

DAFTAR ISI

| | |
|---|-------------|
| LEMBAR JUDUL..... | i |
| LEMBAR PENGESAHAN..... | ii |
| LEMBAR PERNYATAAN..... | iii |
| KATA PENGANTAR..... | iv |
| DAFTAR ISI..... | vi |
| DAFTAR TABEL..... | ix |
| DAFTAR GAMBAR..... | x |
| DAFTAR LAMPIRAN..... | xii |
| INTISARI..... | xiii |
| ABSTRACT..... | xiv |
| BAB I PENDAHULUAN..... | 1 |
| 1.1 Latar Belakang Masalah..... | 1 |
| 1.2 Rumusan Masalah..... | 8 |
| 1.3 Pertanyaan Penelitian..... | 9 |
| 1.4 Tujuan Penelitian..... | 9 |
| 1.5 Manfaat Penelitian..... | 10 |
| 1.6 Ruang Lingkup dan Batasan Penelitian..... | 10 |
| 1.7 Sistematika Penulisan..... | 10 |
| BAB II LANDASAN TEORI..... | 13 |
| 2.1 Kepemimpinan..... | 13 |
| 2.2 Tipe-Tipe Kepemimpinan Kepemimpinan..... | 14 |

| | |
|---|----|
| 2.3 Kepemimpinan dan Manajemen..... | 17 |
| 2.4 Pendekatan <i>Blue Ocean</i> | 19 |
| 2.4.1 <i>Blue Ocean Strategy</i> | 19 |
| 2.4.2 <i>Blue Ocean Leadership</i> | 22 |
| 2.5 <i>Conventional Leadership</i> dan <i>Blue Ocean Leadership</i> | 23 |
| 2.6 <i>As-Is Leadership Canvas</i> | 25 |
| 2.7 <i>Blue Ocean Leadership Grid</i> | 29 |
| 2.7 <i>To-Be Leadership Canvas</i> | 30 |
| BAB III METODOLOGI PENELITIAN | 34 |
| 3.1 Pendekatan Penelitian..... | 34 |
| 3.2 Desain Penelitian..... | 35 |
| 3.2.1 Objek Penelitian..... | 35 |
| 3.2.2 Subjek Penelitian..... | 38 |
| 3.3 Daftar Istilah..... | 42 |
| 3.3.1 <i>Key Leadership Activities</i> | 42 |
| 3.4 Sumber Data..... | 43 |
| 3.5 Metode Pengumpulan Data..... | 44 |
| 3.5.1 Wawancara (<i>in-depth interview</i>)..... | 44 |
| 3.5.2 Kuesioner..... | 46 |
| 3.6 Tahapan Penelitian..... | 48 |
| BAB IV HASIL PENELITIAN DAN PEMBAHASAN | 50 |
| 4.1. Profil Perusahaan..... | 50 |
| 4.2 Pengumpulan Data..... | 53 |

| | | |
|-------|---|-----|
| 4.3 | Kanvas <i>As-Is Leadership</i> | 55 |
| 4.3.1 | Kanvas <i>As-Is</i> Manager Logistik..... | 56 |
| 4.3.2 | Kanvas <i>As-Is</i> Manager Logistik | 64 |
| 4.3.3 | Kanvas <i>As-Is</i> Coordinator Logistik | 72 |
| 4.4 | Penentuan <i>Hotspot</i> dan <i>Coldspot</i> Pada <i>Blue Ocean Leadership Grid</i> | 79 |
| 4.4.1 | <i>Hotspot</i> dan <i>Coldspot</i> tingkat Manager | 79 |
| 4.4.2 | <i>Hotspot</i> dan <i>Coldspot</i> tingkat Supervisor | 86 |
| 4.4.3 | <i>Hotspot</i> dan <i>Coldspot</i> tingkat Coordinator | 91 |
| 4.5 | Kanvas <i>To-Be Leadership</i> | 95 |
| 4.5.1 | Kanvas <i>To-Be</i> Manager Logistik..... | 96 |
| 4.5.2 | Kanvas <i>To-Be</i> Manager Logistik | 100 |
| 4.5.3 | Kanvas <i>To-Be</i> Coordinator Logistik | 103 |
| | BAB V SIMPULAN, KETERBATASAN, IMPLIKASI DAN SARAN... | 106 |
| 5.1. | Simpulan..... | 106 |
| 5.2. | Keterbatasan penelitian..... | 108 |
| 5.3. | Implikasi Manajerial..... | 109 |
| 5.4. | Saran..... | 110 |
| | DAFTAR PUSTAKA..... | 111 |
| | LAMPIRAN | |

