

# Mental Health in the Workplace for being Supervisor

## Mental Health Talk

Jakarta, 23 Okt 2025

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# Professional Profile

- Experienced **People Development Professional** with 7+ years in **talent management, career consulting, coaching, and training.**
- Accumulated **550+ hours of coaching, training, and consulting experience**, assisting **250+ brands** across academic, business, government, community, and media sectors.
- **Coach Specialist** at **RevoU, Rumah Siap Kerja (ex), and several reputable brands**, conducting 750+ coaching sessions with a consistent **4.9/5 feedback rating.**
- **Public Speaker & Facilitator for 100+** career development, employability, and personal growth webinars/workshops, reaching **over 50,000 participants.**
- Recognized as **LinkedIn Power Profile 2018.**
- **Certified in Coaching, Public Speaking, and Training**, with awards from **Temasek Foundation, Ashoka, U.S. Department of State, Asia Foundation, etc.**



**Irvandias Sanjaya, S.Psi., CPC., CT.**

Founder at Kerja Cer-Dias | Coach |  
Trainer | Consultant | Sportscaster |  
Content Creator [@Kerjacerdias](#)

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# Be Ready For The Session

To obtain an optimum learning result, let's follow these ground rules!



Raise Hand if there's  
**concern/questions**  
along the way



Actively participate  
throughout the session  
(**reciprocal approach**)



**Focused during session**  
to ensure the learning  
journey landed in safe  
and sound experience

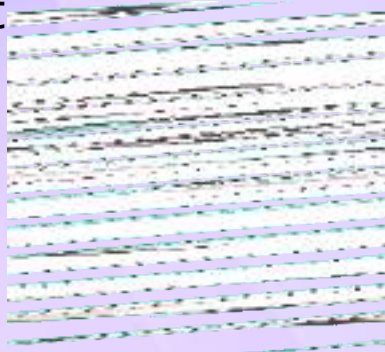
**BEFORE WE START,  
Let's play a game!**



# Peraga Emosi

## Instruksi

1. Instructor akan menyebutkan nama dari emosi (misalnya: senang, sedih, marah, jijik, takut)
2. Kemudian silahkan Anda meraga atau menunjukkan wajah senang/sedih/marah/jijik/takut Anda sesuai dengan emosi yang disebut



**BASED ON THE GAME...**

**What **emotion** do you like to  
show the most?**



**HAPPINESS AT WORK**  
**=**  
**GREAT PERFORMANCE**

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**03** Learning with Empathy & Psychological Safety

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## Part 1

# Understanding Workplace Mental Health for Supervisor



# Kesehatan Mental

## UU NO. 18 TAHUN 2014 - TENTANG KESEHATAN JIWA:


Kesehatan mental sebagai “kondisi dimana seorang **individu dapat berkembang secara fisik, mental spiritual dan sosial** sehingga individu tersebut menyadari kemampuan sendiri, dapat mengatasi tekanan, dapat bekerja secara produktif dan mampu memberikan kontribusi untuk komunitasnya”

**Prioritizing Mental Health: It's Not A Secret Anymore**

<https://news.berkaskids.com/2023/03/05/prioritizing-mental-health-its-not-a-secret-anymore/?sh=770157ba7e40>

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**"Mental Health isn't a  
taboo and hide & seek  
agenda any longer"**

Do you agree?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

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# Kesehatan dan Keselamatan Kerja (K3)

## Permenaker No. 5 Tahun 2018

### 1. Batas Aman

- Kadar zat kimia & tingkat kebisingan/fisika harus di bawah batas aman
- Kondisi biologis, ergonomi, dan **psikologi** kerja harus memenuhi standar

### 2. Kebersihan:

- Menyediakan toilet, wastafel, dan sarana kebersihan yang memadai
- Memastikan kualitas udara dalam ruangan tetap baik

### 3. Tenaga Ahli K3:

- Wajib ada petugas K3 yang kompeten di setiap tempat kerja



**Today's Focus**

## Curhat Wanita Kena Overwork Obesity, Stres Kerja Bikin Berat Badannya Naik 20 Kg

detikhealth



## Awas, Stres di Tempat Kerja Bisa Picu Stroke

Kasus Anxiety di Tempat Kerja Meningkat, Bagaimana Perusahaan Menjaga Kesehatan Mental Karyawan?



Mengenal Karoshi, Budaya Kerja yang Bisa Berujung Kematian



## Ciri-Ciri Burnout dan Cara Mengatasinya





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Ciri-Ciri Burnout dan Cara Mengatasinya

ALODOKTER



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Ciri-Ciri Burnout dan Cara Mengatasinya





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Ciri-Ciri Burnout dan Cara Mengatasinya

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Awas,

Kerja Bisa Picu Stroke

Kasus  
Bagaima

tingkat,  
Kesehatan



Mengenal Karoshi, Bude  
Yang Bisa Berujung Ke

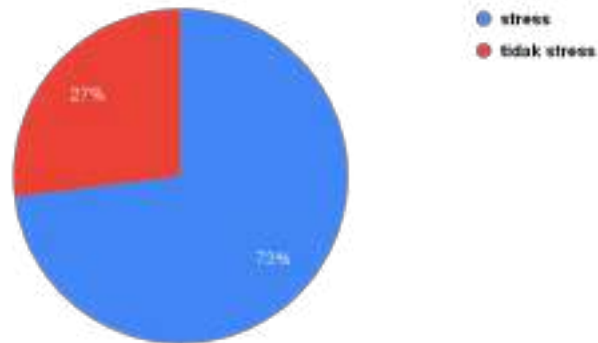
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ra Mengatasinya

## In fact...

Menurut CFO Innovation Asia Staff (2016), tingkat stres kerja di Indonesia mencapai 73%





## Mental Health at Work

Right now 1 in 6 workers is dealing with a mental health problem such as anxiety, depression or stress. This can stop people performing at their best.

