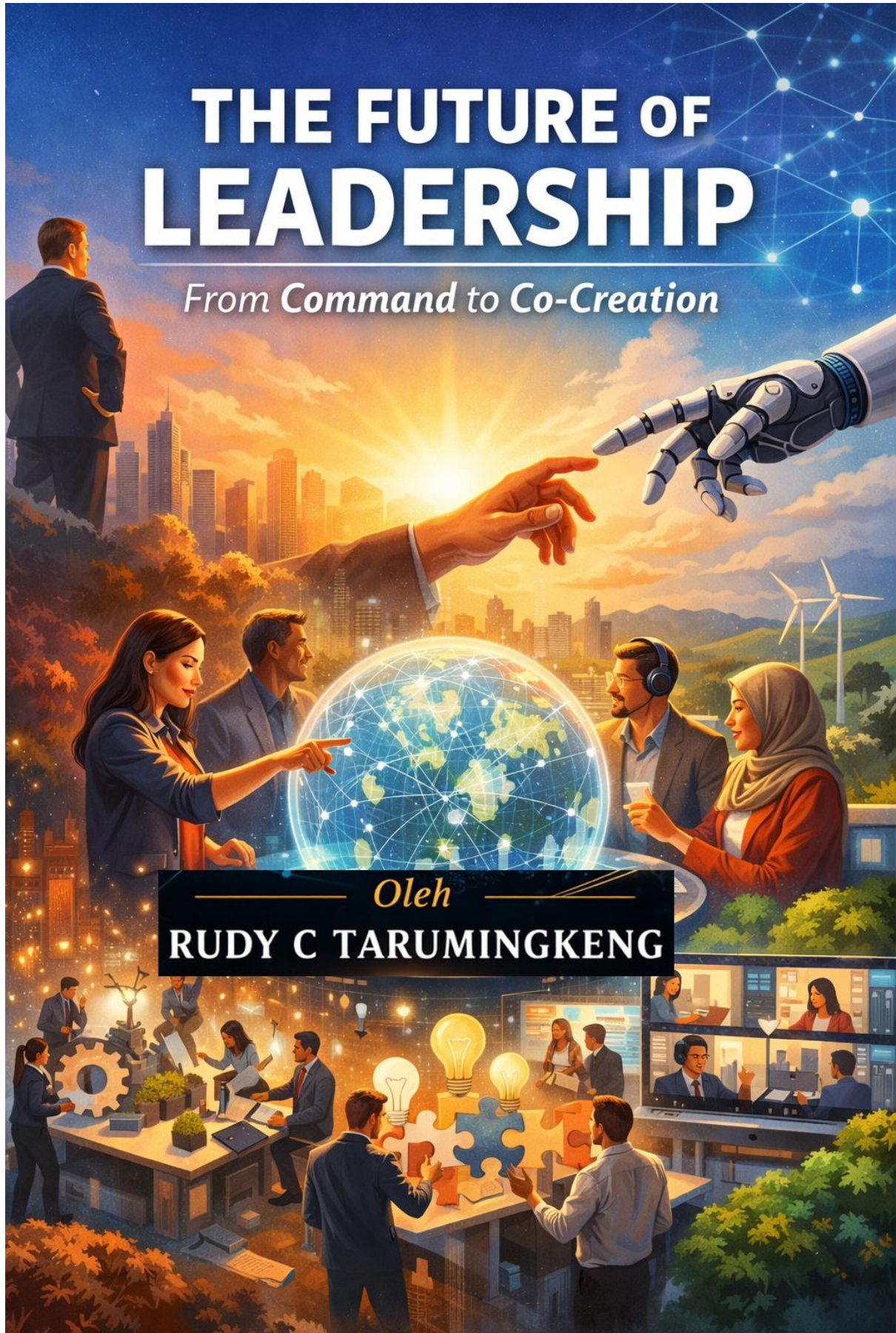


# THE FUTURE OF LEADERSHIP

*From Command to Co-Creation*



Oleh  
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*Rudy C Tarumingkeng: The Future of Leadership: From Command to*  
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## **THE FUTURE OF LEADERSHIP: FROM COMMAND TO CO-CREATION**

