

# Adaptive Communication - Decode & Connect

Dibimbing | Sekolah Kak Seto

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Deck Presentation | 2025





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

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

# 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 **RevoU, Rumah Siap Kerja (ex)**, and several reputable brands, conducting 750+ coaching sessions with a consistent **4.9/5 feedback rating**.
- **Public Speaker & Facilitator** for **100+** career development, employability, and personal growth webinars/workshops, reaching **over 50,000 participants**.
- Recognized as **LinkedIn Power Profile 2018**.
- Certified in **Coaching, Public Speaking, and Training**, with awards from **Temasek Foundation, Ashoka, U.S. Department of State, Asia Foundation, etc.**



# Listed Portfolio

## Academic



## Business



## Government



## Community



## Media



## Others



SHIRVANO  
architecture and planning



HASNUR CENTRE  
Bakti untuk Banua  
Bakti untuk Bangsa



TABULA



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'?

**\*Bonus available**



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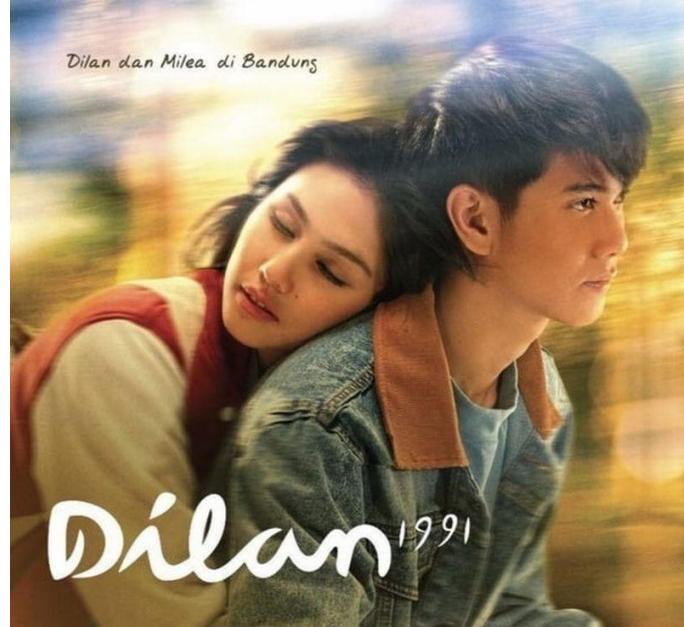
Guess “Movie/Series Title”!

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

# Guess “Movie/Series Title”!



Guess “Movie/Series Title”!



Dilan 1991

Deck Presentation | 2025

Guess “Movie/Series Title”!



Guess “Movie/Series Title”!



Pengabdi Setan

Deck Presentation | 2025

# Guess “Movie/Series Title”!



Guess “Movie/Series Title”!



# Dua Garis Biru

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# Guess “Movie/Series Title”!



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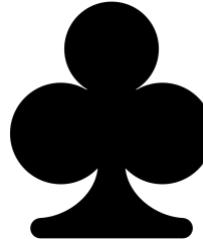
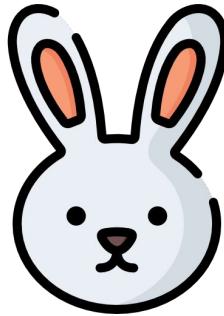
Guess “Movie/Series Title”!



Money Heist

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Guess “Movie/Series Title”!



Guess “Movie/Series Title”!



# Alice in Wonderland

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# ARE YOU READY?

Say it “I’m Ready!” loudly and clear



# Table of Contents

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

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# Have you ever noticed/felt these phenomenon?

**Students' Classroom Silence and Hopelessness: The Impact of Teachers' Immediacy on Mainstream Education**

<https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2021.819821/pdf>

## Have you ever noticed/fet these phenomenon?

**Does Teacher Immediacy Affect Students? A Systematic Review of the Association Between Teacher Verbal and Non-verbal Immediacy and Student Motivation**

<https://pmc.ncbi.nlm.nih.gov/articles/PMC8267458/>

Abstract



In instructional-learning contexts, the relationship between teacher verbal and non-verbal immediacy and student motivation has gained increasing attention. However, no systematic research has been done to review the empirical studies conducted on the impact of teacher immediacy on students' motivation. Hence, the aim of the present study was to systematically review the available literature on different types of teacher immediacy and student motivation. Some common databases were searched and 30 eligible manuscripts were identified. With regard to the key features of the included studies, the review's findings were categorized into different sections, namely "the measures of teacher immediacy employed," "the measures of student motivation employed," "designs," and "educational contexts". The main findings of the studies were also discussed. The reviewed studies pointed to positive associations between teacher immediacy and student motivation. Finally, limitations of the included studies are discussed and some practical directions for further research are offered, accordingly.

<https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2021.819821/pdf>

# **Students' Classroom Silence and Hopelessness: The Impact of Teachers' Immediacy on Mainstream Education**

*Osman Juma\*, Maysigul Husiyin, Asat Akhat and Imirhamza Habibulla*

*Department of Chinese Language and Literature, Northwest Minzu University, Lanzhou, China*

## **Read:**

**D**Kurangnya Motivasi Siswa di Kelas: Dampak **Systematic Review of the Keterbukaan Guru Terhadap Pendidikan Association Between Teacher Verbal and Non-verbal Immediacy and Student Motivation**

<https://pmc.ncbi.nlm.nih.gov/articles/PMC8267458/>

## **Abstract**

In instructional-learning contexts, the relationship between verbal and non-verbal immediacy and student motivation has gained increasing interest. However, no systematic research has been done to review the available literature on the impact of teacher immediacy on students' motivation. Therefore, this study aims to systematically review the available literature on the impact of teacher immediacy and student motivation. Some common themes and bases were identified from the manuscripts. With regard to the key features of the studies, they include: "the review's findings were categorized into different sections such as 'the measures of teacher immediacy employed,' 'the measures of student motivation,' 'the impact of teacher immediacy on student motivation,' and 'the limitations of the included studies.' Finally, the implications of the findings and suggestions for further research are offered, accordingly.



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Apakah Keterbukaan Guru Mempengaruhi Siswa? Systematic Review Hubungan Keterbukaan Verbal & Non-verbal Guru dengan Motivasi Siswa

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In instructional-learning contexts, the relationship between teacher verbal and non-verbal immediacy and student motivation has gained increasing attention. However, no systematic research has been done to review the empirical studies conducted on the impact of teacher immediacy on students' motivation. Hence, the aim of the present study was to systematically review the available literature on different types of teacher immediacy and student motivation. Some common databases were searched and 30 eligible manuscripts were identified. With regard to the key features of the included studies, the review's findings were categorized into different sections, namely "the measures of teacher immediacy employed," "the measures of student motivation employed," "designs," and "educational contexts". The main findings of the studies were also discussed. The reviewed studies pointed to positive associations between teacher immediacy and student motivation. Finally, limitations of the included studies are discussed and some practical directions for further research are offered, accordingly.

**Keywords:** verbal immediacy, non-verbal immediacy, students, motivation, systematic review, teachers

# Have you ever noticed/felt these phenomenon?

This builds on Mehrabian's original "immediacy" construct (closeness-enhancing behaviors) and its adaptation to education.

## Students' Classroom Silence and Hopelessness: The Impact of Teacher Immediacy on Students' Motivation

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### Did you know?

However, teacher immediacy is also just a subset of a bigger competency called Adaptive Communication

Department of Chinese Language and Literature, Northwest Minzu University, Lanzhou, China

**Teacher Immediacy is defined as communication behaviors by instructors that decrease perceived distance between teacher and learners (e.g., warmth, availability, approach cues).**

<https://pmc.ncbi.nlm.nih.gov/articles/PMC8267458/>  
<https://pmc.ncbi.nlm.nih.gov/articles/PMC8267458/>

<https://onlinelibrary.wiley.com/doi/abs/10.1002/9781405186407.wbict013.pub2>

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In instructional-learning contexts, the relationship between teacher verbal and non-verbal immediacy and student motivation has gained increasing attention. However, no systematic research has been done to review the empirical studies on the relationship between teacher immediacy on students' motivation; hence, the aim of this study was to conduct a meta-analysis to systematically review the available empirical studies on the relationship between teacher immediacy and student motivation. Some common findings and limitations of the included studies were identified. With regard to the measures of teacher immediacy, the most frequently used measures were "verbal immediacy" and "non-verbal immediacy," while "physical proximity" and "warmth" were less frequently employed." the measures of student motivation were categorized into different dimensions, such as "intrinsic motivation," "extrinsic motivation," and "self-determination." The main findings of previous studies indicated that teacher verbal and non-verbal immediacy had positive associations with student motivation. Some limitations of the included studies were also pointed out. Finally, some implications for future research and practical applications of teacher immediacy on student motivation were offered, according to the findings of this study.



