

COEVOLVING: A WAY WHEN A JUDGE BECOMES MORE THAN A JUDGE

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Abstract

Career development through professional organizations is the central concept in the importance of members joining professional organizations. As a professional organization, IKAHI need to accommodate and develop this professional organization into a strong organization that provides benefits to its members. Judges, however, not only carry out their main duties in examining and resolving cases, but are also bound by other additional duties. The question in this research is what are the strategies that can be carried out by IKAHI to make IKAHI an advanced professional organization? The following article presents a complementary and additional framework within developing and advancing the profession of judges, monitoring and expanding the field of movement of the profession, as well as gathering and providing opportunities for all members to work and play an active role in developing and advancing the profession. This framework is rooted in the theory of coevolving that integrates a responsive understanding of censure and relational responsibility, thus IKAHI become a professional organization that has advantages and collaborates with other organizations. The results of this study indicate that the strategy that IKAHI can take to make IKAHI an advanced professional organization is to carry out cross-organizational synergies through the concept of coevolving with counter-intuitive collaboration, developing competition, reducing concerns about efficiency, and respecting the personal interests of IKAHI members.

Keywords: coevolving, judge, synergy, collaboration, IKAHI.

Pengembangan karir melalui organisasi profesi adalah konsep utama dalam pentingnya anggota untuk bergabung ke dalam organisasi profesi. Sebagai organisasi profesi, para pengurus IKAHI perlu mengakomodir dan mengembangkan organisasi profesi ini menjadi organisasi yang kuat dan

memberikan manfaat kepada anggotanya. Hakim tidak hanya menjalankan tugas utamanya saja dalam memeriksa dan menyelesaikan perkara, tetapi juga terikat dengan tugas-tugas tambahan lainnya. Pertanyaan dalam penelitian ini adalah bagaimana upaya/strategi yang dapat dilakukan oleh IKAHI untuk menjadikan IKAHI sebagai organisasi profesi yang maju?. Artikel berikut menyajikan kerangka pelengkap dan tambahan dalam mengembangkan dan memajukan profesi hakim, memantau dan memperluas bidang gerak profesi, serta menghimpun dan memberikan kesempatan kepada semua anggota untuk berkarya dan berperan aktif dalam mengembangkan dan memajukan profesi. Kerangka ini berakar pada teori coevolving agar IKAHI dapat menjadi organisasi profesi yang memiliki keunggulan dan kolaborasi dengan organisasi lain. yang mengintegrasikan pemahaman yang responsif tentang kecaman dan tanggung jawab relasional. Hasil penelitian ini menunjukkan bahwa strategi yang dapat dilakukan IKAHI untuk menjadikan IKAHI organisasi profesi yang maju adalah dengan melakukan sinergi lintas organisasi melalui konsep coevolving dengan berkolaborasi kontra-intuitif, mengembangkan persaingan, mengurangi kekhawatiran tentang efisiensi, dan menghargai kepentingan pribadi anggota IKAHI.

Kata Kunci: *Coevolving*, hakim, sinergi, kolaborasi, IKAHI

Introduction

The judiciary plays an important role as a guardian of the rule of law and as an important check of governance. The independent judiciary protects against abuse of power by state institutions, maintains court integrity, and ensures that disputes are determined fairly, impartially, without political or other interference or influence is essential to do.

An important way to assist the judiciary in fulfilling its role, and protecting and promoting its interests, is through a judge association. Ikatan Hakim Indonesia also known as IKAHI is an association of judges in Indonesia. IKAHI's members include first-level trial judges and senior justices. IKAHI has defended the interests of Indonesian judges since 1953.

As a professional organization, IKAHI needs to promote continuous professional development and quality standards. Members have the opportunity to network at the event and learn more about what's happening in their area.

Professional associations are in a state of sustainable development and need different support at different stages. Thinking about the growth stages of a plant is a very useful model for this. Some associations are still in their infancy and, like small seeds, can easily be destroyed without the development of strong roots. Other associations are more powerful, but tend to stunt due to lack of care. Other permanent bandages are tough, but some pruning can be used to grow faster, or they may need additional support or nutrition to develop new branches.

