

## Developing “Leadership Intelligence (CI2) Framework” Inside Social Media to Develop an Ethical Leader using the Johari Window Method

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**Masuk: 30 Januari 2019, direvisi: 18 Februari 2019, diterima: 24 Februari 2019**

**Abstrak.** Pada saat ini kepemimpinan dan media sosial merupakan dua hal yang tidak dapat dipisahkan. Media sosial menjadi sebuah media teknologi informasi bagi para pemimpin untuk dapat mengkomunikasikan apa yang menjadi visi, misi dan tujuannya. Oleh karena itu, pemimpin harus dapat menggunakan media sosial secara efektif agar dapat mempengaruhi masyarakat dengan apa yang menjadi pemikirannya. Masalah yang ditimbulkan pemimpin di media sosial diklasifikasikan menjadi tiga tipe, yaitu: narsistik, kompulsif, dan paranoid. Tiga hal ini menjadi masalah besar dalam kepemimpinan di media sosial dan oleh sebab itu, dibutuhkan sebuah metode yang dapat menjawab permasalahan tersebut. Metode Johari Window merupakan metode yang memiliki empat perspektif dalam mengembangkan empat klasifikasi kepemimpinan yang meliputi *Open Leaderships*, *Blind leaderships*, *Hidden Leaderships*, dan *Unknown Leaderships*. Jika tiga tipe dan empat klasifikasi ini disatukan maka akan dihasilkan sebuah *framework* yang disebut sebagai “*Leaderships Intelligence (CI2) Framework*”, yang berikutnya menghasilkan sebuah formula  $S = W.L^2$ , di mana formula ini akan dapat mengembangkan dan menghasilkan kepemimpinan media sosial. Jurnal ini merupakan hasil pengembangan dari jurnal *Developing “Culture Intelligence (CI3) Framework” Inside Social Media Using Johari Window Methods*. Riset ini akan terus dilanjutkan sampai menghasilkan sebuah formula CI1 yang akan menggabungkan budaya dan kepemimpinan menjadi sebuah formula media sosial dalam hal komunikasi, menciptakan budaya positif dan pengaruh.

**Kata kunci:** media sosial; kepemimpinan; klasifikasi; komunikasi; teknologi informasi

**Abstract.** At this time, leadership and social media are two things that cannot be separated. Social media becomes an information technology media for leaders to be able to communicate about their vision and purpose. Therefore, leaders must be able to use social media effectively in order to influence the community with what they think. There are three problems caused by leaders in social media which are classified into three types such as narcissistic, compulsive and paranoid. These three things become big problems in leadership on social media and

therefore, we need the formula to solve the problems. The Johari Window method is a method that has four perspectives in developing four leadership classifications such as open leaders, blind leaders, hidden leadership, and unknown leaders. If these three types and four classifications are put together, a framework will be produced called "Leadership Intelligence (CI2) Framework", the next one will produce a formula  $S = W.L^2$ , where this formula will produce wise leaders on social media. This journal is the development of the journal Developing "Framework Intelligence (CI3)" Inside Social Media Using Johari Window Methods and The Development and Implementation of Wise Netizen (E-Comment) In Indonesia. As a result, this journal will give an answer and solve the problem of an ethical leader on social media and how to decrease a hoax that can affect the leader on social media. This research will continue until it produces a CI1 formula that will combine culture and leadership into a social media formula in generating positive communication, creating a positive culture and making a big impact on society.

**Keywords:** social media; leadership; classification; communication; information technology

## 1. Introduction

Social media is a lifestyle that can no longer be separated in human daily life. Everyone has social media to make a communication with others. According to Anjali S. Bal: "The biggest change in society today is technology that has become one with everyday life" [1]. Moreover, there are some problems when people have the freedom to express their opinions but do not have a clear ethical basis, and even this becomes increasingly severe with the level of general and special knowledge. People make comments that do not have quality in specific knowledge, so this can negatively affect the level of spirituality, family, and mindset. This has happened very often and is even very common, so people become accustomed to lifestyles, give negative statements, make unclear sentences, do not have enough data, do not have a clear source, and do not provide a solution to existing problems. This problem continues to develop and continues until it cannot be stopped to the limits that are deemed appropriate, to no longer speak beyond the limits of patience and the limits of other people's feelings must be maintained.

This journal is a development of The Development and Implementation of Wise Netizens (E-Comment) in Indonesia journal. In this journal it says: "Solutions and data are the most important things in social media - this is the power in communicating effectively and efficiently, good and not good, and is a necessity in every social media user" [2]. Furthermore, journal Developing "Culture Intelligence (CI3) Framework" Inside Johari Using, Social Media Window Methods said, "Forming a positive culture on social media is a thing that must be done" [3]. Therefore, according to Christian Fuchs: "Technology can improve quality in the community" [4]. Of course, this will continue to be developed to find a bright spot in providing solutions to e-ethics and e-comments found on social media. Furthermore, a few concepts in social media will be discussed in this journal and can provide an e-ethics framework and e-comment that are useful for providing a way to communicate online and offline.