**1 in 4**

adults have a mental health issue  
in any given year

**£1,652**

is the cost of poor mental health  
per employee per year

**57%**

of all working days lost to  
sickness are mental health  
related

**5:1**

is the expected ROI for  
organisations who invest in  
mental health

**84%**

of employees do not feel able to  
disclose a mental health issue at  
work

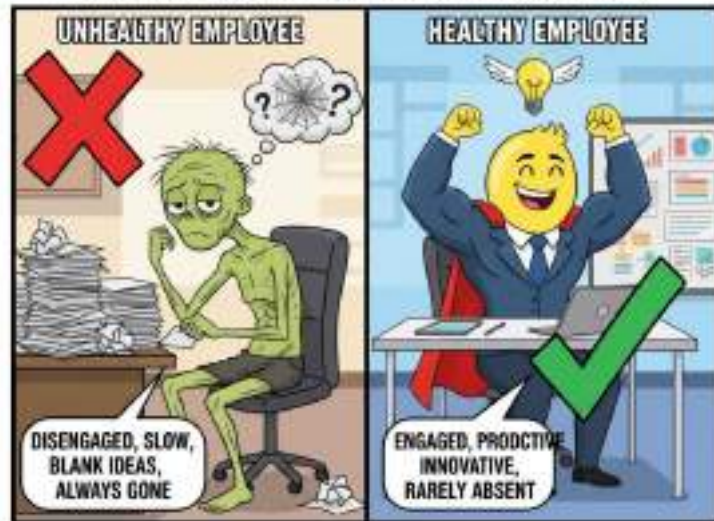
# Stress Impact on Work Performance

Impact	Deskripsi
<b>Cognitive impairment</b>	Stress depletes attention and working memory, making it harder to focus, plan, solve problems, and make decisions.
<b>Reduced motivation and engagement</b>	When the employee is in a high-stress state, motivation can wane, job satisfaction drops, and engagement falls. This dampens initiative, creativity, and discretionary effort.
<b>Interpersonal / team disruption</b>	Stress can increase irritability, reduce patience, impair communication, elevate conflict or withdrawal. Team functioning suffers when individuals are stressed.



# Stress Impact on Work Performance

## HEALTHIER EMPLOYEES = SUPERIOR WORKFORCE



**FACT: BOSSES, PAY ATTENTION!**

## SUPPORTED EMPLOYEES = WINNING TEAM



**FACT: INVEST IN YOUR PEOPLE!**

# Top mental health “issues” experienced by employees

**Burnout /  
Exhaustion**

**Anxiety**

**Depression /  
Low Mood**

# Supervisor's role on employee's mental health



A supervisor is often the first contact point: they see changes in workload, behaviour, team dynamics and the psychosocial climate. ([Ilmarinen Institute](#))



## Risk identification & prevention

Monitor workload, job demands, role clarity, support levels, interpersonal issues. Recognise early warning signs (*detailed on next part*).



## Supportive conversations

Build trust and psychological safety so employees feel safe to speak up about stress or mental health issues.



## Adjustments & accommodation

Partner with the employee to adjust workload, deadlines, task assignments, support (peer, mentor) or other conditions to reduce stress.



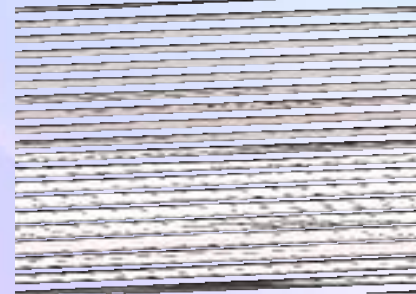
## Referral & escalation

Encourage the employee to access company mental-health resources and if appropriate assist in making arrangements



## Promoting a healthy culture

Model healthy behaviours yourself (e.g., proper breaks, boundary setting, transparency about stress).





# Supervisor practical checklist

Checklist	Description
Weekly/monthly "well-being check-in"	beyond project status, ask: <i>"How comfortable are you with your workload?" "What non-work factors are impacting you?"</i>
Workload risk review	For each team member, ask: <i>"What are your top 2 stressors?" "Do you feel you have the resources/support to meet them?"</i> Document and follow-up.
Boundary modelling	Communicate your own boundary (e.g., <i>"I'm not emailing late at night except urgent"</i> ) so team feels permitted to do same.
Referral pathway awareness	Keep visible the support services contact info. At team meetings remind: <i>"If you're feeling overwhelmed, here are the confidential services available."</i>
Track metrics	Monitor flags like absenteeism, turnover, error rates or client complaints — spikes may signal team mental health strain.

# Pitfalls to avoid

# SORRY

***Ignoring early signs*** because “it’s just temporary” → small issues can escalate into serious mental health problems.

***Blaming the employee*** (“just pull yourself together”) rather than acknowledging systemic/work-related contributors.

***Taking on the therapist role:*** Supervisor is not the clinician; if mental health problems are serious, refer externally.

***Lack of follow-through on adjustments:*** making promises without reviewing or adapting.



# Mini Case Study

## Take a look at this video



**Discuss with your group**

**What would you do as Supervisor,  
if your employee is having this  
situation?**

## Part 2

# Managing Stress & Building Team Resilience



# Workplace Stress

**Stress** is the body's natural reaction to tough situations that make us feel mentally tense. How we handle stress can really affect our health.

**Workplace Stress** happens when the demands of a job are more than what an employee can handle or manage.

~ American Psychological Association (APA) and the National Institute for Occupational Safety and Health (NIOSH) ~



## Signs of Stress at Work

# Physical Symptoms

### Headaches and Muscle Pain

Tension headaches and pain in the neck, shoulders, and back often happen because of stress.