Most judges during their judge's education have heard from lecturers, employers, or colleagues that they should join and obtain the benefits of professional association membership. IKAHI is as good as the people who make it, and these people give IKAHI its culture: common values, beliefs, customs, traditions and meanings. It is important to be aware of this as we strengthen our professional association.

The importance of career development in professional organizations has been noted in the literature. Career development is deeply rooted in professional organizations as it affords members the opportunity to communicate with others who share similar beliefs and interests, where membership allows them to trade and distribute ideas. Professional organizations may energize members who have grown discontented and burdened by their career hassles. Members have the ability to communicate with others in their field about professional and career issues, gain a new perspective, and regain interest in their profession. Friendships are often built through professional membership organizations that are nurturing throughout one's career. Thus, these organizations play an important role in establishing and maintaining a "professional family" and in developing one's career.¹

As a professional organization, IKAHI is also mandated to provide the best service to its members. Since era 4.0, IKAHI should improve the information system/information management. Until now, IKAHI's activities tend to be the same every year. In fact, as a professional organization, IKAHI must make many programs that are

¹ Thomas, M., Inniss-Richter, Z., Mata, H., & Cottrell, R. R. *Career Development Through Local Chapter Involvement. Health Promotion Practice, 14(4), 480–484.* (2013), p. 480-481. doi:10.1177/1524839913479378

able to strengthen IKAHI's unity and develop the ability of judges, so that judges who are members can have qualified abilities, amid the emergence of a new world such as the Meta-verse. If the activities held by IKAHI from year to year remain the same and do not pay attention to the needs of judges, then what benefits do judges get when they join IKAHI? why is it important for judges to join IKAHI?

Judges face challenges not only from the factors discussed here but from the large number of judicial vacancies and the many judges leaving the job for alternative, and often better paying, careers in private legal practice or alternative dispute resolution. These forces have implications not only for the judges themselves but also for the justice system.²

Judges always had some administrative duties beyond the hearing of cases. Because judges experience a myriad of occupational stressors, they are at risk of experiencing secondary trauma, burnout, negative mental/physical health, poor job performance, and low job satisfaction. Working as a judge is an inherently stressful experience, at least for some judges.

As applied to the judicial profession, judges beyond their job expectations. IKAHI nevertheless, has a good role in developing judges. Considering the various self-development benefits of participating in IKAHI, IKAHI needs to coordinate its mission and strategy to build a sustainable organization.

American College of Nurse Midwives describes the characteristics of an unhealthy professional association. The malfunctioning expert association has the following characteristics:

1. Lack of identity and attribution between members, struggle for taunts and leadership positions.
2. Results cannot be assigned to professions.
3. There are no occupational representatives in the decision circle.
4. Weak leadership.
5. Members have no common goals.
6. There is no sense of obligation or ownership of the association or its activities. Individuals are more interested in themselves than in

² Miller, M. K., Reichert, J., Bornstein, B. H., & Shulman, G. *Judicial Stress: The Roles Of Gender And Social Support*, The Australian and New Zealand Association of Psychiatry, Psychology and Law 1–17. (2018), p. 14. doi:10.1080/13218719.2018.1469.

greater vocational interests because they do not equate with profession.

7. The number of members is small and members may get angry. Members of the Professional Association have no recognizable benefits.
8. Politicians, communities, and those who serve are unaware of the contributions of the association or its members.³

Based on these characteristics, we may recognize the need but may do not know how to start. We can assess ourself which to strengthen IKAHI and an opportunity to bring people together to take a close look at IKAHI.

In the beginning, of course, the head organization of IKAHI sought to maximize its function as a head professional organization that became a place to channel the aspirations of its members. However, over time this function becomes weaker. In fact, simple things such as the ease of accessing information through the website are also not fulfilled.

