

Strengthen Teamwork with Empathy & Communication

Webinar Session

Jakarta, 29 August 2025



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Professional Profile



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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



**Sebelum mulai,
tebak-tebakan dulu yuk!**

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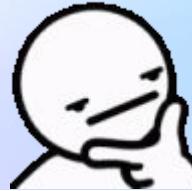
Tahu apa yang berbahaya?

TAHU MERCON



Tahu apa yang paling besar?

TAHU IS
SUMEDANG



Kopi apa yang selalu telat?

KOPI LATTE



Hewan apa yang suka salah?

AYAM SORRY
(I am sorry)



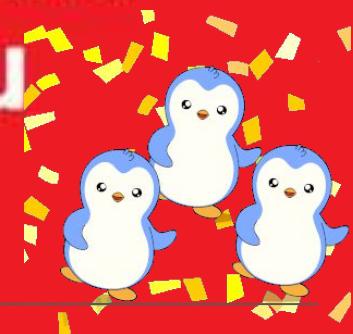
Ayam apa yang kriminal?

AYAM BAKAR
CIANJUR

80



Bersatu Berdaulat
Rakyat Sejahtera
Indonesia Maju



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**Let's start today's session with
INDEPENDENCE SPIRIT**

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Increase healthy and respectful workplace communication

1.1 Talk respectfully at work to build trust and clear teamwork

1.2 Listen actively and speak clearly

2 Promote empathy, humility, and self-awareness among employees

2.1 Promote empathy, humility, and self-awareness

2.2 Adopt reflective practices and 360° feedback

Increase healthy and respectful **Workplace Communication**

Talk respectfully at work to build trust and clear teamwork.

Listen actively and **speak clearly**



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Have we ever seen these phenomena online/offline?



Cerita Alam @Alamsyart_ · Member · Nov 15, 2024

Milenial nih suka banget ngerendahin gen z, padahal banyak dari milenial yang toxic, gabisa kerja, gabisa mimpin tim, gabisa ngebimbing tim, gabisa delegasiin tugas dengan bener. Giliran gen z kebingungan butuh bimbingan senior milenial langsung koar2 bilang gen z gabisa kerja

1 9 735

Have you ever seen these phenomena online/offline?

The phenomena is called
"GENERATION GAP"

It happens
because...

Lack of
communication
& understanding
between
generations



Cerita Alam @Alamsyart_ · Member · Nov 15, 2024

Milenial nih suka banget ngerendahin gen z, pada yang toxic, gabisa kerja, gabisa mimpin tim, gabisa delegasiin tugas dengan bener. Giliran gen z kebini senior milenial langsung koar2 bilang gen z gabisa

GENERATIONS

Interactive



TRADITIONALISTS BABY
BOOMERS GENERATION X MILLENNIALS GENERATION Z

AGED 78+ AGED 57 - 77 AGED 42 - 56 AGED 26 - 41 AGED 12 - 25

Can anyone explain...

Have we ever experienced a
miscommunicate occurred at work?
(e.g. with manager or subordinate)

*Raise hand if you have had



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Generation Gap at Work (1)

Aspect	Millennials (born ~1981–1996)	Gen Z (born ~1997–2012)
Feedback Styles	Millennials crave regular, structured feedback and mentorship as part of their career progression. They also value strong connectivity with supervisors.	Gen Z seeks quick, micro-feedback—instant and direct—resembling social media responsiveness.
Communication Style	Millennials lean toward digital channels communication.	Gen Z prefers face-to-face communication despite being digital natives.
Career Aspirations & Workplace Preferences	Millennials often job-hop for growth and alignment with personal values, yet highly value work-life balance.	Gen Z shows greater loyalty if company values align. Many say they'd stay over 10 years if the organization resonates with them. Gen Z also tends to avoid traditional leadership roles—an attitude termed " conscious unbossing ", where autonomy and well-being take precedence over hierarchical advancement.

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Generation Gap at Work (2)

Aspect	Millennials (born ~1981–1996)	Gen Z (born ~1997–2012)
Work Arrangement & Flexibility	<ul style="list-style-type: none">Both generations place high importance on work-life integration, not just balance. Flexible models (remote/hybrid) are preferred over rigid 9-to-5.Yet Gen Z increasingly values in-person interaction due to higher rates of loneliness from remote setups—they seek camaraderie and mentorship in-office.	
Value Alignment and Purpose	Millennials often prioritize work that aligns with their values—even willing to take pay cuts for meaningful roles.	Gen Z demands organizational transparency, social consciousness, and diversity; they lean towards socially purposeful workplaces.
Tech Fluency & Learning Preferences	Millennials are comfortable with digital tools and innovation.	Gen Z thrives on digital collaboration, continuous learning, rotations, and diverse experiences—embodying entrepreneurial thinking.

How to Manage Millennials and Gen Z Together



Flexible-Structured Work Models

Offer **hybrid models** that balance autonomy with scheduled in-person touchpoints—for connection and mentoring.



Communication Strategies

- Use multiple channels: Slack, email, in-person meetings—align with individual preferences.
- Regular check-ins: Scheduled feedback for Millennials; more frequent, informal updates for Gen Z.
- Encourage cross-generational dialogue to reduce miscommunication.



Mentorship & Knowledge Exchange

- Implement reverse mentoring: Gen Z teaches tech; Millennials impart experience.
- Cross-generational project teams build trust and innovation.

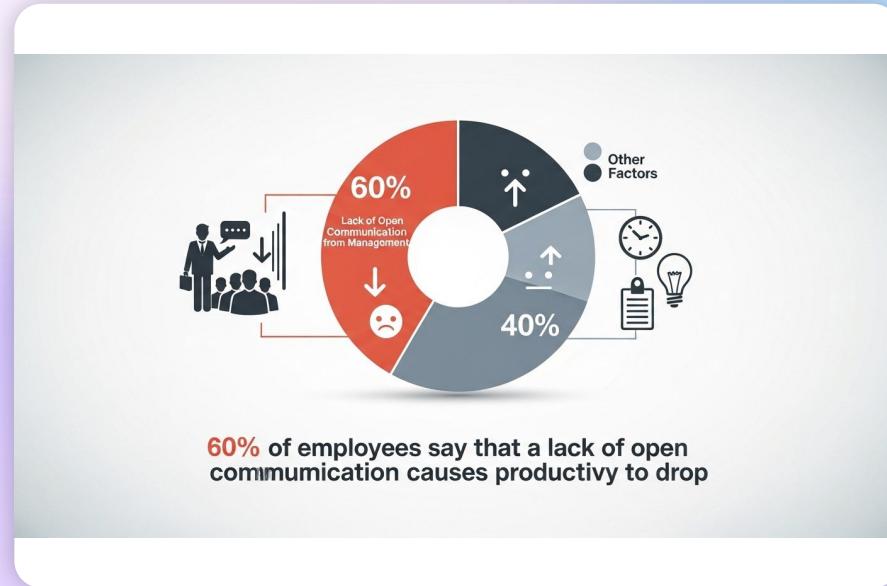


Learning & Career Pathing

- Offer varied learning modes: online modules, workshops, rotations.
- Career paths: structured for Millennials; fast-tracked and autonomy-based for Gen Z.

Talk respectfully at work to build trust

6 in 10 employees say poor communication from bosses lowers their productivity



KEY INSIGHTS

Internal communication training **boosts employee engagement by 20%**

Most people at work (9 out of 10) **blame poor communication** when projects fail.

