

# Harvard Business Review

Don't Let Power  
Corrupt You 94  
AI Regulation  
Is Coming 102  
Unconscious Bias  
Training That Works 114



HBR.ORG  
September-  
October  
2021

## The Future-Proof Organization

Rebuild  
your workforce  
for the post-  
pandemic  
world.  
41

PLUS:  
Is the world  
better because  
your company  
is in it?

The Net  
Positive  
Manifesto  
by Paul  
Polman  
and  
Andrew  
Winston  
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# REDESAIN PENGELOLAAN SDM DI ERA TRANSFORMASI DIGITAL DAN ERA NORMAL BARU

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BAHAN DISKUSI SEMINAR NASIONAL LINTAS KAMPUS 03/11/2021



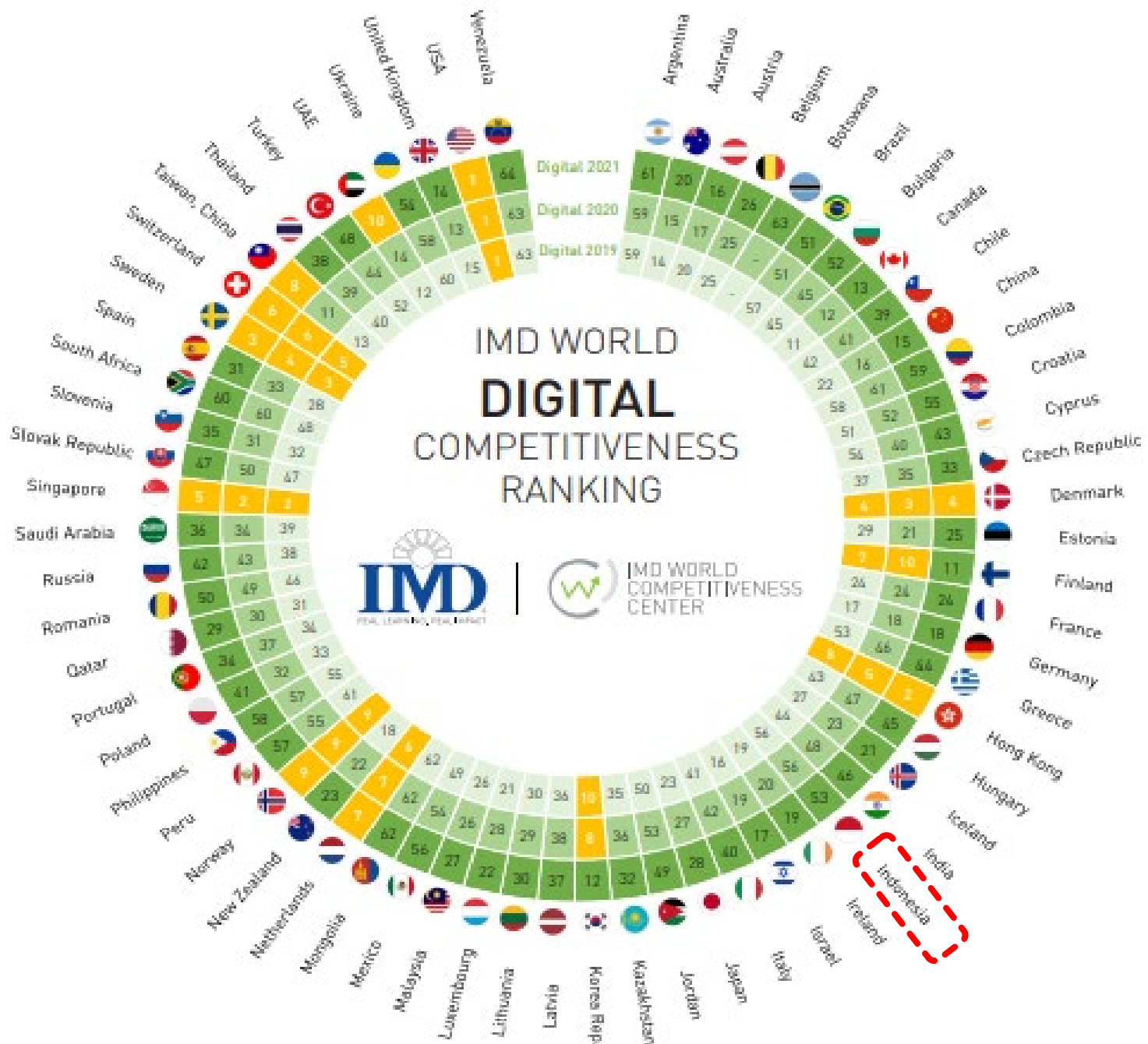
FAKULTAS  
ILMU  
ADMINISTRASI



# PETA PERSAINGAN GLOBAL DI ERA DIGITAL

## The 2021 IMD World Digital Competitiveness





Rank 1-32	2020	2021	1 yr Change
USA	1	1	-
Hong Kong SAR	5	2	+ 3
Sweden	4	3	+ 1
Denmark	3	4	- 1
Singapore	2	5	- 3
Switzerland	6	6	-
Netherlands	7	7	-
Taiwan, China	11	8	+ 3
Norway	9	9	-
UAE	14	10	+ 4
Finland	10	11	- 1
