



Adaptive Leadership In The Digital Era In Educational Institutions

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Abstract: This study aims to describe adaptive leadership in educational institutions in the digital era. This research uses a literature study method by observing various kinds of documents, both from books and journals. The literature study focuses on researching literature related to adaptive leadership in the digital era. Data collection is carried out by collecting literature data, reading, recording, and managing research results objectively, systematically, analytically, and critically by looking at the year of publication and the most up-to-date research. The result of this study is that adaptive leadership is needed so that educational institutions are able to adapt and encourage change to their subordinates. Adaptive leadership requires agile awareness to read and respond to future changes.

Keywords: digital, era, leadership, adaptive, educational

INTRODUCTION

The ever-changing times have had an extraordinary impact on the world of education. This, of course, brings humans into a new era called the digital era. (Kayworth & Leidner, 2002). This era brings various changes ranging from thinking, socializing, working, and carrying out various tasks of human life. This era is marked by various kinds of digital developments and increasingly thick changes in humanity, which are also marked by technological developments. This condition of course, influences the world of education and is characterized by the emergence of *Artificial Intelligence*, which makes it easier for scholars to access technology (Irwan Maulana, 2022)Of course, education managers must use this so that the development of this technology can benefit all mankind, especially in the world of education.

This digital era has affected the world of education. If this is not managed correctly, it will become a challenge in the world of education, so schools will become a place of learning that is left behind. At least two things affect digitalization in educational institutions, namely (1) learning and (2) Administration. (Chen et al., 2020) After the COVID-19 pandemic, educational institutions' leaders are trying to adapt to this virus. As a result, face-to-face learning has changed to distance learning, which has an effect on learning methods and school work that is more flexible by utilizing all existing digital portability. Implementing administration in educational institutions can be done more efficiently by utilizing technology. Therefore, a leader needs to manage the school effectively and efficiently.

Adaptive leadership must be implemented to overcome problems caused by political policies, disasters, and technological developments. In adaptive leadership, a leader must articulate a vision, instill loyalty, and direct employee talent toward desired goals. (Hassi, A., 2019). In addition, adaptive leadership is very appropriate for educational institutions that are changing due to technological disruption. (Elmanisar et al., 2024). This disruption is characterized by rapid changes, one of which is caused by technological developments.

This adaptive leadership can formulate four aspects of adaptive leadership: anticipatory, articulative, adaptive, and accountable. (Hikmatul Magfiroh et al., 2023). Articulation means that in this digital era of change, leaders can provide various kinds of descriptions of what educational institutions must implement. Anticipatory is a leader who has the acumen and depth of knowledge, can see what will happen, and can read the times so that he is able to prepare strategies for facing challenges. Furthermore, a leader can adapt to the times without losing the identity and accountability of the organization. Therefore, adaptive leadership is one of the leadership models that needs to be researched.

LITERATURE REVIEW

Era Digitalization

America has found a very amazing change with the invention of the internet in 2000. This internet is actually one of the signs that this life has entered the era of the Industrial Revolution 4.0, which is marked by the Internet of Things. However, Japan brought a new idea, namely by introducing society 5.0. Society 5.0 provides an idea of how humans and technology can go hand in hand or, more precisely, the humanization of technology (Amelia, 2023). Society 5.0 brings new ideas, especially in the world of education, so a leader must be able to adapt to technological changes.

There are several signs in this era of digitalization, namely (1) there is information that is easily accessible to the public; (2) the public can access information easily. (Ahmad et al., 2021). Furthermore, this can be useful for policyholders in educational institutions as evaluation and assessment materials, both diagnostic, formative, and summative. There are several changes caused by digitalization in the world of education. Leaders must address these changes and adapt to various kinds of changes so that these changes become opportunities for educational institutions. The changes are as follows: namely: (1) online admissions; (2) online payments; (3) online teaching; (4) teaching with the help of the latest technology; (5) digital books; (6) E-notes; (7) fun-filled learning; (8) online examinations, results and notices. (Hans & Crasta, 2019).

The above can move the world of education from conventional leadership styles to modern leadership. (Ronzhina et al., 2021). Adapting the adaptive leadership model to the development of digitalization has given birth to a new concept in leadership, namely e-leadership. Educational institutions can use this e-leadership to carry out their leadership effectively and efficiently in the world of digitalization.

