towards realizing their goals, and help others to grow				
Key Behavior	1	2	3	4
Self-Purpose	Understand the purpose of each action and understand direct/short-term consequences of the action	Understand the purpose of each action and understand indirect or long-term consequences of the action	Understand the purpose of each action and associate it with the long-term personal goals (such as career, life goals, meaning of life)	Understand the purpose of each action and relate it to long-term personal goals and their impact on the social environment
Influence People		Communicate the goals (purposes)	Make others want to accept and believe the truth of the goals (purposes)	Persuade others so they want to contribute to achieve their goals
Empowering Others		Increase/support/energy and enthusiasm, not weaken/make others down	Give appreciation by saying good things/ strengths that are owned by others and for the development	Make others believe that they are capable and have strengths, take action to encourage others so that they become more empowered



## TELADAN Leadership Development

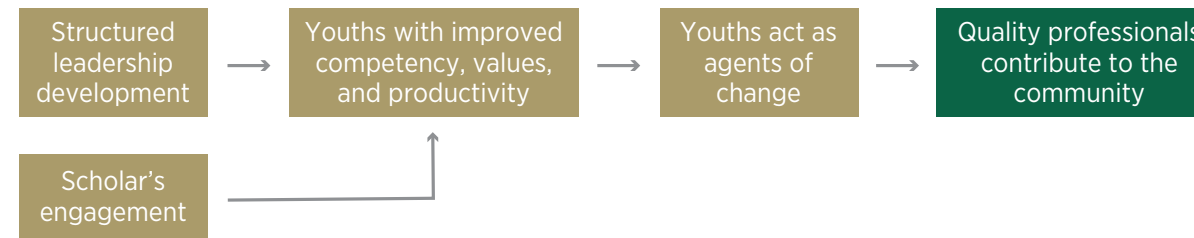
Tanoto Foundation immediately used the assembled matrices for the selection of the TELADAN recruits. The Tanoto Scholar will benefit from a comprehensive blended leadership training with consecutive mentoring and counseling beginning in their second semester through their final year in the partner universities.

Every Tanoto scholar immediately embarks the leadership development program as their inception into TELADAN. They will go through three Leadership Development program packages in approximately 42 months' journey divided into 1) Lead Self, 2) Lead Others, and 3) Professional Preparation.



Any in-service program, however, will only be as good as the user's involvement. The active role of the Tanoto scholars in building their rapport by utilizing the devised leadership development program and resources is equally important. Therefore, scholar engagement in experiential learning is an integral part of the program and designed as a sphere of development to evoke the community of aspiring young leaders and building their professional attainment.

The Tanoto scholars automatically become members of the Tanoto Scholars Association (TSA) of respective partner universities once they are inaugurated. They will learn how to create and implement social projects to pay forward the facilitation and support they have received from the Foundation to communities. They will also have the chance to participate in enriching outdoor and indoor activities through the Tanoto Scholars Gathering (TSG).



TELADAN Leadership Development Theory of Change

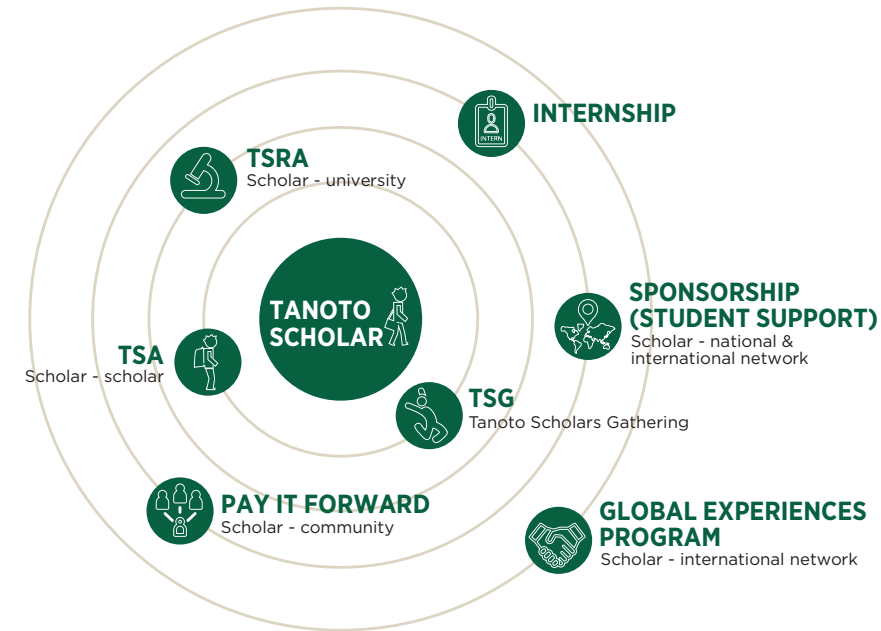


Community projects by Tanoto Scholars Association (TSA)



Opening of Tanoto Scholars Gathering (TSG) opening in 2019

As the students get a stronger grip on their subjects of interest, they will be encouraged to undertake research and participate in the Tanoto Student Research Award (TSRA). The TSRA invites innovation prototypes that have been implemented as well as the ones in the design stage. Furthermore, global exposures, national, as well as international short course sponsorship may also be solicited. Finally, as part of the professional preparations, the scholars who are in their 6th semester onward will be supported to enter professional internship opportunities preparing them to enter the appropriate level of the labor force.