In fact, the influence of information technology will be able to change the whole mindset, attitude, character, and what is equally important is that it can change the culture of a country. Positive changes will only occur if made in a structured and systematic manner and carried out consistently and comprehensively. Changes that occur in the global world cannot be prevented and this will continue, the level of influence can produce positive and negative impacts, all of them return to how we respond to it in a positive way, not by negative ways. All of these positive ways will be able to have the influence to the community. For instance, families must also understand how to use technology properly and well and politely, ethically, morally so that children will be able to make better decisions in their lives because it will effect to culture, community, and others. That is the way to live socially with the media correctly and well. According to Maryan G. Billington said that "Social media presents a new evolution in the way we communicate" [5]. Furthermore, Aaron Noland said that "Social media connects us to new communities" [6]. Moreover, in this journal honeycomb will be produced, where a honeycomb framework is a collection of whatever happens in social media, this can be called data

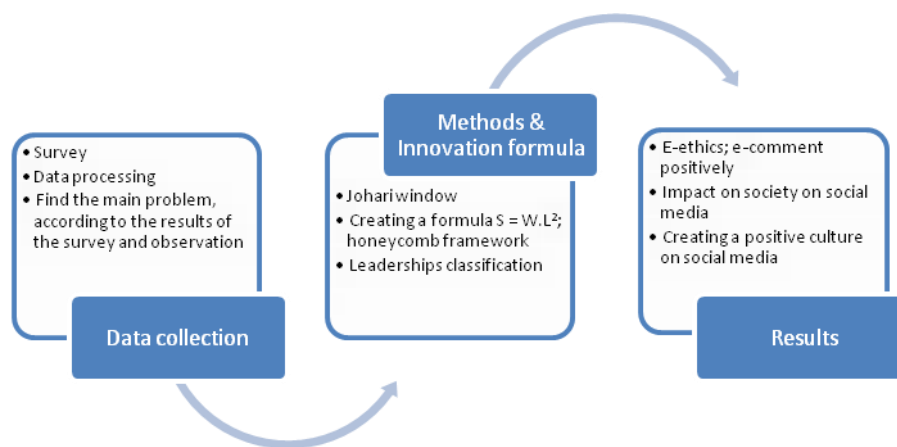
paradigm. This paradigm data will be able to help leaders in social media in developing positive strength in themselves. The result of this journal is to produce wise leadership in social media and how leaders can make a big impact on society.

## 2. Methodology

The stages of research methodology are:

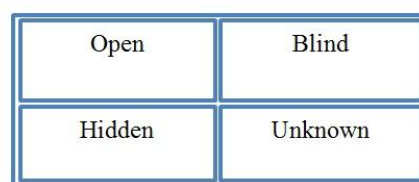
1. Conducting a survey of 100 people
2. Finding out the real problem, namely leadership in social media
3. Choosing a method namely Johari Window
4. Classifying the type of leadership
5. Producing wise leadership on social media

Figure 1 shows an explanation of the stages in the research methodology in details.



**Figure 1.** Step of Process

Figure 1 shows how we collect data and then find the real problem. Next is determining the method and finding the formula and honeycomb framework, which is the result of innovation that we make, and in the final results three important things will be produced: creating a positive culture, positive impact on society on social media, and creating e-ethics & e-comments positively. This can be explained in more detail as follows: first, The Johari window method is a flexible method, this method has four important classifications such as open, blind, hidden, and unknown.

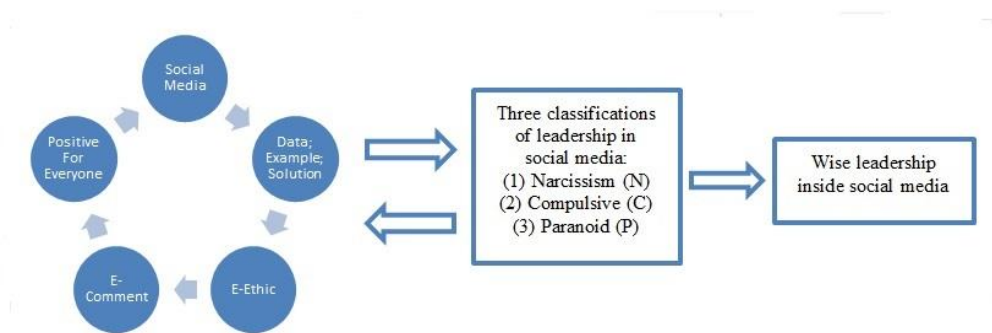


**Figure 2.** Johari Window

According to figure 2 there are four important classifications in the Johari window method:

1. open, meaning someone can be open to others and can communicate very well
2. blind, someone who looks more inside himself and has a little difficulty communicating with others
3. hidden, meaning someone who has an ulterior motive in communicating with others
4. unknown, meaning someone who cannot understand himself and others, so this becomes a big problem in his interactions with others [7].