Korea Rep.	8	12	- 4
Canada	12	13	- 1
United Kingdom	13	14	- 1
China	16	15	+ 1
Austria	17	16	+ 1
Israel	19	17	+ 2
Germany	18	18	-
Ireland	20	19	+ 1
Australia	15	20	- 5
Iceland	23	21	+ 2
Luxembourg	28	22	+ 6
New Zealand	22	23	- 1
France	24	24	-
Estonia	21	25	- 4
Belgium	25	26	- 1
Malaysia	26	27	- 1
Japan	27	28	- 1
Qatar	30	29	+ 1
Lithuania	29	30	- 1
Spain	33	31	+ 2
Kazakhstan	36	32	+ 4

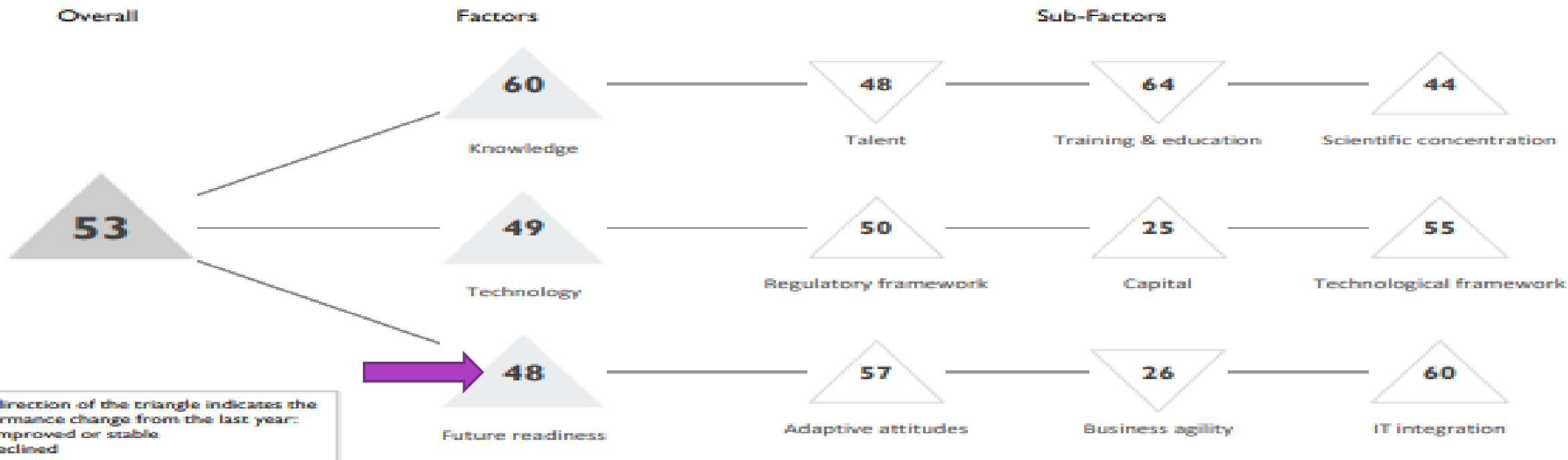
Rank 33-64	2020	2021	1 yr Change
Czech Republic	35	33	+ 2
Portugal	37	34	+ 3
Slovenia	31	35	- 4
Saudi Arabia	34	36	- 2
Latvia	38	37	+ 1
Thailand	39	38	+ 1
Chile	41	39	+ 2
Italy	42	40	+ 2
Poland	32	41	- 9
Russia	43	42	+ 1
Cyprus	40	43	- 3
Greece	46	44	+ 2
Hungary	47	45	+ 2
India	48	46	+ 2
Slovak Republic	50	47	+ 3
Turkey	44	48	- 4
Jordan	53	49	+ 4
Romania	49	50	- 1
Brazil	51	51	-
Bulgaria	45	52	- 7
Indonesia	56	53	+ 3
Ukraine	58	54	+ 4
Croatia	52	55	- 3
Mexico	54	56	- 2
Peru	55	57	- 2
Philippines	57	58	- 1
Colombia	61	59	+ 2
South Africa	60	60	-
Argentina	59	61	- 2
Mongolia	62	62	-
Botswana	-	63	New
Venezuela	63	64	- 1

