

# Sync Up: Decode Signals, Connect Teams – McDonald's Edition

Dibimbing | McDonalds Indonesia

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Founder at Kerja Cer-Dias | Coach |  
Trainer | Consultant | Sportscaster |  
Entrepreneur | LinkedIn Power  
Profile

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# Speaker Profile

- Experienced **People Development Professional** with 7+ years in **talent management, career consulting, coaching, and training** across **national and SEA Region**.
- Accumulated **550+ hours of coaching, training, and consulting experience**, assisting **250+ brands** across academic, business, government, community, and media sectors.
- **Coach Specialist** at 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.**



# Listed Portfolio

## Academic



## Business



# Government



# Community



# Media



## Others



and many more!



# 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).**

**Turn off devices** to  
ensure the learning  
journey landed in safe  
and sound experience.





## Be **READY?** For The Session

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

# Deal on'Derdil'?

• Set aside time to study  
• Turn off mobile phones  
• Turn off notifications  
• Turn off the TV  
• Turn off the radio  
• Turn off the computer

• A video participant  
• Turn off the phone  
• Turn off the computer  
• Turn off the radio  
• Turn off the TV  
• Turn off the computer

• Turn off the device  
• Turn off the computer  
• Turn off the radio  
• Turn off the TV  
• Turn off the computer  
• Turn off the device  
• Turn off the computer  
• Turn off the radio  
• Turn off the TV  
• Turn off the computer

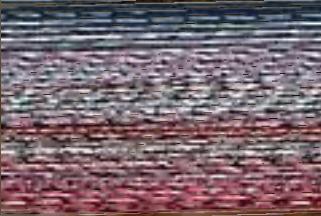
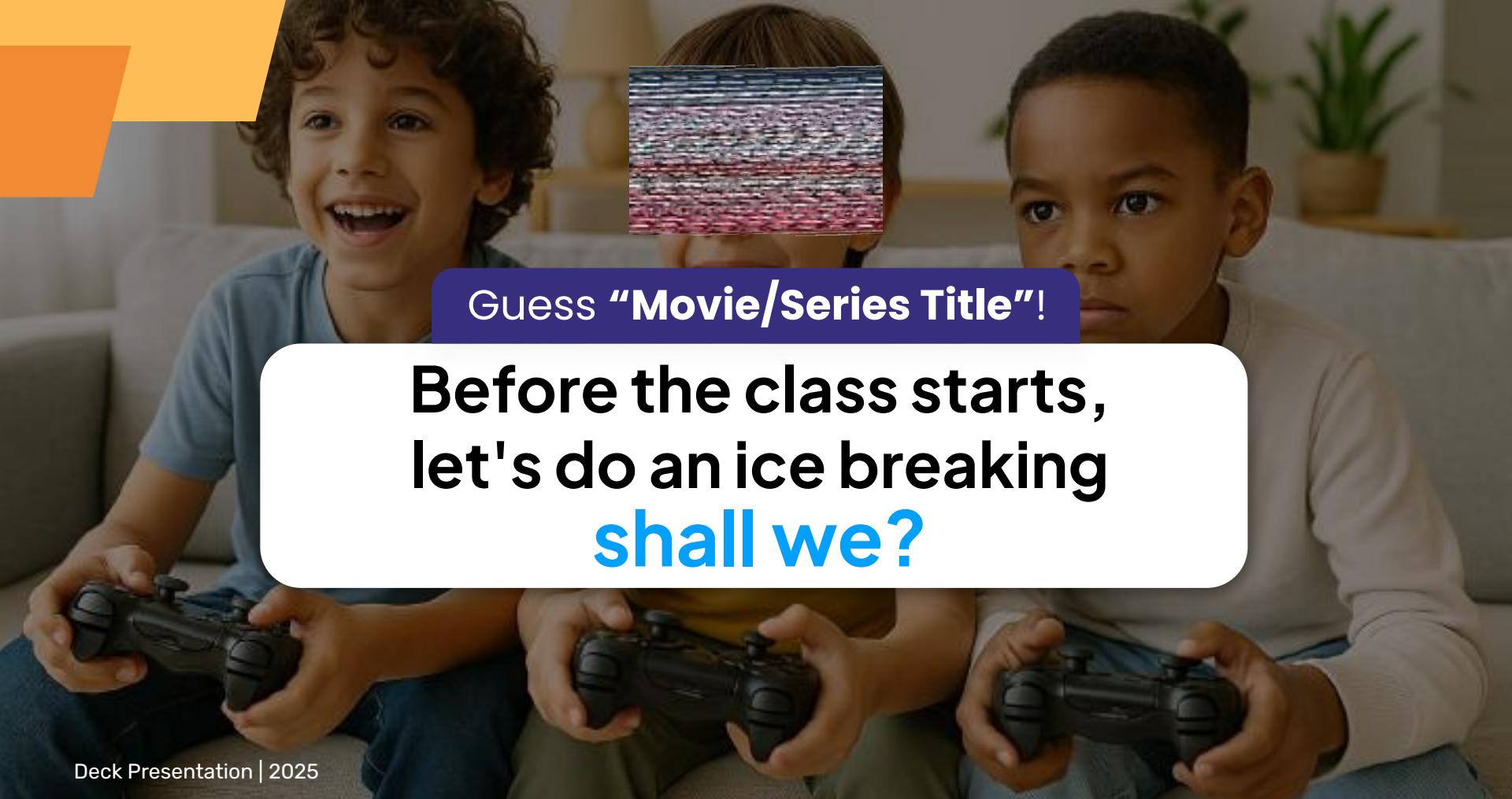
\*Bonus available



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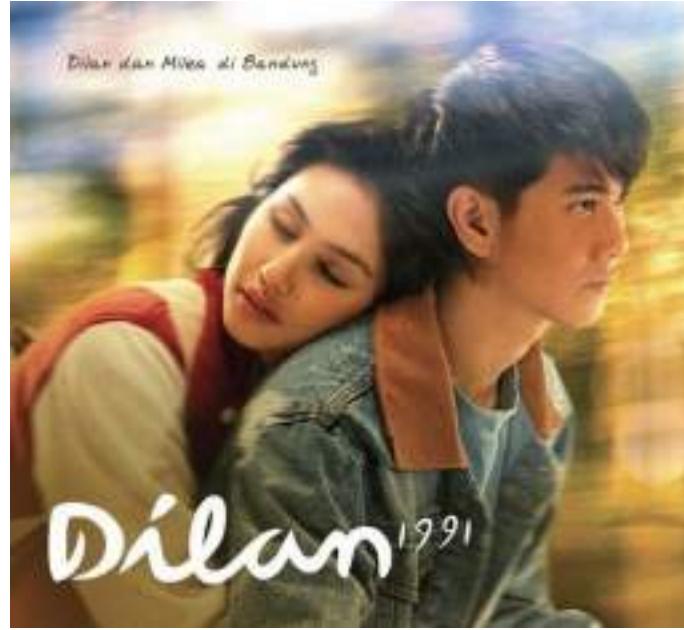
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Guess “Movie/Series Title”!

Before the class starts,  
let's do an ice breaking  
**shall we?**

Guess “Movie/Series Title”!



Dilan 1991

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Guess “Movie/Series Title”!



Pengabdi Setan

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Guess “Movie/Series Title”!



Dua Garis Biru

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Guess “Movie/Series Title”!



# Money Heist

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# ARE YOU READY?

Say it “I’m Ready!” loudly and clear



# Table of Contents

1	Why Adaptive Communication Matters	3	Personality and Communication Styles: MBTI
2	Listening and Responding: The Misconception in Between	4	Conflict and Difficult Conversation



## Learning **Objective**

participants will be able to **communicate adaptively and effectively by adjusting their style, tone, and approach to different audiences**, using empathy and active listening to **build understanding and collaboration**.



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Bts Meal Mcd - Ramai Order BTS Meal, Picu Antrean di McD Jakarta ... - Announced on april 20, 2021 kst, bts and mcdonald's have collaborated for a bts meal!

Have you ever noticed/fet **these phenomenon?**



Bisnis

## Hoax, McDonald's Indonesia Tebar Voucher Rp 255 Ribu

Beredar pesan di jejaring sosial bahwa McDonald's Indonesia membagi-bagikan voucher Rp 255 ribu.

24 Mei 2018 | 13.49 WIB

**Bts Meal Mcd - Ramai Order BTS Meal, Picu Antrean di McD Jakarta ... - Announced on april 20, 2021 kst, bts and mcdonald's have collaborated for a bts meal!**

<https://fexfqkyeyq.blogspot.com/2021/06/bts-meal-mcd-ramai-order-bts-meal-picu.html>

Kompas.com / Cek fakta / Data dan Fakta

## Krisis Kentang Goreng McDonald's di Berbagai Negara, Apa Penyebabnya?

Kompas.com - 02/02/2022, 14:40 WIB

Bisnis

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<https://www.kompas.com/cekfakta/read/2022/02/02/144035682/krisis-kentang-goreng-mcdonalds-di-berbagai-negara-apa-penyebabnya?page=all>



### Indonesia Tebar Voucher Rp 255 Ribu

Alasan McDonald's Indonesia memberikan voucher Rp 255 ribu

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Kompas.com - 02/02/2022, 14:40 WIB

<https://www.tempo.co/ekonomi/hoax-mcdonald-s-indonesia-tebar-voucher-rp-255-ribu-919675>

Bisnis

### Hoax, McDonald's Indonesia Tebar Voucher Rp 255 Ribu

Beredar pesan di jejaring sosial bahwa McDonald's Indonesia membagi-bagikan voucher Rp 255 ribu.

24 Mei 2018 | 13:49 WIB

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Interactive

## Quick Question

“Can these phenomena impact  
your **daily business ops**? ”

\*Raise your hand



# Fenomena Boikot McDonald's di Indonesia dan Dampaknya terhadap Kehidupan Sosial

Media Mahasiswa Indonesia

23 Mei 2025 147 views



Acknowledging the issues

**When facing these issues, company needs  
Adaptive Communication  
towards customers/partners**

Bisnis

## Hoax, McDonald's Indonesia Tebar Voucher Rp 255 Ribu

Beredar pesan di jejaring sosial bahwa McDonald's Indonesia membagi-bagikan voucher Rp 255 ribu.

24 Mei 2018 | 13.49 WIB

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Pack of people  
during COVID  
(BTS Promo)



When facing these issues, employee needs  
**Adaptive Communication**  
towards customers/partners

Bisnis

"Sehubungan dengan beredarnya promosi kupon gratis Rp255.000 dari McDonald's Indonesia, perlu disampaikan bahwa ini tidak benar atau hoax. Semua promosi McDonald's Indonesia dapat dilihat di situs resmi [www.mcdonalds.co.id](http://www.mcdonalds.co.id)," katanya kepada *Warta Ekonomi* di Jakarta, Kamis (24/5/2018).

24 Mei 2018 | 13.49 WIB

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 McDonald's Indonesia   
[www.facebook.com/mcdonalds.ID/](https://www.facebook.com/mcdonalds.ID/)  
 Show translation  
Sehubungan dengan terbatasnya ketersediaan French Fries saat ini, mulai 2 Februari untuk sementara Large French Fries tidak tersedia.  
  
Namun jangan khawatir McD'ers, kamu tetap dapat menikmati menu favoritmu dengan Medium French Fries.



Interactive

## Quick Question

“Have you ever heard of  
**Adaptive Communication?**”

\*Raise your hand

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23



Interactive

## Prologue Question

“Describe your **initial thoughts on what is adaptive communication**

on behalf of personal reason?”

**\*1 of participant can open mic and share the reason**



# What Is Adaptive Communication?

Adaptive communication is the strategic approach of tailoring your message to the specific needs, context, and goals of your audience. It's about ensuring your message is not just heard but truly understood and resonated with.

