

# FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING BLOCK 1 SELF LEADERSHIP



**Block 1**

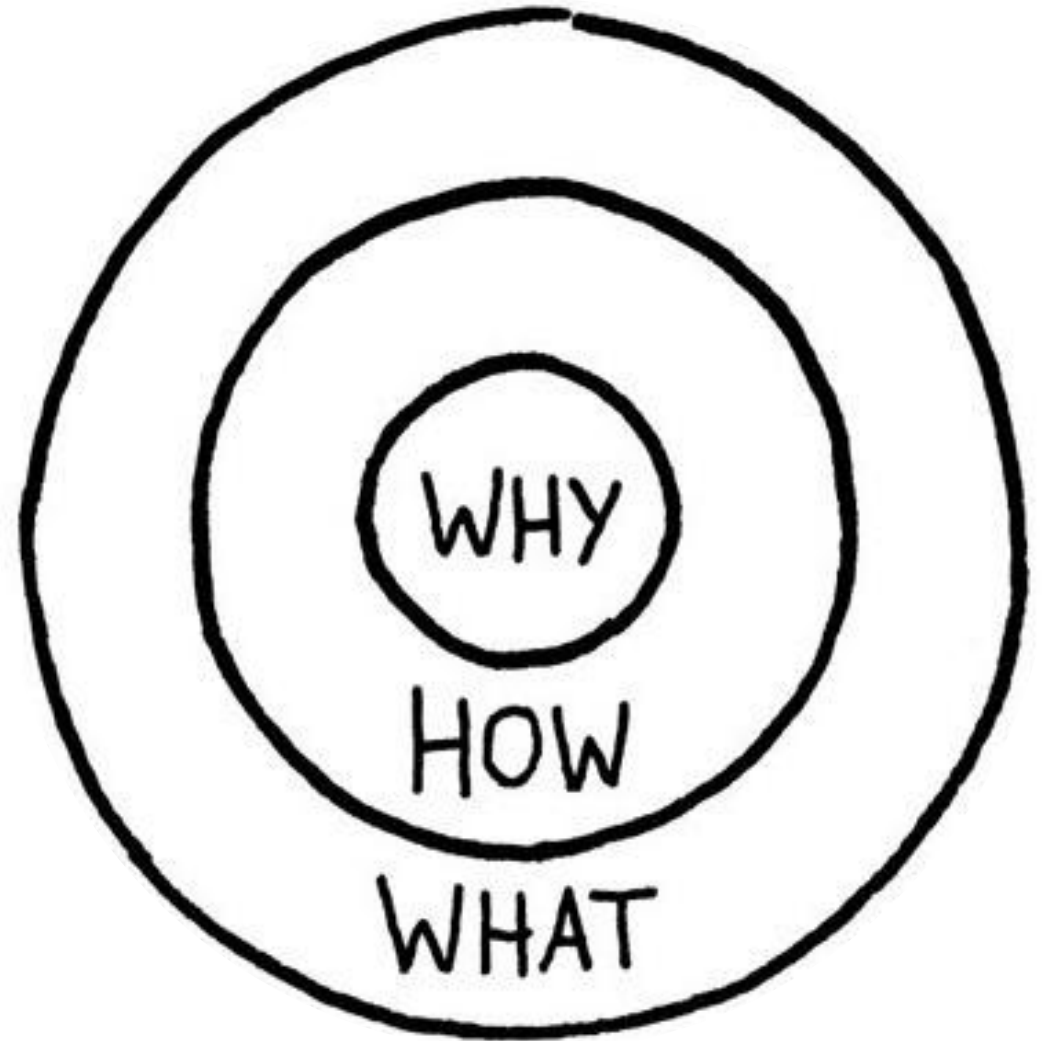
**MODUL 1**

**MY PURPOSE – THE  
FOUNDATION OF SELF  
LEADERSHIP**



# Start with “WHY”

-Simon Sinek



**Purpose** is the fundamental reason why we exist, what drives us daily, and our unique contribution to the world.



**Purpose** is different from goals.

**Goals** can be achieved, changed, or completed.

**Purpose** is deeper, it serves as the foundation for life direction and decision-making.

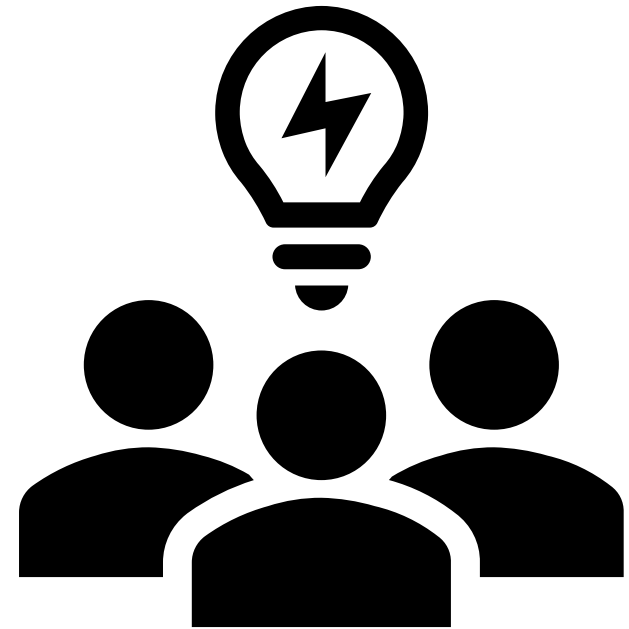
# Importance of Purpose for Self-Leadership:

- Provides direction & focus
- Builds resilience
- Source of energy & motivation
- Core of self-leadership



Self Reflection:

**Purpose Visualization**



Discussion:

**Purpose statement**



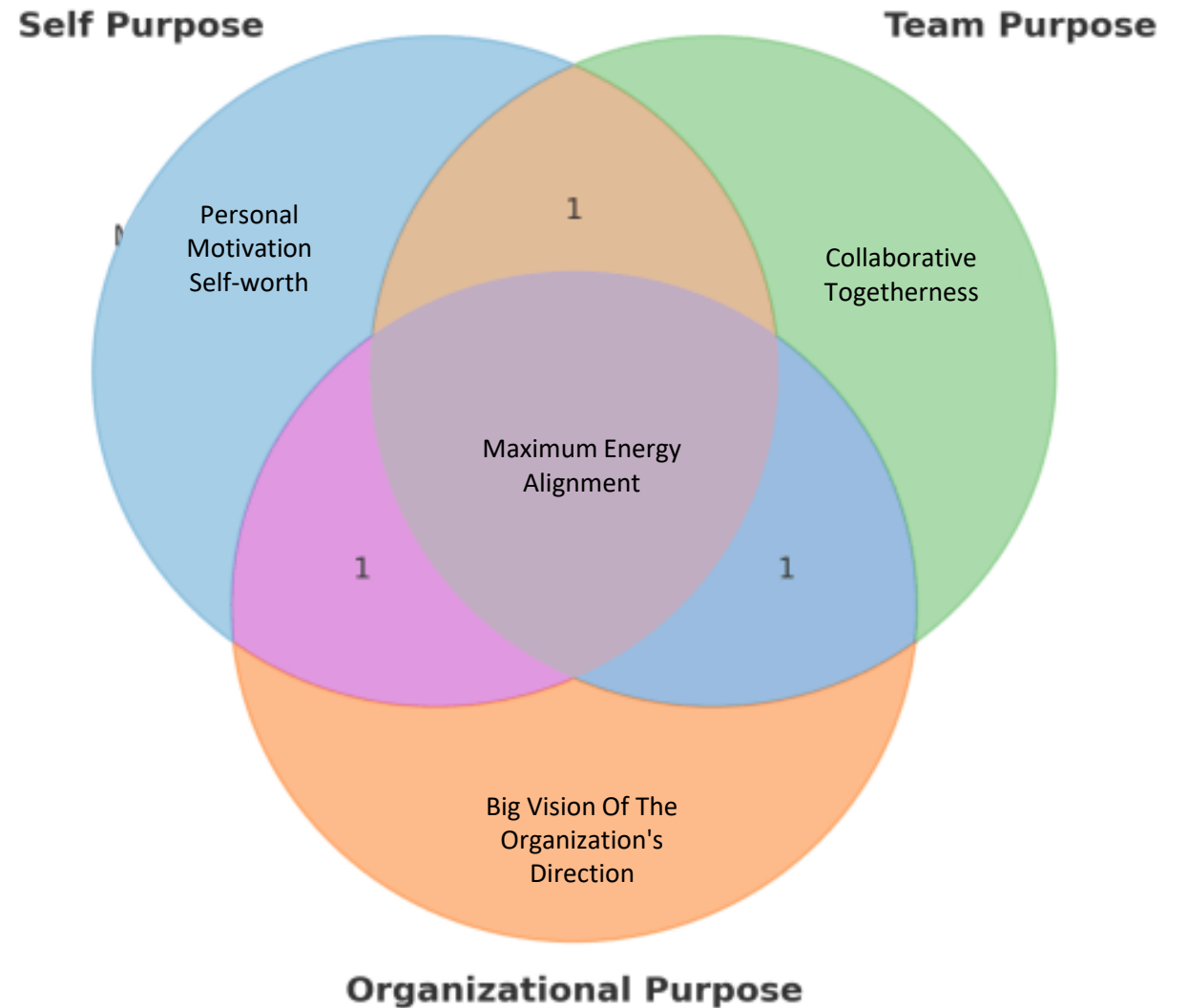
# Purpose Alignment: Self – Team – Organization

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- **Self Purpose:** What makes me wake up enthusiastically every morning?
- **Team Purpose:** How do I bring my personal purpose to give meaning to my team's work?
- **Organizational Purpose:** How do I align both with the organization's bigger direction?

# Purpose Alignment

## Purpose Alignment: Self - Team - Organization





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# FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING BLOCK 1 SELF LEADERSHIP



**Block 1**

**MODUL 2**

**UNLOCK YOUR POTENTIAL  
(COMMUNICATION &  
INFLUENCING SKILLS)**



# Interpersonal Style

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Understanding someone's personality will make it easier to build a good relationship with them.



# Sociability Scale

*The degree to which a person openly shows feelings and displays emotions when interacting with others*

Each quartile represents 25% of the population

## Socially Reserved



- Actions restrained
  - Limited body motion
  - Limited facial expressions
  - Formal, ordered
  - Little voice inflection
- 
- Actions Open
  - Animated, flowing gestures
  - Unlimited facial expressions
  - Casual use of space
  - Many voice inflections

## Socially Outgoing

# Dominance Scale

*A measurement of the effort a person makes to influence the thinking and actions of others*

**Tendency to yield**

Low

- Leans back
- Cooperative stance
- Gives up space
- Unassuming speech
- Slow pace

High

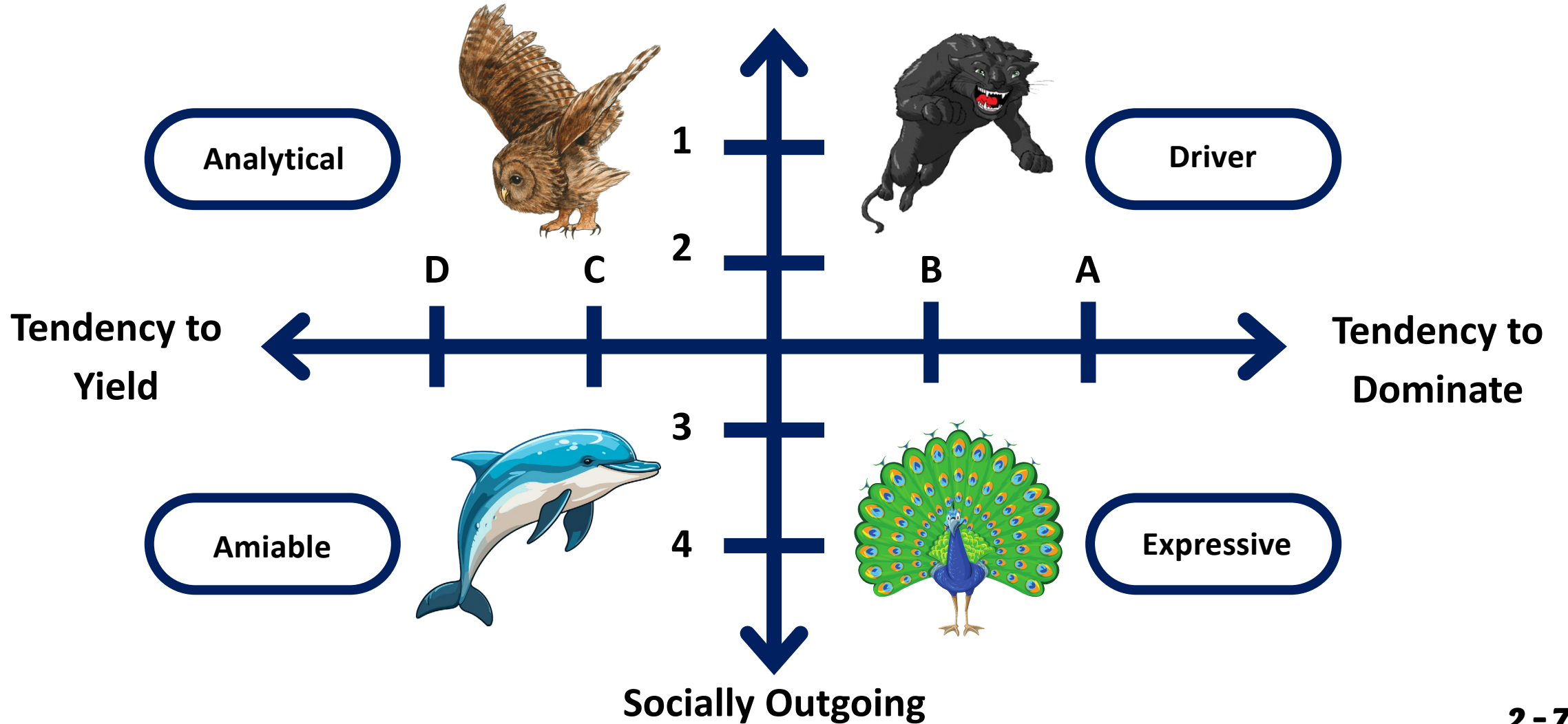
- Leans forward
- Competitive stance
- Acquires space
- Raises voice for emphasis
- Speaks rapidly

**Tendency to dominate**

Each quartile represents 25% of the population

# Personality Styles

Socially Reserved



# DRIVER

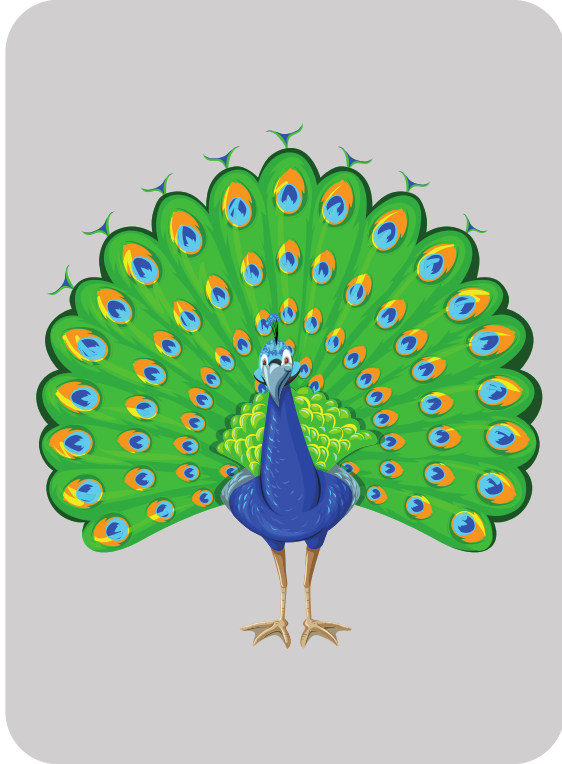


- Quick to act, decisive
- Hardworking, competitive and risk-taker
- Deal with difficulties quickly
- Accept change as a personal challenge
- Action and result oriented
- Demanding
- Tends to command not ask
- Take control
- Impatience & low tolerance level

You can be more effective, if:

- Be more patient
- Not as straightforward – Ask more questions
- Practice your approach – Pay attention to your body language and continue to motivate the other person's engagement in the conversation

# EXPRESSIVE



- Creative
- Fun, fascinating, persuasive
- Ambitious
- Vocal, Spontaneous
- Funny
- Enthusiastic and a positive attitude
- Easily give positive feedback
- Seeking recognition
- Disorganized
- Impatient
- Inaccurate

You can be more effective, if:

- Pay more attention to the needs of others
- More organized
- Attention to detail

# ANALYTICAL



- Objective
- Seek facts and data
- Details
- Accurate
- Task-oriented
- Impersonal
- Serious
- Introvert, likes to be alone
- Minimizing risk

You can be more effective, if:

- More ready to embrace change
- More open and communicate better with others

# AMIABLE



- Friendly, warm
- Trust others easily
- Empathic and sensitive to the needs of others
- Supportive
- Team players
- Good listener
- People-oriented
- Difficult to make decisions
- Not outspoken
- Resist change
- Avoiding risk and conflict

You can be more effective, if:

- More assertive and straightforward
- More tolerant of change
- Not too involved in other people's problems



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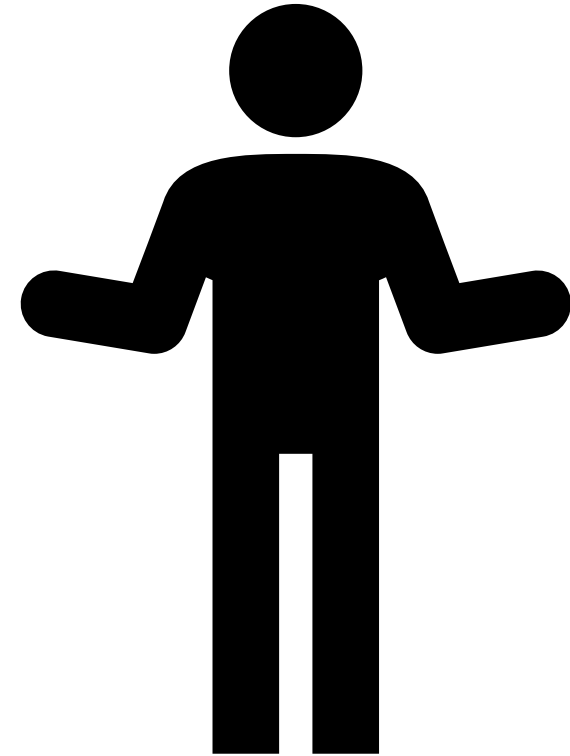
**Block 1**

**MODUL 3**

**GROWTH MINDSET &  
SELF CONFIDENCE**



# Failure Resume



# *Fixed Mindset vs Growth Mindset*

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***Fixed mindset*** is a description of people who believe **that their qualities, intelligence, or talents are fixed, unchangeable traits.**

***Growth mindset*** is the basic belief that intelligence can continue to **develop with time, effort, and perseverance.** People with a growth mindset believe their **basic abilities are just the starting point for developing their potentials.**

Mindset: The New Psychology of Success

Carol Dweck, 2006

# Fixed vs Growth Mindset

FIXED MINDSET	<u>towards..</u>	GROWTH MINDSET
Avoiding challenges and feeling inadequate	<b>Challenge</b>	Ready to accept new challenges and lessons that they have not been mastered yet
Easily give up and always complain	<b>Obstacles</b>	Withstand obstacles without complaining
Seeing effort as futile	<b>Effort</b>	See effort as a necessary part of becoming proficient
Ignoring constructive criticism	<b>Criticism</b>	Willing to accept advice and learn from criticism
Feeling threatened by the success of others	<b>The Success of Others</b>	Gain lessons and inspiration from the success of others

Focus on **BIG GOALS**  
Taking **RISKS**  
Appreciating **PROCESS**  
The power of the word "**NOT YET**"

# Positive Mental Attitude

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It is a mindset, where people tend to focus on:

- **Opportunities**
- **Solutions**

**No matter what**





# WHO ARE WE?

## Reactive vs Proactive

### Reactive

- Allowing one's feelings, moods, and behavior to be controlled by external factors
- Seeing oneself as a victim and blaming others for one's failures
- Believing that something or someone around one is responsible for the situation at hand
- Reacting to a stimulus in a certain way

### Proactive

- Taking responsibility for one's own life
- Behavior is the result of conscious decisions
- Does not blame the environment, conditions, or circumstances for one's behavior or the situations one faces
- Has the power to determine one's own reactions

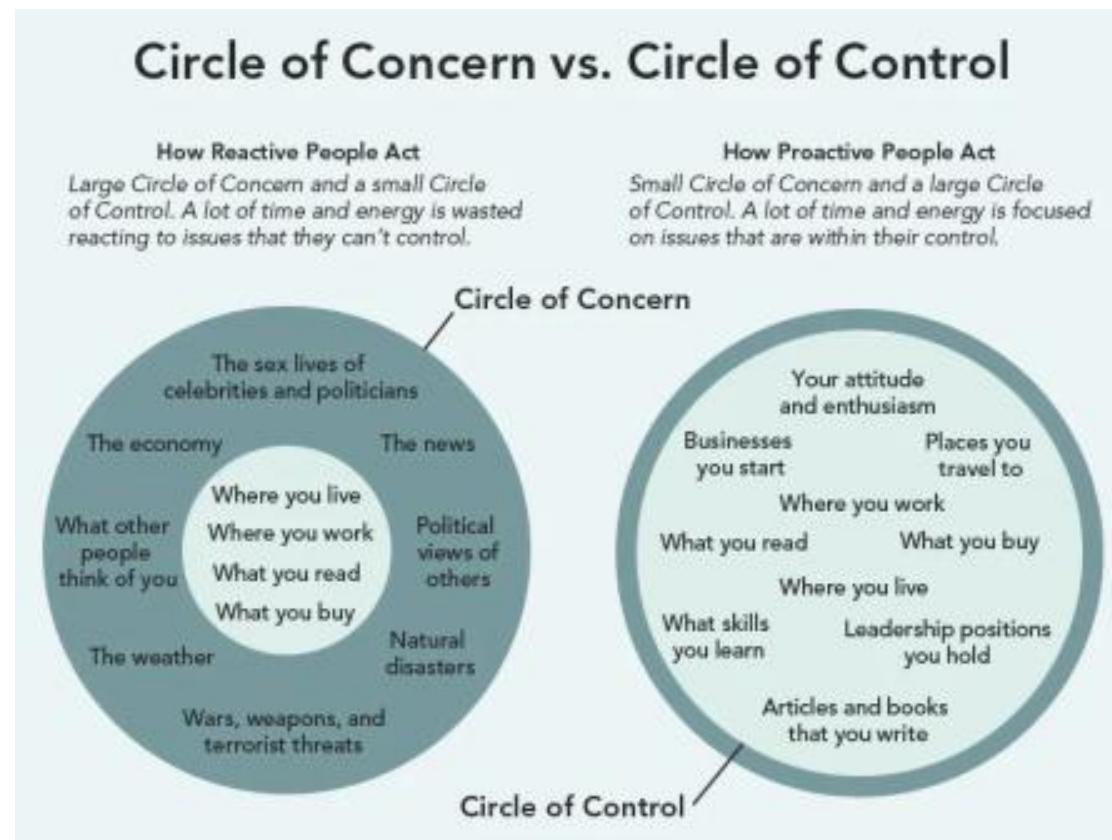
# Taking Over vs. Surrendering to the Situation

Covey in the book Seven Habits explains that in this life there are two big circles, namely:

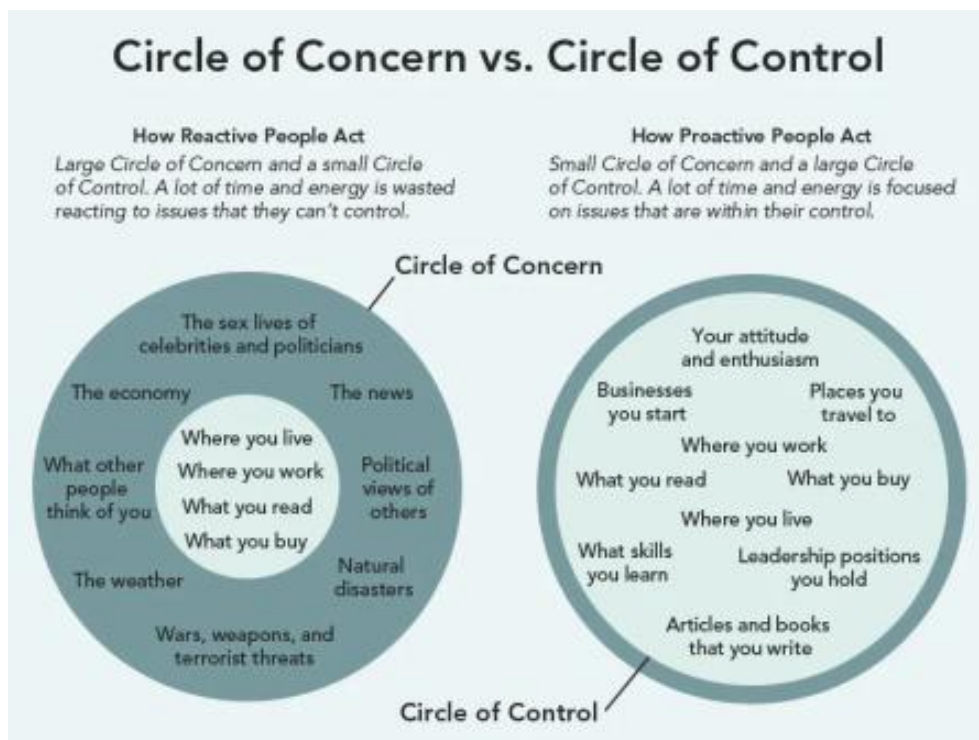
1. **Circle of influence,** and
2. **Circle of concern.**

**Circle of influence: Everything we can manage and control (the mood and response we take in a given situation).**

**Circle of concern: Everything that we cannot influence at all because it is outside of ourselves (natural phenomena and attitudes and opinions and other people towards us)**



# Proactive to Be Productive



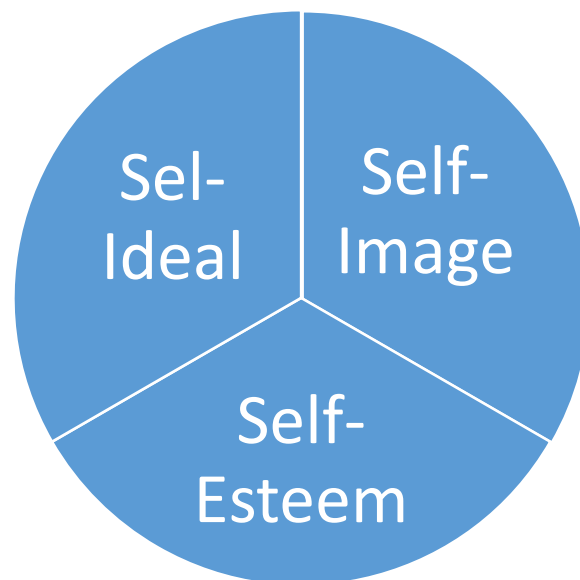
To be more productive, we must enlarge the circle of influence and minimize the circle of concern.