After we understand the Johari window method, figure 3 shows the process of research that is carried out to produce a wise leadership framework:



**Figure 3.** Social media framework in e-ethics and e-comment in producing positive online & offline solutions for everyone

Figure 3 shows a framework and/or a process in social media. During this time, we might wonder, what limits should be on social media. Second, this framework or process can be used to guide people in using social media. The first process is to understand the functions of social media; second, accurate data; examples that can be used and what solutions are prepared in advance before making a comment both online and/or offline; third, ethics must be understood; fourth, high-quality comments; and finally, what are the positive things that can be transmitted to people to make their lives better. All of this is understood and done, then there will be no hoaxes because everyone can understand that knowledge is a fundamental thing that should be owned first to comment, not comment but without any data-examples and solutions. The next step is to classify leadership into three types such as narcissistic, compulsive, and paranoid. These types are types that often occur in social media and we will discuss them. The last step is that we will produce a formula and framework to produce wise leaders in social media.

The method of data collection is done by survey and direct interview with 100 people, with five important questions with scale to rate: 10-100 (10, 20, 30, 40, 50, 60, 70, 80, 90, and 100)

- 1. Do you use social media regularly?** (10-no; 20-sometimes; 30-fairly routine; 40-routine; 50-dependent on mood; 60-moderately active, but unwilling to comment; 70-quite active and few commenting; 80-active and communicate but only to people who are known; 90-are active and often give comments; 100-are very active and communicate intensively with known and unknown people;
- 2. Are leaders using social media able to communicate their intent and purpose well to social media users?** (10-no; 20-unclear; 30-negative; 40-only information; 50-a little clear; 60-quite clear; 70-just filling the mind, but not explaining; 80-clear, but still not understand; 90-clear, but only for his own sake, motivation just impress others; 100-clear and the interests of the community being considered
- 3. Can leaders provide knowledge development to users of social media so that the community can have good knowledge and information?** (10-no; 20-negative; 30-a little negative; 40-only information; 50-unclear; 60-quite clear, but not yet on target; 70-quite clear, but like psychological motivation; 80-clear, but still lacking in details; 90- clear and explain with details; 100-clear and develop public general knowledge
- 4. Do leaders provide good examples on social media, so you can learn a lot from their example?** (10 - no; 20 - very negative; 30 - quite negative; 40 - do not have an example to the community; 50 - do not want to answer; 60 - good enough, but still unsure of the leader; 70 - quite good, but still suspicious with ulterior motives; 80 - quite sure, but still have a little doubt; good, must be proven by some concrete evidence; 100 very good and have high integrity
- 5. Can leaders provide specific knowledge?** (10-no; 20-very negative; 30-negative; 40-little knowledge; 50-little knowledge and explanation; 60-only contains motivation; 70-does not explain the details are: 80-enough to explain, but still lacking in details; 90-clear, but there are

still no details on how to implement it; 100 clear and very helpful for the community in applying the specific knowledge.

### 3. Results and Discussion

The results of the survey data from 100 people are as shown in table 1. Table 1 shows that there are 4 questions answers in negatively and has problems in believing leader.

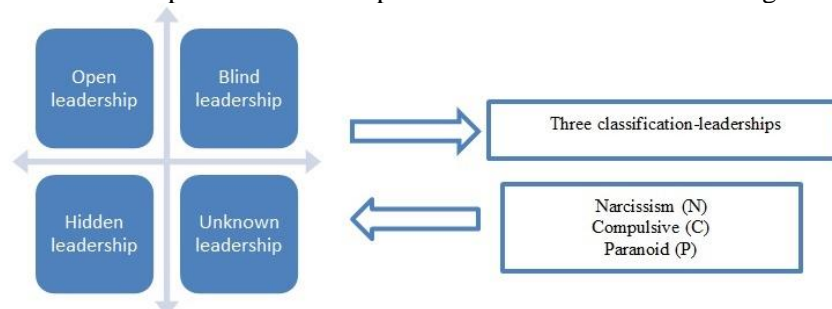
**Table 1** The results of survey

Questions	Number of participants	Point (Range) (10-100)	Results
Question 1: Do you use social media regularly?	30 people 70 people	70 90-100	Good, there is no problem
Question 2: Are leaders using social media able to communicate their intent and purpose well to social media users?	55 people 5 people 40 people	20-30 40 70	<b>Problems find</b> , there are 55 people: 20-30
Question 3: Can leaders provide knowledge development to users of social media so that the community can have good knowledge and information?	60 people 30 people 10 people	40-50 70 80	<b>Problem find</b> , there are 60 people: 40-50
Question 4: Do leaders provide good examples on social media, so you can learn a lot from their example?	80 people 15 people 5 people	30-40 60 70	<b>Problem find</b> , there are 80 people: 30-40
Question 5: Can leaders provide specific knowledge?	85 people 15 people	40-50 70	<b>Problem find</b> , there are 85 people: 40-50

From the results of this survey, we can find out that there are still some problems in leadership especially in social media based on data collection:

1. People are still unsure of leadership, especially regarding integrity,
2. It does not explain the vision and mission clearly, so that the community does not understand well and correctly,
3. There is no education in general and special knowledge, so that the community can be easily controlled by certain feelings and situations.