### Stomach Problems

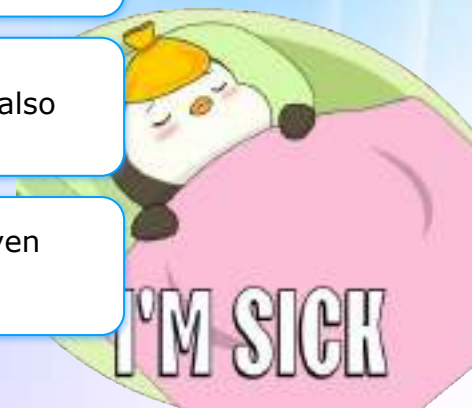
Stress can trigger or worsen issues like ulcers, heartburn, and changes in appetite.

### Sleep Problems

Trouble falling asleep, waking up often, or not sleeping deeply are signs that the mind can't relax. Stress may also cause habits like nail-biting.

### Chronic Fatigue

A constant feeling of tiredness that doesn't go away, even after getting enough sleep.





## Signs of Stress at Work

# Psychological Symptoms

### Anxiety and Worry

Feeling restless, nervous, or scared all the time, and finding it hard to control these feelings.

### Irritability

Getting angry more easily and often arguing with coworkers because of impatience.

### Difficulty Concentrating and Making Decisions

Stress can affect the brain, making it harder to focus, remember things, and make clear decisions.

### Mood swings

Emotions change quickly, for example, feeling happy one moment and sad the next.



# ● Signs of Stress at Work

## Behavioral Symptoms

### Increased Use of Alcohol or Smoking

Relying on alcohol, cigarettes, or even drugs as a way to cope with stress.

### Social Withdrawal

Pulling away from others and avoiding interactions with coworkers.

### Procrastination and Lower Productivity

Work performance goes down, with habits of delaying tasks or avoiding responsibilities.

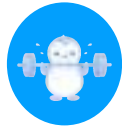
### Aggressive Behavior

Becoming easily irritated or getting into conflicts with colleagues.

# Causes of Stress: Work-Related Factors



Work factors that are directly connected to the job can be major sources of stress, including:



## Excessive Workload

Heavy job demands, tight deadlines, and an unrealistic amount of tasks.



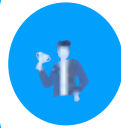
## Lack of Control Over Work

Having little autonomy in making decisions or in choosing how to complete tasks.



## Unclear Roles

Confusion and anxiety caused by unclear job roles and responsibilities.



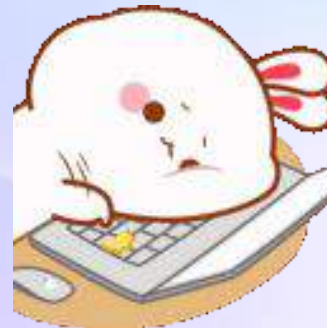
## Pressure to Perform

High expectations from managers—or even from oneself—to always reach targets, creating overwhelming pressure.



## Organizational Changes

Restructuring, policy shifts, or uncertainty about the company's future can increase stress and worry.



Interactive

## Quick Question

Have you ever **felt stress or pressure from any of the work factors** mentioned above?

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## Employee Stress Is a Business Risk—Not an HR Problem

This research-backed framework will help leaders measure and pinpoint the steep costs of a stressed-out workforce.

by Marion Chomse et al.

## Stress Terhadap Pekerjaan

### Deskripsi

Stress menjadi penyebab utama 60-90% kecelakaan laut, terutama pada pekerja yang menurunkan kinerja pelaut.

Stress dapat membuat pelaut sulit fokus, lambat bereaksi, dan sering salah dalam pengambilan keputusan, sehingga meningkatkan risiko kecelakaan di laut.

Stress yang berlebihan dan kelelahan membuat budaya keselamatan menurun, yang dapat meningkatkan risiko kecelakaan besar semakin tinggi.

[https://www.instagram.com/p/DLF09-PtU7E/?utm\\_source=ig\\_web\\_copy\\_link&igsh=MTRkbWR4dmU3MzMmMg==](https://www.instagram.com/p/DLF09-PtU7E/?utm_source=ig_web_copy_link&igsh=MTRkbWR4dmU3MzMmMg==)

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Interactive

## Quick Question

# How to manage employee stress as SPV / leaders?

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# What you can do for your team & organisation

While organisational stuff is vital, you must model and maintain your own resilience.



## Lead by example

Show healthy behaviours (taking breaks, respecting work-life boundaries, asking for help). When leaders signal they care about well-being, it becomes normal.



## Set clear expectations and realistic goals

Ambiguity and unrealistic demands are major stressors. Define roles clearly, articulate what success looks like and ensure your team understands priorities.



## Create open communication

- Encourage team members to voice their concerns, stressors or conflicts without fear of reprisal.
- Build systems for feedback, anonymous input or “stress check” pulses.



## Build resilience into the culture

Recognise and reward self-care and healthy behaviours, not just “overwork and hustle”. When you acknowledge people who manage sustainably, you shift culture.



## Carefully Managing Work Stress



### Regular exercise

Regular physical activity can **reduce stress and improve mood.**



Consume nutritious foods to support **physical and mental health.**



Ensure quality sleep for **physical and mental recovery.**



## Carefully Managing Work Stress



### Regular exercise

Regular physical activity can **reduce stress and improve mood.**

# What sports do you play?

## Carefully Managing Work Stress



### Regular exercise

Regular physical activity can **reduce stress and improve mood.**



### Eat a Balanced Diet

Consume nutritious foods to support **physical and mental health.**



Ensure quality sleep for **physical and mental recovery.**

## Carefully Managing Work Stress

What did  
you eat?