Nearly half of employees tune out when communication is rare or murky.

[Gitnux \(2025\)](#)

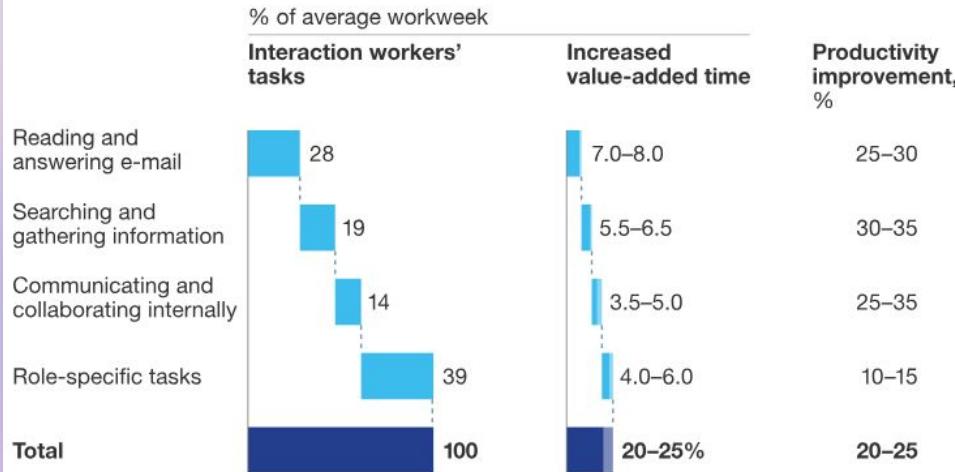
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Talk respectfully at work to build trust

Well-connected teams work **20-25% faster**

Improved communication and collaboration through social technologies could raise the productivity of interaction workers by 20 to 25 percent.



KEY INSIGHTS

Companies that communicate well **beat rivals by 3.5x**

Employees kept in the loop are **nearly five times more productive**.

64% leaders and 55% of workers say **good communication makes teams more productive**.

[McKinsey \(2012\)](#)

[The State of Business Communication \(2024\)](#)

Talk respectfully at work to build trust

Clear workplace talk cuts turnover in half



KEY INSIGHTS

Poor workplace communication **makes 6 out of 10 employees want to quit.**

Engaged workers **cut turnover by almost half in stable firms**

Engaged workers **cut turnover by nearly a fifth in high-turnover firms**

[SciTech](#)

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Interactive

Can anyone explain...

How to
communicate respectfully at work?

What is the norm?

*Random thoughts are welcomed



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Cultural Values

Indonesian workplace culture is heavily influenced by traditional values that shape how people work.

These values influence:

Daily Interactions

Work Ethics

Organizational
Dynamics

HR Management
Practices



Urgency of Understanding Indonesian Cultural Values

Foundation of Workplace Interactions:

Traditional Indonesian values strongly influence everyday work behavior and company culture.

Influence on Human Resource Practices:

Cultural values significantly impact various HR functions.

Employee Motivation and Loyalty:

A workplace that values Indonesian traditions boosts employee happiness and loyalty.



List of Indonesian Cultural Values

Kinship
("Kekeluargaan")

Politeness
("Sopan")

Mutual Respect
("Hormat")

Community Spirit
("Gotong Royong")

Face or Reputation
("Gengsi")

Pancasila



Kinship ("Kekeluargaan")

The **sense of family and interconnectedness** beyond blood relations into the workplace.

A **strong sense of teamwork** makes employees feel supported and valued.



Office Birthday Celebration

Key Aspects Kinship

Sense of Family and Interconnectedness:

Treating others like family, creating closeness and teamwork even without blood relations.

Tolerance, Permissiveness, and Empathy:

Emphasizing tolerance, flexibility, and deep empathy—always considering others' feelings.

Collective Decision-Making

Values teamwork and group agreement ("musyawarah mufakat") over personal success.

Strengthens Loyalty and Teamwork

Making employees feel connected and valued, reducing turnover.

Mutual Support and Shared Responsibility

Creates a feeling of shared responsibility among colleagues.

Influence on Decision-Making

Encourages inclusive, consensus-driven decisions and often blends family ties with business strategies.

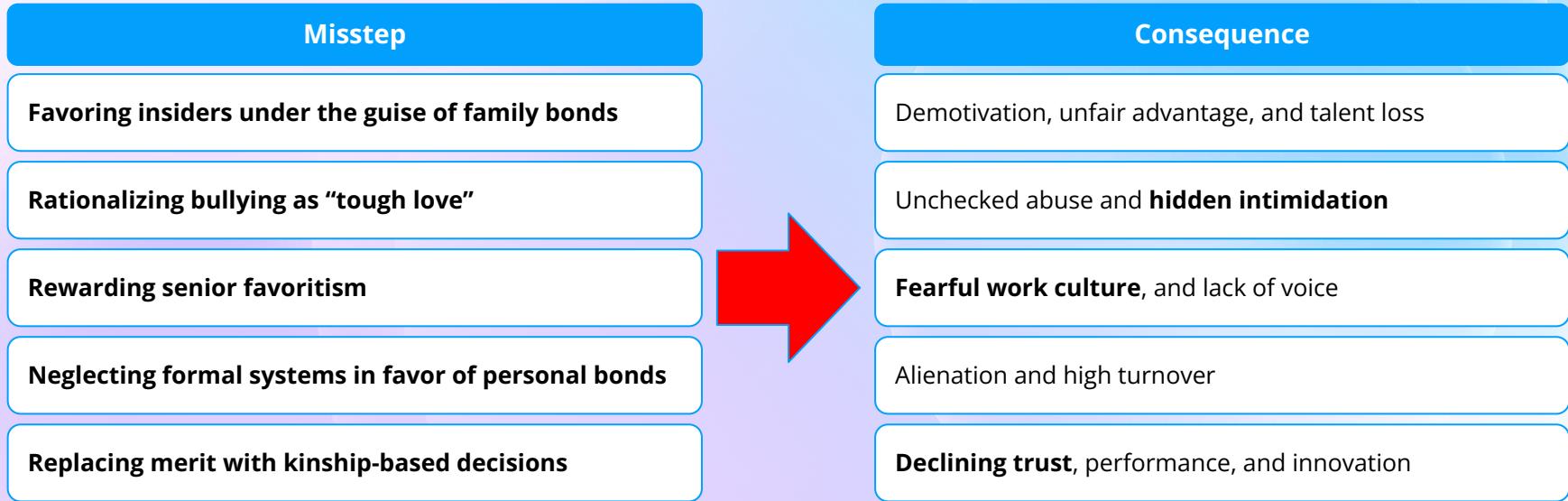
Impact on HR Practices Kinship

It can make **fair decisions** and **strict performance reviews** harder to balance.

Employees may **avoid giving harsh feedback** to keep the workplace 'family' feeling peaceful.

Family ties often affect hiring decisions in Indonesian workplaces

Key Pitfalls in Misapplied “Kinship Culture”





Have we discovered
Kinship in ours?

List of Indonesian Cultural Values

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("kekeluargaan")



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("sopan")

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Pancasila



Politeness ("Sopan")

This value **emphasizes maintaining harmony and social cohesion through refined behavior and language.**



Key Aspects Politeness

Emphasis on Indirectness:

Listeners must notice subtle hints because words alone don't always reveal the full meaning.

