

# Harnessing the Demography Dividends to Transform the Indonesian Health System and Public Health Resilience

Presented By

**Prof Asnawi Abdullah**, SKM, MHSM, MSc.HPPF, DLSHTM, Ph.D.

Ketua Umum PP AIPTKMI Priode 2022-2025

Direktur Pascasarjana Universitas Muhammadiyah Aceh

**National Conference on Public Health Research and Community (NiCe-PHResComS)**

**Fakultas Kesehatan Masyarakat Universitas Muhammadiyah Semarang**

**30 Agustus 2023**



# Memfaatkan Bonus Demographi Untuk Transformasi Sistem Kesehatan dan Ketahanan Kesehatan Masyarakat Indonesia

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A hand holding a magnifying glass over a document, symbolizing focus and objectives. The background is a warm, orange-toned image of hands holding a magnifying glass over a document.

**To convince** all of you why now is a **golden opportunity** to transform Indonesian health system become a **healthier health system**;

and to discuss some **challenges** and **conditions** should be prepared as well as competencies should be developed (**DiPH Competencies**)

**THE OBJECTIVES**

# JARGON



[Overview](#)

[Full-text](#)

[References \(25\)](#)

[Related Papers \(5\)](#)

[Journal Article](#) • [DOI](#) •

[Full-text](#) ▾

[Trace](#)



## What we need is health system transformation and not health system strengthening for universal health coverage to work: Perspectives from a National Health Insurance pilot site in South Africa

Janet Michel<sup>1</sup>, Brigit Obrist<sup>1</sup>, Till Bärnighausen<sup>2</sup> +4 more • [Institutions \(4\)](#) ▾

03 Sep 2020 - South African Family Practice (AOSIS) - Vol. 62, Iss: 1, pp 15



**Health system resilience,** known as the ability for health systems to absorb/mitigate, adapt or transform to recover/maintain essential functions when stressed or shocked

**Public health resilience** is the ability of a public health system to protect and promote the health of the population, even in the face of shocks and stresses. (WHO, 2020)



- "Public Health Resilience: A Framework for Action" (2016) by the World Health Organization. This paper provides a framework for understanding and promoting public health resilience.
- "The Resilience of Public Health Systems to Disasters: A Review of the Literature" (2018) by the Centers for Disease Control and Prevention. This paper reviews the literature on the resilience of public health systems to disasters.
- "Building Public Health Resilience: A Guide for Local Health Departments" (2020) by the National Association of County and City Health Officials. This guide provides practical advice for local health departments on building public health resilience.

**W H O , 2 0 2 0**  
**HEALTH SYSTEM BUILDING BLOCKS**



**OVERALL GOALS/OUTCOMES**

SERVICE DELIVERY

HEALTH WORKFORCE

INFORMATION

MEDICAL PRODUCTS, VACCINES & TECHNOLOGIES

FINANCING

LEADERSHIP / GOVERNANCE

ACCESS

COVERAGE

QUALITY

SAFETY

IMPROVED HEALTH (LEVEL AND EQUITY)

RESPONSIVENESS

SOCIAL AND FINANCIAL RISK PROTECTION

IMPROVED EFFICIENCY



**UU NO 17. TAHUN 2023**

- AKSES
- MUTU
- EFEKTIF
- EFISIEN
- PEMBIAYAAN
- NEEDS
- KEPASTIAN HUKUM
- **KETAHANAN NASIONAL**



## Hak (Ps. 4) dan Kewajiban (Ps. 5)

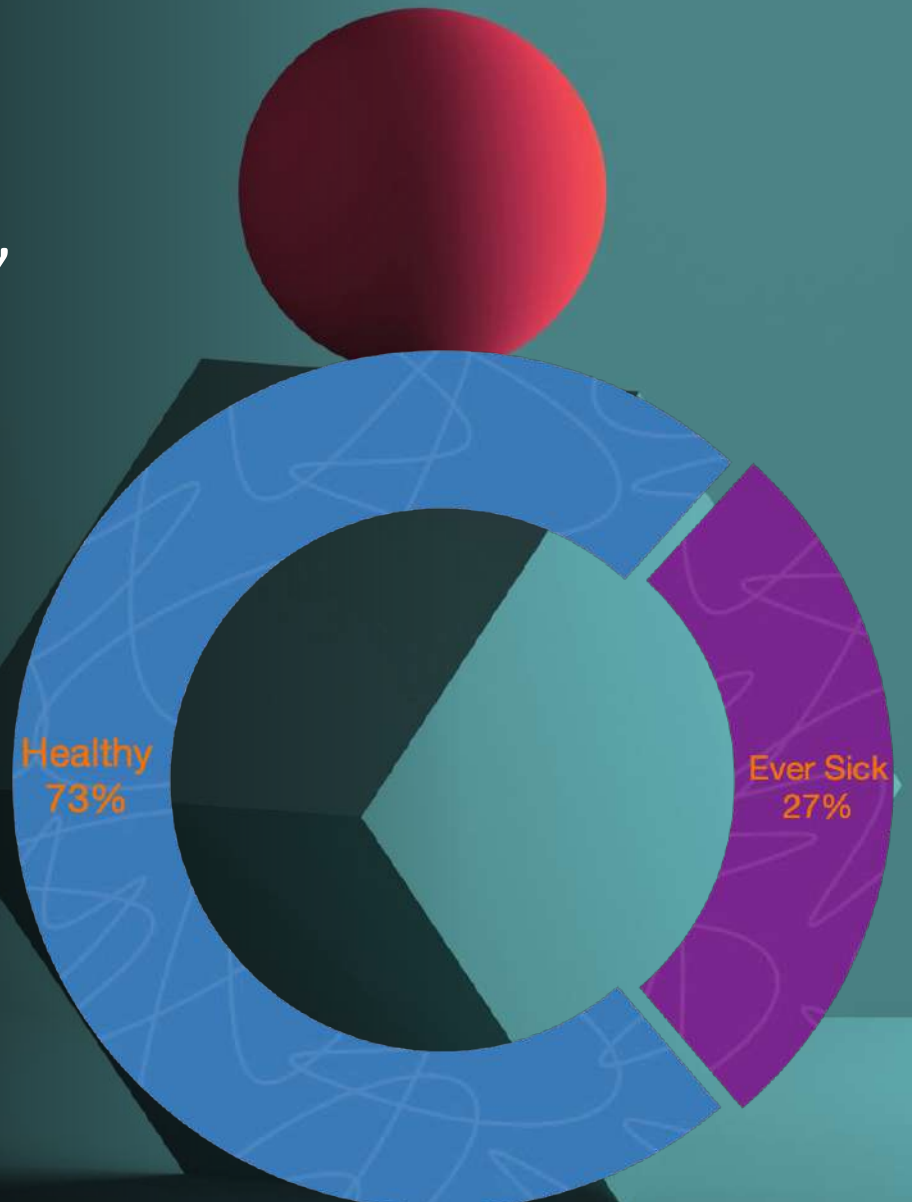
Masyarakat, Pemerintah Pusat, Daerah, Desa diatur cukup detail.

Hak dalam 5 Ayat, dengan rincian dalam 23 butir;  
Kewajiban dirincikan dalam 3 ayat (9 butir).

Setiap orang berhak mendapatkan lingkungan yang sehat  
bagi pencapaian derajat Kesehatan;  
mendapatkan perlindungan dari risiko Kesehatan.

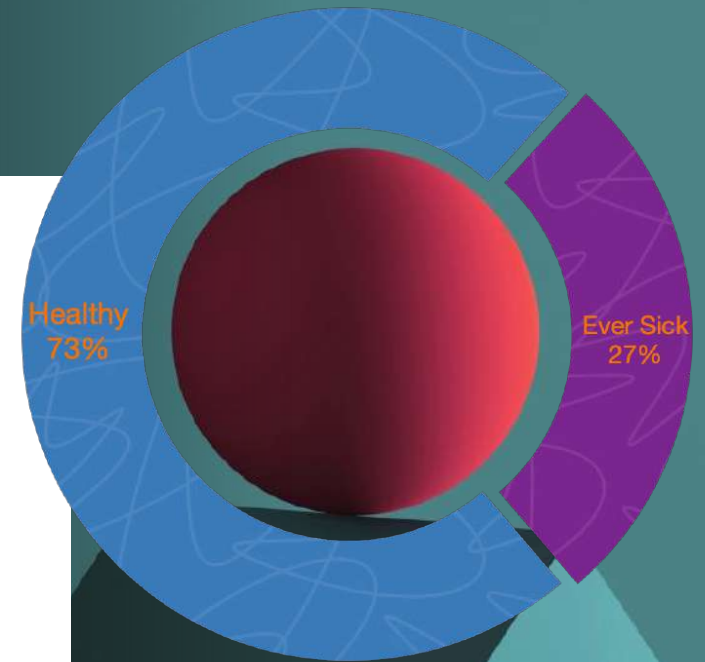
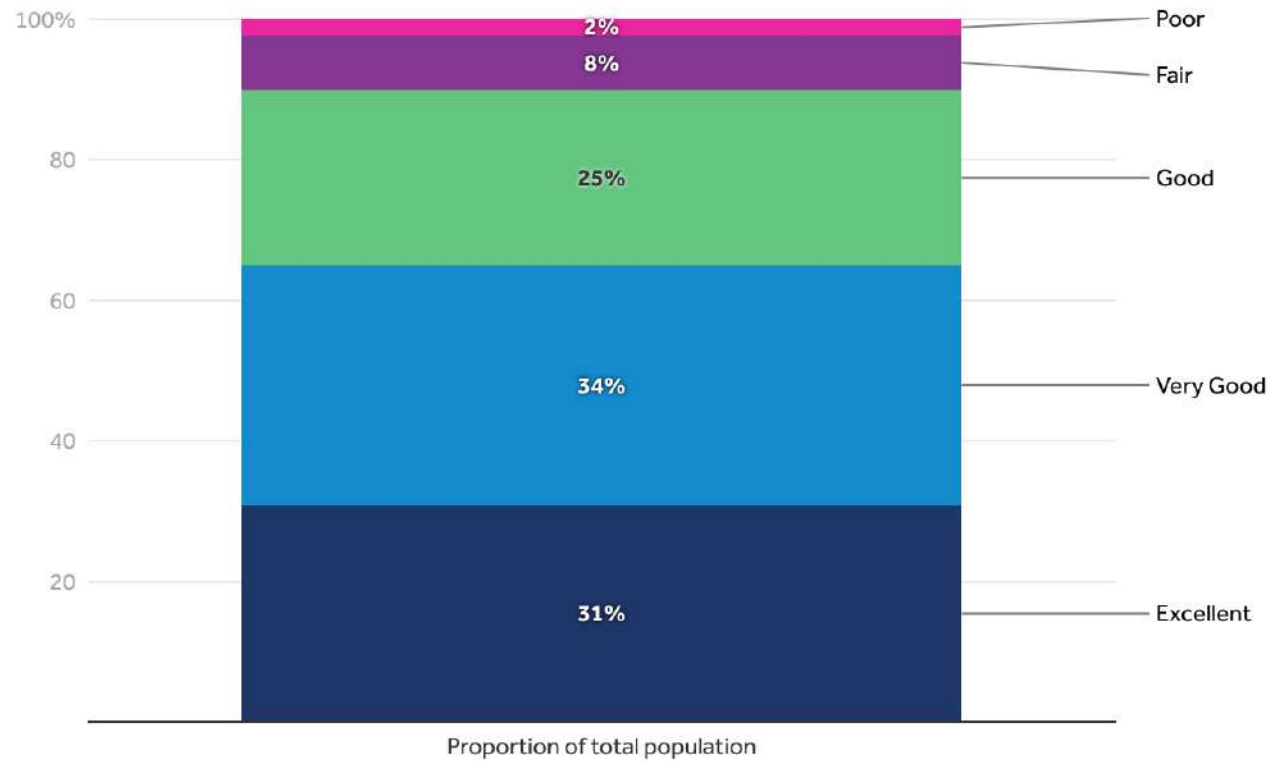
dan Berkewajiban menghormati Hak orang lain,  
Hak orang lain untuk hidup Sehat

Sayang sekali, energi dan fokus perdebatan UU Kesehatan digiring pada isu-isu curative orang sakit, melupakan **75% orang sehat\***, perdebatan strategi menjaga orang sehat tetap sehat lebih produktif, jangan mereka jatuh sakit kurang mendapatkan liputan dan diskusi.