### Eat a Balanced Diet

Consume nutritious  
foods to support  
**physical and mental**  
health.

What  
drinks do  
you  
consume?

# Carefully Managing Work Stress



## Regular exercise

Regular physical activity can **reduce stress and improve mood.**



## Eat a Balanced Diet

Consume nutritious foods to support **physical and mental health.**



## Get Enough Sleep

Ensure quality sleep for **physical and mental recovery.**

## Carefully Managing Work Stress

1. How many hours do you sleep every day?
2. Is that enough?



### Get Enough Sleep

Ensure quality sleep for **physical and mental recovery.**

## Carefully Managing Work Stress



# Work-Life Balance Is a Cycle, Not an Achievement

Regular physical activity can **reduce stress and improve mood.**

Consume nutritious foods to support **physical and mental health.**

Ensure quality sleep for **physical and mental recovery.**

# Team Game 1 - Mid to Large Impact



# JOURNALING TIME

## Worksheet Meringankan Stress

1. Siapkan alat tulis Anda
2. Berkumpul bersama kelompok Anda
3. Anda akan menerima lembar kerja journaling stress yang terdiri dari **7 pertanyaan refleksi**
4. Silahkan jawab pertanyaan tersebut sesuai dengan pengalaman yang Anda rasakan di kapal selama ini
5. Anda memiliki waktu **15 menit** untuk mengisi worksheet tersebut
6. Anda bisa menggunakan worksheet ini diluar sesi ini (misal saat di kantor) untuk membantu mengurangi stress Anda atau tim Anda



# Situasi atau tugas spesifik apa yang menyebabkan saya stres akhir-akhir ini?

*Contoh jawaban: sedang kesal dengan rekan yang merokok terus padahal sedang banyak yang harus dikerjakan*

# **Bagaimana stres ini terasa di tubuh saya?**

*(contoh: bahu tegang, sakit kepala, masalah perut)*

*Contoh jawaban: maag, sakit kepala*

# Emosi apa yang saya rasakan akibat stres ini?

*(contoh: frustrasi, cemas, sedih)*

*Contoh jawaban: cemas, sering merasa takut, gampang marah*

# **Bagaimana cara saya mengatasi stres ini sejauh ini? Apa yang berhasil? Apa yang tidak?**

*Contoh jawaban: meminta rekan untuk mengerjakan tugas yang membuat saya cemas. Sejauh ini berhasil, tapi ini bukan solusi jangka panjang.*

# **Langkah kecil positif apa yang bisa saya ambil untuk mengelola stres saya hari ini atau minggu ini?**

*Contoh jawaban: Lebih sering menghubungi keluarga*



**Ceritakan sebuah momen di kantor, sekecil apa pun, yang membawa perasaan tenang atau bahagia.**

*Contoh jawaban: ketika sedang nongkrong bareng kru lainnya*

# **Apa kekuatan pribadi saya yang dapat membantu saya melewati tantangan ini?**

*Contoh jawaban: ketika sedang nongkrong bareng kru lainnya*

# Refleksi Selesai

Anda telah mengambil langkah berharga dalam perjalanan kesejahteraan Anda. Ingatlah untuk selalu baik pada diri sendiri.

# Team Game 2 - Small to Mid Impact

# Latihan

## Pernapasan Perut

### Petunjuk Langkah demi Langkah:

#### 1. Tarik Napas Perlahan Melalui Hidung

- Tarik napas dalam-dalam melalui hidung (seperti mencium bunga).
- Biarkan perut mengembang (dada harus tetap diam).

#### 2. Buang Napas Perlahan Melalui Mulut

- Tekan perut ke dalam dengan lembut.
- Buang napas melalui bibir yang mengerucut (seperti meniup lilin).

#### 3. Ulangi & Rileks

- Ulangi 3 kali, jaga napas tetap lambat dan stabil.
- Fokus pada gerakan naik turun perut.



## Part 3

# Learning with Empathy & Psychological Safety





## Skills leaders should master to help employee

As mentioned before, psychological safety of the employee is important. Therefore, leaders need to learn these skills to help employee dealing with difficulties:

**Active  
Listening**

**Empathy**

Interactive

## Can anyone explain...

Have we ever **heard** the term  
**active listening** at work?

\*Raise your hand



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Interactive

## Can anyone explain...

Are we noticed the difference between  
**Listen** and **Hear** in the very fundamental?

**\*Raise your hand**



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A background image showing the silhouettes of several people running along a curved, metallic-looking path. The path curves around a body of water, and the scene is captured in a way that suggests motion and energy. The sky is a pale blue, and the water is a calm greyish-blue.

# Listen ≠ hear

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# Active Listening

Active listening means **noticing both words and body language so you can respond** to the real message.

Most people do not listen with the intent to *understand*.  
Most people listen with the intent to *reply*.

– Stephen R. Covey

ilovemylsi.com

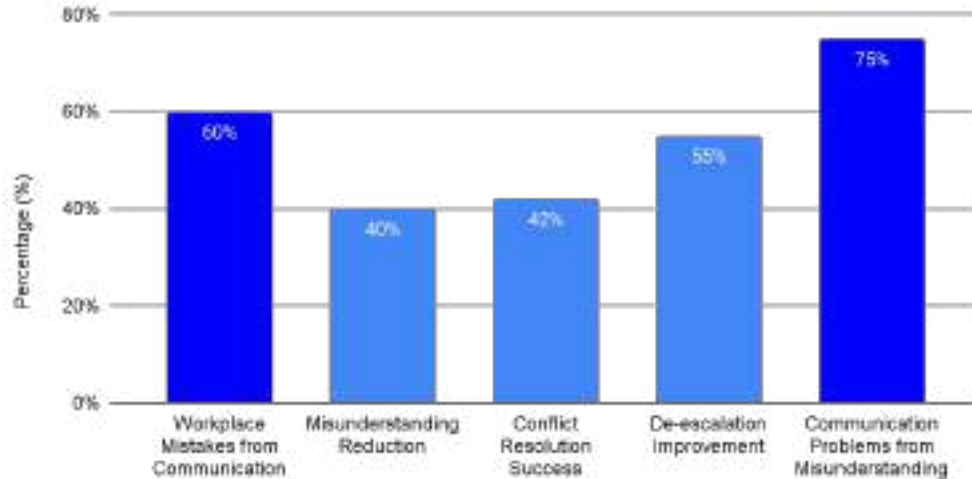
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# Listen actively