Verbal Cues

Frequently use words like "please" and "thank you" in conversations, even in informal settings

Non-Verbal Cues

Avoiding eye contact or a small head tilt can show disagreement or doubt without words.

PLEASE



Impact on HR Practices

Politeness

HR should **train expat employees** on **proper communication and cultural manners**.

Creating **communication rules** that **honor all cultures** helps teams **work better together**.

Train managers to give clear, culturally-aware feedback to avoid misunderstandings.



Key Pitfalls in Misapplied “Politeness Culture”

Misapplied Politeness

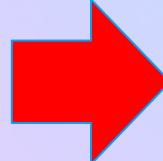
Enforced politeness and avoiding dissent

Indirect, vague communication

Politeness masking bullying

Cultural double-bind on expression

Self-sacrificing courtesy



Consequences

Fear-based silence and no accountability

Confusion, **lack of clarity**, and abuse slides through

Emotional manipulation, micromanagement, and exclusion

Emotional frustration and communication breakdown

Burnout, emotional labor, and decreased resilience



**Have gestures of
Politeness oftenly occurred?**

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Mutual Respect ("Hormat")

It stresses **respecting elders and authority figures** while **keeping relationships peaceful**.



Informal Discussion

Key Aspects

Mutual Respect

Respect for Authority and Seniority (1):

Show respect by listening patiently and not interrupting elders.

Respect for Authority and Seniority (2):

Respect means letting elders lead, even in small gestures like handshakes.

Deference and Politeness

Always greet superiors politely, using titles like "Pak" or "Bu" with a smile.



Impact on HR Practices

Mutual Respect

Influence on Performance Management:

Employee evaluations may **balance performance** with **loyalty and seniority**.

Building Relationships:

Respect is key to strong workplace relationships in Indonesia.



Key Pitfalls in Misapplied “Mutual Respect Culture”

Misguided Practice

Equating respect with silence

Hierarchical rank used as shield

Respect wielded to assign blame

HR inaction as “respect for leadership”

Respect as reason to hide issues

Consequences

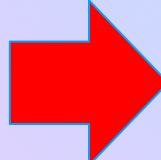
Elimination of voice and honest dialogue

Justifies bullying and excuses power misuse

Blame culture entrenches psychological harm

Undermines trust in complaint systems

Stunts psychological safety and erodes workplace integrity





What kind of Respect shown?

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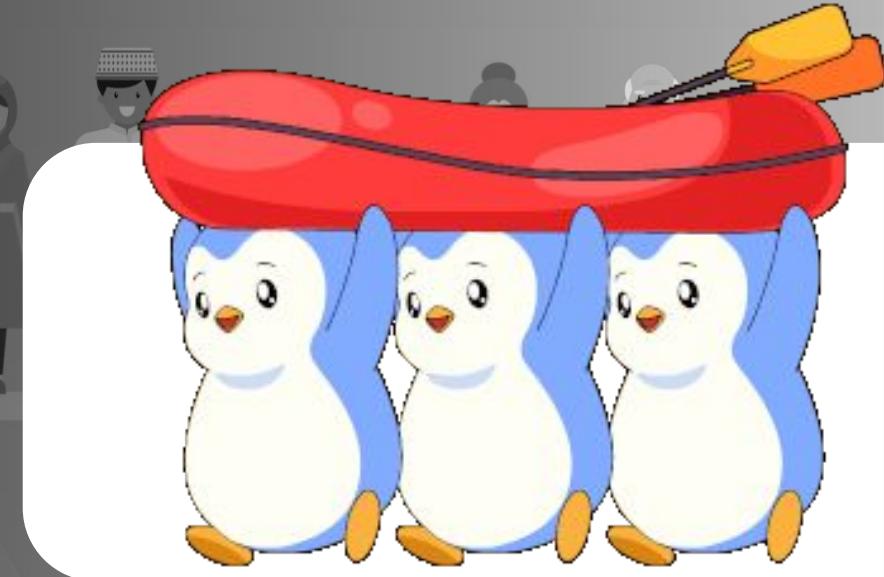
Pancasila



Community Spirit ("Gotong Royong")

Means Indonesians **value teamwork and helping each other** in both communities and workplaces

Indonesian businesses **thrive on teamwork and collaboration to reach shared goals**



Key Aspects

Community Spirit

Cooperation and Mutual Aid:

Coworkers help each other succeed together.

Teamwork and Collaboration:

Strongly values teamwork and working together to achieve shared goals.

Community Spirit:

Encouraging employees to appreciate and acknowledge help received from colleagues

TEAM WORK!





Impact on HR Practices

Community Spirit

Teamwork and Collaboration:

HR practices should therefore foster unity within teams

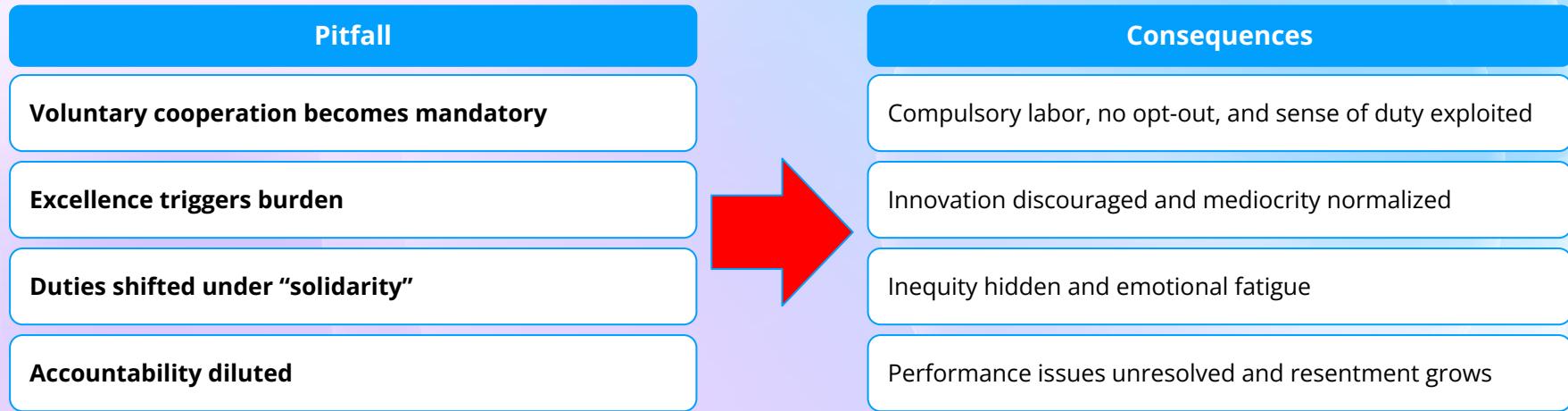
Recruitment and Selection:

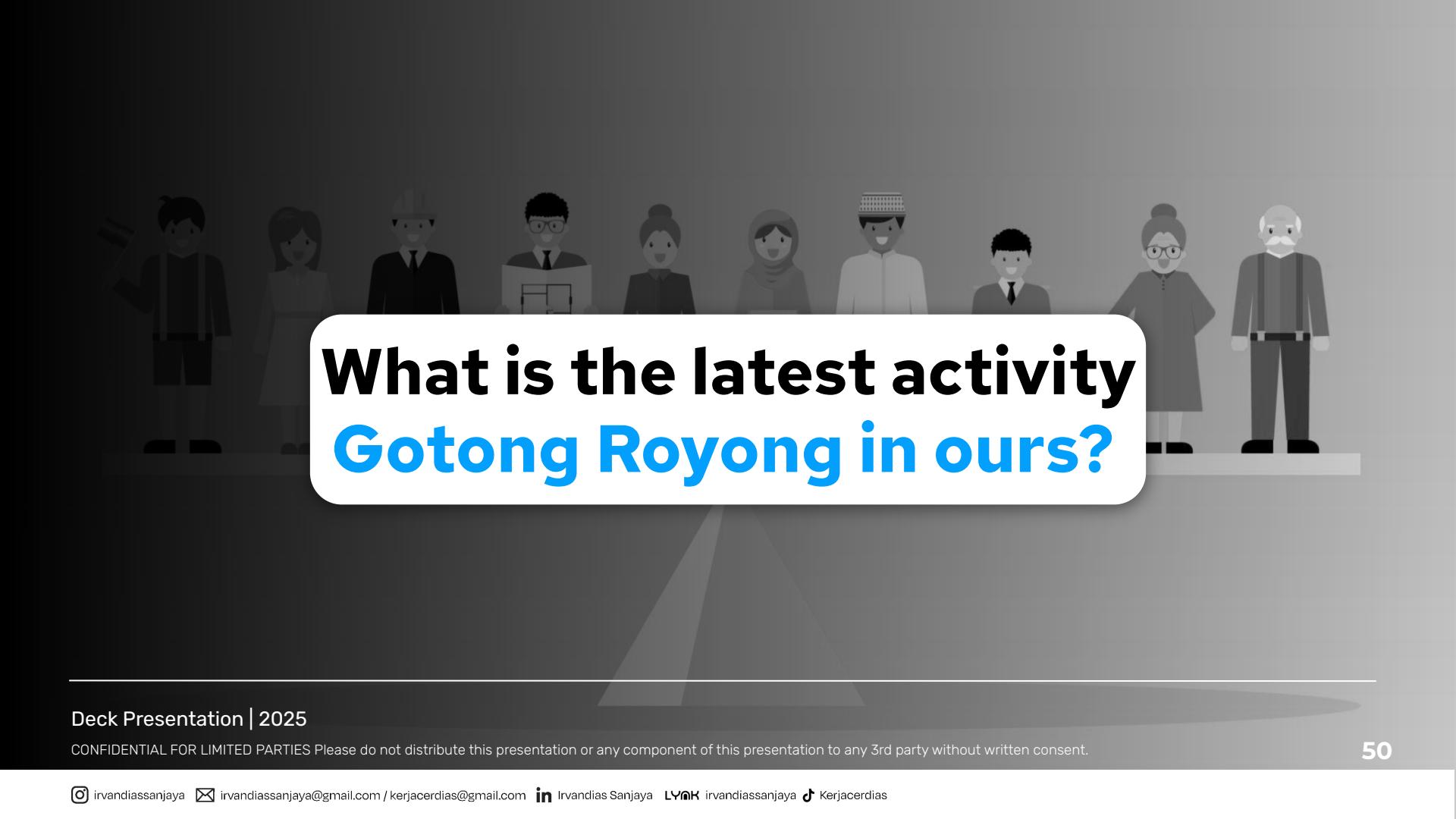
Organizations sometimes prioritize candidates known through family or community networks

Performance Management:

Prioritize team results (via OKR) over individual performance

Key Pitfalls in Misapplied “Community Spirit Culture”





**What is the latest activity
Gotong Royong in ours?**

List of Indonesian Cultural Values

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("kekeluargaan")



Politeness
("sopan")



Mutual respect
("hormat")



Community spirit
("gotong royong")



Face or reputation
("gengsi")

Pancasila



Face or Reputation ("Gengsi")

It is tied to an individual's **dignity, honor, and personal and professional image.**

Key Aspects

Face or Reputation

Prioritizing Avoidance of Conflict and Criticism:

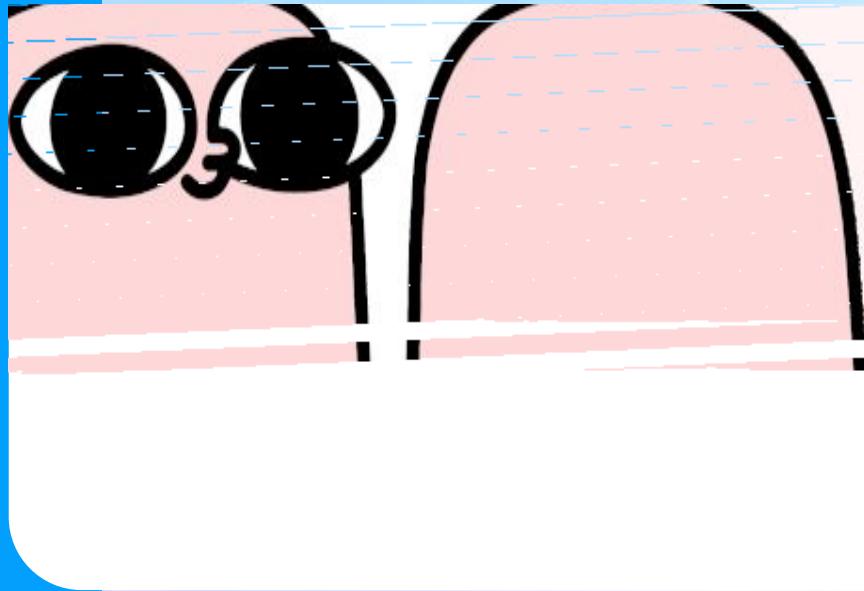
Employees often prioritize avoiding conflicts and criticisms to safeguard their dignity and honor.

Sensitivity to Public Criticism:

Strongly values teamwork and working together to achieve shared goals.

Link to "Sungkan":

Uses indirect communication to maintain harmony and avoid causing embarrassment.