There is an assumption, however many branches of IKAHI healthy and growth, they cannot significantly affect others. So, what does all that mean for IKAHI? Thus, like other professional association, IKAHI need to continue growing, fulfilling its objectives, being creative, and representing its members.

This takes us to the question, how to be a strong organization? A strong organization is one that is well governed, effectively organized, and excellent relationships/networks with other organizations. To survive and thrive, IKAHI need a specific synergy to determine the resources required to fill in identified gaps, to priorities needs and to develop a strategic plan. All members must reform together and finally coevolving. That is why, all members should be aware of the IKAHI's goals. This article, with all its limitations, attempts to describe coevolving as the last way to make the synergies work on IKAHI.

³ American College of Nurse-Midwives, *The Professional Association Strengthening Project*, USAID and Laerdal Foundation, (2016), p. 13.

Exploring and Extending the Synergy Concept

Porter (1985) provided important insights by introducing the concept of strategic relationships based on the value chain framework. He has replaced the term "synergy" with the term "interrelationship", but continues to discuss the actual ideas introduced by Anshoff (1965) as maintained by Daum. He emphasizes the fact that interrelationships are a major driver of the process of achieving and maintaining a competitive advantage, either by reducing costs or supporting diversification. In contrast to Ansoff (1965), Porter (1985) discusses synergies as a central aspect of strategic business management and does not limit that discussion to corporate expansion.⁴

Synergy is described as "...an evolving phenomenon that happens while people paintings collectively in together improving approaches in the direction of a not unusual place goal." Synergy Leaders need to take the obligation for assisting to set up the surroundings wherein this type of enhancement can take place. The Synergy Leader gives a template or intellectual version for a gadget to apply as a foundation for a proposed architecture.⁵

Synergy as a cooperative or combined action and occurs when diverse or disparate individuals or groups collaborate for a common cause. The objective is to increase effectiveness by sharing perceptions and experiences, insights, and knowledge. People think of synergy as something within an organization. It is usually when two parties collaborate and create a culture of excellence that is mutually beneficial. This can be broadened outside of an organization.⁶ An example of synergies can be explained by car wash. Let's say you own a car wash. You ordered a soap from a manufacturer far away from you and charged a premium for that soap. This is a big cost to you, as you are obviously trying to reduce your costs. Now let`s say another distributor moves into town and offers you a 25% discount if you put a sign out front advertising the product you use. This is a mutually

⁴ Patrick Daum, *International Synergy Management: A Strategic Approach For Raising Efficiencies In The Cross-Border Interaction Process*, (Hamburg: Anchor Academic Publishing, 2013), p. 10.

⁵ Curley, M.A. *Patient-Nurse Synergy: Optimizing Patient's Outcomes*. American Journal of Critical Care, 7(1), 64–72, (1998), p.7 0.

⁶ Patrick Daum, *International Synergy...*, p. 233.

beneficial situation because you save 25% on your major expense of soap and they receive advertising at a minimal cost.⁷

Synergy makes a team stronger and more effective. When everyone is benefiting from a relationship it is healthy and prosperous. That should be the goal of any individual, organization, or team. Synergy is the goal and achieving it is critical to success.

Synergy is the interaction of individual factors that reinforce each other when combined. Synergistic interactions, which can be characterized as interactions between individual business units, are the main driving force in the process of achieving a competitive advantage and require systems thinking. She wants a platform to support the development of dialogue between disciplines and people.

