



LEADERSHIP DEVELOPMENT FOR SCHOLARSHIP AWARDEE IN RUMAH KEPEMIMPINAN

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Abstract. This study aims to describe Leadership Development for scholarship recipients at Rumah Kepemimpinan, with a sub-focus, namely the role of Rumah Kepemimpinan, then the process of leadership development which includes planning, organizing, Leadership or Implementation, Supervision or Evaluation; then related to the supporting and inhibiting factors in the leadership development process, the constraints or problems that occur, as well as the efforts made to overcome the obstacles that occur. This research uses a qualitative approach with descriptive methods. The research data uses primary data and secondary data with data collection methods through interviews, observation, and documentation studies. The data that has been collected is analyzed through data reduction, data presentation, and drawing conclusions. To test the validity of the data, data credibility was used with triangulation of techniques and sources. The results showed that, (1) Rumah Kepemimpinan exists as an incubator and accelerator to produce superior generations of the nation who have the character of being trustworthy and capable leaders, as well as providing a place for leadership development during 2 years with various kinds of activity programs. (2) Planning for a leadership development program begins with a working meeting discussing the creation of a basic curriculum that is tailored to our vision and mission, core values, and credo of Idealisme, and is specified as learning outcomes. (3) Organizing is done by mapping the needs according to the training program to be carried out. In the placement and division of tasks for staff according to the potential, strengths, and weaknesses of the staff. (4) Leadership or Execution is carried out by carrying out various forms of daily, weekly, monthly and special activities. (5) Supervision or evaluation of participants is carried out on a daily, weekly, monthly and special basis to assess the participants' learning outcomes. (6) Supporting factors for fostering the existence of scholarship community forums, assistance from other parties including alumni of Rumah Kepemimpinan, and the principles of our core values and idealism, while the inhibiting factors are political factors that cause the termination of cooperation contracts with partners, the mindset of participants who do not grow. (7) The problem that arises is the termination of cooperation contracts unilaterally and supervisors who are less than optimal, then for resolve it, Rumah Kepemimpinan creates an information channel about opening donations to the public and conducts training for supervisors.

Keywords: Coaching, Leadership, Leadership Coaching, Rumah Kepemimpinan

1. INTRODUCTION

Every organization or community certainly has goals and expectations to be achieved. One of the most important factors that is very important in achieving organizational goals is human resources that can move and provide direction, namely a leader. Someone who is able to influence and direct subordinates or staff, so that he is able to bring his organization to achieve goals, or in other words that the leader is someone who leads by initiating behavior by regulating, directing, organizing, controlling efforts or efforts made by subordinates through ability, power, and position.

The leader is the main factor that can determine the forward or backward progress of a nation or organization. Leaders must be able to direct and foster members or subordinates because the leader is a motivator, initiator, stimulator, innovator, communicator, instructor, and unifier in the team or environment. In further explanation, a leader can be said to be a shepherd leader who has 3 main functions, namely 1) Direction Giver and with the vision and mission, as well as the goals of the team; 2) Unifier; and 3) Servant and Savior.

In carrying out his duties and functions as a leader, he must be able to mobilize human resources, facilities, finances, and time effectively and efficiently to achieve organizational goals. This can be measured by the way and strategy of the pattern or art of leadership that he runs. The leader is a critical factor that can determine the progress and progress of a nation. Leaders must be able to direct to the welfare of its members because the leader is the initiator, motivator, stimulator, dynamicator, and innovator in the group. Success of a group in achieving a goal to be achieved depends on its leadership.

A good leader is expected to understand all aspects of leadership behavior and know when leadership functions are performed. A good leader needs to have three forms of awareness, namely: First, aware of when the leader is needed in a particular situation. Second, aware of changes and values both in the work unit environment and in the community environment. Third, aware of the importance of effective leadership that is able to influence and move others to work as effectively as possible.

A leader must also have quality traits, as revealed by Abu Ahmadi⁴, there are certain traits that must be possessed by a leader, including the following:

1. Competent. Capable here in a broad sense, not just expert or technical proficiency in a particular field, but includes things that are abstract, initiative, conception, planning, and so on. A leader must have critical and rational thinking acumen;
2. Tenacious and agile. A leader must be able to act quickly and precisely. He must be agile in his actions, especially when facing complex problems. Failure should not make him quickly bored or desperate, but instead he must be persistent and resilient;
3. Belief. This means that a leader must have strong beliefs, believe in the rightness of his goals, believe in his abilities (in himself). Conversely, he must have the trust of his followers. This is a condition of the authority of the leader towards its members;
4. A sense of responsibility. This trait is very important because when a leader does not have a sense of responsibility, he/she is not responsible. A sense of responsibility, it is easy for them to act arbitrarily towards the group;
5. Far-sighted (visionary). This means that a leader must have broad and far-sighted thinking. He must be able to distinguish between *das sein* (the real situation) and *das sollen* (the expected situation); and
6. Courageous. Courageous in the sense that it is right and with calculation. Especially in critical and decisive moments, leaders must be decisive, dare to make decisions with consistency and must not hesitate, and appropriately act quickly.

If a leader does not have these traits or characters, this will cause the organization or institution he leads to not run well, and there can even be a leadership crisis phenomenon. This is in line with the opinion of Prof. Dr. Thamrin Amal Tomagola, a Professor of Sociology from the University of Indonesia in Bagus, Prof. Thamrin stated that the phenomenon of leadership crisis is a necessity that will definitely occur in all countries and organizations, including in Indonesia. According to him, there are three factors that can cause a leadership crisis to occur, including the following :

1. First, when a country or organization does not have a better candidate than the previous leader by taking into account three main dimensions, namely stock, supply, and quantitative amount;
2. Second, there is centralization of power by the leader, where the concentration of power only revolves around certain people. This is referred to as oligarchy; and
3. Third, it is difficult to find leaders with character.

