
Resilience and Leadership Agility in Times of Crisis: Lessons Learned from Amnt Site Batu Hijau Mining Indonesia

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ABSTRACT

Given the unprecedented global economic and operational disruptions caused by the COVID-19 pandemic, which led to significant declines across various industries, particularly the mining sector, a critical question emerges regarding the effective strategies companies employed to ensure their survival and continuity. This study investigates how Amman Mineral Nusantara (AMNT) successfully navigated the unprecedented challenges of the COVID-19 pandemic, focusing on the critical role of agile leadership. Utilizing a qualitative research approach with in-depth interviews and documentation from AMNT's Batu Hijau site, the study examines the interplay of agile leadership, strategic commitment, integrated risk management, and market adaptation. Findings reveal that AMNT's resilience stemmed from its adaptive and transformative leadership, which fostered a culture of rapid response, uncertainty management, and robust communication and collaboration. The company's commitment to human resources and ESG principles, alongside comprehensive risk management and crisis-driven innovation, enabled sustained operational continuity, financial stability, and employee welfare. Key determinants of agile leadership effectiveness—individual responsibility, trust, self-organized teams, pioneer spirit, and focus—were crucial in navigating the crisis and promoting organizational resilience, particularly within the Indonesian work culture. This research highlights agile leadership as a vital model for effective crisis management and a catalyst for long-term organizational transformation and growth.

Keywords: crisis, COVID-19, leadership agility, mining

INTRODUCTION

The world faced an unparalleled challenge with the COVID-19 pandemic, triggering a global public health and economic crisis of unprecedented scale. Millions of lives were tragically lost, and the economic fallout was severe, with global output plummeting by 3% in 2020, marking the deepest global recession since World War II and far exceeding the 2008 Global Financial Crisis (Batini, N & Li, 2023). This crisis impacted countless companies, including Amman Mineral Nusa Tenggara (AMNT). Operating a large-scale copper and gold mine at its Batu Hijau site in Indonesia, AMNT grappled with significant hurdles such as social restrictions, supply chain disruptions, and global economic uncertainty (Wijimulawiani & Pradila, 2023). These pressures forced AMNT to critically reassess its business strategies and rapidly adapt to the continually shifting environment (Pratama et al., 2021).

The pervasive impact of the COVID-19 pandemic wasn't limited to AMNT. It extended across the entire mining sector, manifesting in decreased production, revenue, and stock market performance. Indonesia, a major exporter of mining products, experienced substantial declines in export demand (Jong, 2020). For instance, coal production in Indonesia dropped

by 11% in August 2020 compared to the previous year, from 409 million tons to 362 million tons. This downturn was largely attributed to the halt in coal production in China, leading to significant decreases in the average stock returns, including dividends, for Indonesian coal mining companies listed on the Indonesia Stock Exchange (Iswahyudi et al., 2022; Prihadi, 2019). Major Indonesian mining firms like ADRO, INDY, BUMI, and ITMG saw their profits decline, with INDY experiencing a staggering 575% drop in profit and BUMI a 258% decrease, pushing them into financial crisis (Oktafian et al., 2023; Sandria, 2021).

The COVID-19 pandemic stands out as an unpredictable global crisis with far-reaching consequences across various sectors. For the mining industry, fluctuating market demands and unstable commodity prices exacerbated business planning uncertainties. Therefore, robust leadership commitment became crucial for addressing emerging issues. Research indicates that companies adopting innovative and comprehensive risk management policies were more resilient during the pandemic (Dal-Mas et al., 2011). Furthermore, companies capable of rapid adaptation during the crisis found new, more efficient ways to operate despite numerous restrictions. This adaptability was undeniably linked to the unwavering commitment of leaders during these critical times.

The crucial role of leader commitment in crisis situations cannot be overstated. Through committed leadership, innovative risk management policies can be formulated to help companies remain competitive and sustainable during a crisis. A leader's commitment to making sound decisions during the pandemic not only ensured the company's survival but also guaranteed continued operations and contributions to the local and national economy. In navigating uncertain situations and changes, enhanced agility, particularly in leadership style, becomes indispensable. Agility, defined as the ability to identify opportunities for innovation and boost competitive advantage by leveraging assets, knowledge, and combining speed with surprise, is vital. Leadership agility, specifically, refers to a leader's capacity to take wise and effective steps in response to complex and dynamic situational changes. Consequently, agile leaders are essential for navigating periods of crisis.