There are three types of synergies. First, universal synergies can be created through all kinds of interactions. This type of effect does not depend on interacting entities that manufacture the same product or are in the same industry. It usually occurs in support activities such as finance and human resources. In the best case, the interaction leads to a reduction in both fixed costs. Second, it creates unique synergies between similar industries or affiliates. This is due, for example, to the concentration of production and sales capacity. Third, certain synergistic effects only occur in certain interaction scenarios. One example is the combination of one party's patent and the other party's corresponding sales channel and other special assets.⁸ The adverse effects of synergistic interactions "dysergia" or "dysynergia" (dys – poor) and indicates inadequate cooperation between business units. Approach to explain the effects of synergistic interactions, movement disorders can be explained by the following metaphor, "2 + 2 = 3".⁹

Building and maintaining an effective team requires synergy, an idea that draws upon the systems concept of interdependence. Synergy calls attention to the fact that teams are more than just structures that combine the skills, knowledge, and abilities of individuals. Rather, synergy occurs when each team member plays a

⁷ Josh Bryant, *The Importance of Synergy*, Synergy Business Consultancy. from <https://sites.psu.edu/global/2015/02/22/the-importance-of-synergy/> accessed 22 February 2015.

⁸ Patrick Daum, *International Synergy...*, p. 13.

⁹ Patrick Daum, *International Synergy...*, p. 14.

part in the overall effort of the team and each team member's quality of contributing is improved as a result of others' ideas and efforts. Effective participation in decision-making is a hallmark of team synergy.

Synergistic Strategies for Organizational Change

Strategic planning for synergistic organizational development includes training and development strategies for members, collaboration strategies between departments, and strategies for assessing organizational performance and the synergistic impact of an organization on society and the environment.¹⁰

Strategic planning is the process used to determine what an organization wants to achieve and to establish directions, strategies, and resources to achieve those goals. Strategic planning is about basic, future-oriented decisions, not operational decisions about day-to-day implementations. For decisions made at the strategic level, the overall goals, the segments the organization aims to serve, the role of the organization in the community, key programs and services, resources, and the organization helps the organization achieve it. Includes how all these elements are combined in order to mission.

Many organizations may jump straight into implementation activities because of resource limitations or the inability to devote time and priority to planning. While this may seem feasible in the short term, the absence of strategic planning hampers the organizational growth in the long term.

Strategic planning is a process of engagement that is not completed in a meeting of only IKAHI officers. For the Strategic Planning process be successful, many voices must be heard before a plan is finalized.

Any plan turns into beside the point if it isn't reviewed and up to date on an ongoing basis. If proposed desires can't be met, regulate the plan to mirror the modified scenario. IKAHI can enforce the subsequent pointers to make certain that the strategic plan stays viable:

¹⁰ Timothy Stagich, *Collaborative Leadership and Global Transformation: Developing Collaborative Leads and High Synergy Organizations*, The (USA: Global Leadership Resources, 2001), p. 75.

1. Review the plan periodically. IKAHI must determine whilst the periodic evaluate have to be done. Generally, a quarterly evaluate is taken into consideration sufficient, however this must be decided relying on scope of operations, size, etc. A periodic evaluate includes evaluation of the real in opposition to the deliberate effects and dialogue of motives for deviation. The periodic evaluate can also be a platform for the group to talk about any implementation challenges.
2. Update the plan frequently in order that it stays relevant. A observe as much as the periodic evaluate is to replace the strategic plan to mirror any adjustments that would have befallen with inside the evaluate period. It is viable that priorities for desires may also change. This is high-quality so long as the plan is up to date in a well-timed manner.
3. Build group possession for the plan. Team possession is extraordinarily important; without it, the strategic making plans exercising is probable to lose momentum. Making extraordinary human beings proprietors of various portions of the plan is a great method to construct possession. It is important to track progress on strategic planning to assess whether activities are moving in the right direction and contributing to the achievement of the overall mission. Organizations can enter implementation mode and tend to forget the big picture. This can lead to distractions from the mission and misappropriation of resources. Follow-up helps IKAHI identify the existence and extent of deviations and provides an opportunity to take corrective action in a timely manner.

IKAHI, like other specialized institutions, can spend a lot of time responding to crises rather than managing paths. You can respond to urgent needs for quick results. Therefore, the time spent on strategic planning will pay off.

