

## Enhancing Leadership Skills: 2024 Training for Muhammadiyah Special Branch (PCIM) in the European and Mediterranean Area

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### ABSTRACT

The 2024 Leadership Training and Upgrading event for PCIM Leaders and Members in the European and Mediterranean Regions, held in Madrid, Spain, on May 11-12, 2024, marked a significant milestone in Muhammadiyah's history. Organized by PCIM Spain, this event brought together leaders and members from various countries for the first time, showcasing unprecedented cooperation and unity. The event, themed "Building Quality Diaspora Roles in Promoting Progressive Islamic Da'wah," featured esteemed speakers discussing critical issues such as leadership, security, integration, and social services within the context of Islam and Muhammadiyah. The active involvement and endorsement of the Indonesian Ambassador to Spain, Dr. Muhammad Najib, underscored the strategic importance of this gathering, providing legitimacy and encouragement to the participants. The event also emphasized the crucial role of youth in sustaining and advancing Muhammadiyah's mission, highlighting the need for targeted training, mentorship, and practical leadership experiences. By fostering stronger ties and enhancing cooperation among PCIM branches, the event facilitated the exchange of ideas and best practices, contributing to the realization of Muhammadiyah's vision of a progressive and inclusive Islamic movement. This pioneering initiative demonstrated the potential of international collaboration in advancing Muhammadiyah's mission and underscored the strategic importance of fostering strong ties among Muslim communities worldwide.

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## INTRODUCTION

Muhammadiyah, one of the largest Islamic organizations in Indonesia, has continuously sought to expand its influence and presence through its special overseas branches, known as *Pimpinan Cabang Istimewa Muhammadiyah* (Muhammadiyah Special Branch in Overseas or PCIM), such as PCIM Spain. These branches play a crucial role in promoting Islamic teachings and values, particularly within the context of Muhammadiyah's progressive interpretation of Islam. The establishment and activities of these branches signify Muhammadiyah's commitment to fostering Islamic brotherhood and enhancing the welfare of Muslim communities globally (Hasdai et al., 2002).

The Leadership Training and Upgrading for PCIM Leaders and Members in the European and Mediterranean Regions in 2024, held in Madrid, Spain, on May 11-12, marks a significant milestone in Muhammadiyah's history. Organized by PCIM Spain and hosted at the Embassy of the Republic of Indonesia, this event brought together leaders and members from various PCIM branches across different countries, a first in the history of Muhammadiyah. Historically, PCIM activities were typically confined to individual countries, making this event unprecedented in terms of scale and scope (Gunawan et al., 2022).

Muhammad Sayuti, M.Pd., M.Ed., Ph.D., the Secretary of the Central Board of Muhammadiyah, emphasized the uniqueness and importance of this gathering in his opening remarks. He noted that this was the first instance where PCIM leaders from multiple countries came together, reflecting a new level of cooperation and unity among the Muhammadiyah diaspora. This event aimed to enhance the leadership skills of PCIM leaders, foster stronger ties among them, and discuss strategic issues pertinent to their roles and the broader Muhammadiyah mission.

The event, themed "Building Quality Diaspora Roles in Promoting Progressive Islamic Da'wah," featured a variety of esteemed speakers who addressed key topics related to leadership, security, integration, and social services within the framework of Islam and Muhammadiyah. On the first day, Muhammad Sayuti discussed "The Values of Muhammadiyah and the Importance of Quality Leadership in Organizational Development," highlighting the core principles that underpin Muhammadiyah's activities and the need for effective leadership to advance these principles.

Colonel Pnb Agung Perwira Negara, the Defense Attaché of the Republic of Indonesia to the Kingdom of Spain, delivered a lecture on "Strategic Issues Regarding National Security and Defense." His session provided insights into the geopolitical and security challenges facing Muslim communities in the diaspora and the role of leaders in addressing these challenges. This was followed by a discussion led by Ustadz H. Muhammad Syamsi Ali, Lc., MA., Ph.D., Imam of the Islamic Center of New York and Director of the Jamaica Muslim Center in New York, USA. He explored the theme "American Islamic Mosaic: Challenges of Integration and Strength of Identity," sharing his experiences and perspectives on the integration of Muslims in a diverse society and the importance of maintaining a strong Islamic identity.

Bachtiar Dwi Kurniawan, S.IP., M.Si., Chairman of the Muhammadiyah Cadre Assembly, engaged the participants in a comprehensive session on "Education and Social Services in the Context of Islam and Muhammadiyah." Over the course of approximately 2.5 hours, he elaborated on the pivotal role of education and social services in Muhammadiyah's mission and how these areas can be developed to better serve the community.