Studying leadership agility during crises is crucial as it can provide a roadmap for other companies in future risk management. Leaders who exhibit agility in risk management tend to be more proactive and innovative in addressing challenges, thus ensuring the continuity of company operations. This research aims to provide insights into how leadership agility influences decision-making in creating innovative risk management policies and the results achieved by companies during periods of crisis. Therefore, the findings of this study are expected to help other company leaders make better decisions in the future. This study employs a qualitative method to analyse leadership agility at AMNT company in innovating risk management policies during the crisis. This approach aims to gain a deep understanding of the decision-making processes and policy implementation undertaken by the company's leaders (Maxwell, J, 1966). This method helps in assessing the effectiveness of implemented policies and identifying key factors contributing to their success or failure. By delving into these contributing factors, this research can reveal how agile leaders are in confronting crisis situations. This also allows researchers to identify best practices that can serve as a benchmark for future decision-making.

This study criticizes two previous studies to identify gaps that have been successfully filled. First, Bansal et al.'s (2015) research on CSR strategies during the 2008–2009 economic crisis did not touch on the aspect of adaptive leadership, even though this factor proved crucial in the case study of AMNT that applied agile leadership principles such as open communication and commitment to employee welfare. Second, although James & Wooten (2005) have examined resilient leadership during crises, they do not discuss its application in the mining sector with its unique challenges. This research complements by showing how AMNT integrates agile leadership through health protocol innovation, risk management, and market adaptation, so that it not only survives but also increases financial resilience. The purpose of the research is to analyze the effectiveness of agile leadership during the pandemic, with practical benefits as a guide for similar companies and theoretical contributions in enriching the concept of agile leadership in the context of Indonesian culture that emphasizes employee well-being.

METHOD

This study employs a qualitative research approach to explore and understand the intricate social phenomena of resilience and leadership agility within PT AMNT Site Batu Hijau, Indonesia, particularly in the context of crisis management during the pandemic. This method is chosen to delve deeply into the meaning and behavioral patterns of informants, focusing on agile leadership and organizational policies. The primary focus of the research is to examine the role of agile leadership in decision-making for business continuity and to analyse innovative risk management policies adopted amidst the unprecedented COVID-19 crisis. In-depth interviews serve as the primary data collection technique, targeting key informants strategically selected through purposive sampling. These informants include the company site director, HR manager, Safety Health manager, and other employees, all chosen for their profound understanding of leadership concepts and policy-making processes during crisis. Secondary data, such as previous research, literature reviews, and credible articles, complement the primary data to ensure the reliability of findings. The input variable for this study is agile leadership, measured by nine principles grouped into communication, commitment, and collaboration. The intermediate variables consist of determining factors like individual responsibility, trust, self-organized teams, pioneer spirit, and focus, which bridge the relationship between agile leadership and innovative risk management policies.

RESULTS AND DISCUSSION

1. How company endure times of uncertainty?

Amman Mineral Nusantara (AMNT) successfully navigated the COVID-19 pandemic crisis by implementing agile leadership, demonstrating strategic commitment, integrating risk management, and effectively adjusting to market dynamics, financial conditions, and company profitability. The company's long-term resilience during the pandemic crisis can be attributed to its leaders' ability to develop adaptive capabilities and learn how to respond to and leverage uncertainties, restrictions, and opportunities within the company's economy (Russo & Gutti, 2020). Strategic companies, characterized by long-term policy and activity

implementation, substantial resource commitment, and significant structural adjustments to current conditions, are better prepared and more resilient during crises (Bansal et al., 2015).

Effective corporate leadership, particularly through agile leadership principles that emphasize concrete action in decision-making and policy, is crucial for adapting to actual on-the-ground conditions (Agile Business Consortium, 2022; Fiedler, 1964) AMNT's leadership swiftly assessed the COVID-19 situation, both internally and externally, by rapidly and effectively translating government policies related to the pandemic. Leaders serving as role models, consistently embodying exemplary values, establish behavioral norms and reinforce a responsive and adaptive organizational culture, aligning with social learning theory (Bandura & Walters, 1977; Denning, 2018). Leaders' ability to foster a work environment that supports effective collaboration, open communication, and trust among cross-functional team members is essential, as decision-making requires involvement across various organizational levels to maintain internal resilience (Strode, 2016; Yukl, 2013). Two-way, open communication within the company is vital to accommodate the complexity and dynamism of the work environment, utilizing a transformational leadership approach that encourages leaders to build strong interpersonal relationships with employees through inspiring and empowering communication (Bass & Riggio, 2006). During a crisis, agile leaders are compelled to make quick and precise decisions to ensure operational continuity and organizational safety (Utomo & Hanita, 2022). AMNT's decisive decision-making during the COVID-19 pandemic proved to be a key differentiator in crisis management. Agile leadership can be categorized as transformational leadership, which fosters adaptability in employees, enabling them to identify both opportunities and limitations within the company (Charbonnier-Voirin, 2011). This leadership style emphasizes the leader's role as an agent of change, not merely reactive but proactively building adaptive work systems (Bass & Riggio, 2006). Responsive adaptive crisis leadership, which maintains operational continuity despite dynamic conditions, is crucial for industrial survival during crises by considering negative impacts while ensuring business continuity (Ajith et al., 2024).