Leadership is entering a decisive transition. For much of the industrial age, the dominant image of the leader was the commander: the person at the top who knew more, decided faster, issued instructions downward, monitored compliance, and corrected deviation. That model did not emerge by accident. It fit a world in which work was relatively stable, information traveled slowly, expertise was concentrated, and efficiency depended on standardization. In such a setting, hierarchy was not merely a political arrangement; it was an operational necessity. Yet the world now confronting organizations is qualitatively different. Artificial intelligence is altering workflows, hybrid and distributed work are changing coordination, labor markets are reshaping skill expectations, and trust in institutions has become more fragile. The question is no longer whether leadership will change, but what it must become in order to remain effective and legitimate. Recent evidence points to a common conclusion: the future of leadership is moving away from command as a primary logic and toward co-creation as a governing practice. ([World Economic Forum](#))

This shift does not mean authority disappears. Organizations will still need decisions, accountability, standards, and, in moments of crisis, even command. But authority is being redefined. The most effective leaders of the coming era will not be those who simply direct action from above; they will be those who create the conditions under which intelligence

can be shared, initiative can emerge, and value can be built with others rather than merely delivered to them. In this sense, co-creation is not a soft alternative to leadership. It is leadership reconfigured for complexity. It asks leaders to move from controlling every move to designing the context in which people, teams, technologies, partners, and communities can solve problems together. The leader becomes less a commander of labor and more an architect of collective capability.

To understand why this change matters, one must first understand why the command model worked for so long. Command leadership was well suited to environments characterized by repetition, scale, and predictability. The factory, the military bureaucracy, the public administration office, and even the twentieth-century corporation relied on clear chains of command because coordination costs were high and information asymmetry was significant. If a production line had to deliver identical outputs at speed, too much autonomy could generate waste. If risk had to be tightly controlled, centralized decision-making could reduce dangerous variation. The command model also carried psychological appeal. It gave followers certainty, especially in times of volatility, and it gave leaders the appearance of clarity and control. Many organizations still retain these instincts. Titles, org charts, performance reviews, and reporting lines often reproduce a worldview in which leadership means telling others what to do.

The difficulty is that the underlying conditions that once justified command have changed. The modern organization increasingly depends on knowledge work rather than routine labor, on adaptability rather than repetition, on cross-functional collaboration rather than narrow specialization, and on innovation rather than mere efficiency. The World Economic Forum's *Future of Jobs Report 2025*, based on input from more than 1,000 employers representing over 14 million workers across 55 economies, shows how quickly the environment is shifting. Employers expect broadening digital access, AI and information processing,

*Rudy C Tarumingkeng: The Future of Leadership: From Command to Co-Creation*

robotics, and energy transition to transform business significantly by 2030, while 39% of key skills are expected to change within the same period. Among the fastest-rising skills are not only AI and technological literacy, but also creative thinking, resilience, flexibility, talent management, and leadership and social influence. In other words, the future does not reward obedience alone; it rewards the capacity to learn, collaborate, improvise, and influence. ([World Economic Forum](#))

The workplace data are equally revealing. Gallup's 2025 global workplace findings show that only 21% of employees worldwide are engaged, 62% are not engaged, and 17% are actively disengaged. It also reports that only 27% of managers are engaged, that manager engagement declined materially in 2024, and that disengagement cost the world economy an estimated \$438 billion in lost productivity. Gallup further reiterates a finding of great leadership significance: 70% of team engagement is attributable to the manager. This means that the bottleneck is no longer simply employee motivation; it is the quality and design of leadership itself. A system built on control often exhausts managers, distances employees, and weakens the very social energy on which contemporary performance depends. ([Gallup.com](#))