A leader can exert his influence and exercise his leadership by utilizing digital. This utilization can, of course, support the role of leaders in carrying out their leadership, one of which is by collecting administration and related data to make decisions. Since the existence of applications that support education, a leader no longer bothers to collect administrative requirements conventionally; leaders only ask their subordinates to prepare documents on an application and then process it properly to get the best results.

Adaptive Leadership

Adaptive leadership is leadership that responds to the development of the times by adapting to various kinds of changes. The purpose of this leadership is so that leaders can do their work properly, correctly, and in the right way to achieve the goals. (Amirudin Sihan, 2018) This illustrates that adaptive leadership is a model that can adapt without losing the values held firmly by educational institutions.

In this leadership model, a leader must be able to stimulate subordinates to make changes in facing future challenges. By doing careful planning, an adaptive leader can minimize various kinds of deviations that will occur in the future (Elmanisar et al., 2024). The essence of this leadership model is not only to adapt to the times, but a leader is proactive

in facing the changing times, utilizing change management to face future problems and creating a situation that benefits educational institutions.

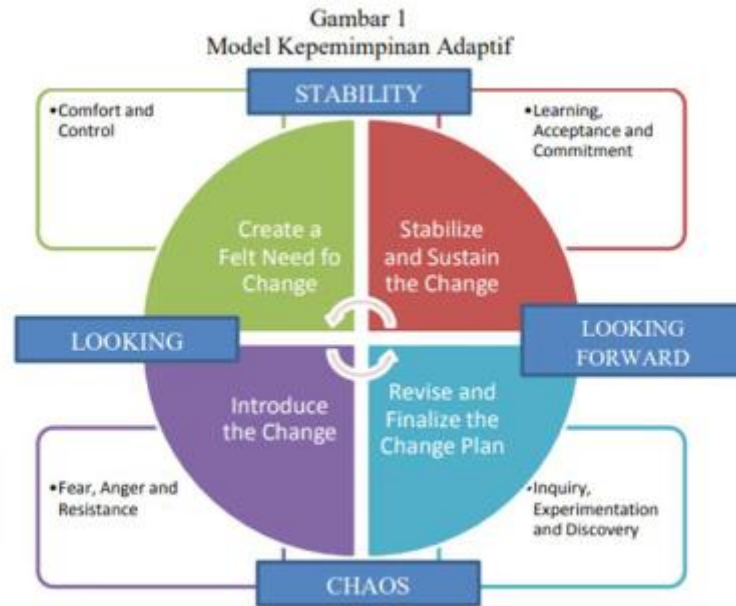
Adaptive leadership should be able to create conditions that allow a dynamic network of actors to achieve common goals in an uncertain environment. (Fridayani, 2021). This requires leaders to cooperate with other parties in order to achieve the goals that have been set. According to Widayanti & Kusman, (2023) Adaptive leadership is related to the efforts of a leader, both in a company and an educational institution, to encourage change in subordinates to create change in their organization. One example is in the scope of the education system, leadership, change, challenges, management, and the economy.

The adaptive leadership model is that a leader can provide direction and motivation and achieve common goals with his team members together. (Budiyono, 2023). This is related to how an adaptive leader can articulate his vision and mission to his subordinates to produce a change. There are several characteristics of adaptive leadership, namely: (1) being proficient in a job; (2) always making decisions by looking at the actual situation (not subjective); (3) understanding their shortcomings and strengths; (4) be responsible; (5) always innovate to improve its achievements; (6) work effectively; (7) unbiased when digesting information. (Hikmatul Magfiroh et al., 2023). Next (Sartini et al., 2024) Explaining the adaptive leadership model through an image, namely:

The figure above explains how an adaptive leader must be able to stabilize and make changes by creating changes that are felt necessary to be implemented. Then, a leader will be faced with an uncertain situation, with a sense of fear and resistance that will be faced by subordinates and will even invite chaos. Furthermore, leaders must be able to provide direction and understanding to subordinates so that the expected changes can occur.

Challenges Of Adaptive Leadership In The XXI Century

The rapid digital era has impacted educational institutions. Of course, educational institutions must face this challenge so that they always exist and can compete in the global arena. The challenges faced in the XXI century are, of course, very complex, ranging from technology, social, and economic to psychology. (Patodingan, n.d.). In the XXI century, school principals must be able to master digital literacy by applying the principles of creative, innovative, collaborative, and communicative thinking. (Rosita & Iskandar, 2022).