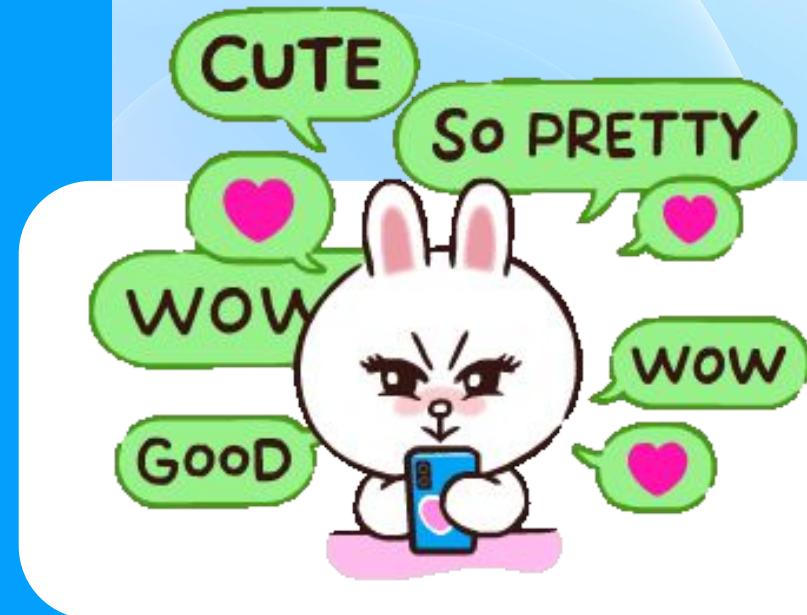
Impact on HR Practices

Face or Reputation

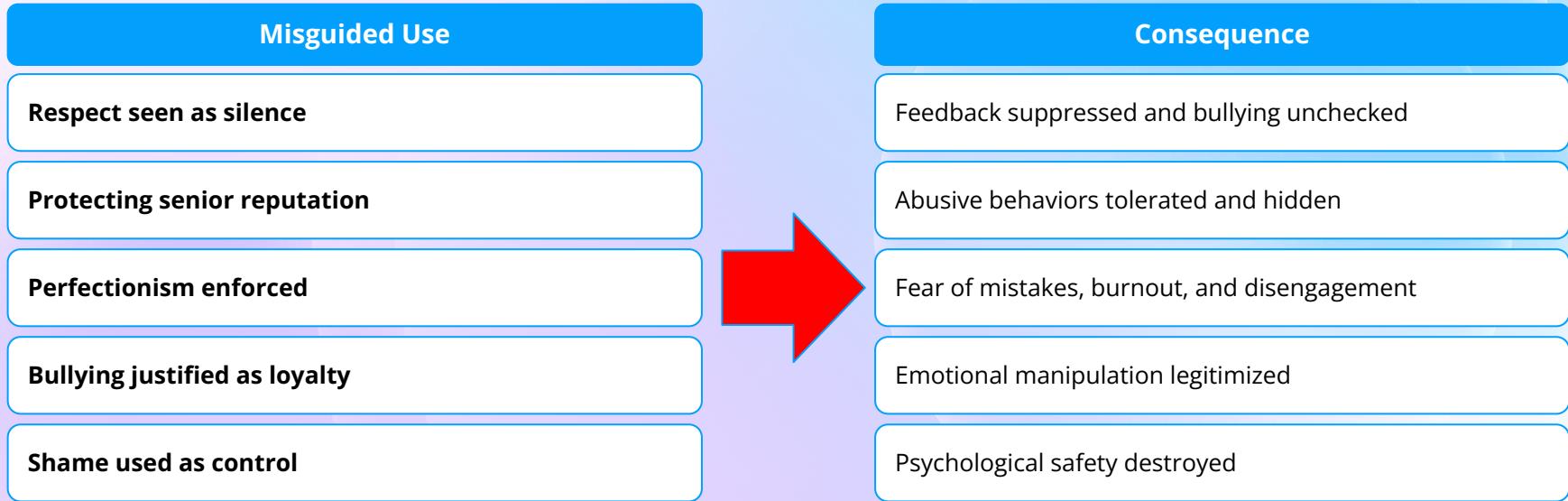
Managers should **give feedback politely** to respect local customs.

Give **feedback privately**, mix criticism **with praise**, **use stories**, and mentor **one-on-one**

Use **respectful, indirect feedback** and **mediation** to solve conflicts while saving everyone's dignity



Key Pitfalls in Misapplied “ ‘Gengsi’ Culture ”



List of Indonesian Cultural Values

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("gotong royong")



Face or reputation
("gengsi")



Pancasila



Pancasila

The **philosophical foundation** of the nation of Indonesia.

This foundational principle has a **significant influence on work ethics and professional behavior** within the country.





O Are there any **questions?**

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Increase healthy and respectful **Workplace Communication**

Talk respectfully at work to build trust and clear teamwork.



Listen actively and **speak clearly**



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Interactive

Can anyone explain...

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

*Raise your hand

I HEAR YOU



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Interactive

Can anyone explain...

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

*Raise your hand

I HEAR YOU



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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

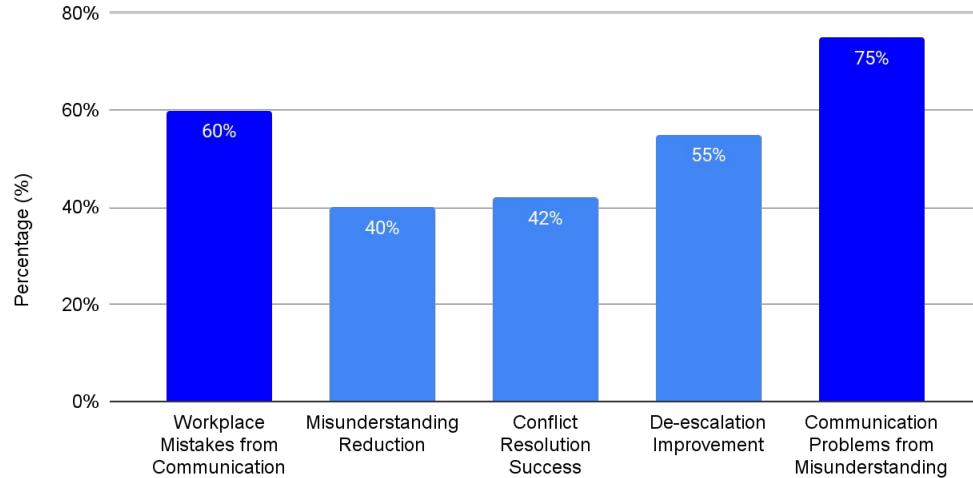
ilovemylsi.com

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://https://gitnux.org/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**.

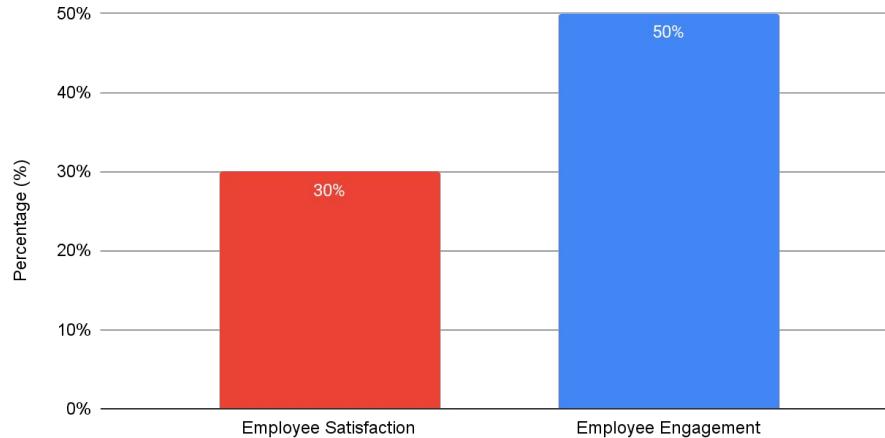
Problem-solving become 30% faster, and **project delivery within budget** improves by 50% when communication is strong.

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](#)

Interactive

Can anyone explain...

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

*Any ideas are welcome

A cartoon illustration of a blue and white penguin standing inside a large, semi-transparent circular bubble. The penguin has a yellow beak and feet, and its head is tilted slightly. Above the penguin, the text "I HEAR YOU" is written in a stylized, bubbly font.

I HEAR YOU

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Our Expectation



Didengerin

Emotionally supported

Nyaman

Aman

Lega

Relax



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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 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

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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Interactive

Can anyone explain...

