

## Academic Perspective on 100 Days of Leadership: Local Government Leadership under Pressure

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### ABSTRACT

The role of governors in leading economic and social transitions in transforming regions of Indonesia is crucial to achieving sustainability and stable growth. This article explores the concepts of transformational leadership and adaptive leadership in the context of significant economic change, particularly in relation to reducing dependence on extractive sectors such as mining and fossil fuels. Drawing on existing literature, this article identifies the challenges faced by governors in leading their regions through the stages of start-up, turnaround, accelerated growth, realignment, and sustaining success. Through the application of Michael Watkins' STARS model and Heifetz's theory of adaptive leadership, this article offers a deeper understanding of how governors can manage the transition to a green economy and mitigate the social impacts of major change. In addition, this article also highlights the importance of collaboration between the public, private, and community sectors in creating policies that support long-term sustainability.

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## 1. INTRODUCTION

The first 100 days of leadership represent a decisive window in which a new regional head must navigate complex organizational, social, and political landscapes to lay the foundation for long-term success. During this transitional period, the leader is confronted not only with the need to understand bureaucratic structures and ongoing policies but also with public expectations, crisis management, and rapid decision-making that directly affect community welfare. As argued in the classic and still highly regarded guide for leadership transitions *The First 90 Days*, the initial 90 days are critical for building credibility, learning the context, diagnosing the most urgent issues, forming strategic alliances, and capturing early wins that can establish momentum for future initiatives (Watkins, 2020). In the context of a regional government, this means that the first weeks in office may influence not only administrative efficiency but also public trust, stakeholder support, and political legitimacy — factors that often determine the sustainability of policy programs. Empirical studies confirm these dynamics: for example, recent research on local governance transitions in Indonesia (2022–2024) shows that the legitimacy of the incoming head significantly affects government effectiveness, public service delivery, and bureaucratic coordination (Rahmi et al., 2024). Simultaneously, the phenomenon often described as the "honeymoon period" — a temporary surge of public optimism and approval following election or appointment — underscores the importance of responsive, transparent, and participative communication during early leadership to consolidate public trust (Jabid et al., 2025). In an era of rapid information flow and social media scrutiny, swift and visible actions — such as transparent budgeting and early policy adjustments — can significantly influence

public perception and political support, as seen in recent national-level government transitions in Indonesia (Sabuhari et al., 2025). Yet these early opportunities come with heightened risk: failure to deliver initial results, mismanagement, or lack of public engagement can lead to skepticism, erode legitimacy, and hamper long-term governance. The pressure to perform quickly, while simultaneously building sustainable institutional capacity, demands from the new leader not only sharp managerial skills but also emotional intelligence and self-management to handle stress, stakeholder demands, and conflicting interests. Contemporary leadership research supports this: the style of leadership adopted — particularly participative, adaptive, or shared-leadership models — significantly affects team performance, project efficiency, and long-term organizational success (Wiyono et al., 2024). Therefore, transitional leadership for a regional head must combine immediate responsiveness to urgent community needs, strategic diagnosis of structural issues, stakeholder engagement, and long-term visioning, while maintaining legitimacy and public trust. In sum, the first 100 days should not be viewed as a mere symbolic milestone, but as a strategic inflection point — a period in which early decisions, communication, and leadership style can shape the trajectory of governance, institutional performance, public perception, and ultimately the fate of the administration for the years ahead (Watkins, 2020; Rahmi et al., 2024).

## 2. RESEARCH METHOD

The method used in this study is a Systematic Literature Review (SLR) which aims to collect, analyze, and synthesize relevant research results regarding the leadership transition of Regional Heads in their first 100 days. In addition, this study will also apply the STARS model developed by Michael Watkins to analyze the challenges and opportunities faced by Regional Heads in this critical phase. By using the SLR method, researchers will gain a more comprehensive understanding of the leadership theories and practices applied by regional heads during their transition. Each article collected in the SLR will be categorized based on one of these five STARS situations, which will provide insight into how regional heads manage their first 100 days in different contexts. This analysis will help identify the most effective strategies for addressing the specific challenges in each type of transition situation. The results of the SLR will be analyzed and synthesized to identify common patterns in the challenges faced by regional heads in their first 100 days, as well as how the application of the STARS model can help them manage this transition more effectively