# FAKTOR-FAKTOR PARAMETER DASAR EVALUASI

DIGITAL TRENDS - OVERALL

## INDONESIA

### OVERALL PERFORMANCE (64 countries)



### OVERALL & FACTORS - 5 years

	2017	2018	2019	2020	2021
OVERALL	59	62	56	56	53
Knowledge	58	61	56	63	60
Technology	56	59	47	54	49
Future readiness	62	62	58	48	48

Subfactors	2017	2018	2019	2020	2021
Talent	48	51	42	43	48
Training & education	59	61	61	63	64
Scientific concentration	54	58	52	51	44

Talent	Rank	Training & education	Rank
Educational assessment PISA - Math	57	Employee training	18
International experience	38	Total public expenditure on education	56
Foreign highly-skilled personnel	21	Higher education achievement	59
Management of cities	38	Pupil-teacher ratio (tertiary education)	58
Digital/Technological skills	47	Graduates in Sciences	50
Net flow of international students	40	Women with degrees	54

- Overall top strengths
- ▷ Overall top weaknesses

Scientific concentration	Rank
Total expenditure on R&D (%)	57
Total R&D personnel per capita	55
► Female researchers	15
► R&D productivity by publication	4
Scientific and technical employment	-
High-tech patent grants	58
Robots in Education and R&D	43

## TECHNOLOGY

Subfactors	2017	2018	2019	2020	2021
Regulatory framework	61	57	51	51	50
Capital	37	34	26	41	25
Technological framework	58	60	56	55	55

Regulatory framework	Rank	Capital	Rank
▷ Starting a business	60	IT & media stock market capitalization	26
Enforcing contracts	58	Funding for technological development	32
Immigration laws	28	Banking and financial services	17
Development & application of tech.	34	Country credit rating	45
Scientific research legislation	42	Venture capital	20
Intellectual property rights	48	► Investment in Telecommunications	11

Technological framework	Rank
Communications technology	46
Mobile Broadband subscribers	43
Wireless broadband	42
▷ Internet users	62
▷ Internet bandwidth speed	62
High-tech exports (%)	48

## FUTURE READINESS

Subfactors	2017	2018	2019	2020	2021
Adaptive attitudes	63	61	60	58	57
Business agility	35	46	21	24	26
IT integration	61	60	60	60	60

Adaptive attitudes	Rank	Business agility	Rank
E-Participation	45	Opportunities and threats	26
Internet retailing	48	World robots distribution	27
▷ Tablet possession	59	Agility of companies	22
Smartphone possession	54	Use of big data and analytics	32
► Attitudes toward globalization	13	Knowledge transfer	30
		► Entrepreneurial fear of failure	17

IT integration	Rank
E-Government	57
Public-private partnerships	21
Cyber security	35
▷ Software piracy	62

Subfactors	2017	2018	2019	2020	2021
Talent	5	4	5	5	1
Training & education	56	53	41	44	25
Scientific concentration	52	56	56	52	52

Talent	Rank	Training & education	Rank
▷ Educational assessment PISA - Math	45	Employee training	8
► International experience	2	▷ Total public expenditure on education	55
Foreign highly-skilled personnel	2	Higher education achievement	16
Management of cities	3	▷ Pupil-teacher ratio (tertiary education)	44
Digital/Technological skills	10	Graduates in Sciences	9
► Net flow of international students	1	Women with degrees	10

Scientific concentration	Rank
Total expenditure on R&D (%)	30
Total R&D personnel per capita	32
Female researchers	39
▷ R&D productivity by publication	53
Scientific and technical employment	32
High-tech patent grants	31
Robots in Education and R&D	43

## TECHNOLOGY

Subfactors	2017	2018	2019	2020	2021
Regulatory framework	5	3	1	3	2
Capital	12	11	2	10	11
Technological framework	29	16	5	8	5

Regulatory framework	Rank	Capital	Rank
Starting a business	8	IT & media stock market capitalization	13
Enforcing contracts	9	Funding for technological development	8
► Immigration laws	1	Banking and financial services	10
Development & application of tech.	9	Country credit rating	16
Scientific research legislation	7	Venture capital	9
Intellectual property rights	22	Investment in Telecommunications	40

Technological framework	Rank
Communications technology	23
Mobile Broadband subscribers	12
► Wireless broadband	1
Internet users	4
Internet bandwidth speed	31
High-tech exports (%)	39