Coevolving as a Last Synergy

Originally from biology, the term coevolution refers to continuous changes between two or more ecologically dependent but unique species whose evolutionary trajectories are intertwined over time. These species adapt to the environment and therefore adapt to each other. The result is an ecosystem of partially interdependent

species that adapt to each other. This interdependence is often symbiotic (various types help other species), but can also be symbiotic (one species uses the other). Competitive interdependence can also occur. One species may swarm the other, or both species may evolve into separate, non-competitive niches. Interdependence can change, too, such as when external factors like the climate or geology shift. Nectar and shelter acacia as a classic example of symbiotic coevolution. Acacia trees rely on ants to sting to protect them from herbivores. Over time, acacias have evolved to make ants more accessible to flowers by hollowing out thorns as shelters. Similarly, ants have evolved into forms that promote the penetration of acacia flowers. Seeds are better together than if they weren't working together.¹¹

Scholars from many disciplines have recognized that biological coevolution is just one kind of complex adaptive system. Eisenhardt and Galunic describe correlation between coevolving and multibusiness companies. They state coevolving, at last a way to make synergies work.¹²

Coevolution is a solid concept as well as continuous evolution. Both involve routine but dynamic changes in the web of collaborative connections between businesses to capture new opportunities for synergies and strategic growth and eliminate those that are no longer valid. The use and application of co-evolution is absolutely important for expansion companies as it enables organizations to respond quickly to change and maintain a company-wide economies of scale and rapid learning. When things change within the physical boundaries of an entity, they change just as rapidly outside the physical boundaries of the entity, and also outside those boundaries. This concept is also related to reconnecting collaboration links between companies as markets and companies evolve to promote synergies through multi-business teams. Co-evolution continually creates dynamic strategic business processes as the company evolves. This is very different from traditional strategic processes and

¹¹ Kathleen M. Eisenhardt and Charles Galunic, *Coevolving: At Last...*,

¹² Kathleen M. Eisenhardt and Charles Galunic, *Coevolving: At Last...*,

collaborations where strategic positioning analysis is performed on a regular basis.¹³

According to Mackenzie and Van Winkelen almost completely explain the transition from the dilemma to co-evolution. In her view, the manager works best when he realizes that the more he works to fix Paul, the more he dismantles the opposite. At some point, a reversal is needed. Moreover, pole reconstruction is always a reaction to the problem caused by the strength of the opposite pole. Interdependence may initiate co-evolutionary dynamics.¹⁴

Eisenhardt & Galunic as believed by Knoll defines coevolution as the process of changing collaborative connections between business units to take advantage of operational synergies. A popular example of a co-evolving company is Disney. Disney executives choose to collaborate with different business units for each movie. Over time, they continually break old associations and generate new ones based on specific requirements.¹⁵

Co-developers have distinct organizational characteristics. Collaboration in these companies is driven and implemented by the business unit. The role of the Corporate Center is limited to setting up a collaboration context rather than initiating and driving a specific synergistic initiative. Executive incentives focus on the performance of individual business units, not the performance of the company. Internal competition is seen as a powerful source of innovation (from alternative technologies, business models, distribution channels, etc.), so cooperation and competition between business areas can coexist. In co-development companies, a well-functioning business system is important to support frequent data-driven meetings between business

¹³ IT Governance Institute, *Governance of the Extended Enterprise: Bridging Business and IT Strategies*, (New Jersey: John Wiley & Sons, Inc., 2005), p. 29.

¹⁴ Sachs, W., et, all. "Managing Dilemmas in Organizations: Irregular Oscillation and Coevolving Causalities." In nd EGOS Colloquium, July 2006, p. 9. https://www.researchgate.net/publication/228396928_Managing_dilemmas_in_organizations_Irregular_oscillation_and_coevolving_causalities accessed 15 February 2022.