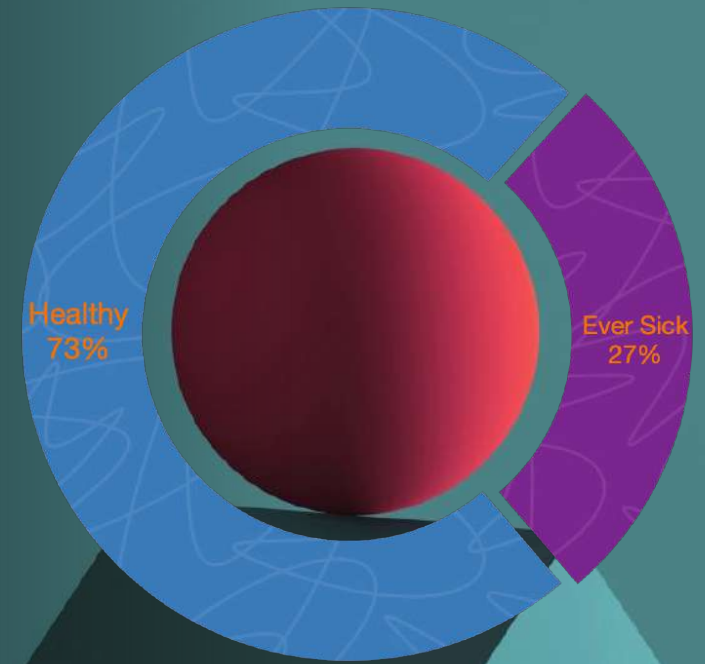
\*<https://www.bps.go.id/indicator/30/222/1/persentase-penduduk-yang-mempunyai-keluhan-kesehatan-selama-sebulan-terakhir.html>

## Proportion of individuals by health status, 2019



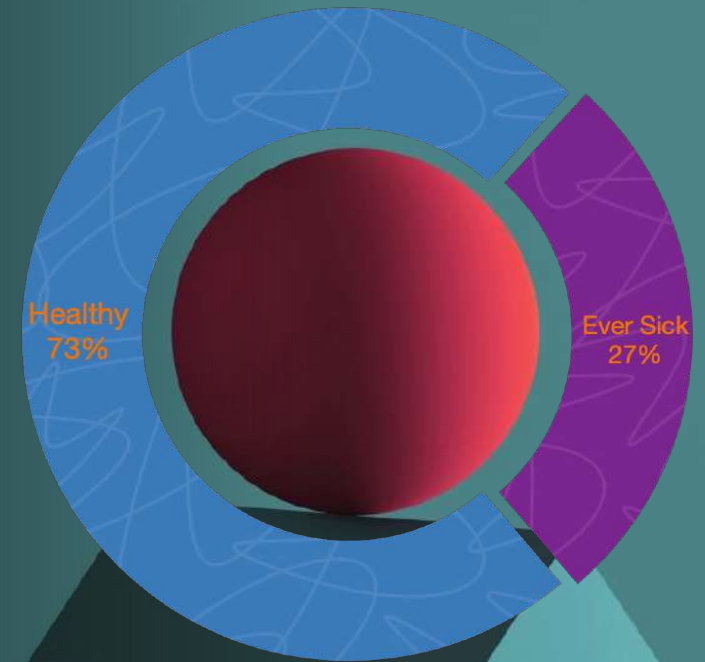
Source: KFF analysis of 2019 Medical Expenditure Panel Survey data

— We need to transform our health system become a healthier health system



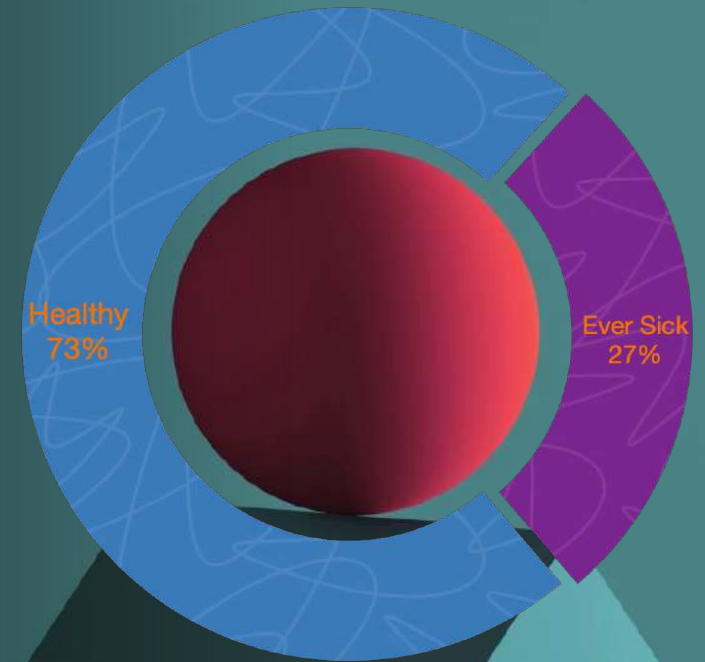
Focus on  
Promotive &  
Prevention

How to Prevent  
People are not Getting Sick



—

We Need to  
Prepare a **Healthy  
Population** to  
Harvest  
Demographic  
Dividends



# 18 years remaining\*

## Indonesian demographic dividends (2012-2041)

\*based on the population projection for 2020-2050 (trend scenario),  
Indonesia's demographic bonus will end in 2041.

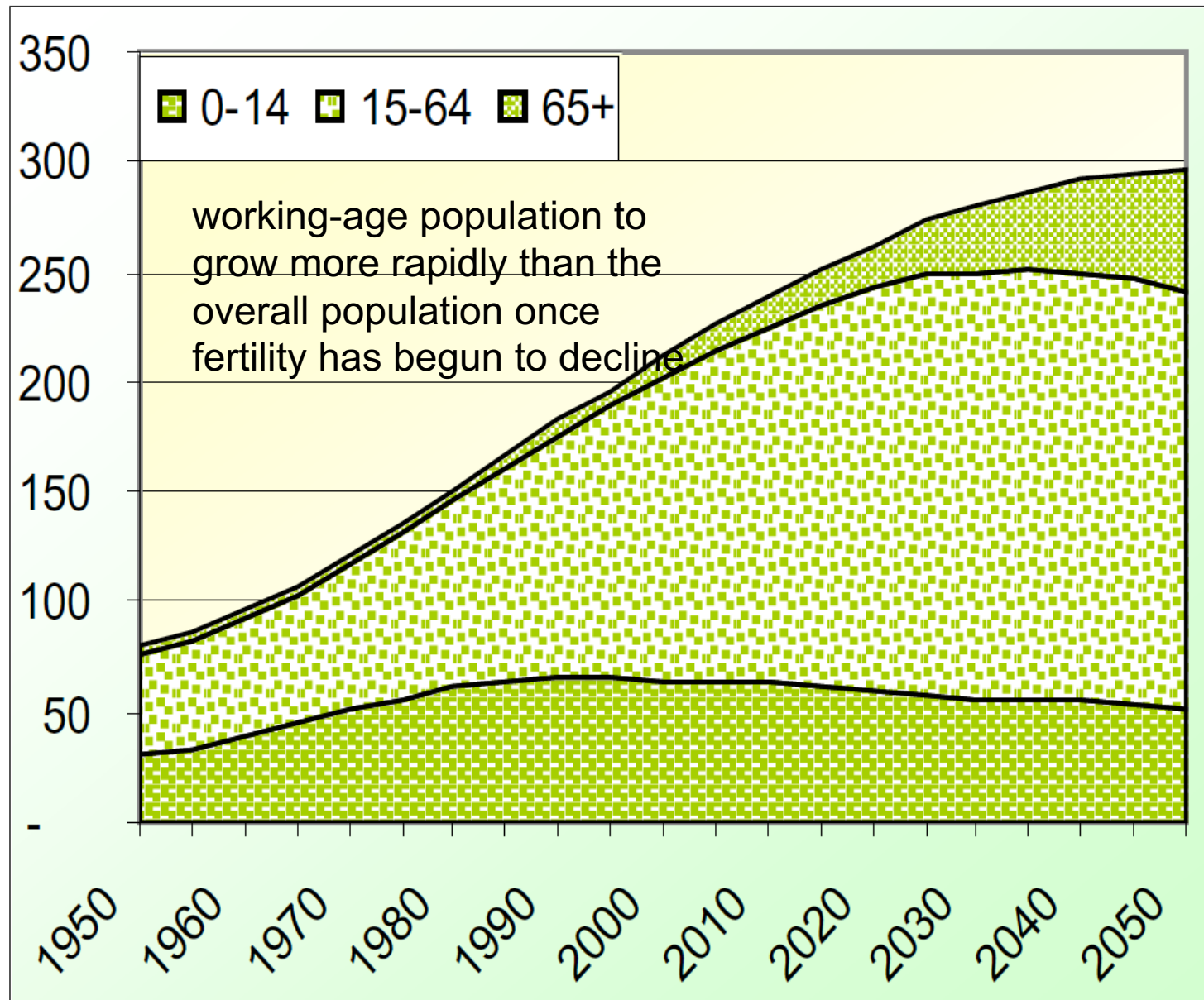
Five years longer than the previous projection (which ended in 2036).



Who determine demographic dividend?

