



3 DIMENSIONAL LEADERSHIP

Sharing Kepemimpinan Untuk Kaprodi
Institut Teknologi Bandung

Tema: Kepemimpinan, Influencing Others

Auditorium SBM Lantai 6 Gedung Freeport SBM ITB
Jalan Ganesha 10, Bandung
Senin 16 Oktober 2023



Ir. Priyantono Rudito, M.Bus,

PROFESSIONAL EXPERIENCE

Ir. Priyantono Rudito, M.Bus, Ph.D



- | | |
|--|------------------|
| 1. Vice Chairman SEAL AWS | (2021 – present) |
| 2. Board of Telin Singapore | (2019 – 2021) |
| 3. Strategic advisor to the Minister of Tourism of Indonesia | (2017 – 2019) |
| 4. HCM Director at Telkomsel | (2015 – 2017) |
| 5. Chairman of Telkom Australia | (2013 – 2015) |
| 6. Commissioner at Telkomsel | (2012 – 2014) |
| 7. HCM Director at Telkom Indonesia | (2012 – 2014) |
| 8. SBM ITB & Telkom University Lecturer | (2005 – present) |
| 9. Public Speaker on Digital Transformation,
Human Resource, and Strategic Management | Present |
| 10. BoD Candidate Assessor, Executive Coach and Mentor | Present |



DIREKSI TELKOM INDONESIA 2012 - 2014

DIREKSI TELKOMSEL 2015 - 2017



ACT
CONSULTING
INTERNATIONAL



Telkom
Indonesia
the world in your hand



KEMENTERIAN
PEKERJAAN UMUM DAN
PERUMAHAN RAKYAT

Rumah Perumahan
www.rumahperumahan.co.id

PUBLIC SPEAKER

BPJS
Ketenagakerjaan

IPC
PT Industri Indonesia (Persero)

BRJS Kesehatan
Badan Penyelenggara Jaminan Sosial

UNIVERSITAS
DIAN NUSANTARA

RUMI
RUMAH KITA
RUMAH KITA

CORPORATE LEADERSHIP DEVELOPMENT INSTITUTE
INSTITUTE PENGEMBANGAN KEPEMIMPINAN KORPORASI



adhi
beyond construction

MARKPLUS INC
Knowledge, Energy, Success



BANK INDONESIA
BANK SYARIAH INDONESIA

biofarma

PTPN 9



Badak LNG

PMSM
INDONESIA

Bank BTN

KAI

IDK
Indonesia Development
Karya Kita, Indonesia

ASTRA
international

HRD
HUMAN RESOURCE DEVELOPMENT

DIGITARAYA
Powered by Launchpad

SMA

kimia farma

ANGKASA PURA II
INDONESIA'S AIRPORT COMPANY



ESQ BUSINESS SCHOOL

Rumah Zakat

PERTAMINA

Chevron

BUMN
TRACK

kuncie



mmi
unpad
MAGISTER MANAGEMENT
UNIVERSITAS PADJARAN



UNIMAS
UNIVERSITAS JAWA BARAT
FACULTY OF ECONOMICS & BUSINESS

mandiri

MONASH
University

IAHCA
advanced human capital adding value

Future Connect Webinar
April - June 2020

"Transforming Organizations and Individuals Creating Values in the NOW of Work"
54 DISTINGUISHED SPEAKERS & THOUGHT LEADERS FROM INDONESIA & AROUND THE WORLD IN 36 EPISODES

Kemalisjah Siregar Dickson Tang Nigel Hembrow Alfin Bunkrah Greg Eckstein Phillipa Penfold Jason Awerbook Audi Lumbantoruan Pambudi Sunarsihanto Ripry Mangkosesobroto Priyantono Rudito Tyo Guritno Tabitha Sumendap Rudy Karsan Riza Perdanakusuma Ardiantya Syahreza Dudi Aisandi Yoris Sebastian Asep Susilo Pambudi Sunarsihanto Steve Kosasih Tina Livingston Yoris Sebastian Marcel Daane Lugman Fauzi David Muflihano	Kushartanto Koeswiranto Bob Aubrey Laurence Smith Paul Howell CheeTung Leong Kanika Singh Archana Ramesh Jelene Marie Rachel Focardi Lianawaty Suwono David Wangso Amrullah Tahad Siddharta Moersjid Raymon Y Tungka Jayson Darby Gil Petersli Bagas Adadigtha Ligwina Hananto Ivan Taufiza Yunus Triyonggo Bayu Pontiaugust Titien Wattimena Rama Soesprapto Nia Dinatta Lawrence Young Simon Benjamin Musharof Hossain
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futurehrofficial | FTHR (Future HR) | OFFICIAL PARTNERS: greenhem, DHI, CORPORATE ATHLETE, gajid, in, TALENTICS, emergentia

futurehrofficial | Http://bit.ly/JoinFTHR

Ir. Priyantono Rudito, Ph.D

EXPAND LEADERSHIP PROGRAM

ppm manajemen | Maybank | DANONE | UNIVERSITAS AIRLANGGA



BSI
BANK SYARIAH
INDONESIA

LAN RI
MAKARTI BHAKTI NAGARI

KAI
University

adhi

KK

OTTIMO
International Management Academy

MGS
MAHAKARYA GEO SURVEY

inventure
Research • Consulting • Training

PT PERUSAHAAN NUSANTARA VII

JASA RAHARJA
A member of IFG

FTHR

PRUDENTIAL

UAI
Universitas Al Azhar Indonesia

PNM
Venture Capital

BINUS UNIVERSITY

Panorama

ibimbing

DIBTA
SCHOOL OF PEOPLE PERFORMANCE

BADAN INFORMASI
GEOSPASIAL

OTTIMO
International Master Gourmet Academy

CIMB NIAGA

JNE
EXPRESS ACROSS NATIONS

Education Background

Formal Education/Degree

S3 : Doctor of Philosophy (Ph.D.) in Management
Australia

S2 : Master of Business in Marketing, Australia

S1 : Teknik Industri (Bachelor of Industrial
Engineering), Institut Teknologi Bandung



Ir. Priyantono Rudito, M.Bus, Ph.D

AWARDS



AWARDS AND INTERNATIONAL RECOGNITION

- Satya Lencana Wirakarya, Presiden Republik Indonesia, 2013
- Asia HRD Award, Dubai 2015
- 100 Most Influential Global HR Professional, Mumbai 2016
- The winner of Asia Best Employer Brand Awards, Singapore 2016

Organisasi Profesi

Priyantono Rudito

No	Nama Organisasi	Tahun	Posisi
1	Forum Human Capital Indonesia (FHCI)	2012 - 2014	Ketua Umum
2	Forum Human Capital Indonesia (FHCI)	2015 – saat ini	Honorary Member
3	Committee of HRD Asia	2016	Committee Member
4	Center for Innovation, Entrepreneurship, and Leadership (CIEL) School of Business and Management (SBM) Institut Teknologi Bandung (ITB)	Sd Saat ini	Expert
5	Royal Melbourne Institute of Technology, Marketing-Logistic-Property Higher Education, Melbourne - Australia	1996	International Student Representative



Priyantono Rudito



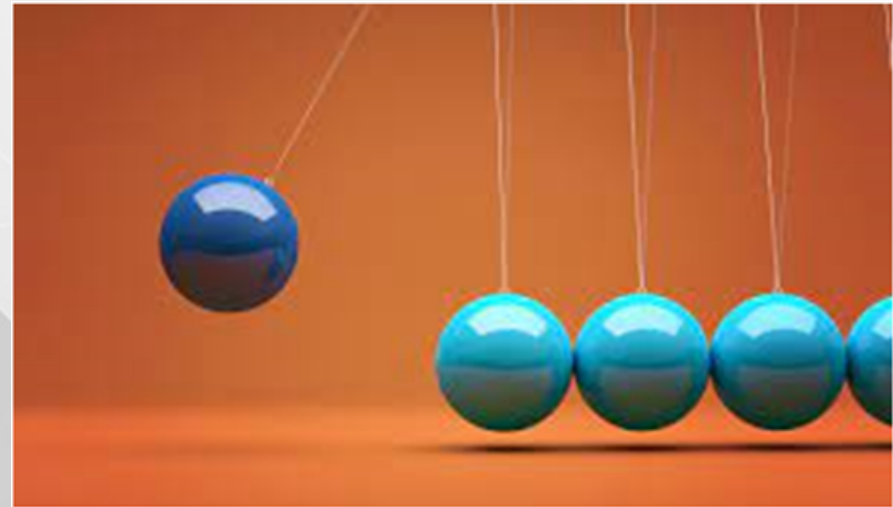
@priyantonorudito



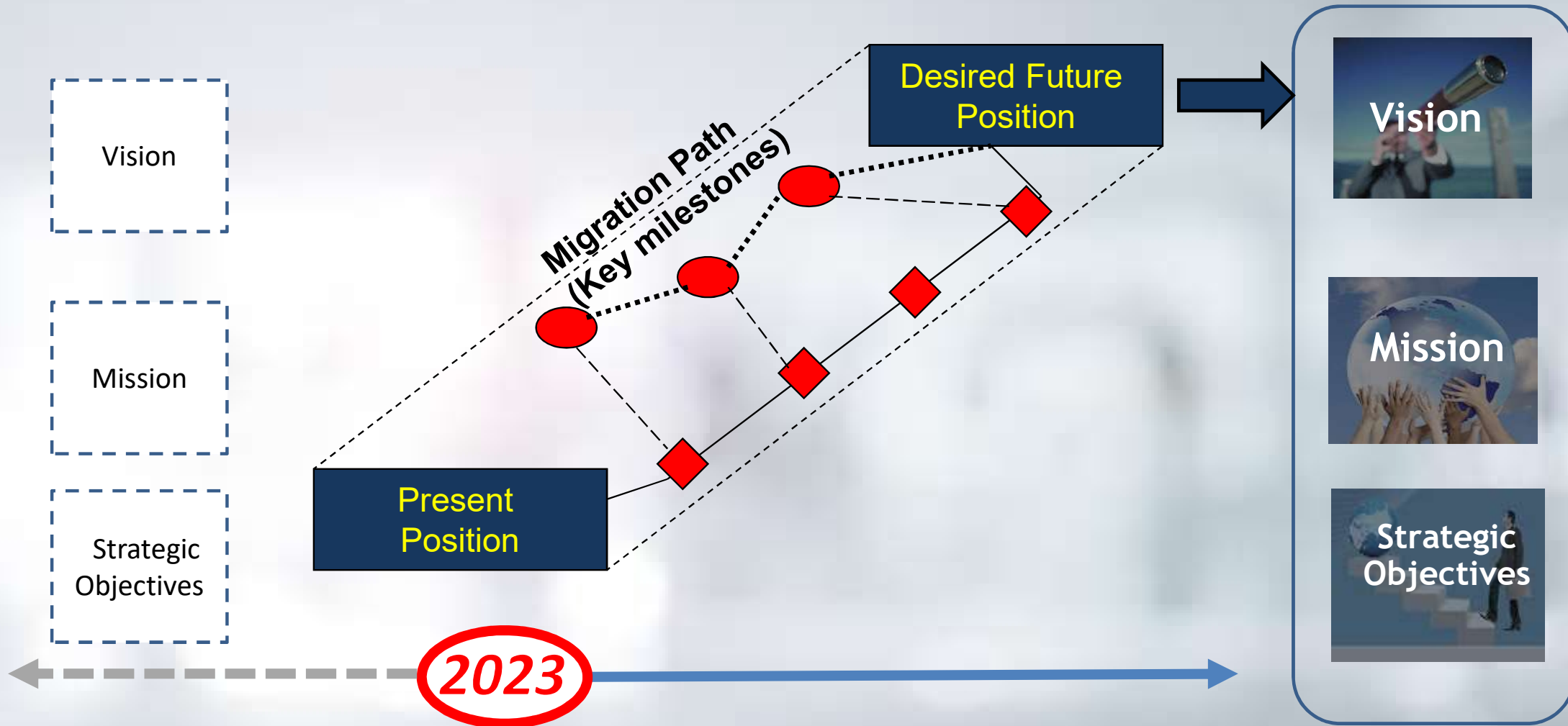
Priyantono Rudito

#1

STRATEGIC CONTEXT



Your First Challenge: What is your Desired Future



MULTIPLE EBITDA

EV

EBITDA

S&P 500 – EV/EBITDA Multiple by GICS Sector

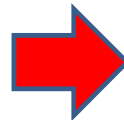
GICS Sector	3/31/2019	12/31/2018	6/30/2018	12/31/2017	6/30/2017	12/31/2016	6/30/2016	12/31/2015
Communications	10.85	10.03	12.07	11.46	11.16	10.57	10.23	11.61
Consumer Discretionary	15.32	13.11	14.66	14.19	13.15	11.66	11.75	12.40
Consumer Staples	16.23	13.08	13.25	13.23	13.09	13.10	13.91	12.81
Energy	7.61	7.39	12.42	12.32	14.25	35.09	33.23	13.02
Health Care	15.86	14.33	14.58	14.87	14.06	11.77	13.55	13.60
Industrials	13.69	11.9	12.76	13.07	12.38	11.35	10.74	11.23
Information Technology	13.82	11.51	13.72	13.57	12.87	12.04	10.57	10.00
Materials	10.66	10.63	12.37	14.29	12.26	13.78	14.31	12.1
Utilities	12.05	11.15	11.02	11.96	12.06	11.99	12.43	9.78

Need comprehensive data? Purchase S&P 500 GICS Sector & Industry specific EV/EBITDA multiples for the last day of each month since 3/31/1995 (including P/B, P/E & CAPE ratios since 12/31/1979) and do your own valuation analysis.

PRESIDEN RI AND MENEG BUMN MANDATE



Presiden RI Mandate	FORTUNE GLOBAL 500
	BLUE CHIP COMPANY
	EXCELLENT BROADBAND
Meneg BUMN Mandate	EXISTENCE OF NATION
	ENGINE OF GROWTH
	EMPEROR OF REGION



**Creating Superior Value Towards US\$ 30 Billion
Market Capitalization in 2015**

Vision, Mission, Strategic Objective



Strategic Objectives

Vision :

To Become a Leading **Telecommunication, Information, Media & Edutainment, Services (TIMES)** Player in the Region

Mission :

1. To Provide More for Less TIMES Services
2. To be the Role Model as the Best Managed Indonesian Corporation

Strategic Objectives:

Creating Superior Value Towards **US\$ 30 Billion** Market Capitalization in 2015

3 Program Utama 2014 :



Orientasi

Mega
(Spirit of Giving)

Makro
(Heart)

Mikro
(Mind)

Hasil

Benefit for Society (Outcome)

Think "Mega" and you will gain the benefit from community (nation), customer and company altogether.

Benefit for Customer (Output)

Think "Macro" and you will gain benefit from the customer and the product

Benefit for Company (Product)

Think "Micro" and you will gain benefit from the product

Presiden RI
Mandate

FORTUNE GLOBAL 500

BLUE CHIP COMPANY

EXCELLENT BB

Meneg
BUMN
Mandate

EXISTENCE OF NATION

ENGINE OF GROWTH

EMPEROR OF REGION

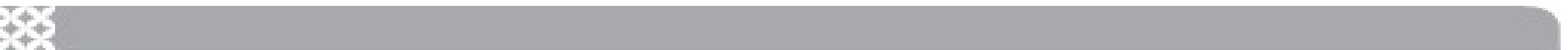
Telkom Indonesia International Expansion