Indonesia is currently experiencing a leadership crisis. Many facts that have occurred in the past five years have found leaders who commit corruption, abuse their power, lack character and integrity, and act arbitrarily by using their power which can cause misery for the community. For example, in 2020, former Minister of Social Affairs Juliari Peter Batubara of the Indonesia Maju cabinet, he was proven to have received bribes related to the procurement of Covid -19 social assistance of around Rp. 32.482 billion.⁶ Then another example of a leadership crisis is the corruption committed by officials in the regional environment, based on data from the Corruption Eradication Commission or KPK, as many as 176 officials have been corrupted. There were 22 governors and 154 mayors/regents and deputy mayors/regents caught in corruption cases during the 2004-2022 period.⁷ From some of these cases, it identifies that there is poor leadership or a leadership crisis and far from being a superior leader.

As we know, Indonesia will be heading towards a Golden Indonesia in 2045, which is a hope for the Indonesian people to become a World Megatrend which is increasingly full of intense and competitive competition. Overall, the purpose of the Golden Indonesia 2045 is to realize a better and more equitable level of welfare for all Indonesians without exception, Indonesia's economy has increased to become a developed country and become one of the 5 largest economic powers in the world, equitable distribution in all fields of development, and become a more sovereign and democratic country.⁸

Therefore, in realizing the Golden Indonesia 2045, Indonesia really needs to have leaders with character, integrity, and of course a good personality. If led by leaders who are qualified, have a good personality, excel, and have integrity and loyalty that high, and good character; then the organization he leads will be clearly directed and will have an impact on the comfort of its members or staff, and the vision of Indonesia Emas 2045 will not be achieved. This is as stated by Baiturrohman and Isro⁹, which states that leaders who have positive traits or characters, such as honest, competent, responsible, and future-oriented; it is the trait that is most admired by subordinates or followers.

This has also made Indonesia realize that leadership regeneration is an urgent matter, given the increasing number of challenges faced in both the regional and global environment. Therefore, young leaders are a very important subject in preparing for the challenges that will arise in the current era and the future. In order to prepare young leaders who are talented, many activities or programs are held, as well as environments or containers that aim to shape and develop the capacity or ability of young leaders.

This is reinforced by the thoughts and words of Herbert Spencer, who stated that youth must have an ecosystem or a positive and neat environment is systematized to be nurtured and formed as a superior leader, which means that leaders are formed, not born.¹⁰ Do not let youth not get a supportive environment to grow into a person of quality and character because as is known that youth or adolescence is a period of crisis which is indicated by sensitivity, full of turmoil, and unstable. This results in adolescents not being able to adjust or adapt to an environment that is always changing rapidly, so that it can lead to difficult to adapt or maladaptive behavior.¹¹

In the history of national civilization, youth is a very expensive and priceless asset of the nation. The progress or destruction of the nation and state depends a lot on its youth. In fact, young people have a very important role in life and contribute to society in order to make this nation more advanced. Youth have 5 roles, including as Agent of Change, Moral Force, Iron Stock, Social Control, and Guardian of Value.

In this day and age, it is necessary to have a positive, neat, and transparent ecosystem or environment in managing or organizing and fostering youth to be able to form a professional and superior leader. This is of course through a good and structured management process. As we know that the management process is the effective and efficient use of human resources to produce or obtain the intended

target. Of course, the management process is not as easy as turning the palm of the hand, but it requires a clear, systematic, transparent, and accountable process or flow.

From this, various types of containers or coaching programs were born that can produce quality and superior young leaders, and prioritize adab. Programs that provide space for young people to be able to foster youth, for example the Coaching Program at the Leadership House.

For example, the Leadership House Program focuses on developing soft skills related to leadership.¹³ This is also reinforced by the results of grand tour observations and interviews conducted by researchers sourced from alumni of the Leadership House from the Hasanuddin University campus, alumni of the Etos ID Scholarship from the UIN Jakarta campus, and the Bakti Nusa Scholarship from the IPB University campus. The purpose of the grand tour

The purpose of this observation was to find out the opinions and experiences of the alumni after following the scholarships they received. The results of discussions with alumni of the Leadership House, said that the Leadership House is present to form the soul of a qualified leader and prophetic leadership, then in the Leadership House there is also a mentoring study of Islam and Leadership every week, in the Leadership House there is a boarding program, some are not boarding and accompanied by a supervisor or dormitory coach, and after becoming alumni there is a kind of official organization for alumni to stay in touch and hold activities, namely the Leadership House Alumni Association.

Then for the Etos ID scholarship itself, it is also intended for students to become people of integrity and professionalism, have a dormitory for coaching, get UKT scholarship fees for 8 semesters, pocket money, and there is coaching for careers. After becoming an alumni in this Etos ID scholarship, there is no alumni forum or organization. As for the Bakti Nusa Scholarship, it is intended for a student activist who already has ideas or social movements and does not require the participants to come from poor families, and does not get pocket money and UKT, and this Bakti Nusa Scholarship does not have a forum.official alumni organizations such as Leadership House.

Among these leadership development programs, the Leadership House Program is one of the programs that is quite interesting and needs to be researched. This is because the Leadership House program directly aims to create excellent leaders in 3 main sectors, namely the public sector, private sector, and third sector. During the participant selection process, the Leadership House Program prioritizes the potential for leadership capacity in participants, both in terms of visionary, planning, and problem solving abilities.