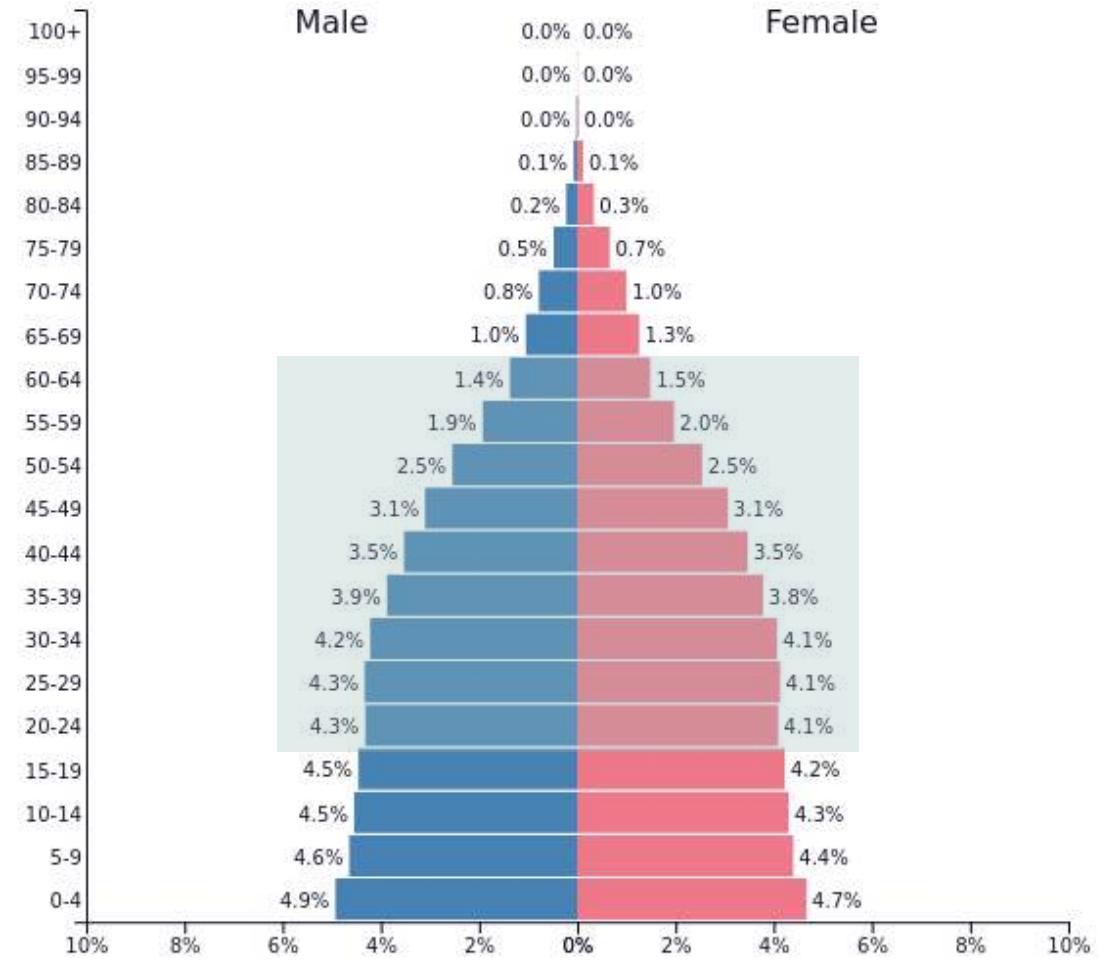
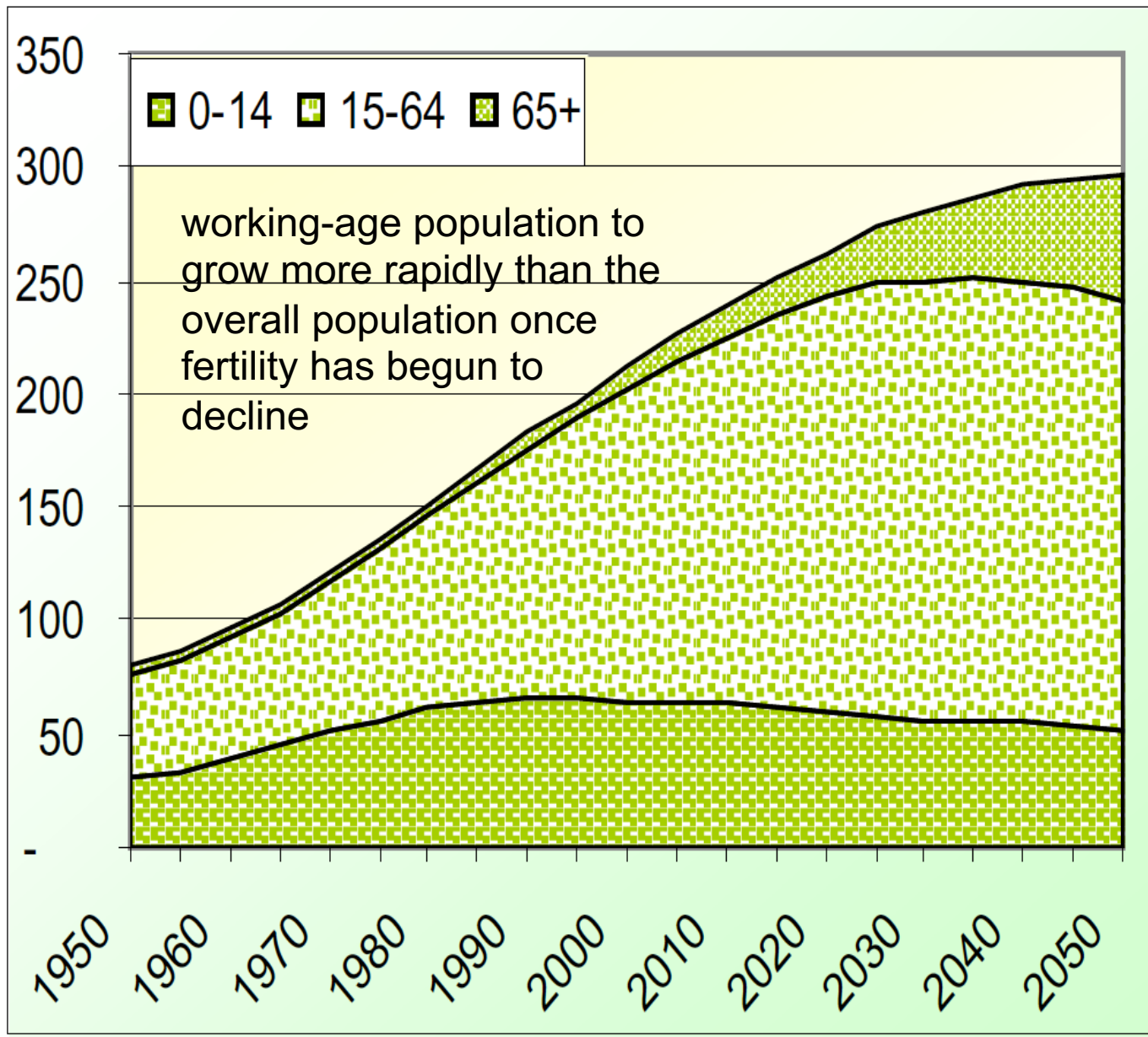
Who are the main contributors?





Source: United Nations 2009.

Note : Based on Medium Projection.

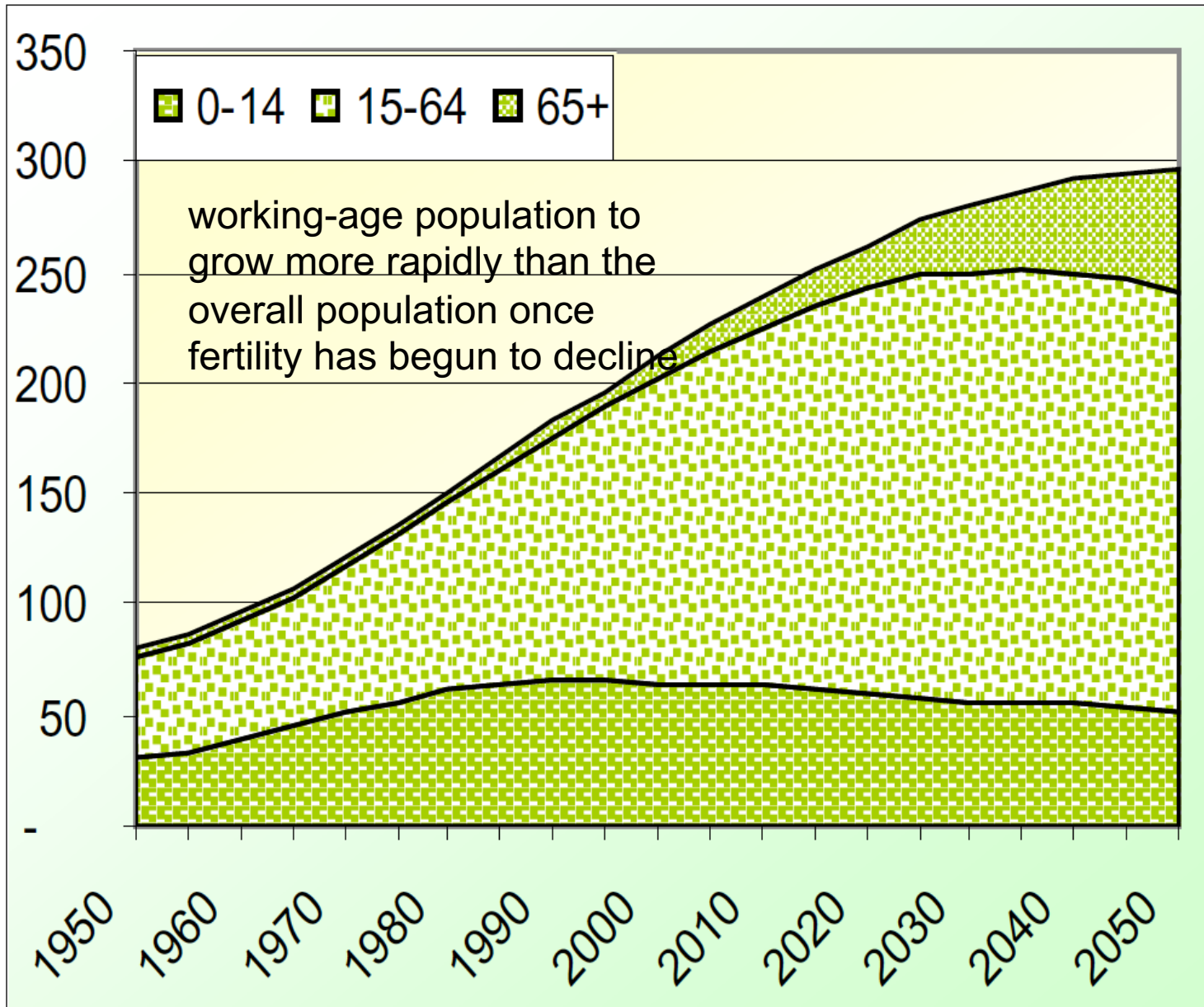


PopulationPyramid.net

Indonesia - 2012  
Population: 250,222,695

: United Nations 2009.

Based on Medium Projection.



Higher  
Proportion  
Millennials and  
Z Generation

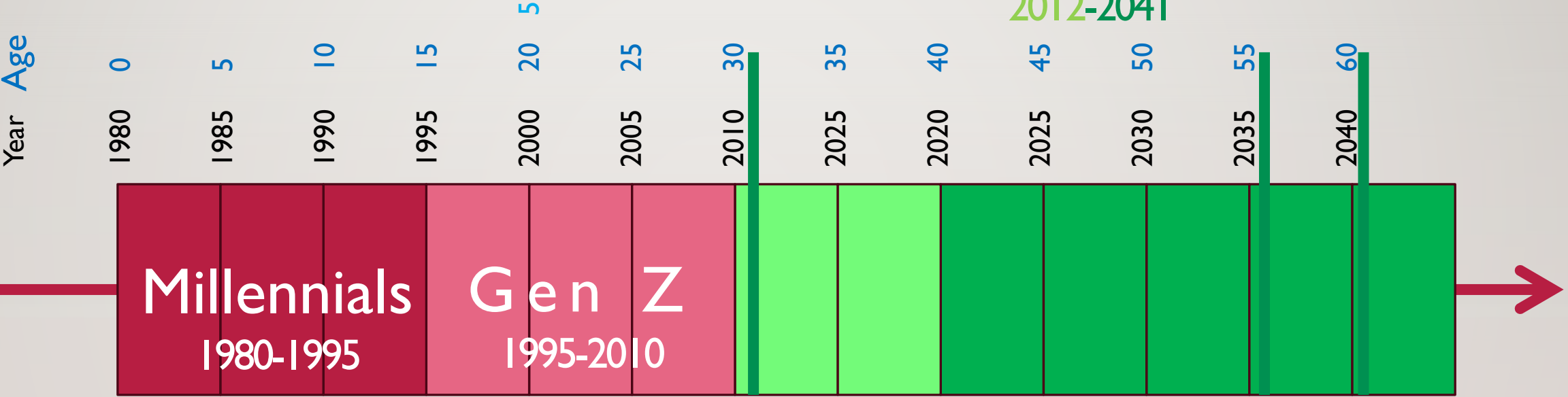
Source: United Nations 2009.

Based on Medium Projection.

# Who are the main Contributors

## Demographic Bonus

2012-2041



# They are Digital Natives

Regarded as people born into the digital era, **digital natives** know only a world with technology.

