



# Are You a Leader?

Self Leadership | Lead and Manage  
Leadership and Culture



**Devie Deviesa., Ph.D., OD**

AK., RFC., CFP., AEPP., CMA., CBA., CPHR., CSRS., CIBA  
[ddeviesa@yahoo.co.id](mailto:ddeviesa@yahoo.co.id)

## Chairman

- Business Number Consulting
- Indonesian Association of Organisation Development Practitioner

## Petra Christian University

- Associate Professor — Doctor of Management Program
- Director — Petra Business School

## Inventor

- Whole Mindset Assessment
- International CODP\_Certified Organisation Development Practitioner
- International CMDP\_Certified Mindset Development Practitioner
- International COPA\_Certified Organisation Performance Analyst



Devie Deviesa., Ph.D., OD

Business Number Consulting<sup>1</sup> | Never Do Business Without Number





# THE EVOLUTION OF SELF LEADERSHIP

A journey from controlling behavior to mastering the source code of our mindset.

| ERA OF SELF LEADERSHIP                                                                                                                                                                                     | PERIOD                                                                                           | FOCUS                                                                                                                                                                                   | CORE QUESTION                                                                                                        | KEY FIGURE & NARRATIVE                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <b>Self-Control</b><br>Discipline is doing what you're told to do.<br>Focus on obedience and rule-following.             | <br>1900–1950 |  <b>Behavior</b><br>Controlling behavior through rules, standards, and discipline.                   | <br>“Am I following the rules?”   |  <b>Frederick Taylor</b><br>Standardized behavior through discipline and scientific management.         |
|  <b>Self-Management</b><br>Effectiveness is managing your time and tasks.<br>Focus on efficiency and getting things done. | <br>1950–1985 |  <b>Productivity</b><br>Managing time, priorities, and results effectively.                          | <br>“Am I managing my time well?” |  <b>Peter Drucker</b><br>Improved productivity through effective self-management.                       |
|  <b>Self-Leadership</b><br>Influence is leading yourself.<br>Focus on motivation and inner drive.                        | <br>1986     |  <b>Motivation</b><br>Leading yourself through purpose, values, and self-motivation.                | <br>“Why am I doing this?”       |  <b>Charles C. Manz</b><br>Strengthened motivation through self-leadership.                            |
|  <b>Personal Mastery</b><br>Growth is a lifelong journey.<br>Focus on continuous learning and becoming your best self.  | <br>1990    |  <b>Growth</b><br>Cultivating continuous learning and lifelong personal growth.                    | <br>“Am I getting better?”      |  <b>Peter Senge</b><br>Cultivated continuous growth through personal mastery.                         |
|  <b>Whole Mindset</b><br>Clarity comes from understanding the lens you use.<br>Focus on mindset as your source code.    | <br>2016    |  <b>Source Code</b><br>Understanding the mindset source code that shapes perception and decisions. | <br>“Which lens am I using?”    |  <b>Devie Deviesa</b><br>Revealed the mindset source code that shapes perception and decision making. |



Self leadership evolves from controlling our behavior to understanding the source code of our mindset.

*The higher the evolution, the deeper the impact.*





# THE CORE DISTINCTION

|  <b>MANAGER</b><br>Guardian of Stability | VS |  <b>LEADER</b><br>Driver of Change |
|---------------------------------------------------------------------------------------------------------------------------|----|-----------------------------------------------------------------------------------------------------------------------|
|  Guardian of stability                   | ↔  |  Driver of change                  |
|  Follows structure & procedures          | ↔  |  Challenges the system             |
|  Solves technical problems               | ↔  |  Moves hearts and minds            |
|  Keeps things orderly                    | ↔  |  Imagines new possibilities        |
|  Finds middle ground                     | ↔  |  Takes risks                       |
|  Created by the organization             | ↔  |  Often feels “different”           |



**KEY INSIGHT:** The most effective organizations need both—managers to run today, leaders to create tomorrow.

## THE TWO HIERARCHIES

Most organizations have **two hierarchies** running simultaneously:

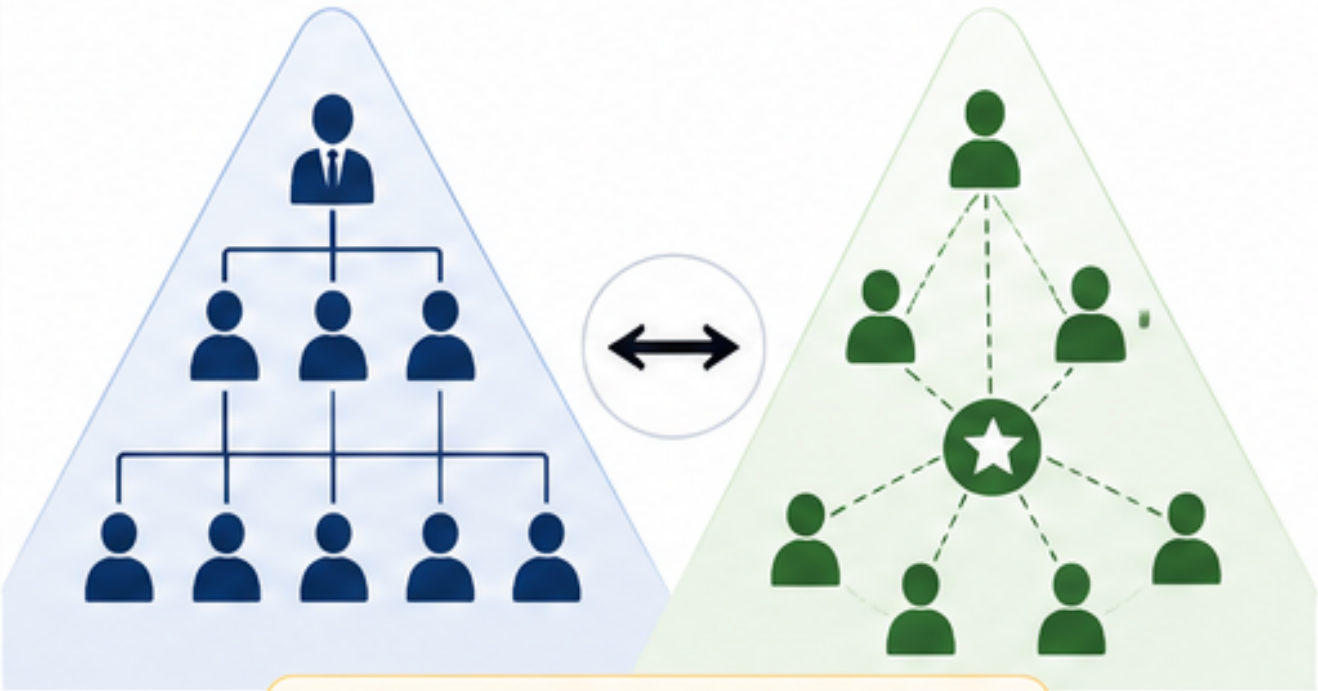
**1. MANAGERIAL HIERARCHY (OFFICIAL)**

 Based on job titles

 Determines salary, authority, reporting lines

 Visible on ID cards and org charts

Formal • Structural • Visible • Defined by Organization



They influence each other.  
Great leaders elevate both.

**2. LEADERSHIP HIERARCHY (INVISIBLE)**

 Based on influence and impact

 Earns trust, respect, and followership

 Not on the org chart, but felt every day

Informal • Relational • Invisible • Earned by Impact



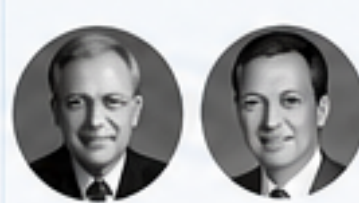
**REMEMBER:** You can be a manager by position, but you become a leader by choice and impact.





# THE EVOLUTION OF ORGANIZATIONAL CULTURE AND LEADERSHIP

A Journey from Understanding Culture to Creating Whole Mind Culture for Sustainable Performance