## Reduces Mistakes, Conflicts & Misunderstandings

Impact of Active Listening



Sources:

<https://jobera.com/active-listening-statistics/>  
<https://wifitalents.com/active-listening-statistics/>  
<https://worldmetrics.org/>

<https://gitnux.org/active-listening-statistics/>  
<https://zipdo.co/active-listening-statistics/>

### KEY INSIGHTS

**60% workplace mistakes** come from poor communication, but **active listening can cut them by 40%.**

**70% work mistakes happen because people don't communicate well,** and better listening fixes it.

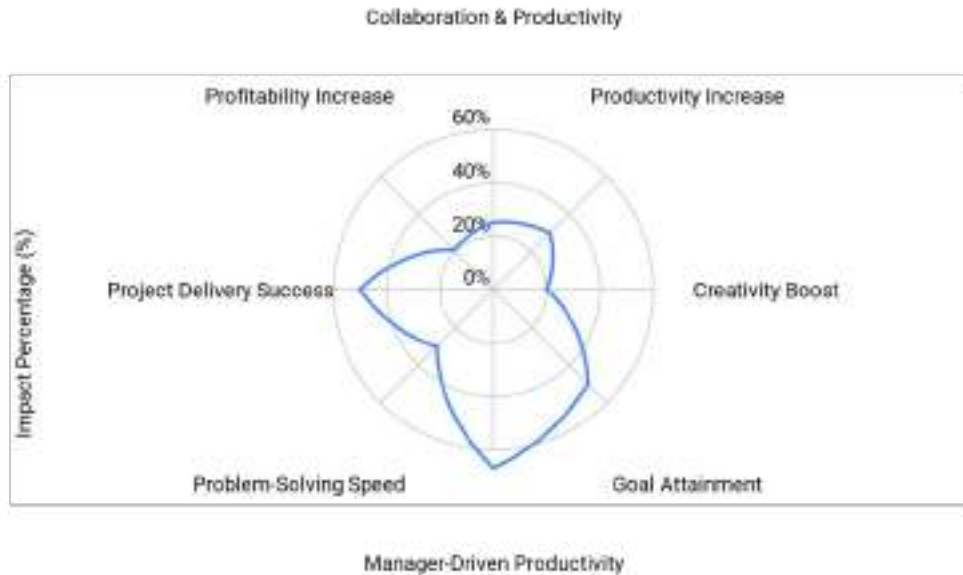
Active listening **boosts conflict resolution by about 42%** and **calms 55% more disputes.**

**3 in 4 communication problems come from misunderstandings,** and active listening clears them up.



# Listen actively

## Boosts Productivity, Collaboration & Innovation



### KEY INSIGHTS

Active listening can **enhance collaboration and productivity** by up to 25%.

It **boosts productivity 30%, creativity 20%, and goal success 50%.**

Teams with managers who listen actively are **up to 67% more productive.**

**Problem-solving become 30% faster**, and **project delivery within budget** improves by 50% when communication is strong.

Teams that feel heard **engage more and earn 21% extra profit.**

Sources:

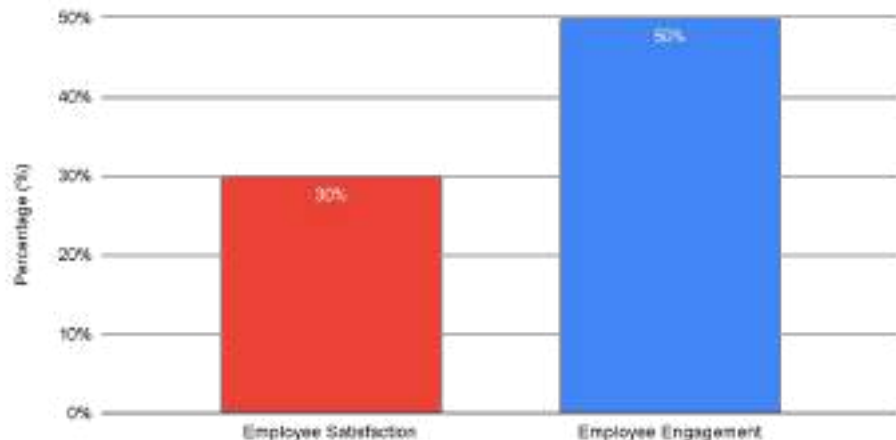
<https://jobera.com/active-listening-statistics/>  
<https://wifitalents.com/active-listening-statistics/>  
<https://worldmetrics.org/>

<https://sparkmoor.com/active-listening-in-the-workplace-boosting-team-collaboration-and-productivity/>  
<https://pumble.com/learn/communication/communication-statistics/>

## Listen actively

# Enhances Employee Satisfaction, Retention & Engagement

Impact of Active Listening



### KEY INSIGHTS

Managers trained in active listening see **30% higher employee satisfaction.**

[Jobera](#)

Employees feel **16% more satisfied** when their managers listen attentively.