## Millennials

Born between  
1980–1995



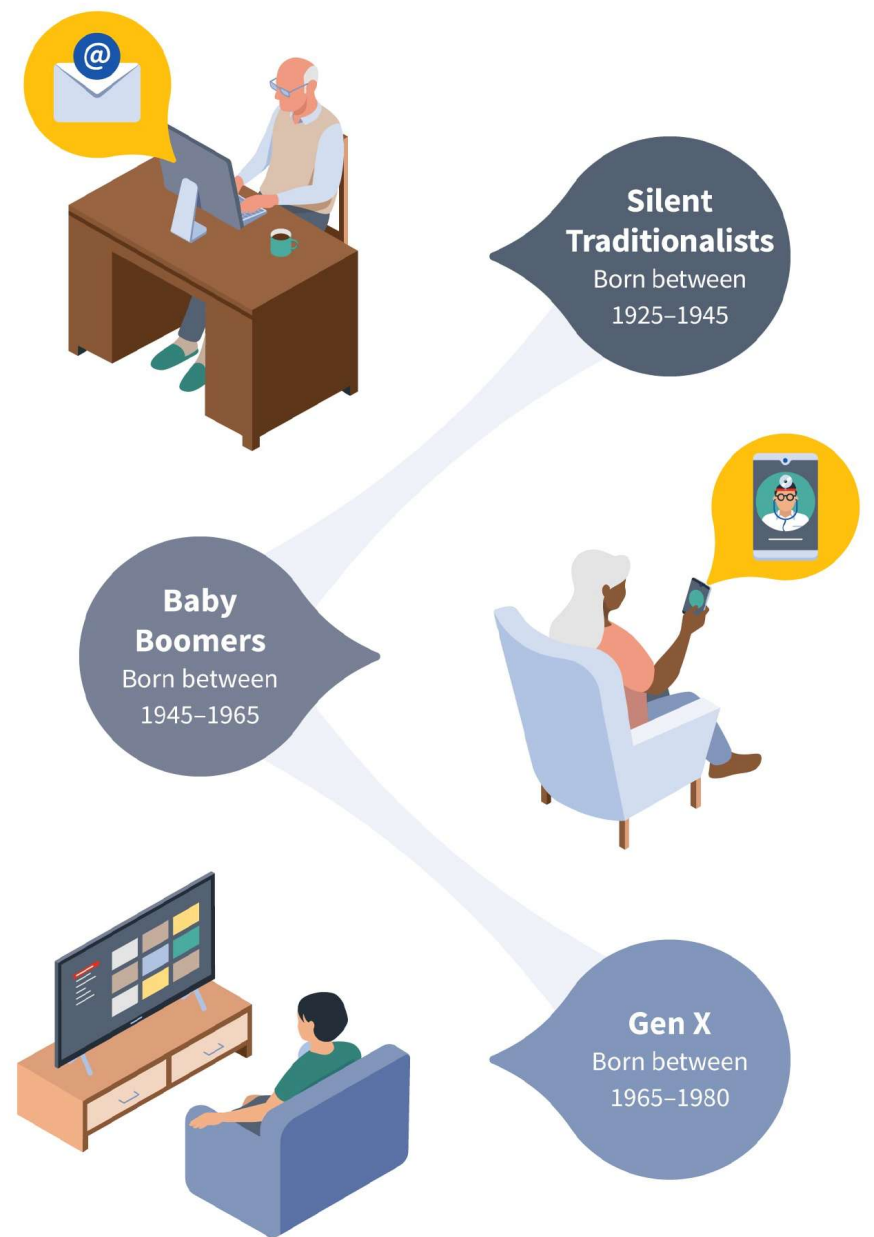
## Gen Z

Born between  
1995–2010



# In general, **they are Healthier** than the previous Generations (Digital Immigrants)

Regarded as people who were not born into the digital era, **digital immigrants** have had to adapt to technologies over time.





# Gen Z Is The Future of Health

What You Need to Know to Innovate for This Generation

<https://www.thelinusgroup.com/gen-z-is-the-future-of-health-report>

## About this study

In March of 2021, we surveyed 1,200 Gen Zers (between the ages of 18-24) in a nationwide study, followed up by conversations with 15 Gen Zers at the same age range via Zoom about their views on health and wellness.

SDoH are different  
from the previous  
Generations

## Social Determinants of Health

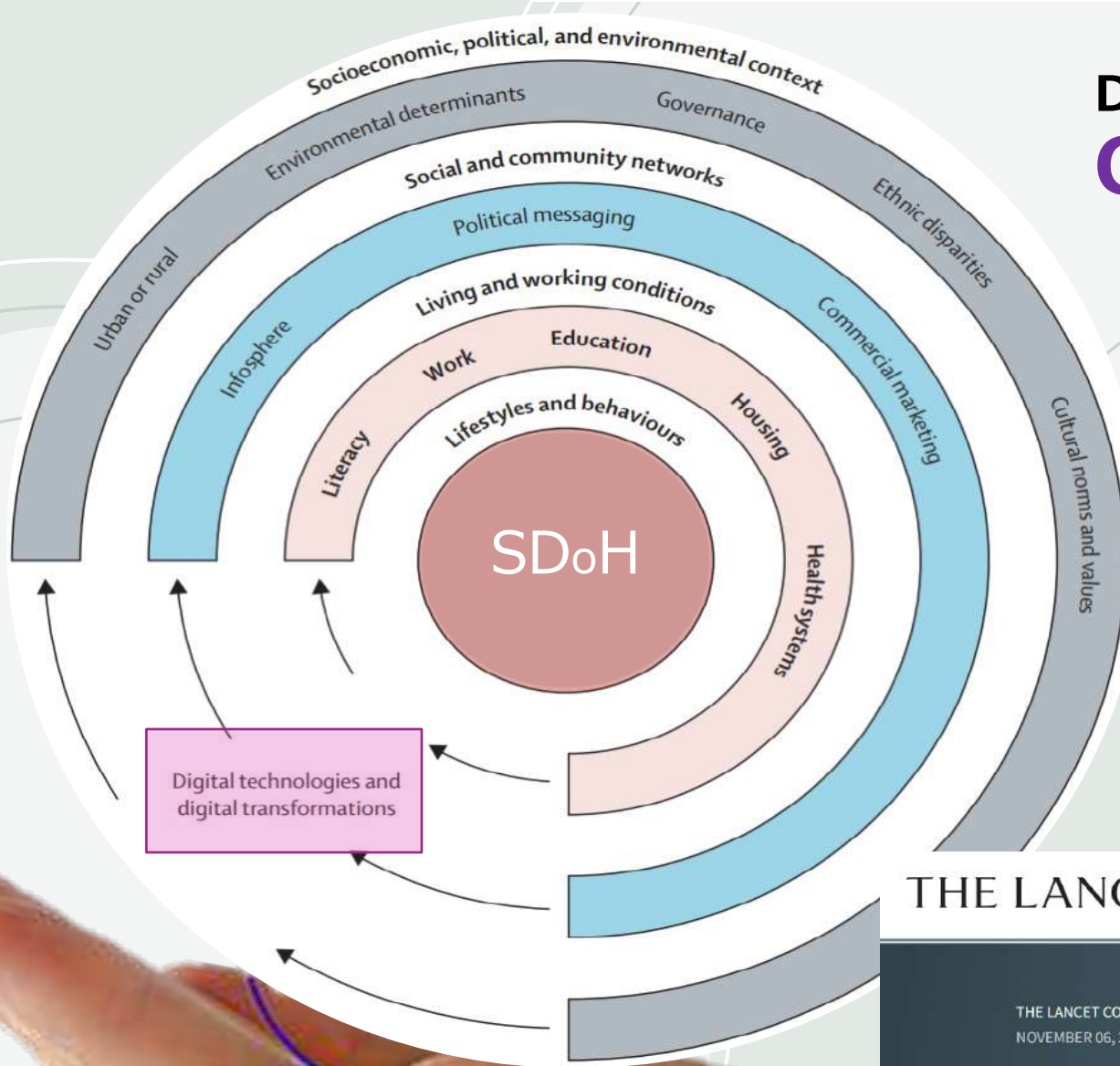




# Digital Technology CREATE NEW SDoH

The social determinants of health (SDH) are the non-medical factors that influence health outcomes.

They are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life.



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NOVEMBER 06, 2021

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The *Lancet* and *Financial Times* Commission on governing health futures  
2030: growing up in a digital world

Prof Ilona Kickbusch, PhD • Dario Piselli, MSc • Prof Anurag Agrawal, PhD • Prof Ran Balicer, PhD  
Prof Olivia Banner, PhD • Michael Adelhardt, MD • et al. [Show all authors](#) • [Show footnotes](#)

Published: October 24, 2021 • DOI: [https://doi.org/10.1016/S0140-6736\(21\)01824-9](https://doi.org/10.1016/S0140-6736(21)01824-9)

Check for updates

PlumX Metrics

The Outcome of these generations (healthy or sickness) are highly determined by Di technology



# The Disease of 21<sup>st</sup> Century: Digital Disease


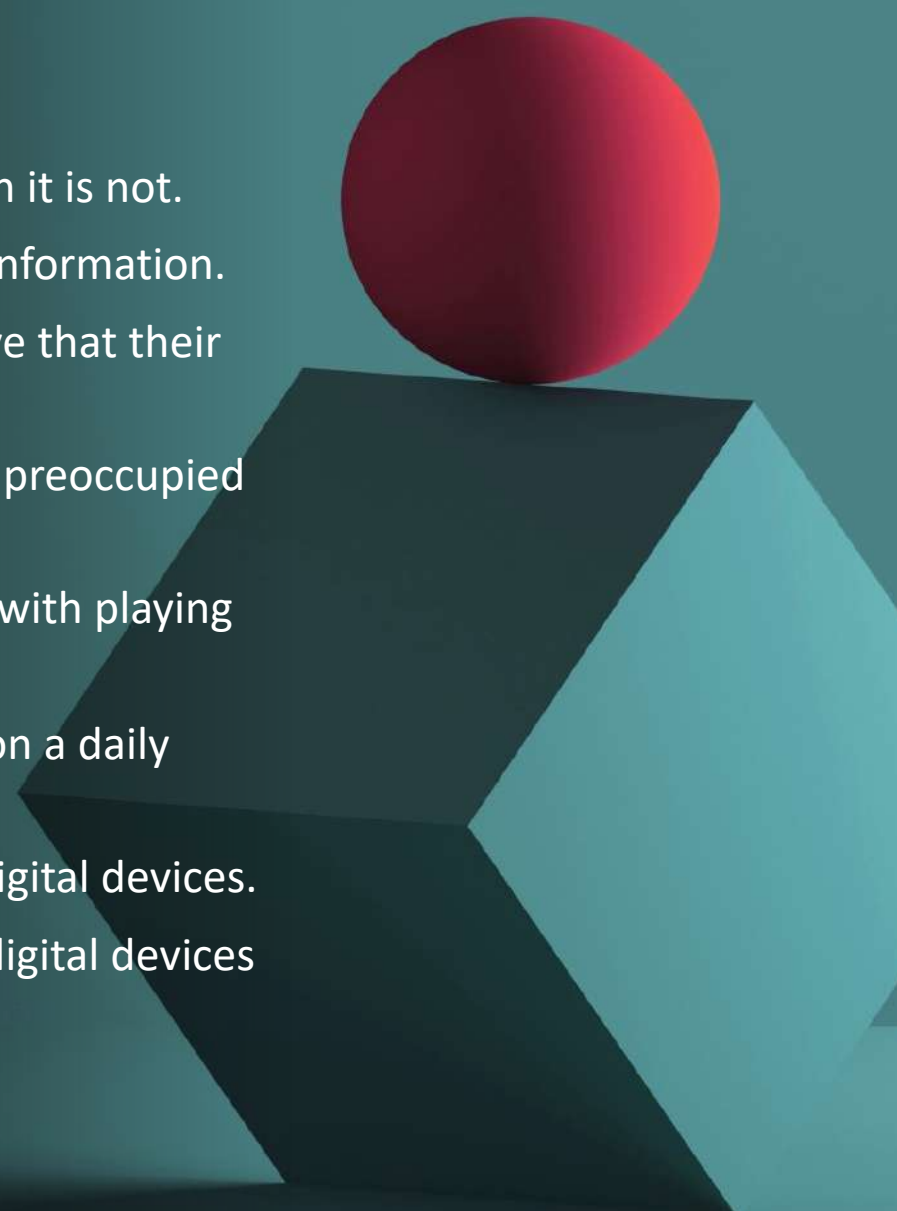
Olkan Betoncu <sup>1</sup>, Fezile Ozdamli <sup>2</sup>


