Competence of Visionary Leaders of Educational Institutions in the Challenges of Technology-Disruption

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Abstract

The visionary leadership of educational institutions is a leadership profile considered capable of carrying out the performance of educational institutions that are adaptive and anticipatory to changes or disruptive challenges in the future technological era. The development of technology has dramatically impacted educational institutions. So there needs to be a study of what strategies can be done by a visionary leader in doing his business in forming an innovative organization. It creates an organization by progress demands and equips its members to improve its performance. Therefore, this article provides direction for leaders to determine the right and fundamental strategies to answer this technological disruption's challenges. The study used in this article is literature that analyzes technology disruption, then presents a conceptual framework of academic leader skills of educational institutions in the challenges of technological disruption. The author proposes several strategies for leaders of educational institutions, namely changing the form of educational institutions, sharpening vision and paying attention to human resources, forming innovation teams, and evaluating teams. All is done to prepare human resources who can keep up with technological advances.
Keywords: competence, visionary leader, educational institution, disruption-technology

Introduction

Educational institutions are places with aura in the form of reasonable future expectations for students [1]. In addition to the educational institution's goals to be achieved, other expectations sustain the spirit of performance and togetherness of the citizens of the educational institution [2]. Leaders of educational institutions are instrumental in spreading this hope. Realistic expectations become a force to move and shape the climate of creative and innovative educational institutions [3].

A climate that is perceived positively by the citizens of educational institutions will give rise to innovative behaviors that arise from new, unfettered thoughts. Whereas hopeless, digitally connected young people will inspire [4]. So, this era of digital disruption requires leaders of educational institutions to be dynamic and inspiring in the context of innovation [5].

Disruption is a condition of innovation that causes massive or fundamental changes in a new system. Of course, these conditions are very dynamic and volatile [6]. Change has become an inseparable part of modern human life. So it demands continuous movement to change following the progress of the times [7].

Revolution 4.0 leads to technological advances that continue to grow and cannot be ignored [8]. Digital technology is one of the triggers for the emergence of opportunities that can be utilized by educational institutions [9]. The option

could be something that will change one or more aspects. Increasing human resources with knowledge and skills is highly expected, although this digital disruption is uncertain [10]. So the challenge is how an educational institution leader can deal with uncertainty by turning threats into opportunities.

There are many leadership models with their characteristics, all of which can answer the challenges of educational institutions in their way [11]. However, a leader cannot walk alone. The leader needed is not a *single fighter* but one who can build a cohesive team and is open to cooperation [12].

Cooperation is decisive because the shift towards innovation begins with cultivating collective intelligence. This is a demand on the leader in his ability to form a team that can work well and intelligently [13].

Method

The method used is descriptive qualitative with data collection through observation, interviews, and dokemetasi studies by making the leader an independent data source. Data reduction techniques, presentation, and conclusion analyze the data obtained.

Ultimately, the study results were validated with triangulation techniques—data triangulation, which is data collection triangulation. Data obtained by observation are tested for validity by interviews with leaders or matched with existing documentation.

Results and Discussion
Competence of Visionary Educational Institution Leaders

The organization's process comes from the vision formed to arrive at a predetermined goal. Vision is an ideal picture of values and expectations from members of the organization and *stakeholders*. A vision channels people's energy when adequately articulated,

creating excitement that engenders energy and commitment in the workplace [14].

The vision must be able to provide challenges in achieving it but must be realistic. Therefore, image is more of an ideal long-term goal when compared to a target that only has a narrow meaning with a short deadline for achievement. The description of the vision must be supported by a mission statement, strategic goals, and value statement as supporting aspects in achieving the vision.

The characteristics of adequate vision, according to John P. Kotter, are six, namely, (i) conceivable, (ii) exciting, (iii) reasonable, (iv) focused, (v) flexible, and (vi) infectious [15]. Then regarding the characteristics of vision, according to Haryatmoko in his book, the existing image must be sharp because it can prevent, simplify problem-solving, and help in choosing strategies [16].

So important is a vision in the organization that it is expected to bring something interesting to the future and worth striving for. Because ineffective ideas can be worse than no vision [17]. So a practical and sharp image is the main thing in responding to change challenges.