Rumah Kepemimpinan is also referred to as a nation-owned institution that manages Zakat, Infaq, Sadaqah, and Waqf funds from the community in order to prepare future leaders. Rumah Kepemimpinan is non-partisan, non-profit, open, professional, religious, and togetherness under the auspices of the Bina Nurul Fikri Foundation.¹⁴ Rumah Kepemimpinan began to form around the beginning of 2002 which was originally named the PPSDMS Program (Strategic Human Resources Development Program) Nurul Fikri and then in 2014 changed its name to the Leadership House Program.

At the beginning of the establishment of the Leadership House (previously named the Resource Development Program Strategic Human Resources) only had 20 participants from the University of Indonesia and made the first generation of the Leadership House Program Batch I (2002 - 2004).¹⁵ Twenty years of age of the Leadership House Program (2002-2022) is a long journey in shaping and fostering young Indonesian leaders. The Leadership House is determined to prepare leaders who have faith, character, emotional maturity, and uphold nationalism within themselves.¹⁶ Based on data obtained from the Director of Beneficiaries of the Leadership House, the number of participants who have been fostered by the Leadership House has reached 2208 participants as of this year 2022. The details of the data are as follows:

Table 1.

Number of Leadership Development Participants from 2002 - 2022

Year	Total Participants
2002	19
2004	81
2006	140
2008	153
2010	178
2012	211
2014	259
2016	266
2018	273
2020	286
2022	342
Total	2208

Source: Processed by researchers, 2022

This indicates that

students from PTN / PTS / Kedinasan in Indonesia. This non-dormitory scholarship program uses more teleconference applications as a forum for students to share their experiences.

the number of coaching participants who

interested in being coached at the Leadership House. Currently the Leadership House Program has a student boarding scholarship program provided for participants from various well-known campuses in Indonesia which are divided into 7 regions,¹⁷ including Medan Regional University of North Sumatra, Bogor Regional IPB University, Jakarta Regional University of Indonesia, Bandung Regional, which consists of the Bandung Institute of Technology and Padjadjaran University campuses, Yogyakarta Regional Gadjah Mada University, Solo Regional Sebelas Maret University, and Surabaya Regional, which consists of the Sepuluh November Institute of Technology and Airlangga University campuses.

The existence of this dormitory is not only a place to live, but as one of the tools used for efforts to develop leadership capacity for scholarship recipients Rumah Kepemimpinan Program. In addition to the dormitory scholarship program, during the COVID - 19 pandemic, the Rumah Kepemimpinan scholarship program also opened a non-dormitory scholarship program or known as Regional Nusantara which is given to all students.

LeadershipHouseprovides a self-development scholarship program that focuses on creating prospective leaders who can apply prophetic leadership, which is an ideal leadership concept exemplified by the Prophet Muhammad; which is based on Islamic values. This is because the output or expected results of the program recipients are young leaders who are able to apply prophetic leadership in all aspects of their lives. In addition, the Leadership House also provides other general programs, such as entrepreneurship programs or other professional programs. It can be concluded and become unique in this study, namely that the Leadership House coaching program does not only focus on developing the capacity to become a qualified leader, but the spiritual and Islamic aspects are also fostered and given in the Leadership House coaching program.

This is also supported by the 6 core values given by the Leadership House to the participants, the 6 core values are¹⁸ among others are Humble, Objective, Open-Minded, Moderate, Prestative, and Contributive (ROOM-PK). The existence of these core values is very important for an institution because it

becomes a fundamental reference and is defined concretely and clearly by all human resources in the Leadership House, both program makers and recipients or participants of the Leadership House coaching program. The core values of the Leadership House also become a reference for the Leadership House in producing graduates who are in accordance with the vision and mission, as well as the core values.

The existence of the Leadership House Scholarship program aims to produce young leaders as an investment in the nation's future to create a better and dignified Indonesia, which requires a coaching process in spiritual, mental, strengthening integrity, credibility, global competitiveness, care, character, and personality that is mature, moderate, and has a strong vision and mission in building the nation.

Based on the results of the grand tour observation with the Director of Beneficiaries of the Leadership House, he explained that the Leadership House was present starting from the great ideals to create a better and dignified Indonesia, and the Leadership House realized that to form these great ideals was not an easy work, so it needed to be done in a way that was not easy. Together, the Leadership House works with various parties, including the public sector, private sector, and third sector. The coaching conducted by Rumah Kepemimpinan seeks to strengthen the best potential of the scholarship recipients to become the best leaders in all fields.

It is referred to as heading towards "The Best Version of You", meaning that the leaders learners who have integrity, religion, moderation, character, and have high resilience as future leaders of Indonesia who are acceptable, prestigious, and contributive in various sectors. coaching program at Rumah Kepemimpinan provides very comprehensive knowledge and experience to the coaching participants, so as to shape the participants in accordance with the objectives of this coaching program.

It is also adjusted and strengthened by the vision and mission of the Leadership House¹⁹, the vision of the Leadership House is to become an incubator of Indonesia's future leaders who are ready to contribute to the transformation and development of the Nation towards Advanced Indonesia. The missions of the Leadership House are 1) Youth Development: Building the Islamic paradigm and competence of participants and alumni of the Leadership House who are humble, Open Mind, moderate, and objective, as well as prestatative - contributive; 2) Youth Empowerment: Encouraging and directing the mobility of leaders Leadership House youth to various strategic fields and institutions; 3) Youth pioneering: Building pioneering young leaders of the Leadership House to become "problem solvers" in the life of the nation and state; and 4) Institutional Strengthening: Making the Leadership House a place for consolidation of leaders to contribute to realizing a better and dignified Indonesia and world.