STRATEGY

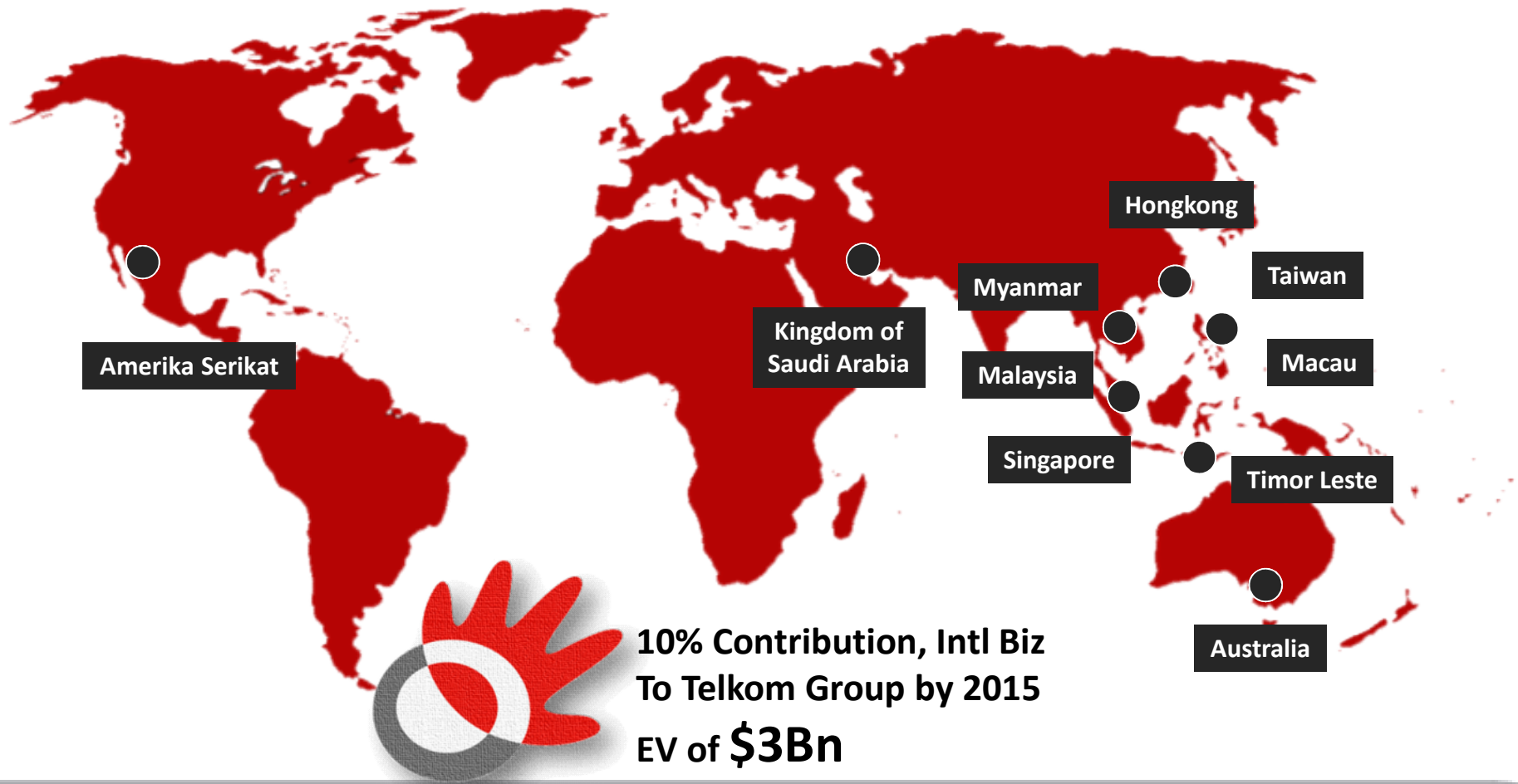


International expansion

Telkom Indonesia

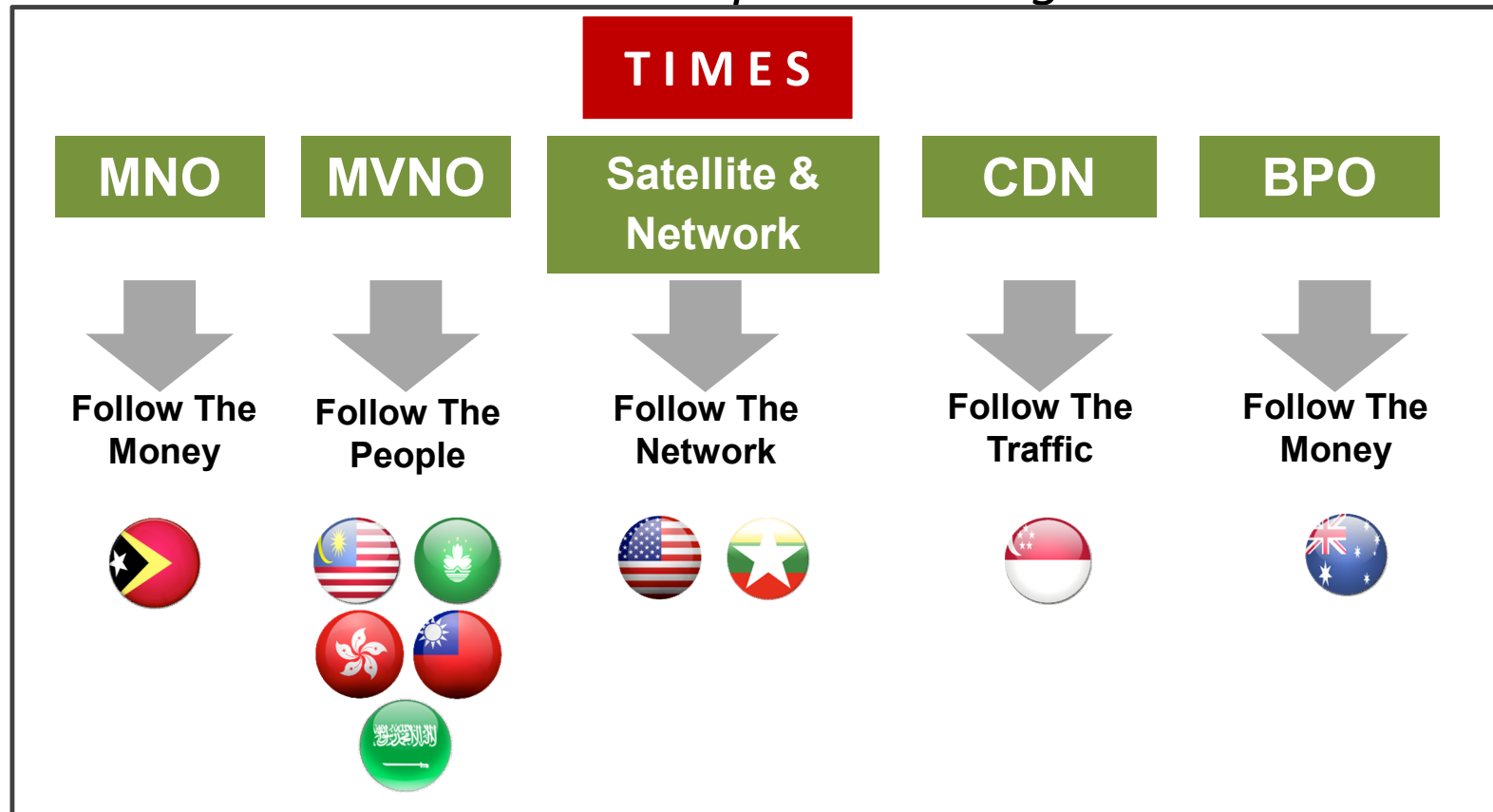


Telkom Indonesia Going Global





5 Business Portfolio for *International Expansion Program*



With InEx program (10 Footprints), it is targeted in 2015 contribute 10% towards total value



Stock Performance



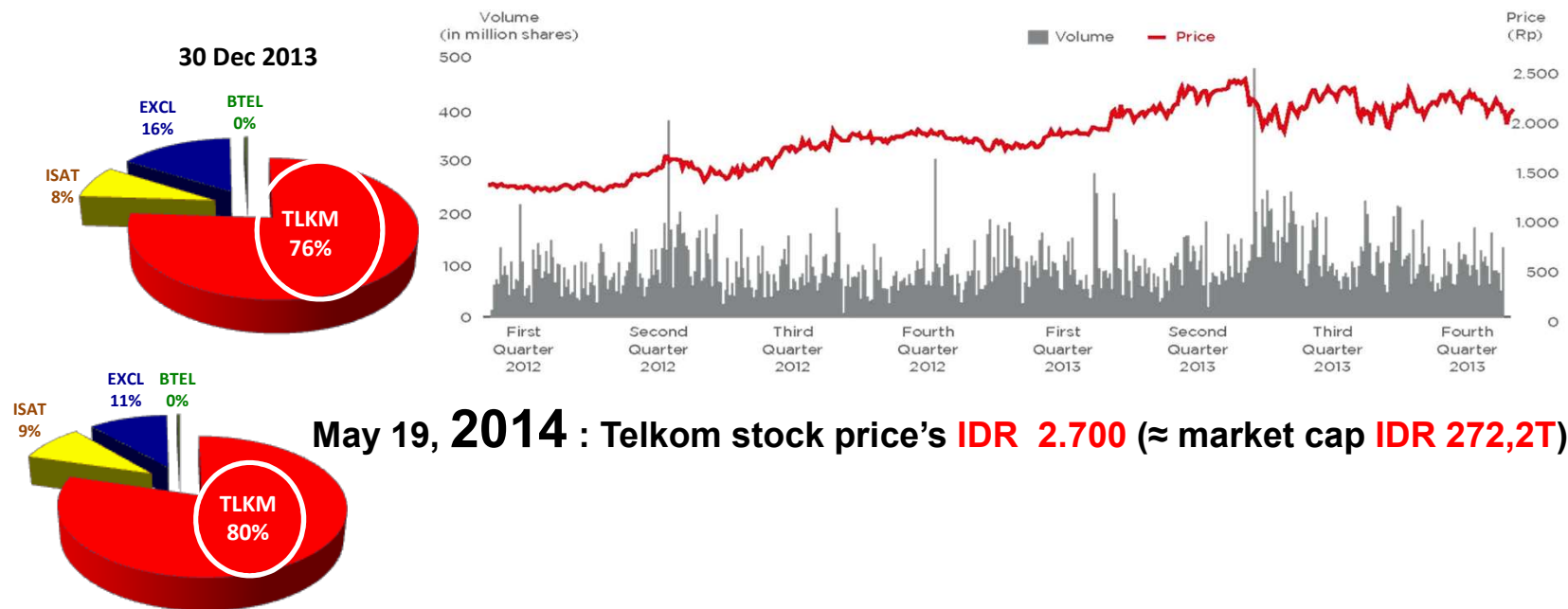
Market Capitalization 2012 **Rp182,4T**

2013 IDR 216,7T ▲18,8%

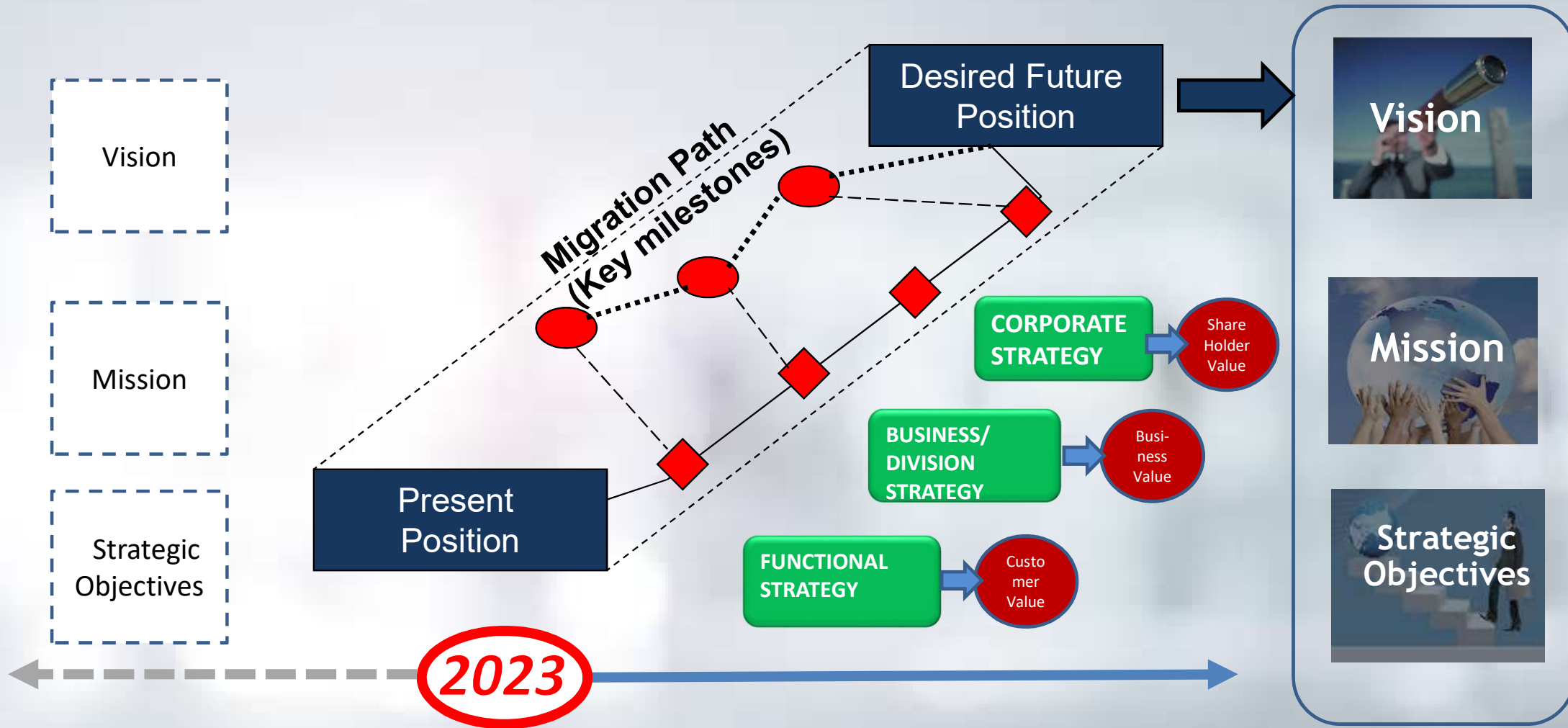
Stock Price

2012 **Rp1.810**

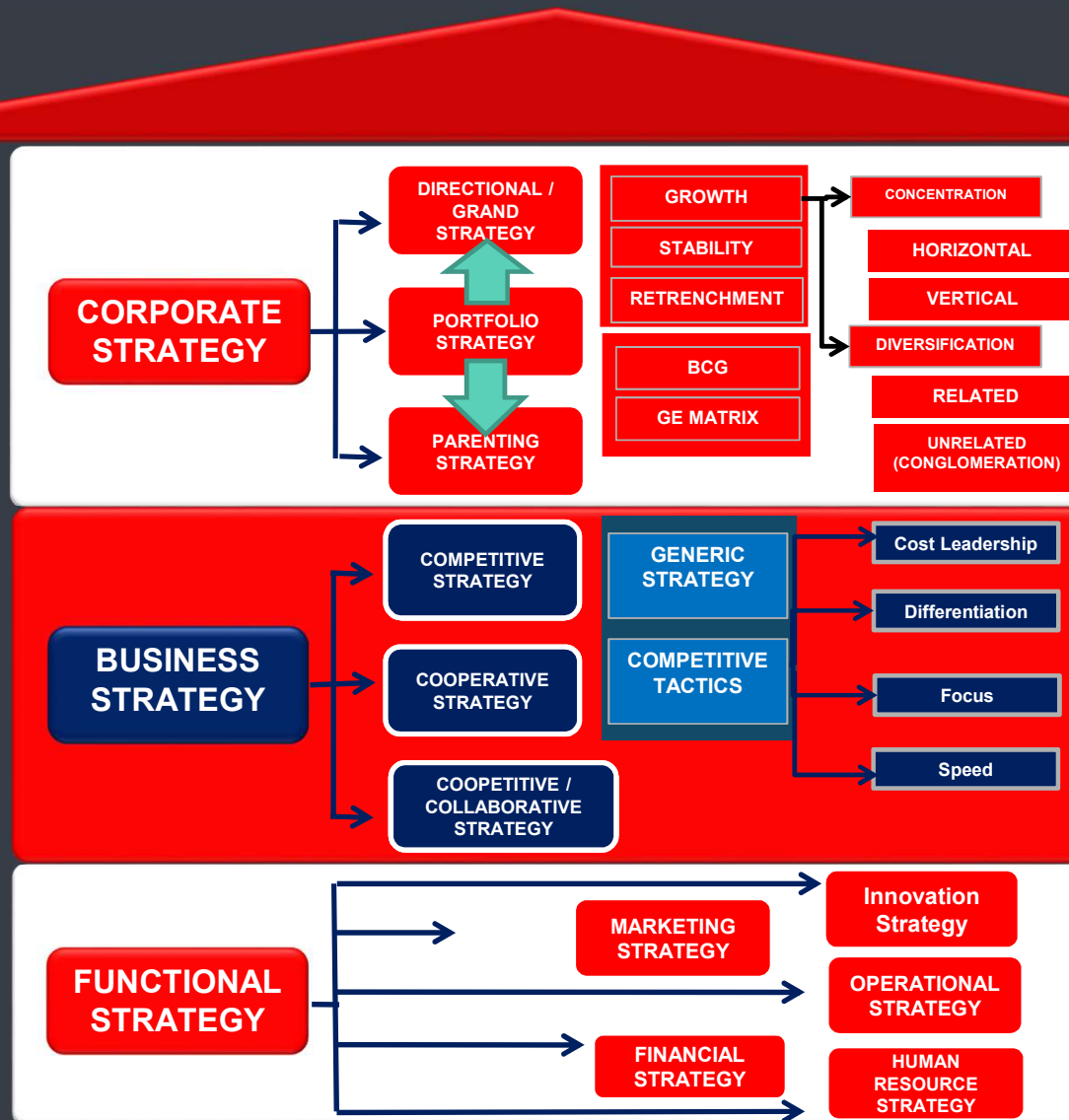
2013 IDR 2.150



THE NEED FOR STRATEGY



Strategic Framework to Create Sustainable Growth



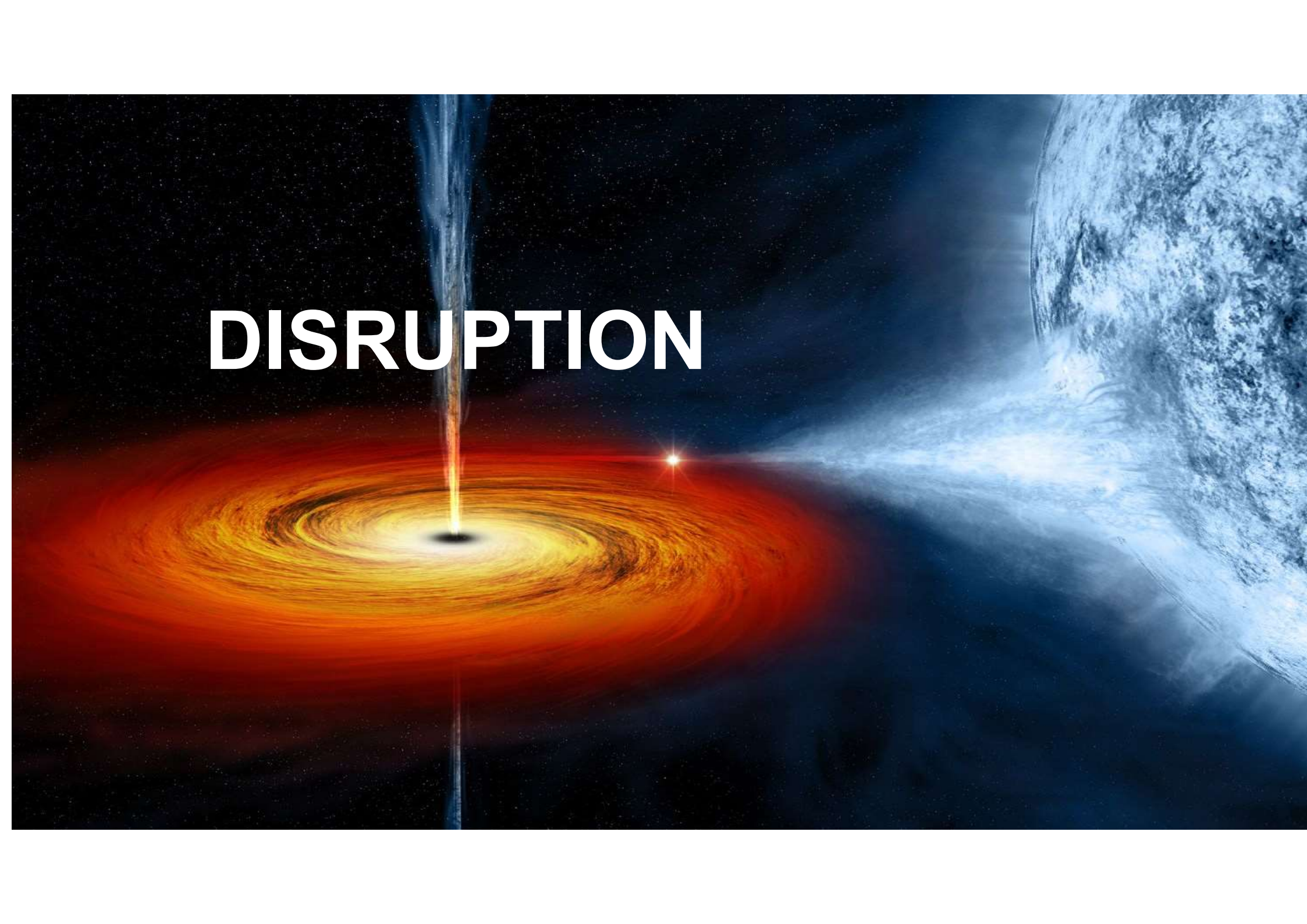
Concerns the choice of direction for a firm as a whole in attempt to achieve synergy between its business units / product portfolio. It incorporates decisions regarding the flow of resources to and from a company's line of businesses to another.