## Clarity

Ensuring your message is understood without ambiguity.

## Empathy

Connecting with your audience's perspective and feelings.

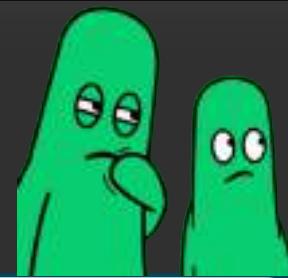
## Effectiveness

Achieving the desired outcome from your communication.

**Think of a neurobiologist doctor** explaining a complex diagnosis. They don't use the same jargon with every patient; instead, they adapt their explanation to each individual's understanding, ensuring clarity and reassurance.



# What Is Adaptive Communication?



Adaptive communication is the strategic approach of **tailoring your communication style to suit the specific needs, context, and goals of your audience**. It's about ensuring your message is **not just heard, but truly understood** and **resonated with**.



*The ability to adapt your communication style is not just about being a good communicator; it's about being a smart and empathetic leader who understands that one size does not fit all.*

<https://www.leadershiplessons.co/p/conflict-collaboration-adaptive-communication>



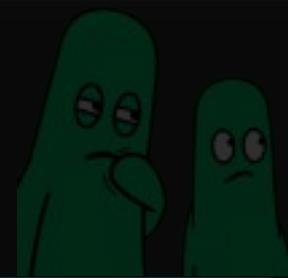
Communicator

Communicant

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# What Is Adaptive Communication?



Adaptive communication is the strategic approach of tailoring your communication style to suit the specific needs, context, and goals of your audience. This involves replacing vague terms like 'optimize' or 'leverage' with concrete nouns and numbers. This makes suggestions actionable and reduces ambiguity.

## Clarity

Ensuring your message is understood without ambiguity.

## Empathy

Considering your audience's perspective and feelings.

## Observable and Verifiable

Concrete wording ensures messages are observable and verifiable. This clarity prevents misunderstandings and makes communication more effective.

Think of a doctor explaining a diagnosis instead, they explain the explanation to each individual patient;

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They don't use the same jargon for every patient; they ensure clarity and understanding, ensuring clarity and understanding.





## Sympathy: Distance

Positions the observer beside or above the sufferer. It acknowledges pain from a separate space, creating a connection that is compassionate but distinct, preserving the boundary between self and other.



## Empathy: Fusion

Collapses the emotional gap, creating a shared affective state. It's a participatory experience where the distinction between helper and sufferer blurs, fostering profound connection.

### Clarity

Ensuring your message is **understood without ambiguity.**

### Empathy

**Connecting** with your **audience's perspective and feelings.**

### Effectiveness

**Achieving** the **desired outcome** from your

Think of a doctor explaining a diagnosis instead, the explanation to each individual patient;

## Stakeholder Profiling

Use a profiling grid to map stakeholders based on their power level and interest. This helps identify decision-makers, influencers, and gatekeepers, allowing you to tailor your message for maximum impact.

understood and

## Clarity

Ensuring your message is **understood without ambiguity.**

Think of a

doctor explaining a condition to each patient; instead, they

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# Adaptive Communication?

## Power and Interest Axes

The power-interest matrix helps prioritize stakeholders. High-power, high-interest stakeholders need detailed communication, while low-power, low-interest ones can receive minimal updates. This ensures efficient use of your communication efforts.

## Motivation Mapping

Understand what motivates each stakeholder group. Decision-makers may seek ROI, while influencers might focus on reputation. Tailoring your message to their motivations increases the likelihood of achieving your desired outcome.

perspective and

## Sample Verbs for Impact

Use verbs that resonate with each stakeholder group. For decision-makers, use 'approve' or 'invest.' For influencers, use 'endorse' or 'recommend.' This alignment ensures your message is persuasive and actionable.

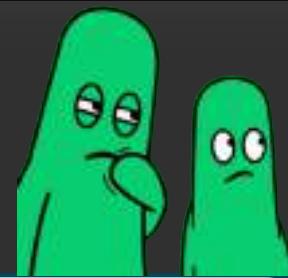
## Effectiveness

**Achieving the desired outcome** from your communication.





# What Is Adaptive Communication?



Adaptive communication is the strategic approach of **tailoring your communication style** to the specific needs, context, and goals of your audience. It's about ensuring your message is **not just heard, but truly understood** and **resonated with**.



## Clarity

Ensuring your message is  
**understood without ambiguity.**

## Empathy

**Connecting** with your **audience's perspective and feelings.**

## Effectiveness

**Achieving** the **desired outcome** from your communication.

Think of a **doctor** explaining a condition to a patient; instead, the doctor tailors their explanation to each individual patient's needs, ensuring clarity and understanding.



Similarly, doctors don't use the same jargon when talking to every patient; they tailor their language, ensuring clarity and understanding.

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# What Is Adaptive Communication?

Adaptive communication is the strategic approach of **tailoring your communication style** to the specific needs, context, and goals of your audience. It's about ensuring your message is **not just heard, but truly understood** and **resonated with**.



## Clarity

Ensuring your message is  
**understood without ambiguity.**



## Empathy

**Connecting** with your **audience's perspective and feelings.**



## Effectiveness

**Achieving** the **desired outcome** from your communication.

Think of a **neurobiologist doctor** explaining a complex diagnosis. They don't use the same jargon with every patient; instead, they adapt their explanation to each individual's understanding, ensuring clarity and reassurance.

# What Is Adaptive Communication?

Adaptive communication is the strategic approach of tailoring your message to the needs, context, and goals of your audience. It's about making sure your message is understood and resonated with.



## Clarity

Ensuring your message is understood without ambiguity.

## Empathy

Connecting with your audience's perspective and feelings.

## Effectiveness

Achieving the desired outcome from your communication.

### “Baby Language”

“**Baby language**” means explaining something to the public (public/private), then it refers to **simplifying complex ideas so that anyone** — even without background knowledge — can understand them easily.



Let's Practice

Your task is to explain one of the concept below to baby audiences

Return on  
investment  
(ROI)



Let's do practice game approach

Franchise

Baby

Self Ordering  
You Kiosk



Have the **babies** understood?

Z

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# The Transformative Impact of Adaptive Communication

Embracing adaptive communication yields far-reaching benefits, transforming not just how you connect, but your overall success and influence.



## Stronger Relationships

Build deeper trust and understanding in all personal and professional interactions.



## Enhanced Collaboration

Foster better team dynamics, leading to increased innovation and productivity.



## Greater Influence

Positions leaders and professionals for greater impact and success in their fields.

It's the difference between merely talking and truly communicating, unlocking potential in every exchange.

# Adaptive vs Traditional Communication

## Traditional Communication

Traditional communication **uses static, one-size-fits-all messages**. It lacks flexibility and often fails to meet diverse audience needs, leading to misunderstandings and inefficiencies.

## Adaptive Communication

Adaptive communication dynamically **adjusts messages based on real-time audience data**. It enhances clarity, engagement, and effectiveness, making it ideal for modern, fast-paced environments.



# What are running under the context of adaptive communication

No. 1

**In Time**

No.  
2

**Formal Attire**  
(Color: Blue, Black, White)

No.  
3

**Make Sure Things**  
(Wifi, speaker,surroundings)

No.  
4

**Company Research**

No.  
5

**Eye Contact HR & User**  
(but don't too glared)

No.  
6

**Honest, Confidence,**



# Dias

Fresh graduate



# Astri

**Example**

# **Adaptive Portraiture**

Pastikan Anda tampil profesional sehingga recruiter menilai Anda secara positif.

- Colleagues to Peers
- Senior to Junior
- Hindari pemakaian tindik atau aksesoris wajah yang kurang pantas.



# Adaptive Communication Examples (Colleagues)

Lina (Marketing): Rizal, thanks for meeting on short notice. We're planning to launch the new Ayam Lengkuas x Sambal Bajak combo next week for the Ramadan campaign. I'd like your insights on how this will flow operationally. From your side, what concerns do you see?

Rizal (Operations): Thanks Lina. I appreciate the heads-up. One immediate concern: several outlets report limited stock of sambal and the galangal seasoning we need. Also, some store teams say they weren't briefed about the new preparation steps yet. If we go live next week, those gaps might cause inconsistency in guest experience.

Lina (Marketing): Thank you for pointing that out—very helpful. Let's adapt the plan. We'll push the campaign start by 3 days so operations gets the extra time. Meanwhile, I'll provide you with a systematic preparation checklist for every store, and we'll host a 30-minute briefing call for all restaurant managers this afternoon. Does that address your main concerns?

Rizal (Operations): Yes, that sounds good. Thank you, Lina. This adaptive approach ensures we're all in sync and can deliver a great guest experience.

## Kolaborasi antar-departemen (Marketing & Operations)

Konteks: Tim Marketing hendak meluncurkan kampanye menu baru Ramadan. Tim Operations menyampaikan concern mengenai stok bahan dan kesiapan outlet. Komunikasi adaptif muncul karena Marketing mendengarkan masalah operasional, kemudian menyesuaikan timeline dan materi briefing agar peluncuran bisa berjalan lancar dan sesuai keadaan operasional.

# Adaptive Communication Examples (Senior)

**Maria (HR & Training)**

Hi Andi, thanks for making time today. I wanted to review how you're feeling about the last 90 days and see how we can support you moving forward. From my side: I know we had big targets for three new stores, but I'd like to hear your experience—what's working, and where you feel the pressure. What's going on from your perspective?

**Andi (Store Manager Development)**

Thanks Maria. I appreciate the check-in. From my side, I'm proud we hit the staffing and training deadlines for the three new stores. But I'm feeling stretched. Two of the teams are still under-performing: though we trained them, customer service scores are lower than expected, and I suspect some turnover is because crew don't feel confident yet. Also, I find the new launch checklist is quite dense and some managers say it's unclear how to use it in day-to-day operations.

**Maria (HR & Training)**

Thank you for being honest, Andi. That gives us good insight. Hearing that the checklist is unclear and that the crew feel less confident is important. Let's adapt: I'll revise the checklist into a visual quick-reference version—one-page, with 'Top 3 Things to Focus On' per phase. I'll also schedule a 30-minute peer-share session next week where your store managers can share what has worked and what hasn't. Would that help your team feel more supported?

**Andi (Store Manager Development)**

Yes—that quick-reference version will be very helpful!

## Percakapan antara pegawai HO (HR & Training) dan direct report (Store Manager Development)

Konteks: Setelah membuka beberapa gerai baru, Store Manager melaporkan bahwa meskipun target terpenuhi, tim mengalami masalah performa dan pelatihan dianggap kurang praktis. HR mendengarkan secara aktif, kemudian menyesuaikan dukungan dengan membuat quick-reference checklist, mikro-video pelatihan, dan check-in mingguan untuk memastikan implementasi berjalan. Komunikasi adaptif menghubungkan aspirasi manajemen dengan realitas lapangan.

# Adaptive Communication Examples (Customers)



Employee (Eri)

Selamat siang, Bapak/Ibu. Terima kasih sudah menunggu di Drive-Thru McDonald's. Nama saya Eri, bagaimana saya bisa bantu Anda hari ini?



Customer (Pak Andi)

Siang, saya baru saja terima pesanan saya, tapi burger-nya dingin dan kentang gorengnya agak layu. Saya pesan melalui aplikasi, dan semestinya semua baru selesai.



Employee (Eri)

Mohon maaf Bapak atas ketidaknyamanannya. Saya mendengar bahwa burger Anda dingin dan kentang-gorengnya layu. Saya akan langsung cek ke dapur untuk buatkan yang baru, dan sebagai kompensasi kami tawarkan ukuran goreng besar gratis. Apakah Bapak bersedia menunggu sekitar dua menit?