Rumah Kepemimpinan is considered to have been successful in forming awardees or scholarship recipients for self-development, as evidenced by the many national figures born from the Rumah Kepemimpinan coaching program, such as Achmad Zaky Syaifudin (CEO and Founder of Bukalapak, Muhamad Fajrin Rasyid (Co-Founder and Director of Digital Business PT Telkom Indonesia), and Goris Mustaqim (CEO of Yayasan Asgar Muda Foundation and one of Asia's Under 30 Best Young Entrepreneurs Nominee from Business Week Magazine), and many more outstanding alumni. Currently, Rumah Kepemimpinan has 1874 alumni who are spread across various sectors, namely the public sector, private sector, and third sector.²⁰

Based on an overview of the problem of the importance of leadership development, Rumah Kepemimpinan succeeds in producing young generation leaders who are superior, have character, integrity, and of course As a result, researchers feel the need to conduct research related to Leadership Development for Scholarship Recipients at the Leadership House.

2. RESEARCH METHODS

This research has specific objectives, namely to describe and reveal clearly and in detail about the role or contribution of the Leadership House in overcoming the phenomenon of the leadership crisis and producing superior leaders, then about leadership coaching for scholarship recipients at the Leadership House, explaining the supporting factors and inhibiting factors in leadership coaching, and describing the

obstacles or problems faced and the efforts made in overcoming problems in Leadership Coaching at Leadership House.

In this study, researchers will use a qualitative approach with descriptive methods. A qualitative approach can be interpreted as a research method based on interpretive which is used to research on natural object conditions (as opposed to experiments), where the researcher is the key instrument, data analysis is inductive / qualitative, and qualitative research results emphasize meaning rather than generalization.²¹ According to Poerwandari, research Qualitative research produces and processes descriptive data, such as transcriptions of interviews and observations.²²

The data sources in this research are primary data and secondary data. Primary data was obtained by observing the implementation of coaching at the Leadership House and conducting in-depth interviews with key informants, namely the Director of the Leadership House Beneficiaries Division, as well as supporting informants, such as the Executive Director of the Leadership House, Supervisor of the Regional Leadership House, participants of program Leadership House, and alumni of As for secondary data, researchers obtained it by reading and studying books and documents that discuss leadership development in the Leadership House. Researchers also use snowball sampling techniques,²³ this is done because if the data source is not sufficient information needed or few data sources, then researchers need to find other people who can be used as additional data sources.

As for the data validity checking technique in this study, researchers triangulated sources and triangulated data collection techniques. This is done with the aim of strengthening researchers in providing conclusions. Then the data analysis technique in this study The first step is to reduce the data, namely summarizing, selecting the main things, focusing on the important things according to the sub-focus in this research. Furthermore, presenting data in the form of brief descriptions or charts. Then provide temporary conclusions.

3. RESULTS AND DISCUSSION

1. THE ROLE OF LEADERSHIP HOUSE TO SOLVE LEADERSHIP PROBLEMS AND CREATE EXCELLENT LEADERS

Leadership House has made various roles or contributions resulting from leadership coaching in the Leadership House to produce qualified leaders and be able to answer challenges leadership crisis that is currently happening in Indonesia. As aspired by the founder of this Leadership House to create an institution that takes a strategic role as an incubator, as well as an accelerator to produce new leadership in this nation, summarized in three words, namely Creates Future Leaders. This Leadership House has a moral responsibility to produce the nation's future leaders with various forms of mentoring programs. The results of its graduates are also quite proud because they can produce superior leaders and have been spread across various sectors, as well as many alumni who have strategic positions at work and in the environment. society. Rumah Kepemimpinan has been established for approximately 20 years and has produced around 1875 alumni who have spread to various sectors, such as the public sector, private sector, and third sector, and there are alumni who are housewives. The three sectors are further broken down into 5 professional clusters, namely the academic profession, the business profession or Entrepreneur professional profession, the profession of the State Civil Apparatus (ASN), and the profession of Non-Governmental Organizations (NGOs), as the data that has been processed by the following researchers:

Table 2. Distribution of Leadership House Alumni by job cluster

Sector	Cluster Profesi	Sum	Percentage
Public Sector	Academy	172	9.17%
	Mahasiswa	402	21.44%
	Public Sector	178	9.49%
Private / private sector	Entrepreneur	122	6.51%
	Profesional	926	49.39%
Third sector	NGO	66	3.52%
Not Working	Housewives	9	0.48%
Total		1875	100.00%

As the distribution in the table above As in the table above, the distribution of Leadership House alumni based on the largest occupational cluster is in professional occupations as many as 926 people or 49.39%, followed by students as many as 402 people or 21.44%. followed by students as many as 402 people or 21.44%. Meanwhile, the lowest sector is housewives

The role performed by the Leadership House in producing superior leaders, of course, cannot be separated from the foundation or reference that guides leadership coaching at the Leadership House. Based on the results of interviews and documentation studies, as well as supported by the results of observations of coaching activities in the Leadership House, the Leadership House has a variety of principles and guidelines in coaching such as there are core values of coaching values consisting of Humble, Objective, Open mind, Prestative, and Contributive (ROOM- PK), there is also Our Idealism as the basis of existence of Leadership House, as well as the curriculum and learning outcomes which are the references and achievements in leadership coaching at the Leadership House.