**Table 1.** 100-day leadership literature table

Author(s)	Year	Theme	Key Findings	Implications for Adaptive Leadership
Heifetz, R. A., Grashow, A., & Linsky, M.	2009	Adaptive Leadership	Leadership during times of change and crisis requires adaptive leadership, where leaders engage others in learning and adapting to new realities.	Governors in the adjustment phase must manage uncertainty and guide socioeconomic change through education, training, and collaboration. The key to success is facilitating the ability of communities and economic sectors to adapt to new policies
Day, D. V., & Dragoni, L.	2015	Leadership Development & Adaptation	Leadership effectiveness increases when leaders and followers are aligned and capable of adapting to dynamic environments.	Effective leadership in economic transition requires the ability to align local policies with national policy changes. This adaptation includes the sustainable development of local capacity to support new sectors, such as renewable energy and green industries.
Watkins, M. D.	2019	Leadership Transitions & Initial 90 Days	The first 90 days in leadership are critical for establishing	Governors beginning a transition period in a transforming economy must focus on building initial

Author(s)	Year	Theme	Key Findings	Implications for Adaptive Leadership
			credibility and aligning strategies with both internal and external stakeholders.	credibility and aligning regional policies with national economic goals, particularly in sustainable approaches such as energy transition and economic diversification
Senge, P. M., Scharmer, C. O., Jaworski, J., & Flowers, B. S.	2016	Transformative Change & Systems Thinking	Transformation occurs when organizations shift from reactive to proactive responses, involving the collective intelligence of the system in defining solutions.	Leadership in regions requiring major transformations, such as the shift from a mining-based sector to a green economy, must stimulate collective participation. Leaders must mobilize all elements of society and the economic sector to define joint solutions, rather than relying solely on top-down policies.
Northouse, P. G.	2018	Leadership: Theory and Practice	Effective transformational leadership involves vision, inspiration, intellectual stimulation, and individualized consideration.	Transformational leaders in the government sector must communicate a clear vision for a sustainable economic future and encourage innovation. They must value individual contributions while ensuring that all sectors are involved in achieving common goals.
Clinton, J. (2018)	2018	Leadership Foundations and Influence	Leaders build influence by creating trust and setting clear, achievable goals that align with the group's needs.	For governors leading transformation, building trust and effective communication are key. For example, the shift from a mining-based sector to green energy requires a change in mindset among the public and industry
Ibarra, H.	2015	Authenticity & Leadership in Transition	Authentic leadership is crucial during transitions. Leaders must balance authenticity with the need to evolve with their environment.	Governors must be able to maintain authenticity in decision-making while adjusting policies to keep pace with global and national developments. Honesty in communication with the public is important to ensure support in facing the challenges of economic change.
Day, D. V.	2019	Organizational Leadership & Success	The ability to lead others is enhanced when leaders possess personal integrity, understanding of the environment, and motivation for innovation.	Governors must have strong personal integrity to lead regions undergoing transformation, including in the management of the mining sector, which will be phased out and replaced with the renewable energy and green economy sectors.

### 3. RESULTS AND DISCUSSIONS

In recent years, Indonesia has faced major challenges in achieving the economic growth needed to reach its target of 8 percent annual growth. As the largest economy in Southeast Asia, Indonesia

must overcome its high dependence on the mining sector and other natural resources. This is further complicated by the high regional poverty rate (TKD) in several provinces and the demand for transformation towards a more sustainable and diversified economy. To analyze the challenges of gubernatorial leadership in this context, we will use Michael Watkins' STARS model, which offers a perspective for mapping leadership transitions in five different situations: Start-up, Turnaround, Accelerated Growth, Realignment and Sustaining Success. In the Indonesian context, Governors in region that are still dependent in the mining sector, such as Kalimantan and Papua, face pressure to balance economic sustainability and long-term goals to support national economic growth of 8 percent.

