WHAT THE FUTURE OF LEADERSHIP WILL LOOK LIKE IN BUSINESS

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ABSTRACT

Leadership is a person's ability to influence other people to work together according to plans to achieve predetermined goals. Thus, leadership plays a very important role in management, it can even be stated that leadership is the essence of management. The role of leaders is very large in forming innovative organizations and this role is difficult for other people to replace. This is because to form an innovative organization, the most important thing is not to find as many creative people as possible to employ in the organization. The most important thing is to create a process and environment that can help the birth of as many creative ideas as possible. The only person who has the ability to do that is of course the person who has the highest power in the organization. Everyone who wants to be a leader should understand how to mobilize other people to do extraordinary things in the organization they lead. A person is said to be a leader if he is able to transform values into action, vision into reality, obstacles into innovation, differences into solidarity, and risks into rewards. A leader's leadership should be able to create change, be able to create a new atmosphere where people turn challenging opportunities into extraordinary success. To become a future leader requires experience, you need to be involved and experience various things at work and even in leading, thereby ensuring success in your leadership. A person is said to be a leader if he is able to transform values into action, vision into reality, obstacles into innovation, differences into solidarity, and risks into rewards. A leader's leadership should be able to create change, be able to create a new atmosphere where people turn challenging opportunities into extraordinary success. To become a future leader requires experience, you need to be involved and experience various things at work and even in leading, thereby ensuring success in your leadership. A person is said to be a leader if he is able to transform values into action, vision into reality, obstacles into innovation, differences into solidarity, and risks into rewards. A leader's leadership should be able to create change, be able to create a new atmosphere where people turn challenging opportunities into extraordinary success. To become a future leader requires experience, you need to be involved and experience various things at work and even in leading, thereby ensuring success in your leadership. A leader's leadership should be able to create change, be able to create a new atmosphere where people turn challenging opportunities into extraordinary success. To become a future leader requires experience, you need to be involved and experience various things at work and even in leading, thereby ensuring success in your leadership. A leader's leadership should be able to create change, be able to create a new atmosphere where people turn challenging opportunities into extraordinary success. To become a future leader requires experience, you need to be involved and experience various things at work and even in leading, thereby ensuring success in your leadership.

Keywords:Leadership, Innovative, Creative

1. INTRODUCTION

Currently, there have been changes in all aspects due to the demands of globalization and the information era. These changes will continue, especially changes in the business world. This also requires changes in the organizational and business fields, including leadership. The business world in Indonesia has been challenged by the entry of foreign companies. This company not only competes in the domestic market but also with local managers and professionals. Since the monetary crisis in our country, how many medium to large scale companies have no longer been able to operate. One of the causes of this is because the leadership is not appropriate and does not want to change to adapt to very competitive conditions.

Indonesia's future business leaders should not only cultivate rich work experience in culture, language and business functions. Leaders also need to have the main requirements in the form of enthusiasm, the ability to work in a team, values that are timeless and ageless, and the ability to look to the future rather than catch up at the moment. Future business leaders must not only have strong managerial skills but must also be able to lead the company to be more ethical, focused on long-term goals in the economic, social and environmental domains.

Future leaders must appreciate the social pressures present in companies including intervention from the government. If you don't like it, the leader will be pushed into a corner and

this is considered unhealthy for the future business climate. This is where knowledge and skills are needed that are able to develop effective frameworks and methodologies that minimize social pressure. Nowadays, companies are not only faced with technical pressures alone. Non-technical pressure is also considered to have a big influence on business sustainability in the future.

What is happening now is that many companies or business ventures are downsizing, while at the same time they can even double their sales. Companies prefer agile staff, freelancers and contract employees (out sourcing). This happens of course for efficiency reasons alone.

In facing these business challenges, it is necessary to develop human resources to become professional leaders and hopefully be able to compete with other companies. The role of a leader in a business organization is very important, sometimes more valued than other assets. To get a leader who is suitable and expected by the company, of course you have to go through an appropriate recruitment process. The problem that arises is how to face the future and how to prepare the leader to face intense competition.