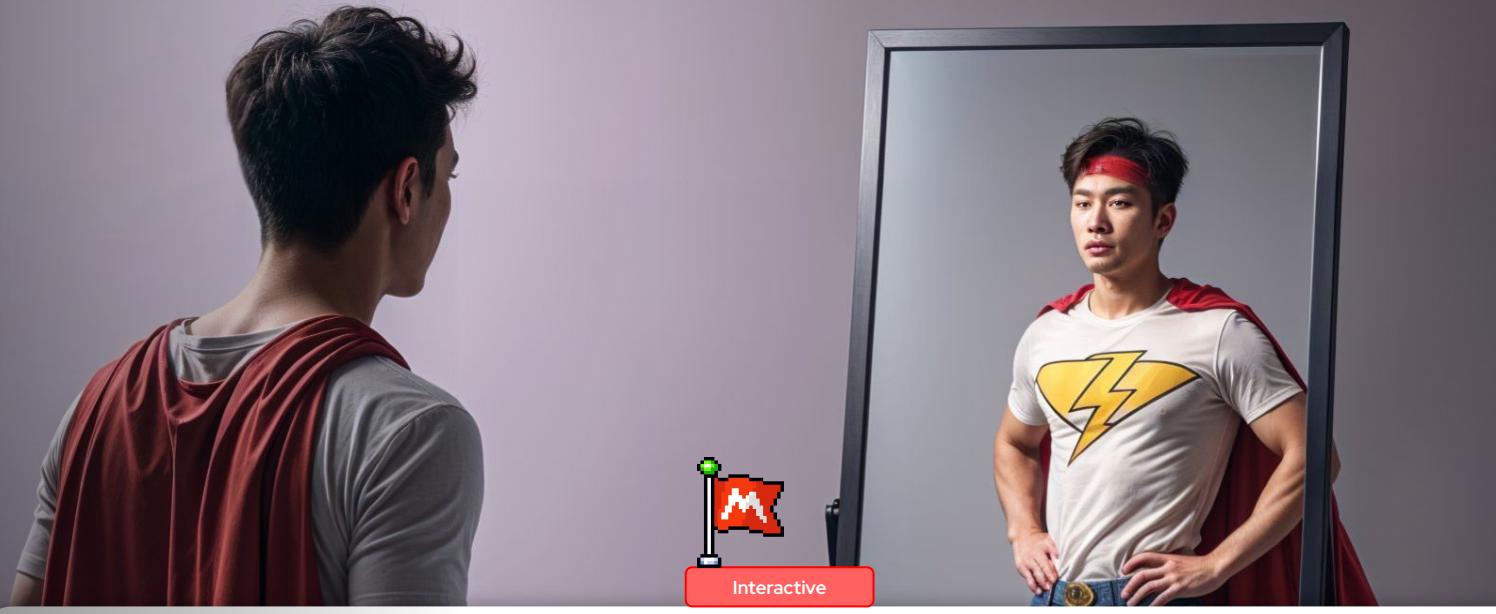
Interactive

## Quick Question

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

\*Raise your hand





On a scale of 0-10,  
how **familiar** are you with an **adaptive communication**?



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 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.

## Clarity

Ensuring your message is understood without ambiguity.

## Empathy

Connecting with your audience's perspective and feelings.

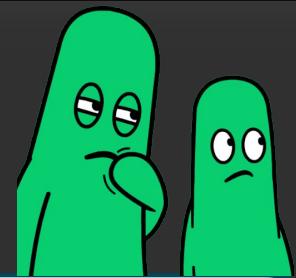
## Effectiveness

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.

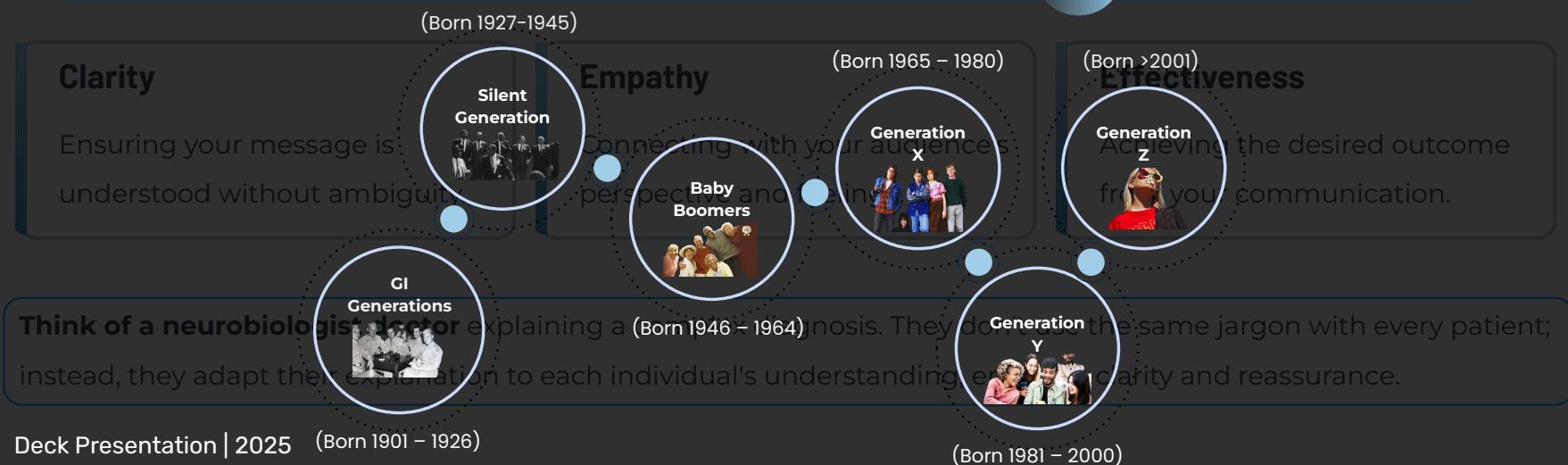


# What Is Adaptive Communication?



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## List of Generations Amongst Us





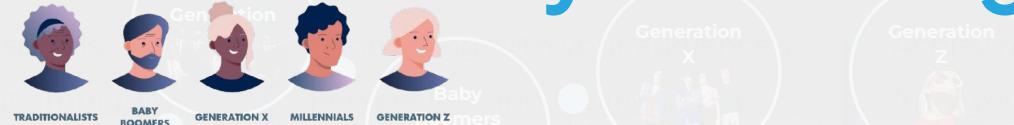
# What Is Adaptive Communication?

Adaptive communication is a strategic approach to your communication style to suit specific needs, contexts, and audiences. It's about tailoring your message to what you just heard and how it's been received.



## List of Generations Amongst Us

Classical Generations  
What GENERATIONS are you belong ?



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

Deck Presentation | 2025 (Born 1901 – 1926)

(Born 1981 – 2000)

# What Is Adaptive

Adaptive communication is the strategy of tailoring your message to the needs, context, and goals of your audience so that it can be easily understood and resonated with.