Implementing the vision at an early stage is the obligation of a leader to coordinate all its members, understanding and planning the mission to achieve the vision. The ability of leaders to run an organization can be seen in how they make decisions. The decision taken must also be clear and directed.

The thing that significantly influences decisions is the vision of an organization. According to Haryatmoko, there are two advantages if the image is sharp: preventing simplifying problem-solving and helping choose strategies [18]. Leaders are expected not to take a mono-clause approach or only see cause from one direction as a basis for decision-making.

The value of a leader must be demonstrated in actual behavior. In a paternalistic culture, the leader's conduct must be by the values built in the organization (walk the talk). What is said or expected by a leader must be manifested in the form of daily work behavior so that subordinates can exemplify it.

The leader's behavior should reflect the vision, mission, and values developed. Encouraging and influencing subordinates to achieve the vision depends heavily on subordinates' expectations, confidence, and abilities [19]. A future full of dilemmas arising from the disruption that continues to occur requires leaders to make decisions and follow the climate of change. But this should not be trapped into a reactive attitude based on momentary needs.

Specific competencies of a visionary leader must be mastered to lead an organization. Academic leaders must have at least four key competencies, namely:

1. A visionary leader must have the ability to communicate effectively with managers and other employees in the organization. This requires leaders to generate "*guidance, encouragement, and motivation*."

2. A visionary leader must understand the external environment and can react appropriately to all threats and opportunities. This includes " relating skillfully" to critical people outside the organization but playing an essential role in the organization (investors and customers).

3. A leader must be essential in shaping and influencing organizational practices, procedures, products, and services. In this case, a leader must be involved in the organization to produce and maintain service excellence, in line with preparing and guiding the organization's path into the future *(successfully achieved vision).*

4. A visionary leader must have or develop a "*niche"* in anticipation of the future. *This niche* is an imaginative form based on the ability of data to access the future needs of consumers, technology, and so on. This includes organizing organizational resources to prepare for these emerging needs and changes [20].

These competencies form the basis of a visionary leader's efforts to bring the organization he leads toward innovative change in an era of disruption. Leadership colors, influences and even determines how an organization achieves its goals [21].

The Era of Technology Disruption

The term disruption is widespread, which comes from the origin of the word disrupt, which means to disrupt; disrupt. The nature of disruptive innovation is that it offers other advantages, such as more straightforward, more enjoyable, and more attractive processes for new societies [20]. The meaning is that something new is very different from habit. Various new things that differ from existing ones change the situation or previous circumstances.

The term disruption is also widely discussed by experts. Renal Khasali, in his book, says the term disruption first appeared in the context of business, investment, and finance [22]. But this term eventually began to be used in politics, society, government, leadership, and education. Disruption is an innovation that will replace the old system in new ways. Ways that facilitate the production of a product or solutions that are faster, more efficient, and more efficient in the form of renewable technology [23].

If seen from history, technology has progressed; in its development, it can change the world's face. Technology gave birth to a revolution, where the technological revolution showed the changes that occurred in humans in their production processes [24].

The technological revolution dramatically influences human life, marked by several waves of generations. The first, second, third, and fourth gears have their characteristics of change. Until now, the

fourth generation of technological revolution has led to the fifth revolution.

An online or internet-based age marks the current era of digital technology. Social activities that used to be done directly can now be done in cyberspace. Technology disruption has come with marked digital and online-based industries.

A fact that at this time, the emergence of various applications that can be accessed via *smartphones* or smartphones that make it easier for humans to carry out activities, from applications that deal with transportation problems, daily needs, health, administrative work, services, entertainment, and even education and science. Buying and selling transactions are made accessible through virtual money. This dramatically changes the pattern of human business behavior and social relationships in their lives.

All the progress that occurred this century significantly changed the face of the world. This a fact that cannot be avoided, and humans must be good at adapting so as not to be left behind in the quality of their lives on various fronts. This considerable disruption challenge is a solid reason to move to innovate permanently. Change through innovation becomes an absolute necessity [24]. Creative skills needed to answer the challenges of technological disruption are, of course, with a sense of sensitivity in reading opportunities that exist occasionally.