Leader commitment establishes norms within the work environment that encourage strategic actions and change (Ojo & Fauzi, 2020). The principles of agile leadership align with the concept of crisis-resilient leadership, which underscores that resilient organizations can maintain core principles and long-term objectives, even when facing highly unstable conditions (James & Wooten, 2005). The company's protection of its workforce during the pandemic demonstrated stable commitment, positively impacting organizational reputation and public trust (Bundy et al., 2017). Companies that maintained their commitment to Environmental, Social, and Governance (ESG) principles during the crisis also demonstrated more stable financial performance, attracted long-term investments, and retained stakeholder support (Eccles & Klimenko, 2019). The company's commitment to human resources during the COVID-19 crisis reflected a new paradigm in modern crisis management: protecting people is not merely compliance but an integral part of organizational resilience strategy, fostering trust, solidarity, and collective adaptation (Lengnick-Hall et al., 2011). Furthermore, the company's commitment was evidenced by its adherence to government regulations. A key element of crisis-resilient leadership is an organization's commitment to its fundamental

principles while adapting to external conditions, including government regulations (James & Wooten, 2005).

Risk management is a crucial approach for implementing structured innovation and evaluation within companies facing crises. Management skills are essential to ensure the accuracy and validity of risk and vulnerability assessments, enabling the development of relevant strategies and policies that allow leaders to mitigate or prevent losses (Pokshevnytska & Khrutba, 2024). AMNT's management adopted an effective approach involving inter-departmental collaboration and synergy, meticulous planning, identification of new risks, implementation of corporate crisis phases, collaboration with external consultants, and continuous evaluation. AMNT demonstrated risk management practices that emphasized cross-sector collaboration as a vital strategy for confronting the COVID-19 pandemic, building synergy with local governments, medical personnel, and professional consultants. The cross-sector collaboration model highlights the importance of collaboration and synergy in policy implementation, especially during crises (Bryson et al., 2006; Perdana et al., 2021).

The principles of agile leadership emphasize adaptability with rapid responses that prioritize adaptive planning as a core characteristic of nimble and responsive leaders in the face of uncertainty (Agile Business Consortium, 2022). AMNT's pandemic planning process was established early through: a) systematic risk identification; b) scenario modelling based on crisis phases; and c) periodic strategy adjustments based on real-time data. In risk management, risk is no longer solely understood as a potential threat but also as a catalyst for developing more adaptive and resilient organizational systems (van der Vegt et al., 2015). The "Sense – Respond – Adapt" principle indicates that leaders do not solely rely on predictions but on the capacity to understand dynamics and respond collaboratively (Joiner & Josephs, 2008). Evaluation is iterative and contextual, meaning leaders actively adjust policies based on feedback and on-the-ground realities (Kalyani & Thampi, 2024; Krivokapic & Mathiassen, 2023). The periodic evaluations implemented by the company during the crisis demonstrated consistency with agile leadership principles, characterized by speed, data-driven adaptation, and an orientation toward resource welfare and productivity sustainability. Company management was able to design a roadmap based on the 7 phases of COVID-19 spread, from international to internal company levels, as a precautionary strategy and a concrete form of scenario-based risk management and agile leadership (Denning, 2018).

The COVID-19 pandemic significantly increased demand for technology infrastructure and medical devices, leading to a surge in mineral raw material demand (World Bank, 2021). Findings indicate that the company's leadership successfully identified market demand as an opportunity and potential within existing limitations. Companies with strategic foresight can identify emerging market signals as a basis for decision-making regarding various current challenges and quickly leverage changes into competitive advantages (Scapolo et al., 2024; Teece, 2007). A rapid response to market signals helps companies maintain competitiveness and resilience in the mining sector during crises. This approach ensures the company is not only resilient but also intelligent in responding to changes.