A further sign of transition is the changing nature of managerial work. Deloitte's 2025 human capital findings suggest that managers spend nearly 40% of their time on problem-solving for the present and administrative tasks, while only 13% of their time goes to developing people. More than a third say they are insufficiently prepared to be people managers, and 40% report a decline in mental health after becoming managers. These numbers are not merely indicators of overload; they expose a structural contradiction. Organizations say they want managers to coach, inspire, and develop talent, but many still design the role around control, reporting, escalation, and administrative burden. The result is a manager trapped between executive pressure from above and emotional labor below. Such a manager cannot easily

*Rudy C Tarumingkeng: The Future of Leadership: From Command to Co-Creation*

enable co-creation because the system still treats leadership as supervision rather than capability building. ([Deloitte](#))

Artificial intelligence intensifies this transition. The leadership challenge in the AI era is not only technical adoption; it is organizational redesign. McKinsey's 2025 workplace AI research concludes that employees are more ready for AI than leaders often assume, and that the biggest barrier to success is leadership. Microsoft's recent Work Trend findings reach a similar conclusion: the hard part is no longer experimentation with AI, but translating it into business transformation. In its 2025 reporting, Microsoft describes a widening "capacity gap," noting that 53% of leaders say productivity must increase while 80% of the workforce says it lacks the time or energy to do its work. It also records pervasive fragmentation in modern work, with constant interruptions, rising after-hours communication, and growing dependence on digital coordination. Under such conditions, command leadership becomes less effective because no single leader can process enough, know enough, or control enough to optimize the whole system. The future leader must instead orchestrate human and machine intelligence, redesign workflows, and help people distinguish what should be automated, what should be augmented, and what must remain deeply human. ([McKinsey & Company](#))

Trust adds another layer of urgency. Leadership today operates under conditions of institutional skepticism. Edelman's 2025 Trust Barometer reports that government is distrusted in 17 of 28 countries measured and media in 14 of 28. It also finds declining trust across all major news sources and widespread concern about the credibility of information. In a world where people are unsure what is true, who is accountable, and whether institutions act in their interest, leadership cannot rely on positional authority alone. It must be relationally earned. Command says, "Believe me because I am in charge." Co-creation says, "Join me in a process that is visible, participatory, and worthy of trust." This does not

*Rudy C Tarumingkeng: The Future of Leadership: From Command to Co-Creation*

eliminate disagreement, but it changes the basis of legitimacy from mere status to demonstrated stewardship. ([Edelman](#))

What, then, is co-creation in leadership? It is not simply teamwork, nor is it endless consultation. Co-creation is a disciplined process in which leaders and stakeholders jointly shape meaning, options, decisions, and ownership. It assumes that valuable knowledge is distributed across the system: frontline workers know operational frictions, customers know experiential pain points, partners know interdependencies, communities know contextual risks, and digital tools can surface patterns invisible to intuition. The leader's role is to convene these forms of knowledge, translate them into shared direction, and ensure that action emerges with both clarity and commitment. Co-creation is therefore neither anti-leadership nor anti-decision. Rather, it enlarges leadership from the act of telling to the craft of eliciting, integrating, and aligning.

One may illustrate this with a simple narrative. Imagine a manufacturing firm facing repeated delays, rising defect rates, and customer complaints. In a command model, the CEO issues a new set of directives: tighter reporting, stricter targets, more frequent inspections, and consequences for underperformance. For a short time, output may improve, largely because fear sharpens attention. But the underlying causes—supplier variability, misaligned incentives, poor information flow between procurement and production, and operator frustration with impractical rules—remain untouched. In a co-creative model, leadership begins differently. It gathers production supervisors, machine operators, quality teams, supply-chain staff, and customer service representatives. It maps the workflow, identifies where defects originate, asks which decisions are being made too late or too high up, and involves those closest to the work in redesigning the process. Targets remain, but they are no longer detached commands; they become shared commitments supported by better system knowledge. The difference is profound. The first model extracts compliance; the second generates ownership.