## FUTURE READINESS

Subfactors	2017	2018	2019	2020	2021
Adaptive attitudes	17	21	20	15	15
Business agility	1	1	4	12	10
IT integration	8	14	8	8	10

Adaptive attitudes	Rank	Business agility	Rank
E-Participation	16	Opportunities and threats	3
Internet retailing	27	▷ World robots distribution	53
Tablet possession	12	Agility of companies	4
Smartphone possession	18	Use of big data and analytics	3
Attitudes toward globalization	2	Knowledge transfer	9
		Entrepreneurial fear of failure	28

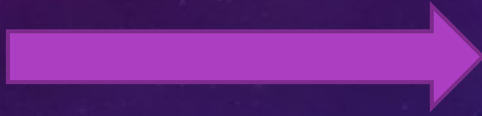
IT integration	Rank
E-Government	21
Public-private partnerships	10
► Cyber security	1
Software piracy	20

# SIGNIFICANCE OF INFORMATION REVOLUTION

- **The digital five forces – Social Media, Big Data, Mobility and Pervasive Computing, Cloud, and AI and Robotics – are disintermediating, disrupting and deconstructing the Old world order.**
- **Piecemeal and Fragmented approach by Organizations**
- **This kind of seismic shift shakes the very foundations on which business operates**
- **Dealing with this mega disruption calls for a **digital mindset****

# WHAT IS AND ISN'T DIGITAL MINDSET

- **IS NOT** comfort with technology
- **IS NOT** social media savviness



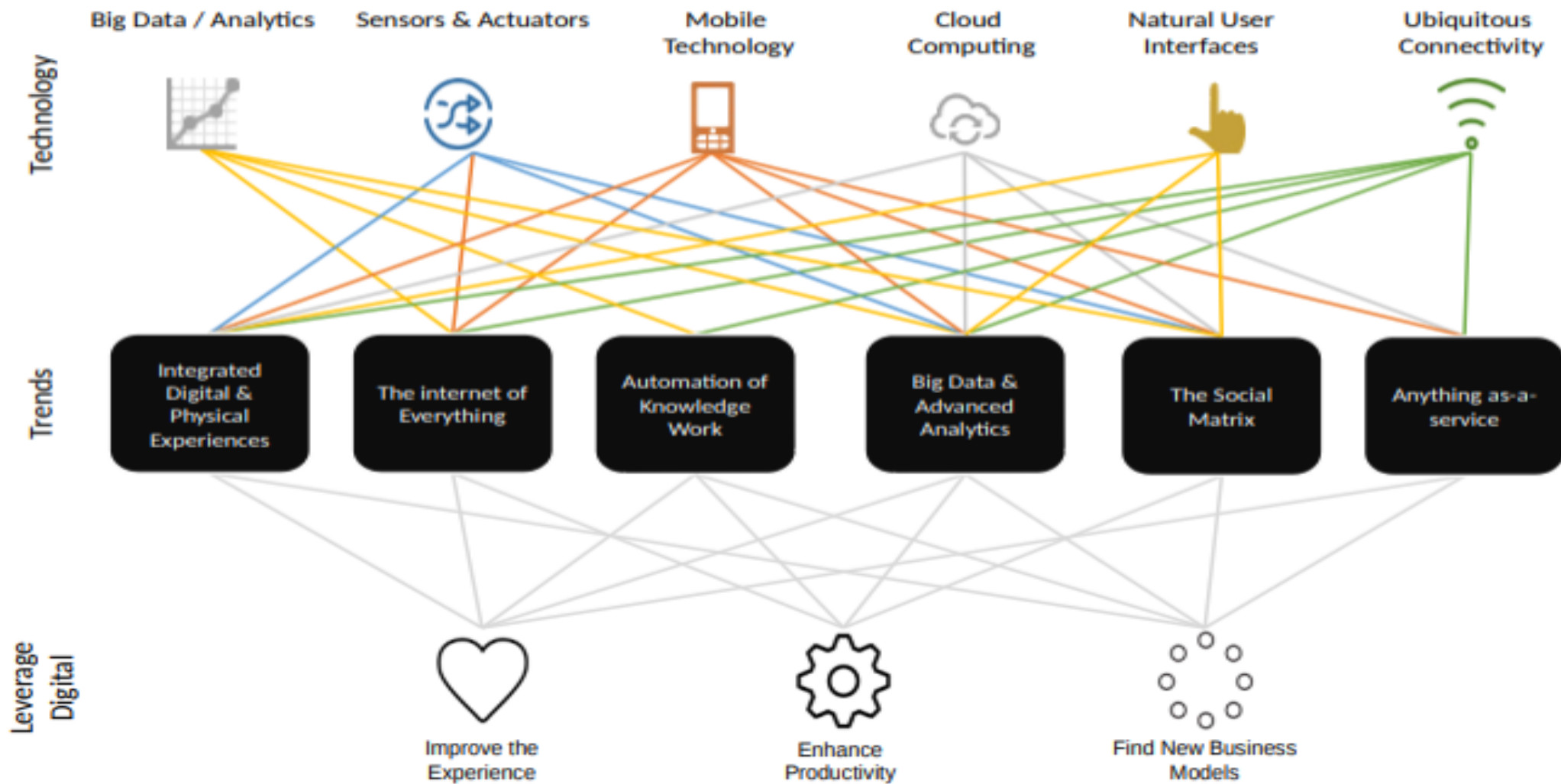
- **IS** behavioral and attitudinal
- **IS** perceiving possibilities of digital era
- **IS** understanding **power of technology** to **democratize, simplify and speed up every action and interaction**