AMNT demonstrated financial resilience through a combination of structural transformation strategies, agile leadership, and risk-based strategic planning. Effective

corporate leadership considers the balance of business continuity to maintain the company's financial stability. The balance between innovation and exploitation efficiency is central to organizational resilience (Brix, 2019; Osiyevskyy et al., 2020). Strong planning, mitigation, and risk management, coupled with clear leadership during the pandemic crisis, enable companies to survive and recover normally (Bailey & Breslin, 2021). The balance between sustainable operational production and workforce protection, facilitated by agile leadership within the company, exemplifies the application of value-driven crisis management, which considers aspects of value, business sustainability, and social responsibility (Richey et al., 2022).

The COVID-19 crisis posed a significant challenge to global economic stability; companies had to maintain operational productivity and profit sustainability as a response to external shocks. Beyond sustaining productivity, companies also needed to ensure profitability to support employee welfare during the crisis. Company profits during the pandemic were a result of efficient adaptation. The re-investment of profits within the company funded adaptive policies and long-term company sustainability (Teece, 2007). Companies with flexible and collaborative management structures can transform crises into innovative opportunities through crisis-driven innovation (Haider Alvi & Ulrich, 2023; Netz et al., 2022). Organizational resilience encompasses an organization's ability to thrive from external shocks through coordinated learning, adaptation, and innovation (Lengnick-Hall et al., 2011). Agile companies assess performance not only financially but also by each unit's contribution to value creation (Horney et al., 2010).

2. Agile leadership: a model for navigating volatility

Agile leadership is crucial for companies to maintain sustainability during periods of uncertainty, such as the COVID-19 pandemic. Proactive leadership, integrated with circular economy practices and adaptive management strategies, can be a key supporting factor for corporate stability (Castillo et al., 2025). Agile leadership serves as an effective model for managing volatility due to its core characteristics of adaptability, responsiveness, and collaboration, even transforming crises into growth opportunities. The role of leadership in navigating crisis-induced change, using models like "volatility," can hone leadership skills, foster collaborative change within the company, and enhance productivity during unprecedented crises (Garrido, 2024). According to the Agile Business Consortium, three main indicators characterize an agile company: fluid communication, deep commitment, and effective collaboration.

Agile leadership proved to be an effective model for managing uncertainty and maintaining operational continuity during the COVID-19 crisis. Leaders not only drove change but also served as role models through direct involvement in decision-making, policy implementation, and risk management. Through the developing indicator, leaders translated policies into tangible and responsive operational steps. Based on the reflecting indicator, agile leaders considered diverse perspectives to formulate policies grounded in real-world conditions (Manuhutu, 2021). Furthermore, under the learning indicator, leaders actively sought, received, and responded to feedback, collaborated with external consultants, and enforced strict penalties for violations as a testament to their commitment to maintaining

company stability. This approach demonstrates that agile leadership is not merely about innovation but also about collective awareness, contextual adaptation, and humane, collaborative leadership amidst dynamic crises, necessitating seamless communication among stakeholders and across organizational levels. Structured feedback within teams fosters continuous policy development and professional growth, enabling organizations to endure crisis conditions (Dick et al., 2023).

AMNT's agile leadership is reflected in its high commitment, which inspired, engaged, and unified all organizational elements in confronting the COVID-19 pandemic crisis. By upholding humanitarian values through their core value "Stay Human" leaders demonstrated tangible concern for the health and well-being of employees, their families, and surrounding communities, including establishing Vaccination Centers and supporting local Micro, Small, and Medium Enterprises (MSMEs). For instance, supported COVID-19 vaccination centers in NTB Province for employees, business partners, and their families (Ida Nurcahyani, 2023; Sayekti, 2023). In terms of engaging, leaders not only provided direction but also directly engaged on the ground, fostering solidarity and adherence to health protocols while ensuring safe operations for employee economic stability. Concurrently, in the unifying aspect, leaders promoted community empowerment through coding training programs for youth, nurturing tech-savvy future leadership potential, and proactively implementing risk management before the crisis emerged (AMMAN, 2020). These three aspects illustrate how AMNT's agile leadership not only focused on strategic agility but also foundationalized business continuity and change management on humanitarian values, emotional involvement, and collective preparedness.