DAFTAR TABEL

| | |
|--|-----|
| Tabel 3.1. Responden Penelitian | 42 |
| Tabel 3.2. <i>Response Categories</i> | 47 |
| Tabel 4.1. <i>Key Leadership Activities</i> Manager Logistik | 56 |
| Tabel 4.2. <i>Key Leadership Activities</i> Supervisor Logistik | 65 |
| Tabel 4.3. <i>Key Leadership Activities</i> Coordinator Logistik | 72 |
| Tabel 4.5. <i>Hotspot dan Coldspot Blue Ocean Leadership Grid</i> Manager... | 80 |
| Tabel 4.6. <i>Hotspot dan Coldspot Blue Ocean Leadership Grid</i> Supervisor... | 86 |
| Tabel 4.7. <i>Hotspot dan Coldspot Blue Ocean Leadership Grid</i> Coordinator .. | 91 |
| Tabel 4.8. <i>As-Is dan To-Be Key Leadership Activities</i> Manager Logistik..... | 96 |
| Tabel 4.9. <i>As-Is dan To-Be Key Leadership Activities</i> Supervisor Logistik..... | 100 |
| Tabel 4.10. <i>As-Is dan To-Be Key Leadership Activities</i> Coordinator Logistik.. | 103 |

DAFTAR GAMBAR

| | |
|--|-----|
| Gambar 1.1. <i>Blue Ocean Grid</i> | 4 |
| Gambar 1.2 Bagan Departemen Logistik Jakarta..... | 6 |
| Gambar 2.1. <i>Four Action Framework</i> | 21 |
| Gambar 2.2. Presentasi Keterkaitan Karyawan | 22 |
| Gambar 2.3 Kanvas <i>As-Is Leadership</i> | 26 |
| Gambar 2.4 Kanvas <i>As-Is Leadership Middle Manager</i> | 27 |
| Gambar 2.5 Kanvas <i>As-Is Leadership Frontline Leader</i> | 28 |
| Gambar 2.6 <i>Blue Ocean Leadership Grid</i> | 30 |
| Gambar 2.7 Kanvas <i>To-Be Leadership Frontline Leader</i> | 31 |
| Gambar 2.8 Kanvas <i>To-Be Leadership Middle Manager</i> | 32 |
| Gambar 2.9 Kanvas <i>To-Be Leadership Senior Manager</i> | 33 |
| Gambar 3.1 Rata-rata KPI SCM Periode 2014-2015..... | 36 |
| Gambar 3.2 Organisasi Chart <i>Supply Chain Management</i> Natuna Energi..... | 37 |
| Gambar 3.3 <i>Business Process</i> Departemen Logistik Natuna Energi..... | 41 |
| Gambar 4.1 <i>Chart</i> Departemen Logistik | 52 |
| Gambar 4.2 Kanvas <i>As-Is</i> Manager Logistik | 57 |
| Gambar 4.3 Kanvas <i>As-Is</i> Supervisor Logistik | 65 |
| Gambar 4.4 Kanvas <i>As-Is</i> Coordinator Logistik..... | 72 |
| Gambar 4.5 Kanvas <i>To-Be Leadership</i> Manager Logistik | 97 |
| Gambar 4.6 Kanvas <i>To-Be Leadership</i> Manager Supervisor | 101 |

Gambar 4.7 Kanvas *To-Be Leadership* Manager Coordinator 104

DAFTAR LAMPIRAN

- Lampiran 1. Kuesioner Penelitian
- Lampiran 2. Hasil Wawancara
- Lampiran 3. Hasil Kuesioner
- Lampiran 4. Hasil Perhitungan Kuesioner