<sup>1</sup> *Near East University, Computer Education and Instructional Technologies, Nicosia, Cyprus, Mersin 10, Turkey*

<sup>2</sup> *Near East University, Computer Information Systems, Nicosia, Cyprus, Mersin 10, Turkey*

**Abstract** - Constantly changing and developing technological life eases life on one hand, and creates new risks on the other. In the 21<sup>st</sup> century which is termed as “the age of technology”, computer and internet usage have become indispensable elements of life. Internet addiction has recently emerged as a new type of addiction which came to the agenda with technological developments. Failing to impose restrictions on internet usage, continuing to use it despite its social and academic damages and suffering from excessive anxiety when access to internet is

extremely important [1]. Technology makes life easier and allows for easy communication, and it is highly important for the people of our age. With technology being adapted to every moment of our lives, digital media, telephone, television etc. merged with new generation technological development and our life improved and changed with these innovations [2]. The changes and developments in technology reflected on communication tools and new communication means added to the literature

- 
1. **Nomophobia:** The fear of being without your mobile phone.
  2. **Technoference:** The interruption of our lives by technology.
  3. **Phantom ring:** The sensation that your phone is ringing or vibrating when it is not.
  4. **Cyberchondria:** The excessive use of the internet to search for medical information.
  5. **The Truman Show Delusion:** A rare condition in which people believe that their lives are being secretly filmed or monitored.
  6. **Internet addiction disorder:** A condition in which people become so preoccupied with using the internet that it interferes with their daily life.
  7. **Gaming disorder:** A condition in which people become so preoccupied with playing video games that it interferes with their daily life.
  8. **Infobesity:** The excessive amount of information that we are exposed to on a daily basis.
  9. **Digital eye strain:** A condition that can be caused by prolonged use of digital devices.
  10. **Sleep deprivation:** A condition that can be caused by excessive use of digital devices before bed.
- 



**11. Text neck:** A pain in the neck and shoulders caused by looking down at a smartphone or tablet for extended periods of time.

**12. Computer vision syndrome:** A group of eye problems caused by prolonged use of computers and other digital devices.

**13. Addiction to social media:** A condition in which people become so preoccupied with using social media that it interferes with their daily life.

**14. Internet trolling:** The act of posting inflammatory or offensive messages online with the intent of provoking a reaction.

**15. Cyberbullying:** The use of electronic communication to bully a person, typically by sending messages of an intimidating or threatening nature.

**16. Data privacy concerns:** The worry that our personal information is being collected and used without our knowledge or consent.

**17. Techlash:** A backlash against the tech industry, driven by concerns about privacy, addiction, and the impact of technology on society.

**18. FOMO** (fear of missing out): The anxiety that one might miss out on something exciting or important.

**19. Social comparison:** The tendency to compare oneself to others, often negatively.

**20. Digital addiction:** A broad term that encompasses all of the above conditions.



WORK: IN PROGRESS | HOW WE WORK

# Are Gen Z the most stressed generation in the workplace?



(Image credit: Getty Images)



<https://www.bbc.com/worklife/article/20230215-are-gen-z-the-most-stressed-generation-in-the-workplace>



# Self-hatred, Society & Sicknes

## Related to Di Technology

Proportion of self-hatred, sickness society might increase  
Sedentary lifestyle and obesity will be a common phenomenon

[https://www.google.com/imgres?imgurl=https%3A%2F%2Fy.timg.com%2Fvi%2FDgp94AM\\_VNM%2Fmaxresdefault.jpg&tbnid=06agWIHDGoo5tM&vet=12ahUKEwjn57C7\\_6aAaxUH5zgGHbqABsQQMygyegQIARBD.i&imgrefurl=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3DDgp94AM\\_VNM&docid=79b01KxwLuSYIM&w=1280&h=720&q=sickness%20society&ved=2ahUKEwjn57C7\\_6aAaxUH5zgGHbqABsQQMygyegQIARBD](https://www.google.com/imgres?imgurl=https%3A%2F%2Fy.timg.com%2Fvi%2FDgp94AM_VNM%2Fmaxresdefault.jpg&tbnid=06agWIHDGoo5tM&vet=12ahUKEwjn57C7_6aAaxUH5zgGHbqABsQQMygyegQIARBD.i&imgrefurl=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3DDgp94AM_VNM&docid=79b01KxwLuSYIM&w=1280&h=720&q=sickness%20society&ved=2ahUKEwjn57C7_6aAaxUH5zgGHbqABsQQMygyegQIARBD)

# NOMOPHOBIA

ON THE RISE

Nomophobia is the fear of being without your mobile phone. People with nomophobia may experience anxiety, panic attacks, or even physical symptoms such as sweating or nausea when they are not able to access their phone.

**66%**

of the population suffers from nomophobia

Just four years ago, only 53% of people said they were afraid of losing or being without their phones



**77%**  
of people ages 18-24 are nomophobic, compared to only 68% of people ages 25-34



**70%**

of women have mobile phone separation anxiety, compared to 61% of men



**47%**  
of men are likely to have two mobile phones, compared to 36% of women



**66%**

of people sleep next to their smartphones and 70% would rather go phoneless for a week than temporarily lose their phones



no-mo(bile) phone-phobia

1. The fear of being out of cell phone signal range. 2. The anxiety relating to the sudden loss of a cellular connection.

**5ft.**

**72%**  
of people report being within five feet of their smartphones the majority of the time





> Semergen. 2018 Oct;44(7):e117-e118. doi: 10.1016/j.semerg.2018.05.002. Epub 2018 Jul 24.

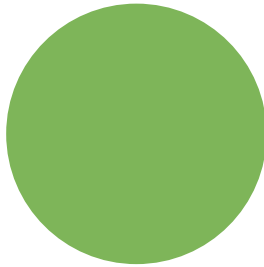
## [Nomophobia: Disorder of the 21st Century]

[Article in Spanish]

I Asensio Chico <sup>1</sup>, L Díaz Maldonado <sup>2</sup>, L Garrote Moreno <sup>2</sup>

Affiliations + expand

PMID: 30054209 DOI: 10.1016/j.semerg.2018.05.002



# SMARTPHONE ADDICTION IS LINKED TO:



**-ANXIETY**



**-UNPLEASANTNESS**

**-IMPAIRED  
THINKING**



# Technoference



Technoference is the interruption of our lives by technology. This can include things like being interrupted by text messages or social media notifications while we are trying to have a conversation, or being unable to focus on work because we are constantly checking our phones.

Protocol | [Open Access](#) | [Published: 17 March 2022](#)

# Impacts of parental technoference on parent-child relationships and child health and developmental outcomes: a scoping review protocol

[Lyndsay Jerusha Mackay](#), [Jelena Komanchuk](#), [K. Alix Hayden](#) & [Nicole Letourneau](#) 

[Systematic Reviews](#) **11**, Article number: 45 (2022) | [Cite this article](#)

**6398** Accesses | **3** Citations | **2** Altmetric | [Metrics](#)

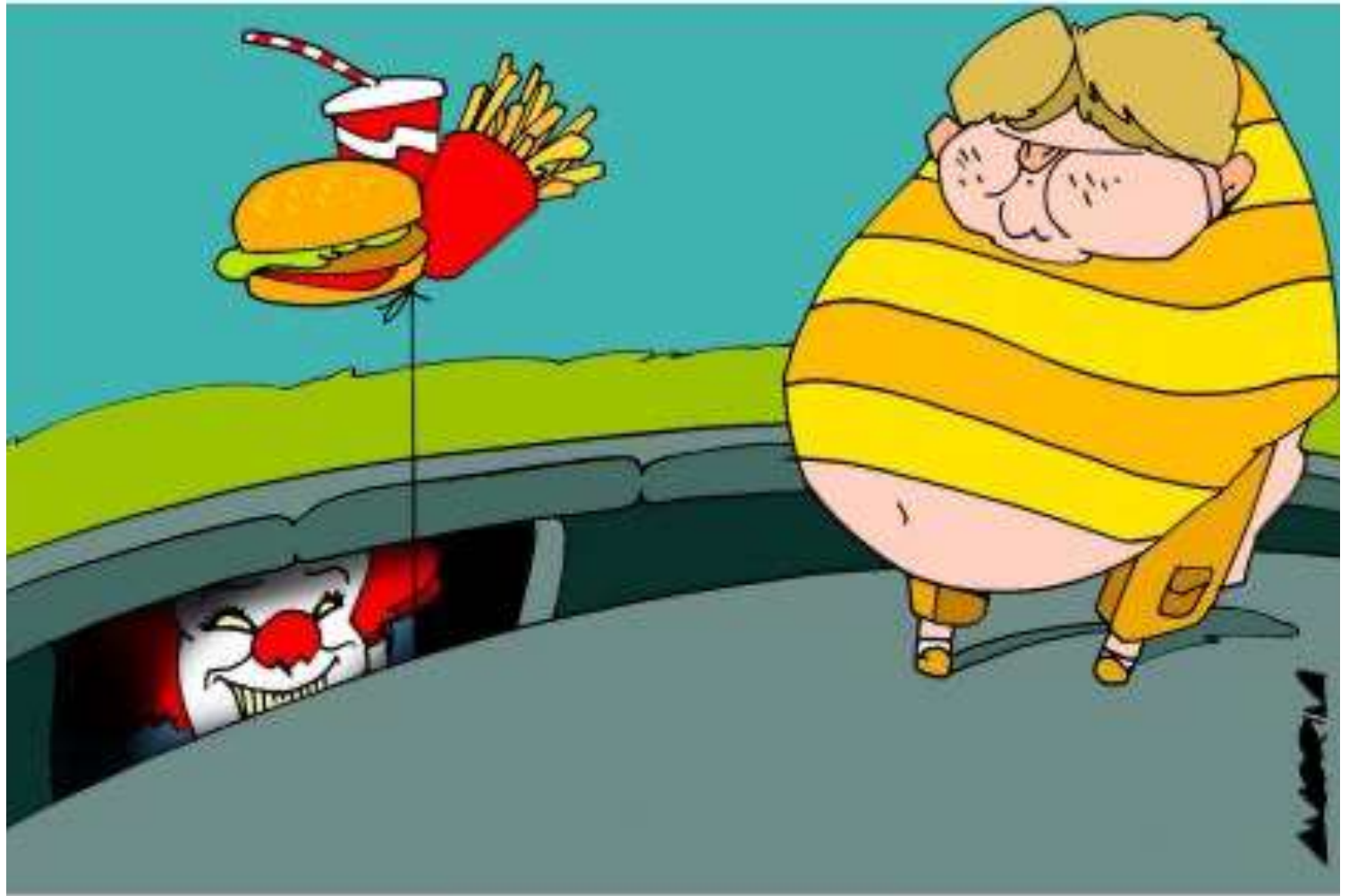


Infobesity is the excessive amount of information that we are exposed to on a daily basis. This can lead to anxiety, stress, and difficulty making decisions.

# Infobesity


# Sedentary Lifestyle






CHILDHOOD OBESITY...

<https://cartoonmovement.com/cartoon/sound-obesity>

A white ceramic bowl is filled with a variety of pills and capsules. A silver spoon is lifting a portion of these medications, showing several capsules and tablets in detail. The background is a soft, out-of-focus light color.