The collaborative aspect of agile leadership at AMNT is demonstrated through three key indicators: empowering, achieving, and collaborating. In terms of empowering, the company enforced stringent health protocols and tiered quarantine systems for all employees, their families, and business partners to ensure collective safety at the Batu Hijau site. These prompt and preventative measures showcase how leaders empowered their teams to act with discipline and responsibility. Meanwhile, under the achieving aspect, the company proved its role as a strategic government partner through a Quadruple Helix collaborative model, distributing logistical aid and medical equipment to five regencies/cities in NTB, including Mataram City, which was designated a red zone. This assistance not only aimed to break the chain of COVID-19 transmission but also served as a form of moral support and commitment to the welfare of local communities, many of whom are also employees' families. This collaborative approach exemplifies agile leadership that prioritizes not only business continuity but also community resilience, strengthening solidarity and ensuring that collective efforts foster an adaptive, healthy, and productive ecosystem during crises. Company leaders can benefit from improved decision-making, process efficiency, supply chain collaboration, agile quality management, enhanced customer experience, and a culture of continuous improvement, leading to better quality, operational effectiveness, and competitive advantage, thus mitigating the negative impacts of crises (Virmani et al., 2024).

Innovation within the context of the COVID-19 pandemic crisis was a key strategy in building the operational resilience of a mining company heavily dependent on on-site

presence. Through an agile leadership approach, the company not only responded to pressures with administrative strategies but also created adaptive, participatory, and human-resource-based policy innovations (Joiner & Josephs, 2008). Analysis shows that innovation during the crisis centered on three interconnected core components: governance; work productivity; and COVID-19 protocols, which formed the foundation of organizational resilience. Agile leaders were able to integrate input from various organizational levels, foster cross-functional collaboration, and make value and data-driven decisions (Joiner & Josephs, 2008). By leveraging innovation as an instrument of transformation, the company successfully maintained operational continuity amidst uncertainty, while simultaneously strengthening a more resilient and adaptive organizational culture.

In terms of governance, the company adopted an agile governance approach by establishing a flexible, collaborative, and data-driven decision-making system. This included utilizing external consultants, developing contingency plans, implementing tiered risk management, conducting policy impact assessments, and forming special crisis management teams (Mergel, 2016; OECD, 2021). Meanwhile, innovation in work productivity focused on balancing operational continuity with employee well-being, achieved through quarantine incentives, work adjustments with strict adherence to health protocols, and meeting production targets even under limited conditions (Abolnasser et al., 2023; Capone et al., 2022; George et al., 2016). These three strategies demonstrate that the company's success in maintaining operational stability was supported not only by structural policies but also by responsive, empathetic, and participatory leadership (Gyuroka, 2010). The synergy between governance and productivity innovations formed an agile leadership model relevant to high-risk extractive industries.

Innovation in COVID-19 protocols at the mining company reflected the application of agile leadership through rapid, adaptive, and context-based responses for effective mitigation and operational continuity (Ansell & Torfing, 2021; OECD, 2021). The developed protocols adapted national regulations to local conditions and industry characteristics, encompassing employee mobility restrictions, routine testing around the camp, reduced healthcare service queues, segregation of employees based on risk levels, and widespread handwashing, mask-wearing, and social distancing education campaigns (Mahaswa & Dharmayasa, 2021; Toussaint & Berry, 2013). These measures prioritized service efficiency, virus spread prevention, and collective health protection with data-driven decision support and decentralized authority, while simultaneously maintaining employee productivity and welfare (Atiyah & Wibowo, 2023; Duchek, 2020). The impact was evident in the low number of COVID-19 cases within the workplace, underscoring the success of innovation in maintaining operational chain stability and company resilience during the pandemic crisis, serving as a clear example of adaptive governance and responsive leadership in an emergency (James & Wooten, 2005).

3. Exploring Key Factors Influencing Agile Leadership Effectiveness

Agile leadership is a crucial factor in corporate dynamics, acting as a catalyst for strengthening interpersonal communication, building trust, enhancing teamwork effectiveness, boosting job satisfaction, streamlining decision-making, and fostering

continuous innovation to ensure success, even during crises (Udin, 2025). Agile leadership within a company emphasizes the importance of employee problem-solving (TAŞ, 2022). Five primary factors contribute to agile leadership in a company: a) Individual Responsibility; b) Trust; c) Self-Organized- Team; d) Pioneer Spirit; and e) focus.