Ya, baik. Dua menit oke. Tapi apakah bisa tetap ambil minuman yang saya pesan duluan? Saya agak terburu.



Customer (Pak Andi)



Employee (Eri)

Selamat siang, Bapak/Ibu. Terima kasih sudah menunggu di Drive-Thru McDonald's. Nama saya Eri, bagaimana saya bisa bantu Anda hari ini?



Customer (Pak Andi)

Siang, saya baru saja terima pesanan saya, tapi burger-nya dingin dan kentang gorengnya agak layu. Saya pesan melalui aplikasi, dan semestinya semua baru selesai.

## Interaksi antara karyawan outlet (Drive-Thru) dan pelanggan

Konteks: Pelanggan menerima pesanan yang tidak sesuai (burger dingin, kentang layu) dan menyampaikan keluhan di drive-thru. Karyawan mendengar keluhan secara saksama, menyesuaikan layanan (minuman diantar terlebih dahulu karena pelanggan terburu) dan menawarkan kompensasi serta memberi jalur umpan balik digital. Ini contoh komunikasi adaptif dalam pelayanan pelanggan: respons cepat, empati, solusi spesifik, dan penyesuaian layanan sesuai situasi pelanggan.

# Adaptive Communication Examples (Customers) [Cont'd]

## Interaksi antara karyawan outlet (Drive-Thru) dan pelanggan

Konteks: Pelanggan menerima pesanan yang tidak sesuai (burger dingin, kentang layu) dan menyampaikan keluhan di drive-thru. Karyawan mendengar keluhan secara saksama, menyesuaikan layanan (minuman diantar terlebih dahulu karena pelanggan terburu) dan menawarkan kompensasi serta memberi jalur umpan balik digital. Ini contoh komunikasi adaptif dalam pelayanan pelanggan: respons cepat, empati, solusi spesifik, dan penyesuaian layanan sesuai situasi pelanggan.



Employee (Eri)

Tentu Bapak. Saya pastikan minuman Anda tetap kami antar terlebih dahulu ke kendaraan Anda. Sementara saya siapkan burger dan kentang gorengnya. Nanti saya datang ke kendaraan Anda untuk serahkan semuanya dengan segar. Boleh saya tahu nama Anda dan nomor pesanan agar saya bisa tracking tepatnya?

"Pesanan atas nama Andi, nomor 15723."



Customer (Pak Andi)



Employee (Eri)

Terima kasih, Pak Andi. Saya catat. Saya akan datang ke kendaraan Anda dengan minuman terlebih dahulu dan mengikuti dengan burger dan kentang goreng barunya. Jika ada hal lain yang kurang sesuai, silakan hubungi saya langsung lewat tombol 'lapor' di aplikasi atau kami bisa bantu lewat 14045. Apakah ada hal lain yang bisa saya bantu sekarang?

Tidak, terima kasih. Saya menghargai cepat tanggapnya.



Customer (Pak Andi)



Employee (Eri)

Senang bisa membantu, Pak Andi. Terima kasih sudah memilih McDonald's. Kami pastikan pesanan Anda segera diganti. Semoga hari Anda menyenangkan dan acara Anda nanti lancar.



Interactive

During a cross-department conflict, one party insists only their timeline is valid. Which move best demonstrates evaluative decision-making aligned with adaptive communication principles?

A. Acknowledge both sides, summarize key facts, and propose a data-based compromise

B. Assert own department's view clearly to maintain authority

C. Delay discussion to avoid escalation



Interactive

During a cross-department conflict, one party insists only their timeline is valid. Which move best demonstrates evaluative decision-making aligned with adaptive communication principles?

A. Acknowledge both sides, summarize key facts, and propose a data-based compromise

B. Assert own department's view clearly to maintain authority

C. Delay discussion to avoid escalation

*Requires evaluative judgment integrating clarity, empathy, and effectiveness.*

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Interactive

## Can anyone explain...

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

\*Raise your hand

I HEAR YOU



# LISTEN

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Interactive

## Can anyone explain...

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

\*Raise your hand

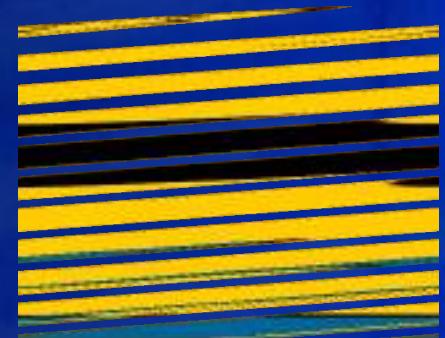
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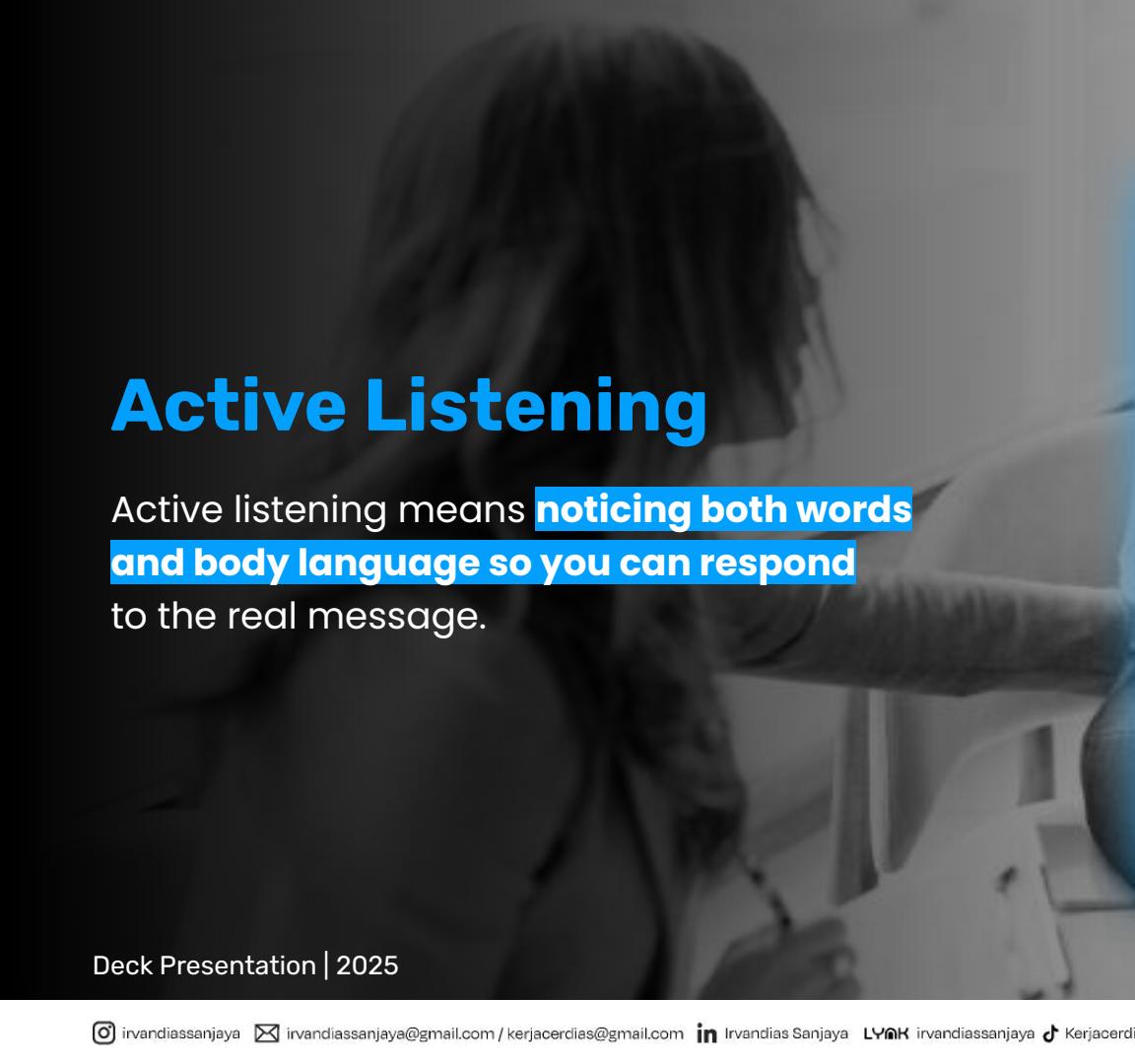
**Did You Know?**

# Listening is not the same as hearing

<https://www.open.edu/openlearncreate/mod/oucontent/view.php?id=80994&section=3.1>



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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*.

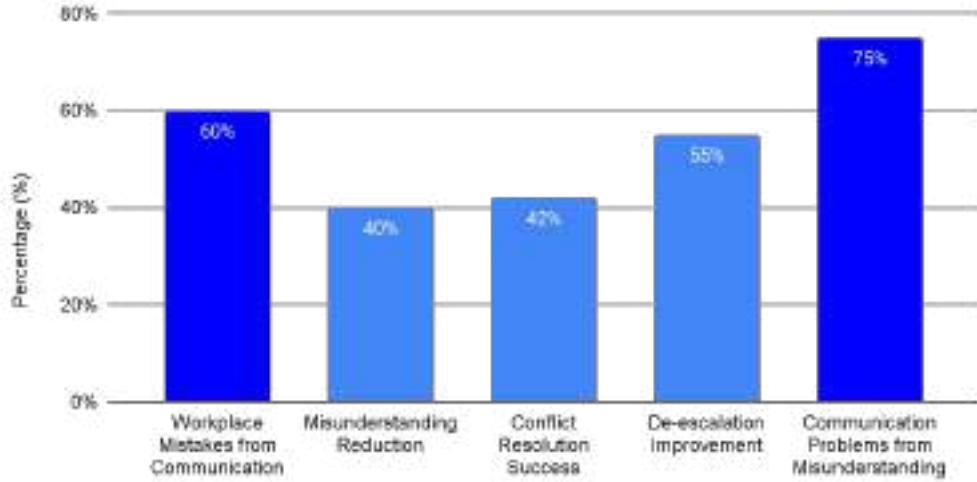
– Stephen R. Covey

[ilovemylsi.com](http://ilovemylsi.com)

# Listen actively

## Reduces Mistakes, Conflicts & Misunderstandings

### Impact of Active Listening



Sources:

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

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



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/>

### 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**.

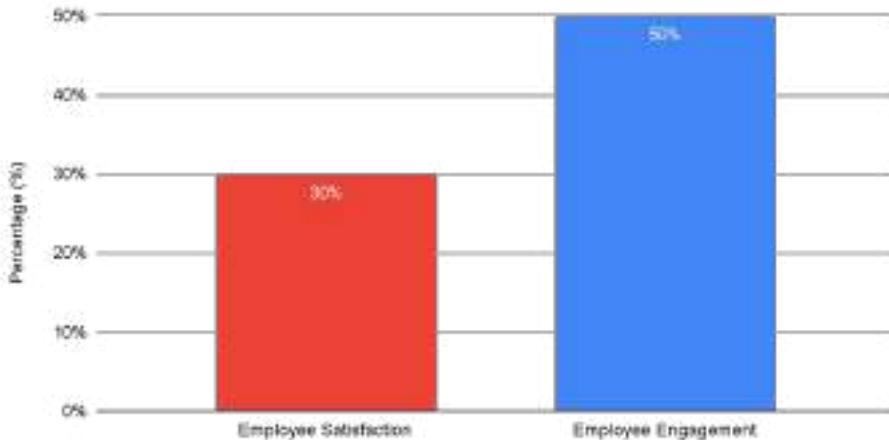
**Problem-solving become 30% faster, and project delivery within budget** improves by 50% when communication is strong.