This leads to the first major shift in future leadership: from authority as control to authority as legitimacy. In the past, leaders often assumed that formal power entitled them to obedience. In the future, people will still recognize titles, but they will give their best energy only to leaders whose authority feels justified. Legitimacy comes from competence, transparency, fairness, listening, and consistency between word and action. A leader may still decide unilaterally when time is short, but that decision will be more acceptable if people trust the process by which it was reached and the values by which it is guided. Legitimacy is especially critical in hybrid organizations, where employees can more easily disengage, resist quietly, or comply minimally without open confrontation.

The second shift is from problem-solver to sensemaker. In a command paradigm, the leader is expected to have answers. In a co-creative paradigm, the leader must first frame reality well. The essential question is not, "How quickly can I prescribe?" but, "How accurately can I help the organization understand what kind of problem this is?" Some problems are technical and have known solutions. Others are adaptive: they involve conflicting values, hidden assumptions, evolving conditions, and no single right answer. Future leaders will be distinguished by their ability to diagnose complexity, separate symptoms from causes, and help others see patterns across functions, technologies, and stakeholders. Sensemaking is a deeply social act. It requires listening to multiple perspectives, naming uncertainty honestly, and resisting premature certainty.

The third shift is from giving orders to designing high-quality conversations. Many leadership failures are not failures of intelligence but failures of dialogue. Teams collapse not because members lack talent, but because concerns are never voiced, bad news travels too slowly, or meetings become rituals of performance rather than inquiry. Co-creative leadership depends on structured conversations through

which organizations think together. These conversations are not casual. They require clear purposes, diverse participation, psychological safety, disciplined facilitation, and decision rules that prevent drift. A leader who can design such conversations creates the precondition for collective intelligence. In contrast, a leader who dominates conversation may appear decisive while actually reducing the quality of organizational learning.

This is why psychological safety has become central to the future of leadership, even if organizations sometimes misuse the phrase.

Psychological safety does not mean comfort, the absence of accountability, or the right never to be challenged. It means that people can raise problems, question assumptions, admit mistakes, and propose alternatives without fear of humiliation or retaliation. Co-creation cannot occur where silence is rational. When employees learn that speaking up is dangerous, they withhold the very information leaders need most. A command culture often says, "Do not bring me problems without solutions." A co-creative culture says, "Bring me reality early, and we will work the solution together." The latter is better suited to risk management, innovation, and ethical governance.

The fourth shift is from supervising labor to developing capability.

Gallup's repeated findings on the role of managers show that leadership quality remains one of the strongest determinants of engagement and performance. Yet many organizations still promote technical experts into managerial roles without equipping them to coach, develop, and coordinate people. The future leader must treat human development as core strategy, not as a secondary HR concern. This includes giving feedback that builds judgment rather than mere compliance, creating opportunities for stretch learning, and recognizing that performance grows when people understand both the task and the purpose behind it. Co-creation is impossible if followers are treated as replaceable

executors. It becomes possible when people are treated as contributors whose capability can expand. ([Gallup.com](https://www.gallup.com))

This developmental emphasis is also a response to labor-market change. The World Economic Forum reports that skill requirements are shifting significantly, and Microsoft's work-trend data show how rapidly AI aptitude is becoming a hiring and advancement signal. Microsoft has reported that many leaders increasingly value AI skills in recruitment, while only a minority of AI users have received company-provided AI training. PwC's 2025 AI jobs analysis also shows that jobs requiring AI skills are growing faster than the overall market, even as total job postings decline, and notes that half of CEOs see integration of AI into workflows as their top priority over the next three years. These developments imply that future leaders cannot outsource learning to the individual alone. They must build learning architectures: reskilling pathways, peer learning systems, safe experimentation spaces, and explicit time for capability development. ([World Economic Forum](https://www.weforum.org))

