Evaluation of Planning and Strategic Management at Social Organization for Business Sustainability

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Abstract

This research analyzes the evaluation of programs and strategic management planning of social organizations. A qualitative approach is used as part of photographing the state and potential of the organization for the greatest achievement as an educational organization with the best reputation. The process of collecting data by interview. The results showed that the Good to Great theoretical framework can be used as a tool for measuring or evaluating programs and strategic management of organizations by identifying various strengths and weaknesses that become spaces for organizational improvement, based on each characteristic of the principles studied. Research proves that the Discipline of People, Discipline of Ideas, and Discipline of Action in the framework of Good to Great theory can be applied and relevant as an evaluation framework in the context of a social organization in Indonesia. These three aspects show a sustainable business with superior programs according to organizational values.

Keywords: Business Sustainability, Business Planning, Strategic Management, Social Organization

Evaluasi Perencanaan dan Manajemen Strategis terhadap Keberlanjutan Bisnis pada Organisasi Sosial

Abstrak

Penelitian ini menganalisis evaluasi program dan perencanaan manajemen strategis organisasi sosial. Pendekatan kualitatif digunakan sebagai bagian memotret keadaan dan potensi organisasi untuk mencapai prestasi sebesar-besarnya sebagai organisasi pendidikan dengan reputasi terbaik. Proses pengumpulan data dengan wawancara. Hasil penelitian menunjukkan bahwa kerangka teori Good to Great dapat digunakan sebagai alat untuk mengukur atau mengevaluasi program dan pengelolaan strategis organisasi dengan mengidentifikasi berbagai kekuatan dan kelemahan yang menjadi ruang perbaikan organisasi, berdasarkan setiap karakteristik prinsip yang diteliti. Penelitian membuktikan bahwa Disiplin Manusia, Disiplin Gagasan, dan Disiplin Tindakan dalam kerangka teori Good to Great dapat diterapkan dan relevan sebagai kerangka evaluasi dalam konteks organisasi sosial di Indonesia. Ketiga aspek tersebut menunjukkan bisnis berkelanjutan dengan program unggulan sesuai nilai-nilai organisasi.

Kata kunci: Keberlanjutan Usaha, Perencanaan Bisnis, Manajemen Strategis, Organisasi Sosial

INTRODUCTION

Social organizations, as well as PSF-SDO, are at risk of getting an endorsement if they can't achieve success and are enough to be good (not exceptional) organizations. The ideal of being the best organization is finally difficult to measure its achievement. PSF-SDO, like

other social or non-profit organizations, can be stuck in the status quo and lack the discipline needed to become a large organization, especially in the areas of planning, *governance*, human resources, and resource allocation   (J. Collins, 2006). PSF-SDO has the potential to become an outstanding social organization in Indonesia. The organization has a focus on improving the quality of education. The corporate sector and local governments invest in carrying out human resource development programs through improving the level of education. This shows the ability of PSF-SDO in managing the resource *engine* which is one of the distinguishing elements of the success of social media organizations.

The social sector is an attraction by looking at the movement of organizations that have great potential. This business development is difficult to find in the corporate or corporate sector. Social organizations have noble missions and goals that are often capable of going beyond goals or even the fulfillment of personal needs. This characterization is emotional and is expected to be able to attract human resources (HR) with the potential to join and realize this dream. Motivation becomes one of the factors other than intrinsic and extrinsic factors (Morris et al., 2022). This factor plays a big role in determining a person's attitude and behavior to achieve goals or success. This potential is what researchers mean as a differentiator and largely determine the ability of an organization to achieve the momentum needed to be extraordinary.
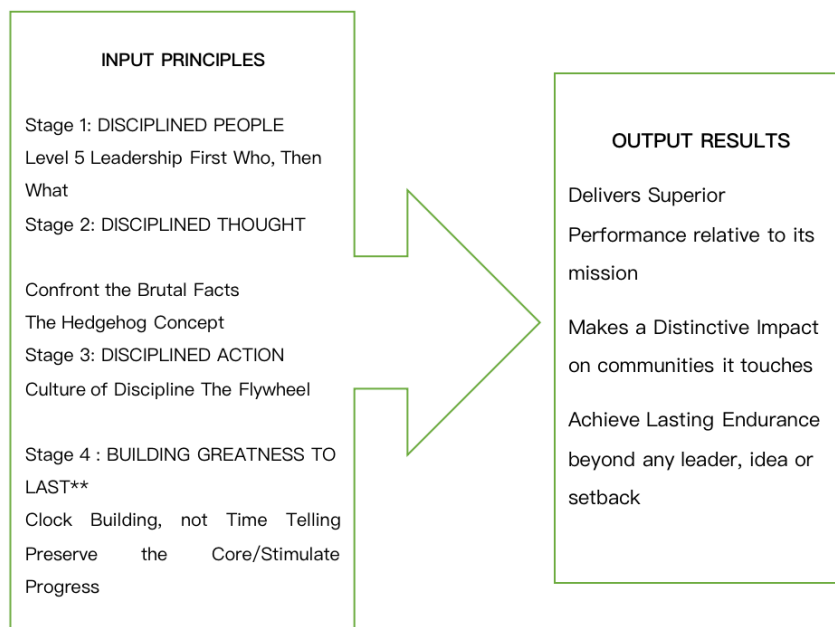

Figure 1. Diagram of the Input and Output Principles of *a Good to Great* Organization

The basis of this research are the principles found by Collins in 11 corporations that managed to achieve the momentum of transition from *good* to *great* organizations through his research *Good to Great: Why Some Companies Make the Leap... and Others Don't* who are trying to answer the question of whether a good company can be exceptional. The eleven corporations were able to achieve success with a cumulative indicator of total stock returns three times greater than the general market over a period of at least 15 years. Collins also used comparison corporations in the same period but failed to become exceptional

organizations to discover the principle of what extraordinary organizations do and don't do comparisons.