Gets into the detail on how to improve a firm's competitive position.

Concerns the development and cultivation of distinctive capabilities that provide a company with a competitive advantage.

Source : Wheelen & Hunger

DISRUPTION



POST Disruption



Image Source: <https://idmetafora.com/news/>



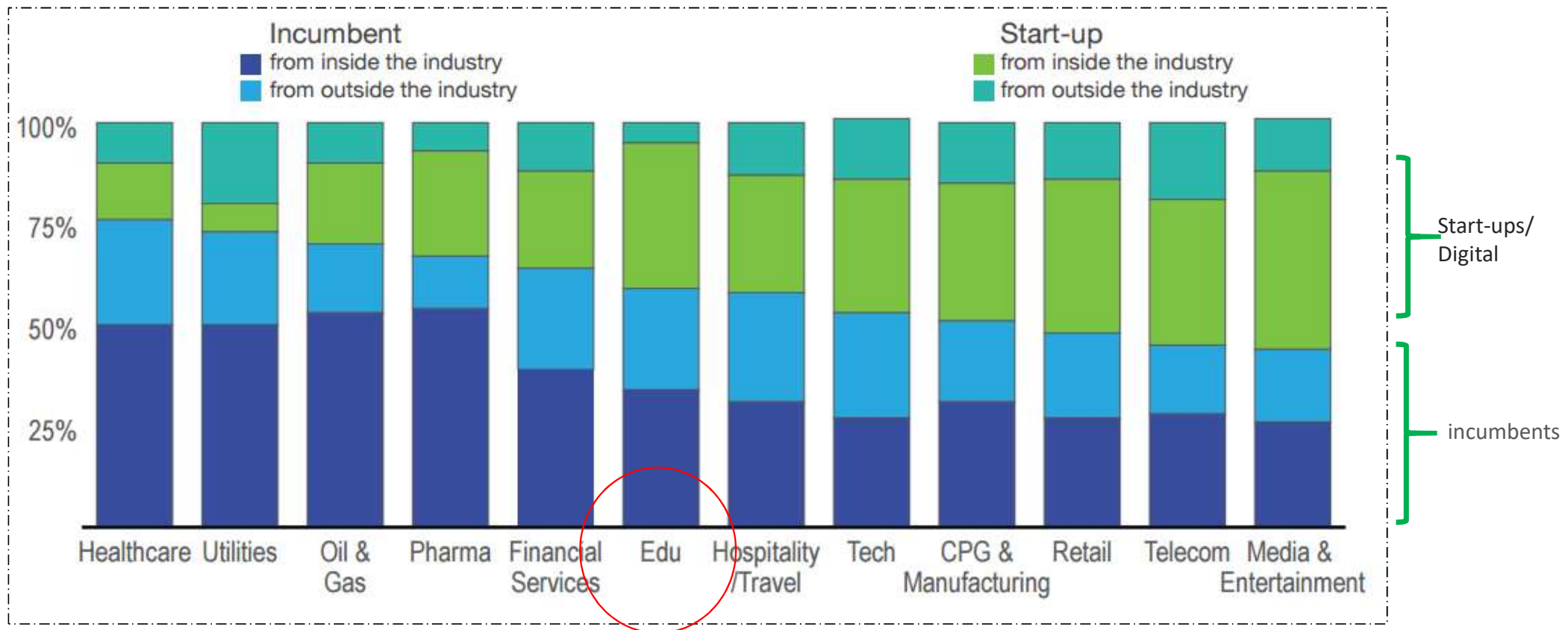
Post Disruption

FUTURE FORWARD ECOSYSTEM

Beyond 4.0

DISRUPTION COMES FROM INCUMBENTS INSIDE THEIR INDUSTRY, BUT THOSE ALSO SEE MAJOR THREATS FROM START-UPS

Survey question : Who is most likely to disrupt your industry?



Source : global center for digital business transformation, 2015

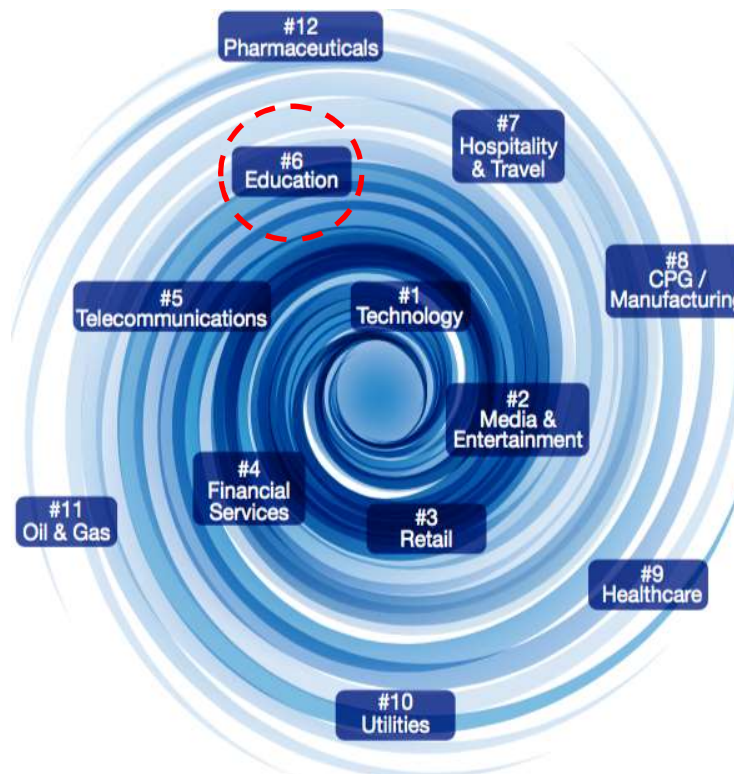


2

UNDERSTANDING THE FUTURE FORWARD ECOSYSTEM OF EDUCATION SECTOR

The Digital Vortex - 2016

Digital Innovation is redefining many Industries

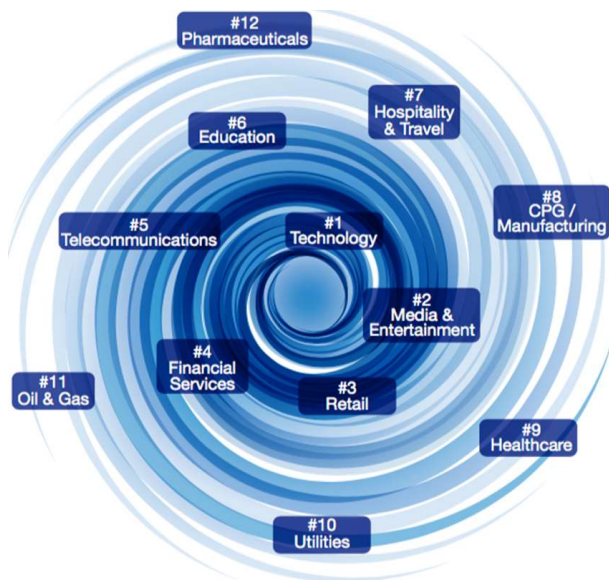


Source : Andy Norohna, Michael Wade, James Macaulay, Jeff Loucks, Digital Vortex: How Today's Market Leaders Can Beat Disruptive Competitors at Their Own Game, 2016.

DIGITAL VORTEX 2021

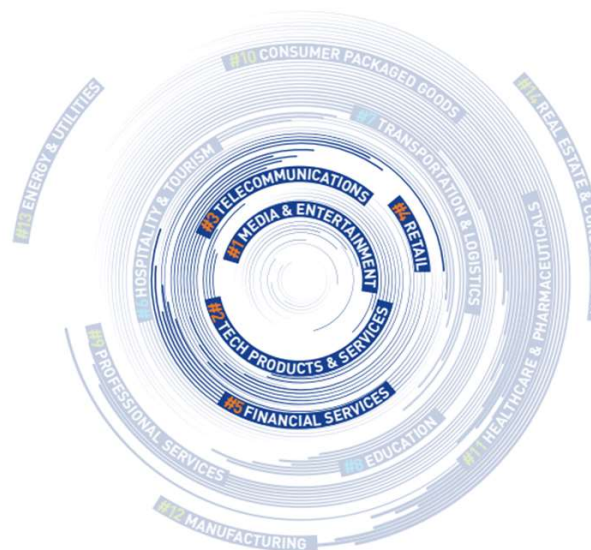
Digital Disruption in a COVID World

2016



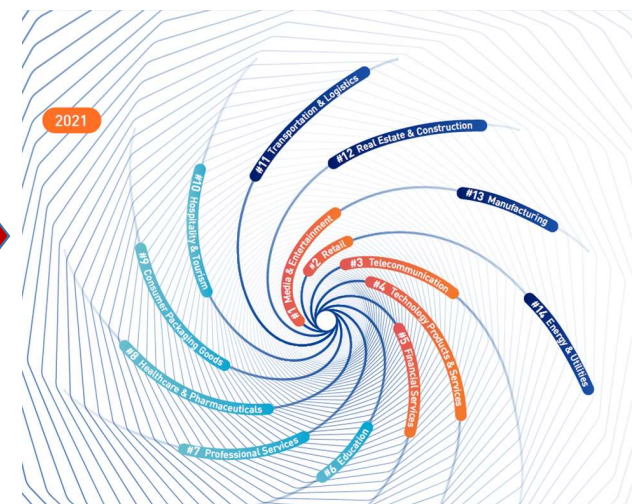
Initial Vortex

2019



Accelerated Vortex

2021



Spiral Vortex

DIGITAL VORTEX 2023

Position of Education Sector jumps into #2 in the latest Vortex

2016



2017



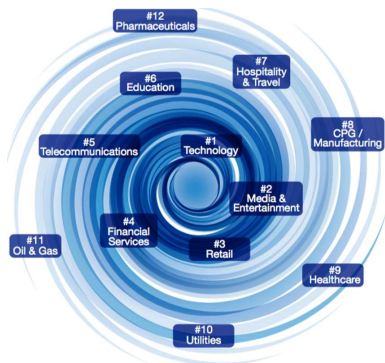
2019



2021



2023



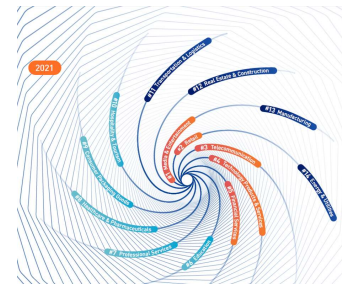
Education: #6



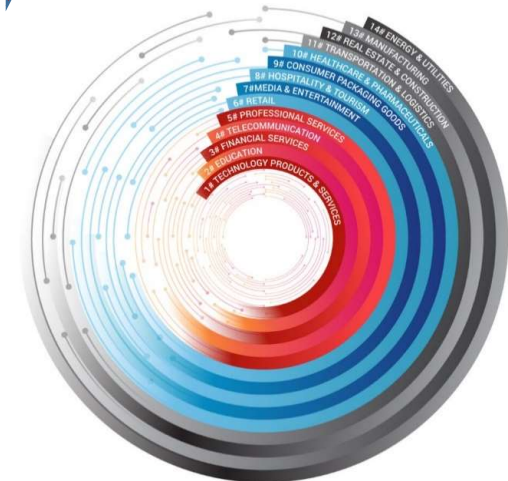
#7



#8



#6

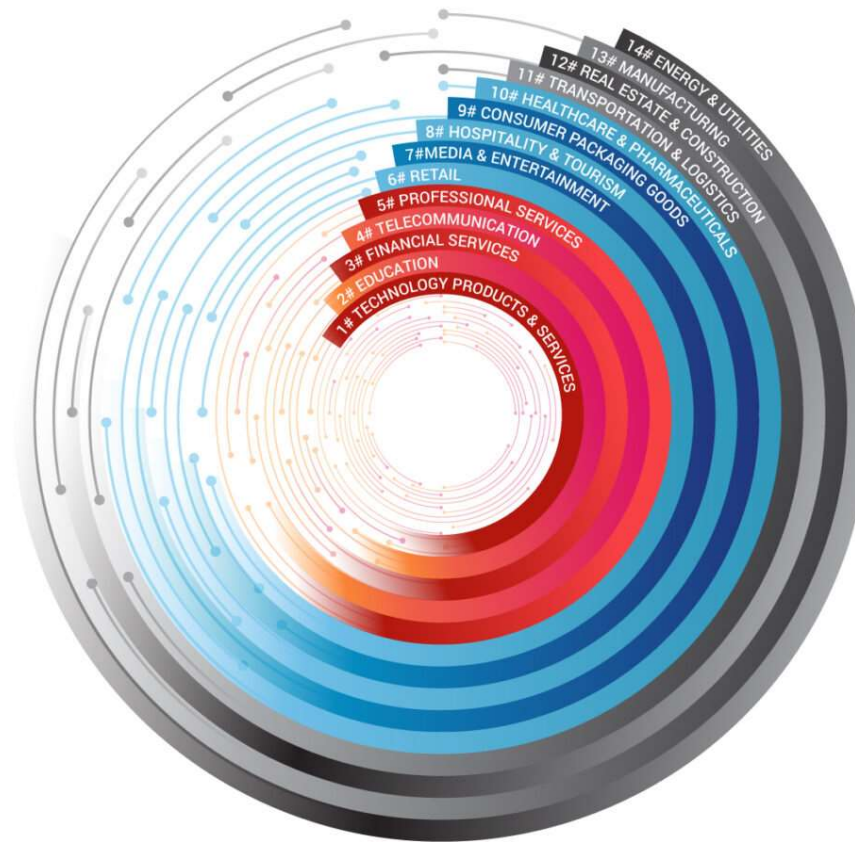


#2

Source: Global Center for Digital Business Transformation (DBT Center), an IMD and Cisco initiative 2016, 2017, 2019, 2021 and 2023

DIGITAL VORTEX 2023

New research from IMD's Global Center for Digital Business Transformation suggests digitization will overturn incumbents and reshape markets with the greatest speed **in three particular sectors**: 1). Technology products and services, **2). Education**, and 3). Financial services.

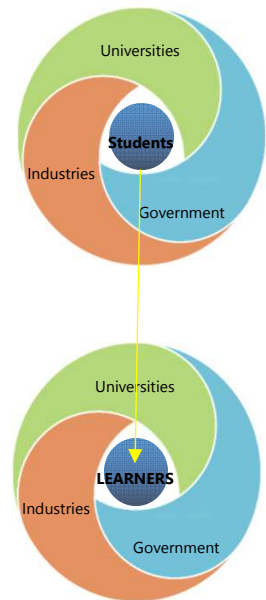
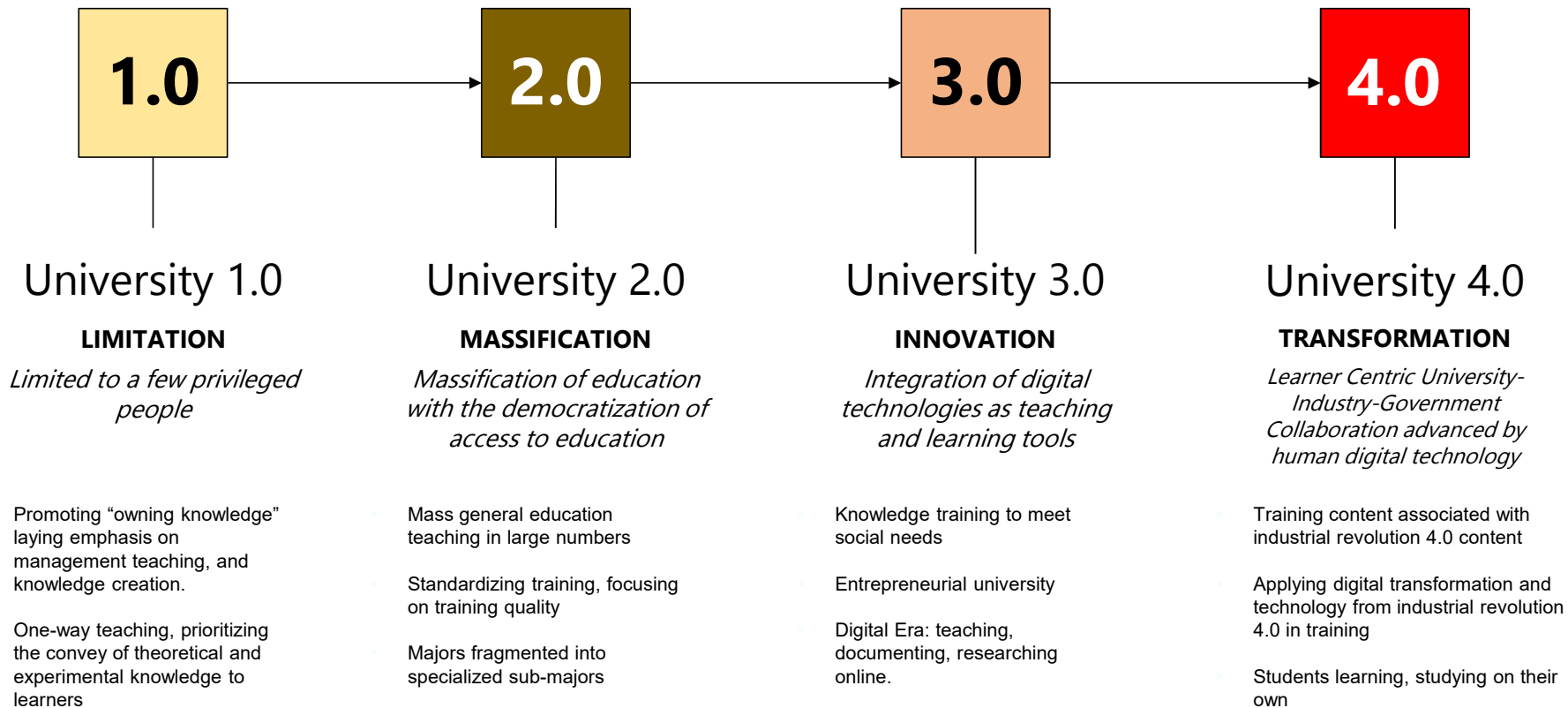