# CHARACTERISTICS OF DIGITAL MINDSET

- **Abundance Outlook**
- **Embracing Diversity**
- **Growth Mindset not Fixed Mindset**
- **Agile Approach**
- **Comfort with VUCA (Volatile, Uncertain, Complex, Ambiguous Environments)**
- **Explorer's mind**
- **Collaborative Approach**

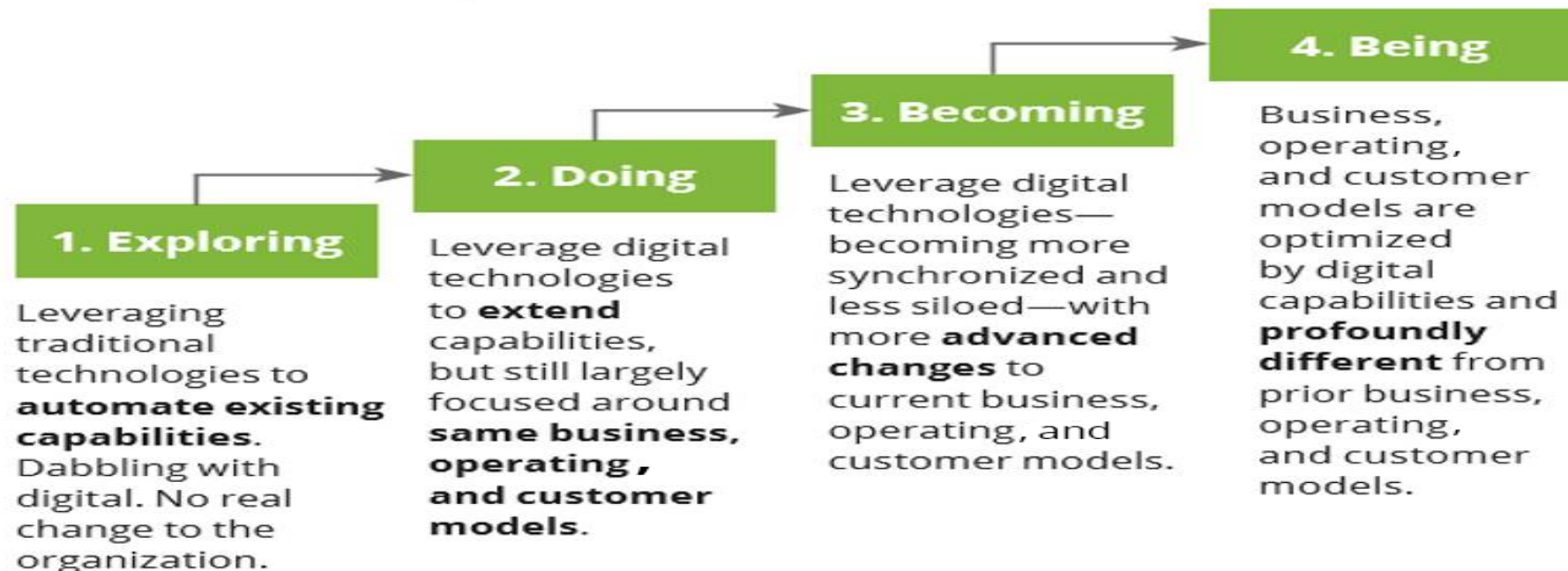
# The Perfect Storm

Exponential Technologies are fuelling this storm



# SIKLUS MENUJU KEMATANGAN PERADABAN DIGITAL

**Figure 1: Stages of Digital Maturity**



Source: "Not If, but How: Evaluating the Soundness of Your Digital Transformation Strategy," Deloitte Development LLC, 2018.