The following diagram illustrates the *Input Principles* which consist of four stages that an organization needs to go through to become extraordinary (J. Collins, 2006). Each stage encompasses the principles the organization needs to achieve the momentum it needs to be exceptional.

The first stage emphasizes the importance disciplined people principle for organizations that place the right leaders and people as the main assets of the organization(J. C. Collins, 2001). Only by carrying out this principle well can organizations apply the next stage or principle: the discipline of ideas and the discipline of action *(D*isciplined *Thought* and *Disciplined Action)*. The reason is that only disciplinary people are able to apply both subsequent forms of discipline. The inability of the organization to manage Discipline Orang will actually weaken motivation and consequently the organization will never arrive at the next principle or stage.

The second stage is the Discipline of Ideas which emphasizes the importance of the organization's ability to identify the organization's mission and grand goals and be consistent in carrying them out. At this stage, the success of the organization to achieve the expected momentum is to have an idea that focuses on what is able to bring the organization to be the best in the world, able to arouse the passion and spirit of the members of the organization and bring and increase large resources to the organization. This simple idea was introduced as *The Hedgehogs Concept*. The next discipline of ideas is the discussion and debate that the organization encourages in the confrontation of brutal facts in which the members of the organization are involved in the decision-making and problem-solving process, even though the reality or facts at hand indicate a failure (J. C. Collins, 2001).

The third stage is the Discipline of Action which emphasizes the importance of the organization's ability to apply each principle in the previous two stages which is expected to provide momentum that pushes the wheels of the organization to turn faster and for a long time. Tremendous momentum can be observed when the organization no longer relies on a specific program, lead figure, or technology in running the wheels of the organization. The fourth stage on the input principle is not part of this research because efforts to find the characteristics of a *Good to Great* organization at this stage are more ideally carried out in organizations that have known and implemented the three stages of the previous principle. Collins believes that the whole principle of such extraordinary organizations can be applied to any type of organization even to different settings including the social sector which has different indicators of success in addition to financial strength as found in the eleven corporations. This principle is illustrated like the laws of physics that can be applied to the ever-evolving field of engineering sciences.

The object of this study is the *School Development Outreach*, an initiative to develop the quality of education in Indonesia carried out by one of the private universities. The organization has been carrying out an educational mission for more than 20 years, since 2001, and underwent various transformations in its journey, which demonstrates its ideals

and efforts to become an extraordinary organization. Aspirations and missions to become an extraordinary organization can also be found in the vision, mission, and goals of an organization that consistently uses extraordinary word equivalents such as: leading, the best, and the premier (Mitchell & Berlan, 2018).

The programs managed so far are spread in various regions in Indonesia, including the islands of Sumatra, Java, Kalimantan, Bali to Sulawesi. The level of education touched includes elementary school (SD) to high school (SMA). The educational elements and stakeholders involved are also very broad including students, teachers, parents, principals, education agencies and of course private and government partners. This dynamic certainly challenges PSF-SDO's ability to apply the principles and disciplines needed to create strategic and effective programs and management. Interestingly, success or failure in translating strategic programs and management will not only have a direct impact on PSF-SDO but also other partner institutions, especially beneficiaries, which are also social institutions.

This study aims to evaluate the implementation of programs and strategic management of social sector organizations on their way to becoming a *great* organization based on the framework of *the Good to Great* principle developed by Jim Collins (2001). The results of the study are expected to be able to identify whether PSF-SDO, as a social organization, has the qualities and potential needed to achieve momentum as an extraordinary organization and maintain it for as long as possible. The gap found between reality and ideal conditions based on the characteristics of the *Good to Great* principle can be an evaluation for the organization in carrying out its programs and strategic management, as well as measuring how much potential the organization has to be extraordinary.

The Good to Great concept is used to map the five levels of leadership and organizational reactions to change. Previous studies explain that this concept is used by educational and industrial organizations to design leadership levels as part of organizational change (Dhalla & Gudipati, 2019; Othman & Sokkar, 2019). Organizations must have a clear patron in using this concept as a leadership mapping. Case studies in the construction industry show that leadership has an important element in new ideas for organizational sustainability. An organizational perspective on the future and quality of business processes is important in looking at stages and scales comprehensively. This concept is also used in health institutions by looking at a leadership perspective on a larger scale (Hammerly et al., 2014; McLean et al., 2017). This concept is also used in non-profit and government organizations (Fox, 2013; Poh et al., 2015). The research results show that aspects of leadership, governance and proactive actions can improve organizational quality. This concept is also used in Toyota's corporate sector and leadership development programs (Loyd, 2020; Nugraha & Gamayanto, 2016). Every organization must have a special formulation to prepare leadership regeneration for certainty of the organization's future. Business activities are always changing, causing organizations, both profit and non-profit, to ensure that changes are faced for long-term sustainability. This can be confirmed that there is a research gap which explains that the concept of Good to Great is still little used in several organizations, especially in the education sector. The main causality is access to data

which must be obtained in the form of strategic plans, organizational permits, and willingness to be used as research objects. Utilization of this concept can capture current conditions in aspects of leadership and organizational responses to change.

This research uses educational institutions as research objects. The Good to Great concept is a suitable approach in describing current conditions and change actions that must be responded to quickly. The gap examined is the attitudes and responses of organizations in the conceptual framework to be able to provide effective recommendations by looking at the vision of the future. The implications of recommendations with a clear conceptual framework can provide a complete picture and future strategies for responding to change. The final results of the research will strengthen the results of existing studies using the Good to Great concept introduced by Jimmy Collins. All elements involved in the organizational process are mapped according to reality and effective solutions for future actions.

The research object does not yet have an appropriate framework for evaluating business strategies and work programs. Program evaluation has not used theoretical and applied concepts in making recommendations. Various previous studies used the Good to Great concept to provide a new perspective in strategy recommendations. The existence of differences in treatment is the causality for the urgency of research in providing mapping recommendations to the Company. The Good to Great method is expected to provide a new perspective in strategic recommendations for stakeholders in business sustainability.