How Health  
System should be  
Developed, then?






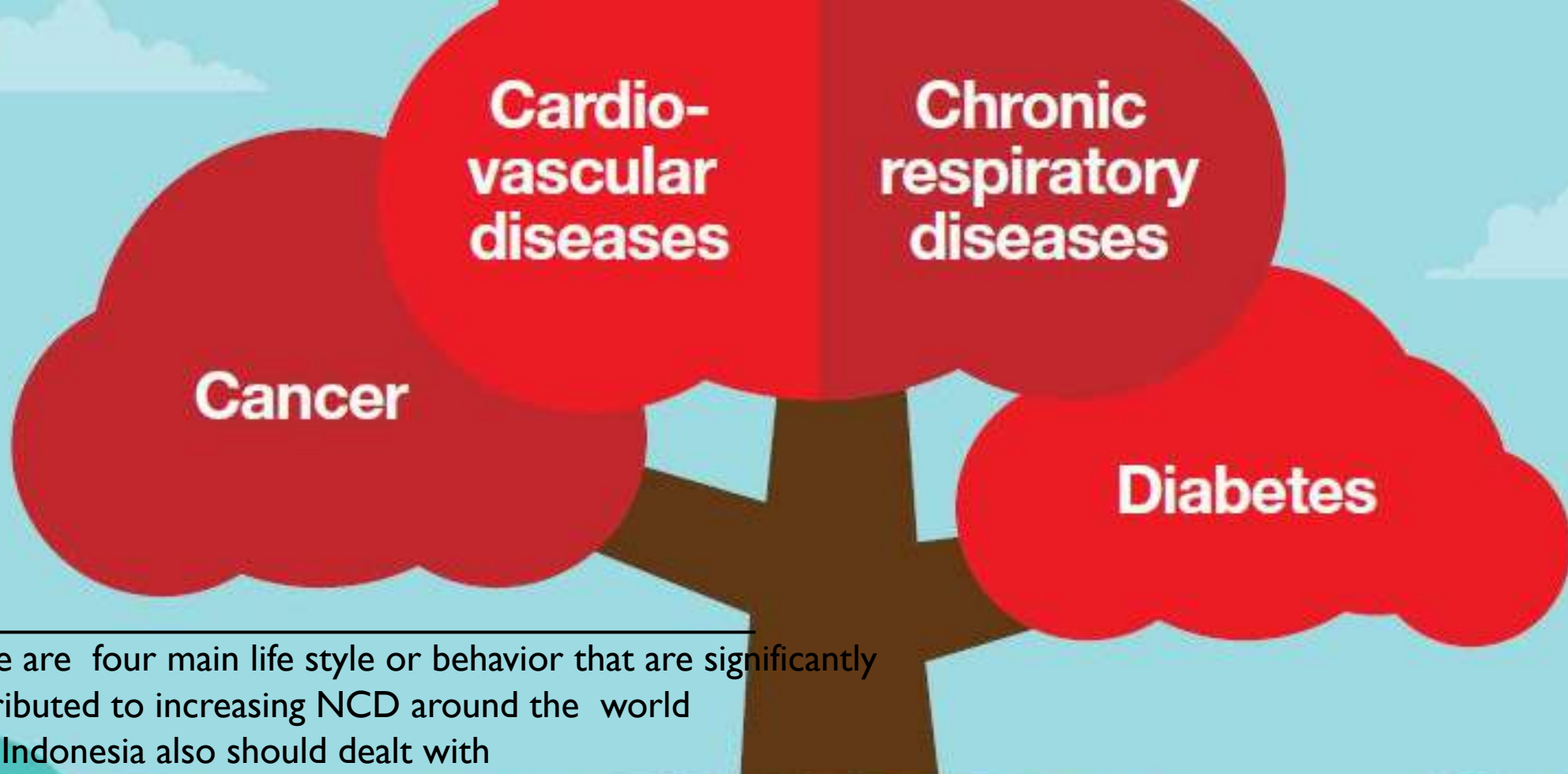
OUR HEALTH SYSTEM SHOULD BE  
DEVELOPED ACCORDING TO  
PECULIARITY CHARACTERISTICS  
OF THESE GENERATIONS



We need to create a healthy and productive society; it is condition to harness demographic dividend



We need to build a **Strong  
and Healthy Health System**  
that able to tackle and **modify**  
**NCD Risk Factors** effectively



There are four main life style or behavior that are significantly contributed to increasing NCD around the world  
That Indonesia also should dealt with  
We do a massive investment



**Unhealthy eating**




**Stress &  
Excess alcohol**



**Physical inactivity**



**Tobacco use**



We need start from early age  
we need to create as new norm  
and new culture  
PA is important part of our life,  
Environment and infrastructure  
should be provided and assessable  
Smoking habit is our history  
If this condition can not be  
controlled  
NCD will deteriorate demographic  
dividend

**Massive policy transformation and investment required to  
change a **High-Risk Behavior** to a **Healthy Lifestyle society****

Obesity prevalence and all obesity related diseases should be adequately addressed by our health-care reform in the future.

---

# Burden from NCDs strains budget

Dyning Pangestika

THE JAKARTA POST/JAKARTA

A recent study shows that the burden of noncommunicable diseases (NCDs) in Indonesia is on the rise despite an increasing life expectancy in the country.

Commissioned by global research body the Institute for Health Metrics and Evaluation (IHME), the research highlights poor dietary habits, tobacco use, high blood pressure and high blood sugar as some of the major risk factors that have escalated the NCD epidemic in Indonesia.

Former health minister Nafsiah Mboi, the lead author of the study, said Indonesia's rapid progress in the health sector

Life expectancy has increased by eight years to 71 in three decades

Poor dietary habits, tobacco use, high blood sugar pose health risks for most

in our efforts to drive down the rates of communicable diseases and ailments that affect mothers and infants. At the same time, we need to prevent and treat non-communicable diseases, which is an expensive endeavor," Nafsiah said during a media briefing to discuss the IHME's recently published research in Jakarta on Friday.

Facing a double burden, Nafsiah said Indonesia must tackle

ernment needs to bear, NCDs account for 70 percent, while the remaining 30 percent is for infectious diseases," she said. Hence, it is important for health authorities to put more effort into campaigning to prevent NCDs.

The study was published in *The Lancet* under the title of "On the road to universal health care in Indonesia, 1990-2016: A systematic analysis for the Global Burden of Disease Study". The report can be accessed through the journal's official website.

In its research, the IHME examined 333 causes of death and disability in Indonesia and seven other countries for comparison from 1990 to 2016.

Over the past 27 years, the study said, the health condition assessed across many indicators in Indonesia had shown some im-

At the same time, the total number of disability-adjusted life years (DALYs), a measure for years lost because of disease, also rose as a result of NCDs. The study found that three leading causes of DALYs in 2016 were ischemic heart disease, cerebrovascular disease and diabetes.

Nafsiah said one of the major challenges in treating NCDs was persuading patients to change their unhealthy lifestyles.

"In many cases, people who suffer from diabetes, for example, find it difficult to restrain themselves from eating foods doctors have told them to avoid, although they are fully aware that those foods can make their condition worse," Nafsiah said.

Khairunnisa Liummah, a 22-year-old freelancer from Bandung, West Java, is among

ovarian cyst, Khairunnisa had to change her dietary habits after her doctor recommended she stop consuming gluten, as well as junk and processed foods.

"At first, it was quite difficult for me to change my entire dietary habits, especially because I used to eat gluten products every day. However, as time goes by, I feel like I'm becoming healthier thanks to my new diet plan," she said on Sunday.

As a way to prevent NCDs, the Health Ministry initiated a campaign titled "Healthy Citizens Movement" (GERMAS) in 2017. Through this movement, the ministry calls on all citizens to engage in physical activity, increase healthy food and vegetable intake and get routine health check-ups.

"It would be a good idea if health authorities could also increase their campaigns to

ASIAN

Pol

to

of

S

V

· **NCDs** are responsible for 73% of deaths



National Institutes of Health (.gov)

<https://www.ncbi.nlm.nih.gov> › articles › PMC9532265



## Evidence from the 2018 Indonesian Basic Health Research

by H Arifin · 2022 · Cited by 5 — **NCDs** are responsible for 73% of deaths in **Indonesia** and the proportions are: cardiovascular disease (35%), cancer (12%), chronic respiratory ...

[Introduction](#) · [Results](#) · [Discussion](#) · [Conclusion](#)





**HARVARD**  
**T.H. CHAN**

**SCHOOL OF PUBLIC HEALTH**

Department of Global Health  
and Population



---

COMMITTED TO  
IMPROVING THE STATE  
OF THE WORLD

---

# Economics of Non-Communicable Diseases in Indonesia

If Indonesia does not invest adequately and effectively to reduce NCD related risk factors, it might jeopardize the whole health system.





# Aging population

A country is said to have an aging population if the proportion of the population aged 60 years and over exceeds 10 percent.

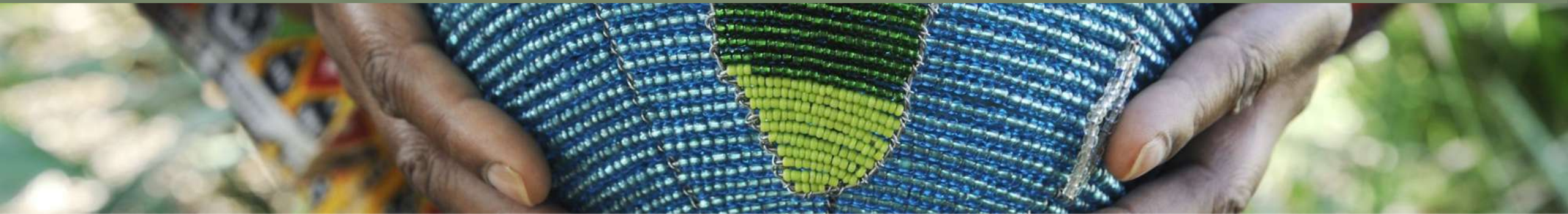


# Indonesian Aging population

the proportion of elderly people in Indonesia in 2022 has reached 10.7%, and will increase to 21.90 % (72.03 million people) in 2050.