Have you ever heard
**SACCIA Safe Communication
framework?**

*Raise your hand



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SACCIA Safe Communication

SACCIA is a scientifically grounded communication framework—developed by Annegret F. Hannawa—that defines **five core competencies essential for safe and effective communication in high-risk environments** like healthcare, aviation, and crisis response.

It aims to reduce errors by fostering shared understanding and has been integrated into safety and training programs globally.

Sufficiency

Accuracy

Clarity

Contextualization

Interpersonal
Adaptation

SACCIA Safe Communication (1)



Competency	What it means	Example
Sufficiency	Ensuring communication includes all relevant information and confirms that nothing essential is missing—mitigating safety risks from information gaps.	<i>"To complete this report, you'll need the client's last quarter data, the updated pricing model, and the design template. Let me share the folder with you so nothing is missing."</i>
Accuracy	Verifying that what's shared is correct and interpreted as intended. This includes double-checking facts, figures, meanings, and ensuring mutual understanding through feedback.	<i>"The deadline is Friday at 3PM, as stated in the project brief. Can you confirm that you noted the same?"</i>
Clarity	Using explicit and unambiguous language to reduce confusion. Participants actively work to remove uncertainty in both verbal and nonverbal messages.	<i>"By 'better,' I mean aligning the colors with our brand guidelines and shortening the text to under 100 words."</i>

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SACCIA Safe Communication (2)



Competency	What it means	Example
Contextualization	Recognizing and addressing situational barriers—like misaligned goals, hierarchy, timing issues, noisy environments, or cultural differences—to ensure messages are understood properly.	<i>"I know it's late, so let's schedule this for tomorrow morning. That way, you'll have the focus you need to get it right."</i>
Interpersonal Adaptation	Mirroring and adjusting communication style to the emotional, cognitive, or linguistic needs of the recipient, facilitating shared understanding.	<i>"I see this task is taking more time than expected. Would it help if I showed you a step-by-step example before you try again?"</i>

Key Pitfalls in Misapplied SACCI A Communication

Potential Misuse

Overwhelming or withholding info to confuse

Gaslighting or nit-picking to undermine confidence

Weaponized language or vague demands

Hiding hierarchy or dismissing needs as "irrelevant"

Emotional manipulation or inconsistent tone use

Healthy Practice

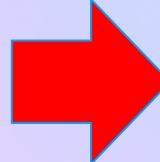
Share necessary info thoughtfully, balancing detail and clarity

Fact-check collaboratively, encourage accountability

Use direct, respectful language that invites dialogue

Recognize context and actively adapt to reduce barriers

Adjust communication to genuinely empathize and connect



Increase healthy and respectful **Workplace Communication**

Talk respectfully at work to build trust and clear teamwork.



Listen actively and **speak clearly**



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Among Employees

Promote Empathy, Humility, and Self-Awareness

Promote **empathy, humility, and self-awareness** so employees connect, learn, and adapt together.

Adopt **reflective practices and 360° feedback** to build self-awareness and continuous personal development.



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Interactive

Can anyone explain...

How often do you
implement empathy at work?

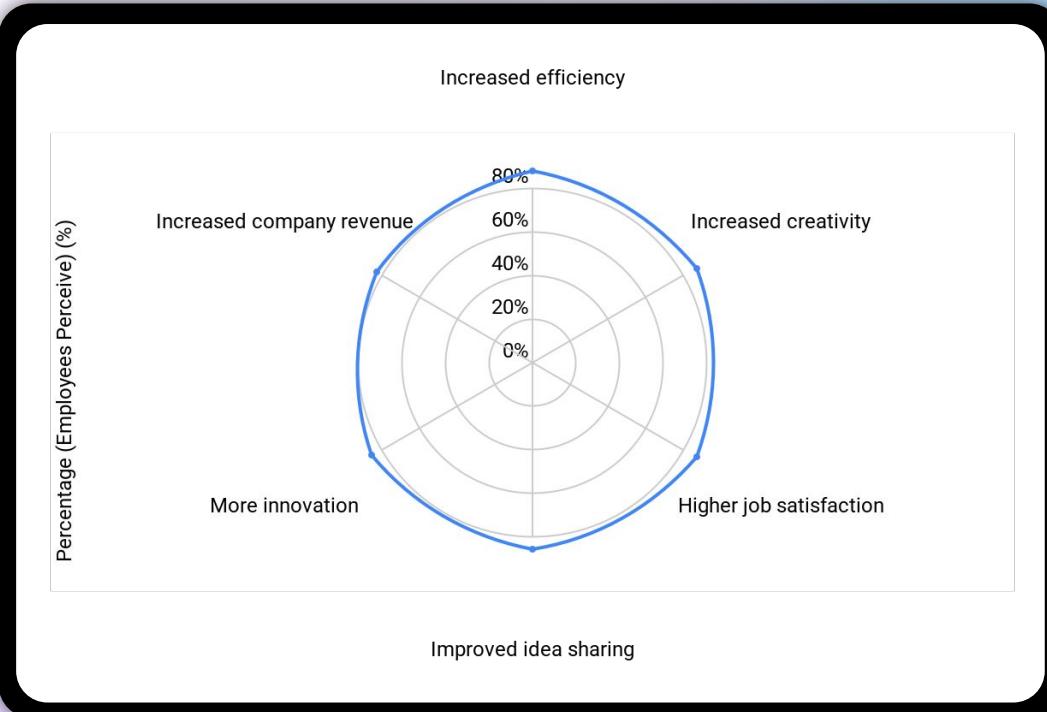
*Any ideas are welcome



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



Sources:

https://www.ey.com/en_us/newsroom/2023/03/new-ey-us-consulting-study

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%**

Empathy, humility, and self-awareness

4. 96% of employees believe showing empathy is an important way to 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.

Percentage (Employees Perceive) (%)

Source: [Forbes](#)

More innovation

Higher job satisfaction

Improved idea sharing

**Empathy at work is
“UNDERVALUED”**

EMPLOYEE PERCEIVED

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 85%

Empathy increases company revenue by 83%

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?