### **Application of the STARS Model to Indonesian Governor Leadership**

In the case of governors in Indonesia who are under pressure to achieve high economic growth, we will discuss how they can respond to challenges through five situations described in the STARS model.

#### **1. Start-up**

In several provinces in Indonesia, such as Kalimantan, which previously relied heavily on the mining sector, the transition to a more diversified and sustainable economy is one of the main challenges faced by the new governor. These regions, widely known for their rich natural resources, still face high dependence on the mining industry, which, despite contributing significantly to the regional economy, often has adverse environmental impacts and limits long-term economic growth. As new governors leading regions such as Kalimantan, the task at hand is far more complex than simply maintaining economic stability. The new leader must be able to introduce policies that encourage radical change in the region's economic structure, shifting from dependence on unsustainable mining to new sectors that are more diverse and environmentally friendly. This is where adaptive leadership that is capable of innovating, creating new opportunities, and ensuring that these changes are not only effective but also widely supported by the community, the private sector, and international institutions becomes important.

#### **Key Challenges in Economic Start-ups:**

- a. **Increasing Economic Diversification** The first task for the new governor is to diversify the regional economy, which is heavily dependent on the mining sector. For decades, Kalimantan's economy has been built on nonrenewable natural resources. With fluctuating commodity prices, a regional economy that is overly dependent on mining is vulnerable to crises. Therefore, the governor must begin to develop alternative sectors that are more resistant to global market fluctuations, such as tourism, renewable energy, and creative industries. This economic diversification requires not only policies that favor investment in new sectors, but also profound changes in the regional economic culture that has previously focused on mining. Communities and local industries that have been tied to mining may feel anxious about the future of their jobs and income. Therefore, governors must formulate policies that ensure an inclusive transition, in which developing sectors can create new job opportunities for communities affected by these changes.
- b. **Creating New Investment Policies** As part of the diversification process, governors need to formulate policies that attract new investment outside the mining sector. These policies include the establishment of special economic zones, fiscal incentives for the renewable energy sector, and the promotion of the tourism sector, which has great potential in Kalimantan. Given the geographical challenges of Kalimantan, which consists of many remote areas, one of the governor's policy priorities is the development of infrastructure, such as highways, airports, and ports, which will facilitate access to areas that are not yet well developed. In addition, the governor must work to attract foreign and domestic investors by offering business facilities, improving environmental regulations, and providing assurances that longterm economic sustainability will be achieved through policies that support sustainable sectors.
- c. **Gaining Political Support** One of the biggest challenges for the governor in this situation is how to gain political support from parties that are still dependent on the mining industry. Local communities and businesses that have long depended on mining may object to policies that

encourage major changes, especially those that have the potential to reduce their income and jobs. Therefore, governors must be leaders who are able to embrace all parties and communicate that although this transition will take time, the long-term results will be more beneficial for everyone. It is important for the governor to ensure that cross-sector collaboration—with the private sector, international institutions, and civil society—can be established to support this transformation. Open dialogue and transparency in every policy step will be crucial so that the community and the economic sector feel involved in the process of change, and that these changes will improve their welfare in the long term.

#### Adaptive Leadership Response:

- a. **Openness to Change** One of the key elements of adaptive leadership is openness to change. Governors must recognize that in order to bring about sustainable change in the regional economy, they must face existing challenges and fears with full acceptance. This means that governors must be prepared to lead by example, showing the community that this transformation is not only possible, but also brings broader benefits to the community in the long term. Adaptive leaders not only impose change, but are also able to convince the community and stakeholders that this transformation is a better step for the future of their region.
- b. **Collaboration with the Private Sector and International Institutions** It is important for governors to collaborate with the private sector and international institutions in introducing new economic sectors. Cooperation with international institutions, such as the World Bank or other donor agencies, can provide funding and technical expertise for new sectors, such as renewable energy or sustainable agriculture. Collaboration with the private sector will also be key in attracting investment that can accelerate infrastructure development and other new sectors. For example, governors can encourage investment in renewable energy, such as wind and solar power plants, which will not only provide more environmentally friendly energy alternatives but also create new jobs in green industries. This collaborative approach can also include the development of sustainable tourism, which will have a significant economic impact on local communities, in addition to preserving Kalimantan's natural environment, which is a major attraction for tourists.