Source: IMD's Global Center for Digital Business Transformation, 2023

Post Disruption in Education: Future Forward Ecosystem

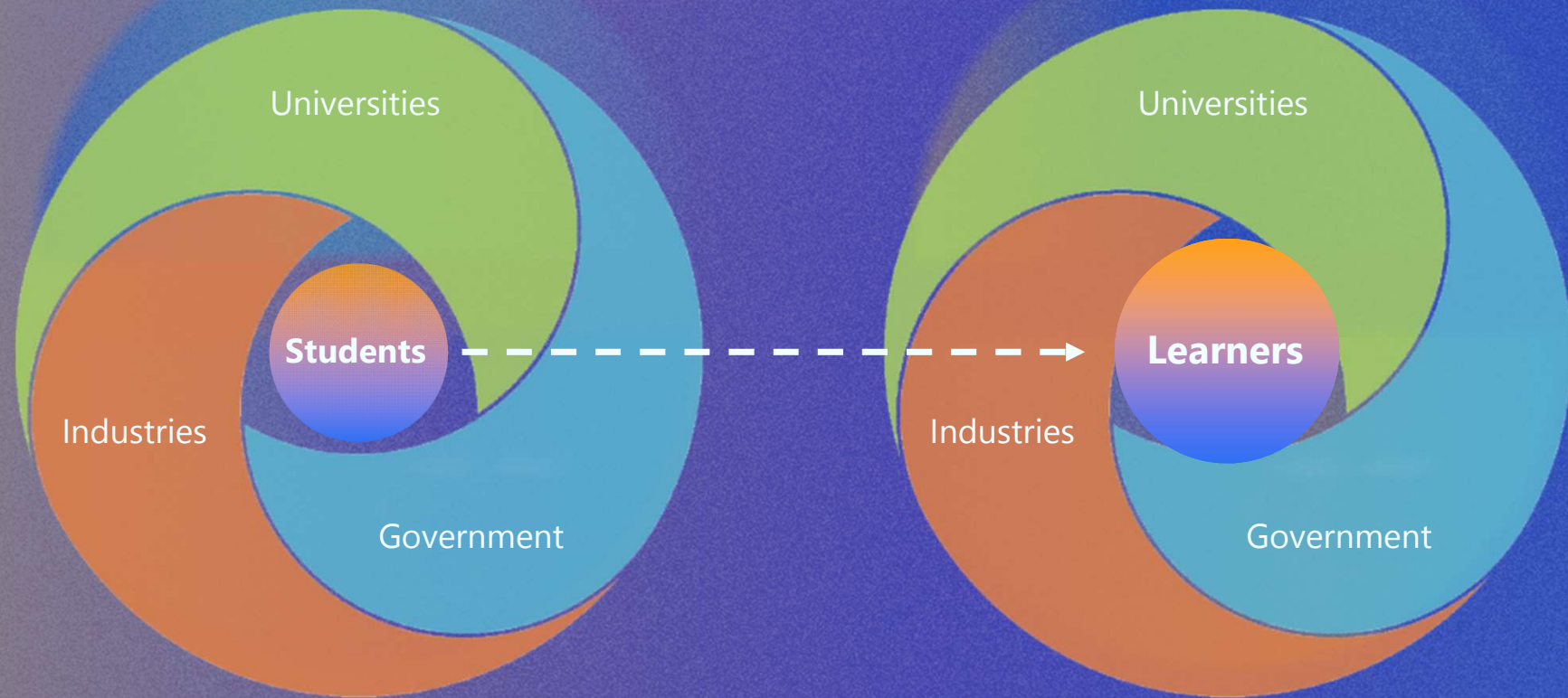
Revolution of University 4.0

"The University 4.0 provides autonomous management of learning processes based on the integration of the physical and digital worlds in order to improve and adapt learning" (Gueye & Exposito, 2020)



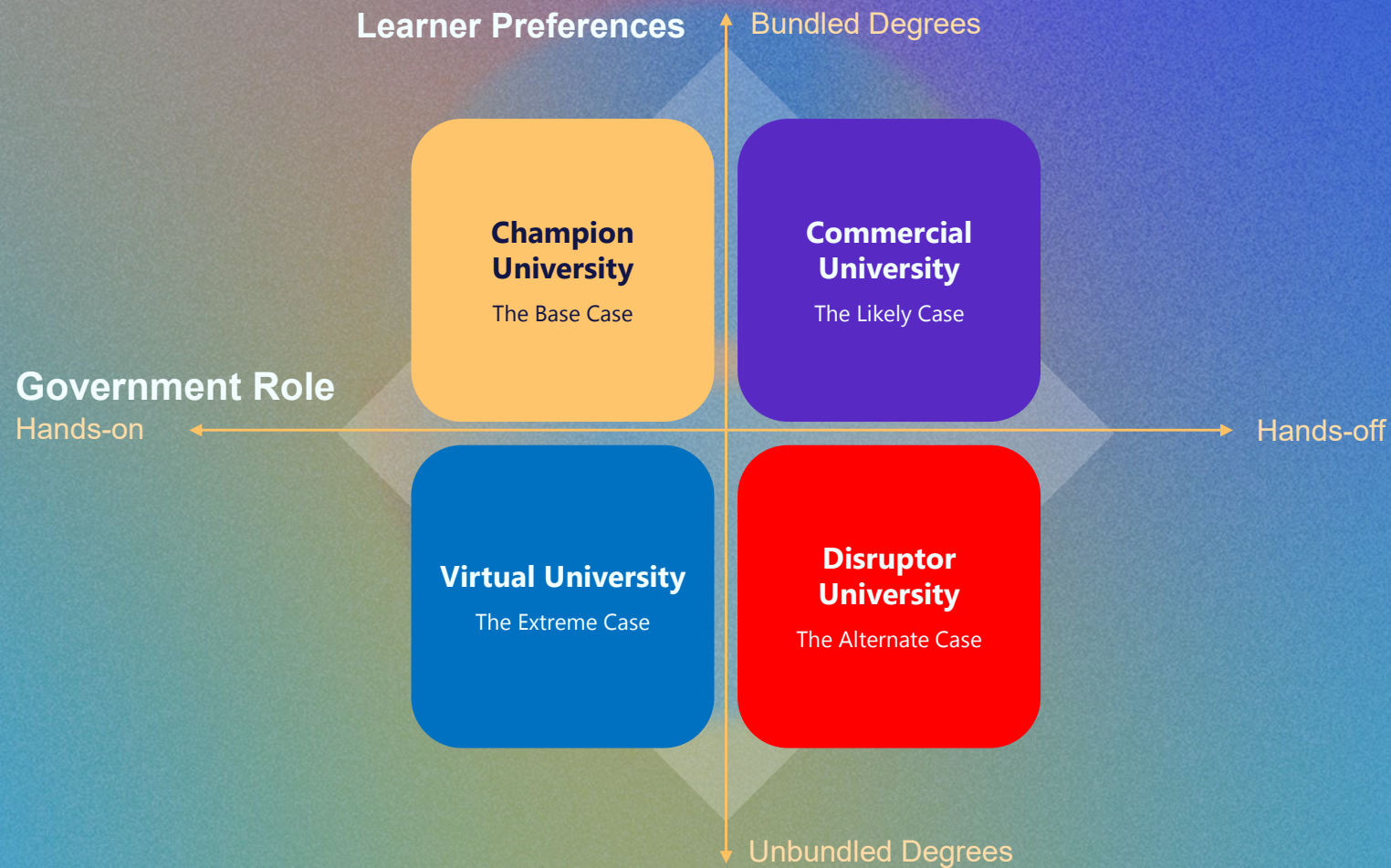
Source: University 4.0 Model for Higher education in VUCA 1 World, University 4.0 Model for Higher education in VUCA 1 World
Adapted from: Mamadou L Gueye, Ernesto Expósito, University 4.0: The Industry 4.0 paradigm applied to Education, 2020

Learner-Centric University-Industry-Government Collaboration



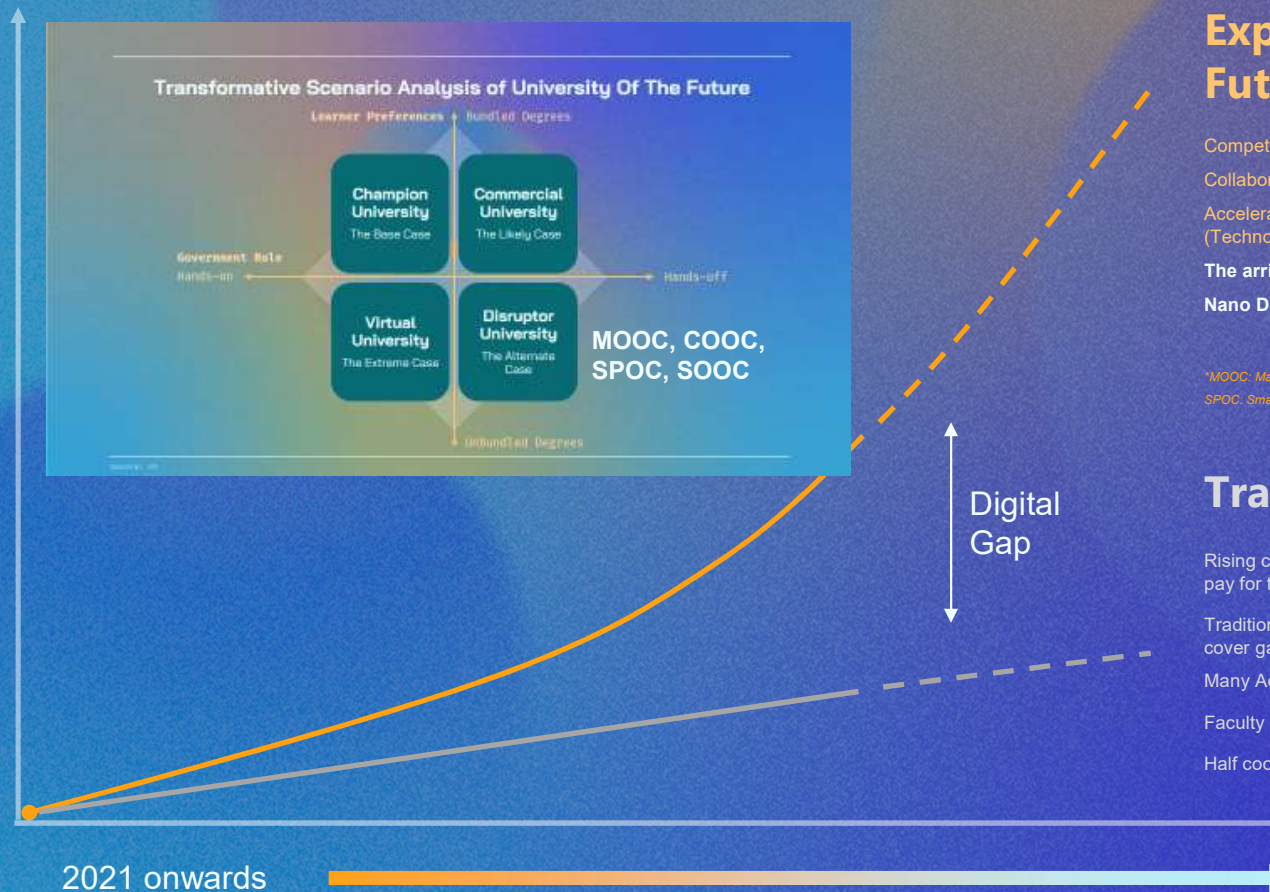
Learner needs to be at the **center of the universe**.

Transformative Scenario Analysis of University Of The Future



The End of Golden Age For Universities

Growth



Exponential University of the Future

Competition from non-traditional entrants investing in large scale digital delivery
 Collaboration of Proven Education Start-up and Blue Chips
 Accelerated Adoption of new operation model in Covid-19 pandemic time
 (Technology and Business Model Context)

The arrival of the Age of the Customer Age (SX Era)

Nano Degree (MOOC, COOC, SPOC, SOOC)*

*MOOC: Massive Online Open Course, COOC: Corporate Online Open Course,
 SPOC: Small Private Online Courses, SOOC: Small Online Open Courses

Traditional University

Rising costs are no longer matched by a willingness of Government and students to pay for them

Traditional operating mode of university cannot produce sufficient productivity to cover gap

Many Adjuncts or sessional teachers laid off

Faculty members are left with no students

Half cooked outcome is challenged by industries and employers

Post Disruption

FUTURE FORWARD ECOSYSTEM



DYNAMIC



DISRUPTIVE

Blurring Industry
Border

NEW ECOSYSTEM





3

**THE NEED OF TRANSFORMATION
FOR SUSTAINABLE GROWTH**



**The Reason Why
DIGITAL TRANSFORMATION
URGENTLY NEEDED**

TWO MAIN DIMENSIONS OF DIGITAL TRANSFORMATION



DC



DL

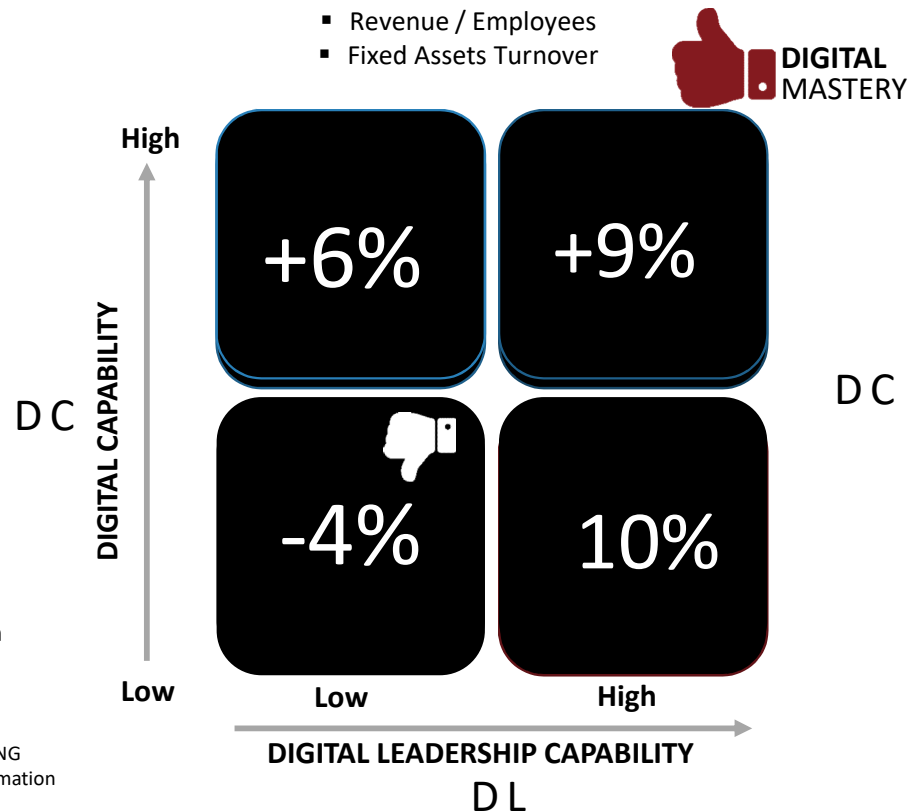
DOING NOTHING VS DOING SOMETHING IMPLICATION

DIGITAL TRANSFORMATION

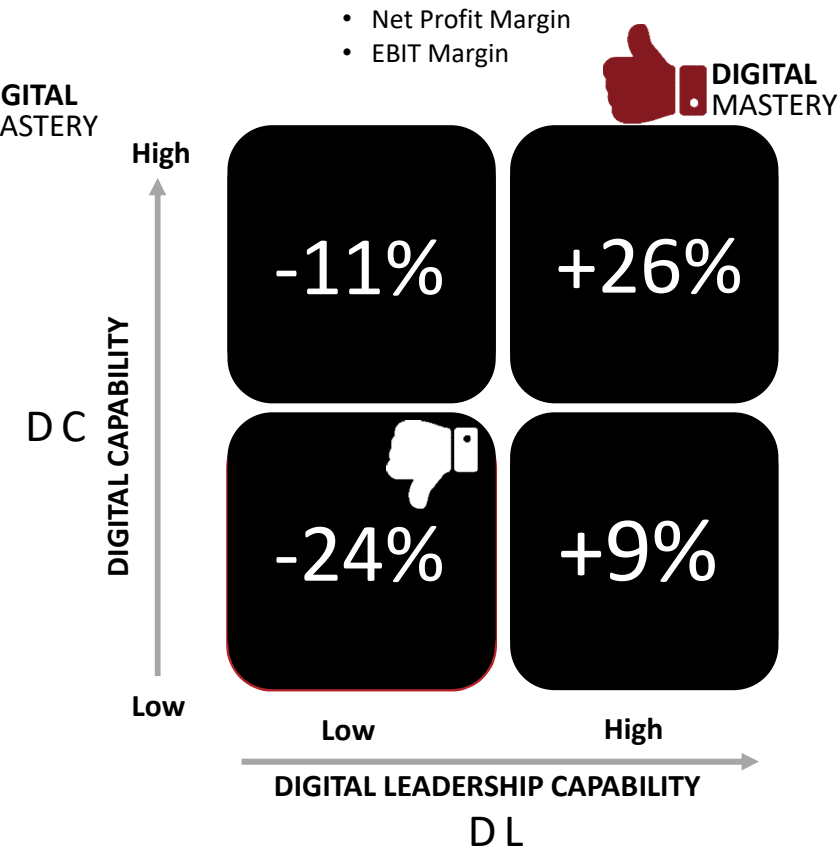
n = 189 companies, revenue above \$500million

Source: Westerman, Bonnet & McAfee, 2014 LEADING DIGITAL Turning Technology into Business Transformation