¹⁵ Sebastian Knoll, *Cross-Business Synergies: A Typology of Cross-Business Synergies and a Mid-Range Theory of Continous Growth Synergy Realization*, Disertation, (Universitat St. Gallen, 2008), p. 129.

unit managers, so that managers can keep up with new synergistic opportunities.¹⁶

Coevolution suggests that: First, to achieve operational synergies, you need to proactively manage connections between businesses. Second, businesses, not corporate centers, need to drive and implement operational synergies. In other words, the decisions that form links between businesses need to be distributed across the enterprise. Collaboration should be guided by the company's "enlightened self-interest" rather than "selective interference" from headquarters. Third, internal competition between companies and highly effective enterprise-level incentives have strengthened the efficient realization of synergies.¹⁷

Companies co-developing in-house need good communication between co-development areas. Insufficient internal communication can lose benefits. It suppresses the manipulation of co-evolution and can even fight it. Communication can be done through a standard organization-wide data processing system using a repository of corporate data. It's also about human-to-human communication. It turns out that this is closely similar to the protocol used behind the scenes of data communication. Data processing systems need to be flexible enough to adapt to the needs of individual users without denying the fundamental benefits of using standard transactional processes and data. The use of data and processes common to co-evolving domains does not violate the black box nature of each co-evolving domain. The important thing is whether the decision is local and not necessarily data. Here are some examples of current technologies that can be used to explore and support person-to-person communication in more detail. In coevolving study, business leaders of companies operating in a dynamic environment are involved in managing operational synergies to create a business context that facilitates the formation and termination of connections between businesses. It is recommended to limit. Specifically, enterprise managers need to create collaborative enterprise contexts

¹⁶ Sebastian Knoll, *Cross-Business Synergies...*, p. 130.

¹⁷ Sebastian Knoll, *Cross-Business Synergies...*,

with decentralized decision making and strong business-level incentives.¹⁸

Coevolution is a fascinating meta concept for achieving operational synergies in dynamic organizations. However, there are two restrictions. One is that coevolution is theoretically immature and is based solely on anecdotal evidence. Second, the concept is too abstract to provide meaningful insights into the realization of growth synergies. The fact that collaboration links between companies are continually changing to take advantage of new synergistic opportunities is also used by these links to achieve efficient synergies (Because production is shared among companies), we do not shed much light on the realization of synergistic effects.¹⁹ Individual opinions and interpersonal relationships always interact and coevolve in a social network. This continuously leads to the self-organization of opinion clusters in the whole network.²⁰

Pushing an organization to the boundary between order and chaos may not be easy. Another way is to help the organization grow to its limits. However, simple self-organization often fails and requires an additional "homing" mechanism. Avalanches of change can occur as self-organization approaches the boundary between order and chaos, and are a useful sign that the boundary has been reached. IKAHI generally act as if they are listening to their efforts or believing that they are strengthening their organization. As a professional organization, IKAHI has been giving benefits to members. Although, not all expectations can be achieved.

The idea of coevolving on Disney can't be carried out in our organization. IKAHI is a expert organization, which doesn't want to compete. However, we will analyse from commercial enterprise organizations. a few agencies have for years dabbled with the concept of inner opposition with the aid of using permitting their factories to bid for making a selected product for a specific marketplace. Others sell the head-on opposition of or extra merchandise withinside the

¹⁸ Max Stewart, *The Coevolving Organization: Poised between Order and Chaos*, (UK: Decomplexity Associates Ltd, 2001), p. ix.

¹⁹ Sebastian Knoll, *Cross-Business Synergies...*,

²⁰ Zhang, Songlin et.all, *Impact of Opinions and Relationships Coevolving of Self-Organization of Opinion Clusters*, *Interdisciplinary Description of Complex Systems* 11(3), 310-317, (2013), p. 310, <http://indecs.eu/2013/indecs2013-pp310-317.pdf> accessed 21 Februari 2022.

equal marketplace sector. Proctor and Gamble as an instance commenced doing this as lengthy in the past as 1931. For a few it works; for others, it encourages a completely short-time period view of go back on capital, stifles new product development, and creates a barrier to branching out into new markets. Perhaps the success ones recognize intuitively how quality to translate complexity and coupling into natural growth.