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

# 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](#)

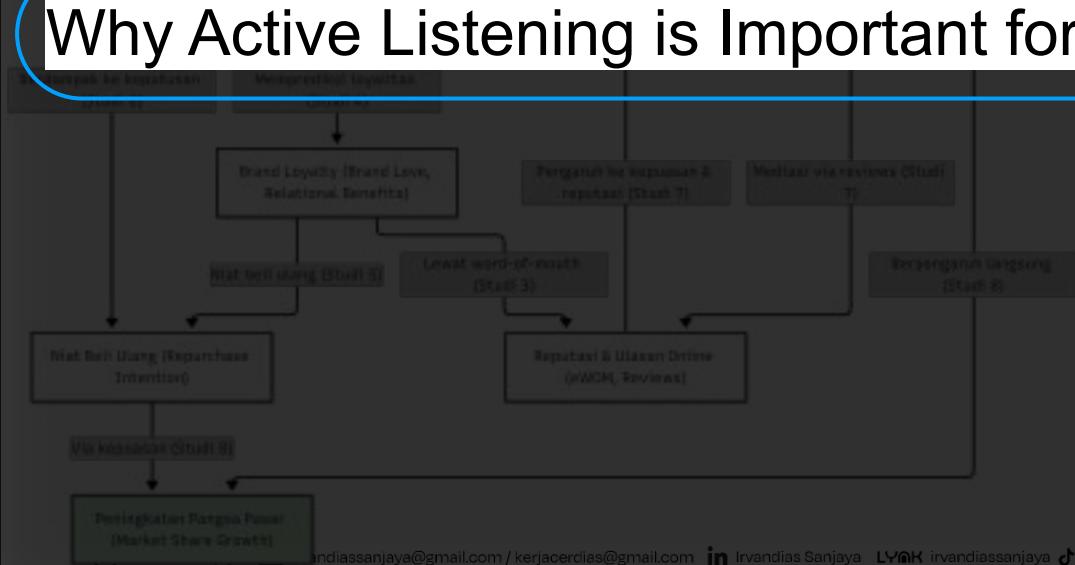
Organizations prioritizing listening report **50% higher employee engagement**.

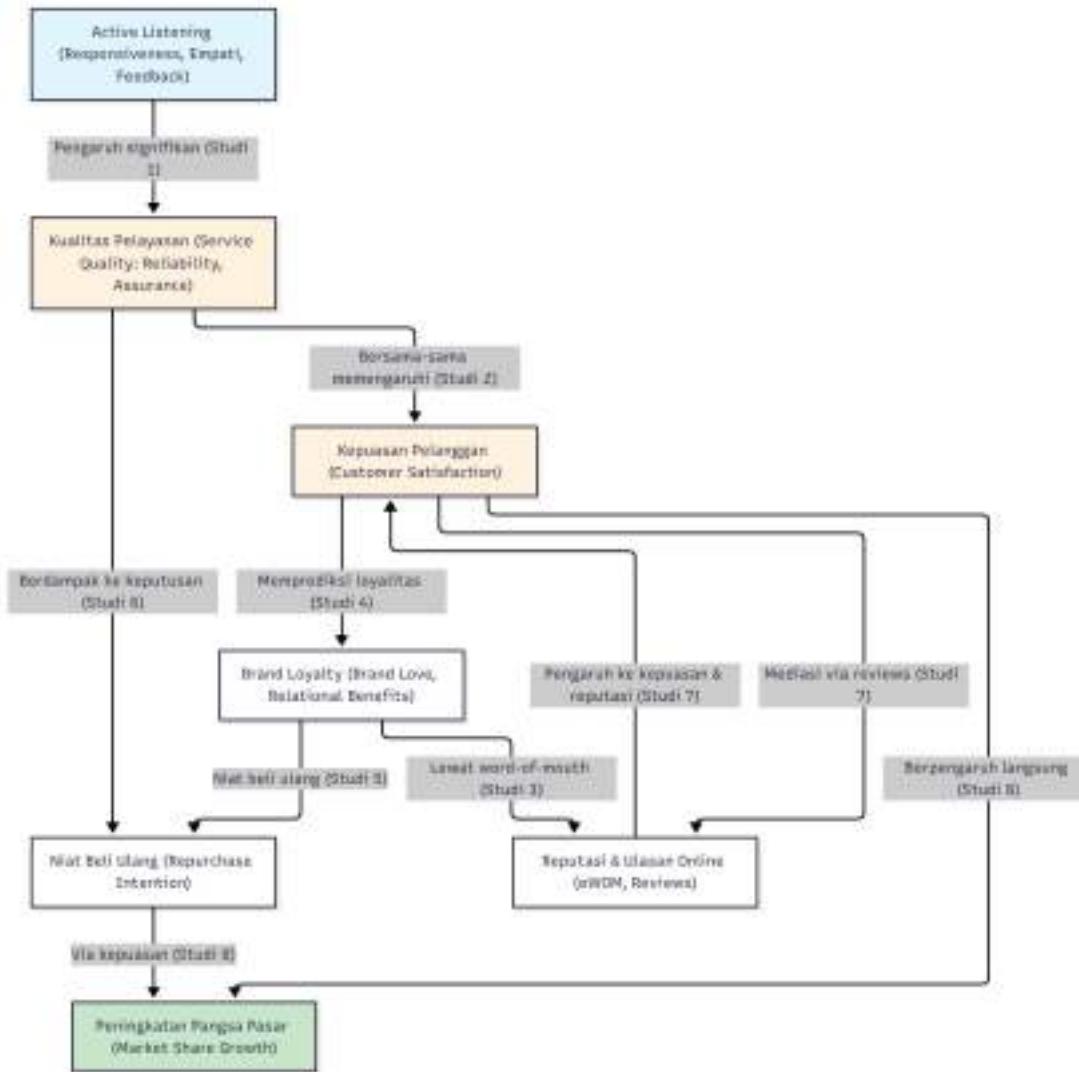
[WifiTalents](#)

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

[humanemergence](#)

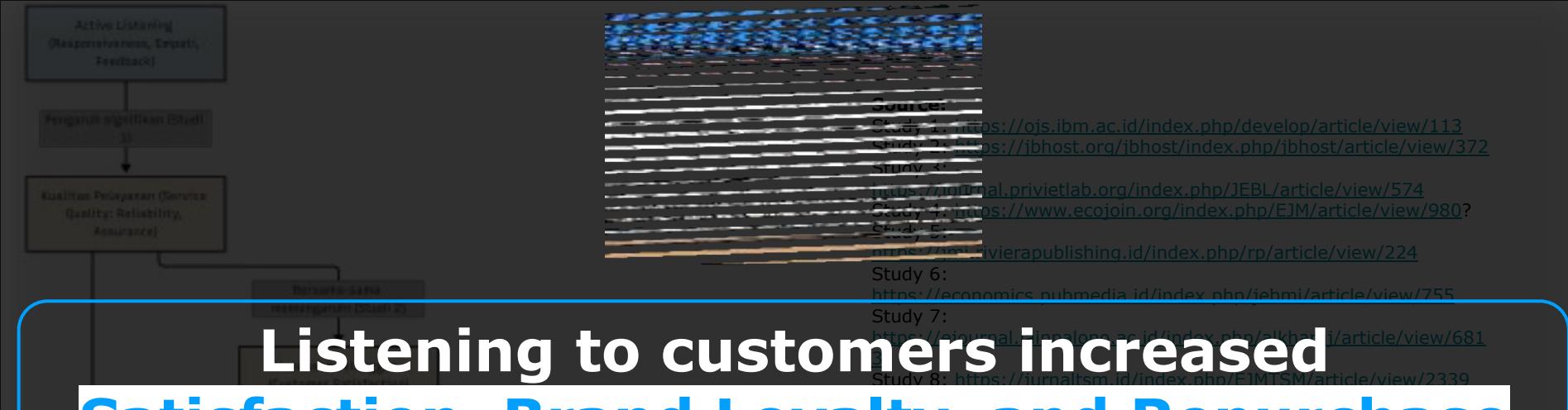
## Why Active Listening is Important for Company Growth



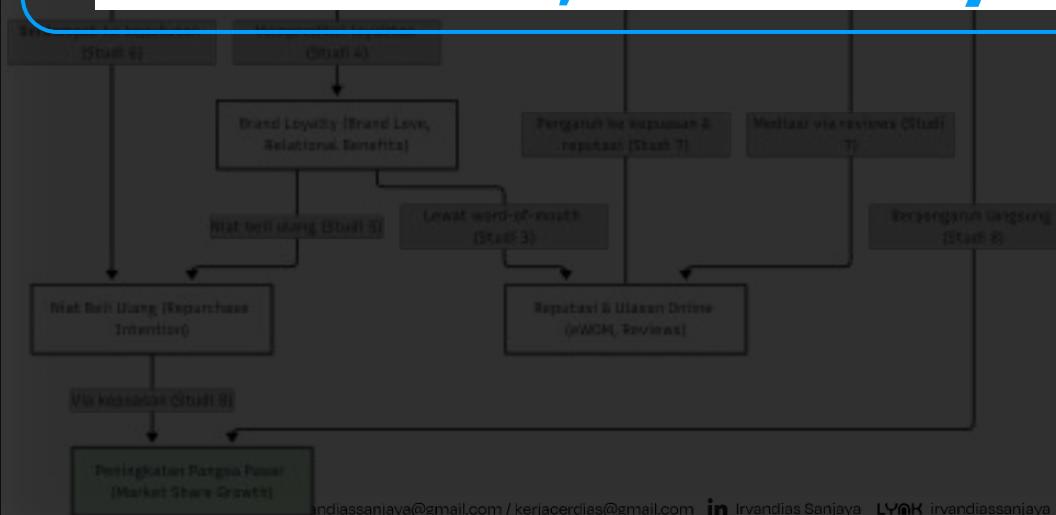


## Source

- Study 1: <https://qjs.ibm.ac.id/index.php/develop/article/view/113>  
Study 2: <https://jbhost.org/jbhost/index.php/jbhost/article/view/372>  
Study 3:  
<https://journal.privietlab.org/index.php/JEBL/article/view/574>  
Study 4: <https://www.ecojoin.org/index.php/EJM/article/view/980?>  
Study 5:  
<https://jmi.rivierapublishing.id/index.php/rp/article/view/224>  
Study 6:  
<https://economics.pubmedia.id/index.php/jebmi/article/view/755>  
Study 7:  
<https://ejournal.iainpalopo.ac.id/index.php/alkharaj/article/view/6813>  
Study 8: <https://jurnaltsm.id/index.php/EJMTSM/article/view/2339>



# Listening to customers increased Satisfaction, Brand Loyalty, and Repurchase



Interactive

Can anyone explain...

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

\*Any ideas are welcome

Deck Presentation | 2025

## Our Expectation

Emotionally supported

Didengerin

Aman

Nyaman

Relax

Lega

The Reality

Adu nasib

GUE dulu....

Lu mah enak

Gue si paling susah

Lu sih MASIH MENDING  
Lah GUE....

## Empathetic Listening vs Hear that intent to Reply

### Give full attention

Listen with your **ears, eyes, and heart**

Try to **feel what they feel**

Don't judge, interrupt, or try to "fix" them right away

Empathetic listening is about **truly** understanding the other person's feelings, thoughts, and perspective.

**The goal is to connect, not correct.**

### Interrupt or talk over someone

Focus on your **own story, advice, or opinion**

Can't remember what the other person said

You respond with "Yeah, but..." or "Me too!" too quickly

Listening with the intent to reply means you're hearing words but already preparing your response.

Your focus shifts to **what you'll say next**.

# 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 A S A

RECEIVE APPRECIATE SUMMARIZE 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.