Moreover Irwan Maulana, (2023) said that one of the challenges of this digital era is the decline in the morale of the younger generation. The deterioration of the morale of the young generation is a serious problem because this young generation tends to be consumptive without filtering the content on social media. Therefore, there needs to be cooperation between educational institutions and the government to solve this problem. (Berampu & Sari, 2021). In addition, the challenges that exist in the XXI century are also changing faster, so leaders need to think hard to always adapt to the times. Another problem is the decline in how students think because they can get various kinds of answers through the Internet without a longer business process. (Budiyono, 2023). In facing the challenges of this era of digitalization, effective leadership has the character of executives, builders, benevolent autocrats, and bureaucrats. (Sutiadi et al., 2023).

Adaptive Leadership Opportunities In The Xxi Century

The XXI century brings various opportunities in conducting adaptive leadership that can be carried out in educational institutions. In this case, it is necessary to formulate what kind of leader is needed to formulate the required leadership characteristics. Namely: (1) Think Leaders: During increasingly fierce competition due to the emergence of new competitors, leaders who have extraordinary resilience and expertise are needed; (2) Creative Leaders: Digital technology opens up opportunities for new business models and

accelerates innovation. Therefore, digital leaders must have a creative mindset that can turn future ideas into actual reality; (3) Global Visionary Leaders: Digital leaders must be able to provide clear direction and function as regulators in the digital business transformation process; (4) Curious Leaders: With a complex and dynamic ecosystem thanks to big data, digital leaders need to have the ability to learn and implement their digital knowledge and skills; (5) Deep Leaders: Digital leaders must have a deep understanding of policy because in the digital era, access to information is increasingly open. Everyone can access and analyze information thoroughly, allowing leaders to dig into knowledge and make better decisions (Istaryaningtias et al., 2019).

In addition, an adaptive leader must be able to see opportunities in every challenge and collaborate their abilities, skills, and intelligence in the face of these various uncertain changes. (Nahnudin et al., 2023). The next opportunity that adaptive leadership can take advantage of is creating new situations to formulate various educational solutions. (Rosmini et al., 2024).

In this regard, an adaptive leader needs to have the following characteristics, namely: (1) adaptive to change; (2) have a clear and comprehensive vision; (3) effective communication; (4) data-driven decision-making; (5) have empathy and emotional intelligence; (6) the ability to manage conflicts; (7) Building positive relationships; (8) inspiring; (9) good listeners; (10) have digital intelligence; (11) having a strong spiritual soul (Ali, S & Hasanah, E., 2021). VUCA is an opportunity for adaptive leaders to form a new habit. In this case, a leader must be able to take advantage of various changes that exist so that it can be an opportunity to face various challenges in the future. Below is an adaptive leadership flow diagram, which is:

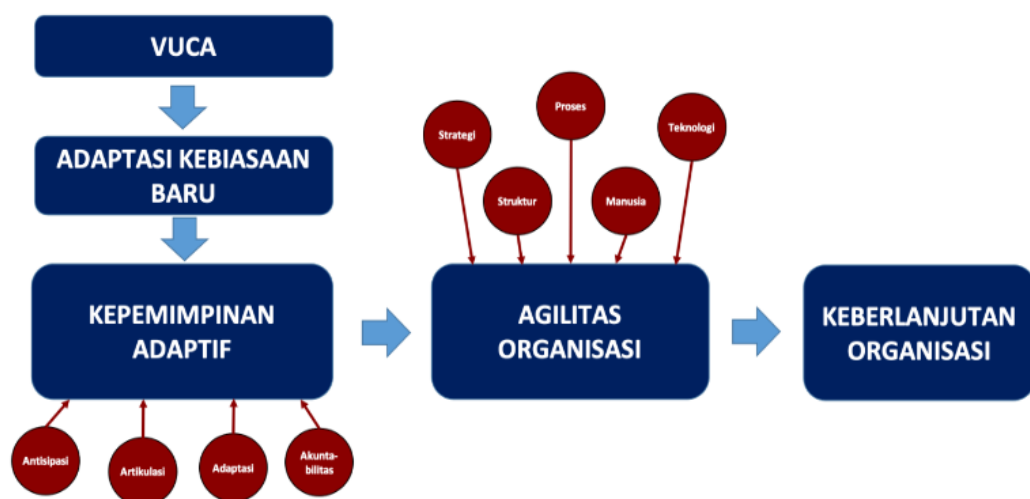


Figure 1. Adaptive Leadership Flow Diagram in Organizational Agility

The key to the success of this leadership is that a leader must be agile to all kinds of changes that exist. In addition, the key to this leadership model's success lies in the organization's human resources. Human resources are the key to the success of an organization because they are renewable resources. This is in line with Rosmini (2024) This explains the adaptive leadership strategy in the XXI century, namely: (1) strong leadership and a clear vision; (2) ability to collaborate and communicate across organizations; (3) utilization and improvement of infrastructure and resources. These three things need to be considered by adaptive leadership actors so that they can run with what they want.