2. LITERATURE REVIEW
Understanding Leadership

In general terms, especially in management, leadership is often referred to as Leader. There are several definitions of leadership according to experts, including:
1. *Getting things done* that is, achieving results through other people
2. Motivate others to achieve desired work results
3. Leadership is influence, nothing more and nothing less
4. Leadership is one word, namely Influence, which means influencing, motivating, directing other people to achieve organizational goals

From the definition above, it can be concluded that the meaning of leadership is: Leadership is about how to influence other people, subordinates or followers to achieve the goals desired by the leader.

In management science in general, there are 3 (three) leadership models. In general, we often see these three leadership models in leaders in their daily practice in managing an office or company. Each model has its own color, some arise due to the grace of God Almighty, others arise which are closely related to the nature or character of the person himself, some even arise as a result of the learning process. These three leadership models can be described as follows:

1. Charismatic Leadership is:
   Leadership that comes from God's grace, where the leader has extraordinary abilities, a strong magnet and a strong emotional attraction from those being led to the leader.

2. Transactional Leadership is:
   a. Leadership is to control subordinates by using power to achieve results.
   b. Manage subordinates by giving rewards and punishment.
   c. Regularly implement mutually beneficial transactions with subordinates.

3. Transformational Leadership is:
   An effective leadership model that has been applied in various international organizations that manages the relationship between leaders and followers by emphasizing several factors including attention, communication, trust, respect and risk. .

   4 (four) specific behaviors of Transformational Leadership:
   1. *Credible,* meaning having a consistent nature and high commitment to what he says and what he does.
   2. *Creation Opportunities*, meaning creating opportunities for others to improve their knowledge and skills.
   3. *Caring,* This means showing concern for other people so that subordinates feel recognized as part of the organization.
   4. *Communications*, meaning having good communication skills with other people.

There are 3 (three) aspects of Transformational Leadership, namely:

1. *Vision* is one's ability to describe, explain and convince subordinates about the future conditions they want and make them happen.
2. *Power* is having influence, control and power over other people or groups so as to get strong support to achieve their goals.
3. *Self Confidence* is self-confidence to act that comes from experience of things that happen in one's life.

Power

In this sub-chapter, Power will be discussed in more depth than the other two aspects, namely Vision and self-confidence. The consideration is because Power is a very strong motive and is needed for a manager or leader to achieve success in leading an organization (need for power).

By having power, a manager or leader will get support from other people. This means that a manager or leader needs influence and power to achieve his goals. 4 (four) types of Power

There are 4 (four) types of power in a leader or manager in general, namely:

1. *Personalized Power*

    More is used to show that his power is greater than other people, showing his special status.

    Example: Request a special lift, special parking space, special vehicle, etc

2. *Personal Power*

    Derived from certain expertise, often called Expert Power, it can also come from friendship or is called Referet Power

3. *Position Power*

    Derived from legal authority or Legitimate Power, formally having control over human resources, finances and facilities

4. *Prosocial Power*

    This power is spread throughout all levels of office (not only at the top of the position), mutual influence affects each other, provides many benefits, work is easily completed.

According to Edwin.A. Fleisman leadership is an effort to influence the activities of followers through the communication process to achieve certain goals. From this definition there are 3 elements, namely:

- First, it shows that leadership involves the use, influence, and therefore all relationships can be leadership efforts.
- The second element of the definition concerns the importance of the communication process. Clarity and accuracy of communication. Clarity and accuracy of communication influence follower behavior and achievements.
- The third element focuses on goals, that is, effective leaders may have to deal with individual, group, and organizational goals. The effectiveness of a leader is specifically seen as a measure of the level of achievement of one or a combination of these goals. Individuals may view a leader as effective or ineffective in terms of the satisfaction they gain during their overall work experience.

Leadership is a person's ability to influence other people to work together according to plans to achieve predetermined goals. Thus, leadership plays a very important role in management, it can even be stated that leadership is the essence of management.

In reality, not everyone who occupies a leadership position has the ability to lead or has 'leadership', on the contrary, many people have leadership talent but never get the opportunity to become leaders in the true sense. Meanwhile, the definition of 'head' shows the formal aspect of the leader's position only, meaning that legally, anyone can be appointed to head a business or division (based on a decree or letter of appointment), although it is not certain that the person concerned is able to influence and guide their subordinates and (lead) has the ability to carry out tasks to achieve goals.

