

CUSTOM PROGRAM SUCCESS STORY

FOCUS: SYSTEM DYNAMICS / LEADERSHIP

INDUSTRY: GLOBAL COMPANIES, NGOS, AND GOVERNMENTS



MIT Sloan
Executive
Education

IDEAS Indonesia

BUILDING TRUST TO RE-BUILD A NATION

THE CHALLENGE

Since its first democratic election in 2004, Indonesia has seen remarkable economic growth and political stability. However, the preceding centuries' legacy of bad governance and high unemployment, as well as a series of devastating natural disasters and acts of terrorism, continue to erode trust and good will, particularly among government, private business, and civil society. For Indonesia to sustain its forward movement toward national goals of peace and equitable growth, it is essential for the government, private sector, and the civil society to collectively manage these challenges.

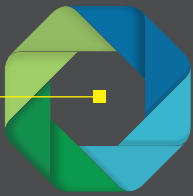
Leaders turned to MIT Sloan to help them create a better future by bringing together small cohorts of leaders from different sectors in an engaging and nurturing learning environment—one that helps leaders provide and manage solutions for Indonesia's emerging complexities.

THE SOLUTION

Part leadership training and part spiritual transformation, The IDEAS (Innovative Dynamic Education and Action for Sustainability) program was designed to help participants from drastically diverse backgrounds put aside their differences and learn to work together toward a common goal of building a better future for Indonesia. The IDEAS program emerged from the United in Diversity Conference in Bali in 2003, spearheaded by Cherie Nursalim, who is a primary co-founder of United in Diversity (UID) Forum and Executive Director of Giti Group, a Singapore-based industrial conglomerate.

The IDEAS program assembled small cohorts of leaders drawn from every sector of society, including government officials, civil-society leaders, business executives, academics, lawyers, journalists, activists, and members of non-governmental organizations. Participants also represented diverse ethnic and cultural backgrounds. Each cohort was limited to thirty participants (Fellows) to foster close collaborations.

The program was delivered both in Indonesia and Cambridge, and drew on MIT Sloan's unique approach of integrating theory, real-world practice, and personal reflection. Program curriculum included social technologies and advanced management techniques to help Indonesian leaders recognize root causes of pervasive problems and address them effectively through collaboration.



CUSTOM PROGRAM SNAPSHOT:
IDEAS INDONESIA

CHALLENGE

Create, sustain, and expand a network of leaders who can apply collective knowledge to solving Indonesia's most pressing problems

SOLUTION

Ongoing opportunities for immediate and practical solutions stemming from program prototypes and action-learning projects

RESULT

IDEAS Fellows have created a powerful network of leaders committed to transformation and equipped with the knowledge and practical tools to do so

"The tools, the application, the action learning—that's what we are building on. Then we add the relational dimension, the capacity to empathize, relate, and transform challenging and critical relationships," explained Otto Scharmer, MIT Sloan Senior Lecturer and Program Co-director. "It's working with whole systems and the whole human being,"

Fellows developed and built prototypes of the kinds of change projects they intended to undertake in their chosen areas. Subsequently, they are expected to continue to apply the approaches learned to wider sets of issues.

WHY MIT

Cherie Nursalim knew of similar work done by MIT Sloan's Otto Scharmer and Peter Senge in a program called ELIAS (Emerging Leaders Innovate Across Sectors)—an initiative that brought together global companies, NGOs, and governments in developing countries—and arranged for three participants from Indonesia to attend. This experience led to the development of the larger IDEAS program.

"We had high expectations, but what has resulted was even more inspiring. We have been humbled by what the faculty have created, the support of the amazing team at Executive Education, and the Sloan senior management. It's a very deep friendship," noted Nursalim.

THE RESULT

The program had many notable successes. One pilot project helped to end corruption in a region with an initiative designed to be a model for the entire nation. Another pilot led to a reorganization of a large national bank to start offering financial services to a previously underserved low-income population. Over the years, the IDEAS Fellows have created a powerful network of leaders committed to transformation and equipped with the knowledge and practical tools to do so.

"During this time, our company has reached the one billion market cap for the first time; I think this IDEAS process really was part of that," said Chris Chan, CEO of GT Tires. Another IDEAS Fellow, V.P. Sharma, Vice President and Director of "MAP" (operating over 300 brands in Indonesia, including Starbucks), attributes his company's extraordinary growth to the changes in management style—especially the practice of deep listening and prototyping—that he learned during the ten months of training and practice.

IDEAS Indonesia is the subject of an upcoming book by Dr. Jane Pratt, an environmentalist and former Chief of Environmental Operations and Strategy at the World Bank, *"The Start Of Something Big! Or: How To Change The World One Country At a Time."*

"I LEARNED TO REFRAME PROBLEMS AS OPPORTUNITIES, TO SEE AND RESPOND TO ROOT ISSUES, NOT SYMPTOMS; I LEARNED HOW NOT JUST TO WORK WITH DIVERSITY, BUT ALSO TO SEE IT AS ESSENTIAL TO SOLUTIONS."

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**MIT Sloan
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