2. PLANNING LEADERSHIP COACHING AT LEADERSHIP HOUSE

Planning coaching is a very important and main step to create a coaching program. The Executive Director of the Leadership House authorizes tasks and responsibilities to the Department of Coaching. The Leadership House Beneficiaries Division manages and organizes leadership coaching for scholarship participants in the Leadership House. The Beneficiaries Division in the Leadership House designs leadership coaching by first preparing a basic curriculum that will be used as a guideline and foundation for coaching achievements. The design of the basic curriculum was discussed at the semester work meeting or

every 3 months by the administrators in the Leadership House. This coaching process is in line with research conducted by Abdini Siregar²⁴ that the coaching processes carried out by responsible administrators will be able to achieve the common goals that have been set. Success of coaching is also seen in terms of planning, organizing, implementing and monitoring carried out by the management in each application. Basic curriculum is designed based on the Vision and Mission of the Leadership House, the core values (ROOM- PK), and the Credo of the Leadership House, namely Our Idealism. Then from the basic curriculum of the coaching is elaborated again into a learning journey for the participants, and from the learning journey is specified and elaborated again into learning outcomes or target achievements that must be achieved by the participants of leadership coaching in the Leadership House.

The existence of clear and directed learning outcomes, the beneficiaries can determine the form of intervention given to the participants, including the form of leadership coaching programs that are in accordance with the learning outcomes. Leadership coaching planning in the Leadership House also prioritizes aspects of identification of the behavior and interests of prospective coaching participants. The method used by the Leadership House to identify the behavior and interests of prospective participants is through Phase 2 selection, namely Spiritual capital assessment and psychological tests. From these two tests, the Leadership House can see the characteristics and abilities of the prospective participants. The Leadership House also has 2 characteristics or coaching approaches to the participants, namely personalized journey and customized journey. Personalized journey means emphasizing that the main focus of coaching is not on the program, but focuses on the development of each participant to achieve the learning journey that has been determined in each semester. While customized journey means that there is an adjustment to the form of coaching approach or intervention to participants due to the attitude and character of coaching each participant must be different, so it is necessary to adjust the coaching approach. Leadership coaching facilities at home leadership includes offline and online. For those who choose to go offline, dormitories and facilities such as wifi and dormitory security have been prepared by paying a monthly budget. As for online coaching, virtual meetings such as zoom, classroom, etc. are prepared for studies or mentoring with supervisors.

The leadership house also cooperates a lot with several partnerships as well as agencies in making coaching plans, such as: Majelis Ta'lim Telkomsel, al Falah Social Fund Foundation and ZIS Indosat. The purpose of this collaboration is to be able to help in terms of costs or financial needs of coaching, and can help the positive image of the Rumah Kepemimpinan institution, so that it can be better known and trusted by the public, as said by Abuddin Nata²⁵, that the purpose of cooperation is to save energy and costs in providing educational information and can build a positive image for the institution. One of the supervisors of the Leadership House also added, that the supervisors to the alumni involved contributed in the form of feedback to the curriculum planning and programs provided, as well as those who were involved. Delivered by alumni and participants who were allowed to channel their opinions and input to them.

3. ORGANIZING LEADERSHIP DEVELOPMENT IN THE LEADERSHIP HOUSE

The organization of the Leadership House is taken care of by a special department, the HR Department. The HR Department has the responsibility to monitor the atmosphere of the workers so that the workers can feel comfortable in carrying out their duties. However, the HR who takes care of the coaching program is HR from the Beneficiaries Field, but is still assisted and supported by other HR fields. HR in the House of Leadership, especially in the Beneficiaries Field, has a very important role and has an impact on the success of the leadership coaching program. According to Hariri²⁶, human resources play an important role in an organization, the more qualified human resources an organization has, the more advanced the organization and the achievement of goals or programs carried out.

The organizing system in the Leadership House is that there are goals and teams that are responsible for each program. By using the OKR or Objective Key Result method, where this method not only prioritizes program targets but also measures how much the program has achieved. The magnitude of achievements that can be made. OKR also determines which targets must be achieved first and selects the PIC for each program target. The number of targets in OKR is adjusted to the number of human resources. This is so that human resources are not overwhelmed and can always focus. So, in this case the organization applied in the Leadership House has a special HR department to monitor the workers and maintain their productivity. As with the division of tasks that do not accumulate in order to maintain the performance of

the workers. The division of PIC in each program is expected to achieve the expected goals. This is in line with research conducted by Risnawati²⁷, that organizing can be done by dividing each task and placing implementers to carry out their duties. The number of coaching programs in the Leadership House is always based on the number of human resources available. This is so that there is always a PIC in each coaching program. The openness carried out by the Leadership House, especially by the Beneficiaries department, gives freedom for HR to roll their positions. So that each team can understand all the systems that are running. The selection of PICs for coaching programs is also based on the potential and HR capabilities, so that it can be adjusted placement. There are several divisions in the Leadership House program, namely the coaching program, the coaching curriculum system, the membership system and supervisor development. The cabinet in each region makes each participant take part in the cabinet organization. The purpose of this cabinet is to help and support the achievement of leadership development goals. In addition to having its own responsibilities, the cabinet usually has other activities outside the Leadership House program. In its implementation, the cabinet is also supervised by the supervisor and also reported by the beneficiaries field. The SPV also plays a role in monitoring the development of regional cabinets in forming special programs within each region as well as in the success of the coaching program from the central Leadership House.

4. LEADERSHIP OR THE IMPLEMENTATION OF LEADERSHIP DEVELOPMENT IN THE LEADERSHIP HOUSE

The next step is the leadership process and the implementation of leadership coaching at the Leadership House. There is no specific method of approach taken by the Leadership House in providing guidance or direction to participants. This is because each leader has their own method. For example, there are There are supervisors who tend to be orators in their delivery, some are more relaxed and with a personal approach. Thus in its implementation, each supervisor has their own way of fostering each participant. So there is no specific method in it. Similar to the research conducted by Insan Marwati²⁸, that the approach taken in coaching has its own method according to the field of coaching and coaching participants so that participants feel interested and not easily bored.