This means focusing on what is within **our control and maintaining a positive attitude**. This does not mean we should ignore our surroundings, but rather that **we should dedicate more energy, time and focus to what we can actually do**.

# Self Concept

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## Components of Self-Concept that Support Self-Confidence



# Self Concept

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- **Self-Ideal** – This is your idea of the attributes of a winner/how you aspire to be.
- **Self-Image** – This is how you see yourself/how you think about yourself.
- **Self-Esteem** – How you feel about yourself, how much you like yourself.

- Think like...
- Speak like...
- See like...
- Act like...

**a confident person**

And we can remain  
confident





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# FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING BLOCK 1 SELF LEADERSHIP





**Block 1**

**MODUL 4**

**MANAGING  
PRODUCTIVITY**



# Planning what to do

Due to the limitations of existing resources, we must plan to do the things that are most important and have the greatest impact.



# 10 Common Mistakes In Managing Time

1. Not following the plan that has been made
2. Not setting personal goals
3. Not prioritizing
4. Failing to manage disruptions
5. Postponing work
6. Taking on too much work
7. Trying to look 'busy'
8. Multitasking
9. Not taking enough rest
10. Ineffective work scheduling



# Key Technique: Managing Priorities

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- ✓ Prioritization is a mix of **importance** and **time** availability
- ✓ Priorities are determined by **our work goals**
- ✓ **Important** is not the same as **urgent**
- ✓ Work that is **not urgent** but **important** is often **forgotten**
- ✓ **Prioritize the more important** work, if possible



# Priority Matrix

	Important	Less Important
Urgent		
Less Urgent		



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# FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING BLOCK 1 SELF LEADERSHIP





**Block 1**

**MODUL 5**

**PEOPLE MANAGEMENT ROLE  
AS DSLNG SUPERVISORS**



# The Role of Leader in People Management

**Employees are your business' most important investment.** While recruiting great talent can help ensure your company comes out on top, your job isn't over when a candidate signs their offer letter. In fact, it's just beginning. The six stages of the employee lifecycle are **attraction, recruitment, onboarding, development, retention, and separation.** Through each of these stages, it's Leaders's job to ensure employees have everything they need to succeed.

# PEOPLE MANAGEMENT CYCLE



Every employee goes through these six stages and at each stage, **supervisors play a key role in shaping the experience.**

# SUPERVISOR'S ROLE IN EACH PHASE



**Be the first gatekeeper in recruiting the right fit**



**Be the first mentor in onboarding**



**Be the coach and supporter in development**



**Be the motivator and connector in retention**



**Be the bridge of respect during separation**

# BENEFITS OF MANAGING PEOPLE WELL

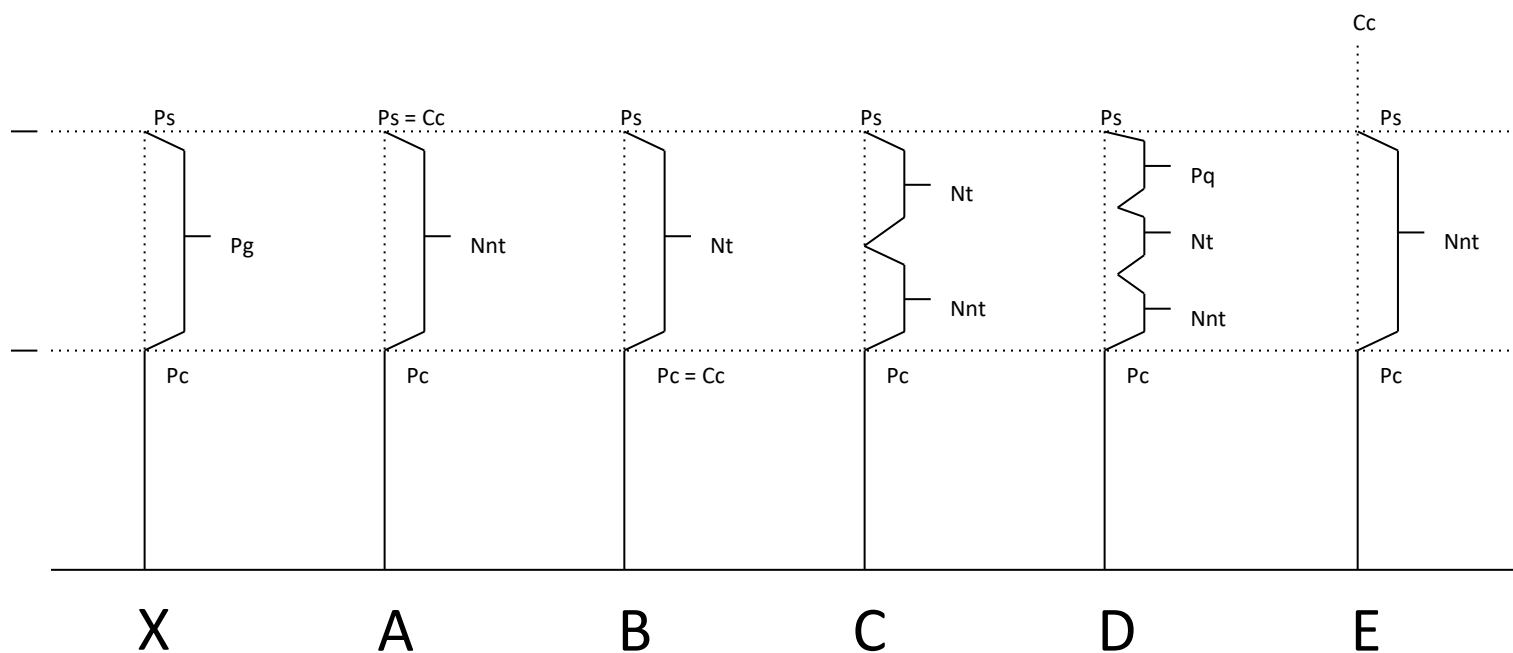
## For the Supervisor

- ✓ {
  - Easier teamwork, less conflict
- ✓ {
  - Higher team performance
- ✓ {
  - Stronger credibility and trust

## For the Team Members

- ✓ {
  - Feel valued and supported
- ✓ {
  - Clear direction for growth
- ✓ {
  - Higher motivation and loyalty

# Performance Gap Analysis: Training & Non-Training



## Keterangan :

**Ps = Performance - standard**

**Pc = Performance - current**

**Pg = Performance gap**

**Pq = Performance question**

**Nnt = Need, non training**

**Nt = Need, training**

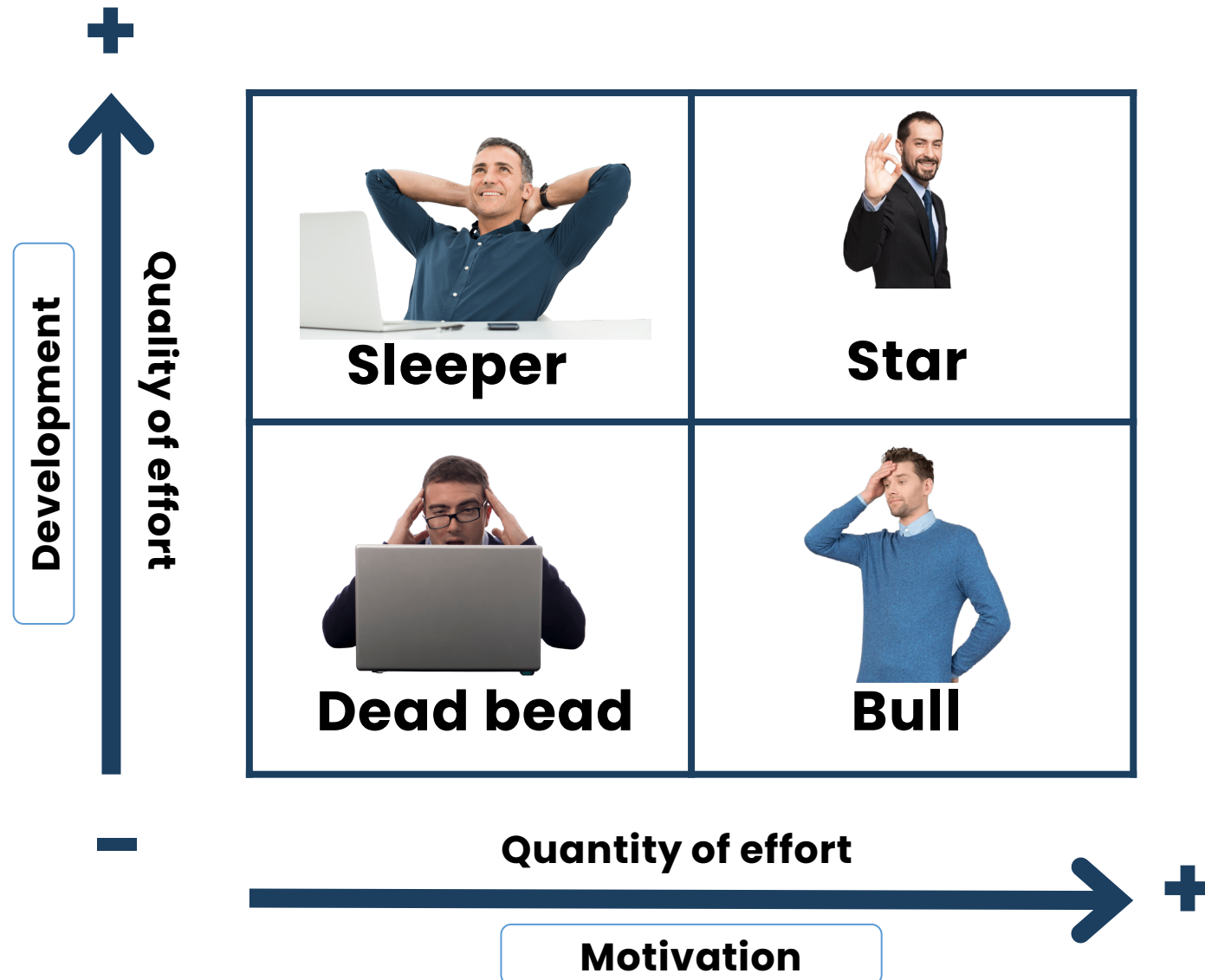
**Cc = Competence – current**

# Performance Review



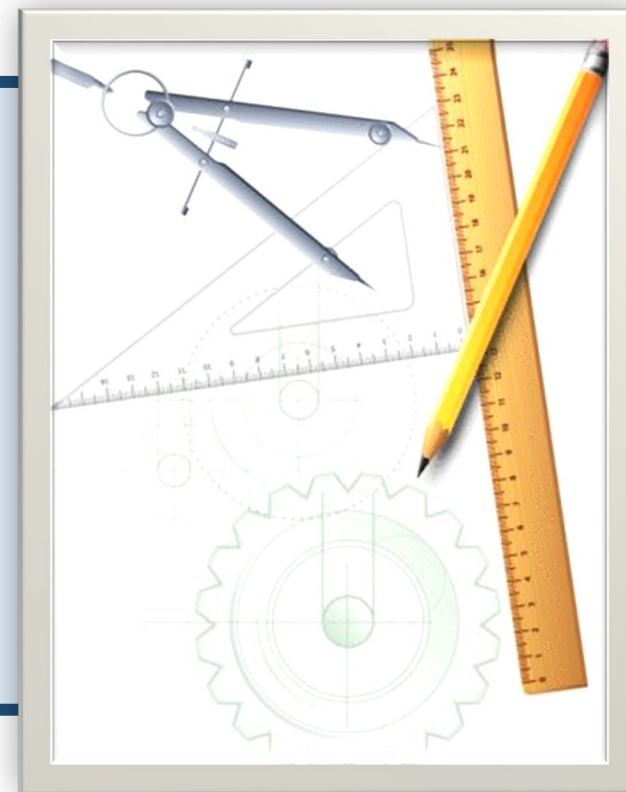
KPI gives **organizational performance information** so the *stakeholders and leaders* can understand whether the efforts being and has been done **is in accordance to the goals or not.**

# Subordinate Performance Review



# Key Performance Indicator (KPI)

translates **strategic objectives** to a form that is **easier to understand**



# KPI vs KPD

## Key Performance Indicator (KPI)

- Is the strategic objectives of your level

## Key Performance Driver (KPD)

- Is a measurement to drive performance. In other words  
**“How you can achieve your KPI?”**

# KPD & KPI

## Objective: Achieve my ideal body weight

KPD		KPI
<ul style="list-style-type: none"> <li>• Exercise</li> </ul>	<ul style="list-style-type: none"> <li>• Join x sessions in the gym per week</li> <li>• Do jogging x times per week</li> </ul>	Reduce my weight
<ul style="list-style-type: none"> <li>• Diet</li> </ul>	<ul style="list-style-type: none"> <li>• Consume x calories per day</li> </ul>	
<ul style="list-style-type: none"> <li>• Eat Salad</li> </ul>	<ul style="list-style-type: none"> <li>• X portions of salad per week</li> </ul>	

# KPD & KPI

**Division** : .....

**Function** : .....

KPI	KPD
#	
#.	
#.	

# The Importance of KPI Monitoring dan Continuous Coaching

The best of KPI cannot function effectively without good support system and **monitoring**. When performances are being monitored, training can be adjusted as needed periodically and progressively.





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# FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING BLOCK 1 SELF LEADERSHIP





**Block 1**

# **MODUL 6**

# **GIVING MOTIVATION & FEEDBACK TO MY TEAM**



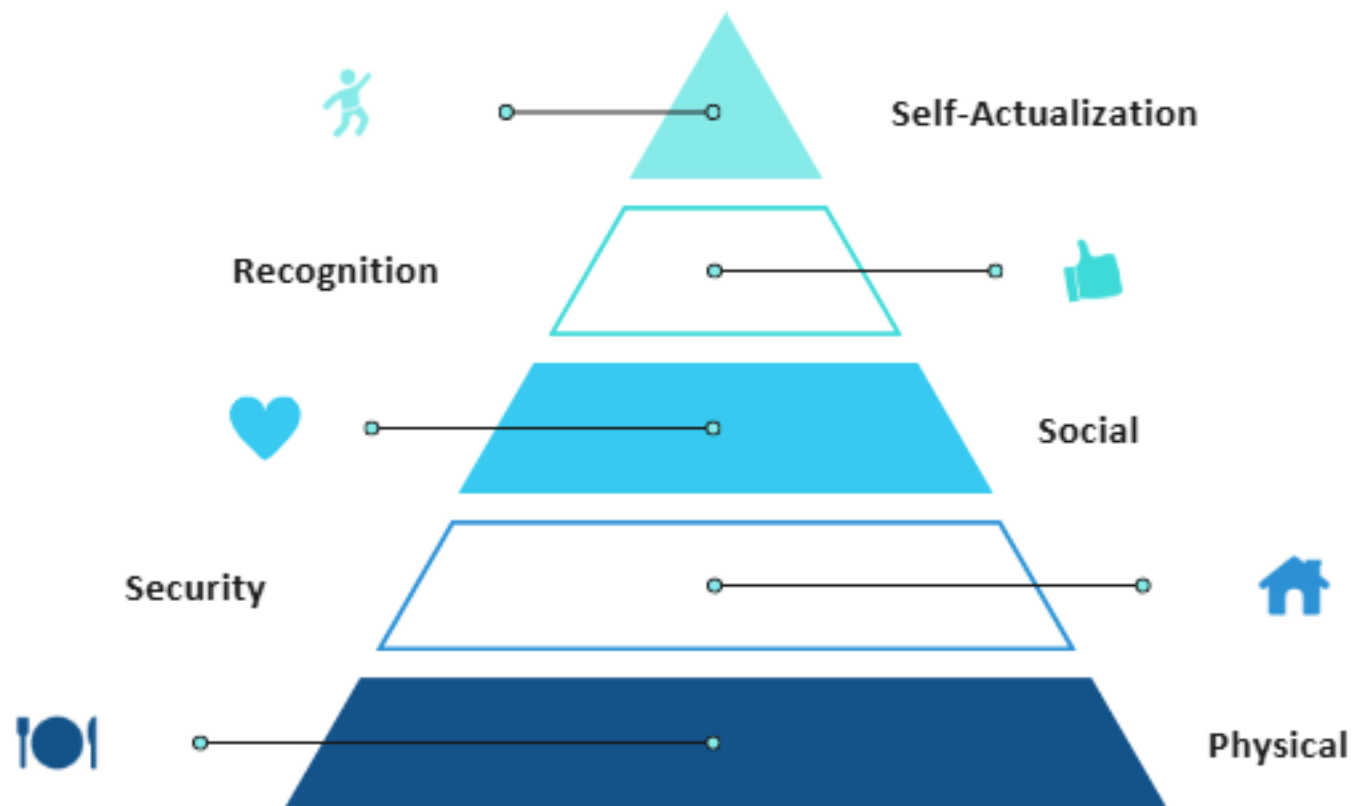
# Motivating Subordinates

To enable subordinates in:

- Doing **new jobs**
- Improving **performances**
- Developing **particular skills**
- Solving **problems**
- Increasing **self confidence**



# Motivating Subordinates



**Maslow's Hierarchy of Needs**

## Leaders need to:

- Understand subordinates' needs
- Identify ways to fulfill the needs in the workplace
- Keep up to date and be sensitive to any changes in subordinates' needs

# Motivational Recognition



<b>S</b>	<b>Specific</b>	Give praise with <b>DETAILS</b>
<b>S</b>	<b>Sincere</b>	Give praise <b>WITH HEART</b>
<b>I</b>	<b>Immediate</b>	<b>SOON</b> , do not delay
<b>P</b>	<b>Personal</b>	Do it in <b>PERSON</b>

# Motivational Recognition

## The Do's

- ✓ Award based on subordinates' characteristics
- ✓ Clear standard results/achievements
- ✓ Motivational target
- ✓ Clear relations between award and achievement
- ✓ Aware of demotivating aspects in giving award
- ✓ Achievement based award