As a result, we need to develop a framework to produce wise leaders shown in figure 4.



**Figure 4.** Johari Window & leaderships connected with three classifications of leadership in social media

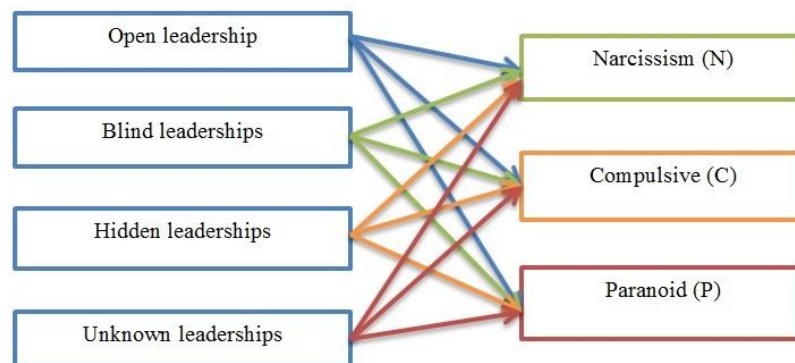
Figure 4 shows four classifications of leadership such as open leadership, blind leadership, hidden leadership, and unknown leaders. Open leadership are leaders who are honest, integrity, respect, have high competence, high general knowledge and special knowledge that is mastered very well. Blind leadership is a leader who looks more in himself, communication is done quite well, is quite honest

and open in some ways, has sufficient competence and sufficient knowledge. Hidden leaderships are closed leaders, have motives that are difficult to predict, communication that is difficult to predict whether this is a negative or positive factor. Unknown leadership is an unknown leader, meaning that this type of leader has an unpredictable attitude, keeps his distance, does not know what his motives.

These four leadership classifications are related to what often happens in social media such as narcissism, compulsive, and paranoid. These three things are things that often occur on social media. In a narcissistic position, this type of leader always presents him excessively. This is a combination of delusion, inferiority feelings, admiration, and external praise. According to AlineVater: "This type, chronically, is trapped in itself, never satisfied with what it has now, using other people to lift its image" [8]. Furthermore, this type, in the organization, feels more important than others and requires attention and admiration from others with the achievements that they have achieved. Another characteristic of a narcissistic leader is the exploitation of others to fulfil his personal desires and then be used to show off him [8]. In the context of the project, this type of leader, always builds big projects at a huge cost, only to show that he has more abilities than others do. Compulsive position, this type of leader has demands that the organization run perfectly. Furthermore, this type of leader has the attitude of status by looking to their superiors and wanting to give the impression that only they are the best. The other side is this type wants to fully control their organization's environment and suppress their anger, hatred, and dislike in them. This causes the organization to run rigidly and not dynamically [9].

Paranoid position, this type of leader has a suspicious attitude, does not believe in others, secretly steals the public's attention, is hostile without clarity, has excessive jealousy but cannot explain it. Moreover, according to Alexander S. Bobrov: "These paranoid leaders also have fear, if their position is threatened, so that they use any means to be able to maintain their position and not have trust in their subordinates for fear of being captured" [10].

From the explanation above, this open-blind-hidden-unknown concept, if connected with the concept of narcissistic-compulsive-paranoid can be seen in figure 5.



**Figure 5.** Formula leaderships and social media

According to Figure 5, the relationship between four leadership classifications and three types of leadership in social media can be explained as follows.

1. Open leadership = Open narcissistic; open compulsive; open paranoid (ONCP)
2. Blind leaderships = Blind Narcissistic; blind compulsive; paranoid blind (BNCP)
3. Hidden leadership = Hidden narcissistic; hidden compulsive; hidden paranoid (HNCP)
4. Unknown leadership = Unknown narcissistic; unknown compulsive; unknown paranoid (UNCP)

This relationship is a connection between classical leadership and leadership that has been influenced by advances in information technology, especially social media. We need to develop a formula to overcome the comments and ethics posed by leaders on social media. Moreover, we need to know what limits leaders should have in order to be more effective in saying something because this will have a huge impact on society. Furthermore, we need to create a formula that helps social media

leaders and users to be able to express their comments in an ethical and wise manner. The framework below will provide guidelines, how leaders can provide information effectively, provide and produce high-quality comments, have ethical attitudes that can be emulated by users of social media, and how leaders can develop other leaders on social media.