Characteristics of Effective Leaders

The characteristics of an effective leader (Gibson, Ivancevich, Donnelly: 325) include:

- Intelligence (intelligence).

  Stogdill found a general trend showing that leaders are smarter than their followers. One important finding is that marked differences in intelligence between leaders and followers may be dysfunctional, and such leaders may have difficulty communicating ideas and wisdom. Related traits are: consideration, firmness, knowledge, and eloquence.

- Personality

  Research results show that personality traits such as tenacity, originality, personal integrity and self-confidence are related to effective leadership. Related traits are: adaptability, alertness, creativity, personal integrity, self-confidence, balance and emotional control, and independence.

- Physical Characteristics

  Studies on the relationship between effective leadership and physical characteristics such as age, height, weight, and appearance reveal conflicting results.

- Supervision Ability

  According to Ghiselli, there is a positive relationship between a person's supervision (utilization) ability and their level in the organizational hierarchy. Associated traits are: ability to acquire, cooperation, popularity, prestige, sociability, social participation, tact, and diplomacy.

Criteria for Leader Effectiveness

The effectiveness criteria used in most studies include:

1. Productivity per hour worked or another similar measure of an organization's success in achieving its production goals.
2. Job satisfaction of organizational members.
3. Employee turnover rate, absenteeism, and complaint rate.
4. Cost
5. Leftovers that are thrown away
6. Motivation of employees and leaders

Leadership Style

When viewed from leadership styles, from the results of research through interviews with leaders and their followers, there are 2 styles, namely:

- Job-oriented, where the leader practices strict supervision so that subordinates carry out their tasks using clearly defined procedures. This type of leader relies for their leadership on coercive power, rewards, and legitimacy to influence follower behavior and achievements.
- Employee oriented (employee centered), which believes in the need to delegate decision making and attempts to assist employees in meeting their needs by creating an encouraging work environment. Leaders with this style also pay attention to the personal progress, growth and achievements of employees.

Leadership Past and Present

In general, companies that are born and become big and then become successful in Indonesia are because they are owned and managed by families. They emerged when competition was less intense, protected by the government, and built on the strength of relationships. They are also very opportunistic and cannot say "no" to every business opportunity that exists. Due to lack of competition, these companies only operate in low-tech industries.

Leadership abilities at that time were clearly different from those required now. In the past, they were founders, entrepreneurs and first managers of companies. Their business is built on relationships (with the government), so the company gets special rights.

In the current era of globalization and information, the world trading system is open. Many foreign companies have invaded the domestic market. Competition is intense, not only competition in the market but also with management capabilities.

For now and in the future, there are general things that leaders need to have in their leadership, including:

- A leader is a person who can see and take advantage of opportunities amidst continuous changes in parameters, so that he himself is in the process of transformation.
- Leaders must know how to build solid relationships quickly, help people leave their jobs with honor, and how to negotiate with business partners.
- Leaders must know how to navigate relationships with business partners and competitors, how to work with suppliers, competitors and clients in strategic partnerships and how to see the way forward.

Because a leader is tasked with moving the people he leads, of course he must have more qualities than the people he leads. The number of ideal qualities required for a leader varies according to field of activity, type or type of leadership, level and even cultural and national background.

Minimum Provisions for a Leader

Being a leader is not easy. If you want to be a careless leader, you don't need certain/minimum requirements. A leader should have the following minimum provisions:

a. Has Charisma

Being a leader is not easy. not as easy as people imagine. He must be prepared intellectually and morally. Because he will be a figure that many people/subordinates hope for. His behavior must be exemplary/exemplary. A leader is someone who has abilities above the average abilities of his subordinates. In short, a leader must have charisma. The characteristics of leaders who have charisma are:

1. His behavior is commendable
2. Honest and trustworthy
3. Keep commitments
4. Consistent with speech
5. Have sufficient religious morals.