TELADAN Sphere of Development for Tanoto Scholars



# Penandatanganan Perjanjian Program TELADAN 2020

Bandung, 6 Februari 2020

Care for others

Grit

Integrity

Innovation

Empower others

BANDUNG





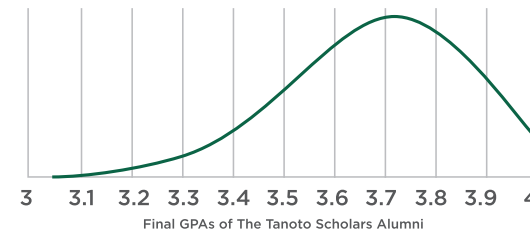
## Our Undergraduate Scholarship Alumni Today

Tanoto Foundation conducted a Tracer study in 2019 and retrieved one hundred and forty-five valid questionnaires from Tanoto scholar alumni who completed their studies between January 2018 and June 2019. One hundred and forty of them were undergraduate scholar alumni with an average final GPA of 3.72.

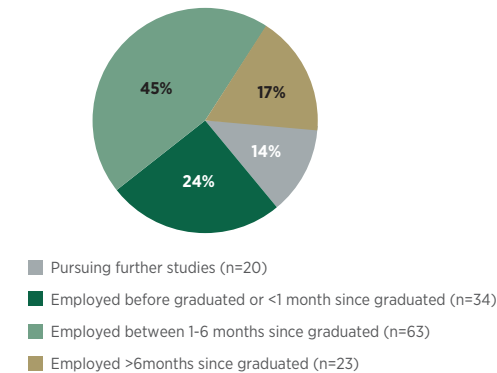
Fourteen percent (n=20) of the college alumni are directly pursuing graduate studies or professional education while the rest are attaining jobs. Twenty-four percent (n=34) of the undergraduate scholar alumni attained their first job immediately after graduation (< 1 month or sooner) with more than half (n=20) started working even before they graduated. Furthermore, forty-five percent (n=63) got their first job between 1 and 6 months after graduation, and seventeen percent (n=23) got their first jobs after six months or longer.

The 2019 Tracer study findings showed good employment attainability of the Tanoto scholar alumni. From that point onward, we hope the Tanoto scholar alumni continue to become TELADAN who are making meaningful contributions to the places where they work and live.

The distribution of the Tanoto Scholars Alumni GPAs (mean GPA= 3.72. Tracer study, 2019)



The Period of Employment Attainability of the Tanoto Scholars Alumni (Tanoto Foundation Tracer study, 2019)



## Tanoto Scholar Alumni Improves Welfare of Indonesian Farmers

Nur Agis Aulia will always remember to 'not give up without a fight'. That was the powerful sentence he learned from the Tanoto Foundation founders, Mr. Sukanto and Mrs. Tinah Bingei Tanoto. The Tanoto scholar alumni from Gadjah Mada University rediscovered his enthusiasm from the motivational words even when faced with challenges in running his agribusiness.

Agis was the best graduate of the Social Development and Welfare Department in the Faculty of Social and Political Science in 2013. He joined Indonesia Membangun Desa for one year and was accepted in a State-owned Enterprise as employee but he chose to return to his homeland in Serang Regency in Banten in 2014. There in Waringin Kurung village, Agis founded the Jawara Banten Farm, pursuing his passion to empower farmers to live well with reliable income through integrated farming.





He taught farmers to raise dairy goats for daily income, and grow vegetables that can be harvested within 1-2 weeks. The agribusiness changed the perception of youth in his community about becoming farmers. They were introduced to agricultural management so they learn how to cultivate and also market their produce.

Alongside running his business, Agis also established the *Belajar Bangun Desa* community (Village Development Learning community) for elementary students. Agis wants to introduce and nurture a passion for farming early on to the next generation.

Furthermore, Agis regularly conducts agricultural management training both through online sessions and field visits. The participants were not only from Indonesia but also from overseas such as South Korea, Japan, and Malaysia. Agis admitted, one of the keys to his success in expanding his wings was a strong network, one of which was from the Tanoto Scholars network.



## Tanoto Scholars Alumni Attaining Global Career



Steffi Melinda graduated as Computer Scientist from Universitas Indonesia in 2012. The Tanoto Scholar alumni pursued her education in three countries Belgium, France, and Germany to master Information Technology for Business Intelligence. Steffi now works at Bonial International GmbH, a software company based in Berlin, Germany, as the Team Lead of Business Intelligence.



Achmad Nanang Maulana, an architect who is our scholarship alumni from Institut Teknologi Bandung graduated in 2008. Nanang is working for DP Architects, an architecture consulting firm based in Singapore. Nanang was involved in many masterplan and architecture projects of residence, hotel, commercial, and mixed-use buildings in South East Asia, China, India, the Middle East, Turkey, and Central Asia.









## Tanoto Foundation

Tanoto Foundation is an independent philanthropic organization founded by Sukanto Tanoto and Tinah Bingei Tanoto based on the belief that every person should have the opportunity to realize his or her full potential.

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