#### Turnaround

In several Indonesian provinces—including regions such as Papua and parts of Sumatra—the regional poverty rate (TKD) remains high, and the local economic structure is heavily dependent on the exploitation of natural resources such as mining. When a new governor takes office in such a region, they not only face the task of building or continuing the economy, but also the urgent need to restore economic and social conditions that have been degraded by heavy mining governance, single-sector dependence, and lack of diversification.

#### Key Challenges

Structural poverty and dependence on mining. Regional economies that are overly dependent on mining face several problems: fluctuations in global commodity prices, environmental degradation, and a lack of development in alternative sectors. These conditions create a structural debt to development—limited employment, stunted economic potential, and communities that are unprepared for economic transition. Studies of mining conflicts show how this economic dependence exacerbates inequality and hinders sustainable development.

Declining regional economic competitiveness and barriers to diversification Many regions that have historically relied on extraction face serious challenges when trying to improve economic competitiveness. Infrastructure may be inadequate, human resources may not be trained for new sectors, and institutional capabilities may be weak. Research on regional leadership and development confirms that regional leaders have a major influence on the success of economic development when they implement strategic decisions and support inclusive policies.

### Adaptive Leadership Response

Improving access to education and skills for local communities A governor in a turnaround phase must prioritize investment in people—building local capacity so that communities are not perpetually trapped in an extractive economy. Skills training programs, increased access to higher and vocational education, and partnerships with the private sector and educational institutions are essential. This transformation is not only about replacing economic sectors, but also about building the capacity of communities to actively participate in the new economy. Develop inclusive economic policies that focus on local capacity building. Adaptive leadership in this context requires policies that are not only oriented toward economic growth, but also ensure that communities that have been impacted (or even neglected) by the mining-based economy share in the benefits of the transformation. For example, governors can introduce incentives for local MSMEs, develop community-based industrial clusters, and ensure that new mining policies or new economic activities are accompanied by conditions for local community empowerment. Research by Caldwell, Hayes & Karri (2012) emphasizes that an ethical environment and trust play an important role in the success of transformational leadership.

A province in the eastern tip of Indonesia that for years has depended on the coal and mineral mining industry for its regional income and workforce. When the new governor took office, they faced poverty rates well above the national average, underdeveloped infrastructure, and a social environment fraught with unrest due to the socioeconomic impacts of mining (such as evictions, ecological impacts, and job insecurity). This situation required "recovery" rather than just growth. From day one, the governor recognized that the old economic model had to be abandoned. He held extensive dialogues with local communities, outsourced mining workers, local entrepreneurs, and nongovernmental organizations. These dialogues revealed that the community wanted two things: more stable employment opportunities and a cleaner environment. The governor responded with short-term and long-term policies (O'Kane, 2014). Short-term measures included vocational training programs for mine workers who would be transferred to the ecological tourism or agro-industry sectors; incentives for local entrepreneurs to open new businesses in rural areas; and collaboration with state universities to open branch campuses in the region. Long-term measures include establishing special economic zones based on sustainable plantations and nature tourism, strengthening transportation connectivity to open access to remote areas, and drafting regulations that require contributions to local community development from every new mining permit.

In the process, some resistance emerged: large mining companies rejected the new regulations due to the potential for increased costs, mining workers questioned the increased profits from new businesses, and local legislators were concerned about losing regional revenue. The governor led with an adaptive style: he openly communicated a new vision—"From mining to inclusive transformation"—conducted regular field visits to affected communities and facilitated community forums for them to voice their concerns, and encouraged entrepreneurs to consider diversification with long-term benefits. Over time, the training program began to show results: some former mine workers started working in the ecotourism or local agro-industry sectors. Meanwhile, incentive policies attracted small and medium investors to open businesses in new sectors. Although the economy has not yet fully recovered, the momentum for recovery has begun to build.