In this era of industrial revolution 4.0, which is marked by uncertainty, it is a scourge for the younger generation who have a lot of hope for their lives in the future that digitally connected will inspire. The homework of a leader in an organization is how to sow hope for its members as a form of effort to mobilize human resources by building a workforce to solve problems. The development and application of new technologies significantly influence organizational and management practices [25].

Technology products can facilitate the implementation of knowledge management in an organization. Information technology-based knowledge has improved the increasingly advanced practice of human resource management [26]. This state of disruption can have an uncomfortable effect on an organization because it has to change patterns that have been formed for a long time. But innovation must still be done for progress and improvement in a better direction.

Organizational Transformation Strategy

The strategies that visionary leaders can do in dealing with technological disruption in organizations, according to the author, are:

1. Have a Sharp Vision

Leaders with a responsive attitude to various disruptions have an openness to change. The change will occur if the leader can focus on problem-solving solutions. Overhauling an organization is one of the hardest things a chief executive or division leader has to do, especially if they are accused of turning around an underperforming company [27]. The role of visionary leaders who already have the skills mentioned above are expected to work well in efforts to coordinate members and organizations to innovation or organizational change.

Haryatmoko said the organizational form must make it possible to build cooperation, answer new skill demands, and change from a hierarchical structure to a *shape-shifting* network with all-digital technology facilities. Such an organizational form requires lean-agile teams and inspiring leadership to drive the effective use of *big data* for innovation. Changes in leadership and organizational models are intended to respond to disruption-innovative challenges [28] efficiently. Appropriate supervision and organizational model changes are needed

to find the proper mechanism for change efforts in the desired organization.

Change in an organization includes many things that must be transformed into a form by the conditions needed or that become goals. Organizational targets for change include people, culture, and management [29]. The three targets are interrelated and influential. Each target is changed, and then the other marks adjust.

An organizational transformation or change requires human resources as system managers [29]. Human Resource Management is the process of planning, organizing, implementing, and controlling human resources to achieve goals effectively and efficiently [30].

Then its management must pay attention to several important aspects such as training, development, motivation, and other factors. An organization failing to align its digital transformation efforts with its internal behavioral values can impact organizational culture [31]. Change management includes *people management* issues. In terms of organizing change, leaders essentially manage the people in the organization.

Visionary leaders not only pay attention to how subordinates work and demand to stay aligned with the organization's vision, but leaders also think about other things that affect the performance of subordinates. Many factors affect the performance of subsidiaries, including the work environment. Work environments are divided into two types, namely physical and non-physical work environments.

The physical work environment is all physical conditions around the workplace that can affect employees directly or indirectly [32]. These physical work environments include chairs, tables, cabinets, and other supporting objects near employees. It has room temperature, air circulation, unpleasant odors, lighting, humidity, cleanliness, mechanical vibrations, room color, etc. Everything related to the above concerns leaders in good conditioning for the comfort of subordinates at work and aligned with the use of necessary and proportional technology.

Then physically, in this case, facilities, facilities, and infrastructure related to the use of technological tools in completing work need to be considered. Technology is the classic determinant of the organization of work and the use of human potential. Still, a significant new development is the relationship between work and work techniques [29]. Advanced equipment can be used in difficult situations thanks to technology that can help design and repair components, download, upload, and update to ensure the equipment is up to date [28].

The role of modern technology in human resources is decisive, for example, in information technology. Examples of technological approaches to human resource management include recruitment using social media, shared applications between superiors and staff, and assessing the value of employees or subordinates in the organization.

The pandemic conditions two years ago forced the acceleration of the use of technology until now. The most advanced technology in change is communication technology. So the concept of WFH was born. *Work From Home* (WFH) is a concept where employees of a company can do their work from anywhere, anytime. Some technologies that can be used during WFH are virtual meeting communication technology such as the Zoom application or Google Hangouts.

Communication for coordination between employees intensely can use the media of the Whatsapp Group application, chat applications, and video call facilities that more than one interlocutor can even

use to facilitate communication about work because it is connected directly [33]. The use of communication technology like this is still being used today. And various applications of ease of communication are still growing. Of course, this is very helpful for organizational performance.