b. Have Courage

It's not funny if a leader doesn't have courage. At least the courage to speak, express opinions, argue and dare to defend the truth. More specifically, courage is shown in the commitment to dare to defend what is right, hold firm to the right stance, not be afraid to fail, dare to take risks, and dare to be responsible.

c. Have the ability to influence other people

One characteristic that someone has a leadership spirit is their ability to influence someone to achieve a certain goal. With his ability to communicate, he can influence other people. The ways to influence other people include: Making other people feel important, helping other people's difficulties, expressing insight with a positive perspective, not putting other people down, having strengths or expertise.

d. Able to Make Strategies

A leader should be synonymous with a strategist. The progress or decline of a company, the failure or success of an organization, is largely determined by the strategy designed by the company leader or organization leader. The criteria for a leader who is able to formulate a strategy are: mastering the field, having broad insight, thinking intelligently, creatively and innovatively, being able to see problems comprehensively, being able to set a priority scale, being able to predict the future.

e. Have High Morals

Many people think that morality is a measure of the quality of a person's life or not. Moreover, a leader who will be a role model. A leader is a role model who is morally responsible. Signs of a

leader with high morals: don't hurt other people, respect everyone, be polite, don't like conflict, don't be reckless, don't want to have things that don't belong to them, their words are controlled and calculated, their behavior can be used as an example.

f. Able to be a Mediator
    A wise leader is able to act fairly and think objectively. These two things will support the leader's task of being a mediator. The requirements for a mediator include several criteria: think positively, whenever there is a problem, always be in the middle, have the ability to lobby, be able to resolve problems proportionally, be able to distinguish between personal interests and the public interest.

g. Able to be a Motivator
    The relationship between a leader and motivation is that a leader is also a motivator. That's how it should be. The leader is the central point and the starting point for a step to begin. Motivation will arise if the leader realizes his function as a motivator. Signs that a leader realizes his function as a motivator are: having concern for other people, being able to be a good listener, inviting goodness, being able to convince other people, trying to understand other people's desires.

h. Have a Sense of Humor
    It will be easier for a leader to carry out his leadership duties if he supports the leader's humorous nature - has a high level of humor. They say humor is more important than a raise. The categories of leaders who have a sense of humor include the following: smiling, able to break the ice, able to create refreshing sentences, rich in stories and funny stories, able to put humor in the right situation.

Criteria for Today's Leaders

Quoting US president Richard Nixon, a strong leader has the following criteria:

1. *Highly Intelligent*(very clever). A leader must have sufficient intelligence to be able to compete and experiment with new discoveries to maintain the continuity of his business.It is a leader who determines the course of the business, the targets to be achieved both internally and externally, the assets and skills required, the opportunities and risks faced. Company leaders are strategists who ensure that organizational goals can be achieved.
2. *Highly Disciplined*(very disciplined). A good leader is a leader who has a high level of discipline,Leaders must also be able to ensure that everyone adheres to discipline. Leaders who are unable to uphold and enforce discipline in a company or organization will be considered weak and create feelings of doubt and anxiety among their followers.
3. *Hard Workers*(hard woker). A good leader is a leader who likes to work hard and doesn't give up easily. He always tries hard to get what he wants and will not stop before his wish comes true.
4. *Supremely Self-confident*(very confident). A good leader must have high self-confidence. He must be sure that what he is doing is the right step to take his company to the gates of success.
5. *Driven by a Dream*(have a vision for the future).Having a vision for the future that shows clearly to all parties and especially to their followers, what they want to achieve together.
6. Driving Others (can move the organization towards a certain vision).Future leaders must understand developments in science and technology and utilize them for their leadership.
7. Business-sense (including being willing to take risks, calculating profits and losses quickly, and having high thriftiness and cost-consciousness).

Terry stated that there are 8 conditions that must be met by a good leader, namely having:

1) Strength or energy.
    A leader must have physical and spiritual strength so that he is able to work hard and think a lot to solve the problems he faces.
2) Emotional mastery
    A leader must be able to control his feelings and not get angry and despair easily.
3) Knowledge of human relations

A leader must be able to establish humane relationships with his subordinates and other people, so that it is easy to get help in any difficulties he faces.

4) Personal motivation and encouragement, which will be able to generate enthusiasm, passion and perseverance in work.