The results emphasize that the threat of the organization does not lie in failure alone, but the success that the organization has achieved but is not accompanied by an understanding of why and how the organization achieved this success. In addition to being consistent in applying every trait that has become a strength, this research is also expected to be able to identify weaknesses or spaces for improvement for PSF-SDO that can be a priority for program development and strategic management of the organization. This study does not seek to prove that PSF-SDO has achieved quality or *output results* as an outstanding organization. The *Good to Great* theoretical framework is used to measure when the main principles that Collins proposes in three main areas of the discipline: people, ideas, and actions can be found and relevant in the context of the object of study and can further be translated into the form of management and strategic programs of the organization formulated in the following research questions:

1. How is the evaluation of leadership development and HR management applied by PSF-SDO based on the Good to Great: People Discipline theory framework?
2. How is the evaluation of the development and application of strategic programs implemented by PSF-SDO based on the theoretical framework of Good to Great: The Discipline of Ideas?
3. How is the evaluation of work systems and cultures implemented by PSF-SDO Based on the theoretical framework of Good to Great: Discipline of Action?
4. What Good to Great organizational principles are relevant and applicable to PSF-SDO and what gaps are found in the application of those principles?
5. What program recommendations and strategic management can PSF-SDO develop

to achieve success and momentum as an exceptional organization?

The research method is carried out with a qualitative approach using the *Diagnostic: Good to Great* instrument developed by Collins (2006) as a survey implementation instrument. Interviews and documentation studies are carried out as a form of data triangulation to improve the validity and conformation of data collected through research instruments, as well as to find artifacts and supporting facts to describe the conditions as they are the object of study (Pratt et al., 2022).

Good to Great Concept and Social Organization

Social sector organizations are translated very differently which are influenced by the various contexts and challenges faced from time to time. One of the definitions that still continues to stick with this sector is its non-profit-oriented or non-profit characteristics (Cerdá et al., 2020; Edner, 2018). The next term and meaning that is more often used, especially in research conducted in the last 5 to 10 years, is *Social Entrepreneurship* which emphasizes the importance of continuity in social organization.(Prodanov, 2018; Starchenko et al., 2021). In this study, social organizations, nonprofits, social business and social enterprises refer to the same type of organization in the social sector. Various theories and research that become references in this research are used by researchers to understand the phenomena and various problems that are the focus of social sector organizations, especially the evolution of organizations and the evaluation process that is the purpose of this research.

The evolutionary process in the social sector tends to be influenced by economic impulses because financially this type of organization relies heavily on government funding as well as donor or other supporting organizations. Another great pressure arises by the large number of for-profit organizations that enter the social sector and we often find in various services for people's basic needs such as health and education (do Adro et al., 2021; Treinta et al., 2020). There are two main perspectives of economics and social mission (Worth, 2021). The economic perspective places the sector as a provider of public needs and the role of organizations as a bridge that fills the void of the role of government and the industrial sector. The other side of this perspective places social organization as a form of social entrepreneurship with its own values and vision. The organization is expected to play its role in various social missions such as the struggle for the right to freedom, pluralism, and various joint initiatives whose purpose is for good. The Common Good mission perspective emphasizes the presence of social organizations is seen as not just filling the void left by the economic or industrial sector and the government. If personal needs are served by the industrial sector, and public services are provided by the government, then there are good services filled by social organizations and the benefits cannot be enjoyed by individuals but rather by a larger sphere of society for business sustainability.

Social business and entrepreneurship as a profit-oriented social organization model are expected to be able to represent the situation and answer the challenges of economic pressures (Chandra, 2017; Dickel et al., 2021). Sustainability is a major need and the role of management as something that was previously considered unimportant because it is not

profit-oriented, turns out to be a very important element to ensure the sustainability of the organization, and get funding support or other resources (Cestari et al., 2022). A superior program will be a guarantee of business sustainability in the long term. This guarantees the future of the program and ensures the direction of the organization to become a business pioneer with full innovation. Business will be a long-term sustainability with its own uniqueness compared to competitors (Durst & Zieba, 2020; Latifah et al., 2021). Business competition is full of high complexity so that it is overcome by a uniqueness-based development program owned by the organization (Kraus et al., 2020; Schiavi & Behr, 2018).

The need for good and effective management is actually greater than the business sector because the productivity of social organizations is very dependent on the professionalism and competence of human resources as its main assets. Unlike the industrial or business sector, productivity can be increased by technological advances, the use of machines, as well as other approaches that are not HR-centric. This study aims to evaluate if a social business organization can achieve momentum to become an extraordinary organization, not only able to manage resources and carry out its mission sustainably, which can be translated as a *good organization*.

The focus of the research views evaluation as a very important element in every type of organization including the social sector in order to ensure that decision making is based on accurate and relevant data to improve the performance and achievement of social missions. The evaluation will provide a clearer direction and at the same time measure whether what is being done is effective and successful. In the social sector, evaluation has its own challenges because it is often used only as a promotional and marketing tool, even considered as a burden on organizational resources. Some studies (Bjurstrøm, 2020; Brandtner, 2021; Brenning, 2018; Lee & Clerkin, 2017) using the same theoretical framework in identifying the various factors that encourage social organizations to evaluate as follows:

1. Rational Choice Theory

   This theory explains that the evaluation process is a logical consideration and decision made by individuals and organizations to make rational decisions in determining various actions (Herfeld, 2020). An ideal organization will always evaluate itself to constantly monitor whether its organization is realizing the goals set or even decide whether those goals are worth maintaining. This theory explains that evaluation is certainly a rational choice for the leader of any organization in order to be able to make better decisions and be based on complete information.