[Jobera](#)

Organizations prioritizing listening report **50% higher employee engagement.**

[WifiTalents](#)

Acting on feedback **keeps staff 11x more likely to stay.**

[humanemergence](#)

Interactive

## Can anyone explain...

How **to train ourselves** to become a **good listener**?

*\*Any ideas are welcome*



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# Our Expectation

**Didengerin**

**Emotionally supported**

**Aman**

**Nyaman**

**Lega**

**Relax**



# Our Reality



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# Active Listening

Appreciate by showing that you're listening: Uh-huh / OK / Yes, I see / Good / Really?

Ask questions to clarify and offer encouragement: What do you mean when you say...? / And then? / What happened next?

R

RECEIVE

A

APPRECIATE

S

SUMMARIZE

A

ASK

Receive the message, pay attention to the person speaking.

Summarize the main idea: It sounds like... / In other words, what you are saying is... / So in a nutshell... / Sounds like you are saying...



# Active Listening



**CASE STUDY:** Let's imagine a team member, Rina, is explaining a challenge with a project deadline

Step	What it means	Example
Receive	Pay full attention to the speaker—tune in both verbally and non-verbally.	You look at Rina, pause your task, nod when she speaks, giving her your full attention.
Appreciate	Convey acknowledgment and empathy through small verbal (like “uh-huh”) or nonverbal cues (like nodding/slightly smiling).	You say, <i>“I hear you’re really stretched, I understand,”</i> and offer a sympathetic nod.
Summarize	Reflect back what you've heard using your own words (e.g., “So what I’m hearing is...”).	You respond, <i>“So you're finding the current timeline too tight, especially given the resource constraints in code reviews—do I have that right?”</i>
Ask	Pose follow-up or clarifying questions after summarizing (e.g., “Can you elaborate on...”).	You follow up with, <i>“Would it help if we shifted some tasks or extended the review period to alleviate the pressure?”</i>

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## Skills leaders should master to help employee

As mentioned before, psychological safety of the employee is important. Therefore, leaders need to learn these skills to help employee dealing with difficulties:

**Active  
Listening**

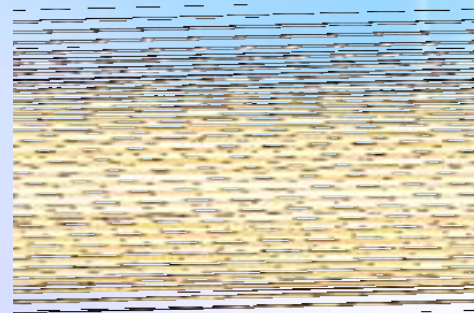
**Empathy**

Interactive

## Can anyone explain...

How often do you  
**implement empathy at work?**

*\*Any ideas are welcome*

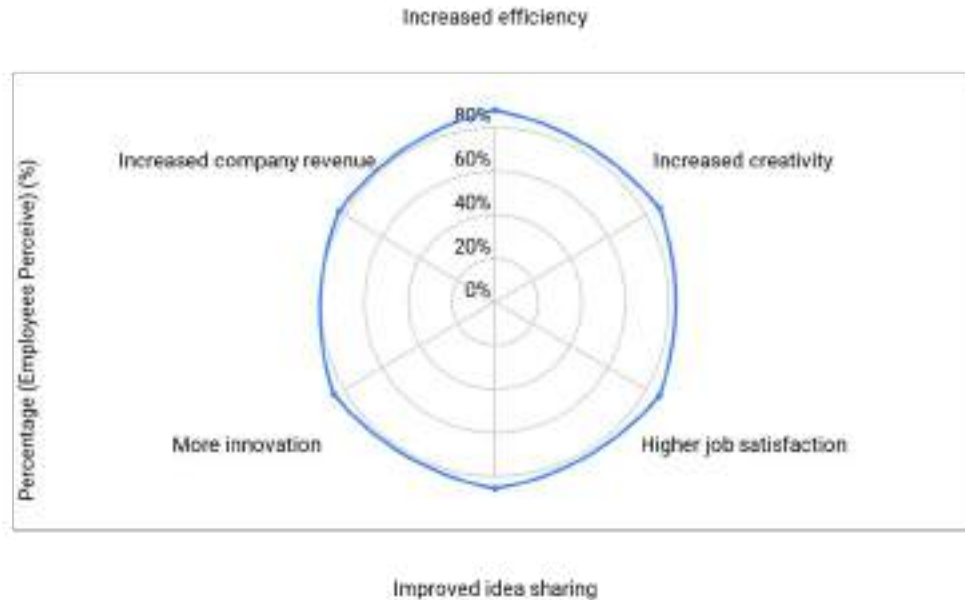


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# Empathy, humility, and self-awareness Boosts Innovation and Job Satisfaction



## EMPLOYEE PERCEIVED

Empathy increase job efficiency by **88%**

Empathy increase creativity by **87%**

Empathy increase job satisfaction by **87%**

Empathy increase idea sharing by **86%** and innovation by **85%**

Empathy increase company revenue by **83%**

Sources:

[https://www.ey.com/en\\_us/newsroom/2023/03/new-ey-us-consulting-study](https://www.ey.com/en_us/newsroom/2023/03/new-ey-us-consulting-study)

advance employee retention

Empathy is an essential part of emotional intelligence, the ability to identify and manage one's own emotions and be mindful of the emotions of others. Engagement and empathy are inextricably linked, as employees are unlikely to feel truly respected and empowered in an organization that does not show empathy. A recent report on workplace empathy reveals mixed results in this area. **Employees are nearly unanimous in agreeing on the importance of empathy—yet 92% feel empathy remains undervalued.** Moreover, while 92% of CEOs feel their organization is empathetic, only 50% of their employees say their CEO is empathetic. Empathy must start at the top which is one reason why teaching emotional intelligence figures so prominently in my work as an executive coach. Empathy may be a soft skill, but it pays off in improved business outcomes.