Many ways can be done in providing motivation, one of which is by giving words of Pearl. The delivery of motivation is also very important. It aims to provide enthusiasm in activities, give confidence to participants to improve the mood to be more confident in undergoing programs at the Leadership House. Some ways that are also done by the Leadership House in providing motivation include building closeness one on one, providing mutual inspiration, giving gifts to check person by person.

The Leadership House of the beneficiaries center will ask about issues related to providing motivation. So, if a problem found the beneficiaries field will also provide Solution. Meetings held every week also have an impact on providing motivation to participants. Other activities that are also carried out in the weekly meeting are sharing and games as well as reminders to always be sincere and do *yaumiyah* practices. So that participants can also have fun during the program process.

The cooperation established by Rumah Kepemimpinan with partners or agencies also supports the running of this coaching program. Some of the partners or agencies involved include; strategic partners, Majelis Ta'lim Telkomsel, ZIS Indosat, Yayasan Dana Sosial Al Falah (YDSF), where the support they provide in the form of funding leadership coaching programs. Then the Leadership House also always involves alumni, so that the assistance provided is in the form of donations and non-donations. Non-donation forms that are distributed such as being a mentor, resource person, Al-Qur'an tahsin teacher or providing ideas and ideas. Then support related to coaching tools, such as working with skolla edutech regarding digital learning. Rumah Kepemimpinan also collaborates with campuses, especially for boarding regions so that the coaching that takes place is part of the scholarship and is supported by the campus concerned.

There are two systems that Leadership House has in coaching, namely online and offline. Online coaching is the impact of the Covid-19 pandemic, so that the Leadership House makes a new system in the form of online coaching or Regional Nusantara. Where in its implementation online-based coaching is not much different from offline, the only difference is the facilities and special activities in each region, while the activities of the Leadership House must be followed by all.

The coaching programs in the Leadership House include daily programs, weekly programs, monthly programs, and special programs from both the central and regional Leadership Houses. In addition, the programs provided are not only programs related to leadership but also programs related to Islam and physical and mental health.

Examples of daily programs held by the leadership house are the dhikr program, the blessing time of shubuh and qiyamul lail. Weekly programs such as weekly Islamic studies, Tahsin Tahfidz Al-Qur'an and joint sports. Monthly programs include character dialogues, alumni sharing as well as leader and leadership. Meanwhile, regional special programs, for example, such as life plan training, social leadership project and national leadership camp for all participants.

The development programs held by the leadership house do not only focus on developing leadership capacity, but also on developing participants' self-management, such as management, life vision, and self-development. The coaching program also focuses on the health of participants, such as mental health, physical health as well as personal and environmental hygiene. As for the matter of righteousness, the aspects include 3, namely faith, Sariah worship and morals. The implementation of the coaching program at the Leadership House always involves a coach or supervisor in each region, which aims to ensure the smooth running of the coaching program for the participants. Thus, every time the Leadership House runs its program, it always involves the coaches or supervisors to ensure the smooth running of each program. As referred to, research conducted by M. Mufti Rizieq²⁹, that the implementation is carried out by holding an organized division of tasks from each part in the program according to their respective roles.

The role of the coach in this case is quite important because the coach is an extension of the coaching from the central Leadership House to the participants. So that the coach like a kaka or mentor in the region to provide direction to participants so that the desired results can be achieved and ensure that the coaching program runs well. This is reinforced by research from Pandi,³⁰ which states that the role of the coach is very important in the dormitory as a guide, companion, role model for participants, and as a teacher or mentor in teaching participants in the dormitory. Some participants also consider the coach as a learning friend because they are always together in the learning process and exchange insights in their respective regions.

5. EVALUATION LEADERSHIP DEVELOPMENT AT LEADERSHIP HOUSE

Evaluation of leadership coaching conducted in the Leadership House refers to the development of leadership coaching participants in the Leadership House. One of them is the semester evaluation method, which uses 3 assessments, namely, pass, conditional pass and do not pass. The evaluation system adopted by the Leadership House is also tiered. There are daily, weekly and monthly evaluations that are usually conducted by regional supervisors. However, the type of evaluation that is routinely carried out is a monthly evaluation that must be reported to the central board of the Leadership House. There are also one-on-one evaluations between participants and administrators. Leadership House center at the end of the semester. That way, the form of evaluation carried out by the Leadership House is in many ways. Starting from daily, weekly and monthly evaluations so that the learning outcomes of participants can be seen significantly. So this is in line with research conducted by M. Mufti Rizieq,³¹ that in supervision it is necessary to analyze problems and results as evaluation material and in order to achieve goals effectively and efficiently.

The evaluation methods used by the Leadership House for participants also have many variations, for example: semester evaluations that are conducted in a 360-degree manner, assessed not only by the supervisor or evaluator but also by their peers. Then, there are periodic evaluations conducted by supervisors and in different ways, which measure the learning journey and learning outcomes. These evaluations can take the form of post-tests, one on one coaching per month, observations through daily life or through groups, etc. Sometimes the Leadership House even sends a link to the evaluator's website. Sometimes, Leadership House even sends a link to all participants to fill out a self-assessment of how far they have come in achieving their learning outcomes. In the coaching evaluation, participants not only discuss self-awareness, but are also given direction for career planning and challenges.

Evaluation of coaching management, where the Leadership House usually conducts a working meeting once a year evaluation of coaching management in the Leadership House covers all existing fields. The

evaluation used for program management is a discussion between supervisors and program administrators, so this evaluation is carried out every week. As for every month, the discussion not only refers to the evaluation of the ongoing monthly program, but also prepares the program for next month. Whereas in three months the Leadership House holds a major evaluation with coordination and plenary meetings, which discuss the needs of the coaching program and what needs to be improved in the coaching process.