2. *Agency* Theory

   This theory emphasizes the relationship between social organizations as agents and individuals or other institutions as *principals* (donors). Evaluation becomes an important element because the donor wants to ensure and measure that the results achieved are in accordance with the specified agreement. As for social organizations, evaluations are carried out solely to meet the demands of donors in order to maintain or obtain support. This theory explains that evaluation is needed because of the inequality of the goals of

social organizations as agents and donors as resource owners (Matinheikki et al., 2022; Nuansari & Ratri, 2022; Panda & Leepsa, 2017).

3. *Stewardship* Theory

   This theory is very different from the theory of agency in that it places social organizations as agents and donor agencies have common interests and will seek to find different ways to achieve the same goals (Chrisman, 2019; Steinfeld, 2023). Social organizations see evaluation as an opportunity to build donor trust and strengthen relationships (Schillemans & Bjurstrøm, 2020). Evaluation reports are publicly submitted to donors and stakeholders to build reputation and strengthen relationships in the future.

4. Resource Dependence Theory

   This theory emphasizes that social organizations are part of the surrounding environment (Sherer et al., 2019). The relationship between the organization and the environment can influence each other and seek to seek profit or interest to meet the needs of a. This theory uses evaluation as a way to promote and convey the values and achievements of social organizations to the general public, beneficiaries, policymakers, and donors aiming to benefit from their environment i.e. securing the maximum possible resources (Jiang et al., 2023; Ozturk, 2021).

Several previous studies have found that external factors tend to be the main reason why social sector organizations evaluate (Lin et al., 2021). The evaluation is carried out as a demand for accountability from donors, accreditation needs, and other external stakeholders. Most other organizations evaluate as transactional agreements to keep support from donors and tend to be ceremonial. Research is used as material for evaluation and proactive action not because of pressure on the need for accountability reports or meeting normative standards. Evaluation in this study was carried out as a rational decision to measure the potential of the research object to become an outside organization through the *principles of Good to Great* that seek to be found in the decision-making process, and the application of the program and its strategic management. The *Stewardship* theory in this study is also relevant because the outstanding organizational principles proposed by Collins also emphasize the importance of the same values and principles as the various *stakeholders* involved. The momentum needed to be extraordinary can only be achieved if every *stakeholder* has the same principles, values, interests, and goals and is in line with the social organization.

This challenge can be answered through the principles of *Good to Great* where the three principles of discipline will increase the accountability and credibility of the organization while creating a strong reputation or brand as an impact or result of the performance. By applying the right people principle, the organization will only recruit members who share the same capacities and values, including integrity and commitment to conducting meaningful evaluations. The right person will be willing to make an evaluation in the form of a confrontation of brutal facts and choose to convey shortcomings and weaknesses instead of covering them up. Open discussions and evaluations are conducted as a routine

and organizational culture as Level 5 leaders drive this process in making strategic decisions and determining the direction of the organization.

Collins (2001) emphasizes that in the evaluation process the most important thing for every organization is to collect every evidence and fact needed to monitor the development of the organization both qualitatively and quantitatively. This process can be carried out in a disciplined and continuous manner so that the organization can make important decisions that bring and maintain the momentum needed. Six principles of leadership on the concept of Good to Great (J. Collins, 2001). The first principle explains that leaders are described as figures who have great ambitions and are also humble (*humility*), the interests of the organization are above their personal interests. The second principle (*First Who... Then What*) describes organizations as buses and members of organizations as people who are invited to board the bus. It emphasizes the importance of recruiting the right people and putting them in the right positions, even before determining the direction of the organization or what to do. The third principle (*Confront Brutal Facts*) explains that organizations have the discipline to collect and analyze various facts that indicate the state of the organization as it is. Every member of the organization is encouraged to have a discussion about brutal facts without worrying about being blamed. The fourth principle (*The Hedgehog Concept*) explains that organization is analogous to the Hedgehog who only master's one very important thing, in contrast to the Fox who masters various things. Every decision made must be consistent and in line with the concept of the Hedgehog that the organization has. The fifth principle (*Culture of Discipline*) directs that organizations create a culture of discipline that provides freedom as well as responsibility for team members to take actions that are in line with the principles and systems that have been built. The sixth principle (*The Flywheel and the Doom Loop*) explains that organizations understand that success is the accumulation of effort made over a long period of time not from one program, one action, or one leader figure.

Some adjustments to the application of the *Good to Great* framework to the context of social sector organizations can be found in some areas (J. Collins, 2006). The leadership of social organizations has a decision-making and problem-solving process. The power process is spread over several leaders in social organizations. Level 5 leadership in the social sector translates to an important ability to convince stakeholders to support and ultimately share common interests. The accuracy of the recruitment process in social and social organizations is more challenging when compared to the corporate sector, especially in finding people who share the same mission and values as the organization. The right people are expected to be prepared with the culture and high standards that the organization sets. This is needed to answer the challenges of a low culture of accountability in the social sector. In addition, the social sector is faced with the reality of the importance of the decision to replace (leave) people or members of the organization rather than recruiting the right people. Economic engines in social organizations as a substitute for economic drivers. The economic engine that places finance or finance as a measure of the achievement of a for-profit or corporate sector organization is interpreted as a resource engine in a nonprofit

money social sector organization. Financial or financial goals are not outputs or results but become resources (inputs) needed to support the work of the organization in achieving its goals. Brand and reputation in social organizations are used as drivers of business processes. Financial or financial achievement cannot be used as an indicator of an extraordinary organization in the social sector because money resources or funds are treated as inputs rather than outputs of the mission of the social organization. Organizational success in managing resources does not guarantee support from stakeholders. Reputation and Brand become a more relevant measure of success and are able to maintain momentum and push the wheels of organizational style at a longer time because the support received is not only because of the social mission it has but the belief in the organization's ability to achieve that mission. The main difference in the Hedgehog Concept that social organizations have is the ability to manage resources to replace the economic engine found in the business sector. Organizations are not measured by the amount of money made but how to create sustainable resources to support the achievement of the mission with outstanding results.