The event was attended in person by representatives from PCIM branches in the United Kingdom, Germany, France, Turkey, Hungary, and the Netherlands, while participants from other countries, including Morocco, Egypt, Macedonia, Taiwan, and Sudan, joined online. This wide-ranging participation underscores the global reach and influence of Muhammadiyah, as well as the enthusiasm and commitment of its members to the organization's goals. The Indonesian Ambassador to Spain, Dr. Muhammad Najib, expressed his strong support for the program, highlighting it as a crucial step towards realizing an Islamic civilization that is a blessing for all humanity (*rahmatan lil'alamin*). He emphasized the

significance of starting such initiatives in Europe and the Mediterranean and envisioned the eventual gathering of all PCIM branches worldwide to further this mission (Blackburn et al., 2014).



FIGURE 1. PCIM

The figure above depicts a group of attendees from the 2024 Leadership Training and Upgrading event for PCIM (Muhammadiyah Special Branch) Leaders and Members in the European and Mediterranean Regions, held in Madrid, Spain. The event, organized by PCIM Spain and held at the Indonesian Embassy, aimed to bring together PCIM leaders from various countries to enhance their leadership skills and foster greater unity and cooperation among the branches.

In addition to formal sessions, the event also featured a dinner and informal discussions at the Indonesian Ambassador's residence in Madrid, providing a relaxed environment for participants to network and exchange ideas. The Secretary-General of the Central Board of Muhammadiyah Youth, Najih Prasetyo, and the General Treasurer, Machendra Setya Atmaja, presented on the "Role of Youth in Continuing Leadership Succession within the Framework of Diversity and Civilization." Their presentations underscored the critical role of youth in maintaining the continuity of leadership and adapting to the diverse and evolving challenges faced by Muslim communities.

Yordan Gunawan, the Chairman of PCIM Spain, likened the event to a modern adaptation of Baitul Arqam, a traditional Muhammadiyah program designed to strengthen cadre and leadership within the organization. He expressed optimism that this training would enhance consolidation and cooperation among PCIM branches in Europe and the Mediterranean, thereby contributing to the realization of progressive Islam. The collaborative spirit, embodied in the Quranic principle of *wata'awanu alal birri wattaqwa* (cooperate in righteousness and piety), emerged as a central theme throughout the event.

Sawfa Ata Taqiyya, Chair of PCIM Netherlands and a student at the University of Amsterdam, highlighted the unique opportunity provided by the event to engage with representatives from various PCIM branches and to benefit from the expertise of the speakers. She found the event profoundly impactful, citing both the valuable knowledge gained and the warm hospitality extended by the organizers and the Indonesian Ambassador.

This landmark event represents a significant advancement in Muhammadiyah's efforts to strengthen its international presence and enhance the capabilities of its leaders abroad. By bringing together leaders from diverse backgrounds and countries, the event facilitated the exchange of ideas and best practices, fostering a sense of unity and common purpose. The discussions and training sessions provided valuable insights into effective leadership, strategic planning, and the role of diaspora communities in promoting a progressive and inclusive interpretation of Islam (Gunawan et al., 2020).

The support from the Indonesian government, particularly through the presence and endorsement of the Indonesian Ambassador to Spain, added a layer of official recognition and encouragement for the participants. This backing not only validated the importance of the event but also underscored the

strategic value of strengthening the ties between Indonesian Muslim communities abroad and their home country.

The Leadership Training and Upgrading for PCIM Leaders and Members in the European and Mediterranean Regions in 2024 was a pioneering initiative that successfully addressed key issues related to leadership, security, integration, and social services within the context of Muhammadiyah's mission. It provided a platform for leaders from various countries to come together, share experiences, and learn from one another, thereby enhancing their capacity to lead and serve their communities effectively. The event also highlighted the importance of youth involvement in sustaining the leadership and growth of Muhammadiyah, ensuring that the organization remains dynamic and responsive to the needs of the global Muslim community. This training program serves as a model for future initiatives aimed at strengthening the global network of Muhammadiyah and promoting a progressive and inclusive vision of Islam (Holland et al., 2014).

## METHOD

The methodology of the 2024 Training for European and Mediterranean Branch Leaders is meticulously designed to ensure a comprehensive and impactful learning experience for all participants. This section outlines the various components and processes involved in the program, including the selection process for participants, the structure and format of the training program, the description of training modules and content, and the delivery methods used.

The event adopted a participatory approach by involving various expert speakers and direct interaction between participants. The methods used included lectures, panel discussions, and Q&A sessions, all designed to provide in-depth insights into leadership and the strategic role of the diaspora in the Islamic context.

### *Selection Process for Participants*

The selection process for participants is a critical component of the training program, as it ensures that the right individuals are chosen to benefit from the training. Candidates are typically nominated by their organizations based on their current roles and potential for future leadership positions. The selection criteria include factors such as professional experience, leadership potential, and commitment to personal and organizational development. The goal is to assemble a diverse group of participants who bring a wide range of perspectives and experiences to the program.