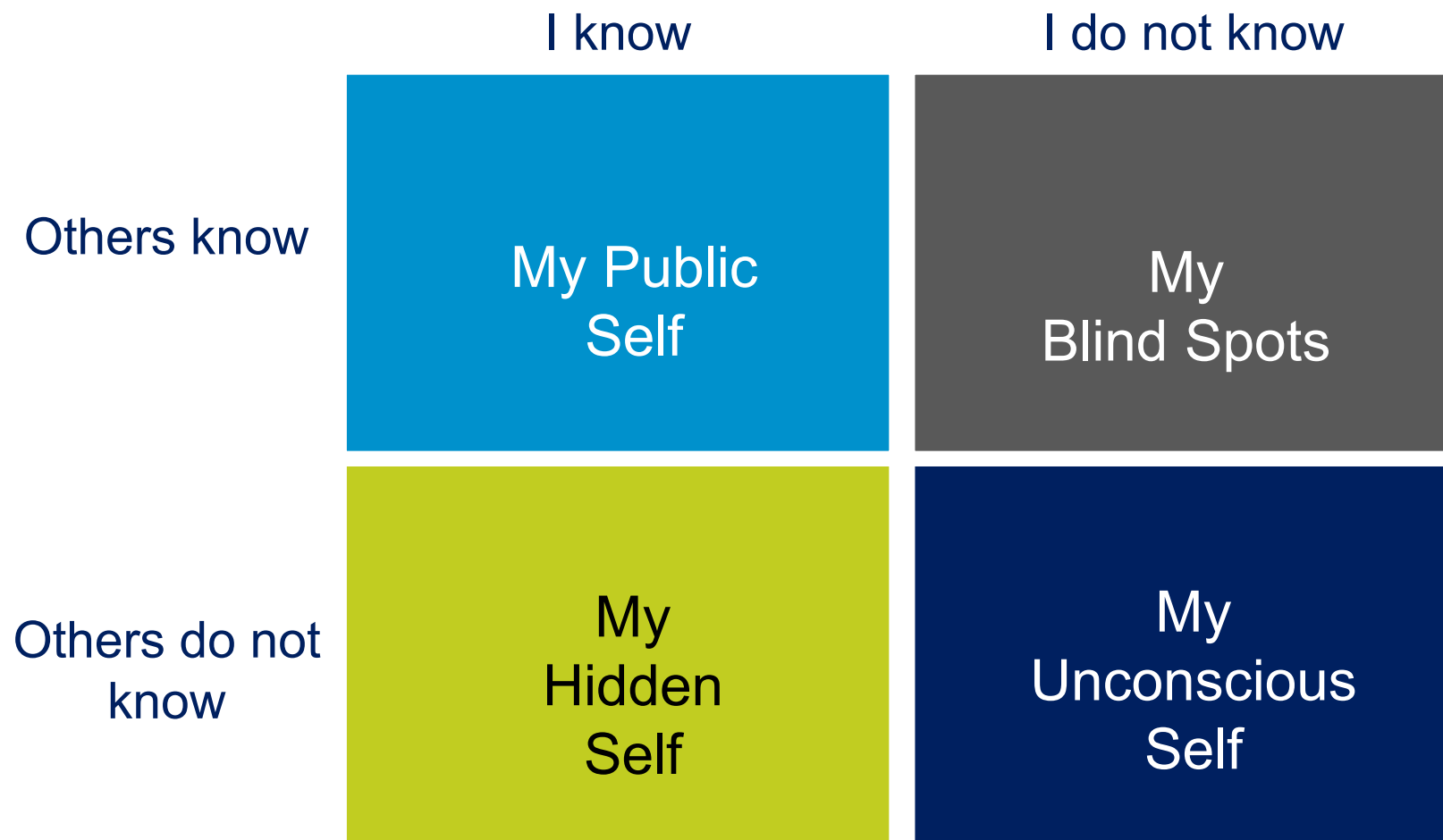
# Motivational Recognition

## The Dont's



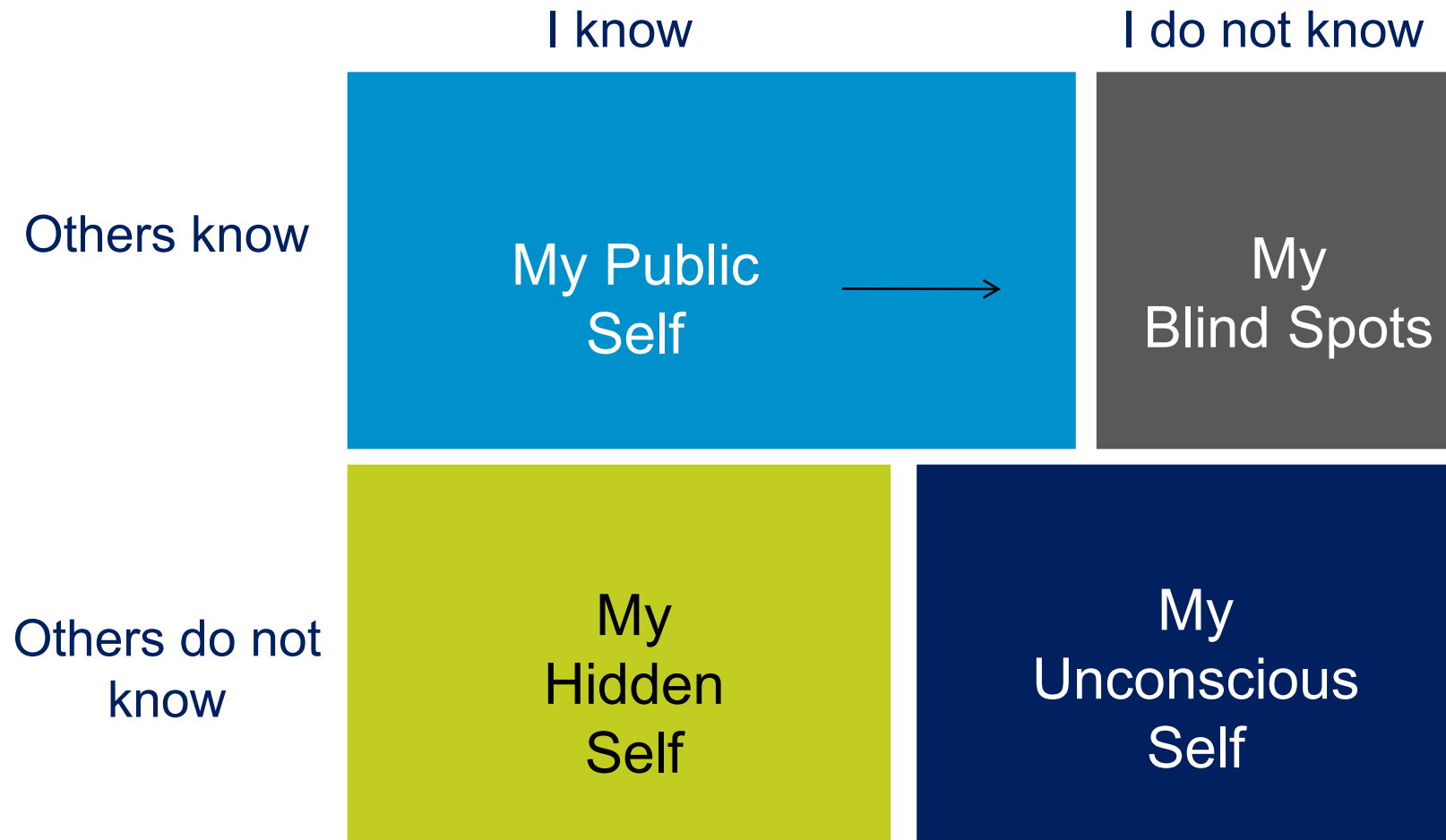
- × Merely because it is a must to do
- × Give additional tasks as motivator
- × Money is the best motivator?
- × Ignoring the need of ego

# Johari Window

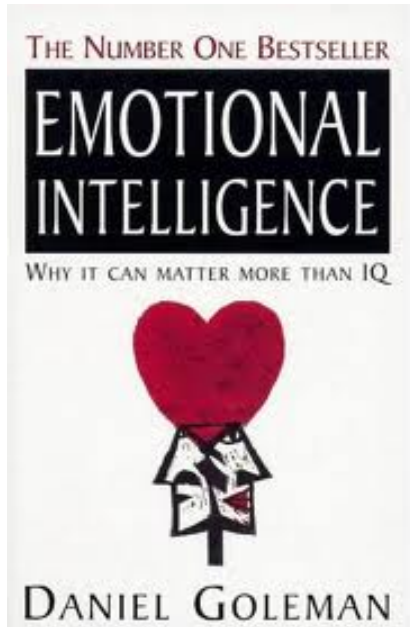


Joseph Luft and Harry Ingham

# Johari Window



Joseph Luft and Harry Ingham



**“*Feedback is*  
a tool to develop  
change and growth,  
*not emotional dump !”***

**Daniel Goleman**  
(author – Emotional Intelligence)

# Value of Feedback

- Feedback can motivate and inspire when based on reality
- Research has shown that people receiving constructive feedback regularly will tend to show good performance
- Everyone needs feedback – without feedback we will feel isolated and depressed
- Good in giving feedback will improve your relationship and performance as you are viewed to be more dependable and trustworthy



# When to give Feedback ?

When someone :

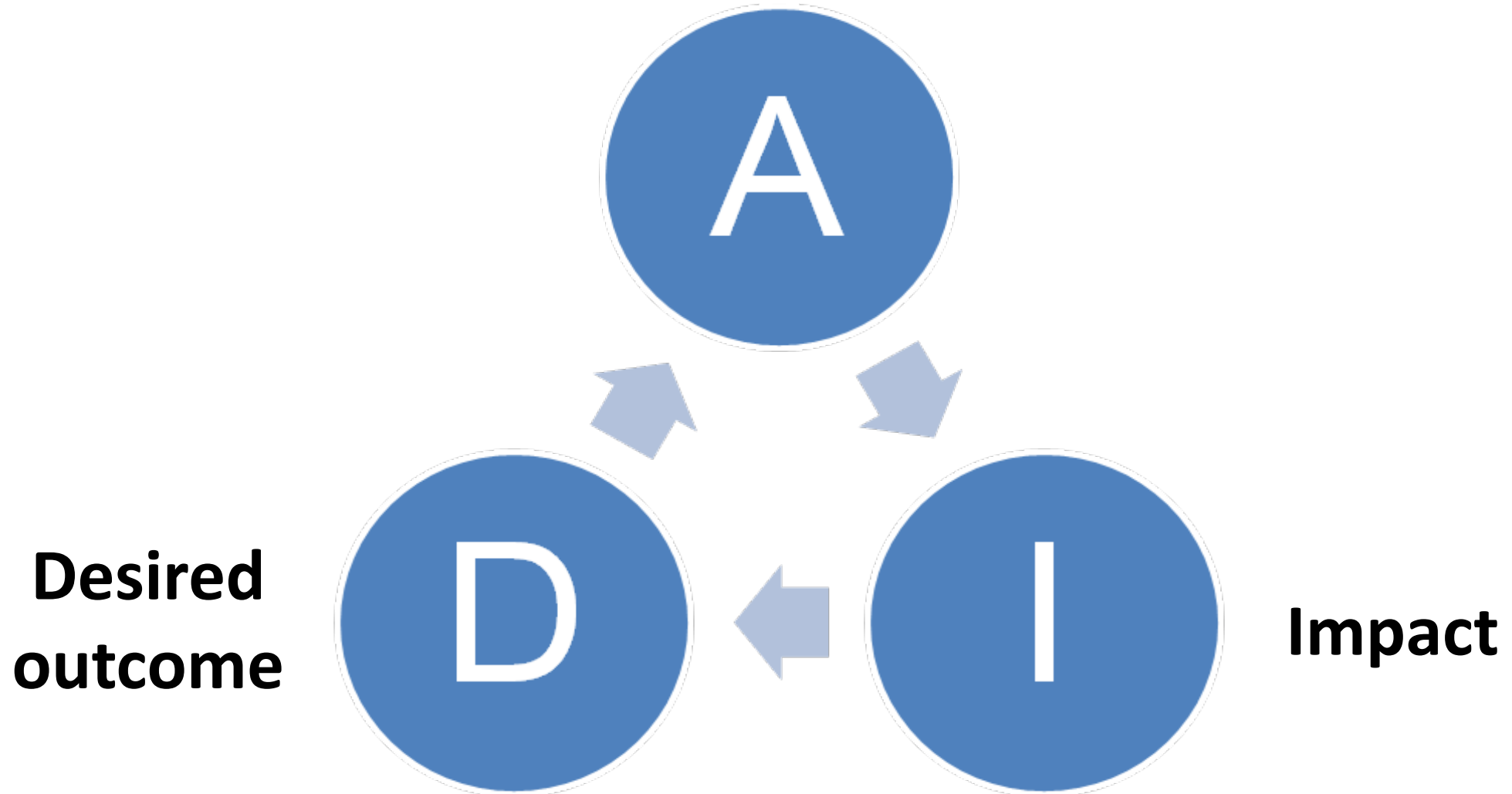
- Achieved satisfactory results
- Worked hard to achieve a result
- Initiative to do more than his/her job to help
- Low motivation and you want to improve it
- Need of positive perception

# When to give Feedback ?

... or when someone :

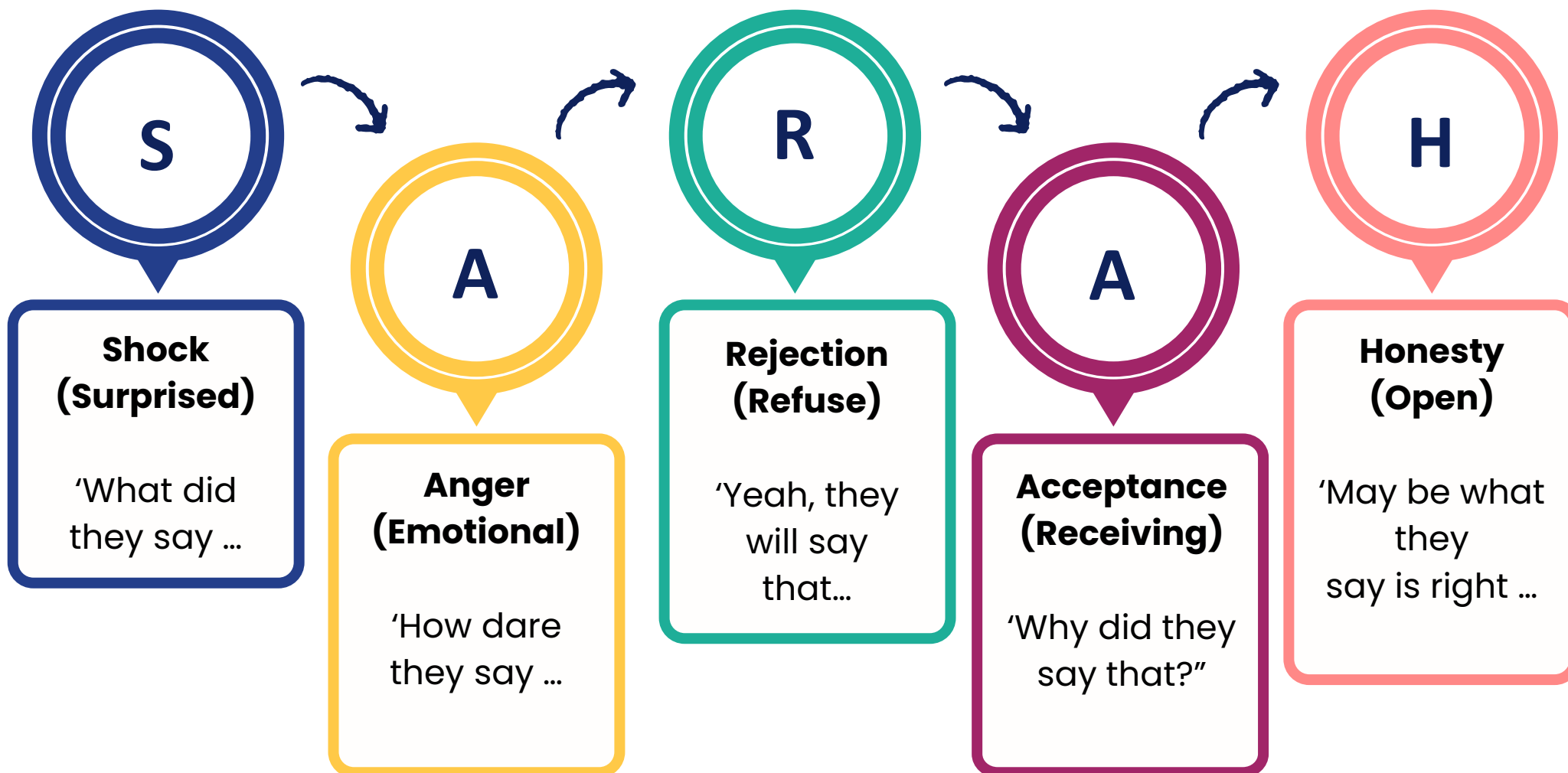
- Did not do something which creates problems
- Involved in conflict and has become consistent in his/her relationship with others
- Need constant support/improvement when doing his/her job
- Cannot be depended in doing his/her job

# Action/Behavior



# S.A.R.A.H.

## Response Model of Feedback



# BOOST In Giving Feedback



- 1 Balanced
- 2 Owned
- 3 Observed
- 4 Specific
- 5 Timely

## Giving Effective Feedback– the Don'ts

- Focus only on weaknesses or improvement areas
- Use feedback as your emotional reaction
- Blame other people
- Acting aggressively
- Lack of empathy



## Giving Effective Feedback– the Do's

- Prepare facts
- Private – one on one
- Focus on the issue, not the person
- Use positive language
- Build “acceptance”
- Give motivation
- Empathy
- Agree on follow up





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# FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING BLOCK 1 SELF LEADERSHIP





**Block 1**

**MODUL 7**

**COACHING & MENTORING  
THAT GET RESULTS**



# What is COACHING?

The International Coach Federation (ICF), a global coaching organization founded in 1995, defines coaching as:

*"A partnership relationship between a coach and an individual, established through a creative process to maximize their personal and professional potential."*

Coaching prioritizes two-way exploratory conversations that can unearth ideas and strengthen the recipient's beliefs to take maximum action.



# What is Mentoring?

Mentoring allows more senior staff to share their knowledge and experiences, whilst supporting other staff in their development journey. It facilitates the building of new networks for both mentor and mentee.

A mentor is someone who offers you space to think who has already had experience of the area you wish to explore and has knowledge and networks which may be appropriate to share as you develop and grow as a professional and as a person



# Coaching VS. Training



Coaching	Training
The agenda can be flexible	Agenda is fixed
Long-term engagement	Short-term engagement
Involves collaboration and partnership	At times, it will be one-way

# Coaching VS. Consulting



Coaching	Consulting
The coach doesn't have to be an expert in the field they are coaching	Consultant is an expert in their field
Solutions come from the coachee	Consultants provide solutions
Coaching primarily focuses on aspects of behavior change	Consultants typically focus on business aspects

# Coaching VS. Counseling



Coaching	Counseling
Coaching can be done anytime, even when there are no issues	Counseling is usually done when there are personal issues
Focus on strengths	It's therapeutic
From the present to the future	From the past to the present

# Coaching VS. Mentoring



Coaching	Mentoring
The coach doesn't have to be an expert in the field they are coaching	Mentor is an expert in their field
It can be cross-disciplinary	Usually from senior to junior
Coaching primarily focuses on aspects of behavior change	Focuses on mastering a specific field

# Coaching Process

<b>Pre-Coaching</b>	<b>Coaching</b>	<b>Post-Coaching</b>
<ol style="list-style-type: none"> <li>1. Identifying needs</li> <li>2. Identifying opportunities</li> </ol>	<p><b>G</b>oals  <b>R</b>eality  <b>O</b>ptions  <b>W</b>hat's next</p>	<ol style="list-style-type: none"> <li>1. Review progress and provide assistance</li> <li>2. Confirm new learning and plan next steps</li> </ol>

# GOAL



An effective coach knows that the coaching process should be based on the **gap** between **expectation** and reality.

At the outset, the coach and coachee should **agree** on the gap they want to address and make it the **objective** of the coaching.

# REALITY



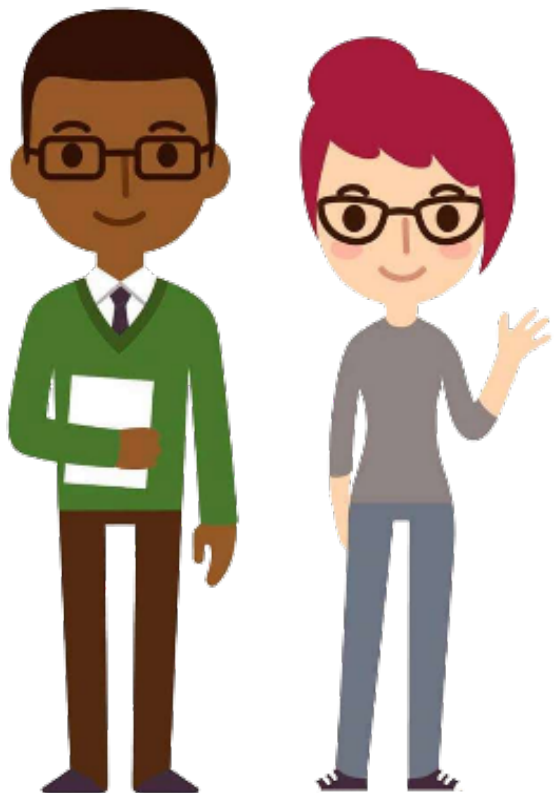
After identifying the gap and setting clear targets, the next step is to **understand the reality**

# OPTION

Hold meetings with the coachee to explore **alternatives for solutions** or development options



# What's next?



The coach should help the coachee make development options more detailed and specific, such as:

- Specific steps in the development process
- Who will be involved
- When it will be achieved

## Open-ended Questions

**“What have you already done?”**

Open-ended questions provide an opportunity to explore further into someone’s story.



## Close-ended Questions

**“Is your work finished or not?”**

Closed-ended questions tend to elicit yes/no, already/not yet responses, or seek justification.



# Examples of GROW Model Questions

<p style="text-align: center;"><b>GOAL</b></p> <ul style="list-style-type: none"> <li>• What do you want to achieve?</li> <li>• Is it challenging enough?</li> <li>• What does success look like?</li> <li>• How do you know when it's achieved?</li> <li>• How do you measure your goals?</li> </ul>	<p style="text-align: center;"><b>REALITY</b></p> <ul style="list-style-type: none"> <li>• What's happening right now?</li> <li>• What are the impacts of this situation?</li> <li>• Are there any other relevant factors?</li> <li>• Who else is involved?</li> <li>• What are their perceptions of this situation?</li> <li>• What have you done so far?</li> </ul>
<p style="text-align: center;"><b>WHAT'S NEXT</b></p> <ul style="list-style-type: none"> <li>• What will you do?</li> <li>• What are your next steps?</li> <li>• When will you start?</li> <li>• Does this action align with your goals?</li> <li>• What support do you need?</li> <li>• How committed are you in carrying this out?</li> </ul>	<p style="text-align: center;"><b>OPTIONS</b></p> <ul style="list-style-type: none"> <li>• What can you do?</li> <li>• Are there any other alternatives?</li> <li>• What approach will you use?</li> <li>• Who can help you?</li> <li>• What are the strengths and weaknesses of each alternative?</li> </ul>

# GROW COACHING



I still have to hold several meetings with other departments, Sir.

I would like to postpone the project launch date by about 6 months.

How is the project I assigned you going?

**G**

What do you want to achieve?

**R**

What is happening?

# GROW COACHING

I was too optimistic that the new technology was ready!

Honestly, we need more technicians on this project! I think we should find a short-term solution by hiring outsourced workers.


Quite challenging! I think it would be very good if you postpone it. What are your options?

Ok, how will you go about it?

O

W

# GROW COACHING



My strategy is to meet with Joko from HR and persuade him to get involved with corrective actions. Then, during the meeting, I'll be honest and explain my situation.

Good strategy. As long as you've thought about possible reactions. I think you'll be fine.