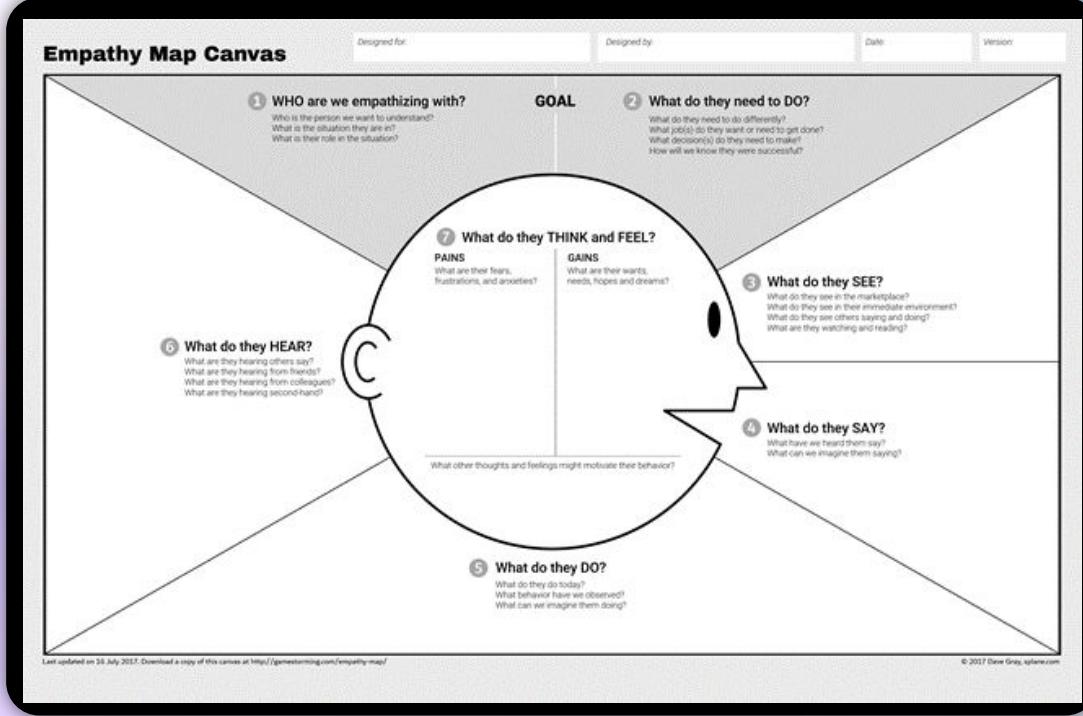
***Any ideas are welcome**



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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.

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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.

Among employees **Promote empathy, humility, and self-awareness**

Promote **empathy, humility, and self-awareness** so employees connect, learn, and adapt together.



Adopt **reflective practices and 360° feedback** to build self-awareness and continuous personal development.

Interactive

Can anyone explain...

Have you ever **implemented**
360° Feedback System
at
work



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360° Feedback System

Multi-source feedback systems deliver measurable organizational impact



Improves **self-awareness** and uncovers blind spots



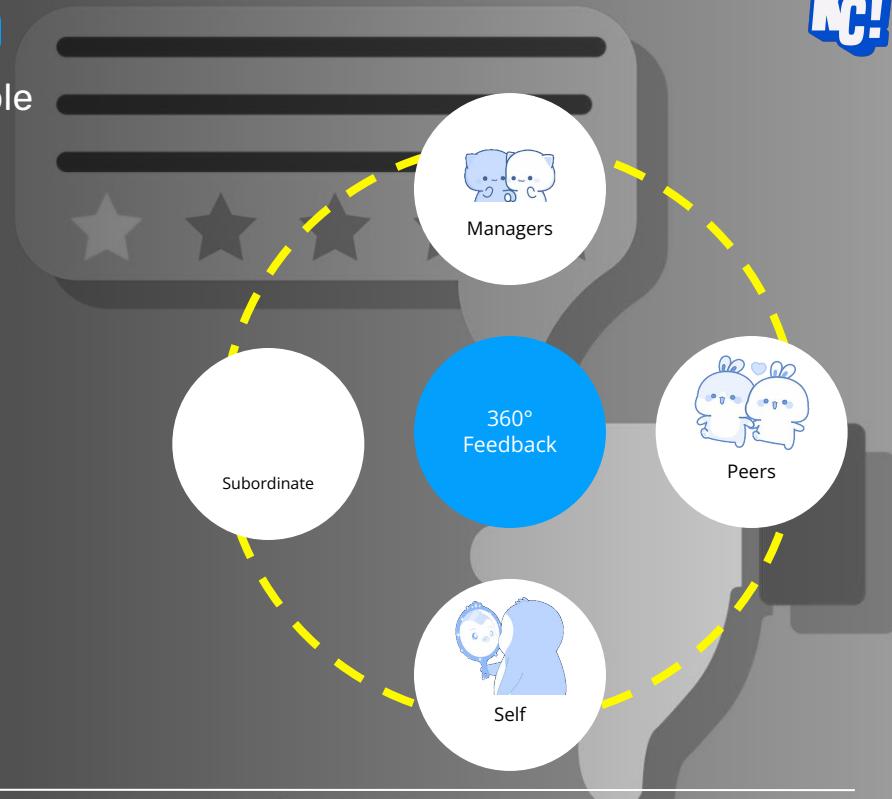
Reduces **bias** through multi-rater perspectives



Elevates **engagement** and retention rates



Bolsters **leadership development** and performance



Widely Adopted by Top Organizations

Fortune 500 companies trust 360° feedback for leadership development



85%+

of Fortune 500 companies use 360° feedback for leadership development



90%+

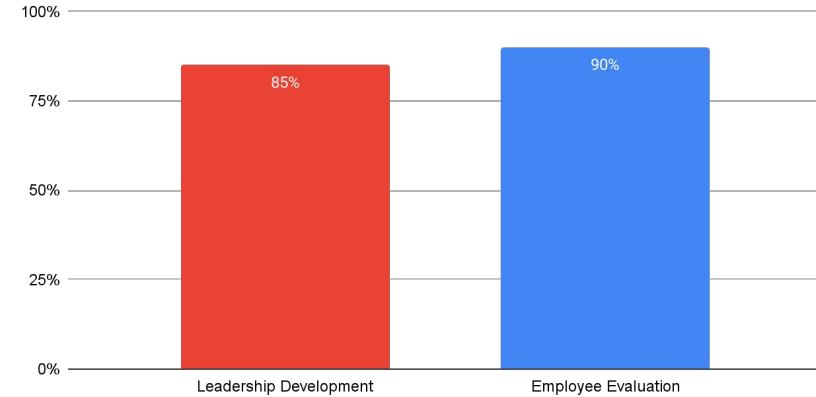
of Fortune 500 firms employ this method for employee evaluation



Key Implication

Widespread adoption reflects organizational trust and institutional validation of 360° feedback value in developing effective leaders

Fortune 500 Adoption Rates



How 360 Feedback Runs

The 360 Feedback Process

Six potential steps to building a 360 program in your org.

1

2

3

3.5

4

5

Step One
Build your overall 360 framework

Step Two
Use an HR software for help

Step Three
Invite feedback participants

Optional
Include an employee self evaluation

Step Four
Collect and curate feedback

Step Five
Share with employee to develop

Best Practice: Don't forget to leverage both close-ended and open-ended questions in your 360 feedback process with respondents.

Things to Consider (1)

Step	What it means
Define Clear Objectives	First, clarify whether the 360° feedback is intended for developmental growth , performance evaluation, leadership coaching, or all three. Developmental purposes typically yield higher trust and openness
Pilot Before Full Rollout	Start with a small, trusted group or department to identify roadblocks, test logistics, and build confidence in the process
Safeguard Anonymity and Confidentiality	Ensure responses can't be traced back to raters by: <ul style="list-style-type: none">• Aggregating feedback (minimum of 3–5 raters per category),• Clearly communicating that feedback is protected and used for development only.
Select the Right Participants	Include a diverse mix : managers, peers, direct reports, and possibly external stakeholders (clients or vendors) to gather well-rounded insights

Things to Consider (2)

Step	What it means
Design a Structured, Purposeful Survey	<ul style="list-style-type: none">• Use clear, actionable questions targeting competencies like leadership, communication, teamwork.• Combine quantitative ratings with open-ended qualitative questions for richer insights.
Choose Appropriate Software Tools	<p>Select a platform that ensures: <i>Anonymity, Data security, Customization, Ease of use, and Integration with existing HR systems</i></p>
Train Everyone—Raters & Ratee	<p>Host workshops that cover:</p> <ul style="list-style-type: none">• How to give constructive, bias-aware feedback,• How to receive feedback openly, and• The confidential nature of the process
Launch with Strategic Communication	<ul style="list-style-type: none">• Clearly explain the why, how, and when.• Provide instructions, timelines, and support contacts.• Reassure participants about confidentiality and encourage participation.