NO.1  
Let's Practice



**<https://bit.ly/adaptivecommunicationworksheet>**



Interactive

A manager claims to practice active listening by keeping eye contact but interrupts to share advice midway. Based on the Receive–Appreciate–Summarize–Ask model, how would you evaluate this behavior?

**A. Effective, since the manager stays visually attentive**

**B. Partially effective; appreciation shown but violates the “Receive” principle**

**C. Ineffective; interruption enhances engagement**



Interactive

A manager claims to practice active listening by keeping eye contact but interrupts to share advice midway. Based on the Receive–Appreciate–Summarize–Ask model, how would you evaluate this behavior?

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*Judging performance against established listening criteria.*

# Table of Contents

1	Why Adaptive Communication Matters		Personality and Communication Styles: MBTI
2	Listening and Responding: The Misconception in Between	4	Conflict and Difficult Conversation



Interactive

## Quick Question

“Have you ever heard of

**Myers - Briggs Type Indicator(MBTI)**

Test?”

\*Raise your hand



**MBTI**

# By All Means

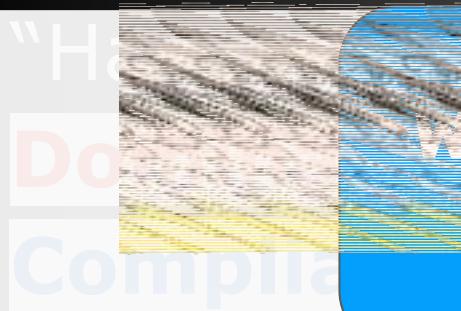
The theory behind the Myers-Briggs Type Indicator (MBTI) is a comprehensive framework designed to describe and explain **consistent differences in the ways that normal people use their minds.**

It is fundamentally **grounded in the theory of psychological types developed by Swiss psychologist Carl G. Jung.**



Interactive

## Quick Question



**What are the Dichotomy  
Personality?**

\*Raise your hand

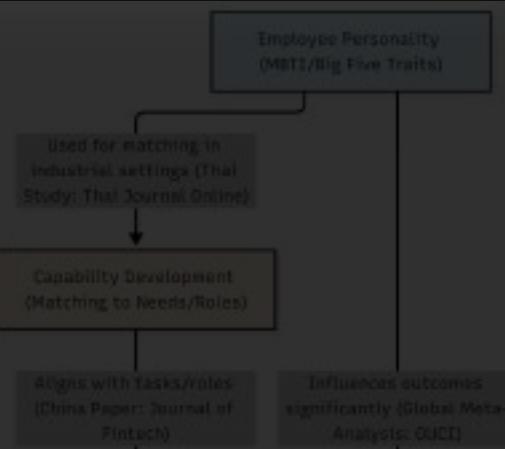


[https://bit.ly/Adaptive\\_MBTI](https://bit.ly/Adaptive_MBTI)  
**MBTI Test**

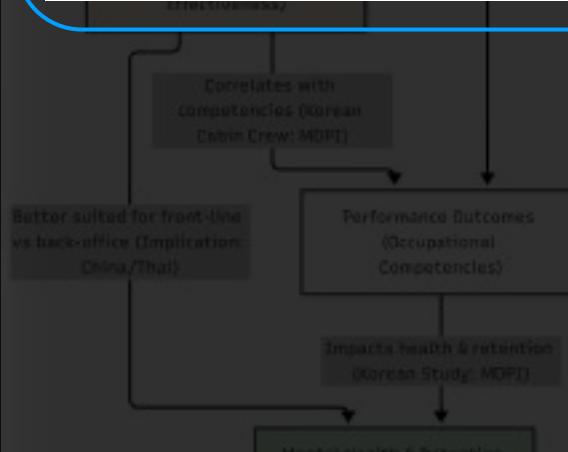
### Test Me: MBTI

- Open your laptop or tablet.
- Click on the provided link or scan the QR code.
- You will receive a [MBTI Test](#) with available several questions.
- Answer the questions based on your personal experiences on at work.
- You have 10 minutes to complete the worksheet.
- You can also use this worksheet outside of this session (for example, at the office) to help reduce your stress.

10:00

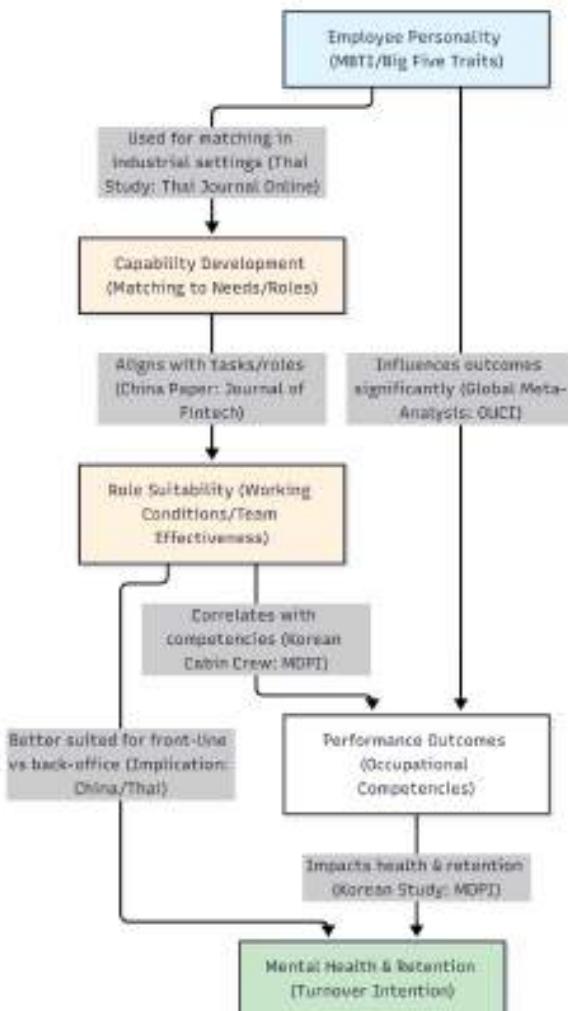


## Why MBTI is Important for Employee Performance



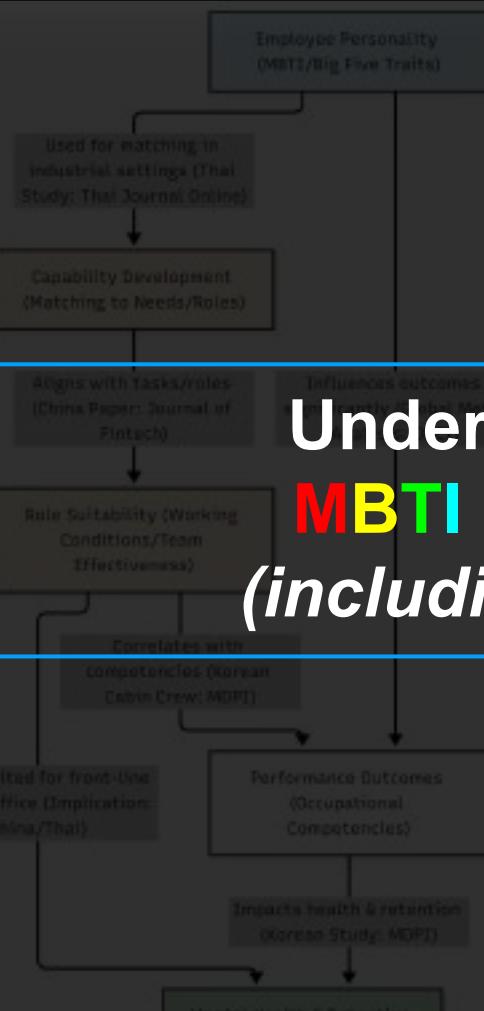
### Source:

- Study 1: <https://ouci.dntb.gov.ua/en/works/7q5PbdK7/>
- Study 2: <https://so01.tci-thaijio.org/index.php/ecbatsu/article/view/262264>
- Study 3: <https://direct.ewa.pub/proceedings/aemps/article/view/18449>
- Study 4: <https://www.mdpi.com/1660-4601/18/7/3419>



#### Source:

- Study 1: <https://ouci.dntb.gov.ua/en/works/7q5PbdK7/>
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- Study 3: <https://direct.ewa.pub/proceedings/aemps/article/view/18449>
- Study 4: <https://www.mdpi.com/1660-4601/18/7/3419>



# Understanding team members with **MBTI** increased Work Performance *(including Customer-related Services)*

# MTBI PERSONALITY TYPES KEY

## E EXTROVERTS

are energized by people, enjoy a variety of tasks, a quick pace and are good at multitasking

## I INTROVERTS

often like working alone or in small groups, prefer a more deliberate pace, and like to focus on one task at a time

## T THINKERS

tend to make decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency and fairness

## F FEELERS

tend to be sensitive and cooperative, and decide based on their own personal values and how others will be affected by their actions

## S SENSORS

are realistic people who like to focus on the facts and details, and apply commonsense and past experience to come up with practical solutions

## N INTUITIVES

are energized by people, enjoy a variety of tasks, a quick pace and are good at multitasking

## J JUDGERS

tend to be organized and prepared, like to make and stick to plans, and are comfortable following most rules

## P PERCEIVERS

prefer to keep their options open, like to be able to act spontaneously and like to be flexible with making plans

# MBTI Personality Dichotomy (1)

Dichotomy	Concept Measured	Description of the Opposing Poles
Extraversion (E) vs. Introversion (I)	Attitude / Orientation of Energy	<b>Extraversion</b> means directing energy mainly toward the outer world of people and objects  <b>Introversion</b> means directing energy mainly toward the inner world of ideas and experiences
Sensing (S) vs. Intuition (N)	Perceiving Functions (How information is taken in)	<b>Sensing</b> focuses on facts, details, and concrete reality, gathering data directly through the five senses.  <b>Intuition</b> focuses on meanings, relationships, patterns, possibilities, and abstract concepts.

# MBTI Personality Dichotomy (2)

Dichotomy	Concept Measured	Description of the Opposing Poles
<b>Thinking (T) vs. Feeling (F)</b>	<b>Judging Functions</b> (How decisions are made)	<b>Thinking</b> uses objective criteria, logic, and cause-and-effect analysis to reach a conclusion.  <b>Feeling</b> weighs personal values and concerns, aiming for agreement and harmony.
<b>Judging (J) vs. Perceiving (P)</b>	<b>Attitude toward the Outer World</b> (How one organizes life)	<b>Judging</b> indicates a preference for using a judging function (T or F) to deal with the outside world, resulting in a desire to reach a conclusion, plan, and organize.  <b>Perceiving</b> indicates a preference for using a perceiving function (S or N) externally, favoring flexibility, spontaneity, and remaining open to options rather than deciding.

# MBTI Personality Type Guide

Rationalist

ENTJ  
THE COMMANDER

Opinionated  
Confident  
Forceful

INTJ  
THE MASTERMIND

Innovative  
Theoretical  
Self-assured

ENTP  
THE VISIONARY

Intelligent  
Inquisitive  
Passionate

INTP  
THE THINKER

Logical  
Inventive  
Thoughtful

Romantic

ENFJ  
THE GIVER

Cool-oriented  
Charismatic  
Open-minded

INFJ  
THE COUNSELOR

Idealist  
Compassionate  
Reserved

ENFP  
THE CHAMPION

Gregarious  
Enthusiastic  
Impulsive

INFP  
THE HEALER

Quiet  
Idealistic  
Considerate

Defender

ESTJ  
THE SUPERVISOR

Orderly  
Dependable  
Commanding

ISTJ  
THE INSPECTOR

Traditionalist  
Reliable  
Detail-oriented

ESFJ  
THE PROVIDER

Helpful  
Judgmental  
Sociable

ISFJ  
THE NURTURER

Humble  
Sensitive  
Tough

Creator

ESTP  
THE DOER

Energetic  
Practical  
Playboyish

ISTP  
THE CRAFTSMAN

Insightful  
Realistic  
Autonomous

ESFP  
THE PERFORMER

Indulgent  
Spontaneous  
Approachable

ISFP  
THE COMPOSER

Modest  
Open-minded  
Creative

# Analysts [Intuitive (N) and Thinking (T)]

Known for their rationality, impartiality, and intellectual excellence.