# REDESAIN PENGELOLAAN SDM INDONESIA DI ERA TRANSFORMASI DIGITAL & ERA NORMAL BARU

**TRANSFORMASI DIGITAL** : PERUBAHAN YANG BERHUBUNGAN DENGAN PENERAPAN TEKNOLOGI DIGITAL DALAM SEMUA ASPEK KEHIDUPAN YANG ADA DALAM MASYARAKAT

## **REDESAIN PENGELOLAAN SDM INDONESIA DI ERA NORMAL BARU BERBASIS DIGITAL**

- \* KESIAPAN SISTEM PENDIDIKAN MENUJU KOMPETENSI DIGITAL
- \* KETERSEDIAAN PERANGKAT KERAS & LUNAK DIGITAL SEBAGAI PRASYARAT
- \* FONDASI BUDAYA BARU/ KULTUR & ETIKA BARU MASYARAKAT DIGITAL
- \* STRATEGI TRANSFORMASI DIGITAL & SISTEM GOVERNANSI
- \* STRATEGI IMPLEMENTASI DALAM PROSES TRANSFORMASI DIGITAL
- \* MEMPERSIAPKAN CARA PANDANG BARU MASYARAKAT (DIGITAL MINDSET)
- \* SISTEM EDUKASI DIGITAL MASYARAKAT MELALUI PENDEKATAN PENTA HELIX

# DIGITALISASI & INOVASI DALAM PELAYANAN PUBLIK MEMBANGUN INTERKONEKSITAS EFISIEN, EFEKTIF, TERUKUR, TERPADU



## Konsep dan Kebijakan PelPubDig

- Konsep dan Kebijakan Pelayanan Publik digital
- Konsep Efektifitas Pelayanan Publik
- Kebijakan terkait Pelayanan Publik digital

## Jenis-Jenis Pelayanan Publik Berbasis TIK

- Publikasi
- Interaksi
- Transaksi

## Komponen Utama Pengembangan Pelayanan Publik Berbasis TIK

- Faktor Pendorong
- Elemen Sukses

## Tantangan Implementasi Pelayanan Publik Digital

- Kepemimpinan
- Kebijakan
- Infrastruktur Telekomunikasi
- Tingkat Konektivitas dan Penggunaan IT oleh Pemerintah
- Kesiapan Sumberdaya di Pemerintah
- Ketersediaan Dana dan Anggaran
- Perangkat Hukum
- Perubahan Paradigma

# KARAKTERISTIK WARGA INDONESIA YANG BERSELANCAR DI INTERNET

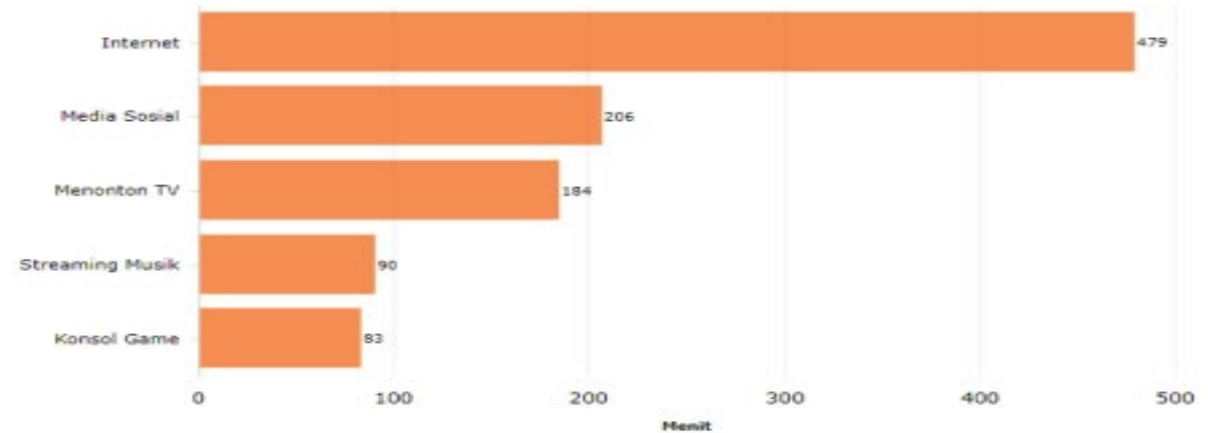
## Warga 62+

Penduduk Indonesia berusia 16 hingga 64 tahun berselancar di **internet** (pada semua perangkat) dalam sehari rata-rata mencapai 7 jam 59 menit.