METHODS

This study uses literature research. Literary research or literature study is a systematic effort to access, collect, and analyze various kinds of materials available in libraries, including book references, previous research, journal articles, and journals, to support and answer research problems. (Prastiwi & Widodo, 2023). The literature study in this study focuses on researching literature related to adaptive leadership in the XXI century. This activity is carried out by collecting library data, reading, taking notes, and managing research results objectively, systematically, analytically, and critically regarding adaptive leadership strategies and their challenges in the digital era. (Putri et al., 2020)The literature study in this study is carried out in the same way as other research approaches, except that the data is taken from literature sources, read, analyzed, and recorded. The purpose of this method is to answer.

Data analysis techniques use *content analysis*. Content analysis is used to research the most relevant and relevant literature. Then, a study was carried out by looking at the year of publication, from the most up-to-date to not up-to-date but having substance related to this research. Then, the researcher reads the abstract, which will then be researched and recorded in detail by the researcher.

DISCUSSION

The XXI century it brought all kinds of changes in the joints of mankind. This century is marked by the increasingly rapid development of technology and information that brings about the digital era. This digital era must be addressed properly and wisely so that it can be an opportunity to improve the quality of education in each educational institution

because technology plays a vital role in the success of education on a macro, meso, and micro scale.

One of the main factors supporting educational institutions' success is leadership. The highest leader in an educational institution is the principal. The principal in an educational institution is a person who has competencies that support his leadership. School principals must analyze technological, social, economic, and psychological challenges to find solutions through established strategies. (Patodingan, 2023).

These existing challenges must be faced wisely and adaptively. The principal must be able to adapt to every change that exists. Therefore, there needs to be cooperation in every line, either with the government, entrepreneurs, or other parties, so that educational goals can always be achieved. (Berampu & Sari, 2021) This cooperation process can be carried out by conducting a Penta helix analysis, which will reveal the conclusion about how educational institutions should cooperate.

A leader who uses this leadership model must be agile in responding to challenges. He is not only able to adapt to change, but also he must be able to move his subordinates to change and create an atmosphere of change. Adaptive leadership has the following characteristics: (1) Think Leader: Amid increasingly fierce competition due to the emergence of new competitors, leaders who have extraordinary resilience and expertise are needed; (2) Creative Leaders: Digital technology opens up opportunities for new business models and accelerates innovation. Therefore, digital leaders must have a creative mindset that can turn future ideas into real reality; (3) Global Visionary Leaders: Digital leaders must be able to provide clear direction and function as regulators in the digital business transformation process; (4) Curious Leaders: With a complex and dynamic ecosystem thanks to big data, digital leaders need to have the ability to learn and implement their digital knowledge and skills; (5) Deep Leaders: Digital leaders must have a deep understanding of policy because in the digital era, access to information is increasingly open. Everyone can access and analyze information thoroughly, allowing leaders to dig into knowledge and make better decisions (Istaryaningtias et al., 2019).

The opportunity that can be implemented is that an adaptive leader can change the organizational culture for the better. Therefore, it is crucial for adaptive leaders to (1) adaptive to change, (2) have a clear and comprehensive vision, (3) effective communication, (4) data-driven decision-making; (5) have empathy and emotional intelligence; (6) the ability

to manage conflicts; (7) Building positive relationships; (8) inspiring; (9) good listeners; (10) have digital intelligence; (11) having a strong spiritual soul (Ali, S & Hasanah, E., 2021).

CONCLUSION

The XXI century provides challenges and opportunities in the world of education. The XXI century brings a new era, namely the digital era. This era influences the world of education so that it affects how the organization works, how members think, and other things that are so fast to predict. Adaptive leadership in educational institutions provides solutions to face these challenges. Adaptive leadership requires organizations to be agile with various kinds of changing times. Adaptive leadership is not only about how an organization can adapt to various kinds of changes, but also how leaders can encourage their subordinates to change, create an atmosphere of change, and be responsive and solutive in responding to existing challenges.

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