Business Sustainability

A business model should refer to an organization's approach to creating proportions of value according to its business processes. The business perspective has become a major interest in understanding the core of an organization's sustainability and competitiveness. The potential that an organization has by providing the best ways and solutions through business integration to the community. Business sustainability is a multiphase and complex concept that has a close relationship between the environment, society, and companies with the concept of economic balance (Morioka et al., 2022; Sanchez-Planelles et al., 2021). The main factors in supporting the concept of business sustainability are environmental integrity, social justice, and economic prosperity (). Business sustainability is a process that creates a positive effect with significant improvement and reduces negative impacts through change, creation, and achievement of organizational values (Corrales-Estrada et al., 2021; Pinz et al., 2017). Organizations must have high business sustainability. The sustainability of business processes depends largely on the organization's ability to grasp opportunities and problems become solutions. It becomes an integral part of the success of the organization. Reputation and experience in solving problems are an important part of business sustainability (García-Meca & Palacio, 2018; Miller, 2018).

METHOD

The research was developed based on a single case study research framework. Case studies are researched in depth according to the context as it is, without the interest to generalize the results of this study to other cases and contexts (Yin, 2018). Through a deductive approach, researchers use the concept and theme of *the Good to Great* organization in determining data as needed and analyzing data (Yin, 2016). The results of this research are expected to provide detailed descriptions and themes relevant to the suitability of the case study. Definition of intrinc case studies conducted in specific situations and contexts

(Myers, 2019). The focus of research lies in the journey of transformation and evolution of a social organization achieving momentum as the greatest achievement.

The researcher himself is part of a program run by an organization that currently leads one of the units in the college. In 2009, researchers had the opportunity to be involved in various projects to develop the quality of education in Indonesia through the *United School Program* (USP) program which was the forerunner of the PSF-SDO which was the object of this study. This background is one of the main reasons for this study. The researcher has been working for more than twelve years and has a personal affinity and experience with the object of study. The qualitative approach chosen makes the researcher act at the same time as an instrument of research and is expected to be able to understand and process the data and information needed, better understand the message conveyed by the participants, and process and interpret the data in accordance with the research objectives. Deeper interactions can be carried out by researchers to obtain information according to the context and process of the study and translate it based on Collins' frame of mind.

Data triangulation is performed on each research question to produce rich and valid data. The data process began with a survey of a group of organizational members who had worked for a minimum of 5 years or more according to the length of service of 25 people using interview techniques. The survey and interview process was carried out simultaneously with the respondents. These two stages were carried out for efficiency and effectiveness in data collection time. The survey was conducted with a questionnaire of 20 respondents. Interviews were conducted with 5 respondents. The respondents used as interview informants were business unit leaders. Interview and survey process to explore information related to the organization's strategic programs and management. This research will not repeat and carry out the entire process that has been carried out by Collins during his five years of research to discover the important principles of extraordinary organizations, and uses the Good to Great instrument from the results of Collins' research to photograph and evaluate the implementation of organizational strategic programs and management for measure the effectiveness and potential of an organization to achieve the extraordinary momentum that is characteristic of research. It is hoped that the results of the research will be able to identify if these extraordinary organizational principles are also found in the programs and strategic management carried out by PSF-SDO so that this organization can measure its opportunities to become an extraordinary organization, or at least begin to find and translate relevant and appropriate principles. with its context as a social organization in Indonesia. Data triangulation was carried out for each research question to produce rich and valid data. The data obtained from this research can depict contradictory facts and give rise to ambiguity because it touches on the principle values held by each individual, and also the organization as a group. The use of several methods including surveys, interviews and documentation studies is very important in this research process.

The data obtained from this study can photograph facts that are completely opposite and give rise to ambiguity because they touch on the principal values possessed by each individual, and also the principle as a group at the organizational level. The use of several

methods including surveys, interviews, and documentation studies is very important in this research process. The following table illustrates the research instruments, the information

Table 1 *Instrument Types, Information Required, and Data Type*

Types of Instruments	Required Information	Type of Data
Survey: *Good to Great Diagnostic Instruments*	- Perceptions of research subjects about the principles of *Good to Great* in the context of PSF-SDO.	Survey results - Analysis of survey results based on 3 groups: (1) all members, (2) members of organizations that have worked for 5 years or more, and (3) groups with a duration of joining from 5 years.
Document Study	. Leadership Style, promotion, and employee development . Recruitment and selection process for PSF-SDO team members . Role of policy, wauthority and responsibility. . Organizational Strategy, including vision, mission, and Work Plan . Decision Making Process - Organizational Achievements	Organizational Structure Organizational Performance Report Organization Rules, Policies, and Guidelines publications, annual reports, meeting notes
Interview	Perceptions and responses of members of the organization about the principles of *the Good to Great* principle that are relevant and applicable by PSF-SDO and vice versa Participants' responses and assessments of response trends found to distort supporting facts and artifacts. - Participants' responses to the application of *Good to Great* principles to the organization's strategic programs and management.	Transcript interview Reflections or notes of the researcher - Recording interview

needed, and the types of data collected by the researcher:

Table 1 explains the instruments, processes, and data types used in the research. The research process was carried out with a number of observations and document studies for

analysis of the organization's strategic planning. This document shows the organizational profile, structure/division that supports business activities, organizational policies, and other data as a basis for evaluating strategic programs, both short and long term. Interviews were conducted with several organizational stakeholders at manager level as executors and directors who play a role in decision making. All of this research process will be included in the good to great framework and the formulation of recommendations for quality improvement that will lead to business sustainability.