| ERA                                                                                                                                                                                                                                                   | PERIOD                                                                                                    | FOCUS                                                                                                                              | CORE QUESTION                                                                                                                                                     | KEY FIGURE(S)                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1</b><br><br><b>THE EMERGENCE OF ORGANIZATIONAL CULTURE</b><br>Culture is recognized as a field of study.                                                         | <br><b>1979</b>        | <br>Culture as a field of study                 | <br><b>What shapes organizational behavior beyond structure?</b>               | <br><b>Andrew M. Pettigrew</b><br>Introduced organizational culture as a system of shared meanings and values.                                                    |
| <b>2</b><br><br><b>CULTURE AS ORGANIZATIONAL STRENGTH</b><br>Strong culture drives commitment, productivity, and excellence.                                         | <br><b>1981–1982</b>   | <br>Strong culture improves performance         | <br><b>Why do some organizations outperform others?</b>                        | <br><b>William G. Ouchi<br/>Deal &amp; Kennedy<br/>Peters &amp; Waterman</b><br>Showed that strong cultures create superior results.                              |
| <b>3</b><br><br><b>LEADERSHIP CREATES CULTURE</b><br>Leaders create, embed, and sustain culture.                                                                     | <br><b>1985</b>        | <br>Culture creation and embedding              | <br><b>How do leaders create and sustain organizational culture?</b>           | <br><b>Edgar H. Schein</b><br>Explained culture in three levels: Artifacts, Espoused Values, and Basic Underlying Assumptions.                                    |
| <b>4</b><br><br><b>CULTURE AS STRATEGIC ASSET</b><br>Culture becomes a source of competitive advantage.                                                             | <br><b>1986</b>       | <br>Culture as competitive advantage           | <br><b>Can culture become a sustainable competitive advantage?</b>            | <br><b>Jay B. Barney</b><br>Argued culture is a valuable, rare, inimitable, and non-substitutable resource.                                                      |
| <b>5</b><br><br><b>UNDERSTANDING CULTURE TYPES</b><br>Different cultures fit different strategic contexts.                                                         | <br><b>1983–1999</b> | <br>Culture diagnosis and alignment           | <br><b>Which culture type best fits our strategy and environment?</b>        | <br><b>Quinn &amp; Rohrbaugh<br/>Cameron &amp; Quinn</b><br>Developed the Competing Values Framework (CVF) to diagnose and align culture with strategy.         |
| <b>6</b><br><br><b>CULTURE TRANSFORMATION</b><br>Culture must adapt to change to sustain performance.                                                              | <br><b>1992–1996</b> | <br>Changing culture for adaptability         | <br><b>How can leaders transform culture to stay relevant and resilient?</b> | <br><b>Kotter &amp; Heskett<br/>John P. Kotter</b><br>Showed that adaptive cultures outperform rigid ones and introduced principles of cultural transformation. |
| <b>7</b><br><br><b>ORGANIZATIONAL MINDSET &amp; WHOLE MIND CULTURE</b><br>Culture is the collective mindset that unites people and drives sustainable performance. | <br><b>2016</b>      | <br>Integrated mindset and whole mind culture | <br><b>How does a leader's mindset become a collective mindset?</b>          | <br><b>Devie Deviesa</b><br>Introduced Organizational Mindset and Whole Mind Culture to explain how leadership mindset shapes collective mindset and culture.   |

**THE BIG PICTURE:** Understanding Culture → Creating Culture → Leveraging Culture → Aligning Culture → Transforming Culture → Building Whole Mind Culture

Leadership mindset is the starting point. Collective mindset is the culture. Culture is the engine of sustainable organizational performance.

Devie Deviesa., Ph.D., OD

Business Number Consulting | Never Do Business Without Number







# LEARNING JOURNEY: QUIZZES & CASE STUDIES



## THREE QUIZZES (20 MINUTES EACH)

1

SELF LEADERSHIP

- Understand yourself
- Manage your mindset and emotions
- Take ownership of your growth
- Lead yourself before leading others

20 MINUTES

2

LEADERSHIP AND MANAGEMENT

- Differentiate leader vs manager
- Understand roles and responsibilities
- Make better decisions
- Lead with impact and manage with excellence

20 MINUTES

3

LEADERSHIP AND CULTURE

- Explore mindset and its impact
- Build collective mindset
- Create a thriving culture
- Lead culture, not just strategy

20 MINUTES

## THREE CASE STUDIES (40 MINUTES EACH)

4

SELF LEADERSHIP IN PRACTICE

- Real-life scenario
- Self-awareness in action
- Overcoming challenges
- Personal growth plan

40 MINUTES

5

LEAD OR MANAGEMENT FOR YOU

- Analyze situations
- Choose your approach
- Justify your decision
- Reflect on outcomes

40 MINUTES

6

YOUR MINDSET AND COLLECTIVE MINDSET

- Assess your mindset
- Understand collective mindset
- Identify gaps and enablers
- Build a culture of synergy

40 MINUTES



YOUR TRANSFORMATION STARTS HERE.

Know Yourself. Lead Others. Shape Culture. Create Impact.