5) Communication skills
The ability to convey ideas, opinions and desires well to other people, and can easily get the gist of the conversation.

6) Teaching skills
A good leader is a teacher who is able to teach and provide examples and instructions, explain what is not clear with a clear picture and correct what is wrong.

7) People skills
Can know the nature and character of other people through social interactions so that you can easily gain loyalty and trust. It is best if subordinates are also willing to work happily and voluntarily to achieve goals.

8) Leadership technical abilities
Know the principles and goals of the organization. Able to plan, organize, delegate authority, make decisions, supervise, etc. to achieve goals. A leader must master both managerial and technical skills in the business field he leads.

A world-class business leader needs to be equipped with the following four main requirements, which are the ultimate weapons to always appear at the forefront in every endeavor he undertakes.

a) Passions.
A smart person without passion will be meaningless to a company compared to someone with standard abilities but a high enthusiasm for success. There are many things that people who have enthusiasm can do. High enthusiasm for progress can correct various mistakes, turn failure into victory, help in identifying opportunities in threats. So, it is important to ensure that a leader must have high enthusiasm in the field of work he is currently pursuing.

b) Team Player.
It will be much easier for a leader to achieve success with the support of many people, rather than having to do it alone. For this reason, he needs to cultivate the same skills as a team. How do he get team support? To get the support of many people, first, leaders need to support many people (for example: team members or outside the team) to be successful. In this way, positive emotions towards the leader can grow. If positive emotions grow, mutual trust will automatically grow. This sense of mutual trust and mutual support is the main asset in working together with team members.

c) Values.
The vision and mission may change (and even need to change) as time passes. Business and technology goals can also change (in fact they should change). However, there is one thing that must not change: values   (the values   adhered to). If the value that is firmly held is humanity, then this value will underlie all changes, decisions, or regulations and procedures that are followed.
A hospital leader who adheres to human values   will always try to make his hospital services more "humane". He will try to provide health services with better quality of service, more affordable prices, more timely work completion, more appropriate technology.

d) Future Outlook.
Ordinary people will try to understand, imitate, and then pursue the changes brought about by the market. However, a leader needs to go beyond what is happening in the market. He needs to have the ability to see into the future, so that he doesn't need to get tired of chasing market progress. On the contrary, he needs to always be ahead of the market by anticipating changes and rolling out changes in the market he is involved in. He doesn't need to be afraid of being imitated, because once other people or other companies are busy trying to imitate him, he

ensures that he or the company he leads is already several steps ahead of the market. Invent and reinvent the future needs to be the motto of international world leaders.

3. METHODS

The method in this research is descriptive analytical with a qualitative approach. The discussion material is based on a literature review of books and various scientific papers which discuss leadership models in the context of forming the characteristics of future leaders. The research describes the concept of leadership in the future and then analyzed logically so as to obtain a conclusion on the national leadership model in the future.

The data in this research was collected through documentation by means of library observation, namely looking for data regarding research objects related to leadership concepts. To obtain valid conclusions, the authors used deductive analysis, namely by analyzing general data contained in several literatures, then classifying them into several groups so that conclusions can be drawn.

4. RESULT AND DISCUSSION

Understanding that organizational change efforts are very important in a rapidly changing and discontinuous environment, changes are often designed so that the organization is not static, but remains dynamic through strong, visionary, intelligent and organizational development-oriented leadership.

Strategic targets in the field of change and the complexity of factors that can hinder change efforts make organizational leaders create change programs carefully.

1. The leadership needed for change is strong leadership in terms of authority and commitment. Leaders as determinants of the direction of change need to have authority and commitment because leading change with the complexity of change requires strength, high self-confidence and involvement in each change process.

   Organizational leaders must be active towards planned organizational goals. In this way, the change leader will not lose and will be enthusiastic in accepting the challenges of change which are seen as a test of his leadership.

2. The change leader must move the vision (visionary) by looking towards the future where the organization will continue to move. Leading change can be done by starting to determine and set a vision about the future. Then, it is necessary to unite the steps of each member of the organization through harmonious communication and their ways of overcoming obstacles that come. Leaders do not have to be authoritarian. However, even though organizational members share ideas in change, the leadership baton remains in the hands of the change leader.