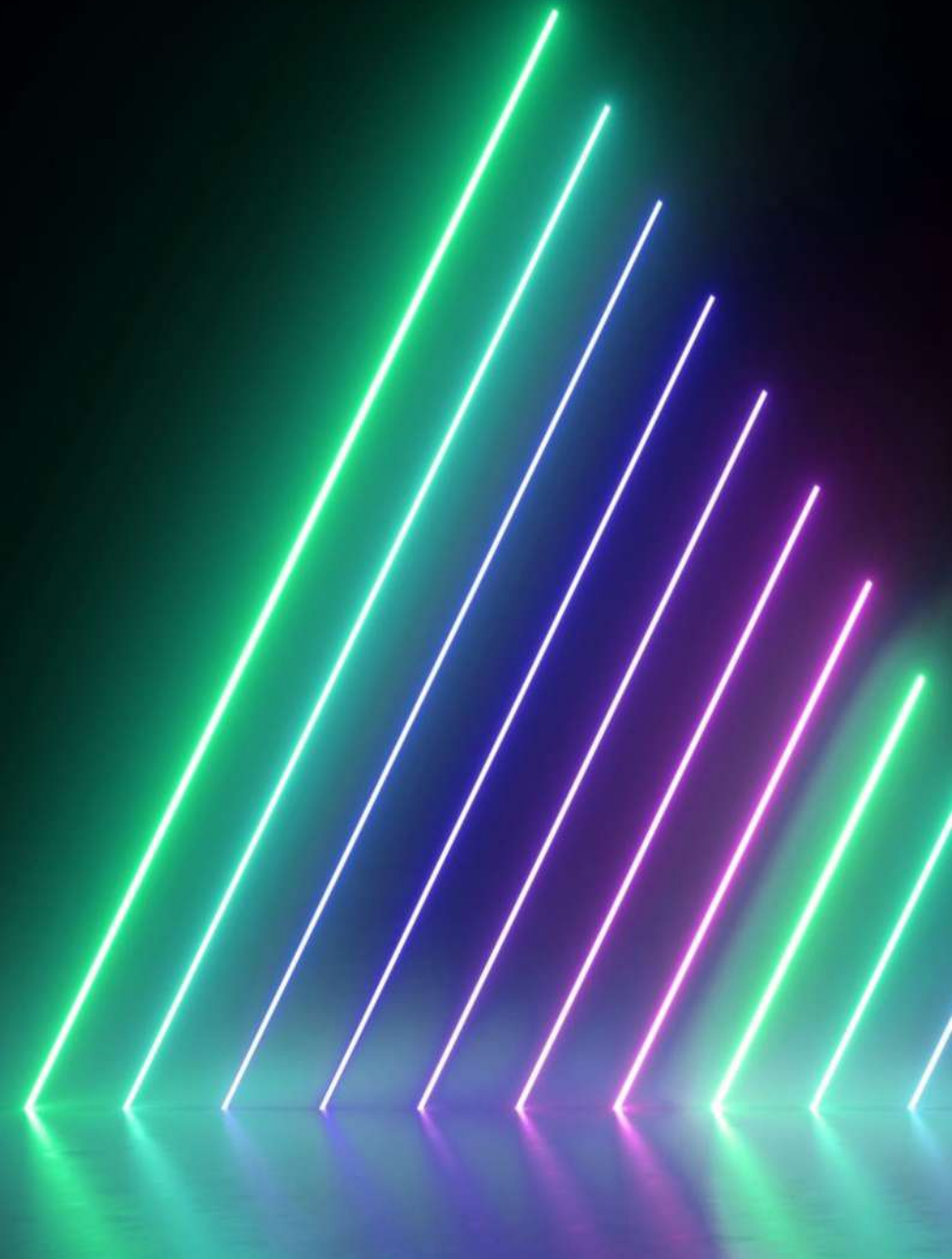


benefits of the demographic bonus will be maximize **if the elderly are able to remain healthy and productive** and less burden on the productive-age group



The millennials and members of Generation Z, would form the pre-ageing and ageing populations.

**We should develop a healthy lifestyle society**



# EARLY PREPARE FOR HEALTHY AGING POPULATION



A LIFE COURSE  
APPROACH TO

## healthy ageing

Edited by

Diana Kuh

Rachel Cooper

Rebecca Hardy

Marcus Richards

Yoav Ben-Shlomo

OXFORD



They are growing old with digital world





# Potential using DiPH Promoting Health Preventing Disease



**Wearable Devices  
can be used for early  
detection of health  
risks?**



**MAX UTILIZING DITECHNOLOGY  
TO CREATE HEALTHY SOCIETY**  
As ditech as part of gen Y & Z lifestyle



**KEMENTERIAN  
KESEHATAN  
REPUBLIK  
INDONESIA**

**BLUEPRINT OF**

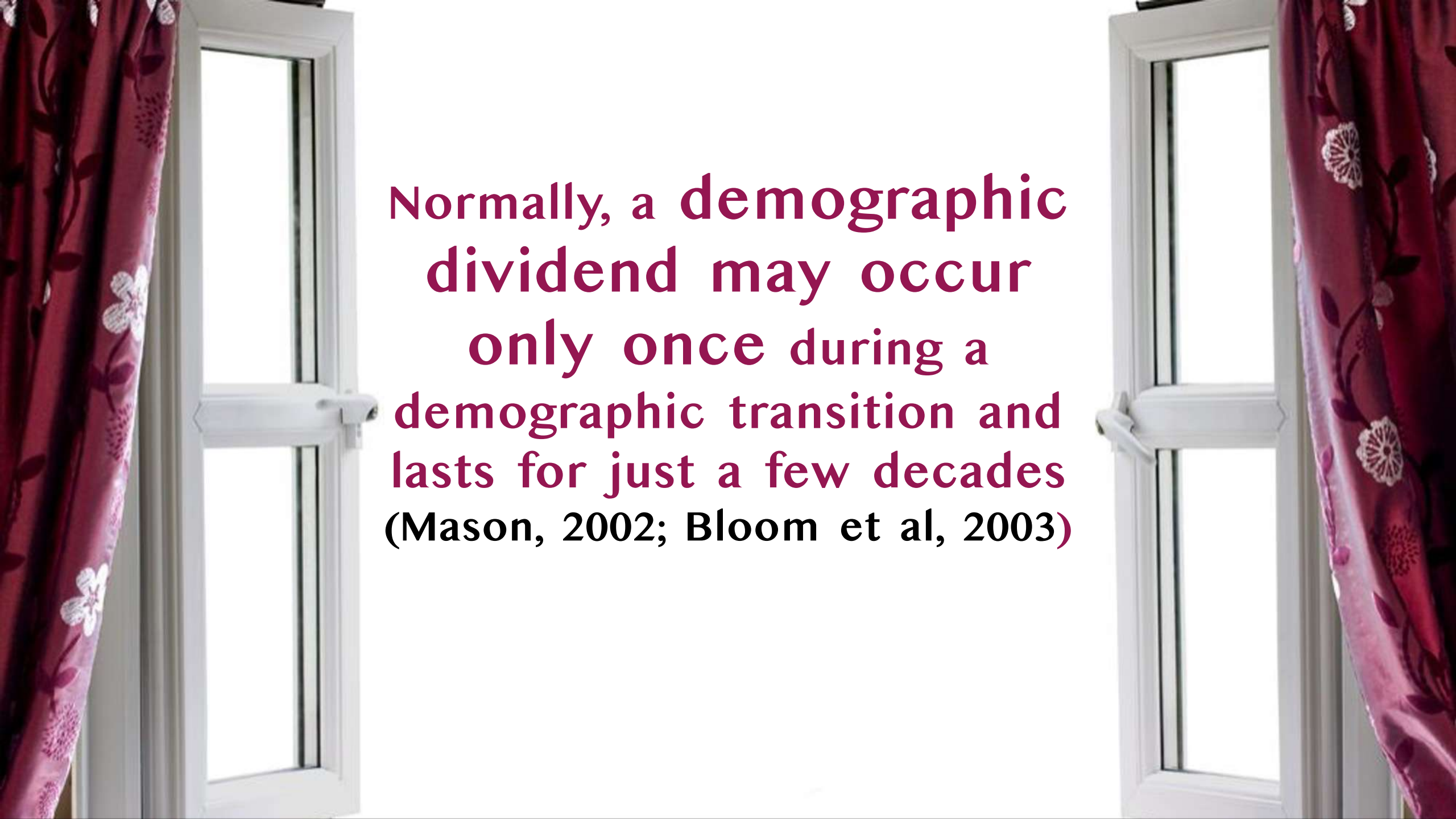
# **DIGITAL HEALTH TRANSFORMATION STRATEGY**

**2024**




We still have 18 years remaining

(we need to build a strong foundation and need to invest and focus more on NCD prevention)




**Normally, a demographic dividend may occur only once during a demographic transition and lasts for just a few decades (Mason, 2002; Bloom et al, 2003)**



If a window of  
**opportunity**  
appears, don't pull  
down the shade.

~Tom Peters



# Investing and Creating Healthy Society also create another opportunity to maximize gain of a 2<sup>nd</sup> and even 3<sup>rd</sup> Demographic Bonus in the future

**creating health into the oldest ages** could lay the basis for a third demographic dividend  
**resulting from the societal benefits** from the generative social capital of older adults.

on top of the second demographic dividend's **savings associated with longer lives.**



---

Literature Review

# Investing in Health to Create a Third Demographic Dividend

**Linda P. Fried, MD, MPH\***

Mailman School of Public Health, Columbia University, New York.

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**Decision Editor:** Peter Lloyd-Sherlock, PhD

**Abstract**

creating health into the oldest ages could lay the basis for a third demographic dividend resulting from the societal benefits from the generative social capital of older adults





PERLU KOMPETENSI 5.0

Digital Public Health

**DiPH** is

The Future of  
**Public Health**



say hello to a new career in digital **Public Health**

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DiPH

Update our  
Digital Public Health Literacy

# Cultivating Digital Literacy

How colleges and universities can teach essential skills for success in the age of automation and digital transformation.



# digital health literacy

the National Institutes of  
Health

is "the ability to seek, find, understand, and appraise health information from electronic sources and apply the knowledge gained to addressing or solving a health problem."



**SPAR Platform  
(SPAR)**

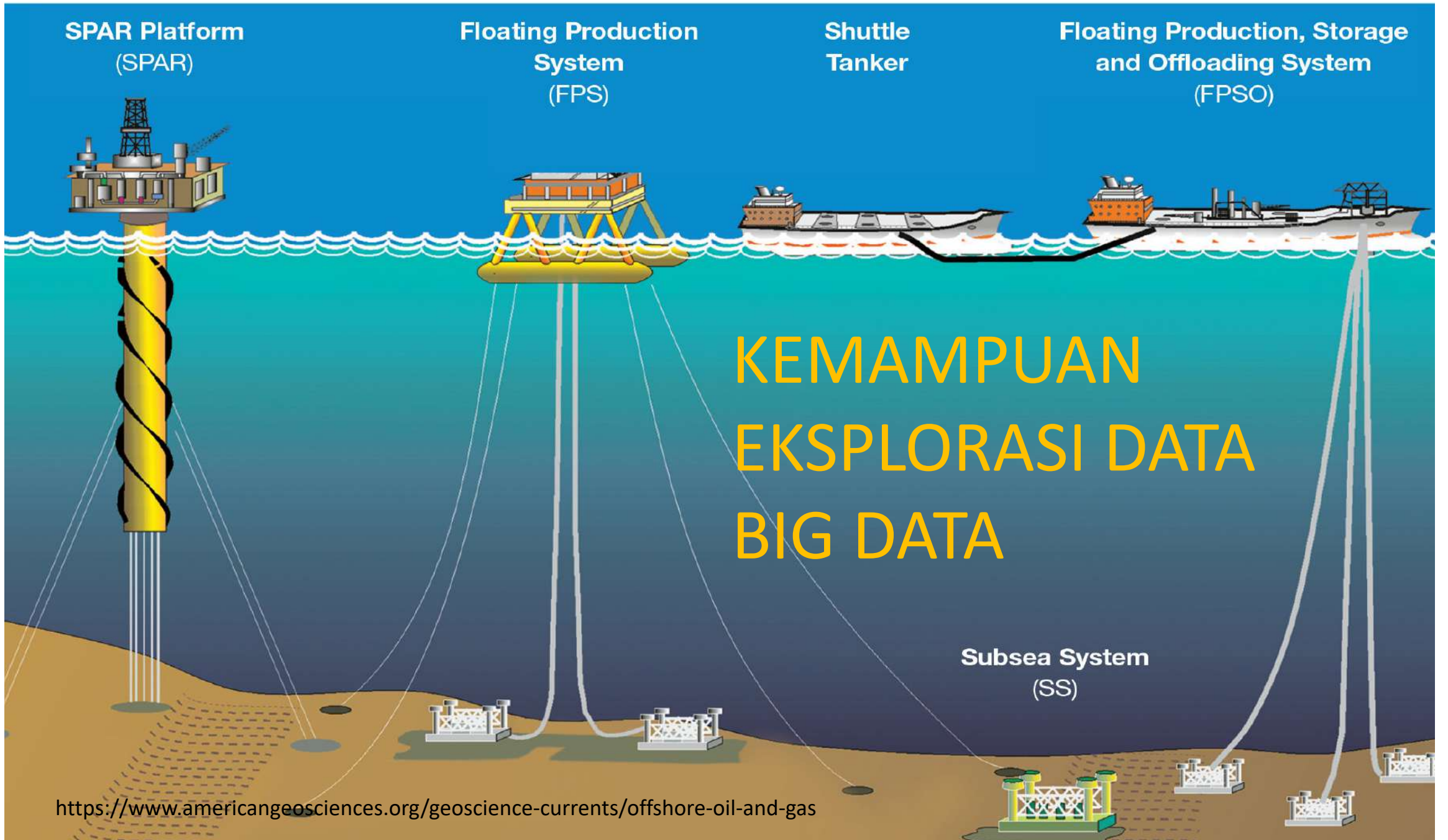
**Floating Production  
System  
(FPS)**