Pengguna internet Indonesia mencapai 175,3 juta atau 64% dari total penduduk Indonesia. Mayoritas pengguna tersebut menggunakan ponsel, yaitu sebanyak 171 juta atau 98% dari pengguna internet Indonesia.

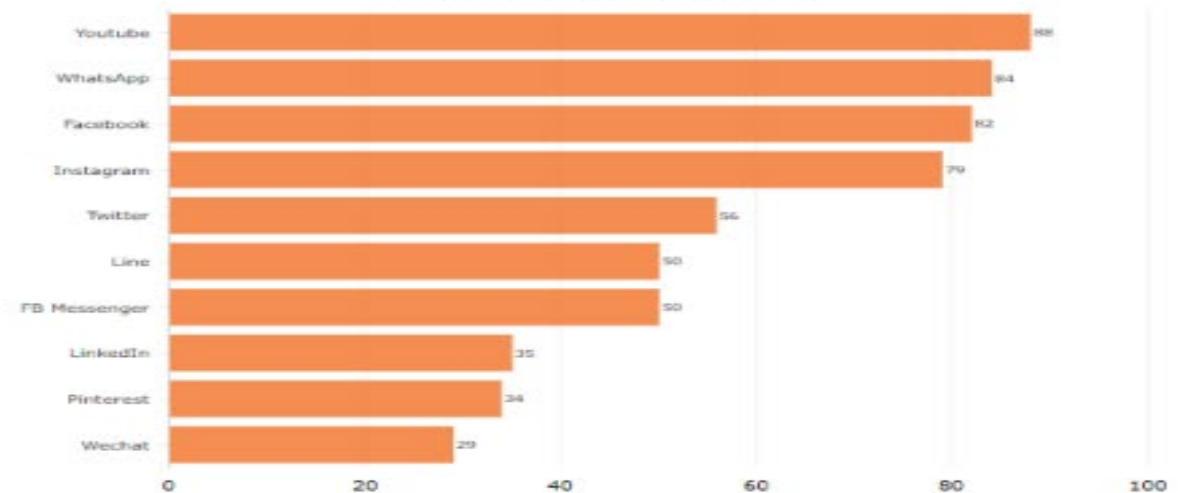
Rata-rata Waktu yang Dihabiskan Pengguna Internet Umur 16-24 Tahun (2020)