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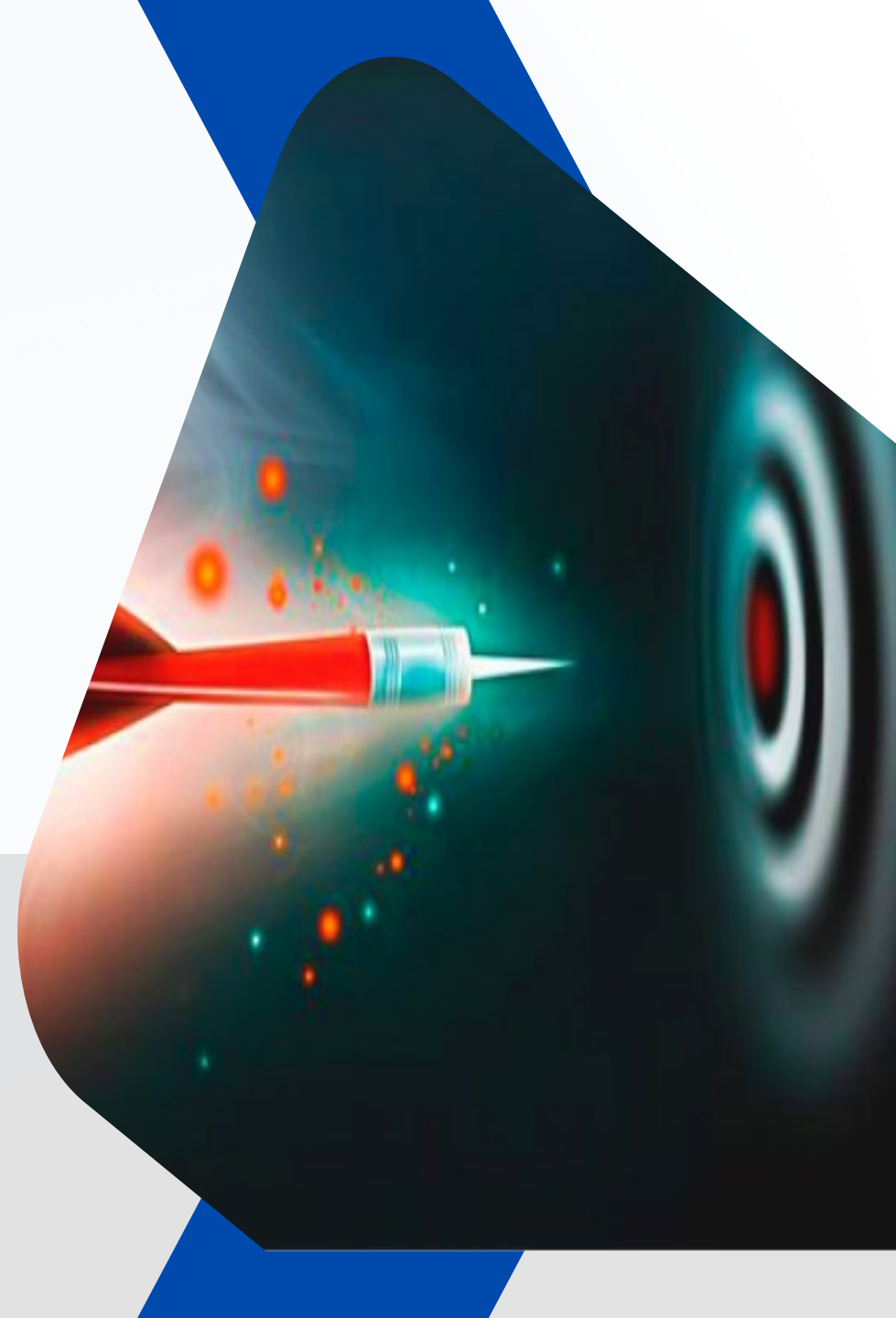
# FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING BLOCK 1 SELF LEADERSHIP



**Block 1**

**MODUL 8**

**GOAL SETTING &  
MANAGING TEAM  
PERFORMANCE**



# Goals

The goals that the organization wants to achieve



# The importance of setting and communicating **goals**

## Inconsistent



## Consistent



# SMART Goals Setting

- S** **Specific**
  - Focusing on tangible RESULTS
- M** **Measurable**
  - Quantitative measures
- A** **Achievable**
  - Motivational
- R** **Relevant**
  - Logical and relevant according to the situation
- T** **Time Bound**
  - Time period limitations

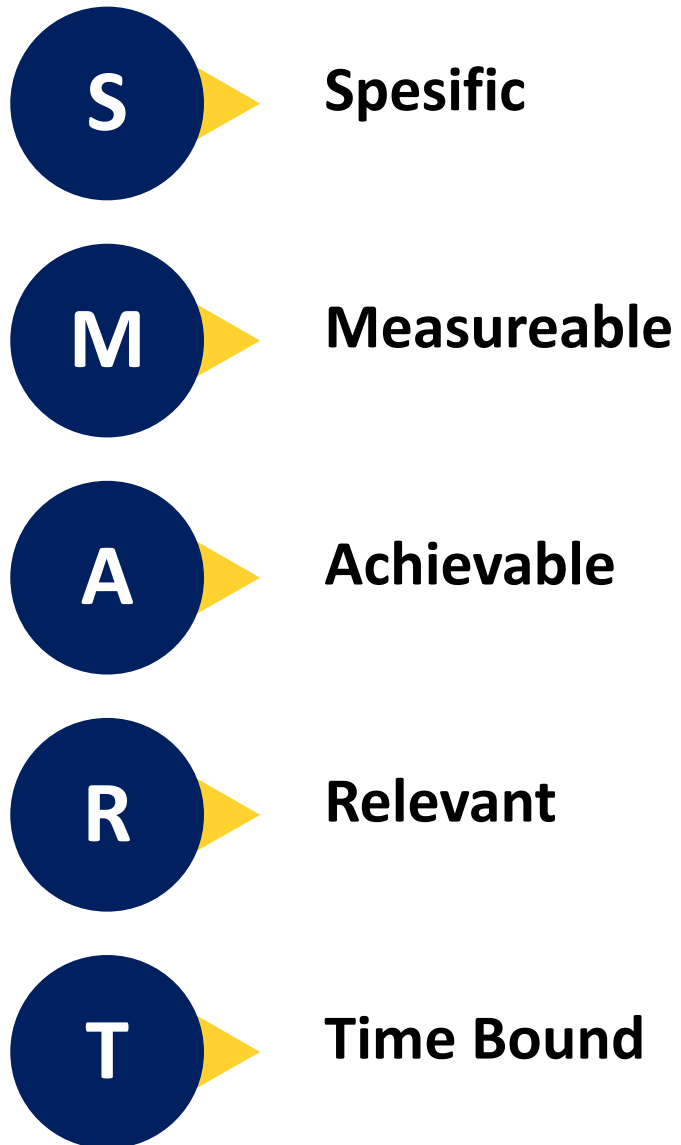


**What are the challenges in achieving goals in your division?**



Goals	Challenges

# SMART Goal Setting



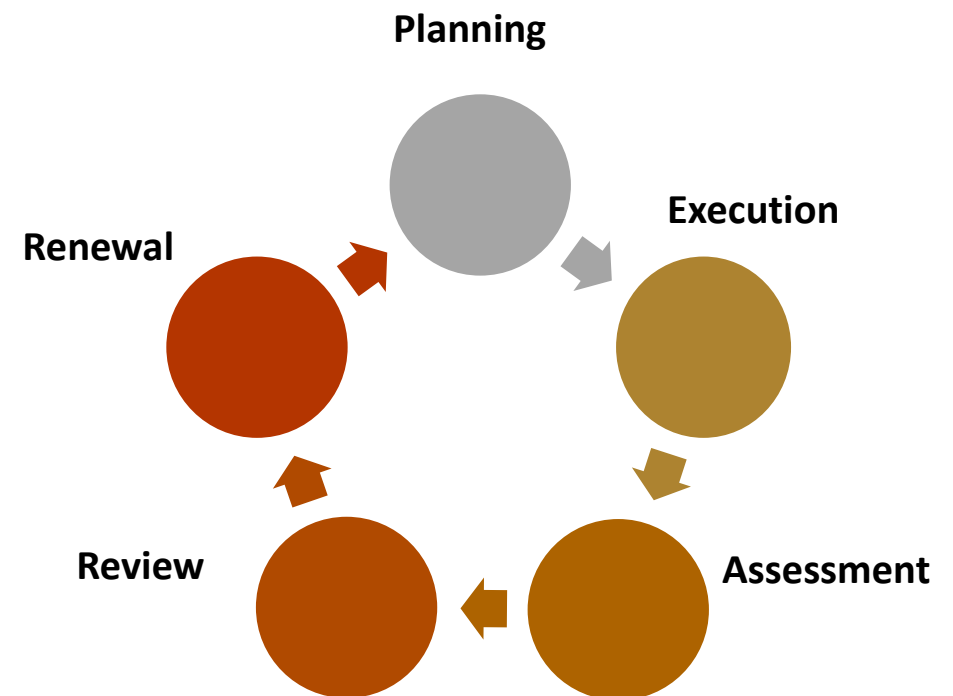
**Ask for input from others:**

- Does it make sense?
- Is it easy to understand?
- Is it up-to-date?



# Processes in Performance Management

1. Performance planning.
2. Performance execution.
3. Performance assessment.
4. Performance review.
5. Performance renewal and re-contracting.



# PERFORMANCE PLANNING

- Employees need to have appropriate knowledge about performance management system
- A conversation between employees and their leader
- Define SMART goals and measurement standards:
  - Results
  - Behavior
  - Individual development plan



# PERFORMANCE EXECUTION

## Share responsibility

- Employee responsibility:
  - Commitment to the agreed goals
  - Communicate and give updates to their leader
- Leader responsibility
  - Feedback, coaching & reinforcement
  - Support in resources
  - Observes & documents accurately



# PERFORMANCE ASSESSMENT AND APPRAISAL

## Challenges in performance appraisal :

- Dilemma in position as 'coach' versus 'judge'
- Role of appraiser: personal competency, motivation, & 'value system'
- Condition of appraisee: individual development & promotion plan
- Relationship between appraiser and appraisee
- Validity of the criteria used: related to the specific job?
- Quality of the data gathered
- Impact of the performance appraisal to real performance



# PERFORMANCE REVIEW

## Tips in conducting performance review:

- Explain the objectives of the review session
- Discuss 'self appraisal'
- Show appraisal results and explain the meaning
- Discuss development plans
- Explain the conclusion
- Give award on the discussion session (when appropriate)
- Set when is the next conversation as 'follow up'
- Signature from employee to show agreement



# FACTORS INFLUENCING PERFORMANCE APPRAISAL:

1. Characteristics of the situation
2. Description, Specification dan Standard of Job Performance
3. Goals in the Performance Appraisal
4. Attitude of employees and manager towards the evaluation



# Steps in Performance Appraisal Dialogue

## 1. Preparation

- Create a **relaxed atmosphere**
- Use **praise**
- Motivate employees to **talk** at least half of the session

## 2. Handling the issues

- Use **self-appraisal** methods
- Discuss **work results**, not the **person**
- Think **positive**
- **Not** making **surprises**

## 3. Seeing the future

- Work with clear **structure**
- Focus on **facts**
- Agree on **measurable targets**



# Preparing Performance Appraisal Dialogue

## Questions to be considered :

1. Which parts of your job that you like the most ?
2. Which parts that you like the least ?
3. How do you feel in implementing you main jobs in which you are responsible for ?
4. What jobs you think you have been doing effectively and how have you been doing them ?
5. If any, what are the challenges that prevents you to be more effective ?

# Preparing Performance Appraisal Dialogue

## Questions to be considered:

6. What jobs you think you have done well and what are the reasons?
7. If any, what scope in you job that you feel is unclear?
8. What extra support or guidance that you feel is needed to be more effective?
9. How do you see yourself in 3-5 years time?

# Difficult behaviors you may face

- ✓ Very quiet
- ✓ Maneuvering
- ✓ Easily bored
- ✓ Super defensive
- ✓ Cry easily
- ✓ Arrogant



# HANDLING QUIET BEHAVIOR

- Use open questions
- Do not dominate
- Give them time to talk



# HANDLING MANEUVERING BEHAVIOR

- ▶ Direct conversation to performance
- ▶ Focus on the future
- ▶ Get them to agree on the target



# HANDLING BORED BEHAVIOR

- Use form to opening, not as closing
- Talk on a personal level
- Discuss long term development, not short term goals



# HANDLING DEFENSIVE BEHAVIOR

- ▶ Do not analyze the character
- ▶ Create informal atmosphere
- ▶ Stick to factual evidence



# HANDLING CRYING BEHAVIOR

- Do not give surprises
- Start with the good aspects
- Sympathetic but stay focus



# HANDLING ARROGANCE

- Control the agenda
- Stay calm and confident
- Focus on facts



# PERFORMANCE RENEWAL & RECONTRACTING

- The last phase of performance management process
- Conduct adjustments based on previous sessions
- Plan for next performance management cycle





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# FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING BLOCK 2 PEOPLE LEADERSHIP





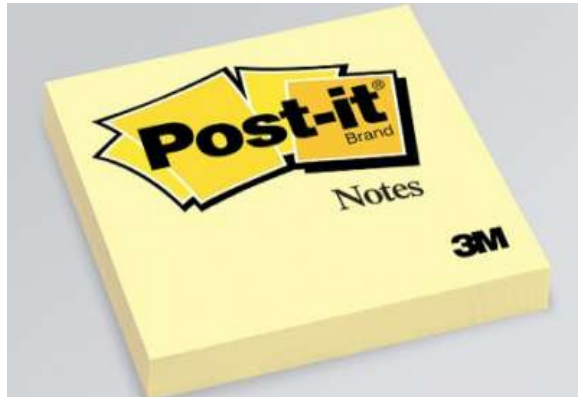
**Block 2**

**MODUL 9**

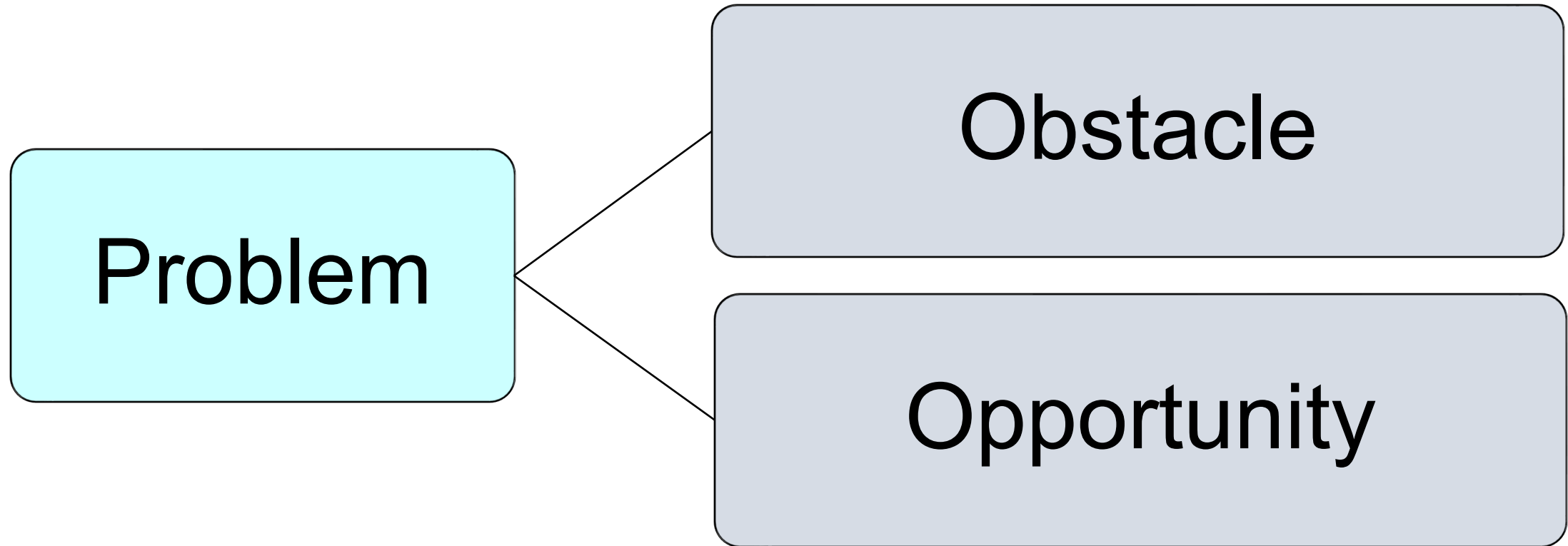
**CRITICAL THINKING IN  
PROBLEM SOLVING  
PROCESS (PART 1)**



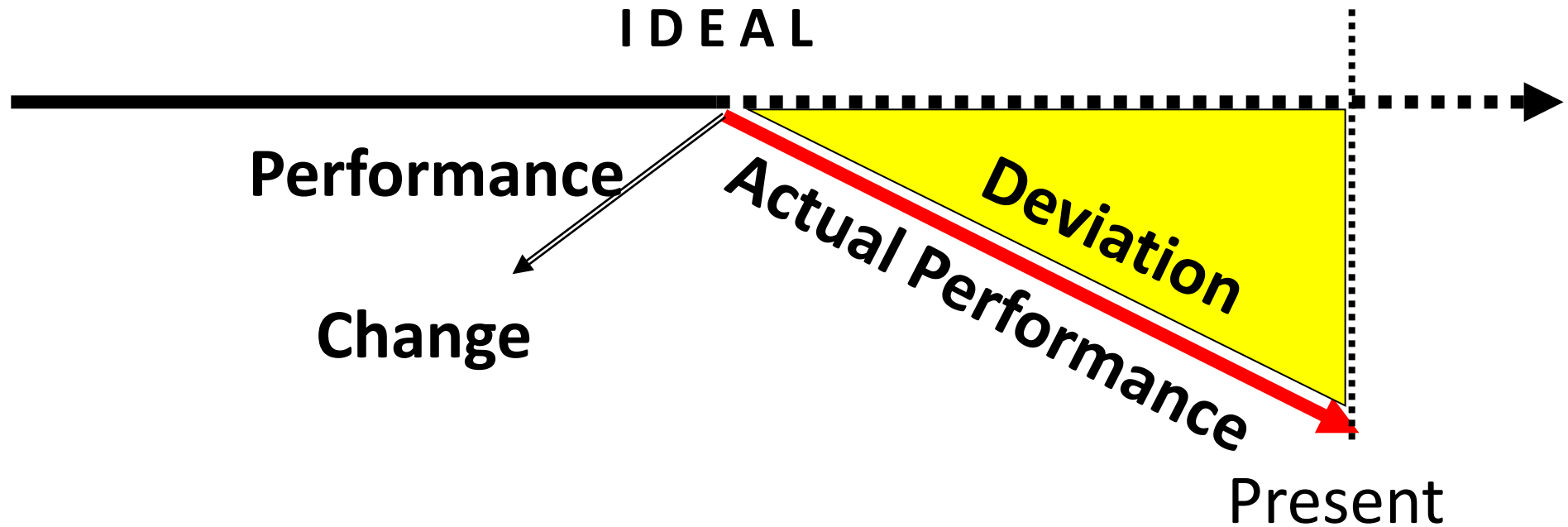
# What is their similarity?



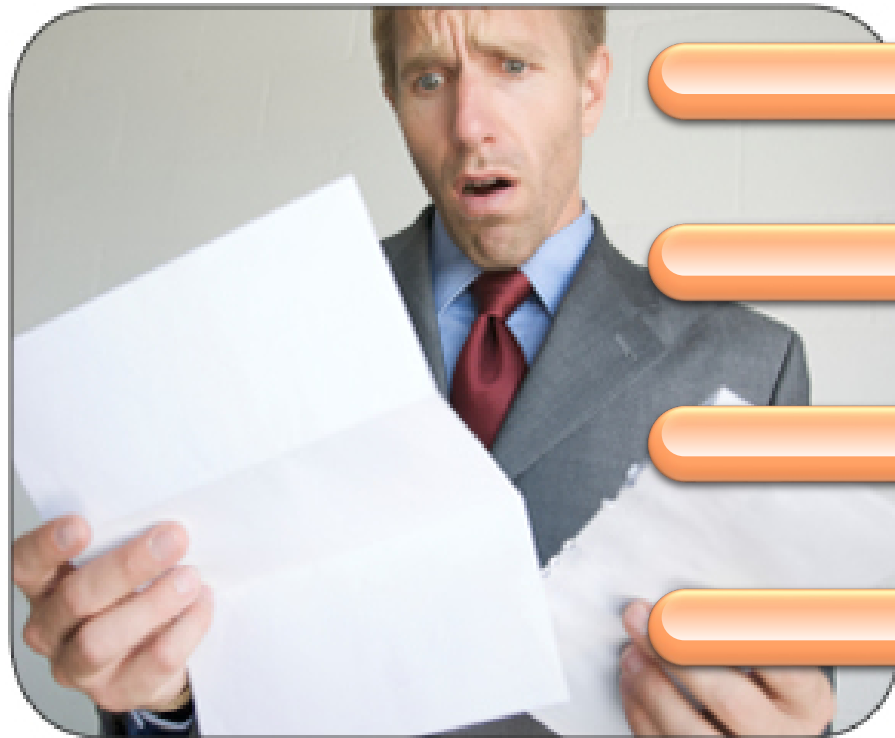
# Problem Perspectives



# Problem Structure



# Leaders become aware of problems based on:



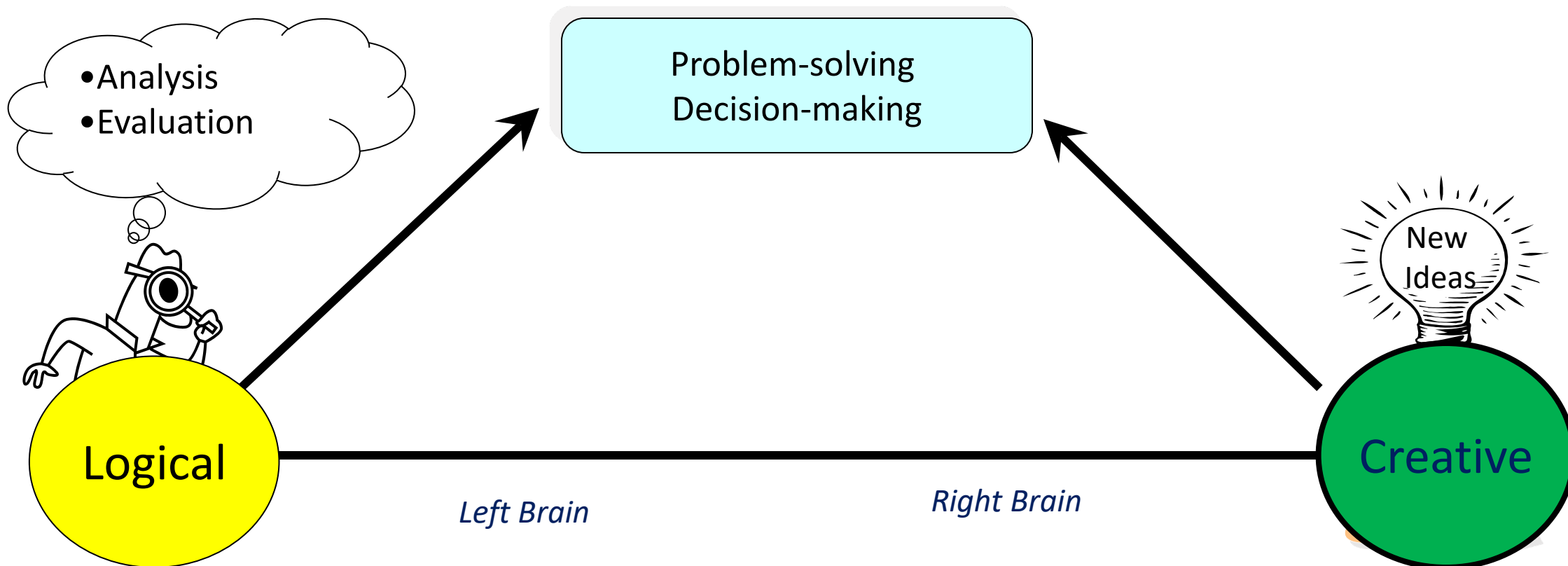
Deviation from past experiences

Deviation from the established plans

Information from others

Competitors have better performance

# Types of Thinking



*We need both!*

# Critical and Analytical Thinking in Problem Solving

## Skills in critical and analytical thinking

- Ordering/Sequencing
- Comparing & contrasting
- Evaluating
- Selecting

Skills in analytical thinking will help in **creating a logical framework**, which will be highly useful in problem-solving.