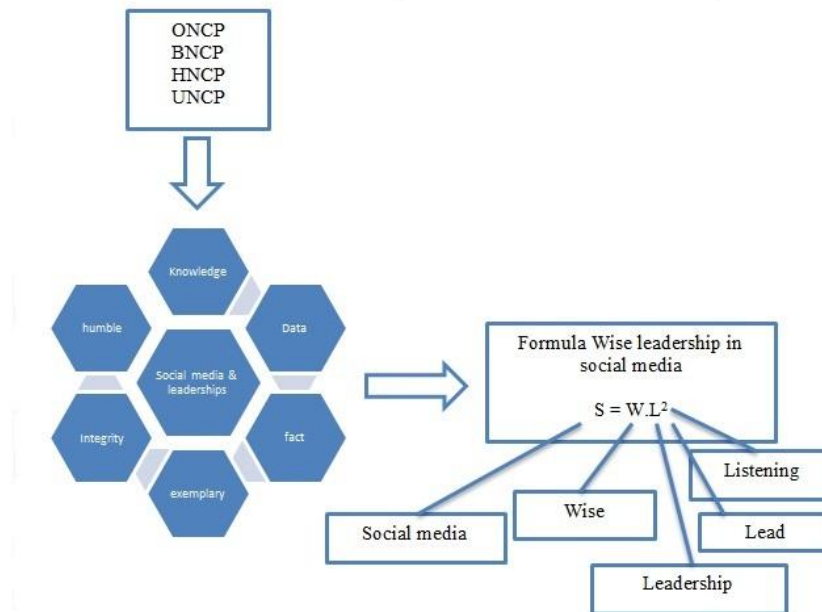


Figure 6. Wise leadership in social media

After we understand the leadership relationship and the Johari window method to produce four types of classical leadership, which are then connected with the leadership of social media that has three classifications, this can be described as follows. In figure 6, several phases must be passed to produce wise leaders in social media. This stage can be explained as follows.

### Phase 1: ONCP-BNCP-HNCP-UNCP

In phase 1, we will classify, the types of leadership on social media, into four types (a result of a combination of four types of classical leadership and three types of leadership in social media in general). From this combination, four types of leadership are produced, especially in social media:

#### 1. Open narcissistic; open compulsive; open paranoid (ONCP)

Type ONCP is a leader who has a high level of openness, honest, and is able to overcome problems with stable emotions (good self-control). On the other hand, this type of leader has a big weakness in talking, so that it can lead to misunderstanding. The advantage in ONCP leadership is its ability to convince others by using accurate data and evidence so that the leader of this type on social media will be able to show that what he says can be justified, according to Alyss M. Hudson: "People want to feel relationships with others" [11]. This type of leader can provide that very well. Although it has several weaknesses to present themselves excessively with statements that might be controversial, basically these weaknesses can be tolerated, if the data provided is real.

#### 2. Blind leaderships = Blind Narcissistic; blind compulsive; paranoid blind (BNCP)

This type of BNCP is a type of leadership that has several strengths such as it has strong principles in itself, but the principle still has to be questioned, whether the principles it has can be flexible to deal with certain situations and/or cases. This type, despite having a great principle power, still has to develop openness in thinking, because the principles used are supposed to be adopted by other principles so that it can produce creative problem-solving. On social media, this type of leader displays the principles of openly, but on the other hand, the

weakness is too hard with the principles it has so that it creates misunderstandings and/or seems not open to new ideas, so that it can lead to perspective negative to people who read their writings on social media. Furthermore, this type can still be said to be quite positive in using social media.

3. **Hidden leadership = Hidden narcissistic; hidden compulsive; hidden paranoid (HNCP)**  
Type HNCP is a type of leader who has characteristics such as it is not open to his principles, needs to question the data presented, says a lot of positive and negative things that are combined with sentences that look good - but basically have negative intentions, has influence social media users to follow their thoughts but tend to be negative, has a special group to spread the concepts but has negative intentions and goals, and the positive side is: it is not too open, so it is difficult for others to read, has high caution, and alert values, and is quite open and closed in mystery.
4. **Unknown leadership = unknown narcissistic; unknown compulsive; unknown paranoid (UNCP)**  
UNCP type is the last type found in social media. This type has many negative factors, because it has a very negative purpose. The main goal is to get benefits for themselves but to sacrifice others. Provide information by vilifying others by attacking the person personally. The main focus is to destroy one's good name in any way so that the goal can be achieved. There is no positive thing to get from this type.

## Phase 2: Honeycomb framework & leadership & social media

After we explain the four types of leadership in social media, then this can be related to several principles that can develop leadership in social media. Honeycomb social media is a collection of principles in social media. This principle can be applied in developing four types of leadership and this can be explained as follows.