REVENUE GENERATING EFFICIENCY



PROFITABILITY



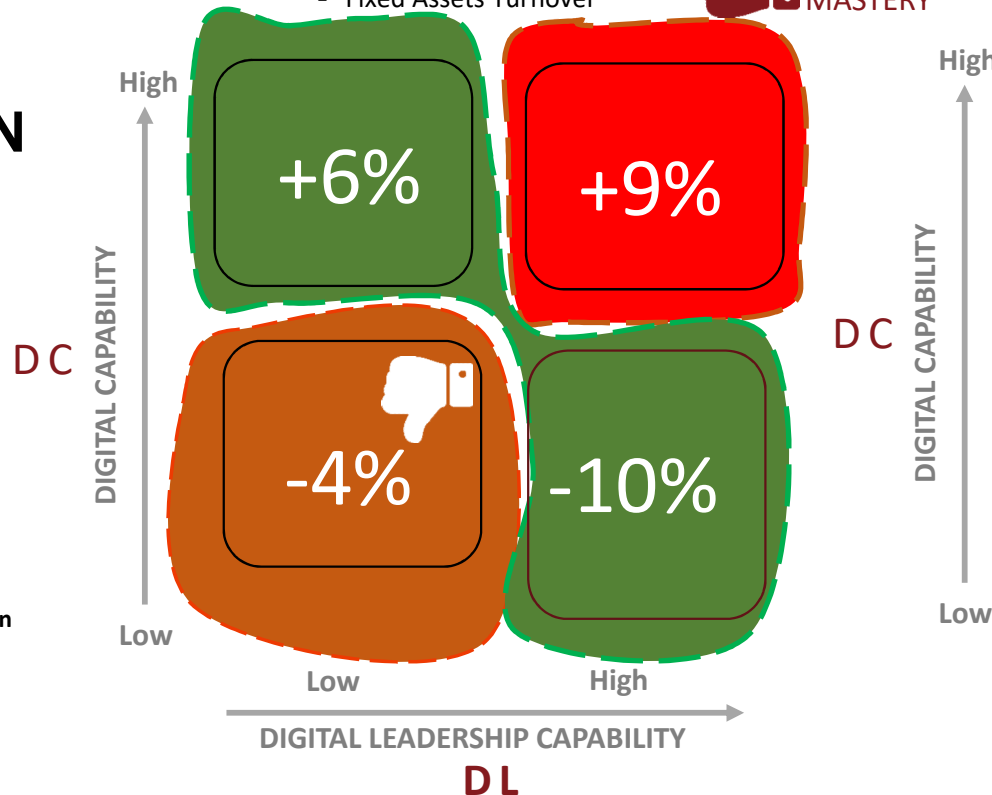
DIGITAL TRANSFORMATION

Doing Nothing VS Doing Something implication

DIGITAL TRANSFORMATION

REVENUE GENERATING EFFICIENCY

- Revenue / Employees
- Fixed Assets Turnover

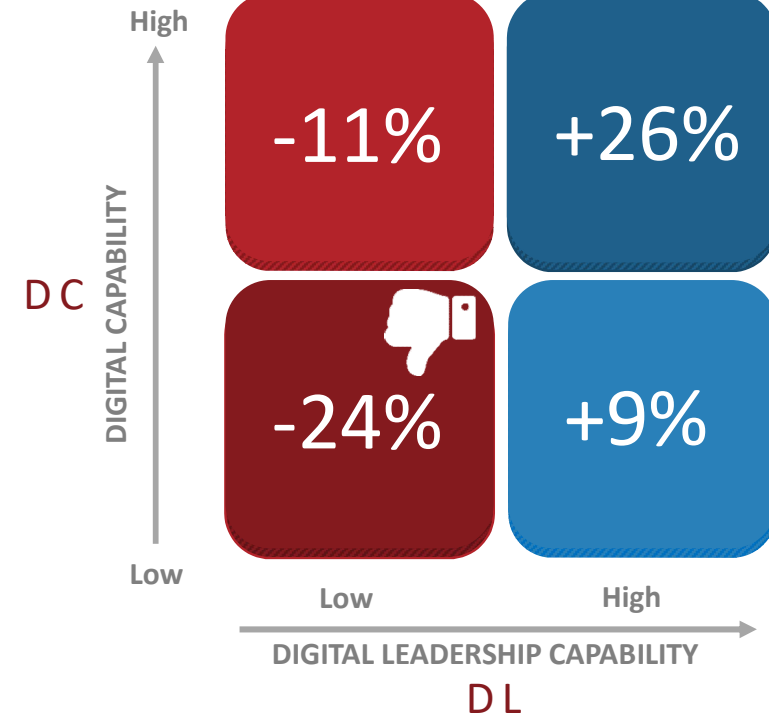


n = 189 companies, revenue above \$500million

Source: Westerman, Bonnet & McAfee, 2014 LEADING
DIGITAL Turning Technology into Business Transformation

PROFITABILITY

- Net Profit Margin
- EBIT Margin



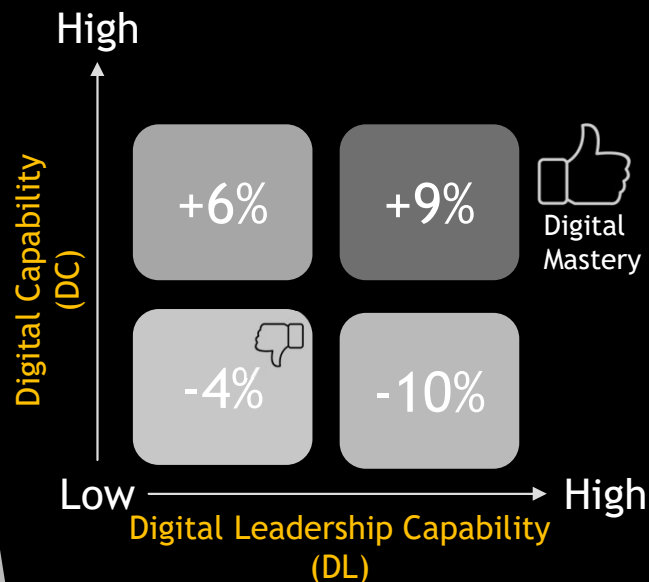
Financial Performance Implication of Digital Transformation

Revenue Generation

Companies with stronger digital intensity derive more revenue from their physical assets

Basket of indicators:

- Revenue / Employee
- Fixed Assets Turnover (Revenue / Property, Plant & Equipment)

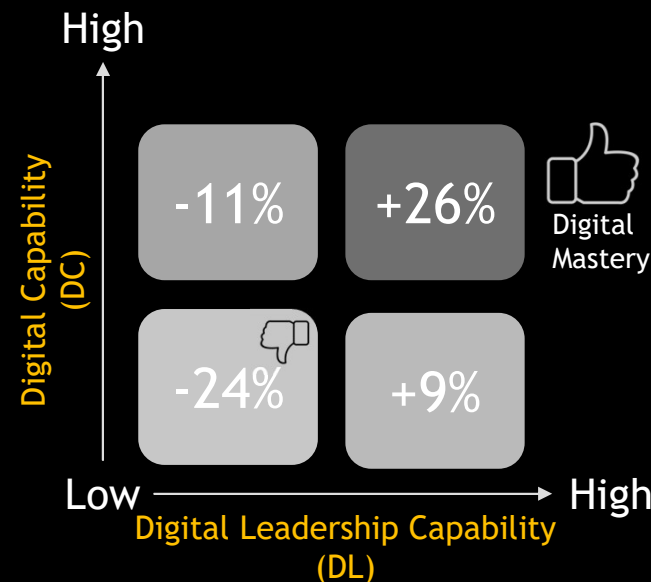


Profitability

Companies with stronger transformation management intensity are more profitable

Basket of indicators:

- EBIT Margin
- Net Profit Margin

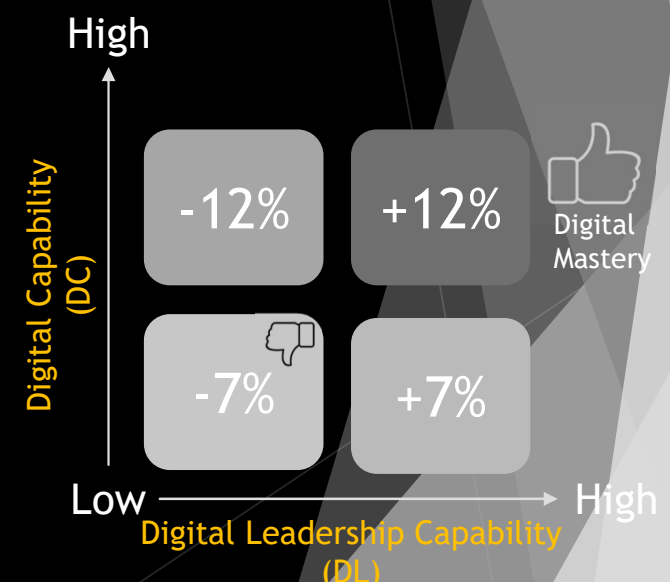


Market Valuation

Companies with stronger transformation management intensity achieve higher market valuations

Basket of indicators:

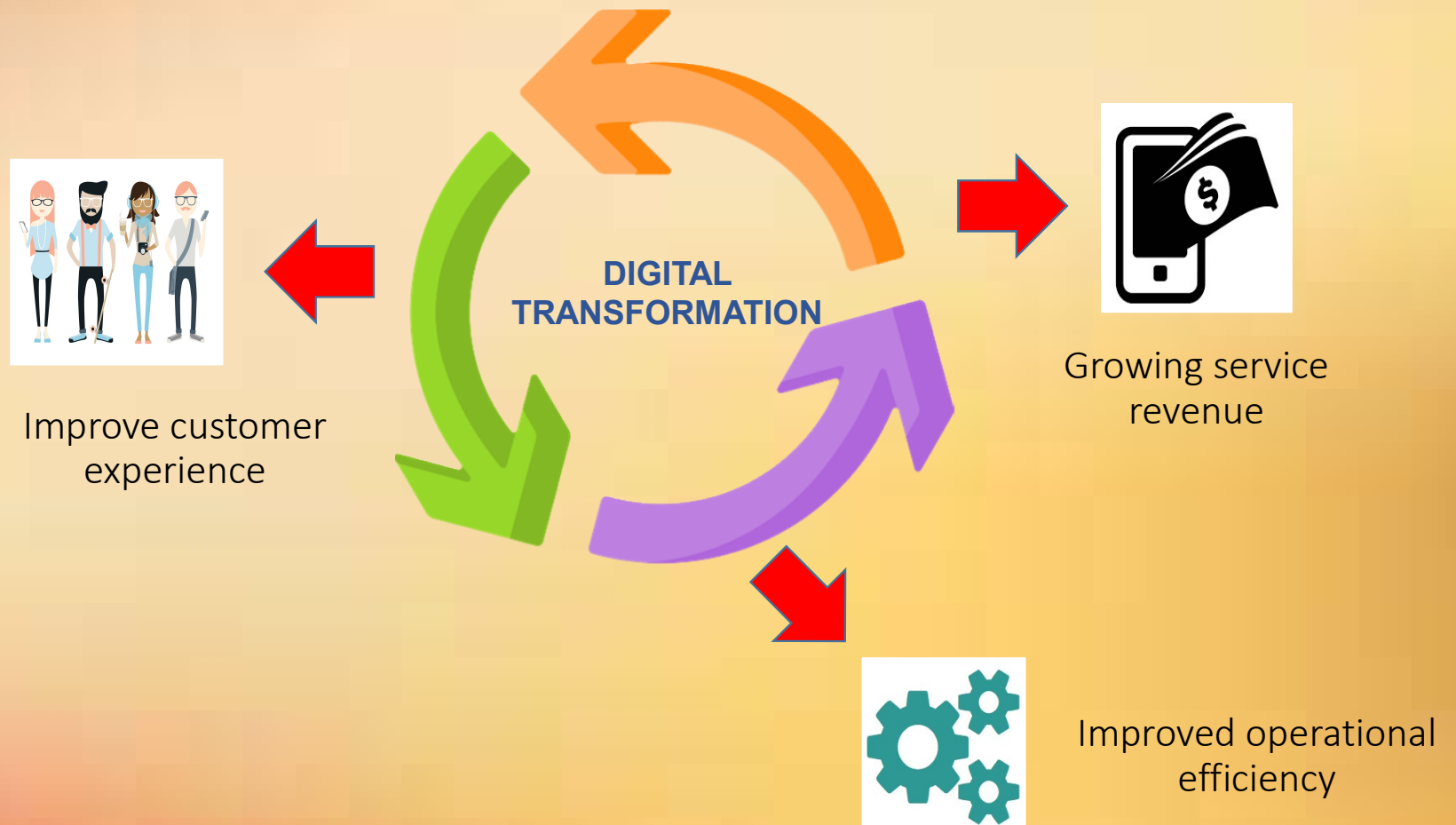
- Tobin's Q Ratio
- Price / Book Ratio



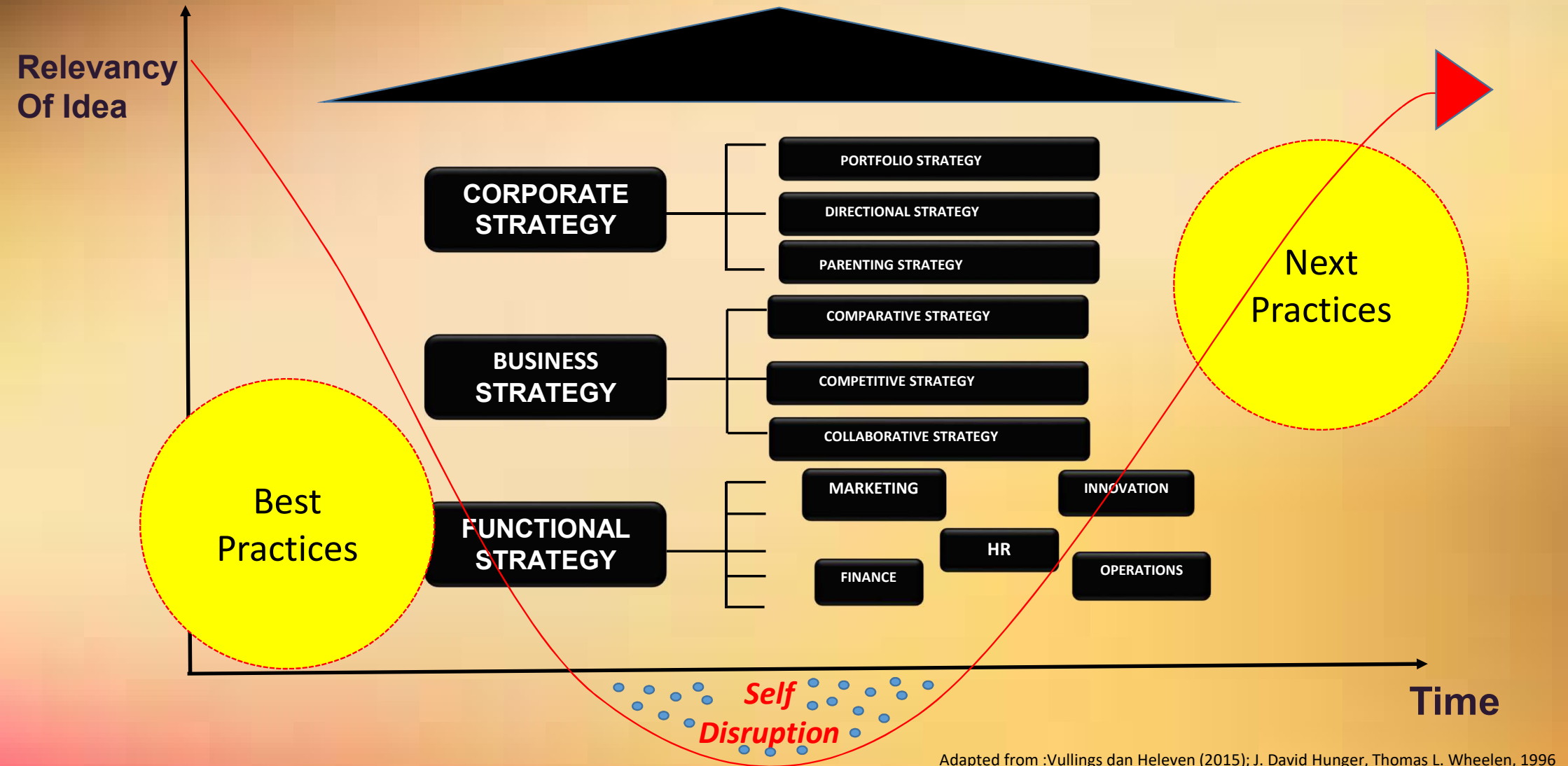
Source : Westerman, G. and McAfee, A. (2012) The Digital Advantage: How Digital Leaders Outperform Their Peers in Every Industry.

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THREE SOURCES OF DIGITAL TRANSFORMATION VALUE

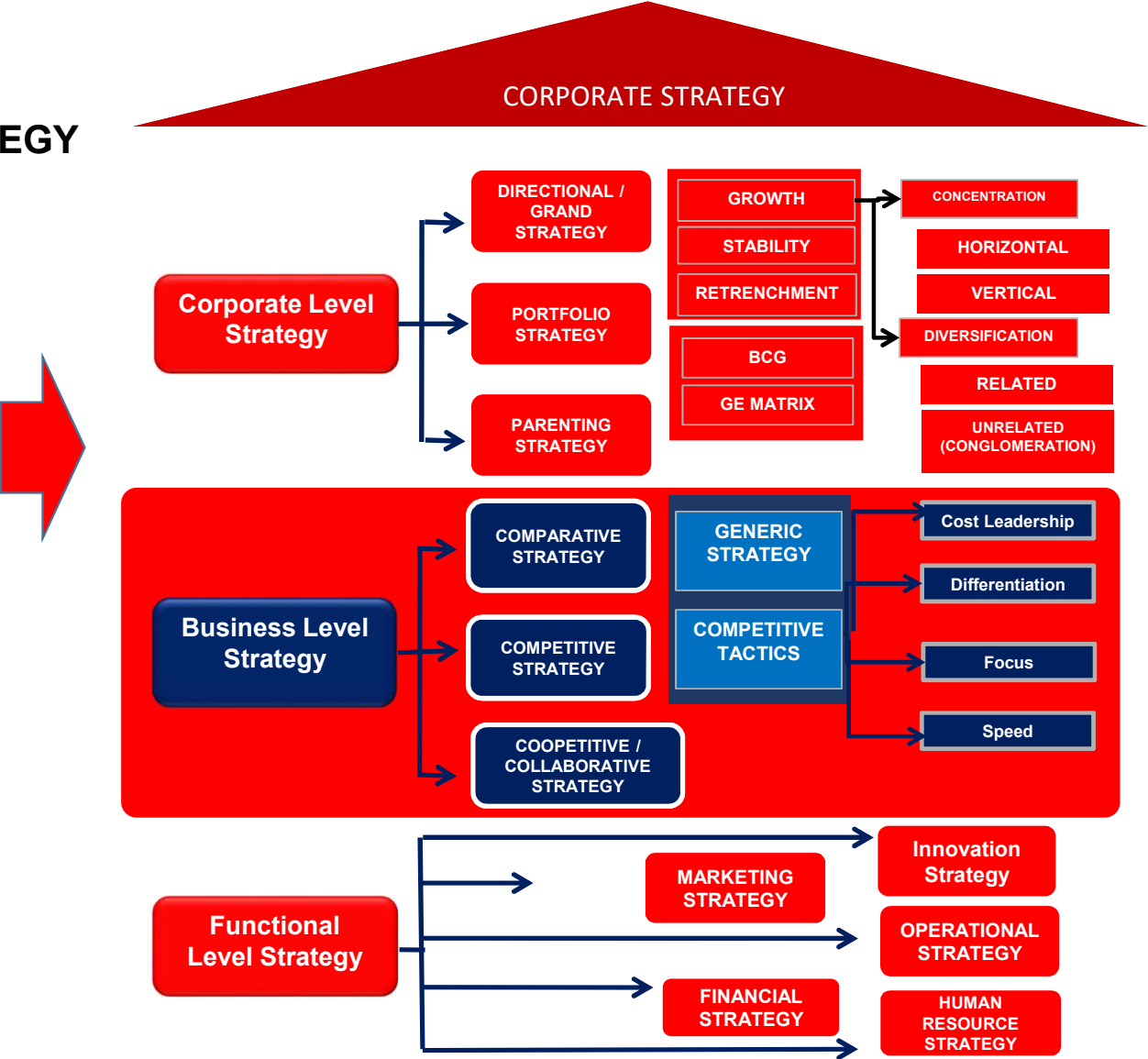
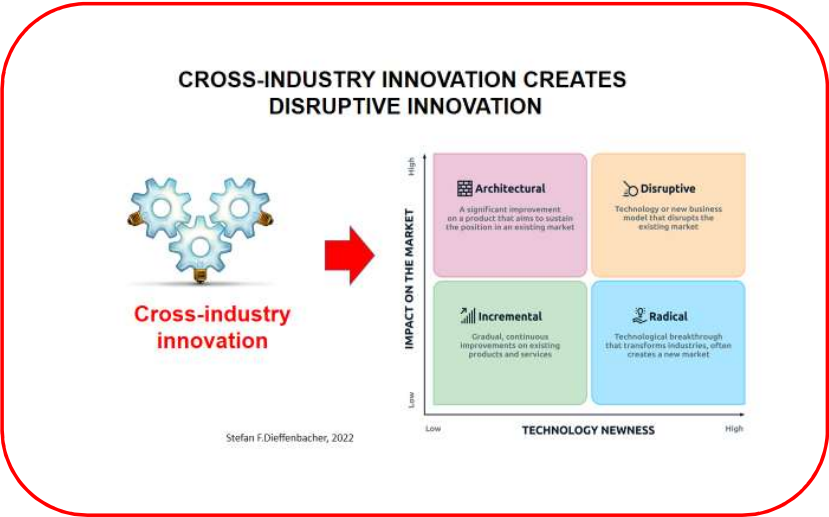