The fifth shift is from leader as source of intelligence to leader as orchestrator of distributed intelligence. This may be the most radical implication of AI. For centuries, leaders often gained influence because they held information others did not. Today information is abundant, but attention is scarce and interpretation is contested. AI further changes the equation by making analytical, generative, and predictive capacity more widely available. Microsoft's 2025 vision of "intelligence on tap" captures this emerging condition: the new scarcity is not access to raw intelligence, but the judgment to use it well and the organizational design to convert it into value. The future leader will not compete with AI in speed of recall or pattern detection; rather, the leader will decide which questions matter, which trade-offs are acceptable, what ethical boundaries are non-negotiable, and how human creativity, empathy, and responsibility should shape decisions. ([microsoft.com](https://www.microsoft.com))

In practical terms, this means leaders must become fluent in human–AI collaboration. Deloitte’s 2025 findings note that over half of leaders view deeper human–machine collaboration as very or critically important, and that workers are more likely to join or remain with organizations whose value proposition helps them thrive in an AI-driven world. The leadership task is therefore dual: technological and moral. Leaders must decide where AI should reduce drudgery, where it can widen access to expertise, and where it may introduce bias, opacity, or overdependence. They must also communicate openly about job redesign, skill implications, and career pathways so that AI adoption does not become a trigger for fear and rumor. Co-creation here means inviting employees into the redesign of work itself. Rather than imposing AI tools as surveillance or replacement devices, leaders can ask: Which tasks drain your time? Where would augmentation help? What guardrails do you need to trust the system? That is how technological change becomes participatory rather than coercive. ([Deloitte](#))

The sixth shift is from managing inside the boundary to leading across ecosystems. Organizations no longer create value alone. Their outcomes depend on suppliers, platforms, regulators, communities, universities, civil-society actors, and customers who increasingly expect voice rather than passive consumption. In such conditions, leadership must move beyond internal alignment toward external collaboration. Co-creation becomes especially important in sustainability, innovation, healthcare, urban governance, and education, where no single actor controls all the relevant variables. A command approach may still organize internal effort, but it cannot by itself build the coalitions necessary for durable value creation. The future leader must therefore be able to negotiate shared purpose across actors who do not report to one another.

Consider a healthcare example. A hospital trying to improve patient outcomes through digital transformation cannot succeed if leadership treats change as a software deployment problem. Physicians, nurses, IT

staff, administrators, patients, families, and external vendors all experience the system differently. If leaders impose a new electronic workflow without co-design, clinicians may experience it as additional bureaucracy, patients may face confusing interfaces, and data quality may deteriorate. But if leaders convene these actors to redesign the patient journey together—asking what information is needed, where delays occur, where duplication wastes time, and how technology can reduce rather than increase cognitive burden—the resulting system is more likely to be adopted and improved. Here co-creation is not democratic ornament. It is operational intelligence.

The seventh shift is from charisma to credibility. The twentieth century often celebrated leaders with commanding personalities, strong rhetoric, and theatrical certainty. In a fragmented, media-saturated, distrustful environment, charisma alone is increasingly insufficient. Edelman's findings on declining trust across information channels and widespread concern about credibility suggest that people are more alert to manipulation, inconsistency, and image management. Future leadership will therefore depend less on performance of certainty and more on credibility under uncertainty. Credible leaders do not pretend to know everything. They explain what they know, what they do not know, how they are deciding, and how feedback will be incorporated. This form of communication is especially important during crisis. People can tolerate difficult decisions more readily than they can tolerate opacity and spin. (Edelman)

The eighth shift is from compliance-based culture to contribution-based culture. Command cultures are organized around adherence: follow the procedure, hit the number, respect the chain. Co-creative cultures certainly require discipline, but they go further by asking what each member can uniquely contribute to shared goals. This involves redesigning incentives, evaluation, and meeting structures so that initiative is rewarded rather than punished. It also means recognizing

that contribution is not equal to noise. Co-creation does not require everyone to speak on everything. It requires that the right people have the right influence at the right time. Mature leaders create environments in which expertise, evidence, and lived experience can meaningfully shape action.