ENTJ



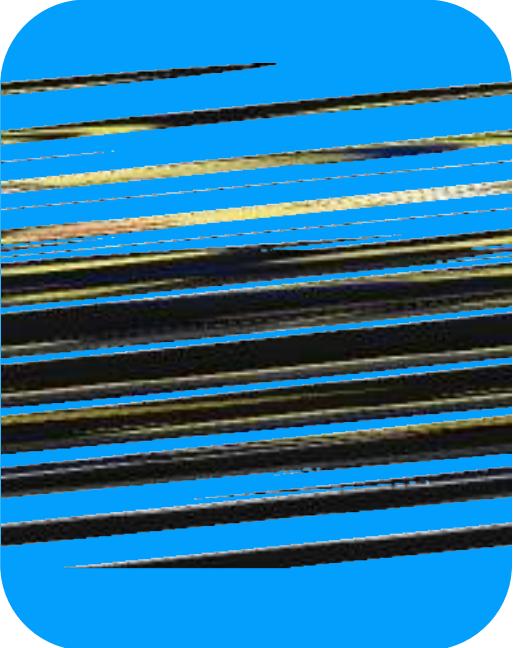
INTJ



ENTP



INTP



# ENTJ - The Commander

## Overview

Commanders are **bold, imaginative, and strong-willed**, always finding a way – or making one.

## Key Characteristics & Behaviors

- Organized, decisive, direct, innovative, and driven to succeed.
- Inclined to see the big picture.
- Energetic, confident, and may exhibit an intense personality that overwhelms others. Value being perceived as competent.

## Communication & Work Tendencies

- Enjoy discussing and debating ideas.
- May become judgmental, commanding, and abrupt when feeling unappreciated.
- Tend to compete when dealing with conflict.
- Benefit from slowing down their decision-making process to ensure all information is considered.

# Famous Faces with an ENTJ Personality



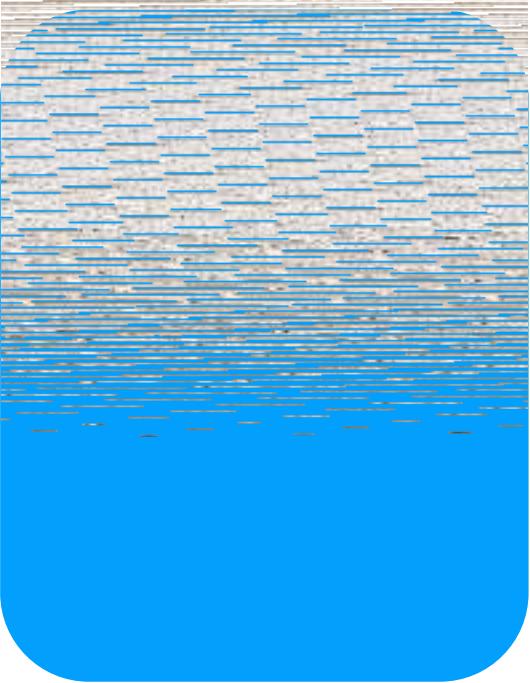
**Bill Gates**



**Napoleon  
Bonaparte**



**Steve Jobs**



# INTJ - The Architect

## Overview

Architects are **imaginative and strategic thinkers**, with a plan for everything.

## Key Characteristics & Behaviors

- Generally calm, insightful, rational, and firm-minded.
- Focus on competence, achievement, and creativity.
- Driven to succeed and often perfectionists.

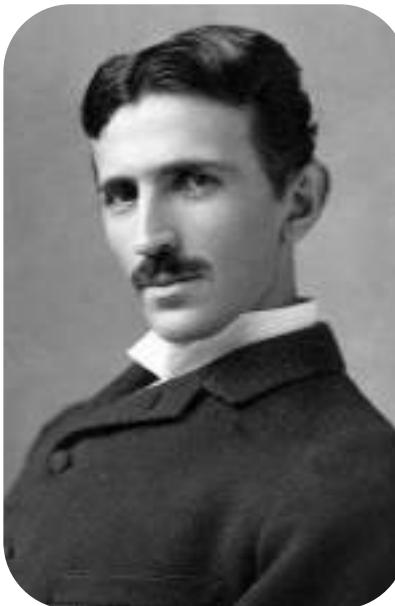
## Communication & Work Tendencies

- Prefer direct and honest communication.
- Use a task-orientated approach focusing on big-picture ideas.
- Communicate decisions, opinions, and plans but rarely discuss personal insights.

# Famous Faces with an INTJ Personality



**Elon Musk**



**Nikola Tesla**



**Christopher  
Nolan**



# ENTP - The Debater

## Overview

Debaters are **curious and flexible thinkers** who cannot resist an intellectual challenge.

## Key Characteristics & Behaviors

- Enthusiastic, conceptual, clever.
- Express arguments from different points of view to learn.
- Focus: "From one interesting challenge to another".

## Communication & Work Tendencies

- Benefit from setting a deadline when struggling to make a decision.
- Logically evaluate career options but should also consider their values.
- High assertiveness is connected to their independence and initiating results on Leadership scales.

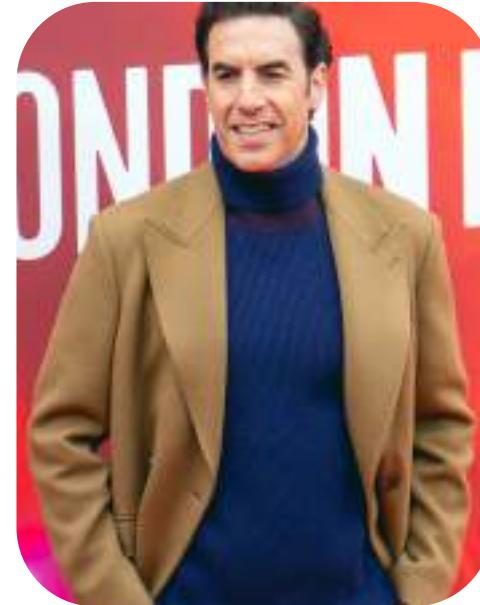
# Famous Faces with an ENTP Personality



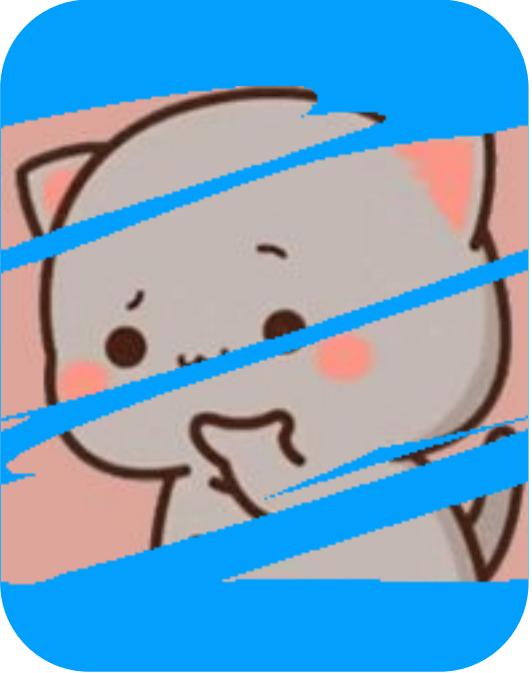
**Paul Rudd**



**Leonardo da Vinci**



**Sacha Baron  
Cohen**



# INTP - The Logician

## Overview

Logicians are **innovative inventors** with an unquenchable thirst for knowledge.

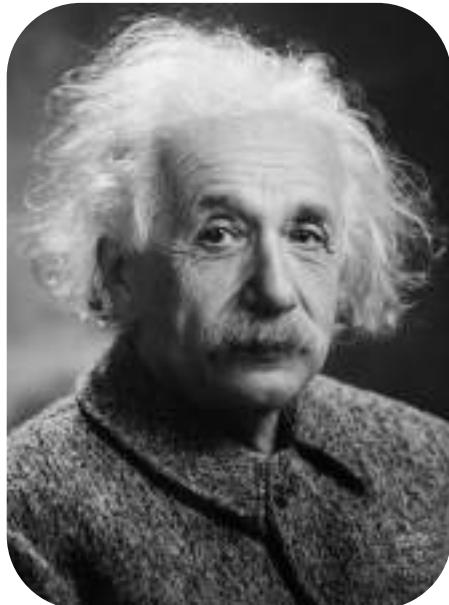
## Key Characteristics & Behaviors

- Focus energy internally to logically analyze theories and abstract concepts.
- Can be outgoing and talkative when knowledgeable about a topic.

## Communication & Work Tendencies

- Appreciate straightforward communication with limited repetition.
- Tend to use flowcharts or visual depictions to communicate logic.
- Deal with conflict in a calm and impersonal manner. Struggle with time management and may appear disorganized externally.

# Famous Faces with an INTP Personality



**Albert Einstein**



**Rowan Atkinson**



**Tina Fey**

# Diplomats [Intuitive (N) and Feeling (F)]

Known for their empathy, diplomatic skills, and passionate idealism.



ENFJ



INFJ



ENFP



INFP



# ENFJ - The Protagonist

## Overview

Protagonists are **inspiring optimists**, readily taking action to do what they feel is right.

## Key Characteristics & Behaviors

Possess the unique ability to remain hopeful in the face of difficulties, always remembering that there is something to be grateful for.

## Communication & Work Tendencies

- Possess an innate sense of justice and an unwavering commitment to standing up against what they perceive as wrong.
- Genuine, caring people who talk the talk and walk the walk. Nothing makes them happier than motivating others to do what's right.

# Famous Faces with an ENFJ Personality



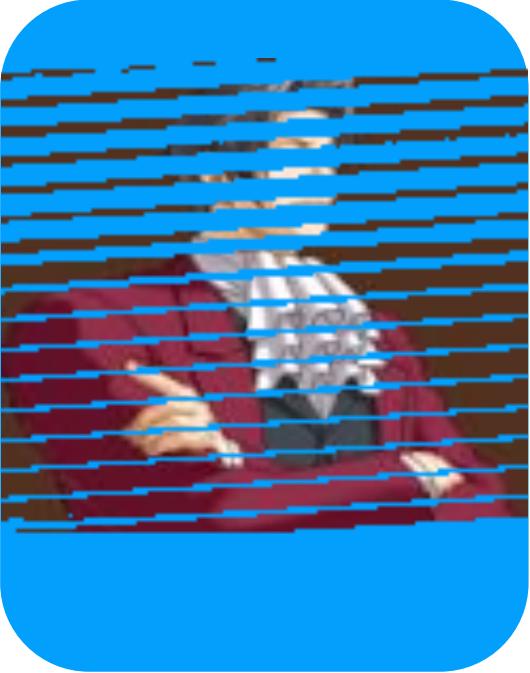
**Barack Obama**



**Emma Stone**



**Nelson  
Mandela**



# INFJ - The Advocate

## Overview

Advocates are **quiet visionaries**, often serving as inspiring and tireless idealists.

## Key Characteristics & Behaviors

- Have a gift for intuitively understanding complex meanings and human relationships.
- Have faith in their insights.

## Communication & Work Tendencies

- Often admit to the fear of becoming "crazy," due to their uncanny ability to 'read' the underlying emotions of others.
- Under stress, they may become obsessed with data they normally would ignore.