# 6 COMMON BARRIERS TO CRITICAL THINKING

Misinterpretation  
in Criticism

Subjective  
reasoning

Reluctance to  
criticize experts

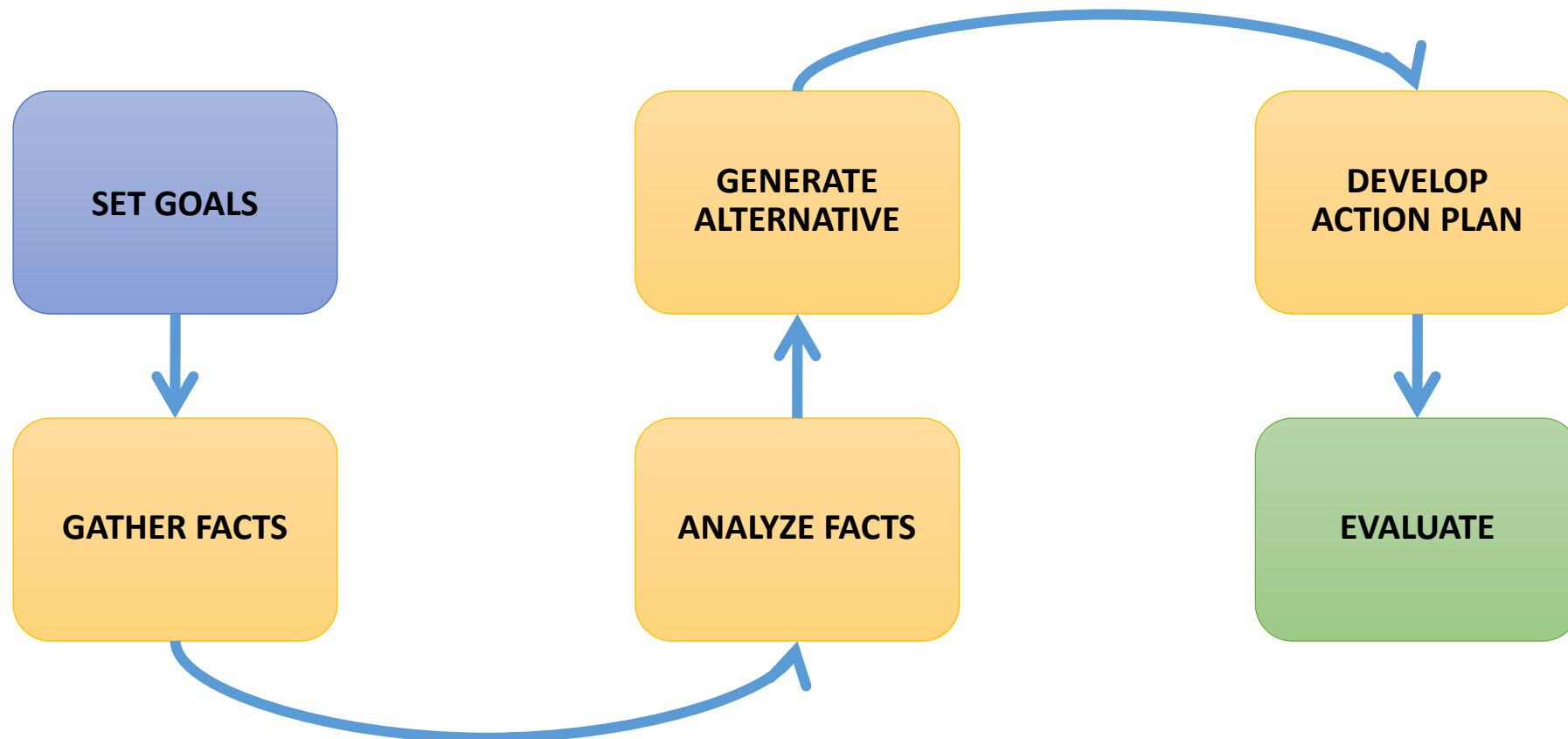
Reluctance to  
criticize existing  
'norms'

Lack of  
knowledge

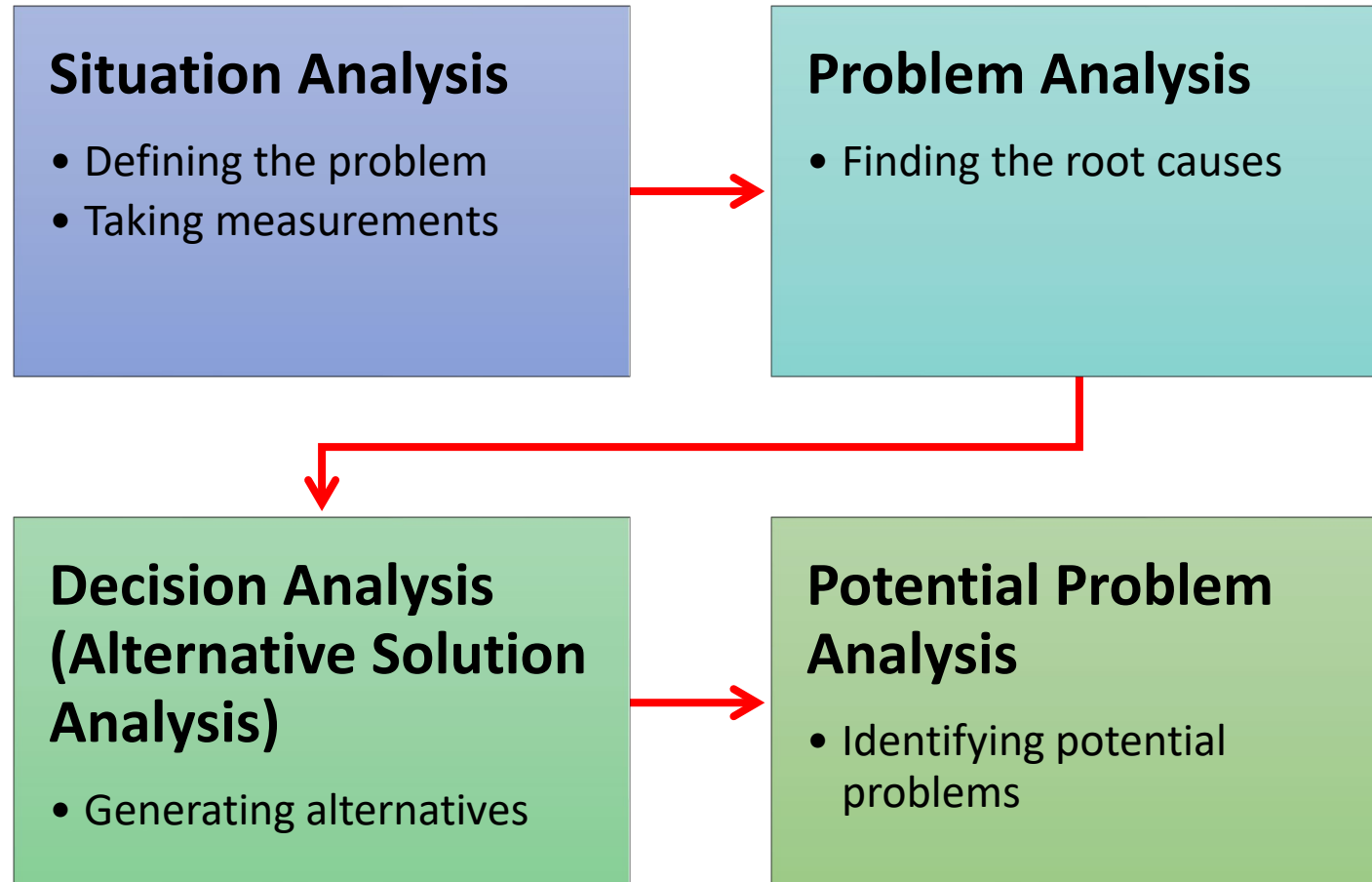
Desire to pursue  
the 'correct'  
answer



# DECISION-MAKING PROCESS *(for Simple Problem)*



# Kepner-Tregoe Model for Rational Problem Solving & Decision Making



# 1. SITUATION ANALYSIS

## 5 questions

### WHAT?

- What happened?
- What are the symptoms?
- What are the consequences?
- What is at stake?

### WHY?

- Why is it a problem?
- Why did it happen?
- Why wasn't it prevented?
- Why does it need to be resolved?

### WHO?

- Who said there's a problem?
- Who is involved?
- Who is affected?

### WHEN?

- When did it happen?
- When is it likely to happen again?

### WHERE?

Where did it happen?

# Problem Definition

**Problem Statement:**

**Problem Definition:**



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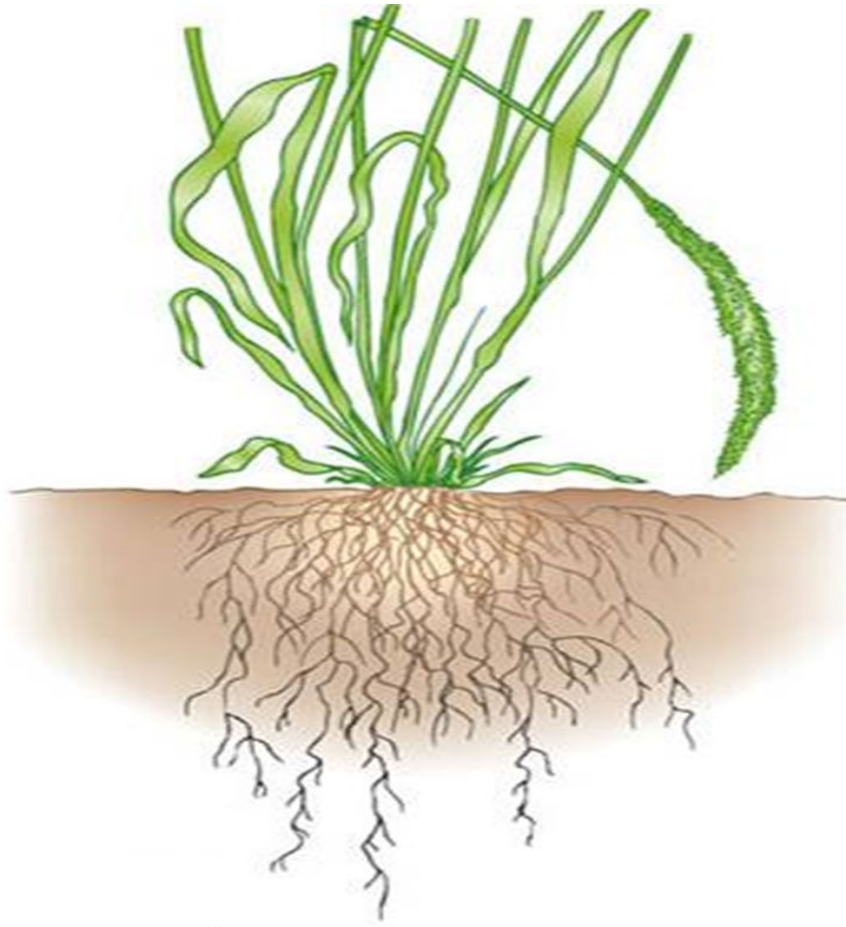
**Block 2**

**MODUL 10**

**CRITICAL THINKING IN  
PROBLEM SOLVING  
PROCESS (PART 2)**



## 2. PROBLEM ANALYSIS

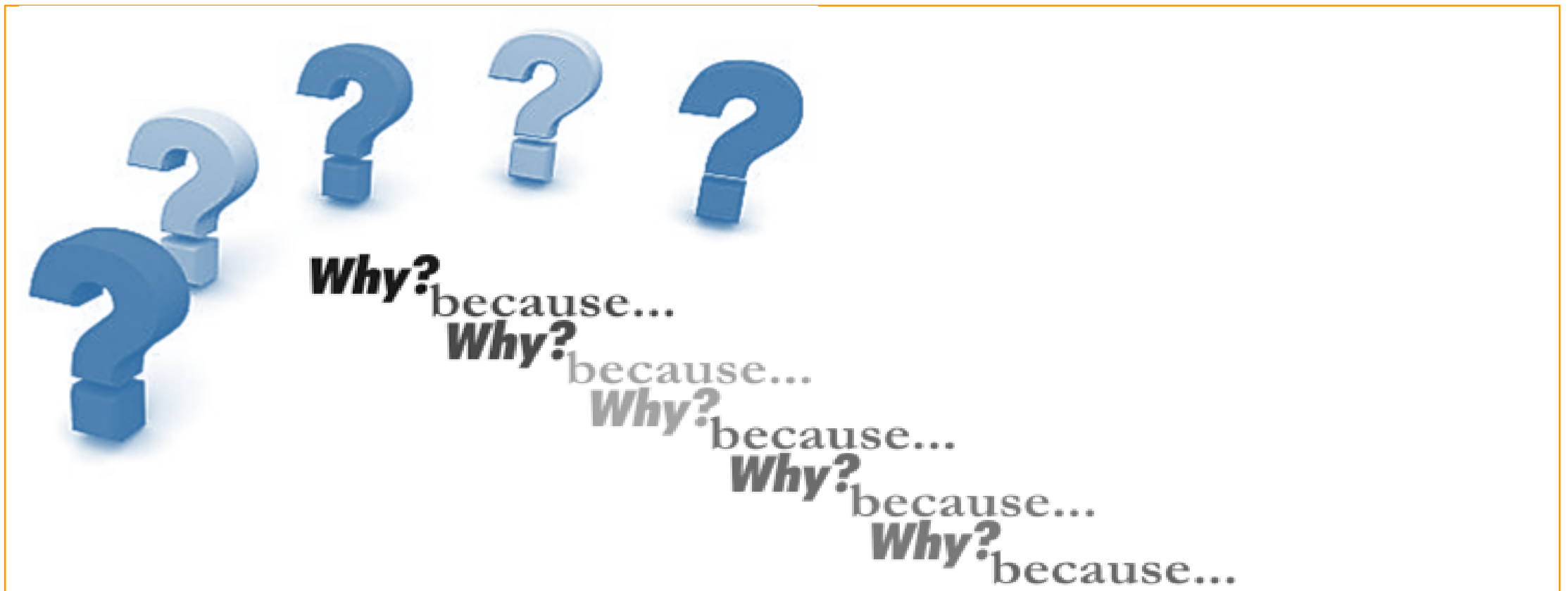


The problem on the  
surface

The cause beneath  
the problem or the  
**“ROOT”**

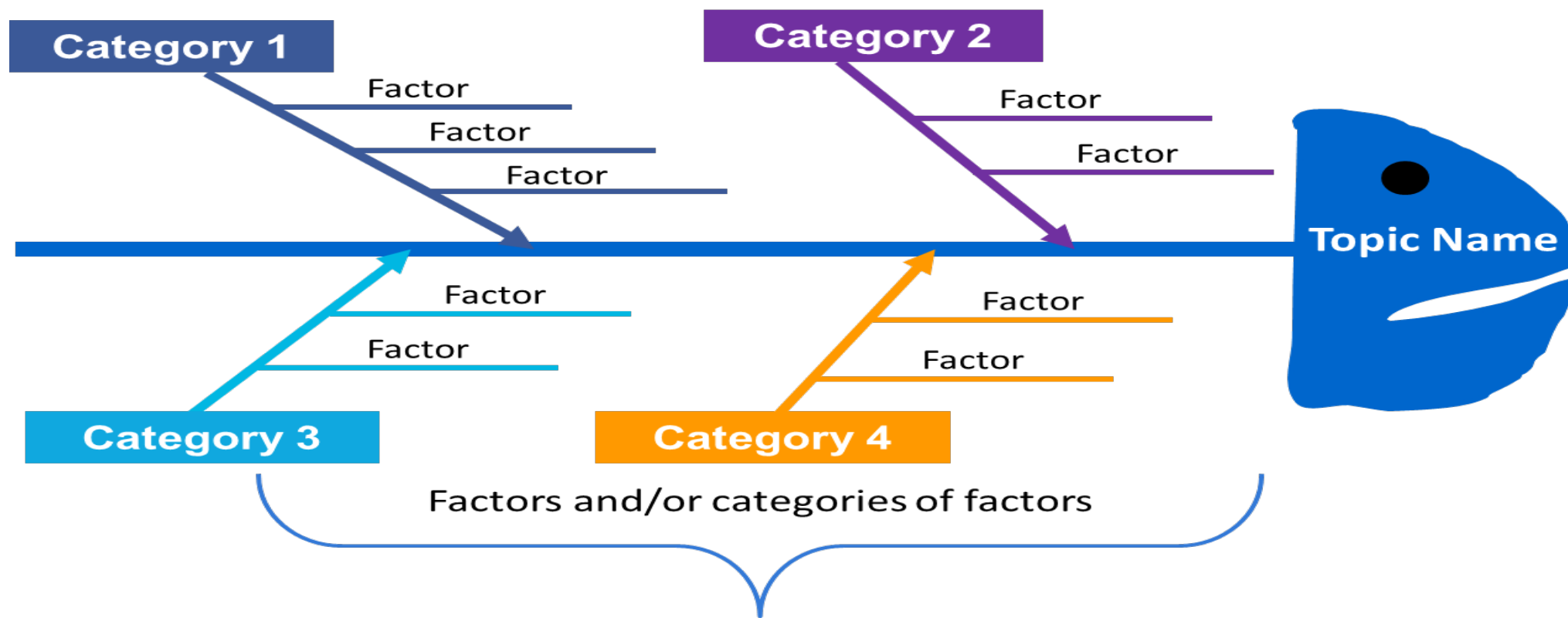
# Root Cause Analysis Tools to Identify Problems:

## 1. 5 Why's



# Root Cause Analysis Tools to Identify Problems:

## 2. Fishbone Diagram



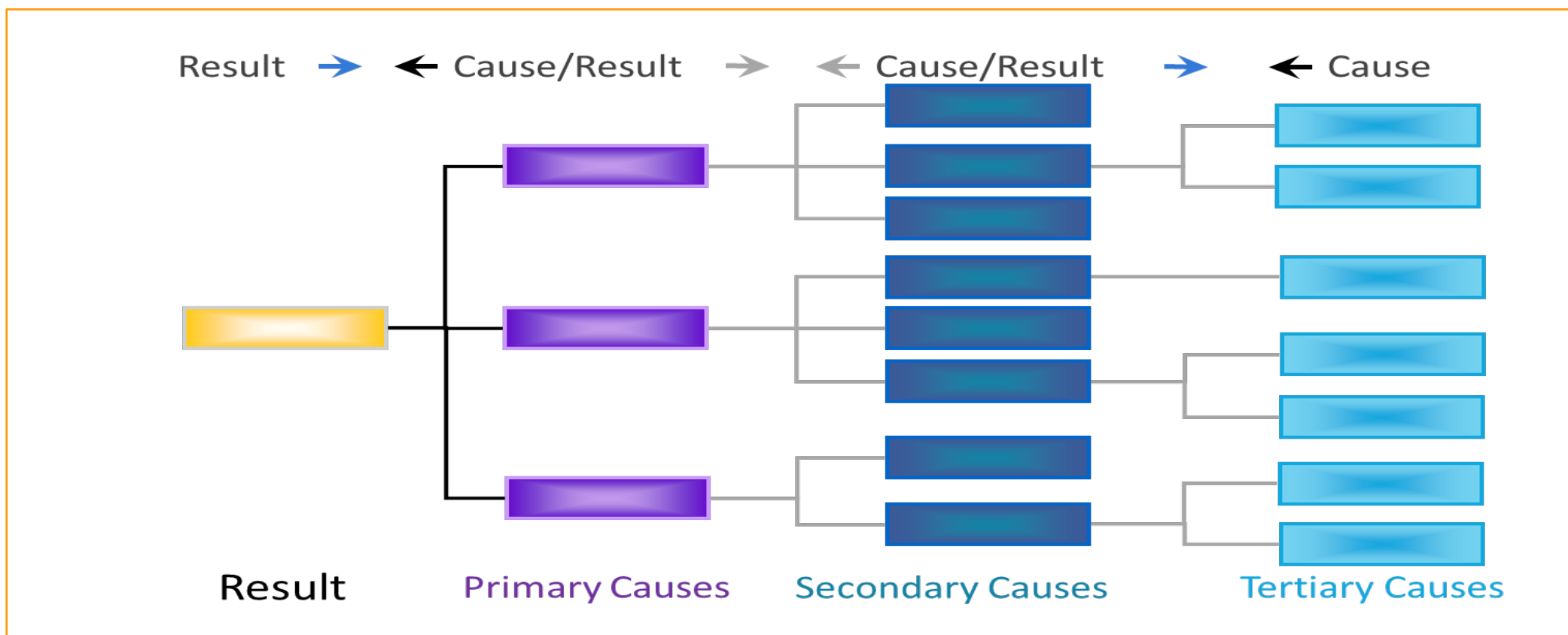
# Cause – Effect Diagram (Fishbone)

## Steps on how to use a Fishbone Diagram:

1. Topic Name (fish head) filled with the problem on the surface that we want to solve.
2. Each category can be adjusted. The international standard is : 4M+1E:  
Man, Machine, Method, Material, Environment.
3. If there are any sub-categories, write them down below the relevant main category.
4. Start to ask **WHY** the sub-category can cause the problem on the surface
5. Write down the answer as smaller bones of the sub-categories.

# Root Cause Analysis Tools to Identify Problems:

## 3. Logic Tree Diagram



# Logic Tree diagram

## Steps on how to use a Logic Tree Diagram:

1. Write the title of the problem in the "**RESULT**" section.
2. Ask "**WHY**" about the problem.
3. Write the answer in the "**PRIMARY CAUSE**" section.
4. Ask "**WHY**" again about the Primary Cause.
5. Write the answer in the "**SECONDARY CAUSE**" section.
6. Continue until you can no longer ask "**WHY**".



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# FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING BLOCK 2 PEOPLE LEADERSHIP





**Block 2**

**MODUL 11**

**CREATIVITY IN  
DECISION MAKING**



# DECISION MAKING PROCESS



# DISCUSSION: IDENTIFICATION OF SOLUTIONS

Find as many alternatives as you want!



# Barriers to Creative Thinking

1. Unhealthy organizational politics
2. Extreme criticism of new ideas
3. Unhealthy internal competition
4. Avoiding risks and persisting with the status quo
5. Time pressure
6. Unrealistic work directives



# HOW TO BE A MORE CREATIVE PERSON

1. Commit to creativity
2. Become an expert in your field
3. Value your curiosity
4. Take risks
5. Build your confidence
6. Allocate time for creativity
7. Overcome negative behaviors
8. Overcome the fear of failure
9. Seek inspiration
10. Utilize creative thinking techniques



# Creative Thinking Techniques



**Meta-  
planning**

**Reversal**

**Analogy**

**Mind  
Mapping**

**Synergetics**

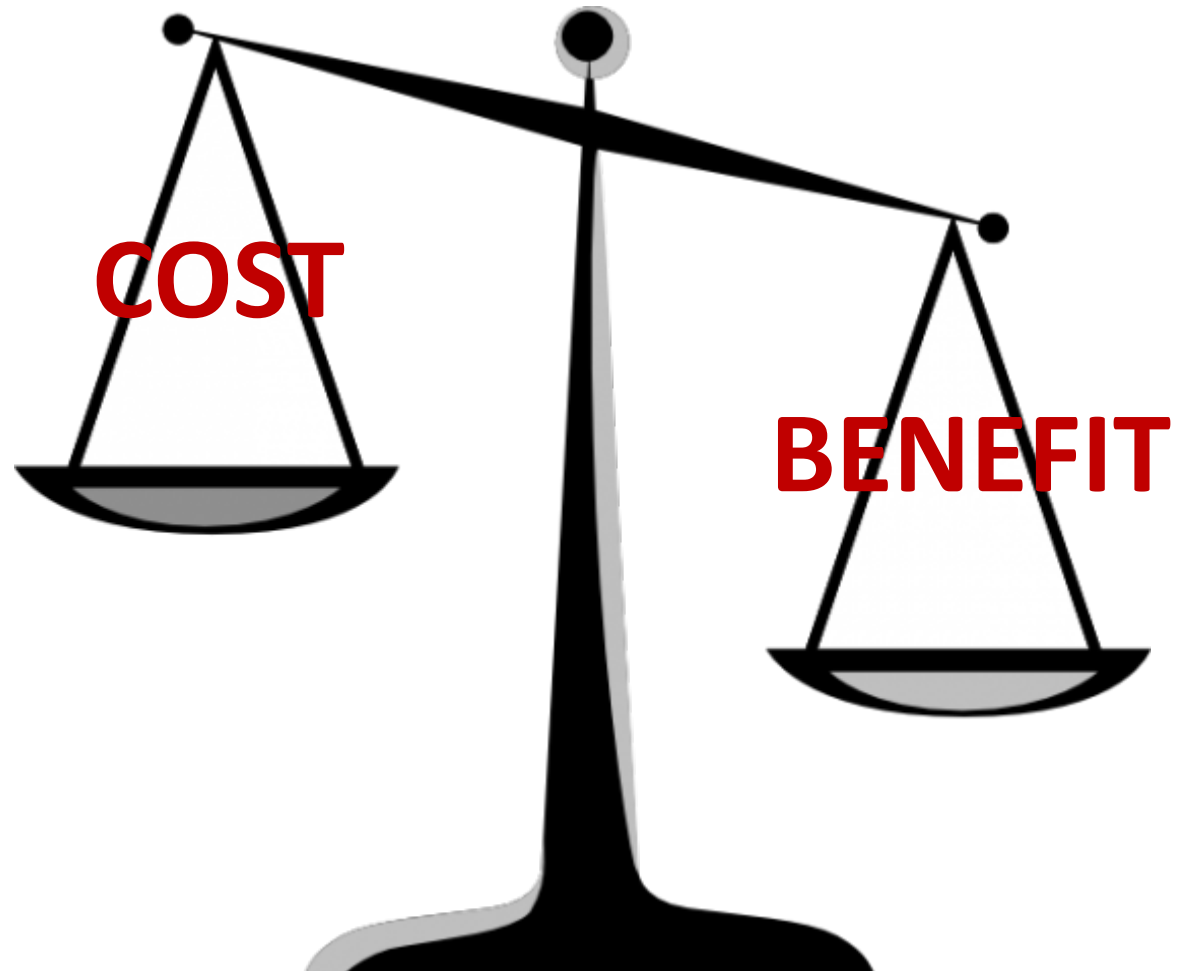
**SCAMPER**

# SCAMPER

Substitute	• Replace certain parts/elements with another
Combine	• Mix with another
Adapt	• Adjusted based on other things
Modify	• Change, maximize, or minimize
Put to another use	• Use it differently
Eliminate	• Take certain parts/elements out of something
Reverse	• Change the chronology or position

The SCAMPER technique is used to **tune up** existing solution ideas,  
**not to generate solution ideas from scratch.**

# 3. DECISION ANALYSIS (ALTERNATIVE SOLUTION ANALYSIS)



## COST

- Loss/expense
- Investment:  
    Money, time, energy
- Negative Impact
- Potential Lost
- Opportunity Lost

## BENEFIT

- Profit/gain
- Potential Revenue:  
    Money, time, energy
- Positive Impact
- Potential Savings
- Opportunity Gain

***Low Cost - High Benefit***



# CRITERIA FOR ALTERNATIVE SOLUTIONS

## 1. **MUST (Absolute)**

Something that must be there, so that the solution can be implemented

## 2. **WANT**

Additional objectives that is good to have but not mandatory. These can be used as the basis for comparing several alternative solutions that have passed the must-criteria screening phase

# Must-Criteria (Absolute)

- ❖ It based on our resources
- ❖ It is quantitative
- ❖ It is not debatable
- ❖ All the must-criteria must be satisfied by every alternative solution

# Want-Criteria

- ✿ Based on the expected results
- ✿ It is derived from the Must-Criteria
- ✿ It doesn't have to be fulfilled by the alternative solution
- ✿ If it is fulfilled, it will add value to the alternative solution
- ✿ Give ranking, based on their degree of importance to the decision maker

## 4. POTENTIAL PROBLEM ANALYSIS

**Goal : To secure the solution implementation**

1. Develop detailed plans
2. Identify the critical steps/areas
3. Predict various potential problems
4. Analyze the causes of potential problems
5. Create action plan:  
    preventive & curative
6. Information system



# POTENTIAL PROBLEM ANALYSIS

## Preventive actions:

- ✓ **Eliminate the causes of potential problems**
- ✓ **Must-do actions so the potential problems do **not** occur**



# POTENTIAL PROBLEM ANALYSIS

## Curative actions:

- ✚ Reduce the **impacts** of potential problems
- ✚ To be implemented when **preventive measures failed**
- ✚ Need **information system** to notify relevant PIC(s) that preventive actions have failed and that curative actions must be implemented



# Potential Problem Analysis Form

**Solution :** .....

Potential Risk/Problems:	Possibility (1-10)	Severity (1-10)	P X S
1.			
2.			
3.			
	<b>Total</b>		

**Preventive actions:**

- 
- 

**Curative actions:**

- 
-



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# FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING BLOCK 2 PEOPLE LEADERSHIP





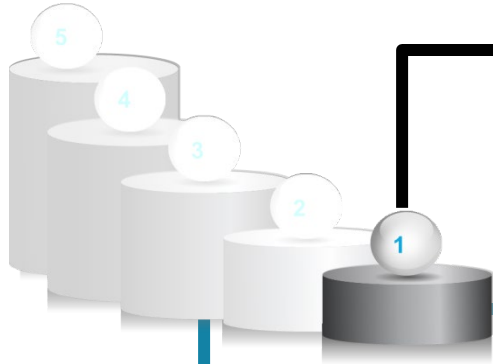
**Block 2**

**MODUL 12**

**IMPLEMENTING THE  
DECISION**



# Decision Implementation Preparation



Assess the decision-making environment

Identify stakeholders

Set goals and time boundaries

Determine strategies and approaches

# Assessing the Decision-Making Environment

**Why do you want to make this decision?**

**What is the main issue?**

**What will happen if you don't decide?**

**What obstacles need to be considered?**

**What information is already available?**

**What additional information needs to be collected**

# Identifying Stakeholders

Who will be affected by this decision?