CORPORATE TRANSFORMATION IS MULTIDIMENSIONAL SHIFT



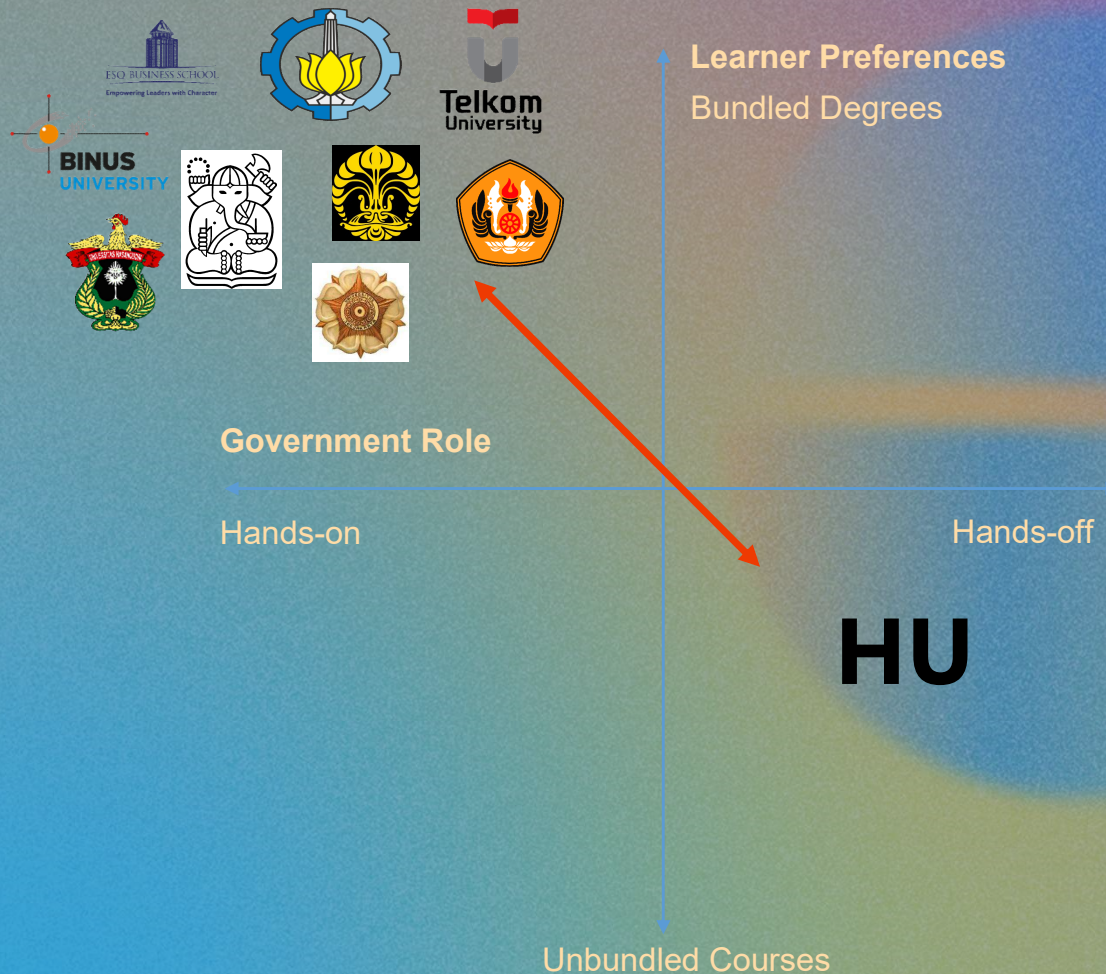
Adapted from :Vullings dan Heleven (2015); J. David Hunger, Thomas L. Wheelen, 1996

DISRUPTIVE INNOVATION → CORPORATE STRATEGY



TRANSFORMATION INTO HYBRID UNIVERSITY

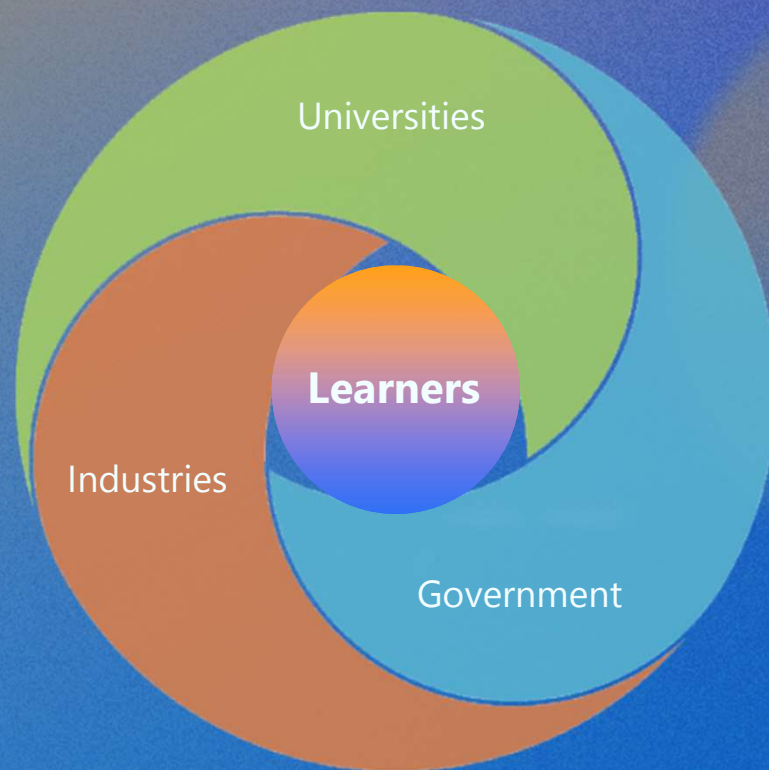
Developing Strategic Linkage Between The Champion With The MOOC



- **LX (Learner Experience):**
SX - Student Experience
PX- Personalised Experience
CX – Customer Experience
- **Industry-University Collaboration**
for Innovative for Content And Certification
- **Digital Human Technology**

Learner-Centric University-Industry-Government Collaboration

Learner needs to be at the center of the universe



Learner-Centric

It is a learner-centric or student-centered model where teaching, learning, services and capabilities are centered around the student and available as needed—anytime, anywhere, anyhow, through any device.

Partnership and Collaborative

The future of education will 'open doors' for partnership, collaborative efforts, integrated networks and win-win situations among employers and local or international education providers, involving students, universities, businesses and governments.

Alignment of Accreditation To Employer Requirements

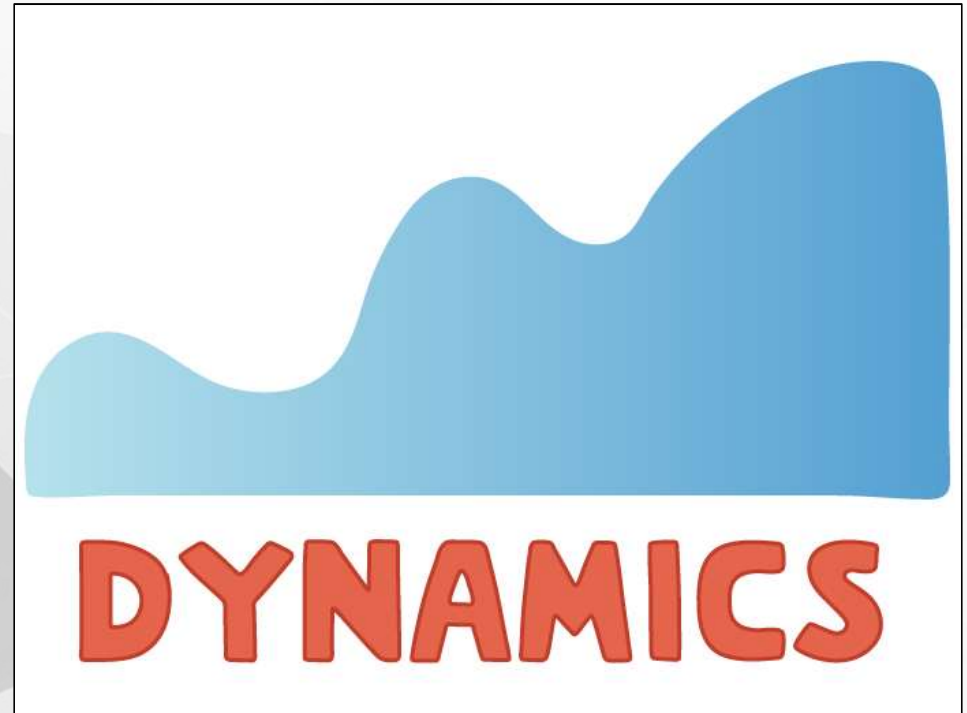
Business and industries will have a greater role in shaping the needs and diverse skills of students, driving education and training standards by aligning accreditation to employer requirements, providing funding and, ultimately, shaping education policy.

MULTI DIMENSIONAL IMPACT ON ORGANISATION



#4

MANAGING THE CHANGE

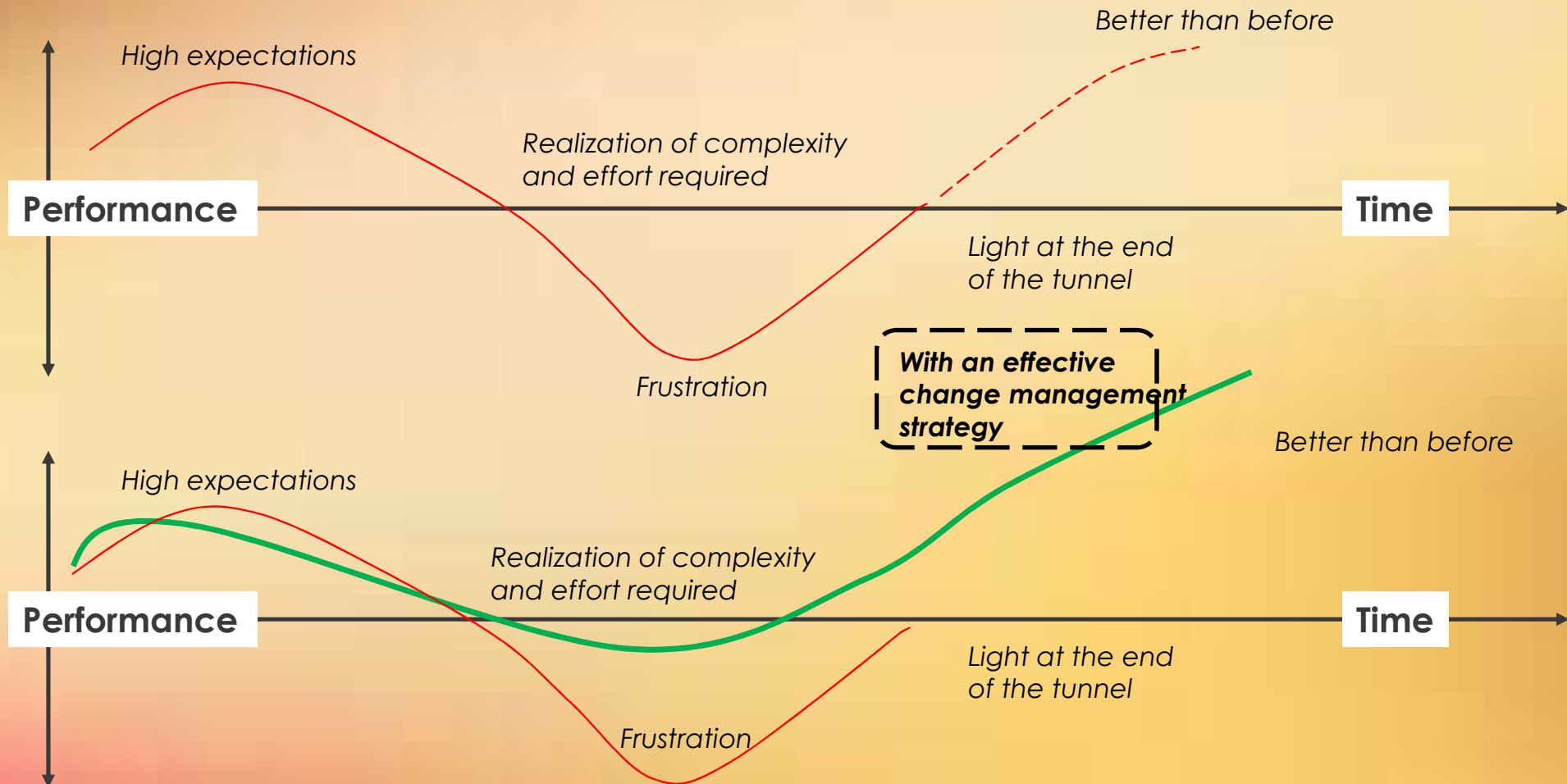


The Imperatives:

**Manage the Change or
It Will Change You**

TYPICAL CHANGE LIFE CYCLE AND ITS IMPACT

An effective change management strategy can reduce the dip and achieve business benefits



Source: Frank Voehl, H. James Harrington (2016), Change Management: Manage the Change or It Will Manage You, CRC Press

3W - Zone

Win Zone



30%

Transformations met or exceeded their target outcomes and resulted in sustainable change

Worry Zone



44%

Created some value but did not meet their targets and resulted in only limited long-term change

Woe Zone



26%

Created limited value (less than 50% of the target), producing no sustainable change

6 essential factors for digital transformation success.

- 
1. **Leadership Commitment** from CEO Through Middle Management.
 2. An **Integrated Strategy** with **Clear Transformation Goals**
 3. Deploying **High-Caliber Talent**
 4. An **Agile Governance Mindset** That Drives Broader Adoption
 5. Effective **Monitoring of Progress** Toward Defined Outcomes
 6. Business-Led Modular Technology and Data Platform

Source: BCG - June 03, 2021 By [Patrick Forth](#), [Romain de Laubier](#), and Tauseef Charanya

assessed the digital transformation success for 895 companies based on BCG's work with 70 leading companies worldwide and 825 responses to an in-depth survey about senior executives' transformation experiences

LEADERSHIP CHALLENGES

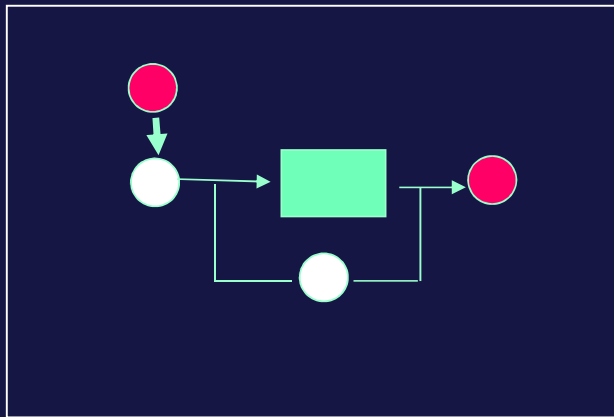


1

**BERAWAL DARI AKHIR
MELANGKAH SECARA
BACKCASTING**

START FROM THE END PRINCIPLE

“Start from the end
(from Goal)”



Disruptive Era (VUCA)

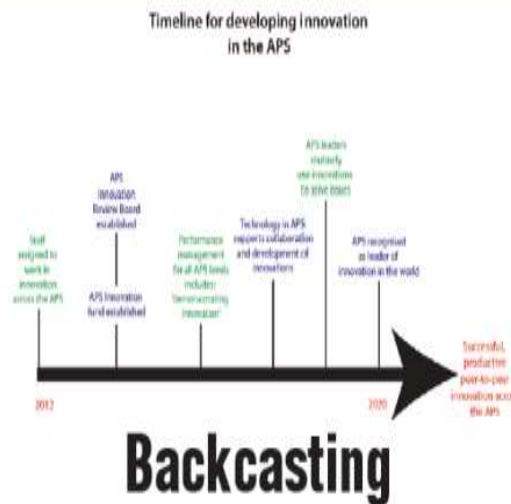
- Almost all of us expect the future to be repeat of the past
- But the world (business) we are in now has changed so radically in the past few years **that fighting yesterday's competitive battle today is almost guaranteed to fail**

Creating the Future through a Strategic Transformation (Organisation, Company, Nation)

TRANSFORMING



Visioning



- Action learning
- Low hanging fruit
- Prototypes
- New measurements
- Implementation and monitoring
- Reports to stakeholders
- Celebrate successes



Action Plan

Backcasting

Future Thinking



2021

2022

2023

1. Vision, Mission, Strategic Objectives
2. Decision Making
3. Solving Problems
4. Developing Strategic Capabilities
 - Strategic Plan
 - RKAP / RKT
 - Resource Allocation
 - Capex/Invesment
 - Opex
3. Measuring, Evaluating and Calibrating