GENERATION GAPS					
By BRUCE FEIRSTEIN					
GENERATION	iGEN	YOUNG MILLENNIALS	GEN X	BABY-BOOMERS	GREATEST GENERATION
YEAR OF BIRTH	After 2000	1980-2000	1965-1979	1946-1964	Before the end of WW. II
WHICH MAKES THEM HOW OLD?	0-14	15-35	36-50	51-69 (but they lie)	70+
LIFE-ALTERING EVENT	Release of the iPhone 6	Free Wi-Fi	9/11	First time they tried pot	First time they laid eyes on a '55 Ford Thunderbird
CURRENT LIVING SITUATION	Down the hall from Mom and Dad	Sharing an apartment in Brooklyn	Priced out of Brooklyn, considering Los Angeles	Back in the city, baby!	Using a reverse mortgage to provide shelter for feckless offspring
HOW DO THEY GET AROUND?	Mom's Prius	Lyft	Handmade Dutch bicycle	Soon-to-be-repossessed BMW	Dreaming about that '55 T-Bird
TRUSTED NEWS SOURCE	YouTube	Twitter	John Oliver	Don-Rather-Brian-Williams	Dead trees
PREFERRED MODE OF COMMUNICATION	Snapchat	Selfies	Text	Lawsuits	Guilt-inducing phone calls
ICON	Ariana Grande	Mark Zuckerberg	Kurt Cobain	Howard Stern	Harry Truman
SOCIAL NETWORK THEY ABANDONED FACEBOOK FOR	Instagram	Tinder	LinkedIn	Match.com	The Rotary Club
ENTERTAINMENT EXPENDITURE	\$26.95 on Minecraft	\$900 on Coachella	\$2,000 on Burning Man	\$5,000 on "Platinum" fix to the Rolling Stones	\$35 on Oklahoma community dinner theater
MONEY-DRAINING ADDICTION	Mobile-game upgrades	Limited-edition Nikes	Superhero collectibles on eBay	Second home	G.O.P. fund-raising e-mails
GEAR-UP QUICK SCHEME	Create a video game	Invent an app	Sell something to Yahoo	Flipping houses	Fracking
SIGNIFICANT CONTRIBUTION TO SOCIETY	Being Common Core guinea pigs	Trigger warnings and micro-aggressions	Artisanal pickles	The bong	Defeating Hitler
DEFINING CONDITION	Peanut-allergic	Gluten-intolerant	Attention-deficit-disordered	Erectile-dysfunctional	Permanently aggrieved
DEEPEST FEAR	Low batteries	Everybody doesn't get a trophy?	How to pay off grad-school loans	No longer being the center of the universe	America, 2015
AND, FINALLY, THE KEY QUESTION OF THEIR LIVES	What's a landline?	What's a career?	What's the point?	Where's the Viagra?	Where the fuck did we go so very, very wrong?



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Today's Objective Focus



# What Is Adaptive Communication?

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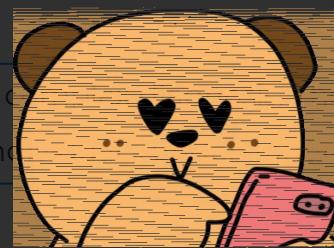
## Empathy

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

## Effectiveness

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

Think of a **doctor** explaining a diagnosis instead, the doctor tailors their explanation to each individual patient; ensuring clarity and





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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.



# Why Adaptive Communication Matters

## Communication Imperative

**80% of leaders' time is spent communicating** – making its effectiveness paramount for success.

- Poor communication is a leading cause of workplace project failures, costing companies millions.

## Impactful Benefits

Builds **trust** and strengthens **relationships**.

- Reduces misunderstandings and conflicts.
- Boosts morale and employee engagement.

• **More Persuasive:** They can influence different personalities effectively.

• **More Respected:** They demonstrate emotional intelligence by adjusting their approach.

• **More Effective:** They ensure their message is understood and acted upon.

• **More Inclusive:** They create an environment where diverse voices feel heard and valued.

<https://elationcommunications.com/adaptive-communication-in-leadership/>

# Real-World Adaptive Communication Examples

Adaptive communication isn't just theory; it's practiced every day in diverse settings.

Here are some scenarios where it shines:



## Team Engagement

A manager shifts from a group setting to a one-on-one discussion to engage a soft-spoken team member, ensuring their ideas are heard.



## Technical Translation

An executive simplifies complex technical jargon when presenting to non-expert staff, making the information accessible and engaging.



## Inclusive Training

A trainer uses a mix of visuals and detailed written notes to accommodate both visual and analytical learners, maximizing comprehension.

# 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.





Interactive

# During teacher meetings, one member rarely speaks. Which response best reflects inclusive and adaptive practice?

A. Continue group format so the member acclimates

B. Move to a brief 1:1 pre-meeting to surface ideas, then bring them into the group

C. Ask the member to submit ideas by email only



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*A quiet teacher may be overshadowed in full-group settings. A brief 1:1 pre-meeting lowers pressure, lets the leader listen, paraphrase, and clarify needs.*

# Table of Contents

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



Interactive

## Quick Question

“Have you ever heard of  
**Dominant Influence Steadiness**  
**Compliance (DISC) Test?**”

\*Raise your hand



**DISC**

# By All Means

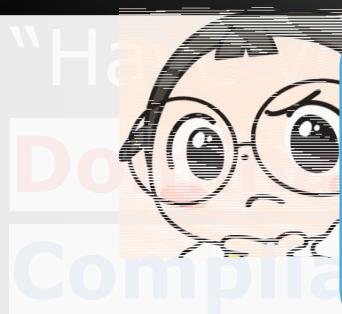
DISC is a **behavioral assessment framework** that uses observable traits and patterns to understand **how people communicate, make decisions, and respond to challenges.**

It is **psychological research** and proven workplace applications to **improve teamwork, leadership, and personal effectiveness.**



Interactive

## Quick Question



What Are the Four  
DISC Types?

\*Raise your hand



<https://bit.ly/disc-sbdp>  
**DISC Test**

- 
- Test Me: DISC**
- Open your laptop or tablet.
  - Click on the provided link or scan the QR code.
  - You will receive a [DISC 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 DISC is Important for **School Communication**



DISC in Education:  
Communication Gains

2019 Virginia Tech

90% Reported Stronger  
Connections  
Across Opposing Styles  
Post-Intervention

80% Gained Deeper DISC  
Knowledge  
and Adaptation Skills  
Except Steadiness Subgroup

Communication Strategies  
Knowledge  
Pre: 8.11 → Post: 8.40  
 $p<0.01$ , Effect Size 0.20

Self-Perception Awareness  
Pre: 6.58 → Post: 7.30  
 $p<0.001$ , Effect Size 0.42

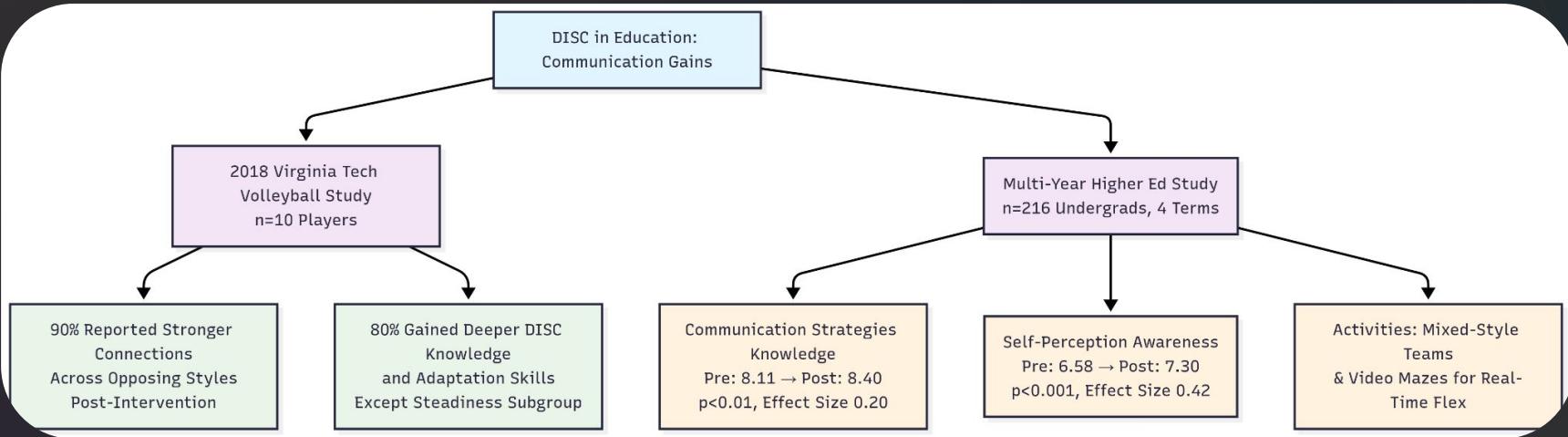
Activities: Mixed-Style  
Teams  
& Video Mazes for Real-  
Time Flex