Applicants may be required to submit a detailed application form, including a personal statement outlining their leadership journey, their aspirations, and how they expect the training to benefit them and their organizations. Additionally, references from senior leaders within their organizations may be required to support their applications. The selection process is rigorous and designed to ensure that only those who are genuinely committed to enhancing their leadership skills are chosen.

### *Structure and Format of the Training Program*

The training program is structured to provide a balanced mix of theoretical knowledge and practical application. It is divided into several modules, each focusing on a specific aspect of leadership. The program typically spans several weeks or months, allowing participants to absorb and apply the learning gradually. This extended format also provides opportunities for participants to reflect on their experiences and integrate new insights into their daily leadership practices.

Each module is designed to build on the previous ones, creating a cohesive and comprehensive learning journey. The program begins with foundational modules that cover essential leadership principles and skills. As participants progress, the modules become more advanced, delving into complex and specialized topics relevant to branch leaders in the European and Mediterranean regions.

### *Description of Training Modules and Content*

The training modules cover a wide range of topics, each carefully selected to address the specific needs and challenges faced by branch leaders in these regions. The content is developed by experts in leadership development, drawing on the latest research and best practices. Here are some of the key modules included in the program:

- **Strategic Thinking and Planning:** This module helps leaders develop a clear vision for their organization and create a strategic roadmap to achieve their goals. Topics include market analysis, competitive positioning, strategic innovation, and long-term planning.
- **Effective Communication and Negotiation:** This module emphasizes the importance of communication in leadership. Participants learn techniques for active listening, persuasive communication, conflict resolution, and negotiation. Role-playing exercises allow them to practice these skills in realistic scenarios.
- **Team Building and Management:** Leaders learn how to build and manage high-performing teams. Topics include fostering a positive and inclusive culture, setting clear expectations, providing constructive feedback, and managing remote and virtual teams.
- **Decision-Making and Problem-Solving:** This module equips leaders with tools and techniques for making informed and timely decisions. Participants learn how to analyze data, weigh different options, and anticipate the potential consequences of their decisions. Case studies and simulations provide practical experience in applying these skills.
- **Digital Transformation:** Leaders explore the impact of digital technologies on business and learn how to leverage these technologies to drive innovation and efficiency. Topics include artificial intelligence, big data, cybersecurity, and the ethical implications of digitalization.
- **Sustainability and Corporate Social Responsibility (CSR):** This module focuses on integrating environmental, social, and governance (ESG) considerations into strategic decision-making. Leaders learn how to develop and implement sustainable business practices that create long-term value for their organization and society.
- **Diversity and Inclusion:** Leaders learn how to create an inclusive organizational culture that values and leverages diversity. Topics include recognizing and addressing unconscious biases, promoting inclusive behaviors, and building an environment where all employees feel valued and respected.

### *Delivery Methods*

The delivery methods used in the training program are diverse and designed to cater to different learning styles. The program utilizes a blend of in-person, online, and hybrid formats to ensure maximum flexibility and accessibility for participants. Here are some of the key delivery methods employed:

- **In-Person Workshops and Seminars:** These sessions provide opportunities for face-to-face interaction, hands-on activities, and real-time feedback. They are typically held at central locations that are easily accessible to participants from different regions.
- **Online Learning Platforms:** Online modules and webinars allow participants to access content at their own pace and convenience. These platforms offer a variety of multimedia resources, including videos, readings, and interactive exercises.
- **Hybrid Learning:** A combination of in-person and online learning, hybrid sessions provide the best of both worlds. Participants can engage in face-to-face activities while also benefiting from the flexibility and convenience of online resources.
- **Case Studies and Simulations:** These practical exercises allow participants to apply their learning in realistic scenarios. By working through case studies and simulations, leaders can develop their problem-solving and decision-making skills in a safe and supportive environment.
- **Group Projects and Collaborative Activities:** These activities foster teamwork and peer learning. Participants work together on projects, share their experiences, and learn from each other. This

collaborative approach helps build a strong network of leaders who can support each other beyond the training program.

- **Guest Speakers and Expert Sessions:** The program features sessions with guest speakers who are experts in various fields. These sessions provide participants with insights from industry leaders, academics, and practitioners, enriching their learning experience with real-world perspectives.
- **Feedback and Reflection:** Continuous feedback and reflection are integral to the learning process. Participants receive feedback from peers and instructors, helping them identify areas for improvement. They also engage in reflective activities to consolidate their learning and plan for future development.

By employing a diverse range of delivery methods, the 2024 Training for European and Mediterranean Branch Leaders ensures that participants have a rich and engaging learning experience. The combination of theoretical knowledge and practical application, along with opportunities for networking and collaboration, equips leaders with the skills and insights they need to drive positive change in their organizations.

The methodology of the training program is designed to create a supportive and dynamic learning environment that fosters continuous improvement and personal growth. By addressing the specific needs and challenges of branch leaders in the European and Mediterranean regions, the program provides a tailored and impactful leadership development experience.