### Accelerated Growth

In provinces that are relatively more advanced in terms of economy and infrastructure—such as West Java and South Sulawesi—governors face different challenges compared to regions that are still heavily dependent on the extractive sector. After passing through the initial stages of development or diversification, they enter a phase where economic growth targets are more ambitious, for example, supporting growth of around 8 percent per year. This phase requires acceleration, innovation, and the utilization of infrastructure and technology in order to strengthen competitiveness and attract greater investment.

### Key Challenges

Enhancing economic competitiveness and accelerating new industrial sectors Provinces that already have economic foundations and infrastructure must shift from "continuing" to "accelerating." This

means that governors must encourage the emergence of new sectors: high technology, green industry, digital startups, renewable energy, and creative industries. A literature review shows that in the Indonesian context, innovation and technology are key to accelerating regional growth (Aritenang, 2022). For example, investment in digital infrastructure has been shown to strengthen regional economic performance in Indonesia.

However, accelerating this growth is not easy. Some obstacles include: a lack of skilled labor in the technology sector, large investment capital, regulations that are not yet fully supportive, and a startup and innovation ecosystem that is not yet optimal. Studies show that the regional innovation system in Indonesia is still limited and industrial clusters have not developed optimally.

Managing social inequality arising from uneven growth. Rapid growth also often has social side effects: income disparities, inequalities between urban and rural areas, and job shifts that marginalize less skilled groups. The transformation towards a technology-based economy can leave behind those who do not have access to relevant education or skills. A review of the literature observes that although digitization and innovation drive growth, inequality often increases as well. For example, the transfer of digital technology to entrepreneurs in rural areas in Indonesia has boosted economic growth but has not significantly reduced inequality.

#### Adaptive Leadership Response

Promoting innovation in the technology sector and introducing policies that support the green economy. Governors must take strategic steps to accelerate economic transformation. This could include incentive policies for technology startups, the development of special economic zones for green industries, support for research and development in regional universities, and regulatory improvements to make investment in technology and green industries more attractive. Related studies show that government innovation and e-government maturity contribute positively to regional competitiveness in Indonesia (Lindawati, L., & Khie, S. 2024). In addition, technology and high-tech industries have been shown to accelerate regional growth—including when there is diversification and a decline in single-sector specialization.

Strengthening collaboration with the private sector to accelerate investment and economic growth. Collaboration between local governments, national/international private sectors, universities, and research institutions is crucial. Governors must build a supportive ecosystem: fiscal incentives, simplified licensing, public-private partnerships, and the development of hightech industrial clusters. This is in line with literature showing that regional innovation systems need integrated stakeholders to increase innovation effectiveness.

#### Descriptive Explanation in the Context of the Province

For example, in West Java—a province that already has better infrastructure and access to domestic markets—the new governor has set a growth target of 8% during his five-year term. To achieve this, he launched the "West Java Digital 2030" program, which aims to make the province a center for technology and green energy industries. In practice:

- a. A green industrial area has been opened on the outskirts of the city, equipped with solar power infrastructure and high-speed internet networks.
- b. Grants and partnerships have been provided to local technology startups developing Industry 4.0 applications, data analytics, and smart manufacturing.
- c. The provincial government is collaborating with leading technical universities and research institutions to launch research and development programs in the field of renewable energy.
- d. A fiscal incentive scheme has been introduced for investors who build green technology factories or research centers in the province, with a minimum requirement of 40% local labor and training provided for workers previously employed in traditional manufacturing sectors.
- e. Digital infrastructure expansion initiatives—the construction of fiber optics in rural areas, airport/road improvements, and the integration of smart transportation systems—are being implemented to support mobility and logistics in the technology and industrial sectors.

However, while most metropolitan areas and large cities are growing rapidly, there are concerns that suburban and rural areas are being left behind: the local workforce is not yet ready for new technologies, most people still work in traditional sectors, and incomes have not risen as quickly

as in large cities. Local governments have also identified that although economic output is increasing, income inequality and the distribution of the benefits of growth are not yet optimal.