## Source:

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UNDERSTOOD,



DISC in Education:  
Communication Gains

# Understanding team members with **DISC** increased Adaptation Skills

2018 High School  
Volleyball Study  
n=1014

Multi-Year Higher Ed Study  
n=216 Undergrad Students

90% Reported Stronger  
Connections  
Across Opposing Styles  
Post-Intervention

80% Gained Deeper DISC  
Knowledge  
and Adaptation Skills  
Except Steadiness Subgroup

Communication Strategies  
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## DOMINANT

- Direct
- Decisive
- High Ego Strength
- Problem Solver
- Risk Taker
- Self Starter

- Good listener
- Team player
- Possessive

- Steady
- Predictable
- Understanding

## STEADINESS

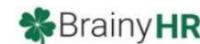
## INFLUENCE

- Enthusiastic
- Optimistic
- Persuasive
- Talkative
- Impulsive
- Emotional

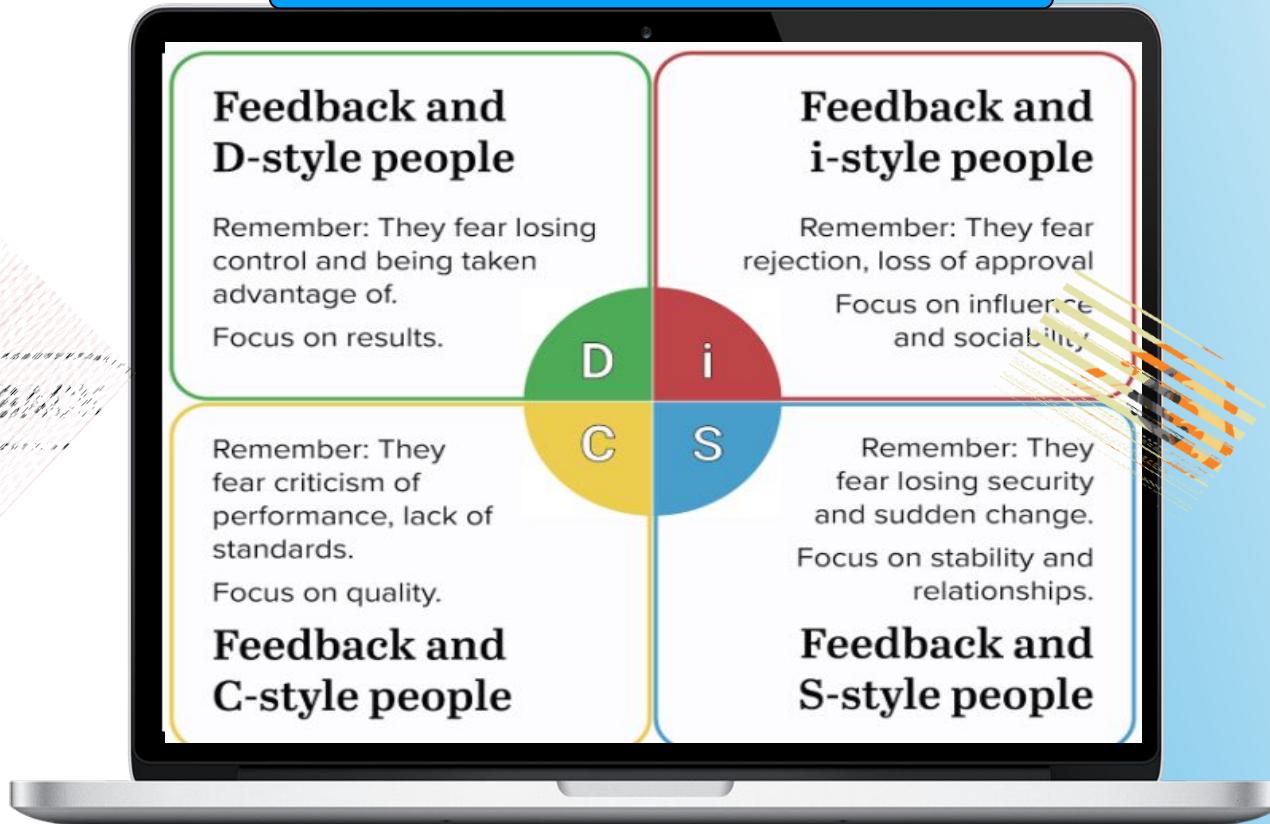
- Accurate
- Analytical

- Conscientious
- Fact-finder
- High standards

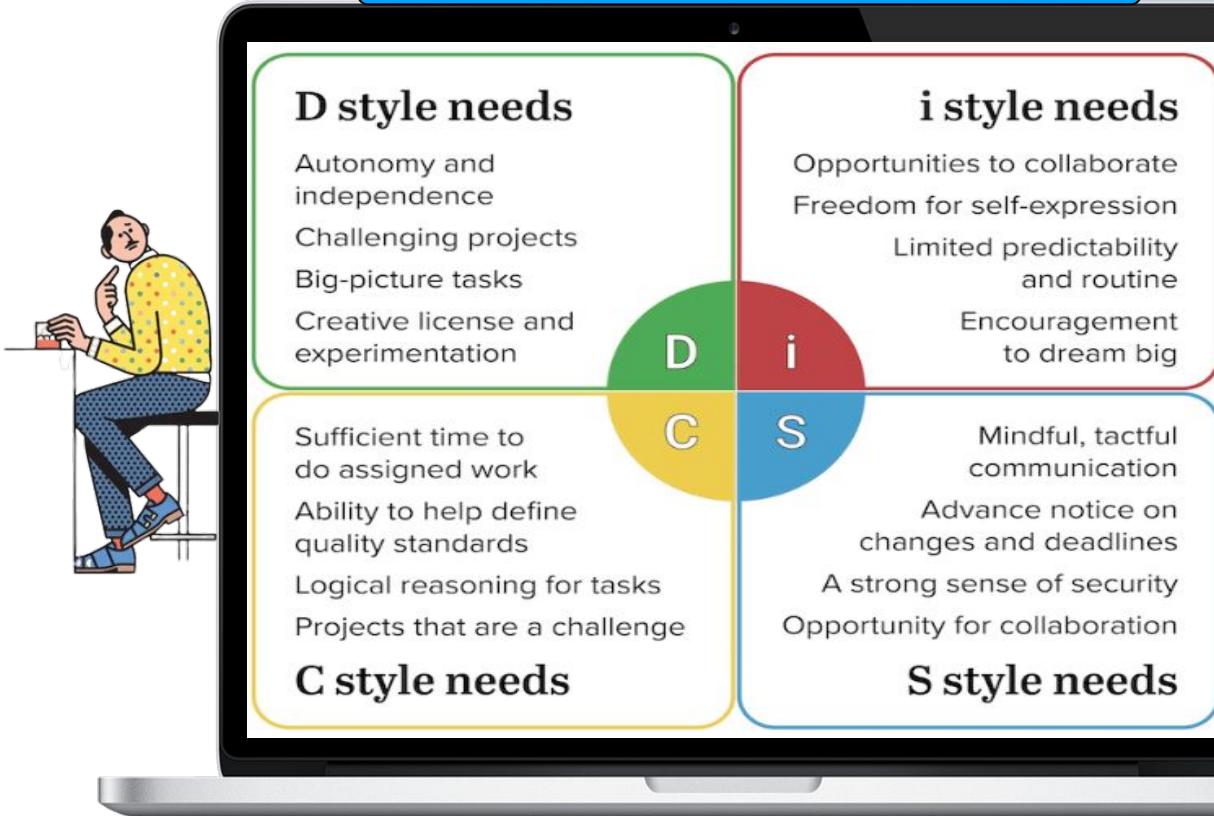
## COMPLIANT



# How to Deal with each DISC?



# How to Deal with each DISC?





Interactive

# Your grade-level team includes a high-D and high-S colleague. What's the best DISC-informed adjustment for task review?

A. Fast decisions;  
those who need  
more detail can  
follow up later

B. Present concise  
options (D-friendly)  
+ share a brief  
rationale & timeline  
(S-friendly)

C. Send a long report to  
satisfy both





Interactive

# Your grade-level team includes a high-D and high-S colleague. What's the best DISC-informed adjustment for task review?