FINDING AND DISCUSSION

The results of this study show that the *Good to Great* theoretical framework has a high relevance in the organization of the social sector. Evaluation of strategic planning and management can be done like PSF-SDO. Research has succeeded in identifying various strengths that have been possessed by the object of research as well as weaknesses as a space for improvement that can be translated as organizational strategic management decisions and programs. An evaluation of leadership development and HR management strategies based on the People Discipline principle that emphasizes the central role of the organization's top leaders, and the right people as organizational assets shows that those principles are relevant and can be found in the PSF-SDO. The following is a summary of the results of research on the application of the Discipline of People:

1. Level 5 Leadership Principles are discoverable and relevant for PSF-SDO to apply. This principle is one of the main strengths of the organization through the Level 5 leader possessed in the figure of a Senior Director (DS). The weakness of the organization at this time is the dependence on the figure of the Level 5 leader which means that losing the figure of the leader will result in the organization losing momentum.

2. The First Principle of Determining Who, Then What can also be found and relevant to be applied by PSF-SDO. The strength of the organization is HR that shows an understanding of the organization's vision and mission and shows great commitment in carrying it out. Meanwhile, the weakness of PSF-SDO is in retaining the best people, and the self-development and leadership systems are not well planned and structured.

Evaluation of program development strategies and strategic management based on the principles of Discipline of Ideas shows that these principles are relevant and can be found in the PSF-SDO. The following is a summary of the results of research on the application of the principle of the Discipline of Ideas:

1. The Principle of Confrontation of Brutal Facts can be found and relevant to be applied by the PSF-SDO. The strength of the organization lies in the conscious confidence of the members of the organization in achieving tremendous momentum with commitment and discipline, despite being faced with challenges and crises. Meanwhile, the PSF-SDO improvement space is to encourage members of the

organization to engage in the discussion space and resolve trust and cultural crises that tend to refuse to engage in the discussion and decision-making process.

2.   The focal and simple Principles of the Hedgehog Concept can be found and relevant for PSF-SDO to apply. The strength of the organization is in managing and increasing the support and resources needed to carry out its mission. Meanwhile, the weakness of PSF-SDO is that it has not been able to resist every opportunity that comes, especially with financial considerations.

Discipline shows that the principles of are relevant and applicable by the PSF-SDO. The following is a summary of the results of research on the application of the principle of Discipline of Action:

1.   The Principles of Disciplinary Culture can be found and relevant to be applied by the PSF-SDO. The strength of the organization lies in the application of the duality of principles by which discipline and responsibility can be applied in one framework with a spirit of innovation, creativity, and flexibility. The weakness of the organization is the externalization of culture that has not been reflected in the system, policy, or guidance. In addition, PSF-SDO needs to be more disciplined to stop doing things that have been ineffective in achieving organizational goals.

2.   The principle of the Force Wheel can be found and relevant to be applied by the PSF-SDO. The strength of the organization lies in understanding the extraordinary momentum requires consistency and a long time. The weakness of the organization at this point is its dependence on a Level 5 leader figure in maintaining momentum.

In addition to being consistent in applying every trait that has become a strength, this study also identifies room for improvement for PSF-SDO that can be a priority for improvement in the form of program development strategies and organizational management, as follows:

1.   Individual Capacity Building Program
        The discipline of people, namely Level 5 leaders and the right people, is the main key to the organization's success in achieving the required momentum. One of the important competencies for PSF-SDO team members is negotiating skills. This ability will give each individual confidence to convey his ideas in the discussion of brutal facts, especially with the top leaders of the organization by providing supporting arguments and facts. Negotiation skills are important in working as a team because the dynamics of the program and the stakeholders involved in the program are very broad. Adjustments in the form of innovation, creativity, and program feasibility need to be accompanied by the ability to negotiate at every level up to the top leaders of the PSF-SDO, or partner institutions.

2.   Leadership Development in Organizations
        The weakness of an organization that relies heavily on the figure of a Level 5 leader needs to be immediately anticipated by PSF-SDO so as not to lose momentum again. Organizations need leaders who are able to carry out and maintain important principles in managing the organization consistently for a long time so that they no longer rely on one individual, including a level-5 leader.

Leadership development strategies can be carried out by creating a *coaching* and mentoring environment and *system* for PSF-SDO and involving team members in the problem-solving and decision-making process. PSF-SDO is expected to achieve the required momentum and produce effective leaders and even Level 5 leaders from within the organization.

3. Building and Managing Systems (Not the People)

   Dependence on individuals has been a major drawback of PSF-SDO which often loses momentum due to the turnover of team members. This challenge is still a serious threat especially if it loses the figure of DS, the leader of Level-5, at the current momentum. The system is also expected to reflect the externalization of various work cultures, high commitment, and duality of principles, especially translating the flexible space, adaptation, and creativity possessed by team members. This is needed to give members confidence in taking action and decision-making, as well as being a guide for newly joined team members.

4. The Concept of the Porcupine PSF-SDO

   In the second form of discipline: The Discipline of Ideas, the application of the Concept of the Hedgehog becomes an important element that forms the basis in the development of strategic programs and the efficient allocation of various resources. This principle is something that has been discovered for the first time by organizations and this idea has not been outlined in the organization's strategy document. The following are recommendations for the PSF-SDO Hedgehog Concept based on the results of the study:
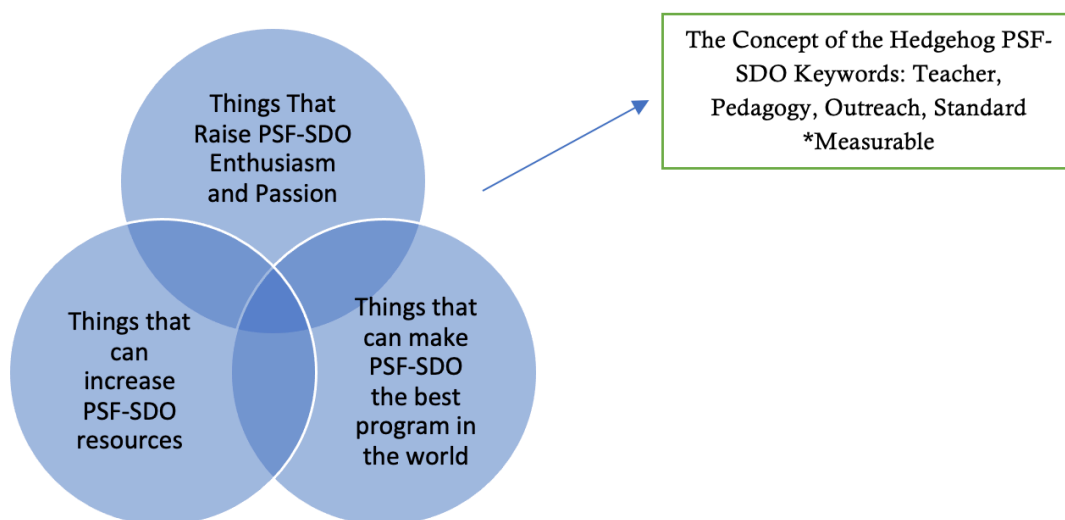

