



Perkumpulan
Assessment Center
Indonesia



KONGRES NASIONAL IV ASSESSMENT CENTER INDONESIA 2015

Selasa-Kamis, 15-17 September 2015

Trans Luxury Hotel Bandung

PPA: Crafting Leaders



PT Perusahaan Pengelola Aset (Persero)

2015

PPA Role


























PPA was established by the Government on 27 February 2004 under Government Regulation No. 10 of 2004 to manage free and clear assets of the Indonesian Bank Restructuring Agency (“IBRA”).

Through the Government Regulation No. 61 of 2008 dated 4 September 2008, the Government enlarged PPA’s scope to include:

- management of ex-IBRA assets;
- restructuring and/or revitalization of State Owned Enterprises;
- investment activities;
- management of SOE’s assets.

Following the Government Regulation, the Minister of State Owned Enterprises issued a Shareholder Decision No. KEP-164/MBU/2008 dated 5 September 2008 which, among others, changed PPA from a five year special entity to a going concern entity.

PPA Role: Restructuring/Revitalizing

| 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|--|--|--|--|--|
|  PT ISN Bridging financing Rp25m |  PT WK Restructuring Rp475m |  PT DI Restructuring Rp675m |  PT WK IPO | Restructuring/ Revitalizing:  | Restructuring/ Revitalizing:  |
|  PT KKA Bridging financing Rp125m |  PT PAL Restructuring Rp175m |  PT IGLAS Restructuring Rp89m |  PT NK Restructuring Rp500m | PT MNA  | PT MNA  |
|  PT SK Joint Operation | |  PT BPUI Secure short term note Rp275m |  PT IKI Restructuring Rp55m | PT IGLAS  | PT IGLAS  |
| Additional Equity Injection Rp1,0 triliun | | | | PT SU PENAS  | PT SU PENAS  |
| | | | | PT ISN  | PT ISN  |
| | | | | PT KKA  | PT KKA  |
| | | | | PT EMI  | PT EMI  |

PPA Role: Asset Management & Investment

| 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|--|---|---|---|---|--|
|  PT PPA Finance Eestablishment of PPA Finance |  Divestment of 17,5% share capital in PT Tugu Pratama |  PT PPA Kapital Eestablishment of PPA Kapital |  Eestablishment of PT Artha Bangun Pratama |  Divestment of PT Tugu Reasuransi Indonesia |  Launching of Cempaka Hijau residence |  Planned Acquisition of TubanPetro Group |
| |  Divestment of 3,17% share capital in PT Maybank Syariah Indonesia | | |  Reopen of PT TPPI | | |
| | Divestment of Texmaco Group Assets | | | | | |

Objective

- To Reflect desired vision of future strategic leaders.
- To Determine PPA's talents with sustained track records, personal characteristics, motivations and leadership skills.

Leadership Pipeline in PPA

Executive

Strategic Leader

General Manager

General Manager/Division Head

They may formulate future strategy, make difficult choices to focus on core strengths. They also need insight into how their businesses can make money.

Operational Leader

Solution Manager

Solution Manager/Group Head

They are concerned with optimizing processes and the performance of their unit.

People Leader

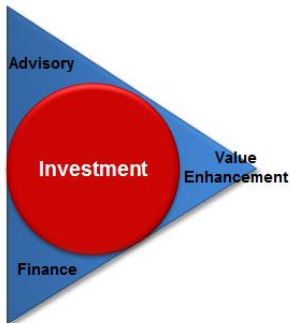
Unit Head

Unit Head

They focus primarily on day-to-day tactical accomplishments.