A. Fast decisions;  
those who need  
more detail can  
follow up later

B. Present concise  
options (D-friendly)  
+ share a brief  
rationale & timeline  
(S-friendly)

C. Send a long report to  
satisfy both

*B works because it balances both styles: high-D wants quick, concise choices; high-S needs predictability, rationale, and timelines to feel secure.*

# Table of Contents

1 Why Adaptive Communication Matters

2 Personality and Communication Styles: DISC



Listening and Responding: The Misconception in Between

4 Conflict and Difficult Conversation



Interactive

## Can anyone explain...

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

\*Raise your hand

# LISTEN

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I HEAR YOU



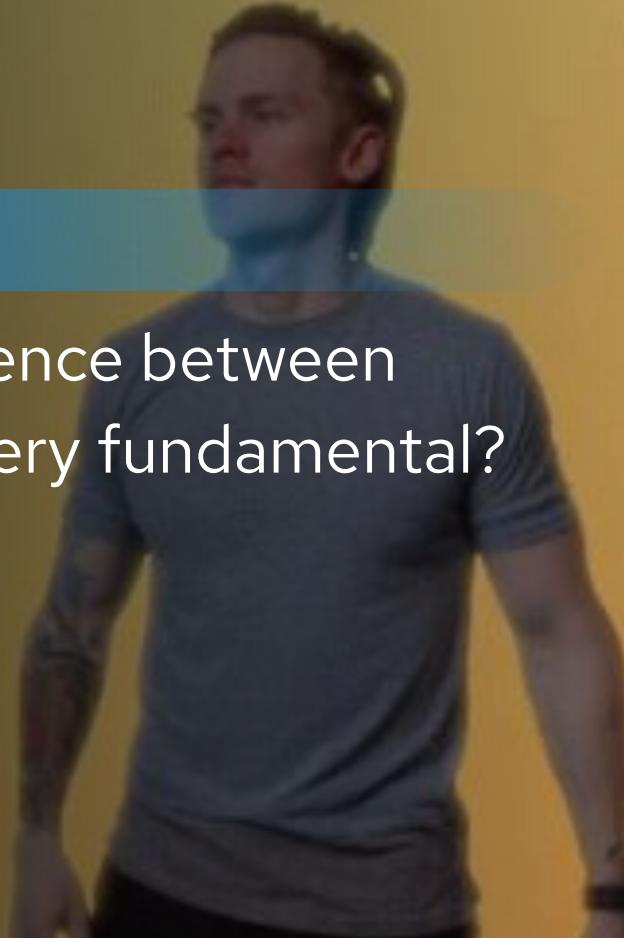


Interactive

## Can anyone explain...

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

\*Raise your hand

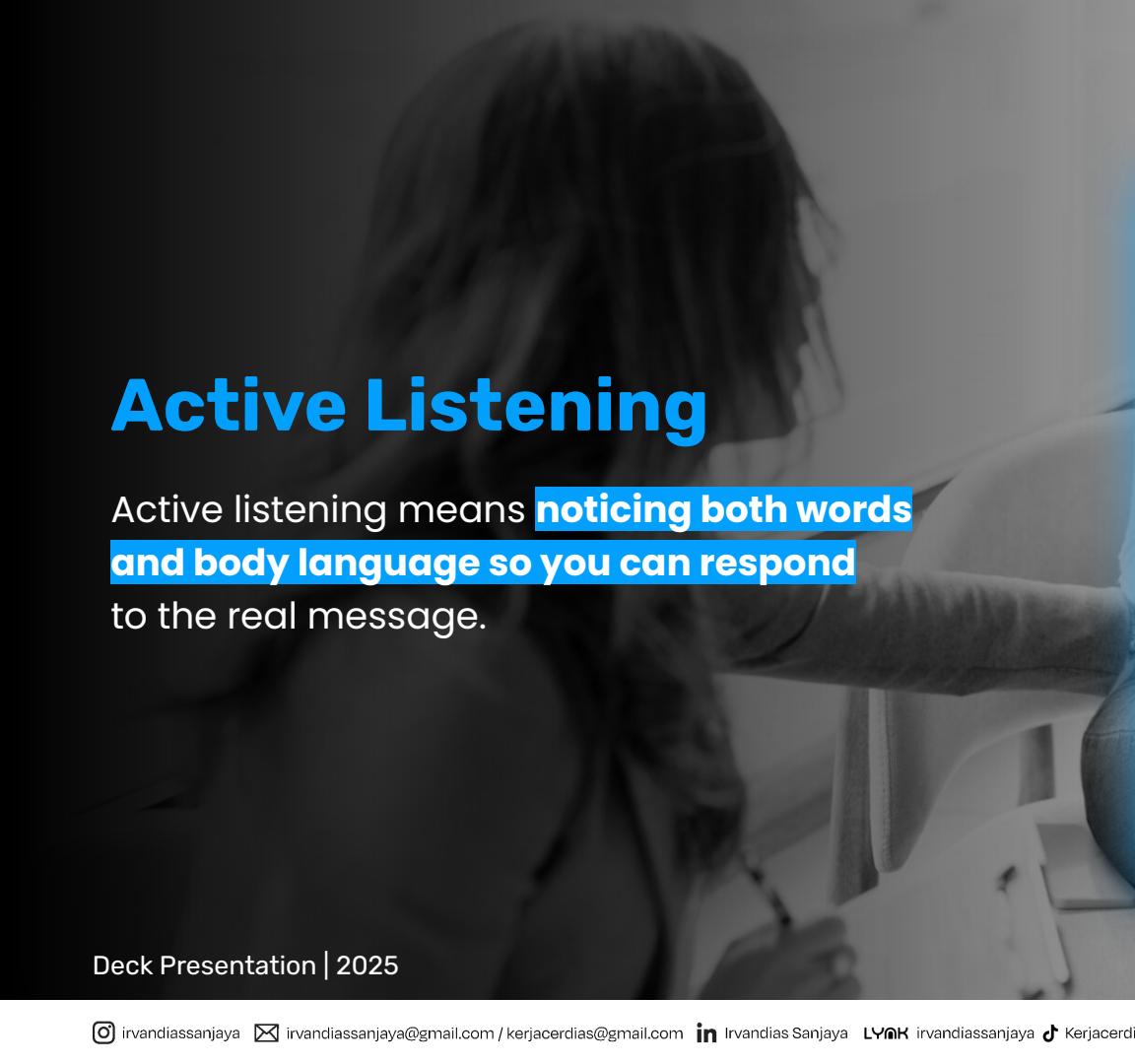


Did You Know?