6. Supporting and inhibiting factors Leadership Development in Leadership House

In running the leadership development program at the Leadership House, there are supporting factors and inhibiting factors. Supporting factors can be said to be a condition that can support someone to do something. While inhibiting factors can be said to be a situation that can hinder or as a barrier in doing something.

a. Supporting Factors of Leadership Development in Leadership House Leadership House belongs to a community scholarship organizers, namely the Indonesian Scholarship Forum (FBI) and the zakat forum. The joining of the Leadership House to these forums or communities can enrich insights and add to the experience of organizing coaching in various forums or scholarship organizers. Joining the Leadership House in several forums or communities also has a beneficial impact on branding and increasing relationships between scholarship providers. The Leadership House has principles that are used as a foundation or reference in coaching, namely Our Idealism and Core Values or coaching values, so as to strengthen the determination of the intention of the administrators or staff at the Leadership House in carrying out their duties and functions as a forum or incubator for producing superior and quality future leaders. Rumah Kepemimpinan collaborates with partners or agencies in the form of funding assistance. This is very helpful for the Leadership House in the implementation of leadership coaching, especially for operations. Leadership House also receives assistance from alumni who have received leadership coaching at the Leadership House. The assistance provided by the alumni of the Leadership House can be in the form of funding or financial assistance and in the form of sharing experiences and knowledge or non-financial. For alumni and participants of leadership coaching at the Leadership House, the supporting factors in the achievement of coaching are the existence of a supportive environment and mutual strengthening of each other, as well as the existence of interesting coaching programs to follow. This is reinforced by the results of research conducted by Elly Yusti Waikunah³² which states that a supportive environment will support coaching and will support the smooth running of coaching activities carried out.

b. Barriers to Leadership Development in the Leadership House In addition to supporting factors, there are also inhibiting factors, including the unilateral termination of cooperation contracts from partners or agencies that cooperate with the Leadership House, this is due to indications that the Leadership House is close to one particular party and can cause financial instability or financial conditions in the Leadership House. Funding is very helpful in supporting the success of the program, as stated by Arwildayanto, et al³³, which states that the determination of costs will affect the level of efficiency and effectiveness of activities in an organization to achieve goals. In finding funding, it is currently quite difficult because there are already many institutions or agencies that provide their own scholarship programs, as stated by the Executive Director of The Leadership House is a BSI agency and a dhuafa wallet agency that has a special scholarship program and is managed by each of these agencies. At participants, the inhibiting factor is that their mindset is still difficult to be invited to develop and grow, meaning that when there is an opportunity or there is a leadership coaching program, the thinking is still afraid and the attitude shown is laziness and irresponsibility to follow the leadership coaching program at the Leadership House, as well as the existence of quite a lot of coaching tasks that cause laziness. This indicates that coaching is influenced by their attitude or nature to follow the coaching program at the Leadership House. As stated by Sudjana³⁴, that coaching participants are both subjects and objects to be fostered and developed, the coaching process is strongly influenced by the nature, character, and circumstances of the coaching participants.

7. PROBLEMS OCCURRING IN LEADERSHIP COACHING AT THE LEADERSHIP HOUSE AND EFFORTS TO OVERCOME THE PROBLEMS THAT OCCUR

In carrying out the leadership coaching program, there are several problems that occur, causing obstacles or obstructions to the coaching process. From the various answers from the respondents, several problems were found, as well as the form of handling or solutions that were carried out to deal with the problems that occurred.

a. Problems that occur in leadership development at the Leadership House

Among the problems that occur in leadership development in the Leadership House and efforts to overcome problems, such as the problem of unstable financial conditions caused by unilateral termination of cooperation with partners or agencies. The problem has several impacts, such as the impact on the operational financing of the board and the leadership development program at the Leadership House.

The problem can be overcome by the Leadership House With several efforts, such as the efficiency or merging of leadership development programs nationwide to reduce costs, Then there are also efficiency measures for staff or human resources in the Leadership House. addition, another effort made in overcoming the problem of financial instability or financial condition is to create an information channel in the form of raising donations for leadership development in the Leadership House to the public, as well as to the alumni of the Leadership House.

Another problem found is the existence of supervisors or regional coaches who have not been optimal in carrying out their duties and functions to foster or guide leadership development participants. role of the supervisor in the leadership development process at the Leadership House has a very important contribution because the supervisor is an extension of from the Leadership House Center to the participants. So, if the coach or supervisor is problematic and not maximal in carrying out its role, then the coaching process to participants will also not be maximized and not achieve the expected learning outcomes.

a. Efforts made to overcome the problem

Efforts made to overcome the problem The first step is to create a Supervisor Development curriculum to serve as a reference for the competencies of supervisors or coaches. In addition, Rumah Kepemimpinan Pusat also conducts training and regular meetings to keep track of the progress of all regional supervisors, as well as to exchange information and news. Mindset issues or mindset is also an obstacle in leadership coaching at Rumah Leadership. There are some participants who have a mindset that does not want to develop or is referred to as a fixed mindset. This is a common task and responsibility, especially for supervisors or regional coaches to be able to invite and develop the mindset of the coaching participants. steps taken to overcome this problem are the Leadership House makes program initiatives, namely safari beneficiaries and sharing about strengthening the mindset to grow or develop for all coaching participants which is carried out once a month.

4. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on results research on leadership coaching for scholarship recipients at the Leadership House has been well implemented although there are some things that need to be improved. or this reason, it can be specifically concluded based on each sub-focus as follows;

1. role of Leadership House in addressing the leadership crisis among young people;

Rumah Kepemimpinan is present as an incubator and accelerator to produce the next generation of the nation who excel and have the character as a trustworthy and capable leader. Rumah Kepemimpinan provides scholarship services in the form of coaching for 2 years for scholarship recipients to become a leader who prioritizes the principle of core values of Humble, Objective, Open Minded, Prestative, Contributive (ROOM - PK) and the credo of Our Idealism.