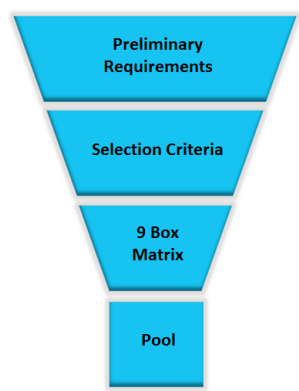
Crafting Leadership Program

PPA deployment program had success in placing executives in several Stated Owned Enterprise (“BUMN”)



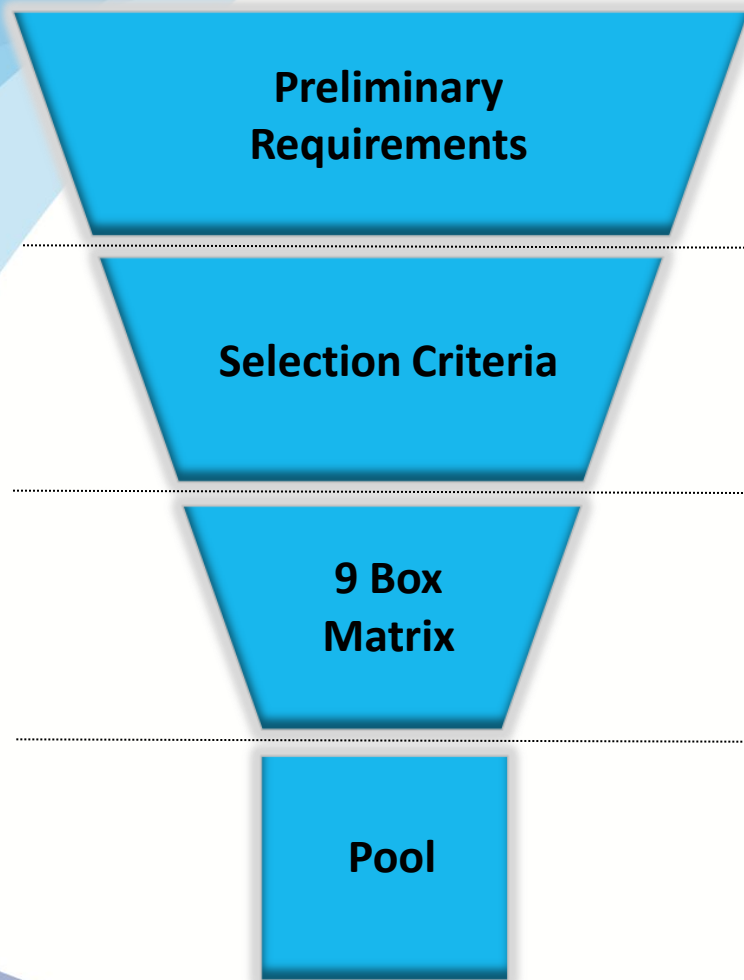
MATRIKS KOMPETENSI

| Target Job | | No | | Kategori | | Kategori | |
|------------|---------------|----|---------------|----------|---------------|----------|---------------|
| No | Assessment | No | Detail | No | Group | No | Detail |
| 1 | Strategic | 1 | Strategic | 1 | Strategic | 1 | Strategic |
| 2 | Work Unit | 2 | Work Unit | 2 | Work Unit | 2 | Work Unit |
| 3 | Teamwork | 3 | Teamwork | 3 | Teamwork | 3 | Teamwork |
| 4 | Customer | 4 | Customer | 4 | Customer | 4 | Customer |
| 5 | Leadership | 5 | Leadership | 5 | Leadership | 5 | Leadership |
| 6 | Communication | 6 | Communication | 6 | Communication | 6 | Communication |
| 7 | Decision | 7 | Decision | 7 | Decision | 7 | Decision |
| 8 | Learning | 8 | Learning | 8 | Learning | 8 | Learning |
| 9 | Business | 9 | Business | 9 | Business | 9 | Business |
| 10 | Leadership | 10 | Leadership | 10 | Leadership | 10 | Leadership |
| 11 | Adaptability | 11 | Adaptability | 11 | Adaptability | 11 | Adaptability |
| 12 | Strategic | 12 | Strategic | 12 | Strategic | 12 | Strategic |
| 13 | Management | 13 | Management | 13 | Management | 13 | Management |
| 14 | Managing | 14 | Managing | 14 | Managing | 14 | Managing |
| 15 | Building | 15 | Building | 15 | Building | 15 | Building |



Performance Management Implementation

Identify Potential Leaders



There are three selected preliminary requirements at this stage : *Performance Appraisal Rating, Age and Education.*

Candidates will go through a Leadership Potential Inventory (LPI) survey to determine continuity for the next step.