A university offers a useful illustration. Imagine a faculty preparing students for an AI-shaped labor market. A command response would be for top administration to announce a new curriculum, require adoption, and monitor compliance. This may produce paperwork, but not necessarily pedagogical transformation. A co-creative response would begin by engaging lecturers, students, employers, alumni, learning technologists, and accreditation stakeholders. What capabilities are graduates missing? Which existing courses can be redesigned? How should ethics, critical thinking, and AI literacy be integrated rather than isolated? Which assessment formats still make sense when generative AI is ubiquitous? Through this process, academic leadership becomes not merely administrative control but the cultivation of a learning community that reforms itself. For educational institutions especially, this model is compelling because leadership and learning become mutually reinforcing.

Yet the movement from command to co-creation should not be romanticized. There are real dangers in the language of participation. First, co-creation can become performative: leaders invite input but decisions are already made. Such pseudo-participation is worse than honest hierarchy because it breeds cynicism. Second, co-creation can slide into indecision if leaders confuse inclusion with the absence of judgment. Third, it can become exhausting if every issue is opened to broad consultation regardless of urgency, expertise, or consequence. The future leader must therefore know when to open, when to narrow, when to decide, and when to delegate. Co-creation is not the rejection of

leadership authority; it is the disciplined use of authority to generate broader and better ownership.

This suggests an important principle: the future is not leaderless. It is differently led. There will still be moments when command is appropriate—during emergencies, safety incidents, cyberattacks, legal breaches, or military operations. In such cases, delayed decision-making can cost lives or destroy value. But even here, co-creation matters before and after the moment of command. Before crisis, leaders can build shared preparedness through collective learning and scenario planning. After crisis, they can review what happened with candor and distributed input, improving the system rather than simply blaming individuals. Thus the real transformation is not from leadership to anti-leadership, but from one-dimensional leadership to situationally intelligent leadership.

How, then, can organizations prepare for this future? The first requirement is redesigning the role of managers. If managers remain overloaded administrators, co-creation will remain rhetoric.

Organizations should remove low-value reporting, automate routine approvals where possible, and free managers to coach, coordinate, and develop judgment in others. Deloitte's evidence that managers spend too little time on people development should be treated as a structural alarm, not a personal failure of managers themselves. Leaders at the top must decide whether they truly want management to be developmental or merely supervisory. ([Deloitte](#))

Second, organizations need better decision architectures. Co-creation works when people know who decides, who contributes, who executes, and how trade-offs are handled. Ambiguity about decision rights often causes frustration more than hierarchy does. Leaders should distinguish among matters that require broad participation, those that require expert consultation, and those that require fast executive judgment. Transparency about these categories increases fairness and reduces

confusion. It also prevents the common pathologies of modern organizations: endless meetings, duplicated work, and passive resistance.

Third, leaders must invest in capability systems, not just inspirational messaging. The WEF data on changing skills and Microsoft/PwC data on AI-related capability needs show that learning can no longer be episodic. Future-ready leadership requires continuous reskilling, peer mentoring, digital fluency, ethical reasoning, and interdisciplinary collaboration. Training should not be limited to technical tools. Workers also need practice in problem framing, dialogue, experimentation, and collaborative decision-making. These are not secondary “soft skills.” They are the human infrastructure of co-creation. ([World Economic Forum](#))

Fourth, leaders must build trust through visible fairness and intelligible communication. Trust is not created by slogans about culture; it is created when people can see how decisions are made, how leaders behave under pressure, and whether commitments are kept. In an environment where institutional trust is uneven and information credibility is contested, leaders should communicate not only outcomes but reasoning, constraints, uncertainties, and next steps. They should avoid the false confidence that often accompanies command cultures. People are more likely to support difficult transitions when they understand the logic behind them and believe their concerns have been heard. ([Edelman](#))

Fifth, organizations should measure what co-creation actually produces. Too often leadership assessment focuses narrowly on short-term output metrics or personal style indicators. Future-oriented leadership metrics should include team learning speed, cross-functional problem-solving quality, improvement adoption rates, employee voice, internal mobility, trust indicators, and the effective use of AI to remove low-value work. Gallup’s evidence linking engagement, manager quality, and productivity suggests that leaders should be evaluated not only on what their teams