Figure 2. PSF-SDO Hedgehog Concept Diagram

The first focus found in the PSF-SDO Hedgehog Concept is the teacher. Improving the quality of education, which is the mission of the organization, is translated more focused and simpler by targeting teachers and the need to improve the professional quality of teachers. The next focus is pedagogical competence that is able to make PSF-SDO the best

in the world in carrying it out. The next focus is that the background of teachers as beneficiaries is those that are not affordable by the government in translating quality and measurable educational standards. The Porcupine concept, which focuses and is simple on: teachers, pedagogy, and measurable standards, is believed to be able to encourage the organization's ability to gather the resources needed including: finances, time, external human resources, and even the strong reputation or brand needed to attract support from partner institutions, donors, and the government.

PSF-SDO Style Wheel

The next recommendation of this study is the Wheel of Style that PSF-SDO can build to achieve extraordinary momentum by consistently driving organizational achievement on each part of the wheel of style by applying the principles of Discipline in *Good to Great Organizations.*
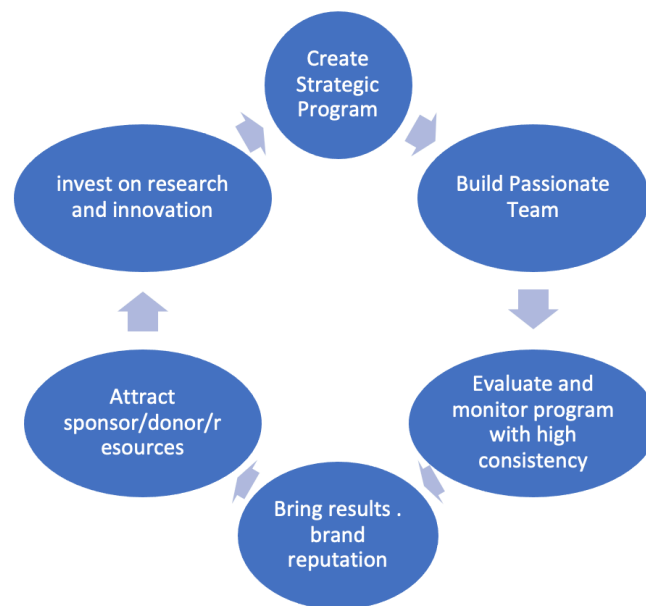

Figure 3. PSF-SDO Style Wheel Diagram

Wheels The style of organization shows the continuity between each program and strategic management that is expected to bring the organization on momentum to become an extraordinary organization. Building a passionate team with the right people becomes a strategic decision because only a disciplined team has the ability to focus on results and consistently measure the success of a program being run as often and as early as possible. The importance of a passionate team is also inseparable from the previous stage, namely the extraordinary programs that have been created that can only be executed by the right team. Furthermore, success in implementing rigorous evaluation and monitoring throughout the implementation of the program will provide outstanding results, while improving the reputation of the organization. Brand's strong reputation enhances the organization's ability to pool needed resources, including partner agencies, sponsors, donors, volunteers, and other resources. The next important stage is to invest the resources owned in research and innovation, including increasing the capacity and competence of

organizational members. Thus, at each stage PSF-SDO is expected to be able to build cumulative momentums to the point that the organization no longer depends on programs, individuals, technology, or leaders in moving the wheels of organizational style.

Strategic Recommendations

The concept of Good to Great is used as a concept base for analyzing the PSF-SDO program. The recommendation process is mapped into three aspects, namely human resources, leadership, and the formulation of strategic achievements. These three aspects can improve the quality of strategic planning and management programs for better and high quality. Below is a map of recommendations for the PSF-SDO program as follows:
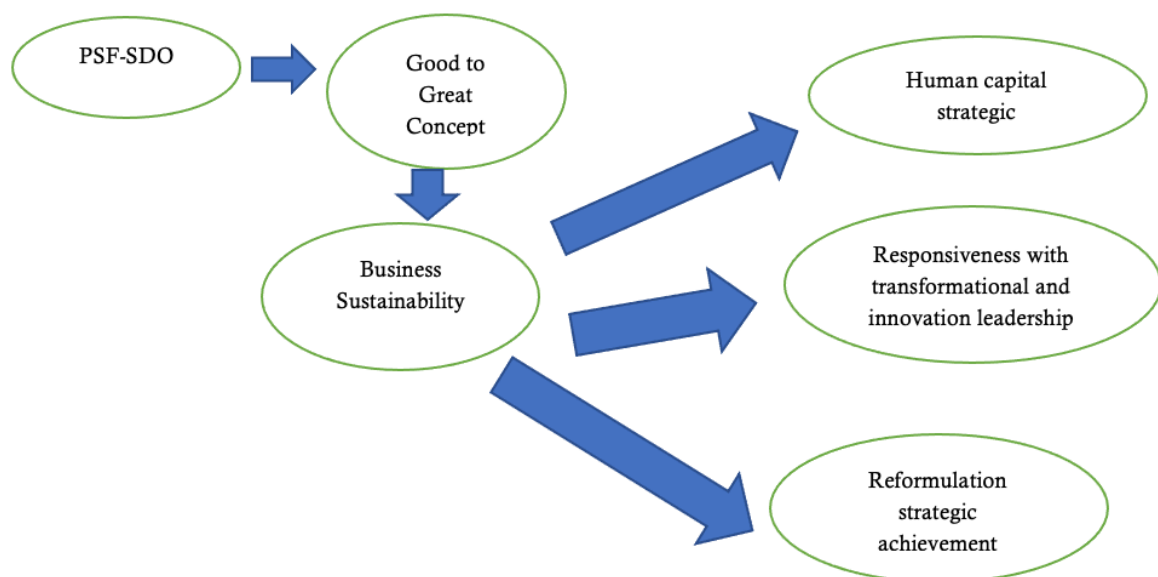