Who can influence this decision?

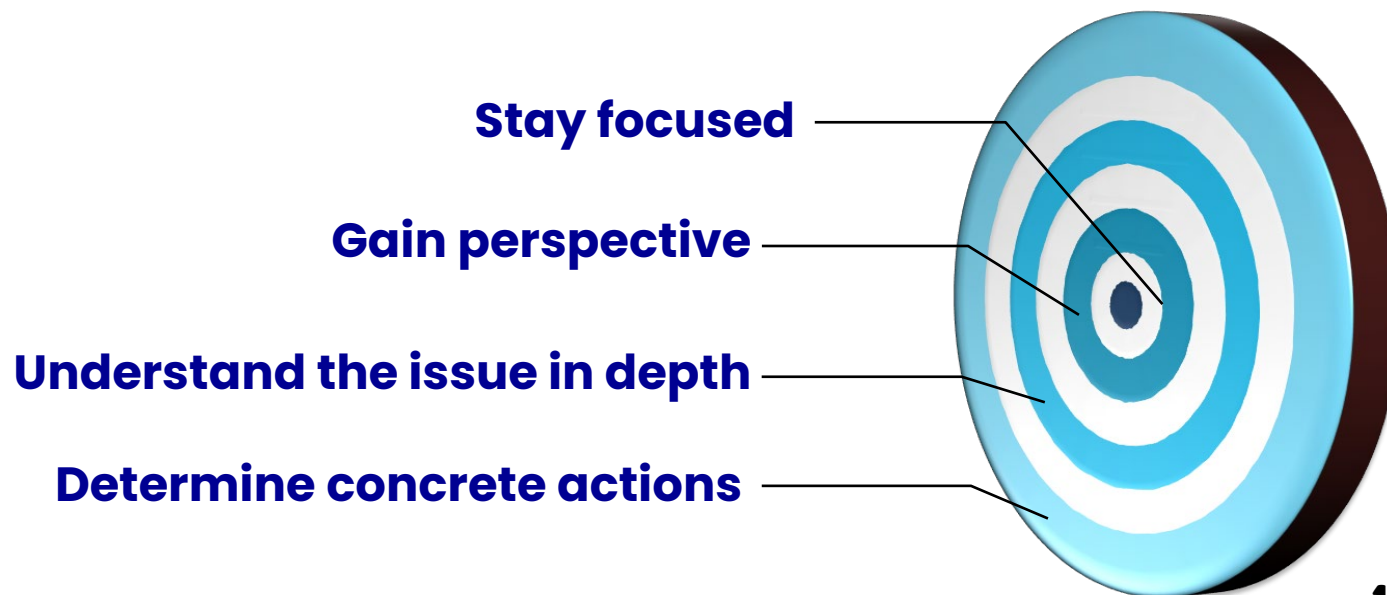
Are there any conflicts of interest?



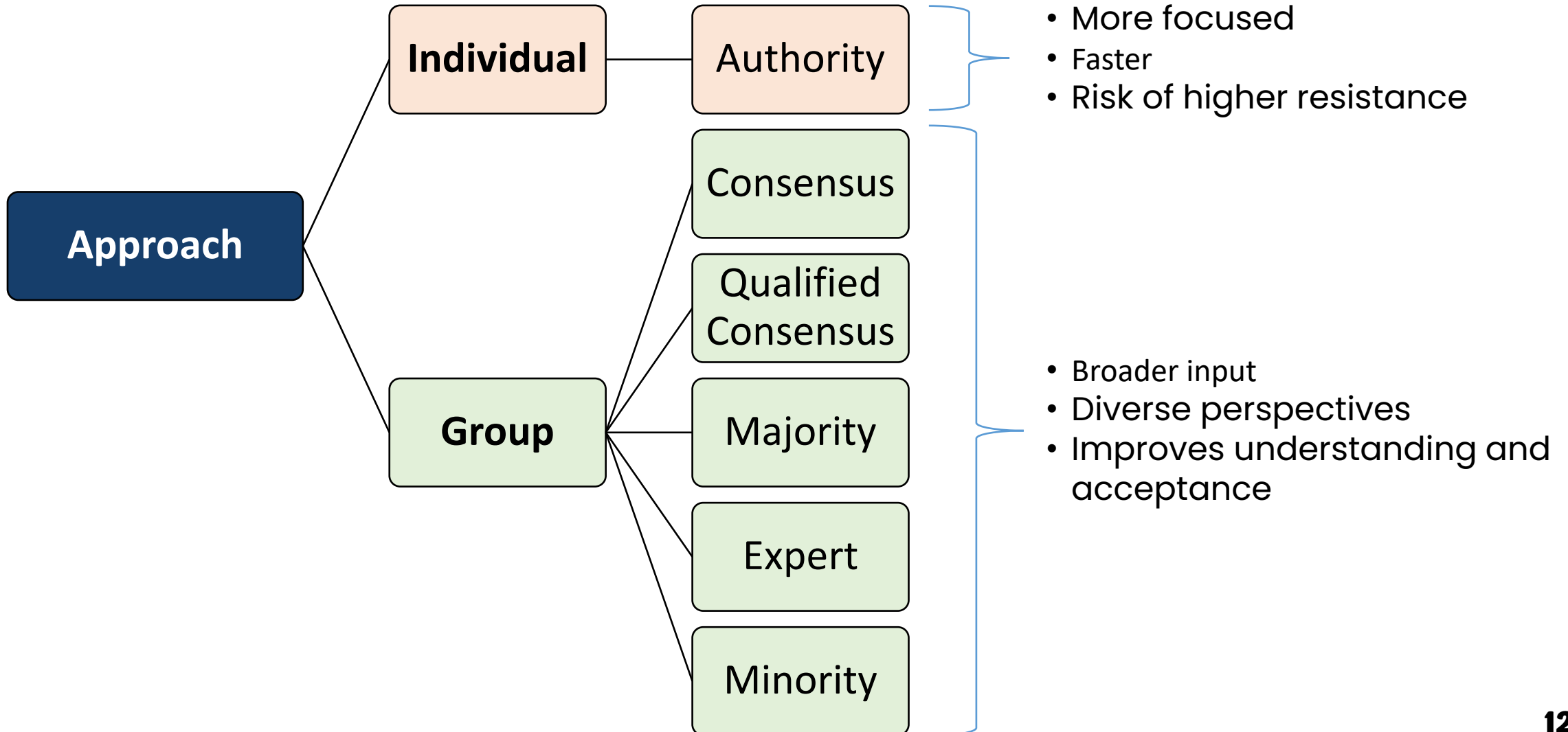
# Setting Goals and Time Boundaries

- ✓ Limit assumptions
- ✓ Write your goal in one sentence – what do you want to achieve? When?

Clear goals help you to:



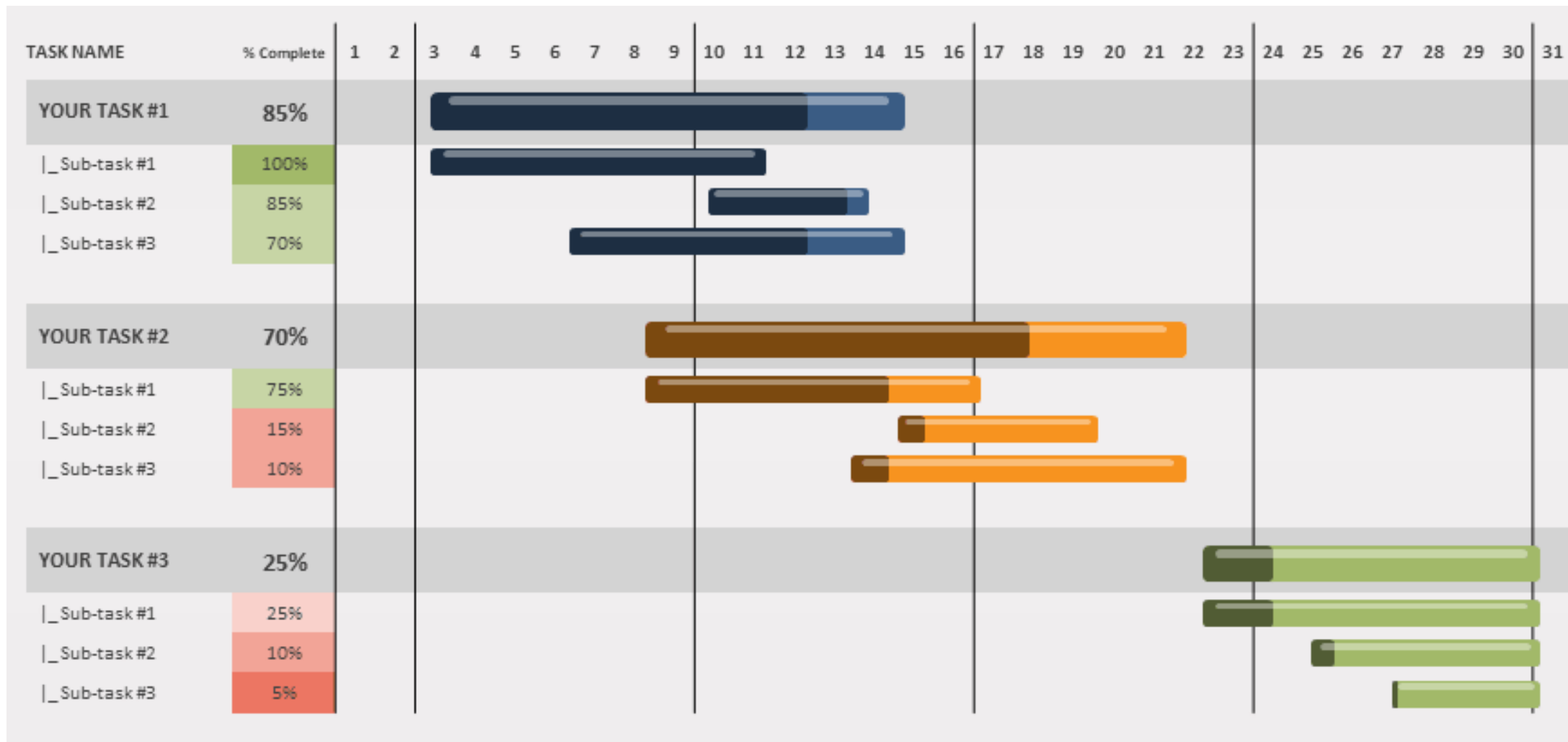
# Determining Strategies and Approaches



# Using the Work Breakdown Structure Approach in Decision Implementation



## Planning and Scheduling Activities with a Gantt Chart





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# **FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING**

## **BLOCK 2 PEOPLE LEADERSHIP**

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**Block 2**

**MODUL 13**

**RESOURCE MANAGEMENT**



# BASIC BUSINESS PHILOSOPHY

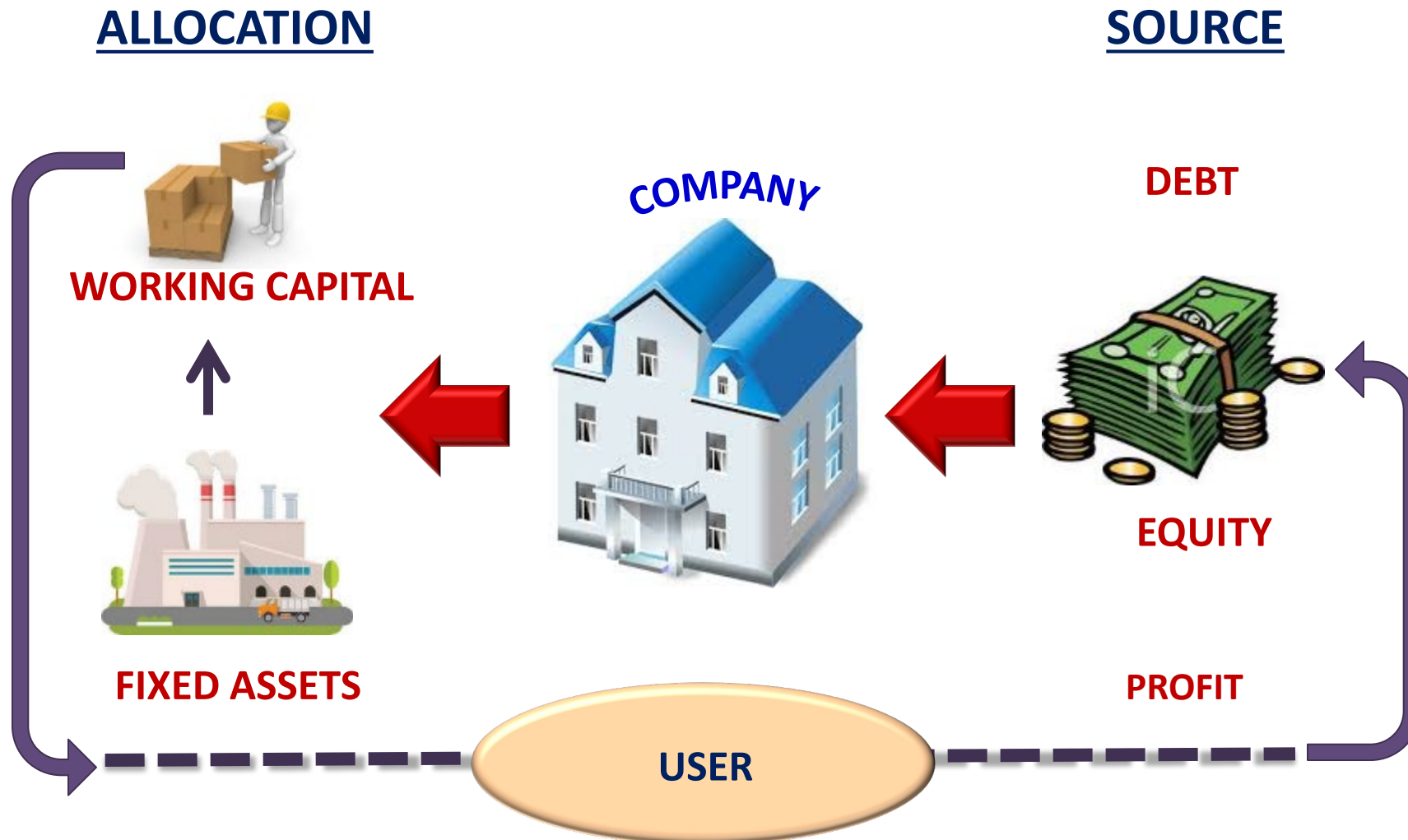


The company uses resources to run its business

**SO**

The company must obtain  
adequate returns to get its resources back

# CORPORATE FUND CYCLE



# FINANCIAL MANAGEMENT

- Management of assets and liabilities
- Profit management
- Cash management



# 3 MAIN FINANCIAL STATEMENTS

## BALANCE SHEET (STATEMENT OF FINANCIAL POSITION)

- List of assets and liabilities on a specific date

**>> Financial position**

## INCOME STATEMENT (STATEMENT OF PROFIT AND LOSS)

- Sales results deducted by expenses incurred in a specific period

**>> Operational results**

## CASH FLOW STATEMENT

- The movement of money fund going in and out in a specific period

**>> Cashflow condition**



# BALANCE SHEET

*“PHOTO SNAPSHOT” of a company’s  
ASSETS, DEBT, and EQUITY  
on a certain date*

<b>CORPORATE WEALTH = ASSETS</b>	<b>COMPANY OBLIGATIONS = DEBT &amp; EQUITY</b>
--------------------------------------	--

<b>All assets owned by the company</b>	<b>Total funds used by the company</b>
<b>Rp 100 million</b>	<b>Rp 100 million</b>

*Where money is allocated*

*Where the money comes from*

# EXAMPLE



## USAGE (CURRENT ASSETS)

CASH	10
RECEIVABLES	50
INVENTORY	50

## FIXED ASSETS

EQUIPMENT & MACHINERY	140
VEHICLE	250



**TOTAL** **500**

## SOURCE

### DEBT

BANK LOAN	200
-----------	-----

### EQUITY

SHARE CAPITAL	300
---------------	-----

**TOTAL** **500**



# 2 GROUP OF COMPANY ASSETS

## CURRENT ASSETS

- Cash
- Accounts receivable (sales that have not been collected)
- Raw material
- Work in progress
- Finished goods inventory

## FIXED ASSETS

- Equipment and Machinery
- Operational Vehicles
- Buildings and Factories

# 2 GROUP OF COMPANY LIABILITIES

## SHORT-TERM LIABILITIES

- Accounts Payable (Supplier)
- Tax Payable
- Short-term Bank Loans
- Accrued expenses

## LONG-TERM LIABILITIES

- Long-term bank loans
- Bond
- Other long-term loans

# EQUITY (CAPITAL)

*Is the company owners' right as indicated in:*

- Paid-in Capital
- Retained earnings*



## BALANCE SHEETS (STATEMENT OF FINANCIAL POSITION)

### ASET LANCAR

- Kas dan setara kas
- Piutang dagang
- Persediaan

### CURRENT ASSETS

- Cash and cash equivalents
- Account Receivables
- Inventories

### ASET TIDAK LANCAR

- Aset Tetap
- Aset Tidak Berwujud
- Aset Lain-lain

### NON-CURRENT ASSETS

- Fixed Assets
- Intangible Assets
- Other Assets

### HUTANG LANCAR

- Hutang dagang
- Hutang jangka pendek

### HUTANG JANGKA PANJANG

### CURRENT LIABILITIES

- Account Payables
- Short-term Loans

### LONG-TERM LIABILITIES

### MODAL SAHAM

- Modal disetor
- Laba ditahan

### EQUITY

- Paid-in Capital
- Retained Earnings

**Example :**  
**Balance Sheet 31 December 2024**  
(in millions of Rupiah)

<b>Current Assets</b>		<b>Current Liabilities</b>	
Cash	40,4	Accounts payable	56,1
Accounts receivable	68,2	Short-term loans	42,4
Inventory	86,6	Other	<u>66,2</u>
Other	<u>21,4</u>	Total current liabilities	164,7
Total current assets	216,6		
<b>Fixed Assets</b>		<b>Long-term debt</b>	143,0
Building	185,0		
Machinery	66,0	Paid-in Capital	22,8
Intangible assets	<u>49,0</u>	Retained earnings	<u>186,1</u>
	300,0	Total Equity	<u>208,9</u>
<b>TOTAL OF ASSETS</b>	<b>516,6</b>	<b>TOTAL DEBT &amp; EQUITY</b>	<b>516,6</b>

# INCOME STATEMENT

*Reports on*

***Revenue, Expenses, Loss/Profit***

*acquired by an enterprise  
during a certain period*

***Purpose :***

*Measuring profit or loss  
from the normal operation of the company  
during a certain period*



# INCOME STATEMENT



# INCOME STATEMENT

## 4 MAIN PARTS OF THE INCOME STATEMENT

1. Revenue from business operation
2. Operating expenses
  - Selling expenses and
  - General / administrative expenses
3. Other Income or Expense
4. Extraordinary Gain/Loss



# COMPONENTS OF THE INCOME STATEMENT

## Penjualan

- Biaya Pokok Penjualan
- = LABA KOTOR
  
- Biaya Penjualan
- Biaya Administrasi dan Umum
- = LABA OPERASI (LABA USAHA)
  
- Pendapatan dan Beban Lain- lain
- = LABA SEBELUM POS LUAR BIASA
  
- Pos Luar Biasa
- = LABA SEBELUM BUNGA DAN PAJAK PENGHASILAN

## *Sales Revenue*

- *Cost Of Goods Sold*
- = *GROSS PROFIT*
  
- *Selling Expense*
- *General Admin Expense*
- = *OPERATING PROFIT*
  
- *Other Income or Expense*
- = *PROFIT BEFORE EXTRAORDINARY GAIN/LOSS*
  
- *Extraordinary Gain/Loss*
- = *EARNING BEFORE INTEREST AND TAX (EBIT)*

## COMPONENTS OF THE INCOME STATEMENT

➤ **LABA SEBELUM BUNGA DAN PAJAK**

- Biaya Bunga

➤ = **LABA SEBELUM PAJAK**

- Pajak Penghasilan

➤ = **LABA SETELAH PAJAK  
(LABA BERSIH)**

➤ ***EARNING BEFORE INTEREST AND TAX (EBIT)***

- *Interest Expense*

➤ = ***EARNING BEFORE TAX (EBT)***

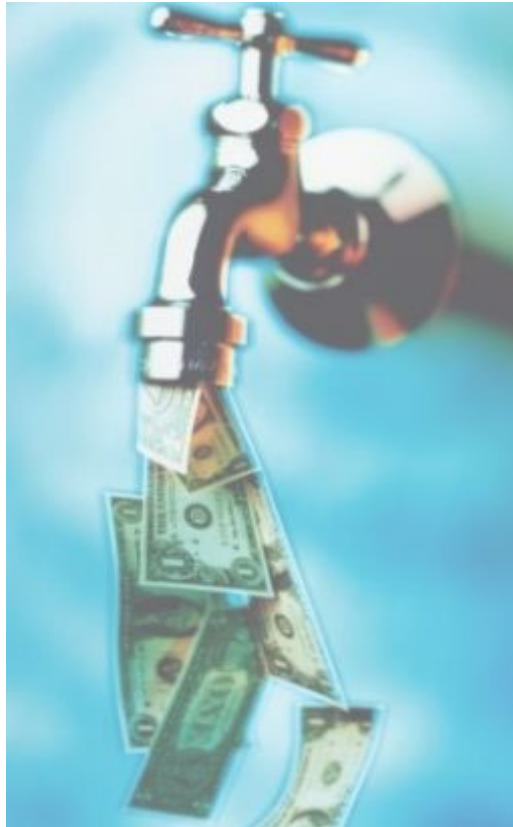
- *Corporate Tax*

➤ = ***EARNING AFTER TAX (EAT)***

## EXAMPLE: INCOME STATEMENT (in millions of Rupiah)



SALES	8,500	
COST OF GOODS SOLD	4,500	-
GROSS PROFIT	<u>4,000</u>	
OPERATING COSTS	3,800	-
OPERATING PROFIT	<u>200</u>	
OTHER EXPENSES	125	-
EARNINGS BEFORE INTEREST AND TAXES	<u>75</u>	
INTEREST	15	-
EARNING BEFORE TAX	60	
TAX	25	-
EARNING AFTER TAX (NET PROFIT)	<u>35</u>	