# Famous Faces with an INFJ Personality



**Lady Gaga**



**J. K. Rowling**



**Benedict  
Cumberbatch**



# ENFP - The Campaigner

## Overview

Campaigners are **enthusiastic, creative, and sociable free spirits**, who can always find a reason to smile.

## Key Characteristics & Behaviors

- Independent and creative, always on the lookout for the magic and meaning in everyday life.
- They can't help but ponder the deeper significance of life

## Communication & Work Tendencies

- Communicate big-picture ideas while keeping details minimal.
- Tend to question ideas that are not aligned with their personal values.
- Capable of intense thought and feeling – and also of kicking back and having a good time.

# Famous Faces with an ENFP Personality



**Will Smith**



**Robert Downey  
Jr.**



**Walt Disney**

# INFP - The Mediator



## Overview

Mediators are **poetic, kind, and altruistic people**, always eager to help a good cause.

## Key Characteristics & Behaviors

- Reserved and guided by inner values, morals, and ideals.
- Have a talent for self-expression.
- Reveal their innermost thoughts and secrets through metaphors and fictional characters.

## Communication & Work Tendencies

- Experience difficulty accepting a finished product if it does not meet their high standards.
- Find traditional and structured work environments inhibit their progress.
- Need to set realistic time estimates for projects.
- Rely on their personal feelings but need to include a logical analysis when job searching.

# Famous Faces with an INFP Personality



**Andrew  
Garfield**



**Hugh Laurie**



**Isabel Briggs Myers**  
**(MBTI Theory  
Creator herself)**

# Sentinels [Sensing (S) and Judging (J)]

Known for their practicality and focus on order, security, and stability.



ESTJ



ISTJ



ESFJ



ISFJ

查 岗



# ESTJ - The Executive

## Overview

Executives are **excellent organizers, unsurpassed at managing things – or people.**

## Key Characteristics & Behaviors

- Decisive, dependable, practical, and organized.
- Often described as logical, dependable, stable, honest, conventional, methodical, responsible, thorough, and firm-minded.

## Communication & Work Tendencies

- Communicate clearly and honestly.
- Present information in a manner that reflects a position of control.
- Desire to hear specific and logical expectations and accurate information presented confidently.

# Famous Faces with an ESTJ Personality



**George  
Washington**



**Simon Cowell**



**Emma Watson**

# ISTJ - The Logician

## Overview

Logicians are **practical and fact-minded individuals**, whose reliability cannot be doubted.

## Key Characteristics & Behaviors

- Task oriented, diligent, organized, keeps promises, reliable and responsible.
- Prefer work environments that are efficient, secure, predictable, and conservative.

## Communication & Work Tendencies

- Communicate in a clear and straightforward manner.
- Take a no-nonsense approach.
- Want to hear information relating to expectations and procedures.
- Listen to others and deal with conflict without being overwhelmed with emotion.

# Famous Faces with an ISTJ Personality



**Warren Buffett**



**Queen Elizabeth  
II**



**Henry Ford**



# ESFJ - The Consul

## Overview

Consuls are **very caring, social, community-minded people** who are always eager to help.

## Key Characteristics & Behaviors

- Make people feel supported, cared for, and secure.
- Have a clear moral compass and it can be baffling to them when other people's actions don't align with it.

## Communication & Work Tendencies

- Devoted to their relationships, they commit even the smallest details of their friends' and loved ones' lives to memory.
- As leaders, they may not intentionally seek out leadership positions.
- Need to recognize the potential benefit of allowing others to challenge and discuss their ideas.

# Famous Faces with an ESFJ Personality



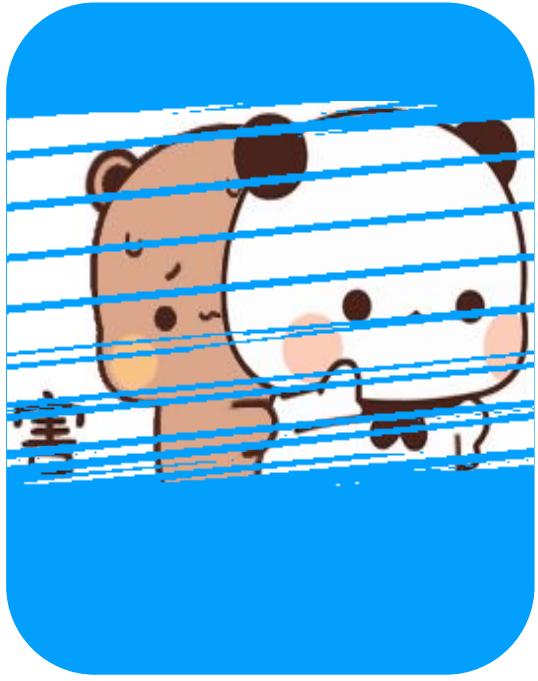
**Taylor Swift**



**Hugh Jackman**



**Joe Biden**



# ISFJ - The Defender

## Overview

Defenders are **very dedicated and warm protectors**, always ready to defend their loved ones.

## Key Characteristics & Behaviors

- Learn best through the practical application of information.
- Verify the accuracy of facts.
- Prefer learning examples to include a human component.
- Prefer to study on their own.

## Communication & Work Tendencies

- Dislike change and have difficulty altering decisions.
- May need to intentionally look for future possibilities.
- Struggle to learn new skills or multitask due to high work standards.
- Under stress, they may become rigid, inflexible, or resentful when unappreciated.

# Famous Faces with an ISFJ Personality



**Selena Gomez**



**Halle Berry**



**Kim  
Kardashian**

# Explorers [Sensing (S) and Perceiving (P)]

Known for their  
spontaneity, ingenuity,  
and flexibility.



ESTP



ISTP



ESFP



ISFP



# ESTP - The Entrepreneur

## Overview

Entrepreneurs are **savvy, energetic, and very perceptive people** who truly enjoy living on the edge.

## Key Characteristics & Behaviors

- Straightforward and risk-takers.
- See directly at the facts of the situation.
- Decide quickly what should be done, execute, and move on.
- Understand behavior and motivation of others.

## Communication & Work Tendencies

- Have talent in drama and are skilled in delivery.
- Tend to compromise when dealing with conflict.

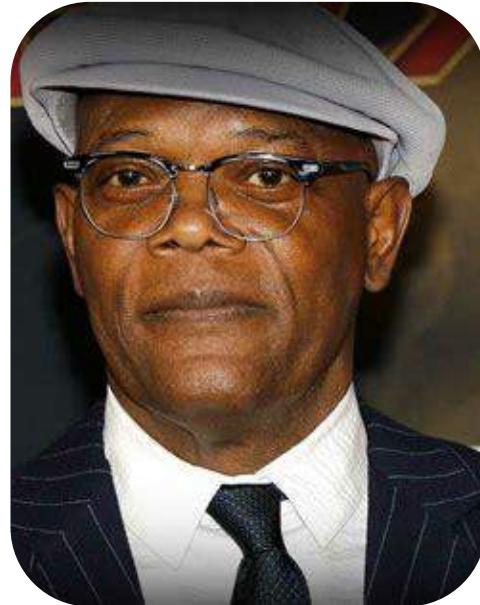
# Famous Faces with an ESTP Personality



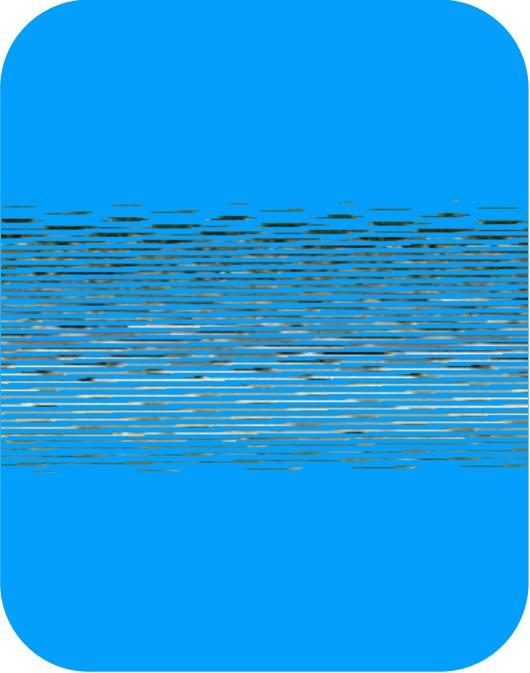
**Dwayne "The Rock" Johnson**



**Ben Affleck**



**Samuel L. Jackson**



# ISTP - The Virtuoso

## Overview

Virtuosos are **innovative and practical experimenters, masters of all kinds of tools.**

## Key Characteristics & Behaviors

- Learn most effectively through 'doing' and practical applications.
- Efficiently use the smallest amount of energy required to accomplish a satisfactory task. Practical and realistic.

## Communication & Work Tendencies

- Desire to hear logical, objective, and practical information.
- Refrain from unnecessary communication.
- Rely heavily on non-verbal communication.
- Dislike surface level conversations.
- Under stress, may experience explosive anger or hurt tearfulness, unnerving to others.

# Famous Faces with an ISTP Personality



**Bruce Lee**



**Scarlett  
Johansson**



**Michael Jordan**



# ESFP - The Entertainer

## Overview

Entertainers are **spontaneous, energetic, and enthusiastic people** – life is never boring around them.

## Key Characteristics & Behaviors

- Exuberant lovers of life who focus on living in the moment
- Live for each second without hesitation.

## Communication & Work Tendencies

- Unhappy when they are boxed in by circumstance, unable to join their friends.
- Report watching TV as a frequent leisure activity.
- High on burnout scales.

# Famous Faces with an ESFP Personality



**Elvis Presley**



**Katy Perry**



**Marilyn Monroe**

# ISFP - The Adventurer



## Overview

Adventurers are **flexible and charming, always ready to explore and experience something new.**

## Key Characteristics & Behaviors

- Want to live in a world where they – and everyone else – have the freedom to live as they see fit, without judgment.
- Warm, friendly, and caring, taking wholehearted enjoyment in the company of their nearest and dearest.

## Communication & Work Tendencies

- Under great stress, they may become uncharacteristically critical of themselves and others, verbalizing harsh and negative judgments.
- Ranked last (16th of 16 types) in using physical coping resources.
- Lowest in dominance.

# Famous Faces with an ISFP Personality



**Michael  
Jackson**



**Steven Spielberg**



**Billie Eilish**



Interactive

A team leader gives detailed instructions to an ENFP colleague, then gets frustrated when the colleague improvises. How should the leader have adapted communication?

**A. Maintain detailed structure to ensure discipline**

**B. Allow idea-space and co-create structure to engage motivation**

**C. Limit feedback to written memos only**



Interactive

A team leader gives detailed instructions to an ENFP colleague, then gets frustrated when the colleague improvises. How should the leader have adapted communication?

A. Maintain detailed structure to ensure discipline

B. Allow idea-space and co-create structure to engage motivation

C. Limit feedback to written memos only

*Evaluates the leader's adaptability based on MBTI-informed insight.*

# Table of Contents

1	Why Adaptive Communication Matters	3	Personality and Communication Styles: MBTI
2	Listening and Responding: The Misconception in Between		Conflict and Difficult Conversation

# Stakeholder

/'stāk, (h)ōldər/



Interactive

## Quick Question

“Have you ever heard of  
The term of **stakeholder**  
once in a time?”