Sumber : Hootsuite, We Are Social, 2020

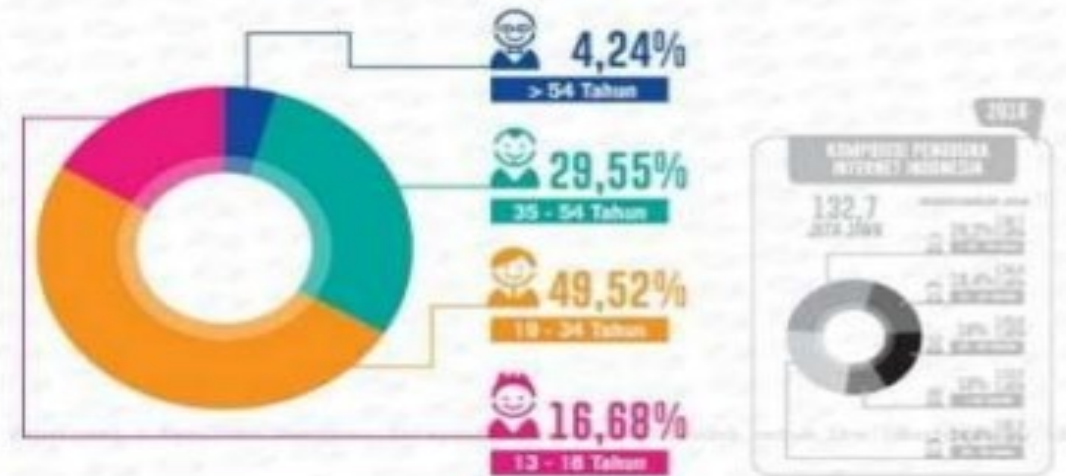


10 Media Sosial yang Sering Digunakan 2020

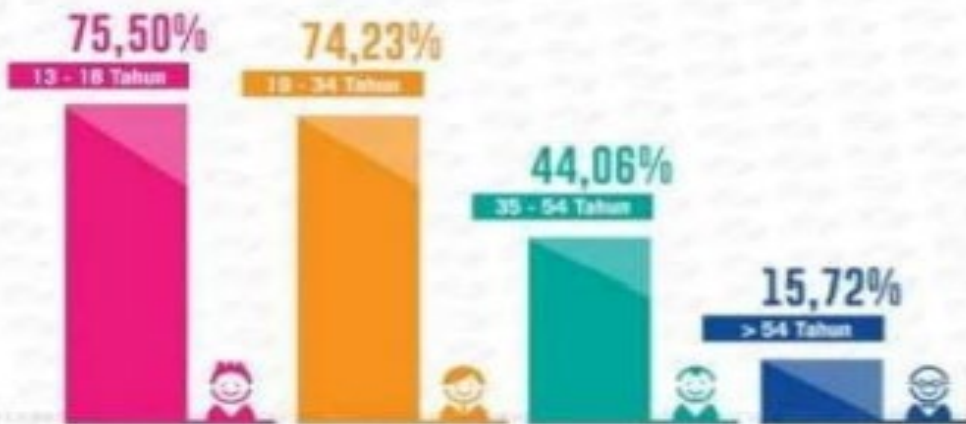
Sumber : We Are Social, Hootsuite, 2020



# DINAMIKA PENGGUNA INTERNET DI INDONESIA



## PENETRASI PENGGUNA INTERNET BERDASAR USIA



## PEMANFAATAN INTERNET BIDANG SOSIAL - POLITIK



# Kerangka Literasi Digital Indonesia

## proteksi

- Perlindungan Data Pribadi
- Keamanan Daring
- Privasi



## pemenuhan hak

- Kebebasan Berekspresi
- Kekayaan Intelektual
- Aktivisme Sosial



## SIBER KREASI

GERAKAN NASIONAL  
LITERASI DIGITAL

## pemberdayaan

- Etika Digital
- Jurnalisme Warga
- Kewirausahaan



**dIGITAL**

**LITER@CY**

“... kemampuan menggunakan teknologi informasi dan komunikasi (TIK) untuk menemukan, mengevaluasi, memanfaatkan, membuat dan mengkomunikasikan konten / informasi, dengan kecakapan kognitif, etika, sosial emosional dan aspek teknis / teknologi...” (sumber: UNESCO)

# KEMUDAHAN PELAYANAN PUBLIK DIGITAL BARU



Pelayanan Serba Cepat



Aksesibilitas Pelayanan



Biaya Mendapatkan Pelayanan



Transparansi Informasi Publik



“Transformasi Pemerintahan Digital bertujuan untuk digital welfare atau kesejahteraan digital”  
-OECD

“Fokus kesejahteraan digital adalah sektor pendidikan, kesehatan dan layanan jaminan dan perlindungan social”  
-OECD

# TRANSFORMASI DIGITAL, INOVASI PELAYANAN PUBLIK & KESEJAHTERAAN SOSIAL

- a. Memperbaiki **kualitas** pelayanan pemerintah kepada para pemangku kepentingannya;
- b. Meningkatkan **transparansi, kontrol dan akuntabilitas** penyelenggaraan pemerintahan dalam rangka penerapan konsep Good Corporate Governance;
- c. Mengurangi secara signifikan total **biaya administrasi, relasi dan interaksi** yang dikeluarkan oleh pemerintah maupun pemangku kepentingannya untuk keperluan sehari-hari;
- d. Memberi peluang bagi pemerintah untuk **mendapatkan sumber-sumber pendapatan baru** melalui interaksinya dengan pihak-pihak yang berkepentingan;
- e. Menciptakan **lingkungan masyarakat baru** yang dapat secara cepat dan tepat menjawab berbagai permasalahan yang dihadapi sejalan dengan berbagai perubahan global dan trend yang ada; dan
- f. Memberdayakan masyarakat dan pihak-pihak lain sebagai **mitra pemerintah** dalam proses pengambilan berbagai kebijakan publik secara merata dan demokratis.

# READINESS, SERIOUSNESS & COMMITMENTS

## TANTANGAN IMPLEMENTASI PELAYANAN PUBLIK DIGITAL



**KEPEMIMPINAN**



**KEBIJAKAN**



**INFRASTRUKTUR  
TELEKOMUNIKASI**



**TINGKAT KONEKTIVITAS  
DAN PENGGUNAAN IT OLEH  
PEMERINTAH**



**KESIAPAN SUMBER  
DAYA DI PEMERINTAH**



**KETERSEDIAAN DANA  
DAN ANGGARAN**



**PERANGKAT  
HUKUM**



**PERUBAHAN  
PARADIGMA**

# PENGUATAN BUDAYA DIGITAL MELALUI PENDIDIKAN TRIPUSAT (KELUARGA, SEKOLAH & MASYARAKAT) KI HAJAR DEWANTARA



**DIPAKSA  
TERBIASA  
MEMBUDAYA**

**COLLABORATION FOR INNOVATION**

# TERIMA KASIH ..... Q &A