**Shuttle  
Tanker**

**Floating Production, Storage  
and Offloading System  
(FPSO)**

# KEMAMPUAN EKSPLOKORASI DATA BIG DATA

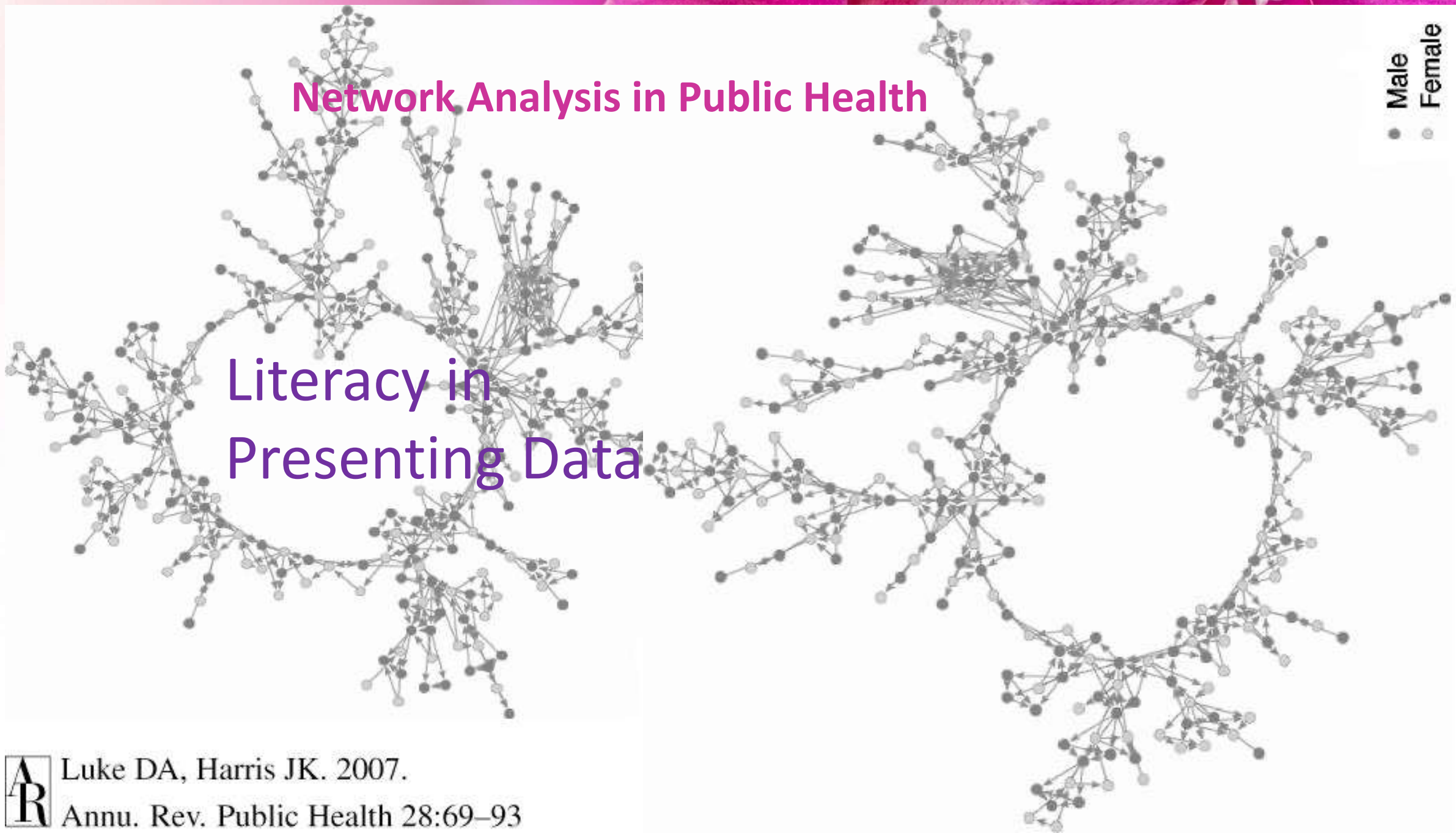
**Subsea System  
(SS)**



# Network Analysis in Public Health

● Male  
○ Female

## Literacy in Presenting Data



File **Home** Insert Modeling View Help

Cut Copy Paste Format painter Clipboard

Segoe UI 9

B I U A A<sup>+</sup> A<sup>-</sup> Formatting

Get data Excel SQL Server Enter Recent Data

Transform Refresh Queries

New visual Text box More visual Insert

New measure Quick measure Calculations

Share

# OVERVIEW

Sales Report

\$5.3M

Australia

\$5.3M

Canada

\$2.6M

France

\$2.3M

Germany

\$3.3M

UK

\$21.8M

USA

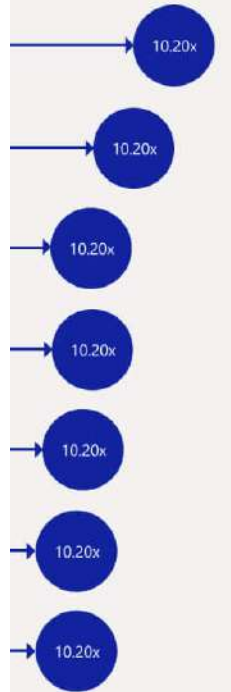
## Key influencers

## Top segments

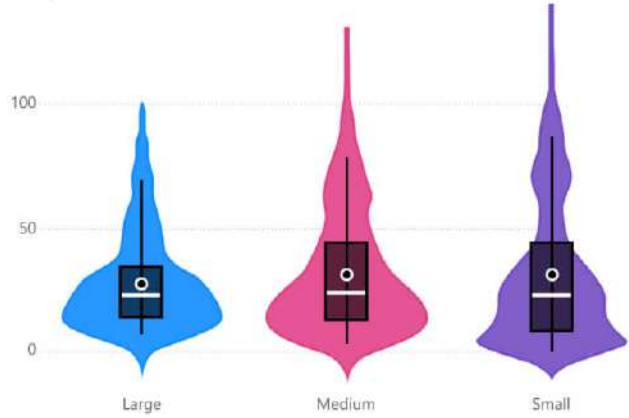
What influences NPS to be

7

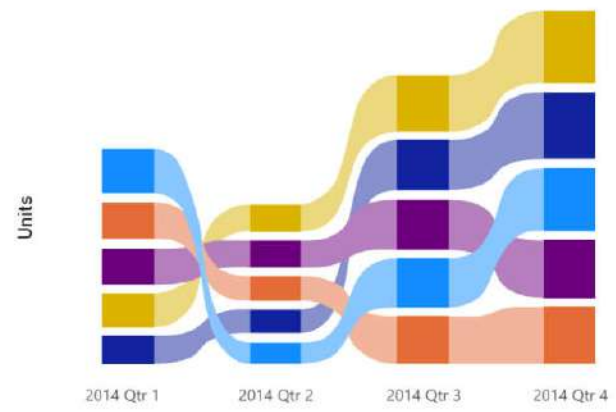
...the likelihood of NSAT being 7 increases by



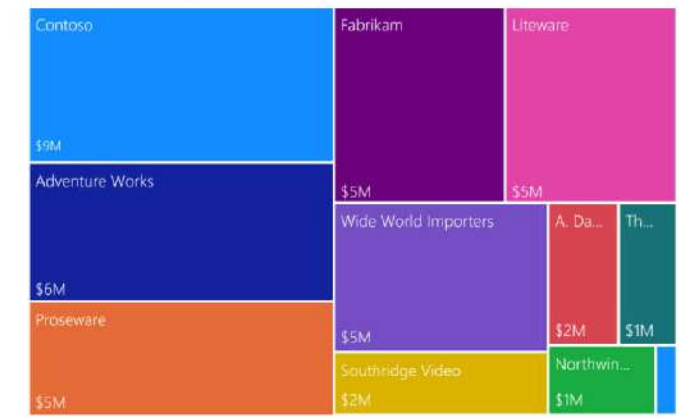
### Units by Product and Sale Size



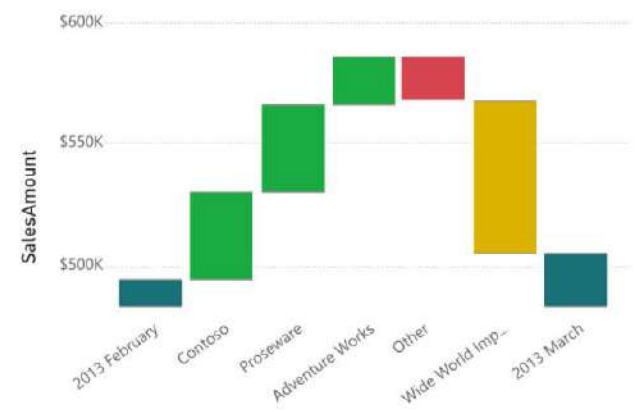
### Sales Amount by Year, Month and Brand Name



### Sales Amount by Brand Name



### Sales Amount by Year, Month and Brand Name



Visualizations

Fields

Values

Drag data fields here

Drillthrough

Keep all filters

Off

Drag data fields here



A circular graphic with a dark blue background. At the top, the words 'ARTIFICIAL INTELLIGENCE' are written in a glowing, purple, sans-serif font. Below this, a glowing, purple brain with circuit-like patterns is visible. In the foreground, a hand is shown in a glowing, purple, 3D style, with fingers spread. To the right of the hand is the white, stylized logo of OpenAI, which consists of three interlocking loops. Below the logo, the text 'ChatGPT' is written in a large, white, bold, sans-serif font.

CODING LANGUAGES



# be Faster



<https://motocrossactionmag.com/how-to-be-faster-by-next-weekend-in-ten-easy-lessons/>

# curiosity

learn something new



FROM THE EDITOR

CULTIVATE  
CURIOSITY

# From Curious to Competent

by Claudio Fernández-Aráoz, Andrew Roscoe, and Kentaro Aramaki

Save Share



## Harvard Business Review

NAVIGATING TALENT  
HOT SPOTS William Kerr Page 80  
INITIATIVE OVERLOAD  
Rose Hollister and Michael D. Watkins Page 64  
LINCOLN'S TRANSFORMATIVE  
LEADERSHIP Doris Kearns Goodwin Page 126

### The Business Case for Curiosity

IT CAN IMPROVE  
YOUR FIRM'S  
ADAPTABILITY AND  
PERFORMANCE.  
Page 48

HBR.ORG  
September-  
October 2018

<https://hbr.org/2018/09/curiosity#from-curious-to-competent>  
<https://hbr.org/2018/09/curiosity#the-five-dimensions-of-curiosity>



# WORKING KNOWLEDGE

Business Research for Business Leaders


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RESEARCH & IDEAS

## Curiosity, Not Coding: 6 Skills Leaders Need in the Digital Age

14 FEB 2022 | by Linda A. Hill, Ann Le Cam, Sunand Menon, and Emily Tedards

Transforming an organization starts with transforming its leaders. Data from 1,700 executives by **Linda Hill** and colleagues reveals the most important skills and traits leaders need now.



Mudah2an  
Mencerahkan

**THANK**

**YOU**