# Listening is not the same as hearing

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





# 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*.

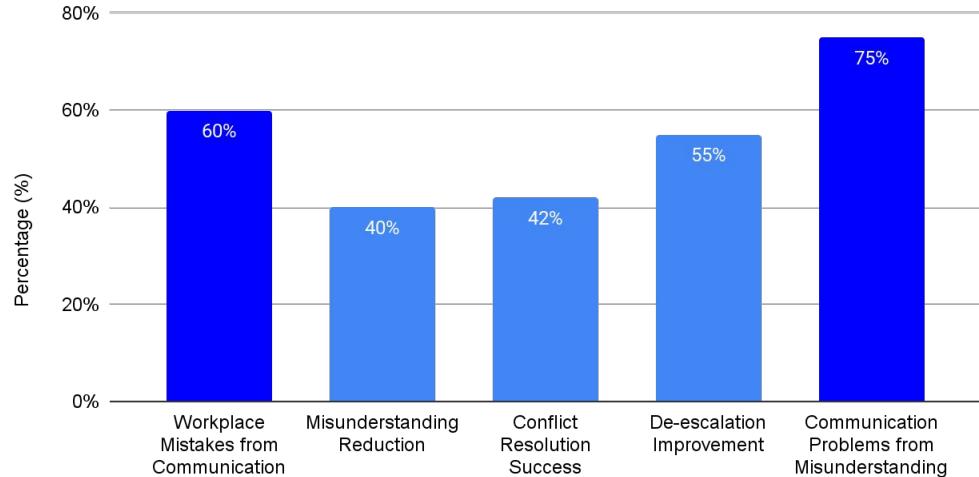
~ Stephen R. Covey

[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/>

### KEY INSIGHTS

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

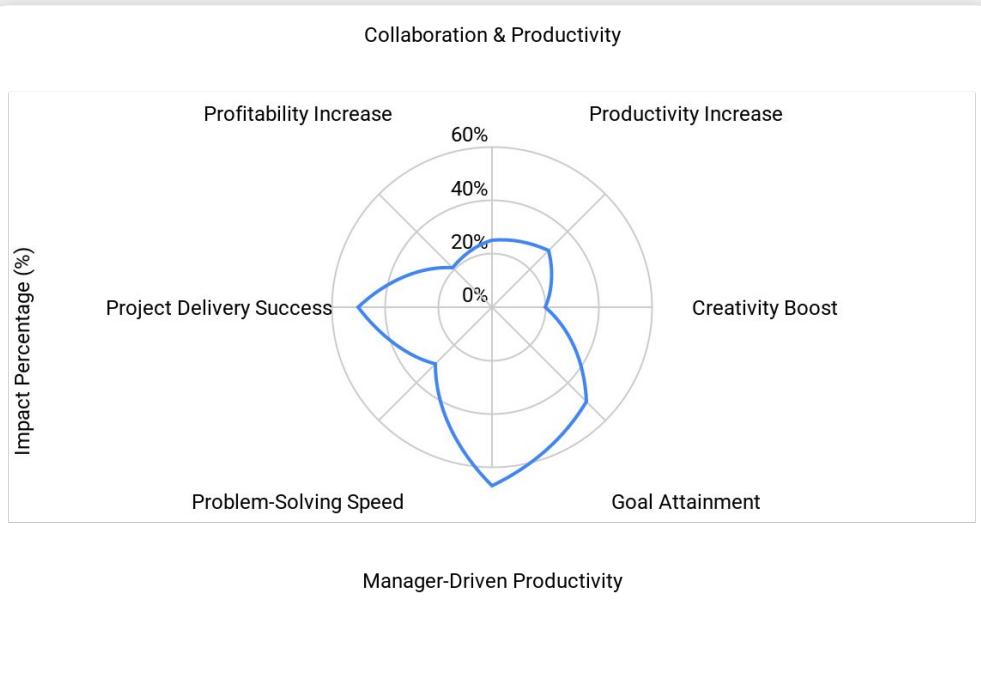
**70% work mistakes** happen because people don't communicate well, and better listening fixes it.

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**.

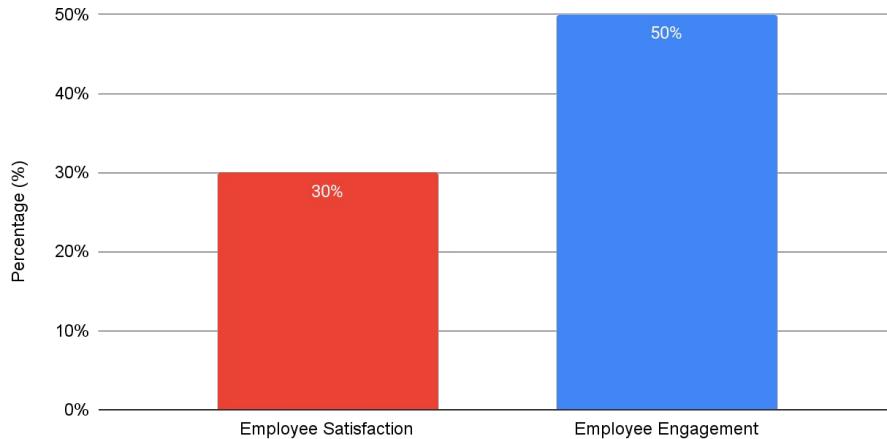
**Problem-solving become 30% faster, and project delivery within budget** improves by 50% when communication is strong.

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](#)

# It's also true in Educational context

## How teachers' student voice practices affect student engagement and achievement: exploring choice, receptivity, and responsiveness to student voice as moderators

### Abstract

Strategies that promote student voice have long been championed as effective ways to enhance student engagement and learning; however, little quantitative research has studied the relationship between student voice practices (SVPs) and student outcomes at the classroom level. Drawing on survey data with 1,751 middle and high school students from one urban district, this study examined how the SVP of seeking students' input and feedback related to their academic engagement, agency, attendance, and grades. Findings revealed strong associations between this SVP and student engagement. Additionally, results showed that having just one teacher who uses the SVP is associated with significantly greater agency, better math grades, higher grade point averages, and lower absent rates than having no teachers who do so. In models testing interaction effects with choice, responsiveness, and receptivity to student voice, teachers' receptivity was strongly associated with all outcomes. Few interaction effects were found. This study contributes compelling evidence of the impact of classroom SVPs and teacher receptivity to student voice on desired student outcomes.

**Keywords:** Student voice, Student engagement, Student agency, Student achievement, Choice

<https://pmc.ncbi.nlm.nih.gov/articles/PMC11836230/>

How to get through hard times: Principals' listening buffers teachers' stress on turnover intention and promotes organizational citizenship behavior

### Abstract

When principals listen, it creates a positive work environment that helps teachers manage stress. The purpose of this study was to examine the moderating role of perceived principal listening on the relationship between stress on turnover intention and organizational citizenship behavior (OCB) during a later lockdown. The study used a mixed-methods approach, combining data from two distinct interviews with our hypothesis, which was partially supported. However, teachers evaluated that principal listening is associated with OCB. Specifically, teachers were more likely to help one another when feeling listened to by their principals.

**Keywords:** Teachers, Principals, Listening, Stress, COVID-19, Turnover Intentions, OCB

<https://pmc.ncbi.nlm.nih.gov/articles/PMC9362686/>

**Teacher's active listening can enhance student engagement and grades**

# It's also true in Educational context

How teachers' student voice practices affect student engagement and achievement: exploring choice, receptivity, and responsiveness to student voice

## Abstract

Strategies that enhance student voice have been shown to improve the relationships between teachers and students at the classroom level. This study examined the relationship between student voice and teacher stress and turnover intention at one urban district. The results showed that active ways to enhance student voice were associated with lower teacher stress and turnover intention. Research has studied the relationship between student voice and teacher stress and turnover intention. This study examined the relationship between student voice and teacher stress and turnover intention. This study examined the relationship between student voice and teacher stress and turnover intention. This study examined the relationship between student voice and teacher stress and turnover intention.

**Principal's active listening can reduce teachers' stress and turnover**

In this study, we examined the relationship between principal listening, receptivity, and responsiveness to student voice, and teacher stress and turnover intention. We found that principal listening was positively associated with teacher stress and turnover intention. Receptivity and responsiveness to student voice were negatively associated with teacher stress and turnover intention. Few interaction effects were found. This study contributes compelling evidence of the impact of classroom SVPs and teacher receptivity to student voice on desired student outcomes.

**Keywords:** Student voice, Student engagement, Student agency, Student achievement, Choice

<https://pmc.ncbi.nlm.nih.gov/articles/PMC11836230/>

**How to get through hard times: Principals' listening buffers teachers' stress on turnover intention and promotes organizational citizenship behavior**

## Abstract

When principals listen to their teachers, they may foster an open and receptive work environment that helps teachers adapt during stressful times. Two studies examined the role of perceived principals' listening to teachers on workplace outcomes. Study 1 ( $N = 218$ ) was conducted during the first nationwide lockdown in Israel. Study 2 ( $N = 247$ ) was conducted during a later lockdown and controlled for social support to test the independent effects of the two distinct interpersonal experiences. Findings supported our hypothesis that principals' listening would relate to lower teacher turnover intention. In addition, in line with our hypothesis, teachers high on perceived stress generally reported higher turnover intentions. However, the detrimental effect of perceived stress was not observed when teachers evaluated their principals as good listeners. Finally, we anticipated and found that principal listening is associated with organizational citizenship behavior. Specifically, teachers were more likely to help one another when feeling listened to by their principals.

**Keywords:** Teachers, Principals, Listening, Stress, COVID-19, Turnover Intentions, OCB

<https://pmc.ncbi.nlm.nih.gov/articles/PMC9362686/>

Interactive

Can anyone explain...

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

\*Any ideas are welcome

A cartoon illustration featuring a man with blue hair and a mustache, and a woman with dark hair, both looking towards the right with serious expressions. A small blue penguin with large eyes is also looking in the same direction. The background is a simple indoor setting.