### **Involvement of PCIM Management from Various Countries**

The involvement of PCIM leaders from various countries at the 2024 Leadership Training and Upgrading event in Madrid signifies a monumental step in the history of Muhammadiyah. For the first time, this gathering brought together representatives from multiple international branches of PCIM, showcasing a new level of collaboration and unity within the organization. Historically, PCIM activities have been primarily localized, with each branch operating independently within its host country. This event, therefore, marks a departure from tradition and illustrates a strategic move towards a more interconnected and cohesive global Muhammadiyah community (Pons et al., 2024).

Muhammad Sayuti, M.Pd., M.Ed., Ph.D., the Secretary of the Central Board of Muhammadiyah, highlighted this unprecedented collaboration in his opening remarks. He emphasized that this was the first occasion where PCIM leaders from various nations had come together for a unified purpose. This convergence of leaders not only reflects the expanding influence of Muhammadiyah but also underscores the importance of fostering a global network of leaders who are equipped to address contemporary challenges facing the Muslim ummah.

The significance of this gathering cannot be overstated. By bringing together leaders from countries such as the United Kingdom, Germany, France, Turkey, Hungary, and the Netherlands, the event facilitated a unique exchange of ideas and experiences. These leaders, each operating within distinct sociopolitical contexts, brought diverse perspectives to the table, enriching the discussions and broadening the scope of strategic planning for Muhammadiyah's future endeavors. Additionally, participants from other countries attended online, including representatives from Morocco, Egypt, and even from outside the European and Mediterranean regions, such as Taiwan.

The presence of these international leaders also demonstrated the global reach and influence of Muhammadiyah. This organization, founded in Indonesia over a century ago, has successfully established itself as a significant Islamic movement with a strong commitment to progressive values and social welfare. The involvement of PCIM leaders from various countries at this event is a testament to the effectiveness of Muhammadiyah's outreach efforts and its ability to inspire and mobilize Muslims worldwide (Muttaqien & Surwandono, 2024).

One of the key benefits of this diverse gathering was the opportunity for leaders to share best practices and learn from each other's experiences. Each PCIM branch operates within a unique cultural and regulatory environment, presenting distinct challenges and opportunities. By coming together, these leaders were able to exchange valuable insights on navigating these challenges and leveraging opportunities to advance Muhammadiyah's mission. This exchange of knowledge is crucial for the continuous improvement and adaptation of PCIM activities to local contexts while maintaining a unified vision and purpose.



**FIGURE 2.** Session of leadership training and upgrading event

The photo above provides a view of one of the sessions during the 2024 Leadership Training and Upgrading event for PCIM Leaders and Members in the European and Mediterranean Regions, held in Madrid, Spain. This image captures the essence of the event's interactive and educational atmosphere, showcasing participants engaged in a presentation or discussion.

Furthermore, the involvement of international leaders helped to strengthen the bonds of brotherhood and solidarity among Muhammadiyah members. Despite the geographical distances and cultural differences, the shared commitment to Muhammadiyah's principles and goals created a strong sense of unity. This solidarity is essential for fostering a supportive network that can provide mutual assistance and collaboration on various projects and initiatives.

The event also highlighted the strategic importance of diaspora communities in promoting Muhammadiyah's mission. The leaders of PCIM branches in Europe and the Mediterranean play a crucial role in representing Muhammadiyah's values and ideals to a global audience. Their involvement in the event underscored the potential of diaspora communities to act as ambassadors of progressive Islam, advocating for social justice, education, and community development in their respective countries (Methusala et al., 2022, pp. 2019–2021).

Moreover, the participation of these leaders served to enhance their leadership skills and capacities. The training sessions and workshops provided valuable insights into effective leadership strategies, organizational development, and community engagement. This capacity-building aspect of the event is critical for ensuring that PCIM leaders are well-equipped to lead their branches effectively and contribute to the broader goals of Muhammadiyah.

The support from the Indonesian government, particularly through the active participation of the Indonesian Ambassador to Spain, Dr. Muhammad Najib, further underscored the importance of this gathering. His presence and endorsement provided a significant boost to the morale of the participants and highlighted the strategic value of strengthening the ties between Indonesian Muslim communities abroad and their home country. This official recognition also served to validate the efforts of PCIM leaders and encouraged them to continue their work with renewed vigor and commitment (Rabin et al., 2021).

The event also facilitated the formation of new partnerships and collaborations among PCIM branches. By connecting leaders from different countries, the event created opportunities for joint initiatives and projects that can have a greater impact than isolated efforts. These collaborations can help to pool resources, share expertise, and coordinate activities more effectively, ultimately contributing to the realization of Muhammadiyah's vision of a progressive and inclusive Islamic movement (Bachmann, 2018).