# Cash Flow

- Addition to cash
- Reduction to cash

*“Profit is an OPINION  
Cash is a FACT”*

# Income Statement Vs Cash Flow Statement

**Profit  
=  
Cash?**



## EXAMPLE: CASH FLOW STATEMENT (in millions of Rupiah)

<b>Starting Cash Balance</b>		2,750
<b>Incoming cash</b>		
Cash sales	6,250	
Decrease in Account receivable	3,250	
Working Capital Loan		
<b>Total Cash Receipts</b>	<u>1,500</u>	
<b>Outgoing cash</b>	11,000	
Cash payments		
Repayment of accounts payable	10,000	
Payment of tax payables	1,850	
<b>Total cash expenses</b>		
<b>Net Cash Flow</b>	<u>1,000</u>	
<b>Ending Cash Balance</b>	12,850	
		<u>(1,850)</u>
		900



**PT PERUSAHAAN GAS NEGARA TBK.  
DAN ENTITAS ANAKNYA/AND ITS SUBSIDIARIES**

Halaman 1/2 Page

**LAPORAN POSISI KEUANGAN  
KONSOLIDASIAN (lanjutan)  
TANGGAL 31 DESEMBER 2024**  
(Disajikan dalam dolar Amerika Serikat,  
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENT OF  
FINANCIAL POSITION (continued)  
AS OF DECEMBER 31, 2024**  
(Expressed in United States dollar,  
unless otherwise stated)

	Catatan/ Notes	31 Desember/ December 31 2024	31 Desember/ December 31, 2023	
<b>ASET (lanjutan)</b>				<b>ASSETS (continued)</b>
<b>ASET TIDAK LANCAR</b>				<b>NON-CURRENT ASSETS</b>
Kas yang dibatasi penggunaannya	4b	148.412.844	128.772.206	Restricted cash
Piutang usaha - pihak ketiga	6	-	45.825.293	Trade receivables - third parties
Piutang sewa pembiayaan - pihak berelasi	14c	76.991.693	-	Finance lease receivable - related party
Piutang lain-lain pihak berelasi	11	-	3.908.656	Other non-current receivable - related parties
pihak ketiga	11	46.139.826	59.944.715	third parties
Uang muka - bagian tidak lancar	9	37.483.781	35.019.565	Advances - non-current portion
Beban dibayar di muka - bagian tidak lancar	10	30.329.186	37.365.518	Prepaid expenses - non-current portion
Penyertaan saham dan ventura bersama	12	311.953.210	307.204.288	Investment in shares and joint ventures
Aset tetap - neto	13a	2.509.268.088	2.621.188.016	Fixed assets - net
Aset hak-guna - neto	14a	371.293.921	413.211.228	Right-of-use assets - net
Aset eksplorasi dan evaluasi	15a	65.231.075	11.127.331	Exploration and evaluation assets
Properti minyak dan gas - neto	15b	695.790.038	870.126.444	Oil and gas properties - net
Aset takberwujud - neto	13d	2.224.584	2.487.768	Intangible assets - net
Pajak dibayar di muka dan taksiran pengembalian pajak	21a	30.832.164	51.502.778	Prepaid taxes and Estimated claims for tax refund
Aset pajak tangguhan	21d	95.848.091	111.401.302	Deferred tax assets
Lain-lain		7.189.467	7.728.306	Others
<b>Total aset tidak lancar</b>		<b>4.428.987.968</b>	<b>4.706.813.414</b>	<b>Total non-current assets</b>
<b>TOTAL ASET</b>		<b>6.415.949.730</b>	<b>6.599.238.469</b>	<b>TOTAL ASSETS</b>



**PT PERUSAHAAN GAS NEGARA TBK.  
DAN ENTITAS ANAKNYA/AND ITS SUBSIDIARIES**

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**LAPORAN POSISI KEUANGAN  
KONSOLIDASIAN (lanjutan)  
TANGGAL 31 DESEMBER 2024**  
(Disajikan dalam dolar Amerika Serikat,  
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENT OF  
FINANCIAL POSITION (continued)  
AS OF DECEMBER 31, 2024**  
(Expressed in United States dollar,  
unless otherwise stated)



	Catatan/ <i>Notes</i>	31 Desember/ <i>December 31</i> 2024	31 Desember/ <i>December 31</i> , 2023	
<b>LIABILITAS DAN EKUITAS</b>				<b>LIABILITIES AND EQUITY</b>
<b>LIABILITAS</b>				<b>LIABILITIES</b>
<b>LIABILITAS JANGKA PENDEK</b>				<b>CURRENT LIABILITIES</b>
Utang usaha				Trade payables
Pihak berelasi	16	146.405.600	189.459.614	Related parties
Pihak ketiga	16	90.991.888	55.750.530	Third parties
Utang lain-lain				Other payables
Pihak ketiga	17	98.350.200	117.290.669	Third parties
Utang bank jangka pendek	19a	100.000.000	2.590.841	Short-term bank loan
Utang obligasi	20	-	552.633.015	Bonds payable
Liabilitas yang masih harus dibayar – jangka pendek	18a	425.588.383	352.673.261	Accrued liabilities - current
Bagian jangka pendek dari pinjaman bank jangka panjang	19b	72.449.958	39.689.089	Current portion of long-term bank loans
Liabilitas sewa bagian jangka pendek	14b	41.359.840	34.826.814	Current portion of lease liabilities
Utang pajak jangka pendek	21b	41.548.336	33.601.051	Current taxes payable
Liabilitas imbalan kerja jangka pendek	22	86.983.717	75.864.486	Current employee benefit liabilities
Bagian jangka pendek dari pendapatan yang ditangguhkan	18b	30.809.453	8.038.209	Current portion of deferred revenues
<b>Total liabilitas jangka pendek</b>		<b><u>1.134.487.375</u></b>	<b><u>1.462.417.579</u></b>	<b>Total current liabilities</b>

**PT PERUSAHAAN GAS NEGARA TBK.  
DAN ENTITAS ANAKNYA/AND ITS SUBSIDIARIES**

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**LAPORAN POSISI KEUANGAN  
KONSOLIDASIAN (lanjutan)  
TANGGAL 31 DESEMBER 2024**  
(Disajikan dalam dolar Amerika Serikat,  
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENT OF  
FINANCIAL POSITION (continued)  
AS OF DECEMBER 31, 2024**  
(Expressed in United States dollar,  
unless otherwise stated)



	<u>Catatan/ Notes</u>	<u>31 Desember/ December 31 2024</u>	<u>31 Desember/ December 31, 2023</u>	
<b>LIABILITAS DAN EKUITAS (lanjutan)</b>				<b>LIABILITIES AND EQUITY (continued)</b>
<b>LIABILITAS (lanjutan)</b>				<b>LIABILITIES (continued)</b>
<b>LIABILITAS JANGKA PANJANG</b>				<b>NON-CURRENT LIABILITIES</b>
Pinjaman bank jangka panjang	19b	703.690.713	519.958.791	Long-term bank loans
Liabilitas sewa jangka panjang	14b	353.874.575	395.855.249	Non-current lease liabilities
Utang pajak jangka panjang	21b	5.547.456	57.321.373	Non-current taxes payable
Liabilitas pajak tangguhan	21d	123.064.838	116.394.012	Deferred tax liabilities
Liabilitas yang masih harus dibayar - jangka panjang	18a	72.027.462	68.540.528	Accrued liabilities - non-current
Liabilitas pembongkaran aset dan restorasi area	23	146.128.524	146.690.321	Asset abandonment and site restoration obligations
Liabilitas imbalan pascakerja	22d	107.500.437	136.120.605	Post-employment benefit obligation
Pendapatan ditangguhkan	18b	98.101.066	155.536.632	Deferred revenues
<b>Total liabilitas jangka panjang</b>		<b>1.609.935.071</b>	<b>1.596.417.511</b>	<b>Total non-current liabilities</b>
<b>TOTAL LIABILITAS</b>		<b>2.744.422.446</b>	<b>3.058.835.090</b>	<b>TOTAL LIABILITIES</b>



**LAPORAN POSISI KEUANGAN  
KONSOLIDASIAN (lanjutan)  
TANGGAL 31 DESEMBER 2024**  
(Disajikan dalam dolar Amerika Serikat, kecuali  
dinyatakan lain)

**CONSOLIDATED STATEMENTS OF  
FINANCIAL POSITION (continued)  
AS OF DECEMBER 31, 2024**  
(Expressed in United States dollar,  
unless otherwise stated)

	<u>Catatan/ Notes</u>	<u>31 Desember/ December 31 2024</u>	<u>31 Desember/ December 31, 2023</u>	
<b>LIABILITAS DAN EKUITAS (lanjutan)</b>				<b>LIABILITIES AND EQUITY (continued)</b>
<b>EKUITAS</b>				<b>EQUITY</b>
<b>Ekuitas yang dapat diatribusikan kepada pemilik entitas induk</b>				<b>Equity attributable to the owners of the parent entity</b>
Modal saham - nilai nominal IDR100 per saham				Share capital - par value of IDR100 per share
Modal dasar - 70.000.000.000 saham yang terdiri 1 saham Seri A Dwiwarna dan 69.999.999.999 saham Seri B				Authorized - 70,000,000,000 shares consisting of 1 Series A Dwiwarna share and 69,999,999,999 Series B shares
Modal ditempatkan dan disetor penuh - 24.241.508.196 saham yang terdiri dari 1 saham Seri A Dwiwarna dan 24.241.508.195 saham Seri B	24a	344.018.831	344.018.831	Issued and fully paid - 24,241,508,196 shares consisting of 1 Series A Dwiwarna and 24,241,508,195 Series B shares
Tambahan modal disetor	24b	(467.574.628)	(467.574.628)	Additional paid-in capital
Saldo laba				Retained earnings
- Dicadangkan		2.647.820.134	2.592.201.898	Appropriated -
- Tidak dicadangkan		339.427.774	278.091.179	Unappropriated -
Komponen ekuitas lainnya		<u>(37.646.189)</u>	<u>(47.882.475)</u>	Other components of equity
Ekuitas neto yang dapat diatribusikan kepada pemilik entitas induk		<u>2.826.045.922</u>	<u>2.698.854.805</u>	Net equity attributable to the owners of the parent entity
Kepentingan nonpengendali	25	<u>845.481.362</u>	<u>841.548.574</u>	Non-controlling interests
<b>TOTAL EKUITAS</b>		<b><u>3.671.527.284</u></b>	<b><u>3.540.403.379</u></b>	<b>TOTAL EQUITY</b>
<b>TOTAL LIABILITAS DAN EKUITAS</b>		<b><u>6.415.949.730</u></b>	<b><u>6.599.238.469</u></b>	<b>TOTAL LIABILITIES AND EQUITY</b>

**PT PERUSAHAAN GAS NEGARA TBK.  
DAN ENTITAS ANAKNYA/AND ITS SUBSIDIARIES**

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**LAPORAN LABA RUGI  
DAN PENGHASILAN KOMPREHENSIF LAIN  
KONSOLIDASIAN  
UNTUK TAHUN YANG BERAKHIR PADA TANGGAL  
31 DESEMBER 2024**  
(Disajikan dalam dolar Amerika Serikat,  
kecuali dinyatakan lain)

**CONSOLIDATED  
STATEMENT OF PROFIT OR LOSS  
AND OTHER COMPREHENSIVE INCOME  
FOR THE YEAR ENDED  
DECEMBER 31, 2024**  
(Expressed in United States dollar,  
unless otherwise stated)

Tahun yang berakhir pada tanggal 31 Desember/  
Year ended December 31,

	Catatan/ Notes	2024	2023	
<b>PENDAPATAN</b>	27	3.788.619.187	3.646.304.165	<b>REVENUES</b>
<b>BEBAN POKOK PENDAPATAN</b>	28	<u>(3.031.238.285)</u>	<u>(2.912.724.687)</u>	<b>COST OF REVENUES</b>
<b>LABA BRUTO</b>		<b>757.380.902</b>	<b>733.579.478</b>	<b>GROSS PROFIT</b>
Pendapatan lain-lain	31a	40.293.915	24.623.337	Other income
Beban umum dan administrasi	29,43	(201.214.919)	(196.895.201)	General and administrative expenses
Beban lain-lain	31b,43	<u>(73.802.786)</u>	<u>(18.890.000)</u>	Other expenses
<b>LABA OPERASI</b>		<b>522.657.112</b>	<b>542.417.614</b>	<b>OPERATING PROFIT</b>
Bagian laba dari ventura bersama	12	72.200.336	64.835.104	Share of profit from joint ventures
Pendapatan keuangan	30b	60.189.845	48.464.033	Finance income
Laba selisih kurs - neto	31c	11.125.284	7.352.655	Gain on foreign exchange - net
Beban keuangan	30a	(75.327.749)	(97.628.154)	Finance costs
Penurunan nilai properti minyak dan gas	15b	(9.068.015)	-	Impairment losses of oil and gas property
Provisi atas kontrak yang merugi	35p	(3.486.935)	(11.689.711)	Provision for onerous contract
Provisi atas sengketa pajak	21f	-	(29.864.532)	Provision for tax disputes
<b>LABA SEBELUM PAJAK PENGHASILAN</b>		<b>578.289.878</b>	<b>523.887.009</b>	<b>PROFIT BEFORE INCOME TAX</b>
<b>BEBAN PAJAK PENGHASILAN</b>	21c	<u>(138.652.608)</u>	<u>(147.271.108)</u>	<b>INCOME TAX EXPENSE</b>
<b>LABA TAHUN BERJALAN</b>		<b><u>439.637.270</u></b>	<b><u>376.615.901</u></b>	<b>PROFIT FOR THE YEAR</b>



**PT PERUSAHAAN GAS NEGARA TBK.  
DAN ENTITAS ANAKNYA/AND ITS SUBSIDIARIES**

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**LAPORAN ARUS KAS  
KONSOLIDASIAN  
UNTUK TAHUN YANG BERAKHIR  
PADA TANGGAL 31 DESEMBER 2024**  
(Disajikan dalam dolar Amerika Serikat,  
kecuali dinyatakan lain)

**CONSOLIDATED  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED  
DECEMBER 31, 2024**  
(Expressed in United States dollar,  
unless otherwise stated)



Catatan/ Notes	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2024	2023	
<b>ARUS KAS DARI AKTIVITAS OPERASI</b>			<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>
Penerimaan dari pelanggan	3.834.863.981	3.739.835.270	Receipts from customers
Penerimaan dari penghasilan bunga	60.189.845	48.464.033	Receipts from interest income
Pembayaran kepada pemasok	(2.189.465.072)	(2.082.229.607)	Payments to suppliers
Pembayaran untuk beban usaha dan aktivitas operasi lainnya	(405.562.341)	(436.379.766)	Payments for operating expenses and other operating activities
Pembayaran pajak setelah dikurangi penerimaan dari tagihan pajak	(247.402.313)	(253.201.247)	Payments for taxes after deduction from tax refunds
Pembayaran kepada karyawan	(175.241.931)	(141.141.075)	Payments to employees
Pembayaran beban keuangan	(48.688.515)	(76.950.929)	Payments for finance cost
Pembayaran sengketa pajak	-	(27.599.264)	Payment for tax dispute
Pembayaran bunga atas sewa	14b (17.015.634)	(19.171.128)	Payments for interest on lease
Penempatan pada kas yang dibatasi penggunaannya	(26.463.031)	(27.937.683)	Placement of restricted cash
<b>Kas neto yang diperoleh dari aktivitas operasi</b>	<b>785.214.989</b>	<b>723.688.604</b>	<b>Net cash generated from operating activities</b>
<b>ARUS KAS DARI AKTIVITAS INVESTASI</b>			<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>
Penerimaan dividen dari ventura bersama	12 67.781.412	61.015.276	Dividend received from joint ventures
Penerimaan pelepasan aset keuangan pada nilai wajar melalui penghasilan komprehensif lain	5b 23.178.224	3.600.000	Proceeds from disposals of financial assets through other comprehensive income
Penambahan aset tetap	(62.753.331)	(52.055.522)	Additions of fixed assets
Penambahan aset eksplorasi dan evaluasi	(54.103.744)	(1.054.564)	Additions of exploration and evaluation assets
Penambahan properti minyak dan gas	(22.022.119)	(69.172.678)	Additions of oil and gas properties
Penempatan investasi jangka pendek lainnya	5a (618.927)	-	Placement for other short term investment
<b>Kas neto yang digunakan untuk aktivitas investasi</b>	<b>(48.538.485)</b>	<b>(57.667.488)</b>	<b>Net cash used in investing activities</b>

**PT PERUSAHAAN GAS NEGARA TBK.  
DAN ENTITAS ANAKNYA/AND ITS SUBSIDIARIES**

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**LAPORAN ARUS KAS  
KONSOLIDASIAN (lanjutan)  
UNTUK TAHUN YANG BERAKHIR  
PADA TANGGAL 31 DESEMBER 2024**  
(Disajikan dalam dolar Amerika Serikat,  
kecuali dinyatakan lain)

**CONSOLIDATED  
STATEMENT OF CASH FLOWS (continued)  
FOR THE YEAR ENDED  
DECEMBER 31, 2024**  
(Expressed in United States dollar,  
unless otherwise stated)

Tahun yang berakhir  
pada tanggal 31 Desember/  
Year ended December 31.

	Catatan/ Notes	2024	2023	
<b>ARUS KAS DARI AKTIVITAS PENDANAAN</b>				<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>
Penerimaan pinjaman bank	19	400.000.000	303.238.552	Proceeds of bank loans
Penerimaan pinjaman dari ventura bersama		4.223.033	4.223.035	Proceeds of loans from joint ventures
Pembayaran <i>buyback</i> obligasi	20	(552.961.000)	(773.291.000)	Payments of bonds <i>buyback</i>
Pembayaran dividen	25,26	(318.749.651)	(292.917.297)	Payment of dividend
Pembayaran pinjaman bank	19	(63.651.115)	(76.900.048)	Payments of bank loans
Pembayaran liabilitas sewa	14b	(36.923.038)	(38.903.352)	Payments of lease liabilities
Pembayaran biaya transaksi utang bank		-	(3.655.000)	Payment of bank loan transaction cost
<b>Kas neto yang digunakan untuk aktivitas pendanaan</b>		<b>(568.061.771)</b>	<b>(878.205.110)</b>	<b>Net cash used in financing activities</b>
<b>KENAIKAN/(PENURUNAN) NETO KAS DAN SETARA KAS</b>		<b>168.614.733</b>	<b>(212.183.994)</b>	<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>
Pengaruh perubahan kurs neto dari kas dan setara kas		(30.164.053)	9.264.859	Net effects of foreign exchange on cash and cash equivalents
<b>KAS DAN SETARA KAS AWAL TAHUN</b>	4a	<b>1.244.731.682</b>	<b>1.447.650.817</b>	<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR</b>
<b>KAS DAN SETARA KAS AKHIR TAHUN</b>	4a	<b>1.383.182.362</b>	<b>1.244.731.682</b>	<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>



Item	Plant A	Plant B
Production Volume (MMBTU)	1,000,000	950,000
Revenue (Rp Billion)	1,200	1,100
Operating Costs (Rp Billion)	900	850
Overtime Cost (Rp Billion)	50	30
Unplanned Downtime (Hours)	20	45



Formula:

$$\text{Gross Margin \%} = \frac{\text{Revenue} - \text{Operating Cost}}{\text{Revenue}} \times 100$$

- Plant A:  $(1,200 - 900) / 1,200 \times 100 = 25$
- Plant B:  $(1,100 - 850) / 1,100 \times 100 = 22.7$

Formula:

$$\text{Cost per unit} = \text{Operating Cost} / \text{Production Volume}$$

- Plant A:  $900 / 1,000,000 = \text{Rp } 900 \text{ per MMBTU}$
- Plant B:  $850 / 950,000 = \text{Rp } 894 \text{ per MMBTU}$
- 👉 Plant B is more efficient per unit, even though total profit margin is lower.
- **Overtime Cost:** Plant A higher (Rp 50B vs 30B).
- **Downtime:** Plant A = 20 hrs, Plant B = 45 hrs.



- **Plant A:**
  - More profitable overall.
  - Uses more overtime but reduces downtime.
  - Good trade-off: spending overtime to prevent big production losses.
- **Plant B:**
  - Slightly lower cost per unit.
  - But higher downtime eats into profitability.
  - Needs better maintenance & scheduling to reduce unplanned downtime.