\*Raise your hand



# Stakeholder

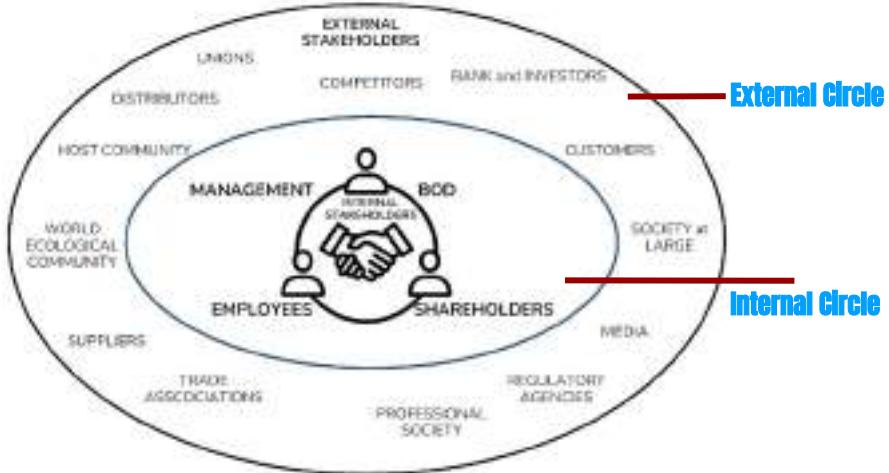
/'stāk, (h)ōldər/

"Individual or group that has an **interest** in  
any **decision or activity** of an organization."

(International standard of social responsibility, ISO 26000)



# Circle of Stakeholder



# The Terms Inside **STAKEHOLDERS**

**NO. 1**

Interest

What each stakeholder cares about most is the reciprocal benefits exchanged.

**NO.  
2**

What We Obtain

What the person can get from the specific stakeholder (info, support, and resources).

**NO.  
3**

Our Lens

Our practical approach for working with that stakeholder  
(Read: Company' To Do / CTA with that stakeholder)

# Stakeholders From Company' Perspective

## Stakeholders

**Customers / Consumers**

## Interests

Good quality food, safety (halal & clean), value, experience, accessibility.

(1)

## What Company Obtains

Revenue, brand loyalty, repeat visits, word-of-mouth positive image.

## How Company should Engage

Ensure consistent service, listen to feedback, adapt menu/promo/experience for Indonesian consumers.

**Employees / "McFamily"  
(restaurant staff, head office staff)**

Fair employment, safe environment, training, inclusion, engagement.

Workforce capability, operational excellence, customer service outcomes.

Internal communications, voice channels for employees, inclusive culture, adaptive training.

**Suppliers / Local Vendors / Franchisees**

Fair contracts, reliable demand, timely payments, compliance standards.

Stable supply chain, cost control, quality assurance, local market alignment.

Engage suppliers in dialogue, adapt sourcing to local context, collaborate on sustainability.

# Stakeholders From Company' Perspective

Stakeholders	Interests	(2) What Company Obtains	How Company should Engage
Government / Regulators / Community	Regulation compliance (food safety, halal, environment), community impact, employment.	License to operate, reputation, social licence, community goodwill.	Transparency, listening to regulator/community concerns, proactive CSR, adapting to regulatory changes.
Franchise Partner / Investors / Shareholders	Business growth, profitability, brand strength, risk management.	Capital investment, expansion opportunities, long-term viability.	Provide clear reports, engage investor/stakeholder feedback, adapt strategy to market changes.
Media / Public Opinion / Social Media Influencers	Transparency, brand authenticity, responsiveness to public issues.	Reputation, crisis management preparedness, brand image.	Monitor sentiment, engage with feedback, adapt messaging rapidly in case of issues.

# Stakeholder Identification

↔ Let's Identify our Stakeholders

**Role:** Founder of Kerja Cerdas

**Department:** Executive Level

## Internal Stakeholders

(Name - Role - Dept/Division - Communication Frequency)

🔑 Imam - Graphic Designer - Marketing - Weekly

## External Stakeholders

(Name - Role - Dept/Division - Communication Frequency)

🔑 Mr. H - Founder - Executive Level - Weekly

### Interests

Measurable  
researched  
weekly learning  
content to  
design

### What We Obtains

Learning design  
and social media  
post

### Personal Lens

Clear and  
concise learning  
content design  
timeline and  
objective

### Interests

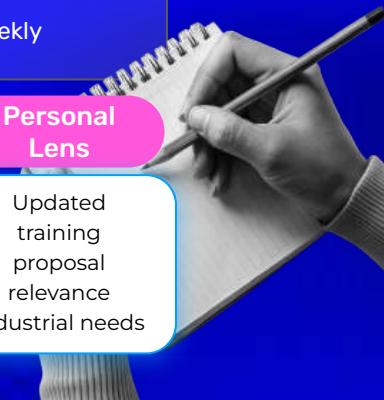
Training  
proposal

### What We Obtains

B2B Partnership

### Personal Lens

Updated  
training  
proposal  
relevance  
industrial needs



# Assertive Communication by MBTI Type (1)

Type	Profile	Assertive communication style	Watch out for
ISTJ	Practical, detail-oriented, reliable, structured.	Use clear facts, logical sequence, respect commitments. E.g., <i>"Here's what needs to happen, by when, and here's how we'll check."</i>	Coming across as too rigid or impersonal. To adapt: acknowledge others' feelings ( <i>"I understand this is challenging"</i> ) before supplying the plan.
ISFJ	Supportive, dependable, considerate, attentive to others.	Speak up with the context of service and values: <i>"It's important because it helps the team/customers feel supported. Here's what I suggest."</i>	Avoiding conflict; may under-state their needs. To adapt: practice using <i>"I need..."</i> statements and set boundaries clearly.
INFJ	Insightful, principled, idealistic, visionary.	Express vision + "why", invite input, but back it with concrete next steps: <i>"Here's the vision, and here's how we move forward."</i>	Being too abstract or needing harmony so much that you don't deliver hard feedback. Adapt by preparing key points ahead and being direct where needed.
INTJ	Strategic, logical, future-oriented, independent.	State your plan, reasoning, expected outcomes: <i>"I recommend X because ... Let's measure it by Y."</i>	Sounding dismissive of emotions; others may perceive you as cold. Adapt by acknowledging concerns: <i>"I see your point about X; let's adjust".</i>

# Assertive Communication by MBTI Type (2)

Type	Profile	Assertive communication style	Watch out for
ISTP	Action-oriented, pragmatic, adaptable, problem-solver.	Direct, succinct, hands-on: " <i>Here is the issue. Here is the action we'll take. Let's do it now.</i> "	Impatience or skipping detail/context. Adapt by pausing to check: " <i>Are you aligned with this plan? What else do you need?</i> "
ISFP	Gentle, harmonious, practical, sensitive to values.	Speak from authenticity: " <i>What matters to me is ... I'd like us to consider ...</i> "	Avoiding expressing disagreement or needs. Adapt by using " <i>I feel...</i> " and " <i>I'd like...</i> " phrasing so you assert without feeling aggressive.
INFP	Idealistic, values-driven, creative, flexible.	Link to meaningful purpose: " <i>Here's what matters. Here's what I propose because of that.</i> "	Indecision or hiding your needs. Adapt by picking one main message and stating it: " <i>I believe ... and here is what I need.</i> "
INTP	Analytical, conceptual, independent, curious.	Offer ideas, invite debate, but clearly: " <i>My reasoning is X. My request is Y.</i> "	Over-analysing or being detached. Adapt by connecting to impact: " <i>Here's how this benefits the team/goal.</i> "

# Assertive Communication by MBTI Type (3)

Type	Profile	Assertive communication style	Watch out for
ESTP	Energetic, doer, action-oriented, adaptable.	<i>"Let's move forward. Here's the action. I'll count on you."</i>	Skipping checking alignment or feelings. Adapt by asking: "Is everyone ready? What's your concern?"
ESFP	Enthusiastic, spontaneous, people-focused, present-oriented.	<i>"Engaging, upbeat: I'm excited about this. Here's how we'll do it. I'll support you."</i>	Lack of structure or follow-through. Adapt by clarifying: "Here's the deadline. I'll check in on Friday."
ENFP	Creative, enthusiastic, people-oriented, idea-driven.	<i>"Here's the vision! I believe in what we do. Here's what I need from you."</i>	Too many ideas, losing focus or not defining next step. Adapt by picking one main point and time-bounding it: "Let's agree by Wednesday."
ENTP	Inventive, debate-oriented, flexible, quick-thinking.	<i>"Here's a challenge. Let's test this. I'm confident we'll succeed."</i>	Over-debate, dragging others. Adapt by giving clear decision points: "By Friday we decide X and move forward."

# Assertive Communication by MBTI Type (4)

Type	Profile	Assertive communication style	Watch out for
ESTJ	Organiser, practical, decisive, leadership-oriented.	<i>"Here's the goal. Here's the standard. Here's how we'll get there."</i>	Being too rigid or overlooking emotional responses. Adapt by: <i>"I understand your concern. Here's why this matters."</i>
ESFJ	Friendly, cooperative, organized, people-oriented.	<i>"I value our team. We need to do X by Y so we can support each other."</i>	Avoiding uncomfortable feedback. Adapt by delivering it: <i>"This is doing well, for next week let's improve on ..."</i>
ENFJ	Inspiring, empathetic, visionary, people-leaders.	<i>"I see our mission. I'm counting on you. Here's how we collaborate."</i>	Too much focus on harmony, avoiding directness. Adapt by being more direct: <i>"Here's what needs improvement and why."</i>
ENTJ	Strategic leader, decisive, confident, goal-driven.	<i>"Here's the objective. Here's the timeline. Here's your role. Let's achieve this."</i>	Coming across as domineering or ignoring others' feelings. Adapt by adding: <i>"I hear your perspective. Here's how it fits."</i>

# Assertive Communication

# Approaching Negotiation by Style

## Individual Activity:

- | STYLES   | I   | S  | C  |
|--|---|--|--|
| • Each of you <b>pick one important stakeholder</b> but you still feel that hard to manage | <ul style="list-style-type: none"><li>• Gunakan gaya yang hangat, ramah, dan penuh semangat</li><li>• Dengarkan ide dan pendapat</li><li>• Gunakan cinta atau testimoni</li><li>• Jangan terlalu kaku, beri ruang</li><li>• Libatkan mereka dalam proses untuk menjaga motivasi dan minat</li></ul> | <ul style="list-style-type: none"><li>• Bersikap sabar, lembut, dan penuh empati</li><li>• Berikan jaminan dan pastikan keputusan</li><li>• Hindari tekanan atau menekuk mereka terlalu cepat mengambil keputusan</li><li>• Jelaskan langkah-langkah dengan jelas dan detail</li><li>• Ajukan pertanyaan "bagaimana" untuk memahami kebutuhan dan kekhawatiran</li></ul> | <ul style="list-style-type: none"><li>• Sediakan data, fakta, dan bukti yang terperinci</li><li>• Bersikap sistematis dan tepat waktu dalam negosiasi</li><li>• Hindari emosi yang berlebihan, tetapi profesional dan objektif</li><li>• Jelaskan semua prosedur dan aturan yang relevan</li><li>• Bersiaplah menjawab pertanyaan "kenapa" atau detail terkait</li></ul> |
- at Guess their **MBTI style** that you think the person represents better
  - **Construct your struggles** with them in relation to communication
  - Define what you shall improve to **elevate the relationship**



# Stakeholder Working Style

↔ Map your stakeholder Working Style

**Role:** Founder of Kerja Cerdas

**Department:** Executive Level

No	Name	Title/Role	MBTI	Expectation/Concern	Room to Improve
1	Mr. H	Business Partner	ENFP	Expects an inspiring, energetic partnership with room for creativity and initiative.	Should clarify roles and metrics early so creative freedom doesn't lead to ambiguity or misalignment.



Interactive

McDonald's must handle community complaints about plastic waste. Which engagement choice best aligns with stakeholder motivation mapping?

A. Issue a standard press release

B. Ignore until formal regulation appears

C. Host a community dialogue and co-create a reduction plan



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*Evaluates action through social impact and adaptive alignment lens.*



Are there any **questions?**



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