Then still within the scope of the work environment that a visionary leader must pay attention to is the non-physical work environment. Non-physical work environments are all conditions that occur related to work relationships, both relationships with superiors and relationships with colleagues and relationships with subordinates [34].

In efforts to improve HR performance in the organization through innovation, superiors provide full support for innovative efforts made by subordinates, ranging from contributing creative ideas to fulfilling subordinates' needs to implement innovative ideas at work to provide intellectual stimulation to associates. Good and healthy communication must be created, and trust in subordinates must be combined in organizational affairs.

Furthermore, the work environment that leaders must consider in this era is work inclusiveness. Inclusivity in the work environment is a workspace that does not provide barriers for users with different needs. Often also referred to as the term workplace diversity, where the work environment contains employees with various characteristics, such as age, gender, background, race, culture, ethnicity, and others [29].

An inclusive workplace is a work environment where every employee feels valued while acknowledging their differences and how these differences contribute to company culture and business outcomes. Inclusive workplaces are characterized by affirmative action, where

any impact of bias, discrimination, or unequal opportunity is negated.

There are five components to creating an inclusive workplace: proactive, accepted, valued, learning and development, collaborative environment, and making sense of belonging [35]. By building an inclusive work environment or workplace, employees can feel connected to the workplace with the people around them. A healthy, inclusive, cooperative workplace is everyone's dream.

Various individual differences exist in each employee who works in a company with an inclusive work culture, has their contributions according to their abilities and capacities, and of course, has different perspectives, abilities, and personalities. These differences will give different views on the opportunities and challenges faced by the Company.

Strive for leader management on change projects to have challenges and traction. Give opportunities to all parties involved to develop themselves. Creating effective change and achieving organizational performance can generate excitement [29] so that the creative efforts of subordinates emerge, which is a manifestation of accommodated ideas. These creative ideas are valued and appreciated by leaders.

Visionary leaders provide opportunities for subordinates to participate in change. Of course, human resources with skills in the technology field are in line with the challenges of the times. One example is skills in information technology, including programming, system analysis, and system evaluation [28]. It is a skill that underpins creativity and innovation.

The role of human resources is one of the primary means of creating superior competitiveness for organizations. Remember the simple stipulation of openness, communication, and

engagement [29]. This simple provision is a mechanism for the leader's efforts in optimizing his efforts to transform the organization he leads.

Every transformation will experience challenges from various quarters, and leaders need to nurture a culture where everyone learns from mistakes and builds on success.[36] The visionary leader motivates subordinates to carry out the desired mission of change. This is included in the vision leader's skills in terms of effective communication. So that aides are increasingly loyal to change efforts that not all processes make comfortable.

1. Forming an Innovation Team

The effort in transforming this change certainly cannot only be charged by a leader. Wise leaders will empower their subordinates by forming teams that specifically carry the innovation mission of an organization. This capability will foster credibility among stakeholders because trust is the currency of Revolution 4.0 [28]. So in forming this team, you must also consider the supporting infrastructure.

The things that must be considered in the formation of a tenacious innovation team are:

a. The existence of a clear status to provide Certainty of action and considering each person's interests relative to others, a leader who can give hope and assurance to the new group of followers is needed.

b. Certainty helps members not have to interpret what their leaders want, so a clear orientation provides the foundation and courage to act forward.

c. Feeling trusted to feel able to control and empower members.

d. Balanced relationships with others to foster *trust* and facilitate cooperation.

e. A fair system in work to motivate someone to work hard, act pretty, and dare to take the initiative with all risks [28].

These five things are the leader's efforts in shaping interpersonal relationships in the organization. Fairness and trust can be powerful motivations in addition to material compensation. Uniting a team is not easy because it must match the different needs of individuals striving for a realization. A broad understanding of how group members will work together is fundamental. So the most important thing is to make goals can be fought for by each team member so that solidity is formed in the team, producing synergy.