1. **The first principle that leaders must have is “Exemplary”.** According to Dimitrios C. Christopoulos: "Leaders must have the charisma that comes from behavior, examples: good performance and values, so that it can be emulated by the community" [12]. This principle is the most important principle that must first be possessed by the four types of leaders in social media. According to Jin-feng Uen: "Leaders must have good commitment and control of the community" [13] so that this will increase four important things, Deidre McCaughey said: "Innovation, connection, positive time, and social system" [14]. Ignorance means people who can provide life examples, starting from synchronous words and deeds so that other people can entrust their entire lives to be led by that person.
2. **The second principle is “Data and facts”.** According to Ahmed Al-Rawi: "Some facts get comments like and dislike on social media" [15]. This principle has a big challenge for leaders, the challenge is how a leader is able to present data and facts on social media, not just expressions of feelings. If only the expressions of feelings are expressed, then this will lead to negative friction within the community and increase the duping of knowledge resulting in a society that has low knowledge. According to Michaela Jucan: "Social media connects us all with four ways such as trust, collaboration, community, and opportunity" [16]. This can be interpreted that the data and facts presented by the leader will increase trust or can reduce the level of trust, further data and facts must not be manipulated just to please others but contain lies that can cause future difficulties. A leader in social media must be able to explain and present honest data and facts.
3. **The third principle is “Humble, knowledge, and integrity”.** In this section, the leader must have a humble nature, where a leader learns from others and continues to improve whatever attitudes are still lacking. The leader must have a level of honesty in the words and data presented so that this will affect the people around him. Furthermore, knowledge is an important thing that leaders must not forget. The leader must have general knowledge and specifically as the basis of what is said on social media, if a leader only expresses feelings but does not have the right data to present, it can be said to be the leader of the hoax. The real social media leader



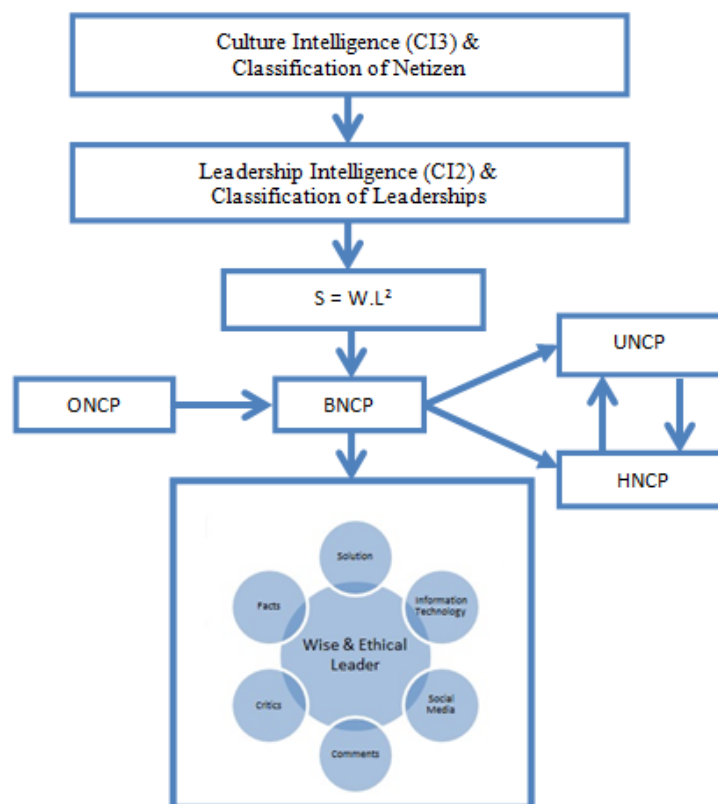
is a leader who is able to present data and facts that actually occur and how these facts should be overcome by providing solutions. Humility means that a leader wants to open his heart and mind to new things, and his actions and words are synchronous. Integrity means that a leader on social media does not say things that trigger chaos in society and is able to control his emotions. Knowledge means that a leader has broad general knowledge and special knowledge that is able to change the mindset-character and attitudes of the community in facing the development of information technology.

**Phase 3: Wise Leaderships Formula**

In this final stage, a special formula shown in equation (1) will be developed to develop the four types of leadership in social media.

$$S = W.L^2 \tag{1}$$

The formula consists of several important components including: S=social media, W=wise, L=leaderships, L<sup>1</sup>= Listening, and L<sup>2</sup>= Lead. The formula can be explained as follows: As a preliminary explanation for this formula is: according to Jonathan Matusitz: "Globalization is a change that occurs at the cultural level and this must be applied in the form of local culture" [17]. Furthermore, according to Mina Tsya Vogel said: Globalization changes almost all patterns of human life, so before communicating on social media, a leader must be able to know himself first [18]. By knowing himself well, there will be a good increase in performance in him so that experience will be shared that can be shared with others [19][20]. Therefore, leaders must have good communication skills on social media and can foster relationships in a flexible manner [21], so that this will be able to overcome ability problems in human resources and generate strength in leadership and teach other social media users in order to be wiser [22][23][24].