Successful IKAHI is, among other things, related to member decisions. Important and widespread decisions are strategies. Successful strategies are repeated, documented, and management books are written about them. Those that fail are not repeated, at least not quickly and continuously. The leader (IKAHI's head or branch) who drives the failed strategy tends to be a leader, but each IKAHI branch is different, so it's a different branch (IKAHI) that actually functions and rows the same silver bullet. It may reappear. Strategies and ideas, like genotypes, evolve and propagate or die out.

Some individual properties influence the interaction between professionals and make a positive or negative contribution to the effectiveness of the organization. There are few neutral personality traits. Most are toxic and require treatment. When choosing leaders and sharing responsibilities within the IKAHI branch, individuals tend to look for benefits, education levels, technical expertise, and sometimes friends. There are risks associated with this.

At IKAHI, technical efficiency may tend to be more important than leadership. This explains some of the weaknesses of leadership. These weaknesses are common and, as a result, can no longer affect the policy. Unfortunately, leaders often do not have the ability to involve policy makers at the political or political level. Executives need a clear understanding of the country's bureaucracy, and this insight does not necessarily come naturally to people with technical expertise. Judges are not only interested in legal issues, but also in professional fame, judge salaries, and recruitment of judges. IKAHI should take advantage of individuals who have relationships with policymakers and use them to scan the horizon and ensure that IKAHI is always aware of what issues are under discussion. IKAHI can then take steps to contribute.

Coevolving in general describes new features. IKAHI doesn't need to change the visions and missions. Coevolving is about moving

forward, i.e., the ability of IKAHI to continue growing, fulfilling its objectives, being creative, and representing its members. It also means that IKAHI is able to sustain itself and continue despite changes in the country and the judicial profession.

Leaders at coevolving organizations assume that links among business are temporary. They think “Velcro organizations.” They also recognize that the number of connections matters. So, they manage the tension between fewer links for agility and more links for efficiency. While traditional leaders plan collaborative strategy from the top, smart leaders in coevolving organizations don’t try to control or even predict it. They set the context and then let collaboration (competition) emerge from members.

Of course, even the best organizations that grow together don’t collaborate when needed.²¹ Instead of moving to a rewarding collaboration, leaders are looking for alternatives. Improve the flow of information so that leaders can better identify collaboration opportunities. Reorganize closely linked businesses into larger business segments. Or repair a store that others may avoid because it is ineffective.

Before coevolving, Prior to co-development, IKAHI can assess how active and functioning an organization is. By hosting activities that interest members and the general public, IKAHI will ensure that all members are interested and satisfied. Technology is evolving very rapidly. Therefore, the presence of active social media and active websites on social media platforms is very important. We will continue to actively participate in government-organized activities to maintain seats at the policy-making table and schedule regular visits to policy makers and other specialized institutions. These are some activities that IKAHI must participate in.

Conclusion

From the discussion above, it can be concluded that capturing cross-organization synergies is an essential part of professional

²¹ Kathleen M. Eisenhardt and Charles Galunic, *Coevolving: At Last, a Way to Make Synergies Work*, Harvard Business Review Magazine, Januari-Februari 2000, <https://hbr.org/2000/01/coevolving-at-last-a-way-to-make-synergies-work> accessed 25 February 2022.

association strategy. Yet many leaders collaborate in too many areas or for too long, or they focus on the wrong opportunities. Coevolving is a better alternative, especially for IKAHI.

Coevolving is a subtle strategic process. In fact, it's a bit counter-intuitive-building collaboration teams, thriving competition, worrying less about efficiency, reducing collaboration and gaining more while rewarding self-interest. Through co-development, IKAHI will be transformed into an ecosystem with an organizational strategy by IKAHI's leaders. However, it is this tilted way of thinking that gives IKAHI a competitive edge.

Acknowledgments

The authors would like to gratefully acknowledge the contribution of many of our colleagues, especially Rasikh Adila, S.H.I. for fruitful discussion.

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