Strategic Thinking



Futures Thinking Enables The Strategic Capabilities Needed to Succeed

Capabilities	Currently Exist	Need to Enhance	Need to Develop



2

**3 DIMENSIONAL
LEADERSHIP &
GROWTH MINDSET**

T O D A Y

DIGITAL LEADERSHIP IS 3 DIMENSIONAL



Collective
Growth
Mindset

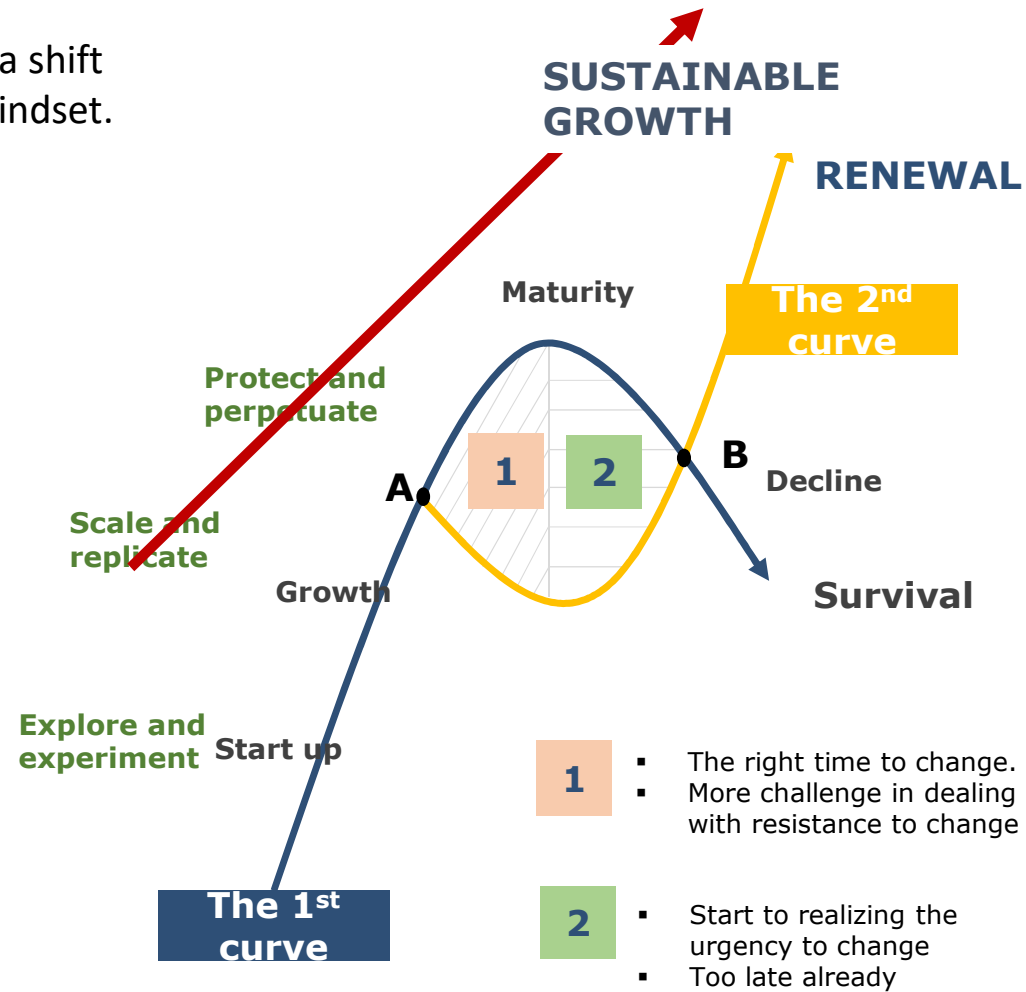


FUTURE



LEADERSHIP CHALLENGE

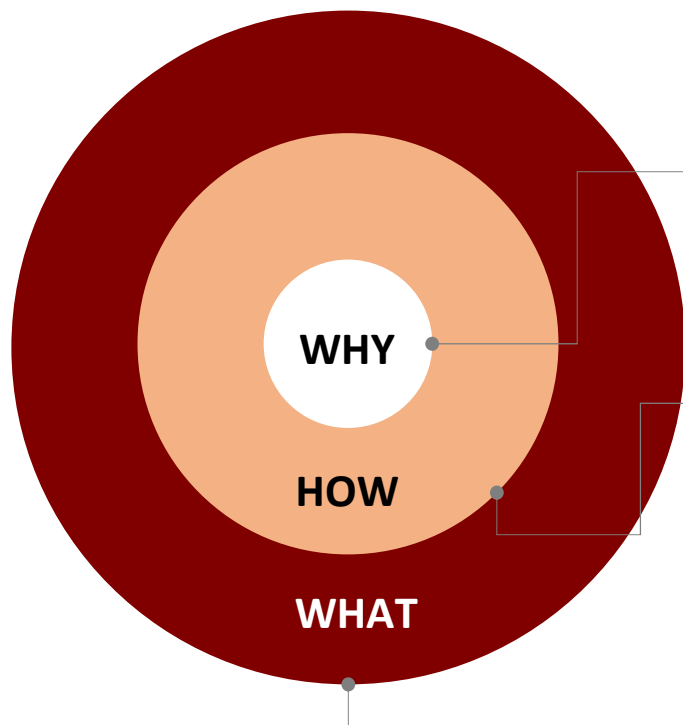
Adapting to the digital era requires a shift towards a flexible and risk-taking mindset.



Source : Dr. Jeffrey Kuhn, Growthleaders, 2015

Always start with “Why” – Golden circle, the secret behind new things to succeed

People will follow in what are you believe in, not in what you have. Individual or Organisation that always start with “Why” will have ability to inspire others surround them.



What is it

Why you do that? What is your purpose? What do you believe? Why do your organization exist. etc

Just knowing how to do it. E.g. : value proposition, prioritizing the process, etc.

Just knowing what they do. What is the product.



???

They're beautifully designed, simple to use, and user friendly

We make great computers



Everything we do, we believe in challenging the status quo. We believe in thinking differently

The way we challenge the status quo is by making our products beautifully designed, simple to use, and user friendly

We just happen to make great computers

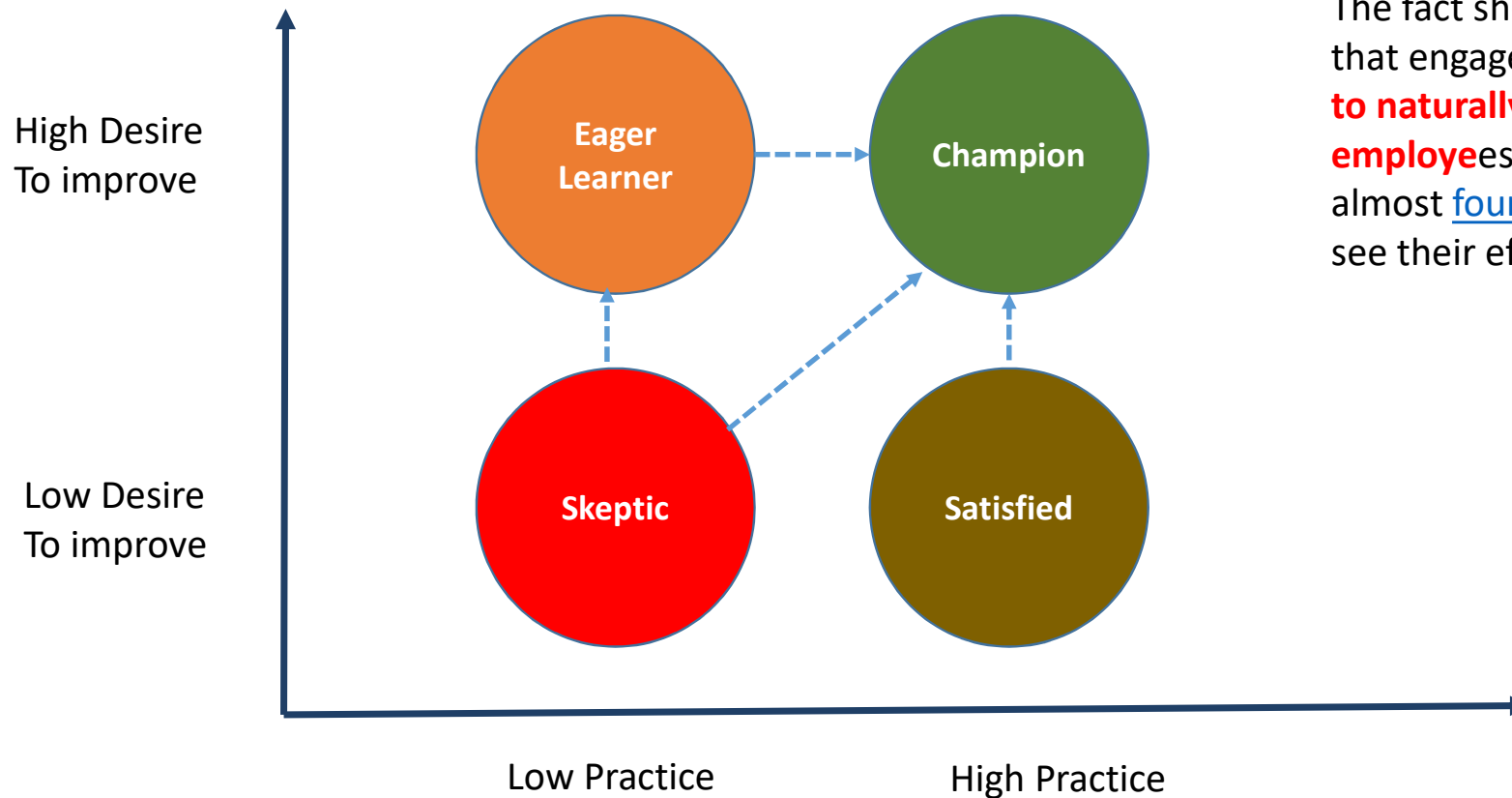
3

**COLLECTIVE
GROWTH MINDSET**

ARCHETYPING

Segmenting and understanding people convictions and mindsets.

Behaviors archetype matrix



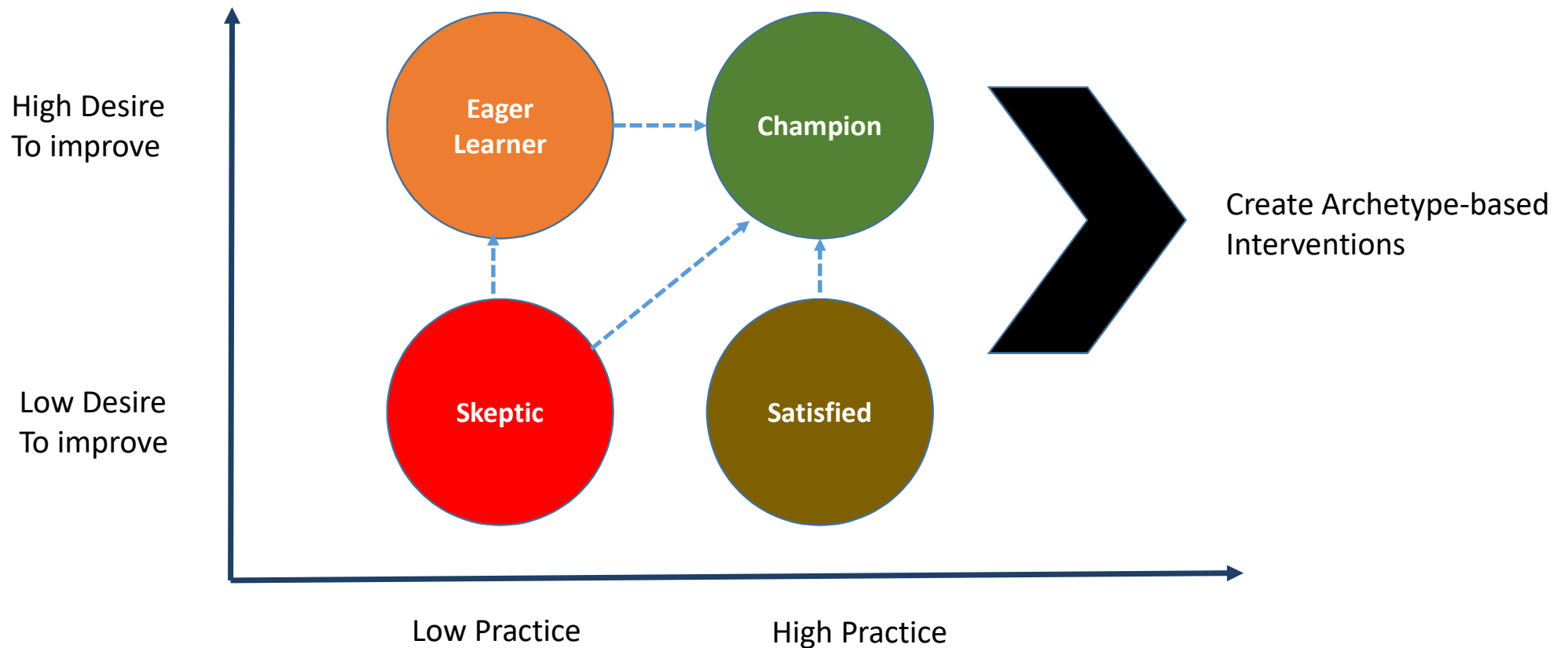
The fact shows organizations that engage these Champions **to naturally influence other employees** to change are almost four times as likely to see their efforts succeed.

Source: Kourosh Houshmand, Kiran Kondisetti, Dominic Skeritt and Sarah Weichselbaum, September 2023, Mckinsey

ARCHETYPING

Segmenting and understanding people convictions and mindsets.

Behaviors archetype matrix



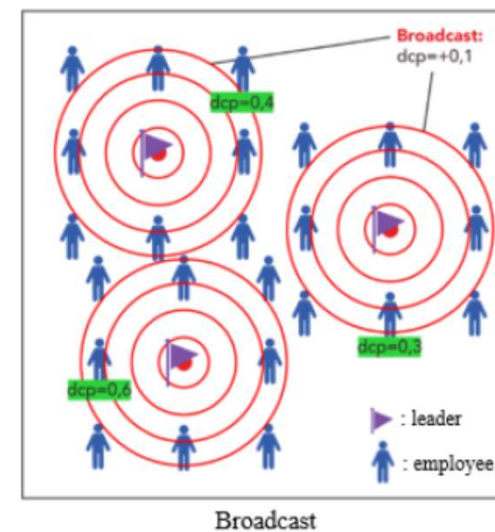
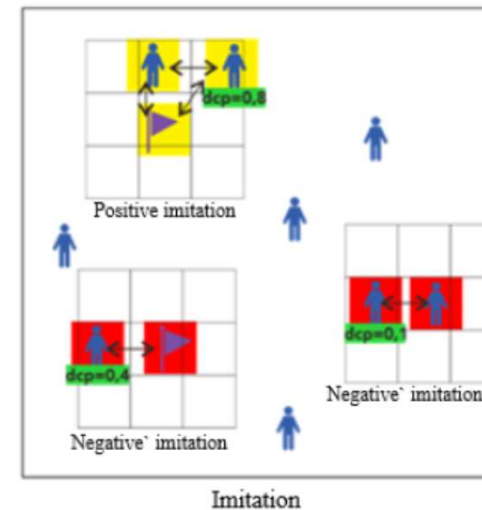
Source: Kourosh Houshmand, Kiran Kondisetti, Dominic Skeritt and Sarah Weichselbaum, September 2023, Mckinsey

ENTROPY

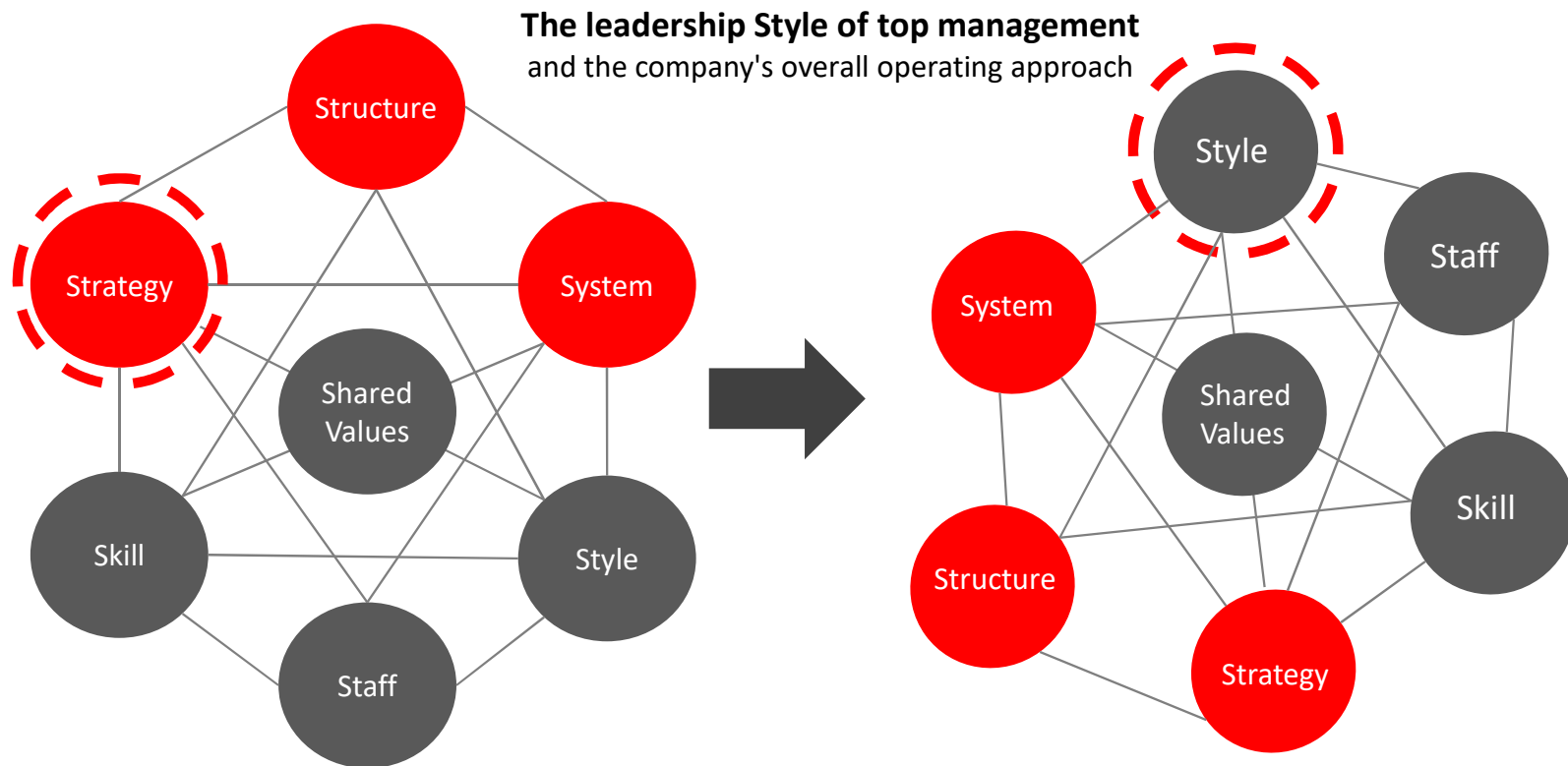
Entropy in business refers to the amount of energy or work expended which leads towards your organisation's goals.