Individual responsibility demands personal initiative and adaptability to maintain productivity and well-being, including efforts to preserve health and fulfill family obligations. During crises, individual responsibility manifests in tangible actions such as limiting direct social interaction, providing psychological support, and managing stress levels, all facilitated by the company. Agile leadership is demonstrated through individuals' awareness of their roles and responsibilities. Employees show initiative without constant direction, reflecting a leadership style that promotes autonomy and accountability (Attar & Abdul-Kareem, 2020; Bushuyeva et al., 2019). Trust forms the foundational bedrock through transparency, guaranteed workplace safety, and the company's commitment to employee welfare, fostering loyalty and a sense of security for innovation. An agile organizational leadership culture based on transparency and trust enhances organizational agility (Hidayat et al., 2022). Agile leadership creates an environment where employees feel safe to voice ideas, work autonomously, and feel valued as individuals, thus cultivating trust and loyalty towards the company (Uddin & Rahman, 2023).

Self-organized teams develop through a deep understanding of company policies and support for trust-based autonomy, enabling rapid decision-making and adaptive operations. In agile leadership, self-organized teams represent the smallest units of an agile organization (Rigby et al., 2016). These teams minimize the need for managerial intervention and accelerate responses to change. The pioneer spirit is demonstrated through resilience and discipline in facing pressure, not merely through unconstrained innovation, but through consistency and loyalty to tasks and company values. Pioneer spirit embodies an innovative attitude and courage to tackle unexpected challenges. This aligns with previous research on the importance of leaders' pioneer spirit in innovation and their courage in confronting corporate challenges (Farhan, 2024). During a crisis, the company's pioneer spirit necessitates a more practical application: maintaining morale despite regulatory limitations and external pressures.

Finally, focus in agile leadership extends beyond process efficiency, it also involves creating a harmonious work environment that supports psychological balance and social collaboration, strengthening organizational resilience amidst uncertainty. Focus can be defined as mental clarity and goal-orientation, which are crucial in agile leadership (Weber, 2023). The focus factor in determining agile leadership can also be a key factor in minimizing disruptions and ensuring smooth operations. During crisis conditions, focus becomes vital for maintaining productivity and psychological balance (Khalid et al., 2023).

The agile approach within companies demonstrates that success hinges not only on structures and systems but also on human readiness to act adaptively, resiliently, and collaboratively in dynamic environments. The five determining factors of agile leadership within companies represent a localized adaptation to crisis conditions and the Indonesian work culture, focusing on stress management and psychological support for employees. This

aligns with the perspectives of dynamic capabilities and employee well-being (Attar & Abdul-Kareem, 2020; Kismono et al., 2024). However, companies must remain vigilant about emerging challenges such as excessive workload and the risk of insufficient inter-team coordination to ensure the continued sustainability and effectiveness of agile leadership implementation in the future.

CONCLUSION

Amman Mineral Nusantara (AMNT) successfully navigated the COVID-19 pandemic crisis by employing an agile leadership framework, coupled with strategic commitment, integrated risk management, and adaptive responses to market and financial dynamics. This adaptive and transformative leadership, characterized by rapid response, uncertainty management, and fostering a collaborative and communicative organizational culture, was paramount. AMNT's dedication to its human resources and ESG principles further solidified its reputation and public trust. The company's comprehensive risk management, encompassing scenario-based planning, regular evaluations, and cross-sector collaboration, alongside its ability to seize market opportunities through strategic foresight and crisis-driven innovation, proved instrumental. This value-driven crisis management approach enabled AMNT to ensure business continuity, financial stability, and employee well-being, emerging as a resilient, adaptive, and competitive organization. Ultimately, agile leadership proved to be an effective model for crisis management, as demonstrated by AMNT's experience. This leadership style, defined by its adaptive, responsive, collaborative, and human-centric characteristics, enabled the company to maintain operational continuity, enhance productivity, and drive innovation in governance, policy, and work protocols. Agile leaders at AMNT were not only proactive in decision-making and risk management but also directly involved, empowering teams, and strengthening both internal and external collaborations. Trust, individual responsibility, self-organized teams, a pioneer spirit, and focus were the five critical factors underpinning this success, fostering an organizational culture of resilience, inclusivity, and sustainable growth, particularly relevant within the Indonesian work context that prioritizes employee well-being and stress management. Moving forward, AMNT must continue to manage workload effectively and enhance cross-team coordination to ensure the long-term effectiveness and sustainability of its agile leadership.

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