*Rudy C Tarumingkeng: The Future of Leadership: From Command to Co-Creation*

deliver, but on whether their teams are becoming more capable, more engaged, and more resilient over time. ([Gallup.com](https://www.gallup.com))

A particularly important domain for this new leadership is innovation. Innovation rarely flourishes in environments where people fear error, guard information, or defer reflexively to rank. Co-creation supports innovation because it makes room for peripheral insight. Many breakthrough ideas emerge not from the center but from intersections: between customer need and technical possibility, between frontline frustration and design thinking, between domain expertise and outsider imagination. Leaders who can convene such intersections create organizations that do not merely react to change but participate in shaping it. This is why the future leader is increasingly a curator of networks, not only a supervisor of units.

There is also a moral dimension to this transition. Command leadership often tempts leaders to equate obedience with order and order with goodness. Yet organizational history repeatedly shows that bad systems can produce disciplined compliance. Co-creative leadership introduces a healthier moral logic because it allows affected voices to surface concerns, unintended consequences, and ethical blind spots. When employees, users, and communities can participate meaningfully, the organization is more likely to notice harm before it scales. This matters greatly in the age of AI, where systems can amplify bias, spread error rapidly, or make opaque decisions with human consequences. A co-creative leader asks not only, "Can we deploy this?" but also, "Who is affected, who has a voice, and what safeguards make this worthy of trust?"

Indonesia and other emerging economies provide an especially interesting context for this future. Digital transformation is advancing rapidly, but unevenly; institutions combine old hierarchies with new entrepreneurial energies; and leaders must coordinate across

generational, regional, and sectoral differences. Microsoft's Indonesia-specific reporting in 2025 suggests particularly strong urgency among business leaders to rethink strategy and operations in the AI era, while also pointing to gaps in AI understanding between leaders and employees. This kind of context strengthens the case for co-creative leadership. Where transformation is fast but readiness is uneven, command may accelerate rollout while deepening exclusion. Co-creation, by contrast, can help align ambition with capability, allowing change to be both faster and more inclusive. ([Source](#))

One may therefore define the leader of the future in a new way. The future leader is not simply the one who stands above the system, but the one who can work on the system. Such a leader clarifies purpose, distributes agency intelligently, protects standards, builds learning, uses technology responsibly, and creates shared ownership across difference. This leader does not renounce decisiveness; rather, decisiveness becomes more informed, more relational, and more sustainable because it emerges from deeper contact with reality. The leader still matters profoundly—but less as the hero who rescues the group and more as the person who helps the group become more capable of acting wisely.

In conclusion, the journey from command to co-creation marks one of the most important transformations in the history of leadership. It is being driven by structural changes in work, technology, trust, and stakeholder expectations. The evidence is clear that the old model is straining: skills are changing rapidly, managers are overloaded, engagement remains weak, AI adoption requires organizational redesign, and legitimacy can no longer be secured by title alone. Yet this is not a story of decline. It is a story of maturation. Leadership is moving from a narrow focus on control toward a richer practice of enabling collective intelligence and responsible action. The future will belong not to the loudest commander, nor to the most charismatic executive, but to the leader who can convene minds, cultivate trust, integrate human and

digital capability, and transform participation into performance. In that world, the most powerful sentence a leader can say is no longer “Do as I say,” but “Let us build this well—together.” ([World Economic Forum](#))

Below is a **glossary** and a **selected reference list** to accompany the essay “*The Future of Leadership: From Command to Co-Creation.*” The references include the main contemporary sources used to ground the essay in current evidence on leadership, work, trust, AI, and organizational change. ([World Economic Forum](#))

## **Glossary**

### **Adaptive leadership**

A leadership approach suited to conditions of uncertainty, ambiguity, and systemic change, where leaders help people interpret reality, learn, and respond collectively rather than merely follow fixed instructions.