**Figure 7.** The Process of Leadership Intelligence (CI2) To Develop Wise Leader

Figure 7 shows the process from the beginning to the end and how one can become a wise leader on social media. In the first stage, it was shown that Culture Intelligence (CI3) resulted in the

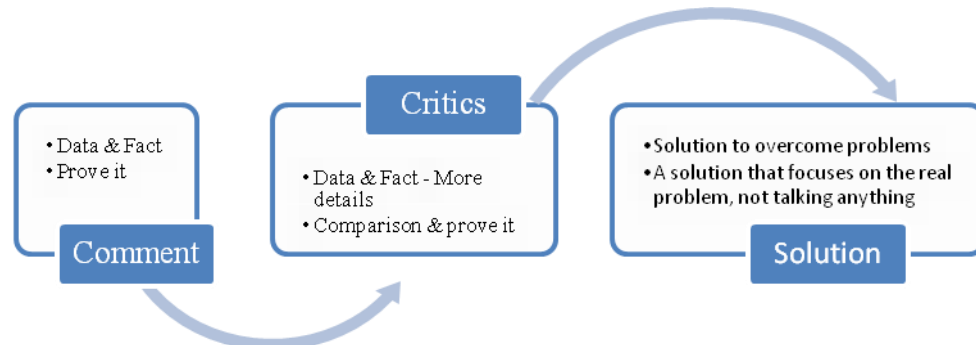
classification of netizens previously discussed such as open netizens, blind netizen, hidden netizens, and unknown netizens. The next process is to produce Leadership Intelligence (CI2) which classifies netizens into several types of leadership on social media. The classification consists of four types of leadership such as open leaders, blind leaders, hidden leadership, and unknown leadership and three characteristics that underlie leadership such as narcissism, paranoid, and compulsive.

If this classification is supported, it will produce a formulation of four classifications of social media leaders, referred to as ONCP, BNCP, UNCP, and HNCP. These four classifications have a major impact on social media, where leaders can influence users of social media and even change little by little the mindset, the character and attitude of a person. We call this process "reality perception" (this is the good side) and "deceive perception" (it is not good). Reality perception means that leaders can shape and develop society through social media by presenting the right facts and data so that people can know and learn to give their opinions appropriately. Furthermore, leaders can build a new culture in society by using its influence, and that influence must be a positive influence. Deceive perception means that the leader presents false data and/or facts that cause chaos in the middle of society so that a situation that contains each other is created, kill each other characters, there is no tolerance and disparaging each other unethically. If this continues, chaos will occur on various factors, such as economic factors, comfort factor, or other factors that will have a major impact on everyday life and in the end this will be referred to as "Chaos in social media and life". Therefore, formula that shown in equation (1) is a formula that can be used to be applied in developing social media leadership.

Important concept: strong leader, half strong leader, weak leader, this can be applied as follows: ONCP is a strong leader, BNCP: half-strong leader, HNCP: leaders who are in a half strong and weak position, and UNCP: weak leader. ONCP which is the type of leader who strongly guides the BNCP type to become a strong leader, this mentoring system includes: how a leader is able to lead the community with the right data and facts, how to learn and/or listen to the community so that they can find out what is the main problem in the community. From listening, data and facts can be generated that can be synchronized with the data and facts possessed by the leader, given by his subordinates, whether in accordance with facts and reality or just facts that are used to please the leader's ears and eyes. Keep in mind that leaders do not just have the data provided by the lecturers below it but occasionally have to see the facts directly in the field so that data and/or facts can be really on target. The result is wise. Wise means that leaders have the right data, facts, high accuracy, use data, and facts for the benefit of society, not just for their own sake. ONCP has a tough task, namely guiding the BNCP type until it reaches the highest point of the formula, namely wise leader. After the BNCP reaches a strong position in leadership, then the BNCP has the task of guiding the types of HNCP and UNCP. BNCP can start first by guiding the HNCP type because this is the closest when HNCP can change to like the BNCP, the BNCP can directly guide the UNCP and/or HNCP who have become the new BNCP to guide the UNCP under the supervision of BNCP. This process is called the leadership mentoring process, which is useful for producing new leaders [25]. After the mentoring process is successfully implemented, the next step is the final stage of the process towards wise leaders on social media. This stage can be explained as follows:

**Leaders must have knowledge of information technology and social media.** It is a very unethical thing if, in today's era, leadership is held by people who have no knowledge of information technology and/or social media. Leaders must have a technology-based mindset and understand what impacts will arise in applying technology to their leadership [1]. If this is related to the formula in equation (1), the explanation will be generated as follows: Social media leaders must be able to hear and see what is happening on social media, but of course a leader must be able to filter out what information can really be used and which information is useless and/or worthy of being ignored. The next process is the ability to lead followers on social media in a positive way and can be useful to develop the competence of their followers, in terms of general knowledge and special knowledge. If this is done, wise leaders and leaders will be able to make a positive contribution to the public. This process will be explained further in the next research.