The governor responded with an adaptive approach: organizing mass training programs for workers and youth in suburban areas, expanding internet access and technology education to rural schools, and assigning local government teams to "mobilize technology to villages" so that innovation is not only concentrated in cities. The governor also facilitated a cooperation forum between technology startups and rural cooperatives to transfer digital applications to the agricultural and agro-industrial sectors, so that the benefits of technology reach the wider community.

Over the course of three years, the province has shown significant improvement in the technology sector and the number of startups, and foreign investment has also begun to flow into the green industrial zone. However, challenges such as a lack of local experts, slow bureaucracy in licensing new technologies, and social resistance from traditional workers still need to be overcome. The local government continues to monitor inequality indicators—the Gini ratio, school-based unemployment, and rural sector growth—as part of an adaptive strategy to ensure that accelerated growth does not leave vulnerable groups behind.

### Realignment

After undergoing economic transformation, many regions in Indonesia—especially those that have depended on extractive industries such as mining and fossil fuels—face the challenge of economic adjustment. Governors leading these regions are faced with the need to respond to changes in economic priorities set by the central government, which often include policies that reduce dependence on non-renewable natural resources. For example, national government policies that support the transition to a green economy or restrict the use of fossil fuels and mining as the main drivers of economic growth. In this case, adaptive leadership is essential to align regional policies with changing national economic priorities and global market trends that increasingly demand sustainability.

#### Key Challenges in Economic Realignment:

- a. Policy adjustments to keep pace with changing economic priorities Regions that previously relied on mining or fossil fuels, such as Kalimantan, Sumatra, or Papua, face significant challenges in adjusting their economic policies to be more in line with longterm needs and sustainability. The mining sector, which contributes significantly to regional income, is now under pressure from national policies that aim to reduce the use of fossil fuels and transition to cleaner and more environmentally friendly energy. For example, in the National Energy Transition Program, the Indonesian government aims to reduce dependence on coal and petroleum by introducing renewable energy and environmentally friendly technologies. Therefore, governors in these regions need to prepare long-term strategies to reduce dependence on the mining sector and shift to more sustainable sectors such as renewable energy, green industry, and ecotourism. The implementation of new policies that support these more sustainable economic sectors is not easy. There are structural challenges that must be faced, ranging from difficulties in creating new sectors, building environmentally friendly infrastructure, to developing skills and education for communities that previously depended on jobs in the mining sector.
- b. Reducing the social impact of massive industrial change Major policy changes, such as reducing dependence on mining and shifting to green economic sectors, have significant social impacts. Communities that depend on mining jobs will face the risk of unemployment or reduced income, so they need assistance and skills training to adapt to the new economic sector. This challenge requires leaders who are able to manage social transitions carefully and responsively. Not only mining workers are affected, but also local entrepreneurs who depend on raw material supplies from the mining sector. They must be encouraged to transform to more sustainable industrial sectors. Local governments must develop community empowerment programs, such as skills training, vocational education, and micro and small business financing to help them transition to other, more environmentally friendly sectors.

#### Adaptive Leadership Response:

- a. Align regional policies with national policies to support the transition to a green economy. An important aspect of adaptive leadership is the willingness to adjust regional policies to broader, long-term policies. Governors must lead the policy adjustment process to support the transition to a green economy based on renewable energy and clean technology. For example, introduced incentive policies for investors focused on the development of wind power plants, solar panels, and other environmentally friendly technologies. In addition, to promote sustainability and reduce dependence on mining, local governments can work with the private sector and international institutions to build sustainable green infrastructure, such as clean energy-based public transportation and environmentally friendly buildings. Regional leaders also need to enhance collaboration with the central government to ensure that national and regional policies are aligned in supporting sustainability and a more sustainable economy. For example, when the central government sets national targets for carbon emission reduction or the cessation of certain mining operations, governors must develop regional policies that support economic transition and involve relevant sectors in the development of renewable industries.
- b. Maintain socio-economic balance by creating solutions that take into account affected sectors, such as mining workers affected by job losses. It is important for governors to manage the social impacts arising from economic change. One adaptive leadership response is to facilitate skills training programs for workers affected by policy changes. These programs can include training in new sectors, such as renewable energy, sustainable tourism, and creative industries, which require more advanced skills. In addition, local governments also need to provide funding and facilities for local entrepreneurs who want to switch from the mining industry to more sustainable industries. For example, by providing access to low-interest financing or subsidy programs for clean technology, entrepreneurs can be helped to reduce transition costs and introduce innovations in their production processes. Research by Heifetz, Grashow, and Linsky (2009) in their book *The Practice of Adaptive Leadership* states that in the face of major change, it is important to develop the ability of individuals and groups to adapt through education, training, and inclusive policies. This is particularly relevant for the successful management of socio-economic transitions in regions affected by major industrial change policies.