1. The management process (planning, organizing, leading/implementing, and supervising) of participants' leadership coaching at the Leadership House;

a. Planning Leadership Coaching at Leadership House

There is a special field that takes care of and manages leadership development, namely the Beneficiaries Field. Planning of leadership development programs at the Leadership House begins with the creation of a basic curriculum that is tailored to the vision and mission, core values, and creed of Our Idealism discussed in the board meeting. Then from the basic curriculum, it is guided back into learning outcomes target achievements that must be achieved by participants leadership coaching. Then from these achievements, interventions and coaching programs that will be given to participants are determined. And for the planning of coaching facilities, it is adjusted to the needs of each coaching in each existing region.

- b. Organizing Leadership Development in the Leadership House
There is a special field or department that takes care of organizing leadership coaching program at the Leadership House, namely the Beneficiaries Division. In managing coaching human resources, the Beneficiaries Division conducts a mapping of needs in accordance with the coaching program to be carried out. In the placement and distribution of tasks, the Director of Beneficiaries sees the potential, strengths, and weaknesses of the staff so that the position occupied is in accordance with the staff's expertise. In the success of leadership coaching at the Leadership House, each region also has a regional cabinet or organization that organized and supervised by the coach or supervisor with the aim of assisting and supporting the achievement of the objectives of leadership coaching at the Leadership House.
 - c. Leadership or Implementation Leadership Coaching at Leadership House
Executive Director and Director of Beneficiaries of Leadership House always provide encouragement to the staff and to the coaching participants in a kind and polite manner. In supporting leadership coaching, Leadership House collaborates with partners or institutions in the form of funding or financial support. There are many leadership coaching programs provided to participants in the form of daily, weekly, monthly, and special programs. In coaching, supervisors have a role as mentors or facilitators to supervise, guide, remind, and help coaching participants to have enthusiasm in following the program and achieving learning outcomes.
 - d. Supervision or Evaluation of Leadership Coaching in the Leadership House
The supervision or evaluation of the development of coaching participants takes several forms. Participants daily and weekly evaluations that are assessed by regional peers then the results are reported to the supervisor. There is also a way for participants to evaluate once a month in the form of 1on1 coaching, then there is also a special evaluation and supervision conducted by evaluators from the Leadership House Center board held once a semester or 3 months once with a special discussion about the development of learning outcomes of each participant. Then the evaluation and supervision of staff and coaching programs by holding a coordination meeting or work meeting once a semester to discuss related to the evaluation of the improvement of leadership coaching management in the Leadership House.
2. supporting factors and inhibiting factors in the management process of leadership development of participants in the Leadership House;
- a. Supporting Factors
Rumah Kepemimpinan has a community of Indonesian Scholarship Forum and Zakat Forum as a place to exchange information and support system, Rumah Kepemimpinan also collaborates with several partners or agencies for funding and is also supported by. Other supporting factors is the supportive, cooperative, and helpful coaching environment among participants and administrators of Leadership House.
 - b. Inhibiting Factors
Among them are political factors that cause some partners or institutions to terminate the cooperation contract unilaterally. The Leadership House is also currently experiencing obstacles in finding funding or donors to support the leadership development process at the Leadership House, so there is an information channel to disseminate donation information to the public. In addition, there is the factor of participants who have a mindset or mindset that does not want to develop, as well as laziness and lack of responsibility to follow the coaching. Another factor is the role of supervisors who are not maximized and optimized in helping participants grow and develop in the Leadership House.

3. Constraints or problems encountered in leadership development at the House of Leadership and what efforts are made in overcoming these problems.

a. Problems faced in leadership development

Termination of cooperation contract with partners or agencies unilaterally thus causing finance or funding in the Leadership House to be unstable. Then according to the coaching participants, there are too many learning outcomes or coaching achievements that must be achieved in time. special training activities and creating a special curriculum for supervisors, as well as holding discussion and sharing meetings once a week to find out the progress of each supervisor and their region.

The short duration of the program has led to a lack of implementation or practice in the community. Another problem is the regional supervisors who have not been optimal in helping achieve learning autonomy.

b. Efforts made to overcome the problems faced

Related issues termination of cooperation contracts with partners or agencies unilaterally, Rumah Leadership creates information channels related to donation funding that are distributed to various kinds of social media, including being distributed to alumni Rumah Leadership. Then it also makes efforts for the efficiency of the coaching program and the resources available at LeadershipHouse. To overcome the problem of participants. Then to overcome supervisors or regional coaches, Rumah Kepemimpinan does

Advice

Based on the results of the conclusion, then researchers submit some recommendations that can be used, as well as being taken into consideration in making improvements organizing leadership coaching for scholarship recipients at the Leadership House.

a. For Leadership House

The suggestion that can be given to the Leadership House is that it is expected to add 1 supervisor or regional coach so that the coaching process in each region can run optimally.

b. For Government and Private Institutions

Suggestions that can be given to government agencies and private institutions are expected to support and assist the Leadership House in the form of funding assistance and other forms of assistance in order to realize the ideals or vision and mission and goals of the Leadership House to produce superior future leaders.

c. For Researchers

Suggestions that can be given to other researchers, namely expected to be able to find out the effectiveness of the leadership coaching program at the Leadership House, and it is also expected to be able to further develop research studies from those that have been studied using other methods and approaches, so as to add insight and information obtained, especially regarding leadership coaching for scholarship recipients at the Leadership House.

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