Nine box matrix that maps the future leaders based on their Performance versus Potential.

Pool that consist of High Potentials Leaders (Top-right box in the Nine Box Matrix)

Leadership Potential Factors

**Continued
Growth**



**Sustained
Performance**

Leadership Potential

Leadership Promise

- Propensity to Lead
- Brings Out the Best in People
- Authenticity

Balance of Values and Results

- Culture Fit
- Passion for Results

Personal Development Orientation

- Receptivity to Feedback
- Learning Agility

Mastery of Complexity

- Adaptability
- Conceptual Thinking
- Navigates Ambiguity

Leadership Potential Factors

| | |
|--|---|
| | |
| <p>Leadership Promise</p> | <p>Motivation to Lead / Propensity to Lead <i>Demonstrates leadership motivation; displays upward ambition to influence others within the organization; pursues formal and informal leadership opportunities.</i></p> <p>Brings Out the Best in People <i>Cultivates and optimizes others' talent and capability; inspires performance and morale; believes in the strengths of others; unites others toward common goals.</i></p> <p>Authenticity <i>Provides genuine and true opinions and statements; acts with integrity; promotes trust among others; expresses self-disclosure when appropriate; displays confidence while avoiding arrogance.</i></p> |
| <p>Personal Development Orientation</p> | <p>Receptivity to Feedback <i>Seeks and uses feedback; welcomes and accepts constructive criticism; displays humility; demonstrates high expectations for oneself.</i></p> <p>Learning Agility <i>Learns from experiences and mistakes; quickly assimilates new information; displays intellectual curiosity; possesses a range of interests.</i></p> |

Leadership Potential Factors

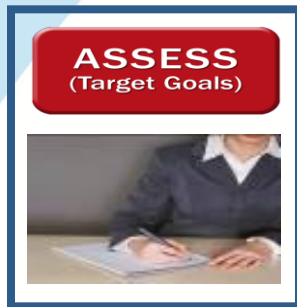
| | |
|---|--|
| | |
| <p>Balance of Values and Results</p> | <p>Culture Fit <i>The extent to which the leader's behavior and personal style complement the existing work culture. Do they walk the talk? Are their decisions compatible with the organizations vision and values?</i></p> <p>Passion for Results <i>Gets things done; overcomes obstacles; strives for excellence; demonstrates perseverance and "iron will" in the face of challenges.</i></p> |
| <p>Mastery of Complexity</p> | <p>Navigates Ambiguity <i>Sees in "shades of gray"; simplifies the complex; responds effectively to unclear situations; maintains confidence despite ambiguity.</i></p> <p>Adaptability <i>Expresses "can do" attitude; embraces change; adjusts readily to new situations/people; balances multiple and competing demands.</i></p> <p>Conceptual Thinking <i>Thinks in broad/conceptual terms; sees issues from new perspectives; understands how components come together; demonstrates expansive thinking to resolve problems.</i></p> |

9 Box Matrix: Filling the Pipeline

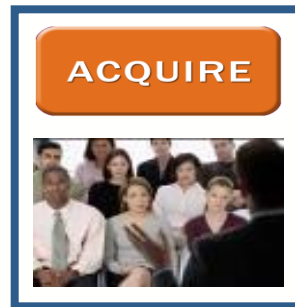
| | | | | |
|--------------------|--------------|--------------------------|-------------------|-----------------------------|
| PERFORMANCE | High | <i>High Professional</i> | <i>Promotable</i> | <i>High Potential</i> |
| | Solid | <i>Solid Contributor</i> | <i>Promotable</i> | <i>Promotable</i> |
| | Low | <i>Deadwood</i> | <i>Concern</i> | <i>Diamond in the rough</i> |
| | | Low | Solid | High |
| | | POTENTIAL | | |

Development Program

Continues learning process that create an acceleration in creating potential leaders.



To ensure participant's readiness.



To prepare and equip participant with Skill Building Activities



To reinforce the application and monitoring the application

In-Class Activities

- Complete of IDP Form
- Superior Orientation

In-Class Activities

- Workshop, Role Play, FGD, Simulation

Implementation & Feedback

- Implementation Program
- Coaching Session
- Evaluation

Thank You

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