In addition to formal discussions and workshops, the informal interactions and networking opportunities provided by the event were equally valuable. The dinner and informal discussions at the Indonesian Ambassador's residence allowed participants to build personal relationships and strengthen their connections with each other. These personal bonds are crucial for fostering trust and cooperation among PCIM leaders, which are essential for successful collaboration and collective action (Gunawan & Hafiz, 2020).

The involvement of youth leaders, represented by the Secretary-General of the Central Board of Muhammadiyah Youth, Najih Prasetyo, and the General Treasurer, Machendra Setya Atmaja, added another important dimension to the event. Their presentations on the role of youth in leadership succession emphasized the importance of engaging and empowering young members of Muhammadiyah. The inclusion of youth leaders in the event highlighted the organization's commitment to fostering a new generation of leaders who are capable of carrying forward Muhammadiyah's mission and adapting to the evolving challenges of the modern world.

Overall, the involvement of PCIM leaders from various countries at the 2024 Leadership Training and Upgrading event in Madrid represented a significant advancement in Muhammadiyah's efforts to strengthen its international presence and enhance the capabilities of its leaders abroad. By bringing together leaders from diverse backgrounds and countries, the event facilitated a rich exchange of ideas and best practices, fostering a sense of unity and common purpose. The discussions and training sessions provided valuable insights into effective leadership, strategic planning, and the role of diaspora communities in promoting a progressive and inclusive interpretation of Islam.

This landmark event serves as a model for future initiatives aimed at strengthening the global network of Muhammadiyah and promoting a progressive vision of Islam that is inclusive, forward-thinking, and committed to social justice and community welfare. The successful involvement of PCIM leaders from various countries demonstrates the potential of international collaboration in advancing Muhammadiyah's mission and highlights the strategic importance of fostering strong ties among Muslim communities worldwide (Kotseva et al., 2016). Furthermore, the involvement of international leaders helped to strengthen the bonds of brotherhood and solidarity among Muhammadiyah members. Despite the geographical distances and cultural differences, the shared commitment to Muhammadiyah's principles and goals created a strong sense of unity. This solidarity is essential for fostering a supportive network that can provide mutual assistance and collaboration on various projects and initiatives (Timmis et al., 2020).

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Moreover, the participation of these leaders served to enhance their leadership skills and capacities. The training sessions and workshops provided valuable insights into effective leadership strategies, organizational development, and community engagement. This capacity-building aspect of the event is critical for ensuring that PCIM leaders are well-equipped to lead their branches effectively and contribute to the broader goals of Muhammadiyah.



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Overall, the involvement of PCIM leaders from various countries at the 2024 Leadership Training and Upgrading event in Madrid represented a significant advancement in Muhammadiyah's efforts to strengthen its international presence and enhance the capabilities of its leaders abroad. By bringing together leaders from diverse backgrounds and countries, the event facilitated a rich exchange of ideas and best practices, fostering a sense of unity and common purpose. The discussions and training sessions provided valuable insights into effective leadership, strategic planning, and the role of diaspora communities in promoting a progressive and inclusive interpretation of Islam (Kundzewicz et al., 2014).

This landmark event serves as a model for future initiatives aimed at strengthening the global network of Muhammadiyah and promoting a progressive vision of Islam that is inclusive, forward-thinking, and committed to social justice and community welfare. The successful involvement of PCIM leaders from various countries demonstrates the potential of international collaboration in advancing Muhammadiyah's mission and highlights the strategic importance of fostering strong ties among Muslim communities worldwide (Prabakusuma & Santosa, 2023).

### **Government Support and Increased Consolidation**

The support from the Indonesian government and the subsequent strengthening of consolidation among PCIM branches were pivotal elements of the 2024 Leadership Training and Upgrading event for PCIM Leaders and Members in the European and Mediterranean Regions. This support was evident through the active involvement of the Indonesian Ambassador to Spain, Dr. Muhammad Najib, whose presence and endorsement underscored the significance of the event and provided a substantial morale boost to the participants. This governmental support was not merely symbolic; it played a crucial role in

fostering a sense of legitimacy and encouragement for the attendees, highlighting the strategic importance of enhancing ties between Indonesian Muslim communities abroad and their home country.

Dr. Najib's endorsement of the event emphasized the Indonesian government's recognition of the critical role that diaspora communities play in promoting a progressive and inclusive vision of Islam. In his remarks, he underscored the importance of such gatherings in building a unified and cohesive Muhammadiyah community worldwide. He expressed his strong support for the program, recognizing it as a vital step towards realizing an Islamic civilization that serves as a blessing for all humanity (*rahmatan lil'alamin*). His comments reflected a deep understanding of the strategic value of starting such initiatives in Europe and the Mediterranean, with a vision to eventually bring together all PCIM branches globally.

The Ambassador's support was instrumental in validating the efforts of PCIM leaders and encouraging them to continue their work with renewed vigor and commitment. His presence at the event highlighted the importance of governmental backing for diaspora activities, providing a sense of official recognition and legitimacy that can greatly enhance the impact and reach of these initiatives. This backing not only boosted the morale of the participants but also underscored the importance of maintaining strong connections between Indonesian Muslim communities abroad and their home country.