I HEAR YOU

Deck Presentation | 2025



## Our Expectation

Didengerin



Emotionally supported

Nyaman

Aman

Lega

Relax

## 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

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> "



Interactive

# A hallway conflict flares between students. Which teacher move most aligns with Receive–Appreciate–Summarize–Ask?

A. Let each speak without interruption; reflect key points, then ask clarifying questions

B. Tell them the rule they broke and issue consequences

C. Separate them and handle it tomorrow





Interactive

# A hallway conflict flares between students. Which teacher move most aligns with Receive–Appreciate–Summarize–Ask?

**A. Let each speak without interruption; reflect key points, then ask clarifying questions**

**B. Tell them the rule they broke and issue consequences**

**C. Separate them and handle it tomorrow**



*It mirrors Receive–Appreciate–Summarize–Ask: listen first, reflect back, then clarify.*

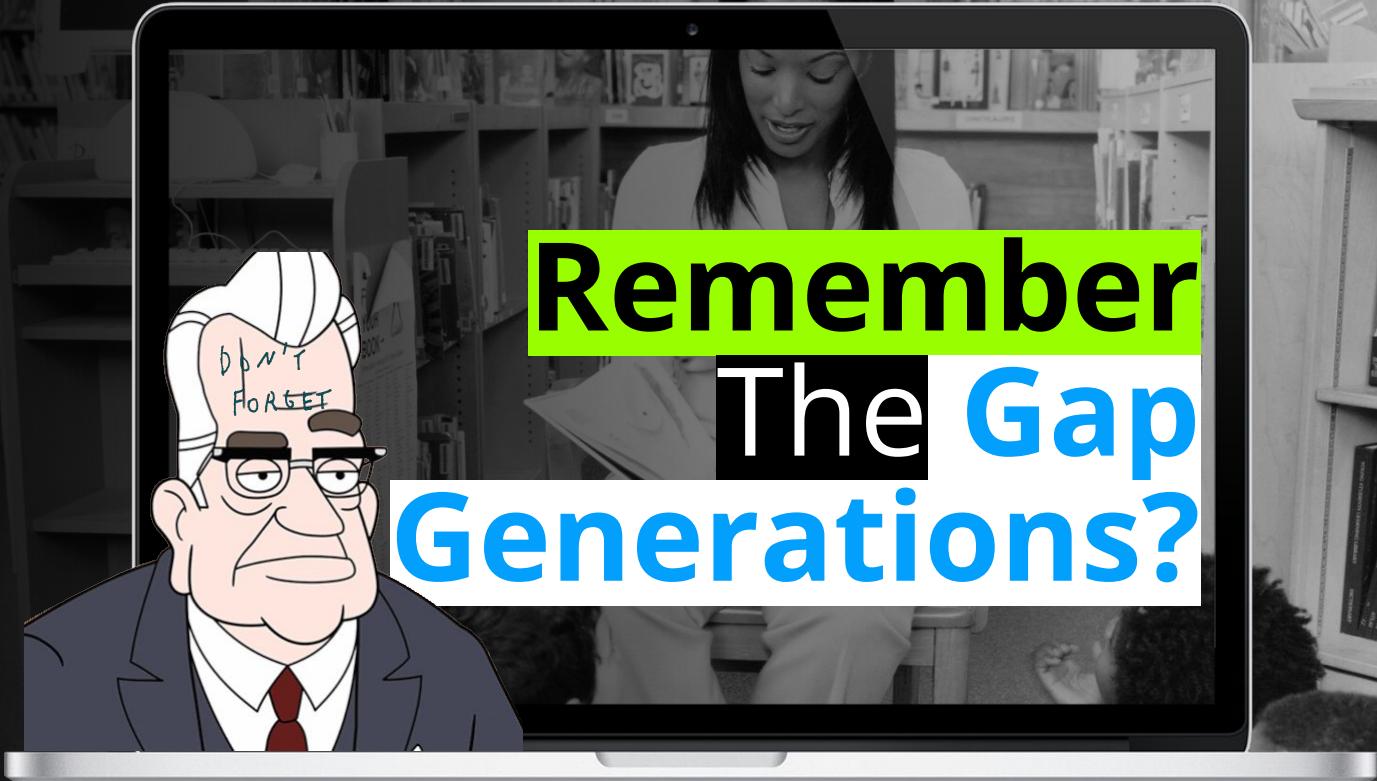
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# Remember The Gap Generations?

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## One policy - 4 generations

4 generations will be working side-by-side in 2020. Here we look at the most effective ways to communicate with each.

	Baby Boomers (1945 - 1960)	Generation X (1961 - 1980)	Generation Y (1981 - 1995)	Generation Z (after 1995)
Preferred ways to engage	Phone	Email Text	Text Social media	Handheld devices
Preferred comms methods	@ Email Phone Face to face	@ Email Text	Online Mobile	Facetime

Source: Barclays

 vervoe



Know the Stakeholders involved

# Stakeholders From Teachers' Perspective

## Stakeholders

**Students**  
*(Primary stakeholders)*

## Interests

fair grading, psychological safety, relevance, timely feedback, autonomy.

(1)

## What Teacher Obtains

learning data, classroom climate, peer influence.

## Teacher Lens

build trust (immediacy), differentiate instruction, co-create norms.

**Families /  
Guardians**  
*(co-educators at home)*

child wellbeing, progress clarity, behavior support, future pathways.

context (home routines, health), reinforcement at home, attendance support.

keep messages bite-sized and actionable; celebrate small wins before raising concerns.

**Fellow Teachers  
& Support Staff**  
*(execution partners)*

consistent policies, shared materials, predictable schedules.

curriculum alignment, cover/backup, interdisciplinary projects.

reduce "initiative overload"; standardize rubrics and deadlines across subjects.

# Stakeholders From Teachers' Perspective

## (2)

### Stakeholders

**School Leadership & Governance (principals, department heads, school board/yayasan, PTA/Komite Sekolah)**

### Interests

School results, compliance, budgets, reputation, safety.

### What Teacher Obtains

Policy, time allocation, resources, escalation pathways.

### Teacher Lens

Needs into metrics leaders track (attendance, mastery, behavior incidents, parent satisfaction).

### Student-facing Specialists

(counselor/school psychologist, SPED/inklusi, librarian, lab/IT technicians, nurses/UKS)

Appropriate referrals, early intervention, data privacy, inclusive access.

Targeted supports, accommodations, crisis response, literacy & research skills.

Loop them in early; document patterns (frequency, triggers) not just single incidents.

# Stakeholders From Teachers' Perspective

## (3)

### Stakeholders

**External Partners**  
(community leaders, alumni, NGOs, universities, employers, edtech providers)

### Interests

Impact, visibility, pipeline building, program fit.

### What Teacher Obtains

Real-world projects, mentors, internships, tools, enrichment.

### Teacher Lens

Align projects to standards; clarify roles, timelines, and safeguarding.

**Regulators / Funders**  
(Dinas/Kemendikbud Ristek, accreditation bodies, BOS fund admins)

Curriculum compliance, assessment integrity, equitable access, fiscal accountability.

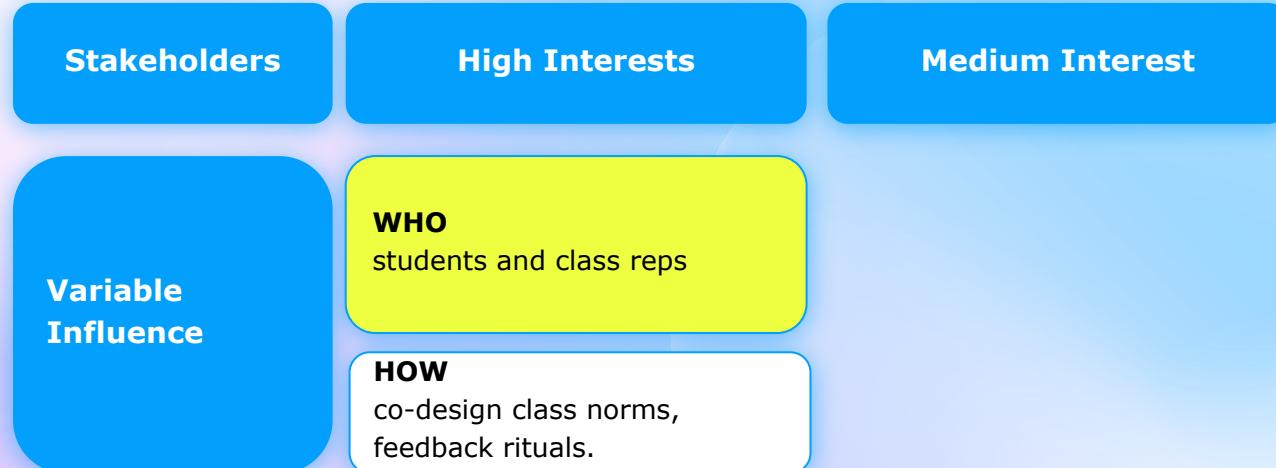
Mandates, resources, professional development, quality assurance.