3. Intelligence is needed for change leadership so that it does not become confused in facing and implementing change itself. With intelligence, leaders have the ability to see strategies and determine change programs that they believe will bring the organization they lead to success in the future. Leaders can overcome any problems that arise due to changes by observing and assessing the situation, conditions and organizational dynamics.

   In this organizational change, leaders with multi-dimensional intelligence are needed, which include intellectual intelligence, emotional intelligence and spiritual intelligence. With intellectual intelligence, a leader has the necessary knowledge, insight and creative thinking. Emotional intelligence makes leaders good at managing their own emotions and the emotions of others, so that the change process can run effectively. With spiritual intelligence, leaders can have high ethical awareness and have an impact on change goals, increasing organizational effectiveness and carrying out moral and ethical responsibilities to all parties involved in the change.

4. Development-oriented leadership behavior in the midst of ongoing change, namely leadership that values   every experimentation by seeking new ideas and ideas, as well as implementing change. Such a leader can encourage new ways of solving problems, giving

birth to new approaches to identifying emerging problemsencourage and move members of the organization to make changes. In a constantly moving environment, without proper organizational change efforts under strong, visionary, intelligent and development-oriented leadership, an organization will fail because it is unable to keep up with every change. Thus, a leadership role is very necessary.

The role of leadership in organizational change can be seen from the management functions carried out by leaders, namely:

1) Plan change. Basically, leadership is an agent of change who has influence in deciding whether change is needed. Then, the leader also creates a program to create the change strategy. Leaders can also be said to be restructurers in organizations. Individuals who are responsible for changing the system and behavior of organizational members are leaders as agents of change.

2) Organizing organizational changes in their implementation. Organizational changes that are planned and implemented require strong leadership to influence, direct and mobilize organizational members to achieve these changes. Based on the theory, this action is reflected in aspects of leadership, namely leaders who can, (1) provide and develop a vision (visionary), (2) as a professional communicator, (3) become an agent of change, (4) as a trainer and (5) analyzing the use of information technology which continues to develop.

3) Mobilize organizational resources to change and implement change. The change leader is expected to create a sense of urgency and increase readiness for change, or encourage some followers to act as change agents and develop a coalition to support the change.

Starting from identifying your own strengths and weaknesses. Global business leaders need to carry out tests and assessments to identify their strengths and weaknesses (Dubrin, 2004). This is necessary to understand the individual's reaction to situations and approach to decision making. Knowing one's own strengths and weaknesses can help leaders more effectively carry out cross-cultural arrangements (Frost & Walker, 2007). Being able to overcome perceptions (stereotypes) and utilize one's strengths is key to global leadership practice.

To further benefit from identifying one's limitations, leaders can use the results to craft a unique leadership style. For example, female leaders may use empathy and collaboration as leadership traits because they tend to work best in collaborative relationships and consequently improve the quality of teamwork and performance outcomes.

Global leaders face a highly complex multicultural world that requires respect for individual uniqueness (Holt & Seki, 2012). Every individual has certain behaviors that are shaped by cultural background, life experiences, and values. To better understand cross-cultural issues, international leaders must study the demographics of each employee and appreciate the wide variety of input they bring to the workplace (Parvis, 2003).

Focusing on the differences between oneself and others is not an absolute way to resolve interpersonal problems. Kowske and Anthony (2007) identified that leadership competencies are conceptualized similarly when individuals have the same geographic background (e.g., Anglo and Latin American). Seeing similarities rather than differences in people can be a good approach to help global leaders communicate and lead more effectively (Cranford & Glover, 2007). In this way, leaders can build relationships and close cultural gaps within a group.

Global leaders need to understand local culture and be open to differences (Frost & Walker, 2007). Understanding cultural perceptions (stereotypes) helps leaders overcome personal mistakes and respect diverse others. Personal mistakes towards strangers or people different from oneself can lead to failure in finding quality employees and building employee trust, as well as their commitment and productivity (Dubrin, 2004). It is important for leaders to be objective in their leadership practices without making assumptions. Leaders also need to lead by example so that employees believe ethical behavior (e.g. respecting others' differences and avoiding personal mistakes) is seriously emphasized in the organization (Roy, 2012). Through cultural awareness and

sensitivity, organizations have a better chance of success in global competition and adequate return on investment (Okoro, 2012).