# Empathy at work is "UNDervalued"

## Empathy increased job efficiency by 88%

## Empathy increased creativity by 87%

## Empathy increased job satisfaction by 87%

**Empathy increased idea sharing by 86% and innovation by 35%**

## “SERVAL”

# Empathy, humility, and self-awareness

## The impact example at work

### Better Understanding of Instructions

Empathetic managers ask, *"What do you need to hit this deadline?"* instead of just giving orders, cutting costly mix-ups.

### Trust & Psychological Safety

When managers show they understand, employees speak up early, cutting mistakes.

### Improved Collaboration & Retention

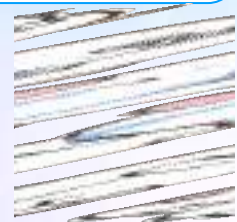
Empathetic managers keep teams and young workers from quitting by making everyone feel respected.

### Increased Employee Engagement

Employees who feel heard are nearly five times more engaged and tie their work to company goals.

### Reduced Stress & Conflict

Empathy turns stressful demands into supported teamwork, cutting resistance and conflict.



Interactive

# Can anyone explain...

## How to **implement** **empathy** at **work consistently?**

**\*Any ideas are welcome**



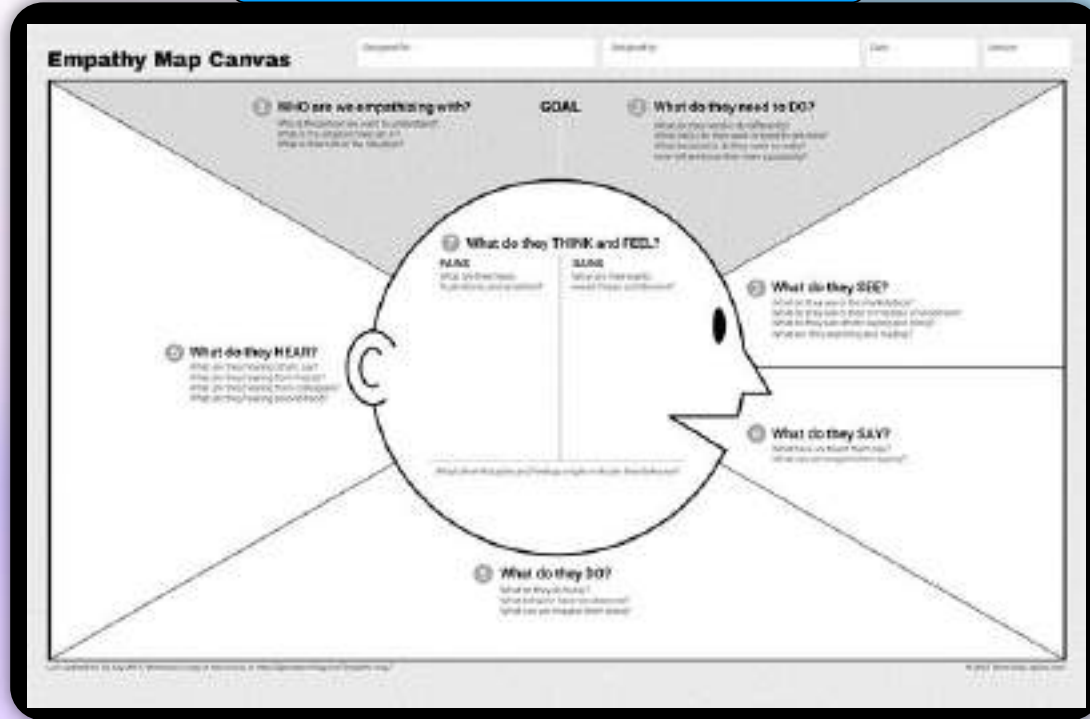
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# Empathy Mapping



[Empathy Map](#)

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# Empathy Mapping

Steps	What it means	Examples
Define the User / Employee	Start with who you are mapping.	<i>"Frontline customer service staff handling high call volumes."</i>
What They Say	Capture direct quotes or common phrases.	<i>"I don't have enough time to handle all these requests."</i>
What They Think	Explore internal thoughts they may not say out loud.	<i>"I'm worried I'll make mistakes if I rush."</i>
What They Feel	Note emotions employees experience during tasks.	Stressed when juggling deadlines, proud when customers are satisfied.

# Empathy Mapping

Step	What it means	Example
What They Do	Observe behaviors and actions.	Staying late to finish reports, double-checking customer data.
Pains	Frustrations, blockers, risks.	Unclear instructions, lack of resources, unrealistic deadlines.
Gains	Goals, motivators, success signals.	Recognition from manager, smooth workflows, good team support.

# Another Example Empathy Mapping



**CASE STUDY:** Imagine you're a manager asking employees to adopt a new software tool

Steps	What it means	Examples
Define the User / Employee	Start with who you are mapping.	My subordinate / my staff below me
What They Say	Capture direct quotes or common phrases.	<i>"This system is confusing."</i>
What They Think	Explore internal thoughts they may not say out loud.	<i>"I'll fall behind if I can't learn it quickly."</i>
What They Feel	Note emotions employees experience during tasks.	Anxious, resistant.

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# Another Example Empathy Mapping

**CASE STUDY:** Imagine you're a manager asking employees to adopt a new software tool

Step	What it means	Example
What They Do	Observe behaviors and actions.	Avoid using the tool, keep relying on old methods.
Pains	Frustrations, blockers, risks.	Fear of failure, lack of training.
Gains	Goals, motivators, success signals.	Wants efficiency, fewer repetitive tasks.