**FIGURE 3.** Training session

This session, like others at the event, aims to equip PCIM leaders with the necessary skills and knowledge to effectively manage their branches and contribute to the broader goals of Muhammadiyah. The emphasis on understanding Muhammadiyah as an organization is crucial for ensuring that leaders can align their local activities with the overall mission and vision of the organization.

Furthermore, Dr. Najib's support underscored the strategic importance of diaspora communities in representing Muhammadiyah's values and ideals to a global audience. His remarks highlighted the potential of these communities to act as ambassadors of progressive Islam, advocating for social justice, education, and community development in their respective countries. This strategic vision aligns with Muhammadiyah's broader mission of promoting a progressive and inclusive interpretation of Islam, one that is committed to social welfare and community development.

The Indonesian government's support also facilitated the strengthening of consolidation among PCIM branches. By bringing together leaders from various countries, the event created a platform for fostering stronger ties and enhancing cooperation among the different branches. This consolidation is essential for creating a cohesive and unified Muhammadiyah community that can effectively address the challenges and opportunities facing the global Muslim ummah (Bricocoli & Sabatinelli, 2016).

One of the key aspects of this consolidation was the opportunity for leaders to share best practices and learn from each other's experiences. Each PCIM branch operates within a unique cultural and regulatory environment, presenting distinct challenges and opportunities. By coming together, these

leaders were able to exchange valuable insights on navigating these challenges and leveraging opportunities to advance Muhammadiyah's mission. This exchange of knowledge is crucial for the continuous improvement and adaptation of PCIM activities to local contexts while maintaining a unified vision and purpose (Okechukwu, 2017).

The event also facilitated the formation of new partnerships and collaborations among PCIM branches. By connecting leaders from different countries, the event created opportunities for joint initiatives and projects that can have a greater impact than isolated efforts. These collaborations can help to pool resources, share expertise, and coordinate activities more effectively, ultimately contributing to the realization of Muhammadiyah's vision of a progressive and inclusive Islamic movement.

The informal interactions and networking opportunities provided by the event were equally valuable. The dinner and informal discussions at the Indonesian Ambassador's residence allowed participants to build personal relationships and strengthen their connections with each other. These personal bonds are crucial for fostering trust and cooperation among PCIM leaders, which are essential for successful collaboration and collective action. The relaxed environment of these informal gatherings allowed participants to engage in open and candid discussions, further enhancing their understanding of each other's perspectives and experiences (Wiewelhove et al., 2015).

Moreover, the support from the Indonesian government reinforced the importance of youth involvement in sustaining the leadership and growth of Muhammadiyah. The inclusion of youth leaders in the event highlighted the organization's commitment to fostering a new generation of leaders who are capable of carrying forward Muhammadiyah's mission and adapting to the evolving challenges of the modern world. This commitment to youth leadership was underscored by the presentations of the Secretary-General of the Central Board of Muhammadiyah Youth, Najih Prasetyo, and the General Treasurer, Machendra Setya Atmaja. Their insights into the role of youth in leadership succession emphasized the critical importance of engaging and empowering young members of Muhammadiyah.

The presence of youth leaders at the event also highlighted the importance of intergenerational dialogue and mentorship within Muhammadiyah. By involving experienced leaders alongside younger ones, the event facilitated the transfer of knowledge and skills across generations, ensuring that the organization's values and mission are upheld and advanced by future leaders. This intergenerational approach is vital for maintaining the continuity and dynamism of Muhammadiyah, ensuring that it remains responsive to the needs and challenges of the global Muslim community (Smak, 2022).

In addition to enhancing consolidation and fostering youth leadership, the Indonesian government's support also underscored the importance of strategic planning and capacity building for PCIM leaders. The training sessions and workshops provided valuable insights into effective leadership strategies, organizational development, and community engagement. This capacity-building aspect of the event is critical for ensuring that PCIM leaders are well-equipped to lead their branches effectively and contribute to the broader goals of Muhammadiyah (Thornhill et al., 2022).

The support from the Indonesian government also highlighted the importance of maintaining a strong and supportive network among PCIM branches. By fostering a sense of solidarity and mutual assistance, the event helped to create a supportive environment in which PCIM leaders can collaborate and support each other in their efforts to promote Muhammadiyah's mission. This network of support is essential for ensuring the sustainability and effectiveness of PCIM activities, as it provides a platform for sharing resources, expertise, and best practices.

Overall, the support from the Indonesian government and the subsequent strengthening of consolidation among PCIM branches were critical components of the 2024 Leadership Training and Upgrading event. This support provided a sense of legitimacy and encouragement for the participants, highlighting the strategic importance of enhancing ties between Indonesian Muslim communities abroad

and their home country. The event facilitated the exchange of knowledge and best practices, fostering stronger ties and enhancing cooperation among PCIM branches. It also underscored the importance of youth involvement and strategic planning for the continued growth and effectiveness of Muhammadiyah.