Map mandates to classroom routines; keep light evidence trails (lesson plans, assessment samples).

# Influence vs. interest (1)

Stakeholders	High Interests	Medium Interest
High Influence	<b>WHO</b> leadership, department heads, families of high-needs students  <b>HOW</b> keep weekly touchpoints and data snapshots.	<b>WHO</b> board/yayasan, district officers  <b>HOW</b> speak in outcomes, risk, and compliance.
Medium Influence	<b>WHO</b> counselors, special education school, librarians  <b>HOW</b> co-plan and co-document supports.	

# Influence vs. interest (2)



# Typical friction points & teacher-centric fixes

Friction Points	Description	Fixes
<b>Policy-practice gap</b>	new rules without classroom supports	request time, exemplars, and assessment alignment before rollout.
<b>Communication overload</b>	too many channels	agree on “tiering” (urgent = phone/WA; important = LMS note; FYI = weekly bulletin).
<b>Parent expectations vs. pedagogy</b>	grade focus over mastery	show growth evidence (pre/post samples) and clear rubrics.
<b>Multi-partner projects drifting</b>	unclear RACI: Responsible, Accountable, Consulted, dan Informed	define who approves, who does, who consults, who is informed.

# Example: launching a “Reading Across Subjects” week

## Students

co-create reading choices; daily 5-minute reflections; peer-led book talks.

## Families

one-page home guide with 3 prompts for dinner chats; optional read-aloud night.

## Teachers

shared schedule, one rubric for all subjects (comprehension, evidence, reflection).

## Counselor/Librarian

curated lists at varied levels; quiet spaces; support for reluctant readers.

## Leadership

approve timetable tweaks; highlight goals (attendance, engagement); end-of-week showcase.

## External partner

local bookstore or alum author talk, 30 minutes + Q&A.

## Regulators/funders

tag to literacy standards; brief evidence pack (photos, student samples, attendance).

# Communication Skills to Have

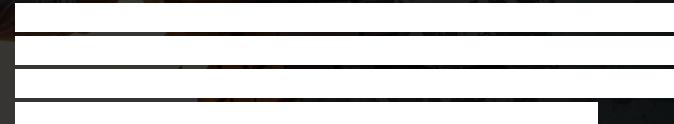
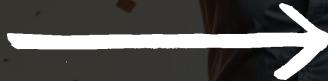
In order to break the wall of communication, skills are required

## Non-Verbal Communication

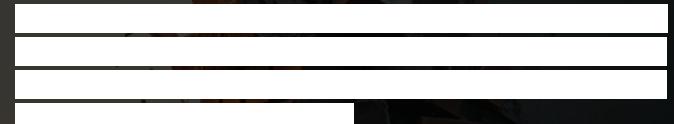
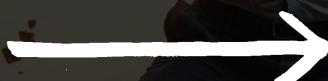


Non-verbal communication is relying instead on body language, facial expressions, gestures, posture, and eye contact, adding context and meaning to interactions.

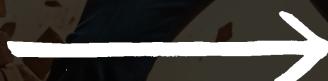
## Communication



## Ability to



## Emotion Control



Kayaknya bakal diliat bagus deh kalau aku  
biak ngobrol kakaknya duluan!



## Descriptive Gestures

help **indicate position, location, size, shape, or number**

## Emphatic Gestures

underscore **strong emotions, conviction, or the importance of a point**

## Suggestive Gestures

can **symbolize thoughts, emotions, or actions**, such as an open palm suggesting giving or receiving ideas,

## Prompting Gestures

Body movements or signals used to **elicit a response or encourage someone to take a specific action**.

# Communication Skills to Have

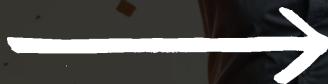
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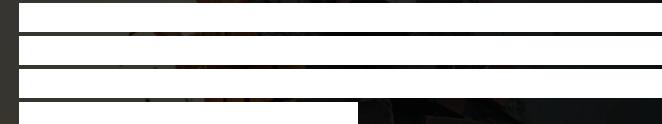
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## Assertive Communication

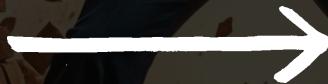


Respectful way of expressing your thoughts, feelings, and needs while also considering the rights and perspectives of others. It promotes honest dialogue, healthy boundaries, and confidence without being aggressive or passive.

Ability to



## Emotion Control



Kayaknya bakal diliat bagus deh kalau aku  
biak ngobrol kakaknya duluan!

# Assertive Communication

## Definitive Meaning

Assertive communication is an **interpersonal communication style** that **expresses thoughts, feelings, and needs clearly and respectfully**,

While acknowledging the rights and perspectives of others.

CALL ME



# Communication Skills to Have

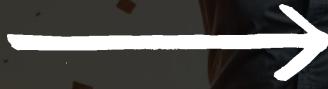
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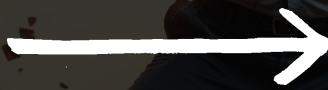
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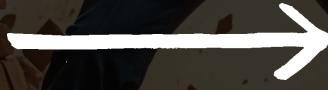
Respectful way of expressing your thoughts, feelings, and needs while also considering the rights and perspectives of others. It promotes honest dialogue, healthy boundaries, and confidence without being aggressive or passive.

## Ability to Listen



The skill of actively focusing on and understanding what others are saying, both verbally and non-verbally. It involves giving full attention, showing empathy, and providing thoughtful feedback

## Emotion Control



Kayaknya bakal diliat bagus deh kalau aku  
biak ngobrol kakaknya duluan!

# Communication Skills to Have

In order to break the wall of communication, skills are required

## Non-Verbal Communication

<https://www.linkedin.com/pulse/most-people-want-seen-heard-understood-listening-lifelong-staley/>

Non-verbal communication is relying instead on body language, facial expressions, gestures, posture, and eye contact, adding context and

## Most People Want to be Seen, Heard, and Understood: Listening as a Lifelong Practice

### Ability to Listen

others. It promotes honesty and confidence without

The skill of actively focusing on what others are saying, both involves giving full attention and providing thoughtful feedback.

Control

Kayaknya bakal dilat bandar  
dah mabok bro kakaku

LISTEN TO ME!

# Communication Skills to Have

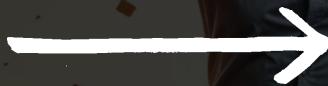
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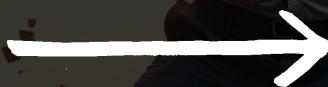
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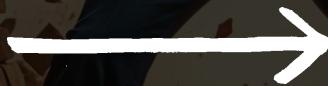
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## Ability to Listen



The skill of actively focusing on and understanding what others are saying, both verbally and non-verbally. It involves giving full attention, showing empathy, and providing thoughtful feedback

## Emotion Control



The ability to manage and regulate your emotional responses, especially in challenging or stressful situations.

# Communication Skills to Have

Good  
Communication  
is  
Actually  
Good  
Emotion  
Regulation

Ability to Listen  
Emotion Control

ARE YOU  
EMOTIONALLY  
MATURE?



is relying instead on  
expressions, gestures,  
adding context and

our thoughts, feelings, and  
the rights and perspectives of  
dialogue, healthy boundaries,  
aggressive or passive.

and understanding what  
verbally and non-verbally. It  
is showing empathy, and

regulate your emotional  
reactions in challenging or stressful situations.



Interactive

# Parents push for more grades over mastery. As a teacher, which response best realigns expectations?

A. Promise more graded tasks to reassure families

B. Avoid grade talk; keep conversations short

C. Show growth evidence (pre/post samples) and clear rubrics in conferences



Interactive

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A. Promise more graded tasks to reassure families

B. Avoid grade talk; keep conversations short

C. Show growth evidence (pre/post samples) and clear rubrics in conferences

👉 Showing pre/post work plus a clear rubric re-centers the conversation on learning growth, not point-chasing—and it addresses parent concerns with transparent evidence.



Are there any **questions?**



# CONTACT INFO

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 Irvandias Sanjaya

 irvandiassanjaya

 Kerjacerdias