The competence of members or individuals in the organization is highly demanded. The higher the professional competence of employees, the higher the potential to produce the ability to work intelligently [37]. Professional competence positively affects bright work patterns. The higher the professional competence of employees, the higher the potential to produce the ability to work intelligently. So that this intelligent work is expected to accumulate into collective intelligence.

Collective intelligence means that individuals in an organization have the knowledge and ability to think, act, and coordinate. This capability is expected to solve the problem. Team building is an OD (Organizational Development) Strategy often used in organizations to make working groups more cohesive, committed, satisfied, and productive [27]. Because in an association, there is wisdom, and each individual has advantages that can cover the shortcomings of others. Conditions like this are expected to form a more solid team.

Such intelligence presupposes the possession of two types of qualities: individual quality, which requires critical thinking skills, problem-solving, adaptability, and accountability. The second is relational quality, which requires communicating effectively, being skilled in information management, and cooperating [28]. So it can be said that one of the sources of strength of change is the

gathering of intelligent people in one team who can move the system proportionally.

3. Evaluate the team

Evaluation of improvement in the team aims to find the reasons for the various obstacles in running the organization. Evaluation is a process or activity of selecting, collecting, analyzing, and presenting information that can be used as a basis for decision-making and further program preparation [38]. The right decision is expected from a leader who, of course, the analysis of problems found in the evaluation process.

In evaluating team performance, leaders should use criteria that indicate their performance and skill ratings and consider ethical dimensions and levels of resilience (relentless, quick rise).

Evaluation conducted through tests aims to shape the mindset of the team as a community to form synergy in the group to reduce conflict or even prevent it. Because the source of conflict can come from the performance of the organization's members, the togetherness felt can sharpen the sense of unity emotionally so that solidarity emerges that will sustain organizational problems. Evaluation should not be considered a waste of time; evaluation is an integral part of building an innovative team [28]. So the leader must allocate enough time for this activity.

A leader must master competencies and be good at managing time for work efficiency and balancing organizational capabilities against the challenges of globalization. The ideal time allocation for a disruptive leader is divided into three needs, namely; first 70% of the time, leaders think and make decisions about the present situation, what can be improved to improve organizational performance and productivity;

Second, 20% of the time, leaders think about the medium term and how decisions will affect the situation two or three years from now. And finally, third, 10% of the leader's time should be used to think about various scenarios in the future [28]. So the challenge for every situation that will come your way in the organization becomes the obligation of a leader who has a strong instinct to seize all possible opportunities for progress.

Conclusion

The era of disruption is both an opportunity and a challenge to modern organizational and human resource management practices. The demand is the competence of visionary leaders in organizing their organizations by changing the corporate form from a hierarchical structure to a *shape-shifting* network with all-digital technology facilities.

The sharpness of the organization's vision is very influential in running a more effective organization. A leader is expected to be able to translate the idea into a concrete and attractive program that can bring innovative behavior changes to his subordinates.

Then to improve performance, leaders should pay attention to physical and non-physical matters related to HR performance. Things related to physical, for example, the work environment in the form of a workspace with facilities, facilities that follow the development of technology needed in the framework of work efficiency and ease and creativity of performance towards the expected innovation.

While matters related to the non-physical work environment are efforts to improve HR performance in the organization through innovation, superiors provide full support for innovative efforts made by subordinates, from contributing

creative ideas to implementing innovative ideas at work to provide intellectual stimulation to associates. Good and healthy communication must be created, and trust in subordinates must be combined in organizational affairs.

Furthermore, the work environment that leaders must consider in this era is work inclusiveness. Inclusivity in the work environment is a workspace that does not provide barriers for users with different needs.

The next leader's strategy is to form an innovation team with collective intelligence. It is hoped that with this innovative team with collective intelligence, it will work well and be technically savvy. Then the proper performance evaluation provides a basis for leaders to bring the organization into the innovation needed in the era of technological disruption.

The digital transformation of the organization that is striving must align with the capabilities of the people who run the system in it—covering skills, mindset, and digital-based culture. The technology applied must be in line with HR capabilities, understand how to use it, and be able to align with existing processes in the organization so that it becomes an integral part of the organization's daily activities. This creates opportunities for organizations to grow and innovate in responding to the challenges of technological disruption.

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