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Things to Consider (3)

Step	What it means
Collect Insights & Analyze Thoughtfully	<ul style="list-style-type: none">• Use the chosen software to aggregate and identify trends.• Avoid comparing employees; focus on individual strengths and areas for growth.
Debrief & Collaborate on Action Plans	<p>Schedule one-on-one review sessions:</p> <ul style="list-style-type: none">• Discuss findings constructively,• Encourage reflection,• Co-create SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound), and• Offer coaching or training as needed
Monitor Progress & Iterate	<ul style="list-style-type: none">• Follow up regularly to track development,• Celebrate wins,• Reassess periodically (e.g., annually), and• Adjust the process based on feedback and outcomes.

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Question Examples per Perspective (1)

Type	Question Examples
From Peers & Colleagues (Likert-style)	<ul style="list-style-type: none">• How effectively does this person communicate their ideas to the team?• How often does this person take the initiative to address and solve problems proactively?• How would you rate this person's decision-making skills?• How well does this person collaborate with others across different departments?
From Managers or Supervisors	<p>Leadership</p> <ul style="list-style-type: none">• How effectively does this individual provide direction and guidance to their team?• Does this person lead by example and inspire others to achieve their best? <p>Communication & Teamwork</p> <ul style="list-style-type: none">• How does this employee communicate ideas and instructions to others?• Is this person approachable and receptive to feedback from colleagues?• How effectively does this individual employee collaborate with team members to achieve common goals?

Question Examples per Perspective (2)

Type	Question Examples
From Managers or Supervisors	<p>Problem-Solving & Adaptability</p> <ul style="list-style-type: none">• How well does this person identify and analyze problems to find viable solutions?• Does this individual demonstrate creativity and resourcefulness in solving complex issues?• How well does this individual respond to changes in the work environment or priorities? <p>Initiative & Professional Growth</p> <ul style="list-style-type: none">• Does this person take the initiative to identify opportunities for improvement or growth?• Is this person self-motivated and driven to achieve results?
From Customers or External Stakeholders	<ul style="list-style-type: none">• How well does this individual understand and prioritize the needs of customers or clients?• Is this person responsive to customer feedback and suggestions for improvement?

Question Examples per Question Type

Type	Question Examples
Closed-Ended (Likert-Scale) Options	<p>Structure like "1 – Strongly Disagree" to "5 – Strongly Agree" or scale-based queries:</p> <ul style="list-style-type: none">• To what extent does [Name] make decisions that positively impact the team and organization?• How effectively does [Name] communicate their ideas and expectations clearly?• How consistently can [Name] be relied upon to complete tasks and fulfill responsibilities?• How constructively solution-oriented is [Name] when approaching challenges?• How effectively does [Name] handle changes in work assignments or processes?
Open-Ended Prompts (for richer qualitative insights)	<ul style="list-style-type: none">• What are this employee's greatest strengths?• In what areas could this employee improve?• Can you provide an example of when this employee demonstrated leadership?• Describe a situation where this employee went above and beyond their duties.• What is one behaviour this employee should continue doing? What is one thing they should stop doing?

Question Examples per Competency (1)

Competency	Question Examples
Leadership	<ul style="list-style-type: none">• How effectively does this individual inspire and motivate others to achieve their goals?• Can you describe a situation where this person made a decision that positively impacted the team or project?
Problem-Solving	<ul style="list-style-type: none">• On a scale from 1-10, how well does this person identify and address challenges in their work?• Has this individual contributed any innovative solutions to complex problems? Provide an example.
Adaptability	<ul style="list-style-type: none">• How well does this person adjust to changes in the workplace?• Strongly agree to strongly disagree: this person demonstrates flexibility when priorities change.
Time Management	<ul style="list-style-type: none">• How well does this individual prioritize tasks and manage deadlines?• Strongly agree to strongly disagree: this person can manage multiple tasks effectively.

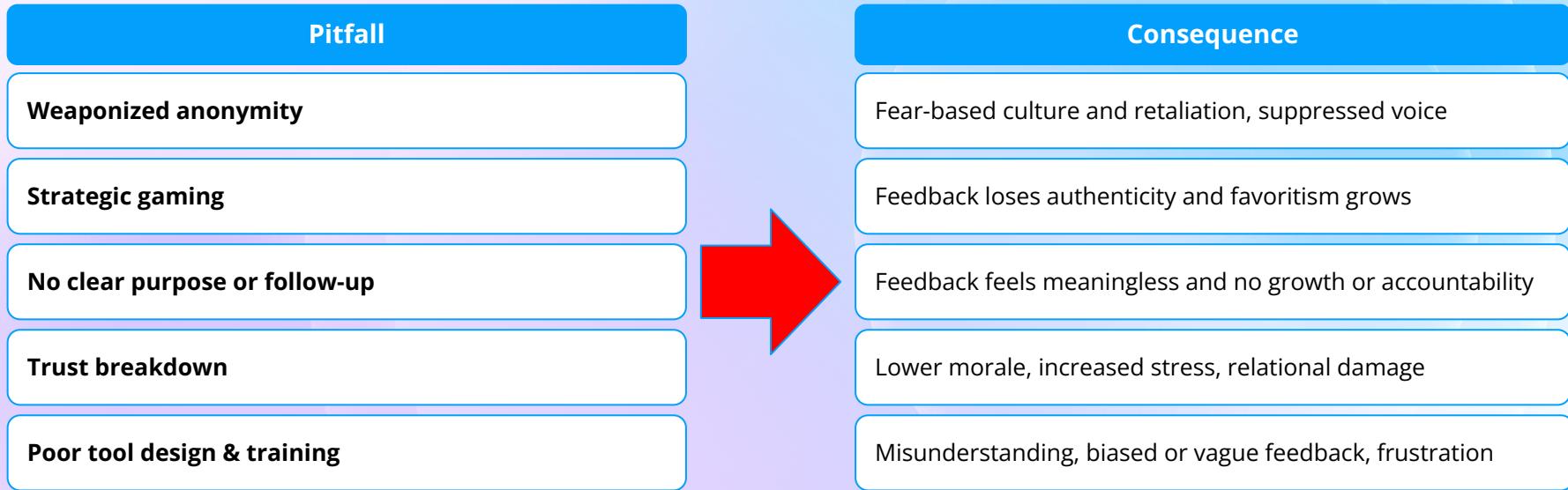
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Question Examples per Competency (2)

Competency	Question Examples
Emotional Intelligence	<ul style="list-style-type: none">• How effectively does this person manage their own emotions in stressful situations?• How well does this individual empathize with others and maintain positive relationships in the workplace?
Creativity & Innovation	<ul style="list-style-type: none">• How often does this individual offer creative ideas to improve processes or solve problems?• Can you give an example where this person introduced a new idea or innovation that benefited the team or organization?

Key Pitfalls in Misapplied 360-degree Feedback



Among employees **Promote empathy, humility, and self-awareness**

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"When you show deep empathy toward others, their defensive energy goes down, and positive energy replaces it. That's when you can get more creative in solving problems."

~Stephen Covey~

Author of The 7 Habits of Highly Effective People

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Are there any questions?

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NO



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YES



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