High entropy = low efficiency and low sustainability

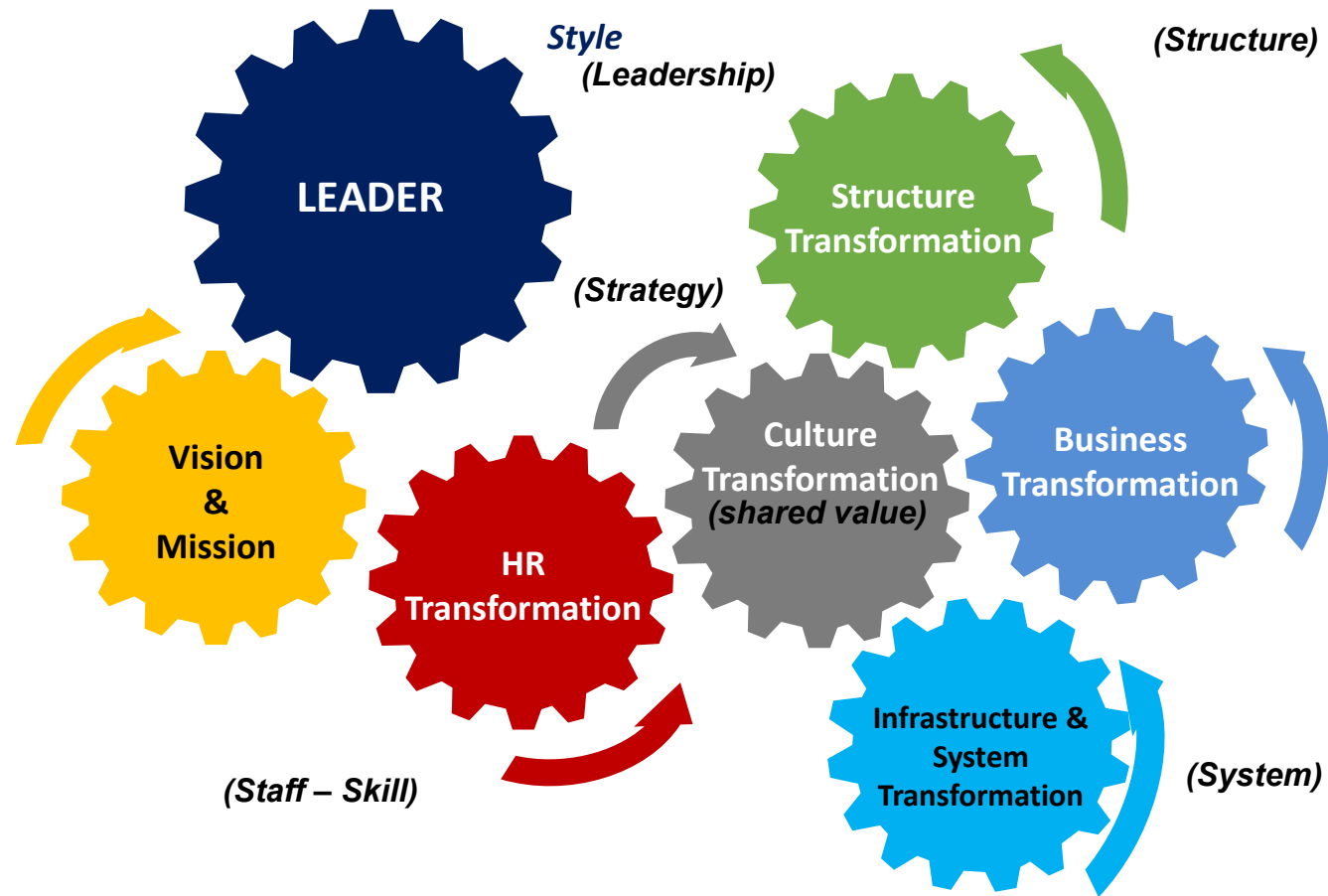
(more wasted energy)



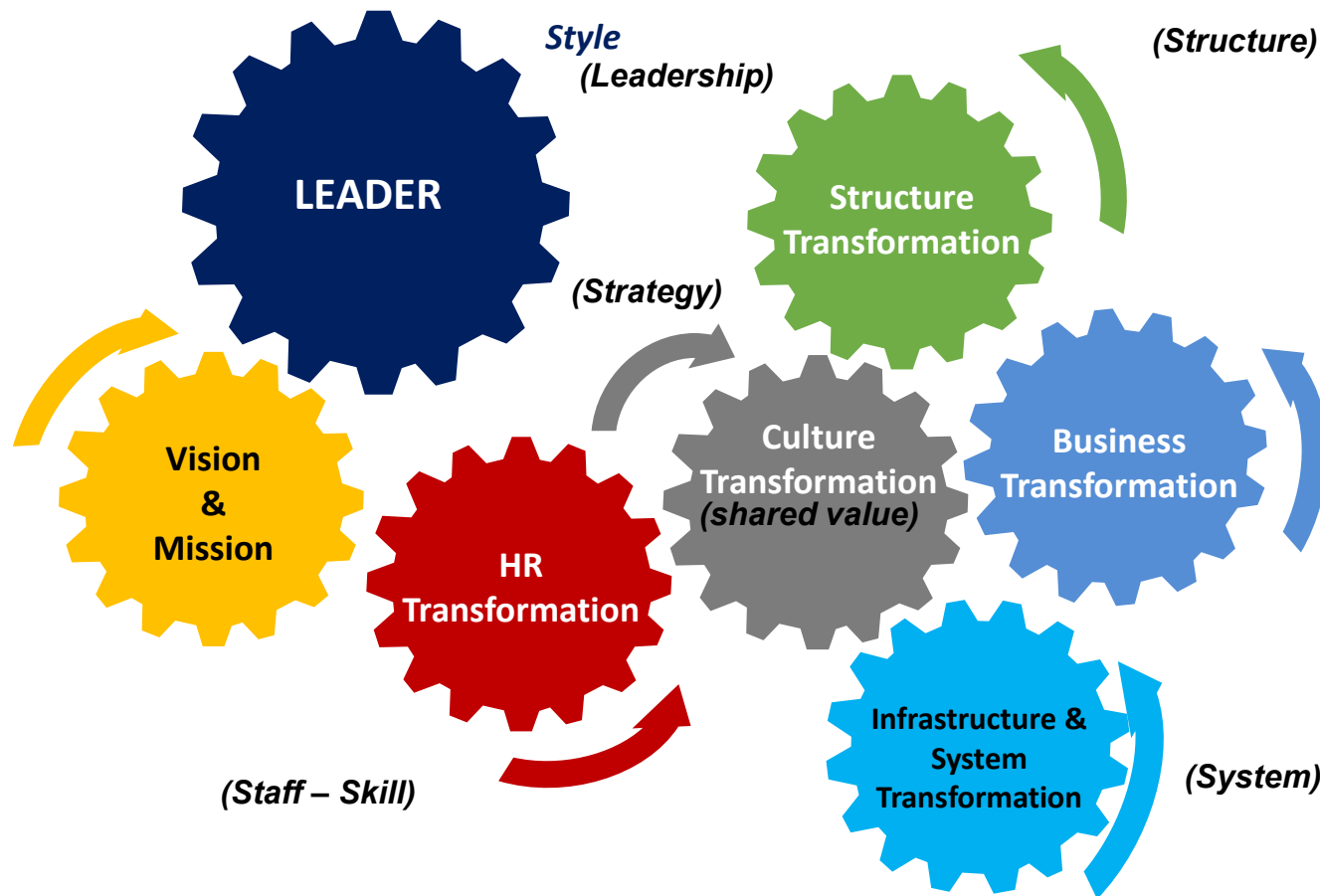
McKinsey's 7S Framework



STRATEGY AND LEADERSHIP



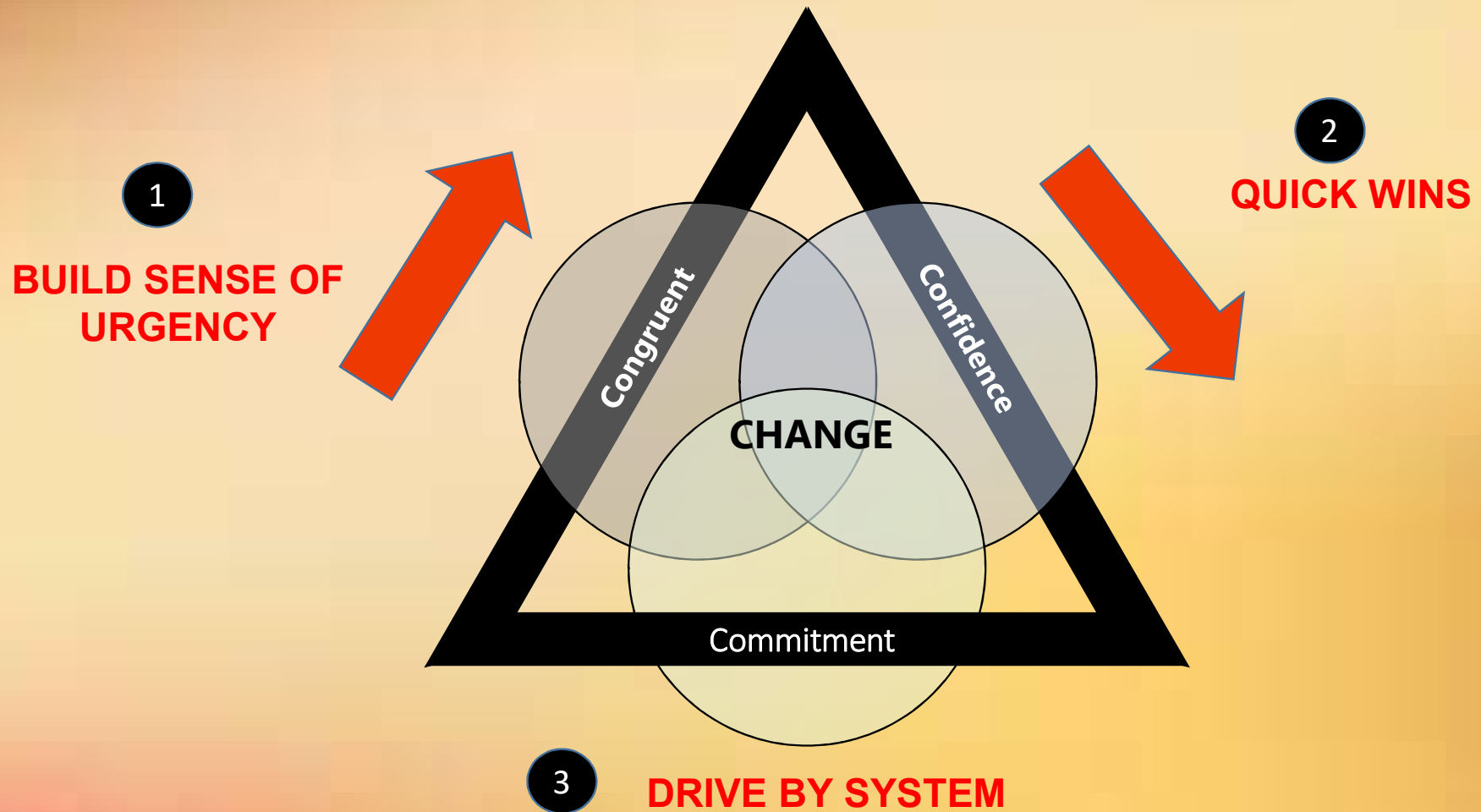
“Great Spirit & Grand Strategy”



4

**3 IMPERATIVES IN
CHANGE MANAGEMENT**

3 IMPERATIVES IN CHANGE MANAGEMENT



5

Drive by Purpose, Value and Meaning to
Unlock From Within

Only **23%**
of People work at their highest potentials

most people put out
somewhere between

50-60%

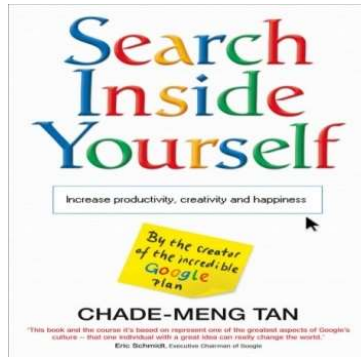


Source: center of organization design, 2012.

Unlocking from within is about finding the values, meaning and purpose to give their best.



How others trying to find their intrinsic motivation



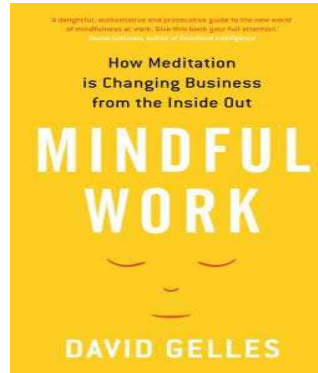
Search Inside Yourself

The Unexpected Path to Achieving
Success, Happiness (and World
Peace)



Schlumberger

trivago®

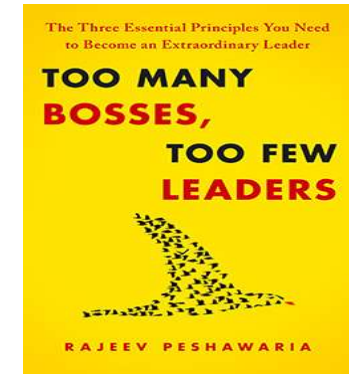


Mindful Work

How Meditation Is Changing
Business from the Inside Out



COMCAST



Too Many Bosses, Too Few Leaders

great leaders clearly define their
purpose and values

University of California
Berkeley
Haas School of Business



Bloomenergy®

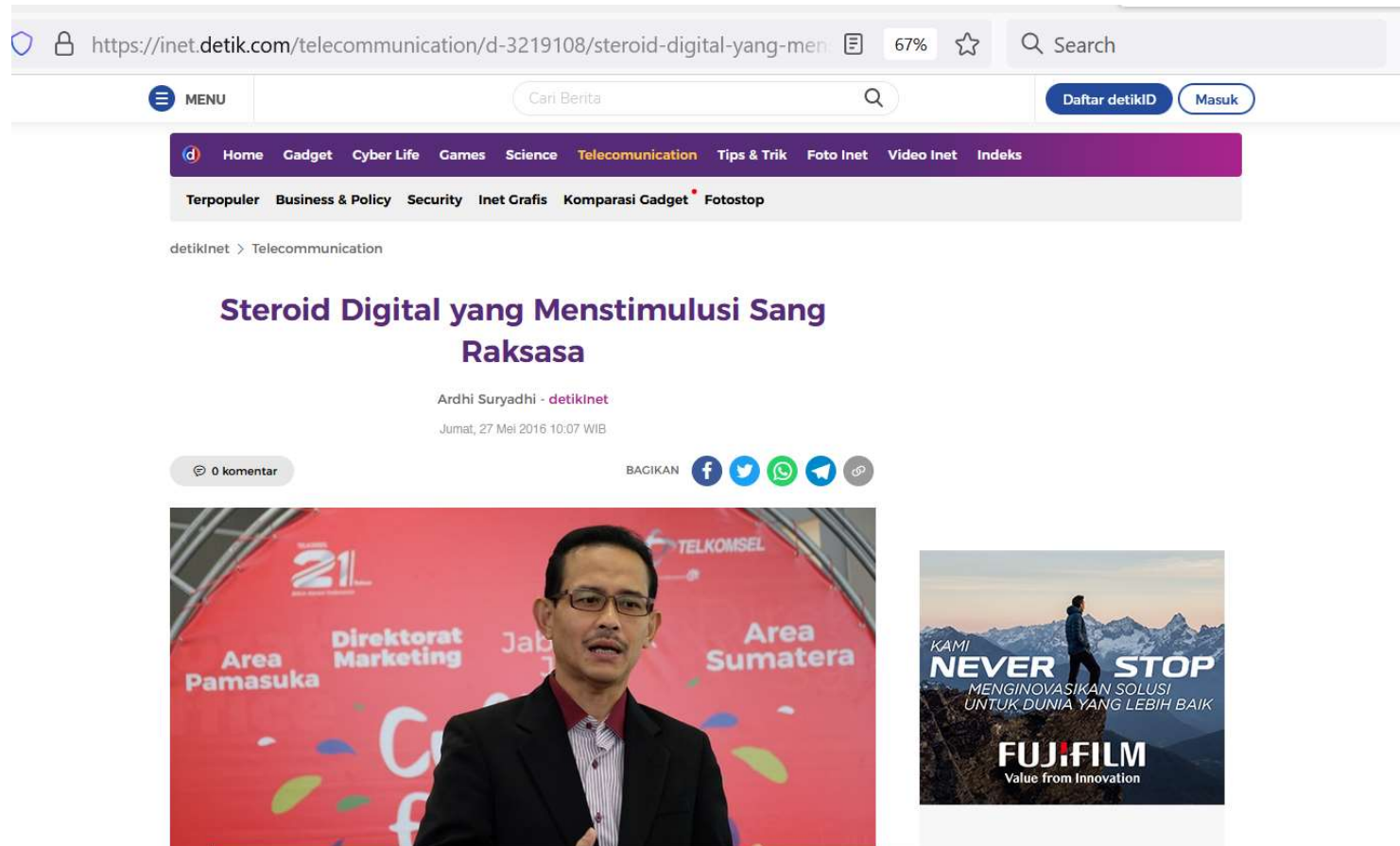
ETC ...

M2M

From Money to Meaning



<https://inet.detik.com/telecommunication/d-3219108/steroid-digital-yang-menstimulasi-sang-raksasa>



Today's biggest challenge for organisation is to manage performance and transformation simultaneously, which needs a capability for managing the change.

An effective change management needs a 3 dimensional leadership practices to deal with the a shorter window of opportunity with a good corporate governance

Organisation should develop "Champions" to naturally influence other employees to change addressing its effectiveness to achieve the objectives

Priyantono Rudito, Ph.D, 2023

**Sharing Kepemimpinan Untuk Kaprodi
Institut Teknologi Bandung**

**Auditorium SBM Lantai 6 Gedung Freeport SBM ITB
Jalan Ganesha 10, Bandung
Senin 16 Oktober 2023**



Priyantono Rudito, Ph.D