**Comment, critics, solution.** This section is the most important part that social media leaders must have. A leader must be able to provide comments, criticisms and synchronous solutions [26]. This is a development of input-process-output-feedback, and can be described as shown in figure 8.



**Figure 8.** The process of providing solutions on social media with focus and accuracy

Figure 8 shows the process of how should social media leaders use their inner potential to be able to provide solutions for society. The first thing to note is that a social media leader should not express something based solely on his feelings, but must be based on concrete facts and data, furthermore, a social media leader must not only express half the truth of data and/or fact. On the other hand, feelings may be expressed if those feelings have a strong basis based on data and facts that are supposed to exist and/or occur [16]. A social media leader must be able to educate the public based on the truth of data and facts rather than based on unstable emotions. The above process can be explained as follows:

**Data and facts must be presented**, but this alone is not strong enough to make people believe. A social media leader must be able to express synchronously between data-facts and actual events. The critical question is: can it be done? It can be done, provided that the data used is real data and not manipulated so that it can fool the community [27][28]. Data must be based on two things: from the leader, is based on the official and recognized the organization and the data derived from the previous comparison and how the data must be obtained by the public [29]. On the other hand, it is not easy to prove whether the data really comes from the truth, but we must believe that what a social media leader has stated must have a big responsibility to give the truth. Data must be proven synchronously, not based on feelings and emotions that are not stable and/or a motive is not good for maximum personal gain.

**Comments**, comments that are raised by a social media leader must have the power of fact, where comments that only express feelings and emotions, this proves the level of intelligence and ability to lead the person, such as the formula that already exists, where there are factors lead and listening [30]. Negative comments that are often stated are symbols that the social media leader has a motive that is not good in him, only focuses on achieving personal desires without regard to, and does not have a high level of competence. Too positive comments also reflect great confidence, which must have limitations in it.

**In the process of criticism**, a social media leader must be able to express criticism that is right on target and not just says things disagree. It's not normal for something to be normal, but if a leader says he disagrees based on personal dislike, this is a symbol of social media leaders who have a very low level of competence in leading and providing solutions. Criticism must be stated based on data and facts and comparative data and/or concrete examples of what happened. This will prove that the leader has studied the problem before saying criticism. Furthermore, this proves that a social media leader, is, someone who understands and is able to focus on real problems not based on half the truth. Appropriate criticism is a criticism that has a concrete example of what happened, so that learning occurs for social media users, with the example of a case study, then here will get the right learning so that people can improve their knowledge and are equally able to think of solutions.

**In the final result: the solution.** The solution is a matter that has been decided through a long-term process based on data and facts as well as comparative case examples, which are things that can determine the future. We make this definition. A leader of social media is someone who focuses on things that really matter, things that need to be ignored and things that are not important. The best solution is a solution that has complementary data and facts, meaning a solution based on things that have been done and succeeded; conceptual things - where the idea of innovation is an idea that is feasible to apply; and things based on timely planning and execution. Someone who is only focused on the problem and only focuses on negative things and looking for mistakes is someone who does not have competence in solving problems and providing solutions. The most important thing in the solution are in these several stages:

1. existing data and facts must be valid,
2. comparative case studies,
3. solid planning,
4. completion time that must be fulfilled,
5. the cost of completion must be realistic,
6. human resources that have high competence,
7. continuous improvement for these solutions by taking into account the advances in information technology.

If the seven things are done consistently, the right solution will be obtained.

#### 4. Conclusions

From the results of the analysis, the concept of leadership intelligence (CI2) can be summarized as follows:

1. The leader has a special classification on social media including ONCP-BNCP-HNCP-UNCP. This is the basis of classification developed from three types of leadership: narcissism, paranoid, and compulsive, combined with Johari windows: open, blind, hidden, and unknown.
2. Honeycomb framework which is designed as any principles contained in social media is what attitudes must be owned by social media leaders and/or what are the most important factors that should be contained in the leader.
3. Formula shown in equation (1) is a formula created to be able to overcome problems in social media, especially in the part of how a leader is able to communicate his vision and mission to the community. This formula can improve the ability of leaders to improve their character; how to communicate and influence other people on social media.

#### 5. Recommendations

To be able to apply the concept of intervention leaders (CI2), a significant cultural change is needed. This can be started from several stages, including:

1. Developing general and special knowledge as education is a major factor and will have a big influence on the mindset.
2. Holding a workshop on using social media more wisely and how it has a positive and negative impact on our lives. This is very necessary to get attention from the government and education because it will change many factors. This will be explained in the next journal: CI1.
3. Socializing how to influence hoaxes and how to spread hoax news.

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