# Case Study + Roleplay

# Roleplay Active Listening

## Instruksi:

1. Buat kelompok kecil berisi 2 orang untuk roleplay:
  - a. Supervisor yang mendengarkan & merespon
  - b. Karyawan yang bercerita
2. Tugas peran karyawan adalah bercerita terkait masalah yang dihadapi, berdasarkan dari skenario yang akan ditentukan
3. Tugas peran supervisor adalah mendengarkan dan kemudian merespon cerita karyawan tersebut menggunakan prinsip R.A.S.A



# Skenario 1: “Tekanan Target Bulanan”

## Tokoh:

- **Supervisor:** Maya (Kepala Tim Penjualan)
- **Karyawan:** Dito (Sales Executive)

## Konteks:

Target penjualan bulan ini meningkat 30% karena arahan dari manajemen pusat. Dito yang baru saja pulih dari sakit terlihat sering lembur dan kehilangan semangat. Ia tidak lagi aktif menyumbang ide dalam rapat dan mulai melakukan kesalahan administrasi kecil.

Maya menyadari perubahan perilaku ini, namun belum pernah menanyakan kondisi Dito secara langsung.

# Skenario 2: “Konflik Antar Tim”

## Tokoh:

- **Supervisor:** Bagas (Manajer Proyek)
- **Karyawan:** Nabila (Koordinator Desain)

## Konteks:

Tim desain dan tim marketing terlibat perdebatan karena perbedaan prioritas proyek. Nabila merasa idenya sering ditolak dan tidak dihargai oleh tim lain. Ia mulai menunjukkan sikap defensif dan sulit diajak rapat lintas divisi.

Bagas sebagai atasan langsung Nabila ingin membantu menenangkan situasi tanpa membuatnya merasa disalahkan.

# Skenario 3: “Perubahan Kebijakan dan Kecemasan”

## Tokoh:

- **Supervisor:** Riko (Head of Operations)
- **Karyawan:** Sinta (Staf Administrasi)

## Konteks:

Perusahaan baru saja mengumumkan restrukturisasi internal dan perubahan sistem kerja. Sinta, yang sudah bekerja 7 tahun, merasa cemas dengan ketidakpastian peran barunya. Ia mulai terlihat pasif dan sulit fokus dalam pekerjaan sehari-hari.

Riko melihat penurunan performa, tetapi ingin memastikan pendekatannya tidak membuat Sinta semakin gelisah.

# Skenario 4: “Karyawan Top Performer yang Mulai Menarik Diri”

## Tokoh:

- **Supervisor:** Lani (Head of Marketing)
- **Karyawan:** Farhan (Content Strategist)

## Konteks:

Farhan dikenal sebagai karyawan berprestasi yang selalu menghasilkan ide-ide kreatif. Namun, beberapa minggu terakhir ia tampak pendiam, sering menolak ajakan makan siang tim, dan hasil pekerjaannya mulai menurun.

Lani menerima laporan dari rekan kerja bahwa Farhan sedang menghadapi tekanan pribadi, tetapi ia belum pernah mengungkapkannya secara langsung.

# Skenario 5: “Karyawan Baru yang Kehilangan Kepercayaan Diri”

## Tokoh:

- **Supervisor:** Eko (Team Leader Customer Service)
- **Karyawan:** Mei (CS Officer baru, 3 bulan bekerja)

## Konteks:

Sejak minggu lalu, Mei beberapa kali melakukan kesalahan kecil dalam merespons pelanggan. Ia tampak panik dan meminta maaf berulang kali setiap kali ditegur. Rekan-rekannya mulai menghindari kerja sama karena khawatir ritme kerja terganggu.

Eko ingin membantu Mei agar lebih percaya diri dan tidak semakin stres.

# Skenario 6: “Tekanan Kolaborasi Lintas Divisi”

## Tokoh:

- **Supervisor:** Taufik (Manajer Operasional)
- **Karyawan:** Laila (Koordinator Logistik)

## Konteks:

Laila merasa frustrasi karena sering terjadi miskomunikasi antara tim logistik dan tim sales. Ia harus menanggung dampak kesalahan input data, sementara tim lain sering lepas tangan. Ia mulai menunjukkan sikap defensif dan mudah tersinggung saat ada rapat koordinasi.

Taufik ingin membantu Laila mengelola emosinya dan mencari solusi tanpa menimbulkan konflik antar-divisi.

# Now I have Listened, and then what?



## Coaching

A collaborative, goal- or skill-focused relationship, often short- to medium-term, aimed at improving specific performance, behaviours or capabilities.

## Mentoring

A senior or more experienced person guides a less experienced individual over a longer term, sharing wisdom, experience and career-insight to support their overall growth.

## Counseling

A professional therapeutic process where a trained counsellor helps someone explore emotional or psychological issues, past impacts and coping strategies, to support their mental-health and personal functioning.

### Effectiveness Of Coaching And Mentoring For Employee Career Development Within The Organization

<https://ejournal.uigm.ac.id/index.php/EG/article/view/3483>

### Coaching, Mentoring, Leadership Transformation and Employee Engagement: A Review of the Literature

<https://dinastipub.org/DIJEMSS/article/view/1591>

### Counseling - Employee and Labor Relations

<https://www.stonybrook.edu/employee-labor-relations/counseling/>

### Employee Assistance Program (EAP)

<https://gadingkonseling.org/en/owl-solution/eap/>



## REFLECTION TIME

# What did you learn today?

## REFLECTION TIME

What stress coping strategy  
will you **personally** use?

## REFLECTION TIME

**What will you do to manage  
your team's stress?**

# QnA

## Is there any questions?

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***“There is no health without  
mental health.”***



**World Health  
Organization**

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**KERJA KERAS**  
**NO**



**KERJA CER-DIAS**  
**YES**

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