### **AI literacy**

The ability to understand, use, question, and evaluate artificial intelligence tools in a responsible and effective way within professional and organizational settings.

### **Authority**

The legitimate right to make decisions, allocate resources, and set direction. In the essay, authority is not treated as mere power over others, but as responsibility exercised with credibility and trust.

### **Capability building**

A deliberate effort by leaders and organizations to develop people's skills, judgment, confidence, and readiness for changing work demands.

### **Co-creation**

A process in which leaders, teams, stakeholders, and sometimes customers or communities jointly shape goals, solutions, and ownership. Co-creation emphasizes participation, shared intelligence, and collaborative value creation.

### **Command leadership**

A traditional leadership model based on hierarchy, control, supervision, and top-down instruction. It is often effective in stable or emergency contexts, but less suitable for complex knowledge work.

### **Collective intelligence**

The enhanced capacity of a group to think, solve problems, and make decisions together by combining diverse expertise, perspectives, and information.

### **Credibility**

The quality of being trusted because one is seen as competent, honest, consistent, and worthy of belief. In the future of leadership, credibility becomes more important than charisma alone.

### **Decision architecture**

The structure through which decisions are made: who is consulted, who decides, how evidence is used, and how accountability is assigned.

### **Distributed intelligence**

The idea that useful knowledge is spread across people, teams, systems, and digital tools rather than concentrated only at the top of the hierarchy.

### **Ecosystem leadership**

Leadership that extends beyond the formal organization to include

partners, regulators, suppliers, customers, communities, and other stakeholders in shared problem-solving.

### **Employee engagement**

The emotional and cognitive commitment that employees bring to their work, team, and organization. High engagement is strongly associated with better performance and wellbeing. ([Gallup.com](https://www.gallup.com))

### **Frontier firm**

A term used by Microsoft for organizations that have moved toward organization-wide AI deployment, measurable AI value, and deeper human–AI collaboration. ([microsoft.com](https://www.microsoft.com))

### **Human–AI collaboration**

A model of work in which people and AI systems complement one another. AI may support speed, scale, and analysis, while humans provide judgment, ethics, empathy, and contextual understanding.

### **Hybrid work**

A work arrangement that combines in-person and remote work, requiring new forms of coordination, trust, communication, and leadership.

### **Legitimacy**

The perception that leadership authority is justified, fair, and appropriately exercised. Legitimacy grows when leaders act transparently and align decisions with shared values.

### **Managerial overload**

A condition in which managers spend excessive time on administrative tasks, firefighting, and short-term problem-solving, leaving too little time for coaching and people development. Deloitte’s 2025 findings highlight this tension directly. ([Deloitte](https://www.deloitte.com))

### **Organizational learning**

The process by which an organization improves its thinking and action

over time by reflecting on experience, sharing knowledge, and adapting systems and behaviors.

### **Ownership**

A sense of personal and collective responsibility for outcomes. Co-creation strengthens ownership because people are more committed to what they help shape.

### **Psychological safety**

A team climate in which people feel able to speak up, ask questions, admit mistakes, and raise concerns without fear of humiliation or retaliation.

### **Reskilling**

The process of learning new skills in response to changing technologies, new roles, or shifting organizational priorities.

### **Sensemaking**

A leadership practice of helping people interpret complex realities, distinguish patterns from noise, and understand what kind of challenge they are facing.

### **Stakeholder**

Any individual or group affected by, or capable of affecting, organizational decisions and outcomes, including employees, customers, communities, investors, regulators, and partners.

### **Trust**

Confidence that a person or institution will act competently, ethically, and reliably. Contemporary leadership increasingly depends on building and maintaining trust amid social and informational fragmentation.

([Edelman](#))

### **Value creation**

The production of meaningful benefit—economic, social, strategic, or human—for the organization and its stakeholders.

Rudy C Tarumingkeng: *The Future of Leadership: From Command to Co-Creation*

## Work redesign

The restructuring of tasks, roles, workflows, and responsibilities so that people and technology can work more effectively together.

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