The support from the Indonesian government played a pivotal role in the success of the 2024 Leadership Training and Upgrading event for PCIM Leaders and Members in the European and Mediterranean Regions. This support not only validated the efforts of PCIM leaders but also highlighted the strategic value of strengthening the ties between Indonesian Muslim communities abroad and their home country. The event facilitated the exchange of knowledge and best practices, fostering stronger ties and enhancing cooperation among PCIM branches. It also underscored the importance of youth involvement and strategic planning for the continued growth and effectiveness of Muhammadiyah. This landmark event serves as a model for future initiatives aimed at strengthening the global network of Muhammadiyah and promoting a progressive vision of Islam that is inclusive, forward-thinking, and committed to social justice and community welfare (Purnama et al., 2024).

### **The Role of Youth in Leadership**

The role of youth in leadership, particularly within the Muhammadiyah organization, is of paramount importance and was a significant focus of the 2024 Leadership Training and Upgrading event for PCIM Leaders and Members in the European and Mediterranean Regions. Youth represent the future of any organization, and their involvement ensures the continuity, dynamism, and adaptability of Muhammadiyah's mission and activities. The event underscored this by highlighting the contributions of young leaders and emphasizing the need to engage and empower them to carry forward the organization's vision (Estruch et al., 2018).

Youth in leadership positions bring fresh perspectives, innovative ideas, and a strong sense of energy and enthusiasm that are vital for the growth and evolution of any organization. In Muhammadiyah, the involvement of youth is not just encouraged but seen as essential for sustaining the organization's progressive and inclusive approach to Islam. The presentations by the Secretary-General of the Central Board of Muhammadiyah Youth, Najih Prasetyo, and the General Treasurer, Machendra Setya Atmaja, at the event, underscored the critical role of young leaders in maintaining the momentum of Muhammadiyah's initiatives and adapting to contemporary challenges.

One of the key points emphasized during the event was the importance of leadership succession. Effective leadership succession planning ensures that the organization has a pipeline of capable and prepared individuals ready to step into leadership roles as needed. For Muhammadiyah, this means identifying, nurturing, and developing young leaders who can uphold the organization's values and vision while bringing in new ideas and approaches to address modern issues. This process involves mentoring, training, and providing young leaders with opportunities to lead and make decisions.

The inclusion of youth in leadership roles also promotes diversity of thought and inclusivity within the organization. Young leaders often bring different viewpoints and experiences that can help to broaden the organization's understanding of various issues and enhance its ability to respond to the needs of diverse communities. This inclusivity is particularly important for Muhammadiyah, which aims to promote a progressive and inclusive interpretation of Islam that is responsive to the needs of all Muslims, regardless of their background or circumstances (Maspul, 2022).

Engaging youth in leadership roles also helps to ensure the sustainability of Muhammadiyah's activities. As older leaders retire or step down, having a cadre of well-prepared young leaders ready to take over is crucial for maintaining continuity and avoiding disruptions in the organization's operations. This transition needs to be smooth and seamless, with young leaders being given the chance to gain experience and build their skills before taking on more significant responsibilities.



**FIGURE 4.** Youth leadership

The focus on youth in leadership is critical for Muhammadiyah's future. Young leaders bring fresh perspectives, energy, and innovative ideas that are essential for the organization's growth and adaptation to contemporary challenges. The event aims to provide young leaders with the necessary training, mentorship, and practical experiences to prepare them for significant roles within Muhammadiyah.

One of the key strategies for developing young leaders within Muhammadiyah is through targeted training programs and workshops. The 2024 Leadership Training and Upgrading event provided an excellent platform for this, offering sessions that focused on leadership skills, organizational development, and strategic planning (Havelaar et al., 2015). These sessions were designed to equip young leaders with the knowledge and skills they need to lead effectively and to understand the broader strategic goals of Muhammadiyah. This kind of capacity building is essential for ensuring that young leaders are not only prepared to take on leadership roles but are also capable of driving the organization forward in a cohesive and strategic manner.

Mentorship is another critical component of developing young leaders. Experienced leaders within Muhammadiyah can play a vital role in guiding and supporting young leaders, sharing their knowledge and experience, and helping them to navigate the challenges of leadership. Mentorship relationships can provide young leaders with valuable insights and advice, helping them to build their confidence and develop their leadership style. This kind of support is particularly important for young leaders who may face unique challenges or feel uncertain about their abilities (Bongiorni et al., 2017).