#### Sustaining Success

Governors who lead regions with good and stable economic growth face the challenge of maintaining the success that has been achieved, as well as managing potential crises that could hinder growth. In this context, economic success is not only measured by high growth rates, but also by long-term sustainability in established economic sectors. Therefore, governors in these regions must focus on managing competitiveness, innovation, and maintaining key sectors while maintaining social and economic balance.

#### Key Challenges:

- a. Maintaining sustainability in established economic sectors. After achieving stable economic growth, the biggest challenge for governors is to maintain the sustainability of established sectors, such as manufacturing, tourism, and other sectors that are the main drivers of the regional economy. These sectors must continue to innovate in order to remain competitive in the global market. For example, the tourism sector, which has been a mainstay in several provinces, such as Bali and Yogyakarta, must face the challenge of remaining attractive to tourists even though global conditions and tourism trends continue to change. To maintain the sustainability of these sectors, governors must ensure that technological innovation and infrastructure improvements are part of integrated regional policies. In addition, it is also important to diversify products and services so that these sectors do not get caught up in temporary trends.
- b. Facing global crises or external pressures that can affect key sectors. Stable growth and regional economic sustainability can be disrupted by global crises or external pressures, such as commodity price fluctuations, changes in international policy, or global health crises such as pandemics. These unexpected events can affect key sectors that were previously drivers of growth, such as the energy, agriculture, or creative industries. Governors who are effective in

maintaining success must have flexible crisis mitigation plans and be able to respond quickly to change. For example, when the COVID-19 pandemic hit, regions that were able to adapt quickly to social and economic changes, such as switching to digitalization or introducing health-based socio-economic policies, were better able to survive and even grow back faster than regions that were not prepared for the crisis.

#### Adaptive Leadership Response:

- a. Implementing policies that focus on sustainability and developing new sectors that focus on technological innovation and green energy. Regional leaders in the sustaining success phase must focus on sustainable innovation. One way to achieve this is by developing policies that facilitate the growth of new, more sustainable sectors, such as renewable energy, creative industries, and green technology. These policies not only aim to diversify the regional economy but also ensure that the region remains competitive in the global market. For example, governors can support the development of solar or biomass power plants as part of a sustainable energy policy that reduces dependence on fossil fuels. In addition, green industries that prioritize the sustainable use of natural resources can also be promoted, creating new job opportunities and helping the region meet global sustainability standards.
- b. Strengthening regional economic resilience through policies that support creative industries and digital industries. In addition to focusing on established traditional sectors, governors also need to encourage the development of new sectors that can increase regional economic resilience in the long term. Creative industries and digital industries are two sectors that have great potential for growth in stable regions. The creative industry, for example, can include culture-based tourism, digital arts, and the film industry, while the digital sector can include software, e-commerce, and big data. Building economic resilience through these sectors requires policies that support investment in the technology sector, provide incentives for digital entrepreneurs, and improve infrastructure that supports the development of this sector, such as high-speed internet networks and efficient transportation infrastructure.

#### 4. CONCLUSION

Provide a statement that what is expected, as stated in the "Introduction" chapter can ultimately result in "Results and Discussion" chapter, so there is compatibility. Moreover, it can also be added the prospect of the development of research results and application prospects of further studies into the next (based on result and discussion).

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