The key for employees to reach their full potential is to treat employees with respect (Choan, 2003). Respecting each individual is the main principle of effective leadership and incorporates other moral aspects. People have different expectations about how they want to be treated based on their cultural background and values. By honoring individual character traits and unique attributes, global leaders can avoid cultural stereotypes and unleash the full potential of workers in a diverse workplace.

A true leader must cultivate ability and self-confidence to help employees build enthusiasm and self-confidence (Weiss, 2004). To increase one's self-confidence, leaders can start by understanding competitors, namely by studying competitor culture, business strategy, organizational performance, etc. Increasing competitiveness in the global market will improve organizational results. It is also important for leaders to expand knowledge of international business and strengthen technical skills in management and leadership practices.

Effective global leaders require results, driven by achievement and forward thinking (Gutierrez, Spencer, & Zhu, 2012). They must have the ability to quickly respond to problems and make appropriate decisions from different aspects (Rausch, Halfhill, Sherman & Washbush, 2001). They must also be able to identify opportunities quickly and be able to turn challenges into opportunities. Most importantly, global leadership is about initiative, trust, integrity, and performance enthusiasm (Flaum, 2002).

The current era of technological explosion has created a global area where people work without geographical or psychological limitations. Rapid technological developments not only help organizations increase production and profits, but also help increase team work activities and efficiency (Dubrin, 2004). The ability to use innovative technology products (e.g., video conferencing, email, etc.) is an important technical skill for promoting global leaders' interpersonal skills and international leadership practices (Roy, 2012). In addition, scientific research still provides leadership theories and strategic approaches that can be adopted and utilized to increase the effectiveness of leadership practice in the field (Swanson & Holton, 2009). Leaders can gain valuable information from the literature and adapt their leadership styles or strategies to better suit organizational needs and future challenges. However, due to advanced technology, people do not have as much face-to-face interaction. Limited physical contact challenges global leaders to lead and influence employees outside the office. To solve the disadvantages of technology in leadership practices, leaders can overcome obstacles through various leadership approaches and management policies. Additionally, due to the increasing number of multinational companies and increasing interdependence between nations, there is no generally accepted theory of cross-cultural leadership (Punnett & Shenkar, 2004).

Global leaders must be careful in using available leadership theories or models because what is applicable and successful in one country may not always produce the same results in another country. It is important to note that most leadership theories or models were developed in the West (Lussier, 2005). Because different countries have different perceptions of leadership, one of the keys to success in global leadership practice is studying and getting to know employees, organizations, and global trends.

Leadership is now expected to promote corporate social responsibility, an important concept in dealing with stakeholders (Smith, 2011; Strand, 2011). Organizations are expected to provide social concern for society and social responsibility to various stakeholder groups (Smith, 2011). Consequently, global leaders have a social responsibility to create enjoyable workplaces that directly impact human well-being. To fulfill social responsibility, Dubrin (2004) suggests four actions, namely: (1) creating a comfortable and enjoyable workplace, (2) helping others to preserve the environment (such as managing toxic waste), (3) engaging in political welfare (such as advocating against unfair child labor), and (4) engaging in philanthropy such as donating money to charity. Social responsibility is not a slogan, but must be put into action.

5. CONCLUSION

Companies must have sufficient human resources (HR) to be able to face the future, and need to develop human resources to achieve greater achievements, especially by considering the strength of relationship skills to achieve the highest potential and remain in the process of continuous personal growth and openness.

Judging from leadership style, it is best for a leader to be employee-oriented, this is in accordance with what has been implemented by several large companies in Indonesia. It is appropriate for companies to believe that employees are the company's most important assets, so they need to pay attention to their needs by creating a working atmosphere, employee achievement and personal progress.

In preparing for future leadership, it is necessary to pay attention to the criteria for superior seeds, including: being able to work hard, having high achievements, liking responsibility and challenges and liking to learn.

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