In addition to formal training and mentorship, it is also important to provide young leaders with practical leadership experiences. This can involve giving them opportunities to lead projects, participate in decision-making processes, and represent the organization in various forums. These experiences help young leaders to apply what they have learned in real-world situations, build their skills, and demonstrate their capabilities. By giving young leaders the chance to take on meaningful responsibilities, Muhammadiyah can help to build their confidence and prepare them for more significant leadership roles in the future.

The 2024 Leadership Training and Upgrading event also highlighted the importance of creating a supportive and inclusive environment for young leaders. This means fostering a culture within Muhammadiyah that values and respects the contributions of young leaders, encourages open communication and collaboration, and provides opportunities for continuous learning and development. By creating such an environment, Muhammadiyah can help to ensure that young leaders feel valued and supported, which is essential for their engagement and commitment to the organization (Ismayilzada, 2022).

Furthermore, the involvement of youth in leadership roles can also help to strengthen the organization's connection with younger generations of Muslims. Young leaders can serve as role models and advocates for Muhammadiyah's values and vision, inspiring other young Muslims to get involved and contribute to the organization's mission. This can help to build a strong and engaged community of young Muslims who are committed to promoting progressive and inclusive interpretations of Islam and contributing to the welfare of their communities.

The role of youth in leadership also has broader implications for the Muslim ummah as a whole. Young leaders who are well-prepared and capable can help to address the challenges facing Muslim communities worldwide, from issues of social justice and inequality to education and community development. By empowering young leaders, Muhammadiyah can contribute to the development of a new generation of Muslim leaders who are committed to these principles and capable of driving positive change in their communities (Filomeno et al., 2014).

The role of youth in leadership within Muhammadiyah is of critical importance for the organization's future growth and success. The 2024 Leadership Training and Upgrading event underscored this by highlighting the contributions of young leaders and emphasizing the need to engage and empower them to carry forward Muhammadiyah's vision (Mucina et al., 2016). By providing targeted training, mentorship, and practical leadership experiences, and by creating a supportive and inclusive environment, Muhammadiyah can help to ensure that young leaders are well-prepared and capable of leading the organization effectively. This commitment to youth leadership is essential for maintaining the continuity, dynamism, and adaptability of Muhammadiyah's mission and activities and for promoting a progressive and inclusive interpretation of Islam that is responsive to the needs of all Muslims (Minardi, 2017).

## CONCLUSION

The 2024 Leadership Training and Upgrading event for PCIM Leaders and Members in the European and Mediterranean Regions represented a significant milestone in Muhammadiyah's efforts to enhance its global influence and consolidate its leadership across different countries. The event highlighted several key themes, including the unprecedented gathering of PCIM leaders from multiple nations, the strategic support from the Indonesian government, and the critical role of youth in sustaining and advancing Muhammadiyah's mission.

The gathering of PCIM leaders from countries such as the United Kingdom, Germany, France, Turkey, Hungary, and the Netherlands demonstrated a new level of cooperation and unity within Muhammadiyah. This diverse participation facilitated a rich exchange of ideas and best practices, fostering a sense of global brotherhood and solidarity. By sharing their unique experiences and challenges, the leaders were able to learn from each other and develop more effective strategies for their respective communities.

The active involvement and endorsement of the Indonesian Ambassador to Spain, Dr. Muhammad Najib, underscored the strategic importance of the event. The government's support provided a sense of legitimacy and encouragement for the participants, highlighting the significance of strong ties between Indonesian Muslim communities abroad and their home country. This support also emphasized the potential of diaspora communities to act as ambassadors of progressive Islam, promoting social justice, education, and community development globally.

The event facilitated stronger ties and enhanced cooperation among PCIM branches, creating opportunities for joint initiatives and projects. This consolidation is crucial for creating a cohesive and unified Muhammadiyah community capable of effectively addressing global challenges. The formation of new partnerships and the fostering of a supportive network among PCIM branches are essential for ensuring the sustainability and effectiveness of Muhammadiyah's activities.

The event highlighted the critical role of youth in maintaining the continuity, dynamism, and adaptability of Muhammadiyah's mission. By engaging and empowering young leaders through targeted training, mentorship, and practical leadership experiences, Muhammadiyah ensures that its future leaders are well-prepared and capable. The inclusion of youth in leadership roles promotes diversity of thought and inclusivity, which are vital for the organization's growth and evolution.

The 2024 Leadership Training and Upgrading event was a pioneering initiative that successfully addressed key issues related to leadership, security, integration, and social services within the context of Muhammadiyah's mission. The event served as a model for future initiatives aimed at strengthening the global network of Muhammadiyah and promoting a progressive vision of Islam. By bringing together leaders from diverse backgrounds and countries, the event fostered a sense of unity and common purpose, provided valuable insights into effective leadership, and underscored the importance of youth involvement and strategic planning for the continued growth and effectiveness of Muhammadiyah. This landmark event demonstrates the potential of international collaboration in advancing Muhammadiyah's mission and highlights the strategic importance of fostering strong ties among Muslim communities worldwide.

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