Figure 4. Strategic Recommendation

The recommendation diagram conceptualized above explains how Good to Great is able to lead to a sustainable business. The first recommendation is human capital strategic. As a social organization it must be able to be sensitive to business changes at high speed. The track record should have experience in the formulation of human resource needs. Human capital strategic has become a priority to prepare a relay program with a wider scope. Human resource planning with the best quality must continue the PSF-SDO program with the best quality with a focus on education. The best talent both locally and internationally is a must-have so that the sustainability of the process can be maintained in the long term. Several studies have shown that an organization's success is determined by strategic human capital. This should be made the top priority with the highest quality improvement.

The second recommendation is responsiveness with transformational and innovation leadership. This step directs that the organization must have leadership with a level of transformation and innovation of high quality. Leadership must be possessed at every level of the organization both managerial and top management. PSF-SDO with the Good to Great evaluation model requires a leadership figure with a high level of responsiveness.

Rapid business change and a high level of anticipation of a transformational leadership. Then innovations and new ideas can be raised so that this PSF-SDO will have the flexibility to do so. This leadership is able to direct the program to be better and of high quality according to organizational expectations.

The third recommendation is reformulation strategic achievement. Organizations should remap for future achievements. Internal and external conditioning that undergoes rapid changes. Achievement targets must be re-mapped so that they can be achieved optimally. PSF-SDO should be the jargon of the quality of education at the world level and become a learning for all educational institutions. Every educational institution must be able to produce the best human resources for the progress of Indonesia. PSF-SDO is one part of the success of educational regeneration. This program must continue with various conditions so that it is able to achieve the target with the best achievements.

CONCLUSION

As a case study, the results of this study were only able to photograph the condition of the organization in a certain period. This research itself occurred at a great momentum where a Level 5 leader in the figure of a senior director took command and gave great hope to the organization. The results of the study would be much different if it was carried out 3 years ago where the organization was in a state of crisis or very low momentum. Research trends that show valuation on a very high scale, especially in survey instruments, can be understood as a response to a big momentum jump, once it is at a very low point. Therefore, PSF-SDO is expected to be able to maintain this momentum for as long as possible and immediately build a system with a foundation of principles in the Discipline of People, Ideas, and Actions so that the organization no longer depends on the current leader.

The results showed a more widespread response trend in members of the organization who joined for more than 5 years, including indicating a conflict over certain characteristics and principles. Members of organizations in this category have gone through various stages and momentum with PSF-SDO and have the responsibility of shaping a culture and work environment that reflects all three forms of *Good to Great* organizational discipline. PSF-SDO needs to translate strategies to remedy the crisis of trust and principled commitment to the organization that members tend to find in this category. One of the effective strategies that can be carried out is to involve members of this category group in the decision-making process, problem solving, including in the confrontation of brutal facts. Another strategy option is to provide an opportunity for members of this organization to get different roles and responsibilities, or even the option of taking off the organizational bus if the principles of the organization conflict with the personal.

In group members who joined for less than 5 years, the results showed a response trend that tended to support the application of *Good to Great* organizational principles. It also reflects the attitude and high expectations of the members of the organization for the application of principles to all three forms of discipline, while achieving extraordinary success and momentum. PSF-SDO needs a strategy to maintain this commitment while increasing the capacity of the organization's members to be able to translate their roles and

responsibilities in driving the wheels of the organization and generating momentum as an extraordinary organization.

A structured and systematic individual capacity building program is one of the main needs of PSF-SDO today. An investment of time and resources is needed to produce members of the organization who are able to work as a team, and subsequently become effective leaders, and Level 5 leaders from within the organization. This can be in the form of planned *budget* allocation, identification of specific competencies, and workload and time arrangements that provide learning opportunities for members of the organization. For subsequent research, the *Good to Great* theoretical framework can be applied to other social organizational contexts because this sector allows its members to have a better and complete understanding of the mission and goals of the organization, the figure of the leader and the leadership style shown, and the work system and culture that the organization has. This is also one of the main reasons and can be proven through the results of this study.

In subsequent studies, evaluation can be carried out after these principles are introduced and implemented by the organization over a period of time, especially for PSF-SDO if it chooses to apply each principle consistently to its program and strategic management, not just a diagnosis or initial evaluation like this study. The scope of further research is expected to use the achievement of results or output principles (*output principles*) to measure organizational success and important momentums that can bring about extraordinary achievements found, if proven.

For academics, theory and discussion in the social sector can be dedicated to improving the effectiveness of organizations in carrying out their social mission. The principle of input within the framework of *Good to Great* theory provides a different perspective in the management of organizations, which are not caught up in an effort to prove the achievements or impacts produced by social organizations, which in the end are difficult to measure and account for. One of the topics on the principle of input that for researchers requires further study is the bran or reputation of the organization. Certain social organizations are able to leverage bran and a strong reputation to attract and encourage more support and resources needed, whereas in other organizational contexts a strong bran is associated with the ability to be independent and self-finance, so it tends to be difficult to attract support and pool resources. In the end, the success of social organizations in carrying out their great mission is a benefit that can be enjoyed for the fulfillment of the basic needs of the wider community.

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