# FINANCIAL STATEMENT ANALYSIS

Important information for stakeholders,  
especially for:

1. Company owner(s)
2. Shareholders
3. Banks / long-term lenders / bondholders
4. Banks / short-term lenders
5. Future investors



# Ratio Analysis

- 1. Liquidity Ratio**
- 2. Activity Ratio**
- 3. Profitability Ratio**



# 1. Liquidity Ratio

Rasio Lancar  
(*Current Ratio*)

$$= \frac{\text{Current Asset}}{\text{Current Liabilities}}$$



*Ability to pay short-term liabilities that must immediately be met with current assets*

# 1. Liquidity Ratio

**Rasio Cepat**  
*(Quick Ratio =  
Acid Ratio)*

$$\frac{\text{Current Asset - Inventory}}{\text{Current Liabilities}}$$



*Ability to pay immediate short-term liabilities that must be met with current assets, without inventory*

## 2. Activity Ratio



$$\text{Rasio Perputaran Aktiva} \\ \text{(Asset Turnover)} = \frac{\text{Sales}}{\text{Total Assets}}$$

*The ability of assets to generate sales in one sales period*

*Number of funds through receivables in a single sales period*

## 2. Activity Ratio

**Rasio Perputaran Piutang**  
*(Acc Receivable Turnover)*

$$= \frac{\text{Sales}}{\text{Receivables}}$$

*The number of fund cycle of account receivable within one sales period. Measure how effective a business is at collecting debt and extending credit*

**Rasio Rata-rata Umur Piutang**  
*(Days Sales Outstanding)*

$$= \frac{\text{Receivables}}{\text{Sales per day}}$$

*Measures the average number of days it takes for a company to collect cash from credit sales (account receivables)*



### 3. Profitability Ratio

Rasio Laba Kotor  
(Gross Profit Margin)

$$= \frac{\text{Sales} - \text{Cost of Goods Sold}}{\text{Sales}}$$



*Sales ability to generate gross profit*

### 3. Profitability Ratio



$$\text{Rate of return On Asset (ROA)} = \frac{\text{Profit After Tax}}{\text{Total Asset}}$$

*The ability of total Asset to generate net income*

### 3. Profitability Ratio



$$\text{Rate of return On Equity (ROE)} = \frac{\text{Profit After Tax}}{\text{Total Equity}}$$

*The ability of total equity to generate net income*

### 3. Profitability Ratio



$$\text{Rate of return On Investment (ROI)} = \frac{\text{Profit After Tax}}{\text{Total Investment}}$$

*The ability of total investments to generate net income*

Rasio Keuangan <i>Financial Ratios</i>	2022	2021	2020	2019	Selisih 2022-2021 <i>Difference of 2022-</i>
	1	2	3	4	5= 1-2
<b>Rasio Pengembalian atas Aset</b> <i>Return on Asset (ROA)</i>	<b>32%</b>	17%	-4%	18%	15%
<b>Rasio Pengembalian atas Ekuitas</b> <i>Return on Equity (ROE)</i>	<b>40%</b>	39%	-8%	36%	1%
<b>Rasio Profibilitas</b> <i>Profitability Ratio</i>	<b>16%</b>	8%	-2%	7%	8%
<b>Rasio Lancar</b> <i>Current Ratio</i>	<b>498%</b>	178%	176%	200%	320%
<b>Rasio Cepat</b> <i>Quick Ratio</i>	<b>498%</b>	178%	176%	200%	320%
<b>Rasio Utang terhadap Ekuitas</b> <i>Debt to Equity Ratio (DER)</i>	<b>0,25</b>	1,29	1,32	1,00	-1,04
<b>Rasio Utang terhadap Aset</b> <i>Debt to Assets Ratio (DAR)</i>	<b>0,20</b>	0,56	0,57	0,50	-0,36



# THANK YOU



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# **FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING**

## **BLOCK 2 PEOPLE LEADERSHIP**





**Block 2**

**Modul 14**

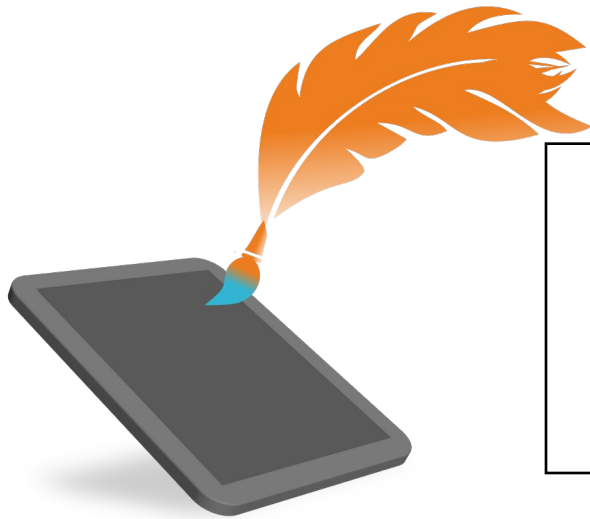
# **CAPITAL EXPENDITURE (Capex) ANALYSIS**



# TIME VALUE OF MONEY

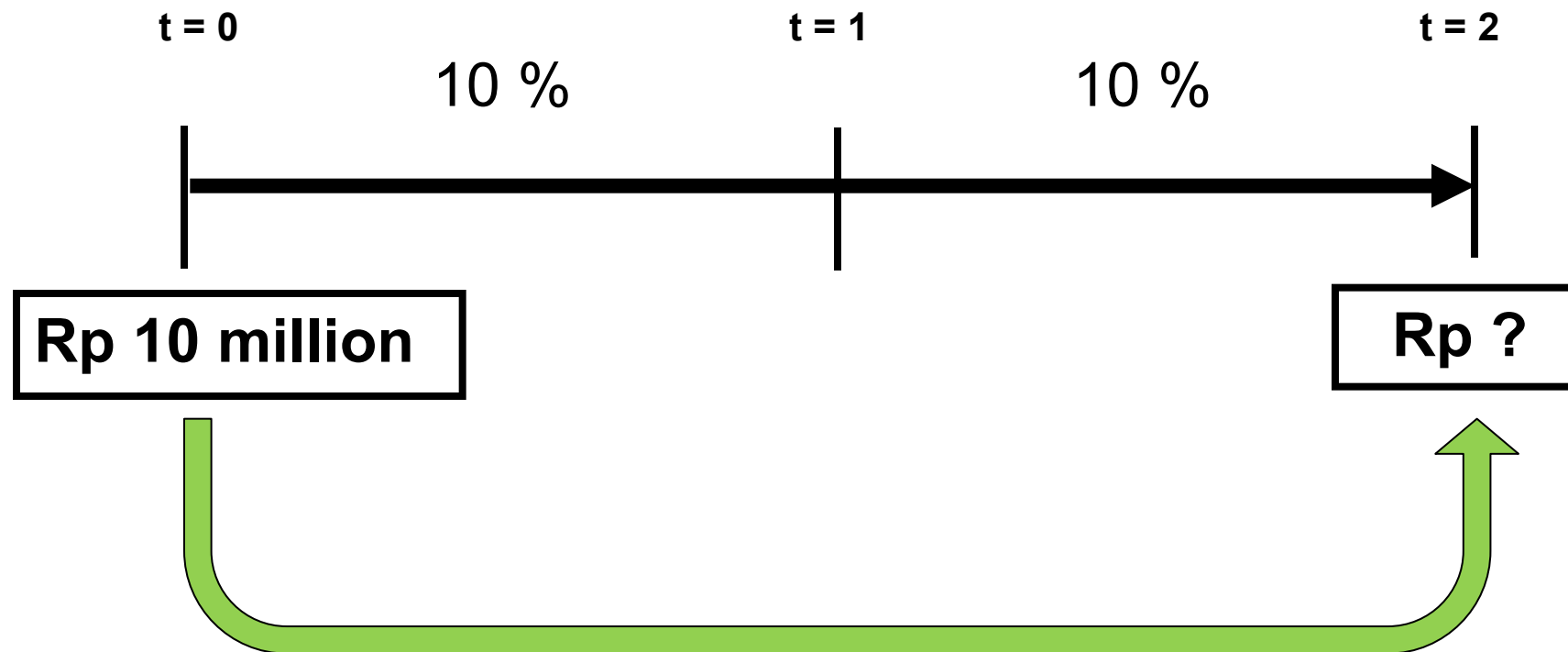
Comparison of **current cash flow value of expenses**  
With **future benefits**

**OR**



Comparison  
**Current Value**  
With **Future values**

# FUTURE VALUE PROCESS



# FUTURE VALUE

$$FV_{r,n} = P \times (1 + r)^n$$

*P* = principal, or initial amount in the year

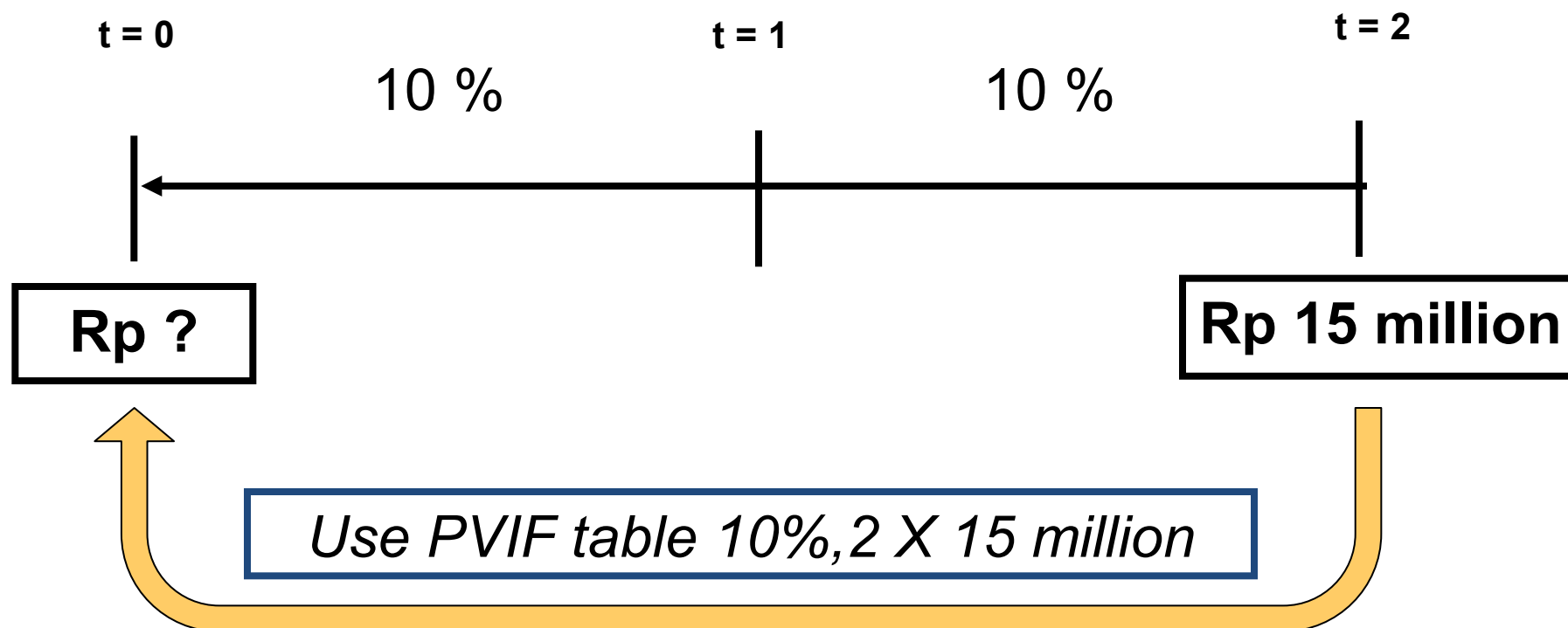
*r* = interest of rate

*n* = period

$$FV_{10\%,2} = 10 \text{ million} \times (1 + 10\%)^2$$



# PRESENT VALUE PROCESS (DISCOUNT PROCESS)



## EXERCISE : PRESENT VALUE TABLE

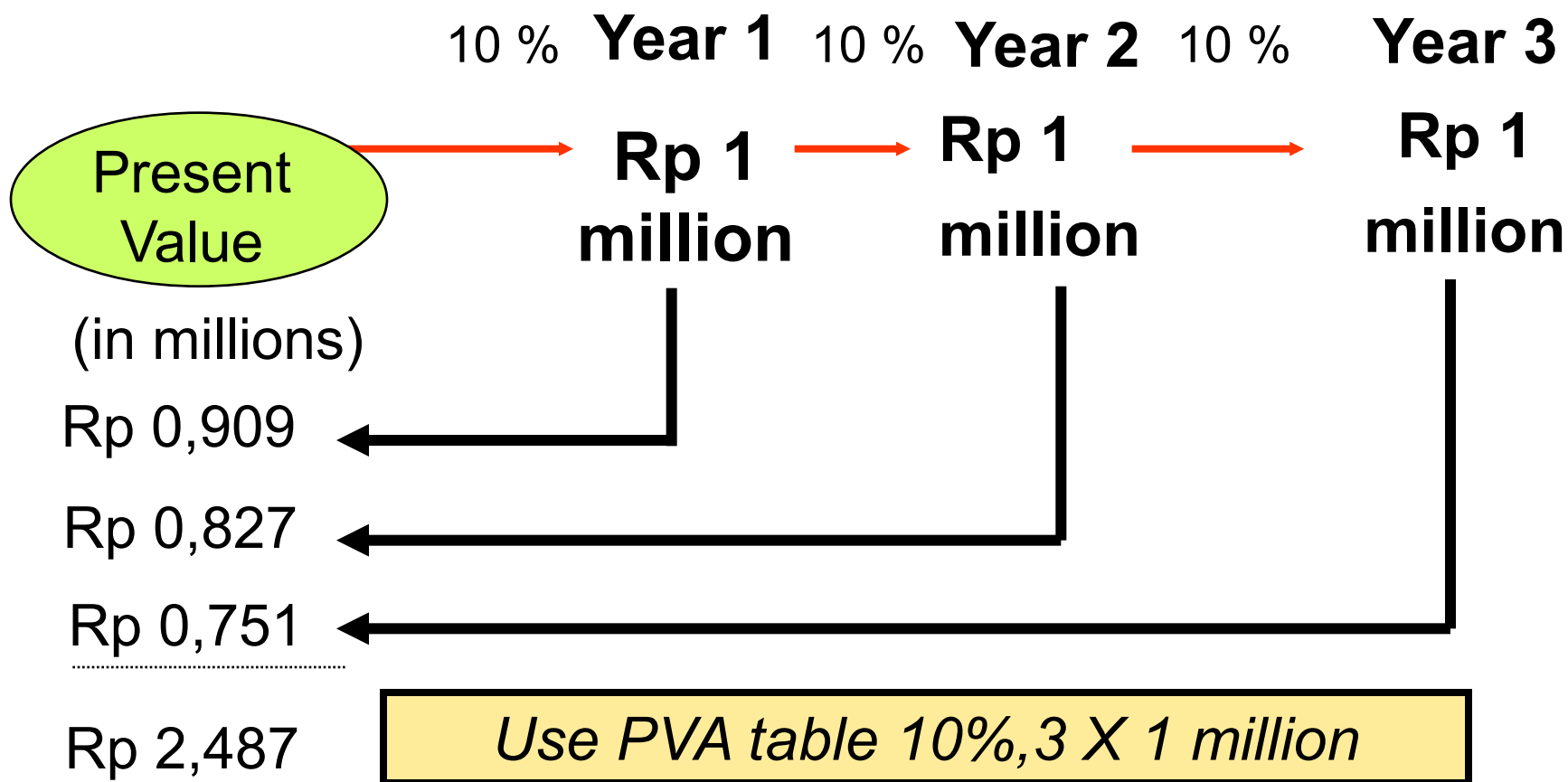
Future Value	Period	Interest Rate per period (%)	PV Factor	Present Value
Rp 15 million	2 year	10%		
Rp 10 million	12 month	2%		
Rp 300 million	3 year	15%		
Rp 300 million	3 year	12%		
Rp 300 million	3 year	10%		

# ANNUITY



***A series of payments (cash out) or receipts (cash in) over a certain period of time, in the same monetary value***

# PRESENT VALUE ANNUITY



# INVESTMENT DECISION ANALYSIS

## ***Capital Expenditure (Capital Investment)***

- ❖ ***Expenses incurred by the company with the hope of provide benefits or results (benefits) for a period of more than 1 year***

## ***Capital Budgeting***

- ❖ ***Overall planning process and decision making about disbursement of funds with a repayment period of more than 1 year***

## INVESTMENT DECISION ANALYSIS

### Why is it necessary?

- To find out whether **investment today** get **satisfactory result** from **future acceptance**



# INVESTMENT CLASSIFICATION

## Replacement

- *Replacement for business continuity*
- *Replacement for cost reduction*

## Expansion

- *Extension of existing products*
- *Market expansion or new products*



## Etc

- *Office building*
- *Other facilities*

# INVESTMENT ASSESSMENT PROCESS

## Stage 1:

- *Determining the initial investment value of the investment to be made, for example, the purchase price of the machine, or the initial expenditure for a project*

### **Key factors to consider:**

- *Acquisition cost*
- *Installation, delivery and insurance costs*
- *Income or sales value (if any) from the old assets*
- *Tax (if any) from the sale of old assets*



# INVESTMENT ASSESSMENT PROCESS

## Stage 2:

- *Determine **capital or source of funds that will be used.***
- *In this case there are 3 alternative choices, namely:*
  - ***All own capital***
  - ***Capital from other parties (bank or financial institution) in its entirety***
  - ***Some of the capital of the self and some of the other parties***

# INVESTMENT ASSESSMENT PROCESS

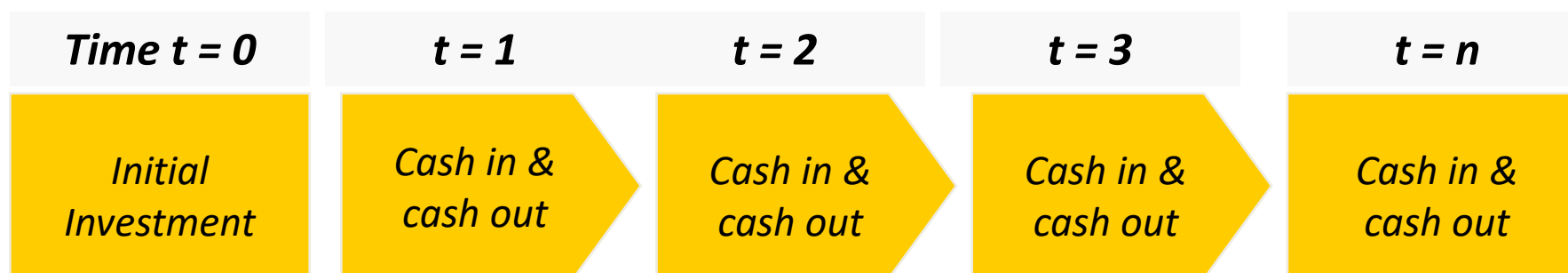
## **Stage 3:**

- *Estimating cash flow pattern of the proposed investment*
  - *Consider all the cash flow impacts, cash in and cash out, that will occur because of making an investment*

# INVESTMENT ASSESSMENT PROCESS

## Stage 4:

- *Do calculation of cash inflow and cash out which is estimated at stage 3*



So that the **net cash flow** (the difference between cash inflow and outflow) for each period analyzed (**Net Cash Flow**) is obtained.  
**The range of period considered, is usually associated with the age of the investment being analyzed**

# INVESTMENT ASSESSMENT PROCESS

## *Stage 5:*

Conduct an **investment feasibility assessment**,  
using **appropriate methods**



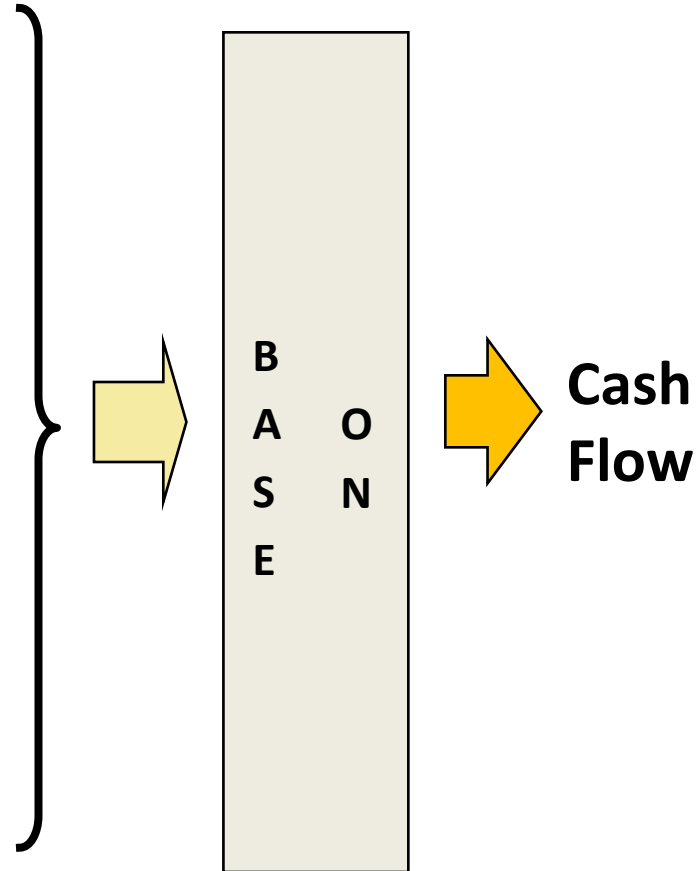
# ASSESSMENT METHODS INVESTMENT

I. Recovery Period  
(Payback Period)

II. Present Value  
(Net Present Value/NPV)

III. Internal Profit Rate  
(Internal Rate of Return / IRR)

IV. Average Return on Investment (ARR)



# I. PAYBACK PERIOD

*A period required to be able to **recoup investment expenditure** by using "**PROCEEDS**" or **Net Cash Flow***



# PAYBACK PERIOD

## Example :

Initial Investment = Rp 100 million

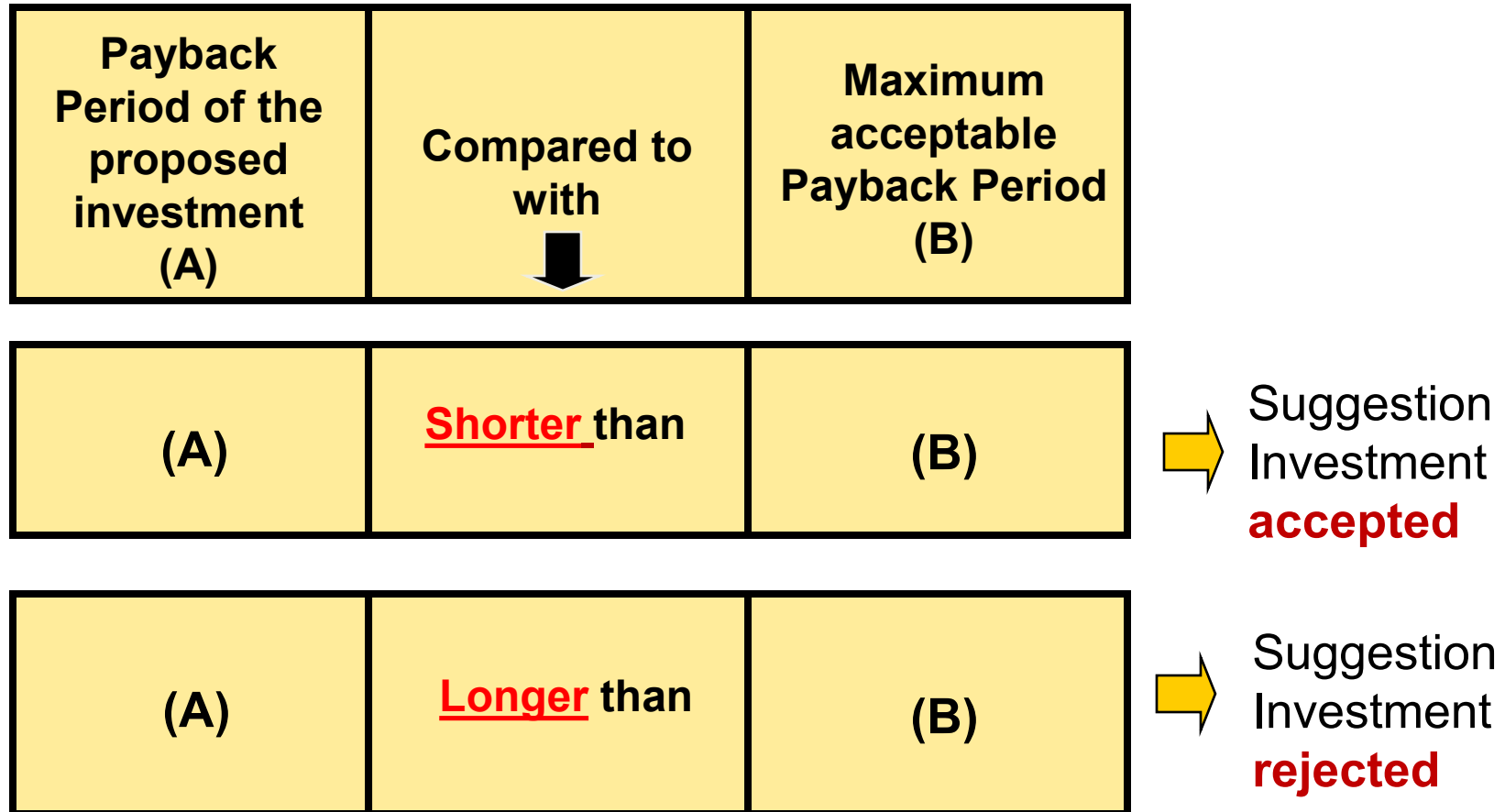
Net cashflow = Rp 40 million/year

$$\frac{100 \text{ million}}{40 \text{ million}}$$

( 1 year + 1 year + ½ year )

Payback period = 2,5 years

# PAYBACK PERIOD



# PAYBACK PERIOD METHOD

## ADVANTAGES

- **Easy to count**, because it's simple
- Can be used for **investment that quickly returns results in cash**
- Because **gives an idea of the speed of principal return**, So **provide time risk indicators to management**
- This method **fast**, because it is better than methods based on feelings.

## WEAKNESSES

- **Ignoring the time factor**
- **Ignoring income** earned over a period that has already returned the investment
- **Ignoring the risk value** project if any

## II. NET PRESENT VALUE

Calculating the **difference** between  
*present value of investment* with  
*present value of revenue* net cash

- *Cash in* used in this method are:
- **A cash flow discounted**  
a basic bag **cost of capital (*cost of capital*)**  
or "***rate of return***" which are desired

# NET PRESENT VALUE

## Example :

Initial Investment = Rp. 100 million

Net cash flow = Rp 40 million / year

Investment age = 5 years

Bank credit interest rates are around 24% (Discount rate = 24%)

Cash flow form: Annuity >> same amount / year

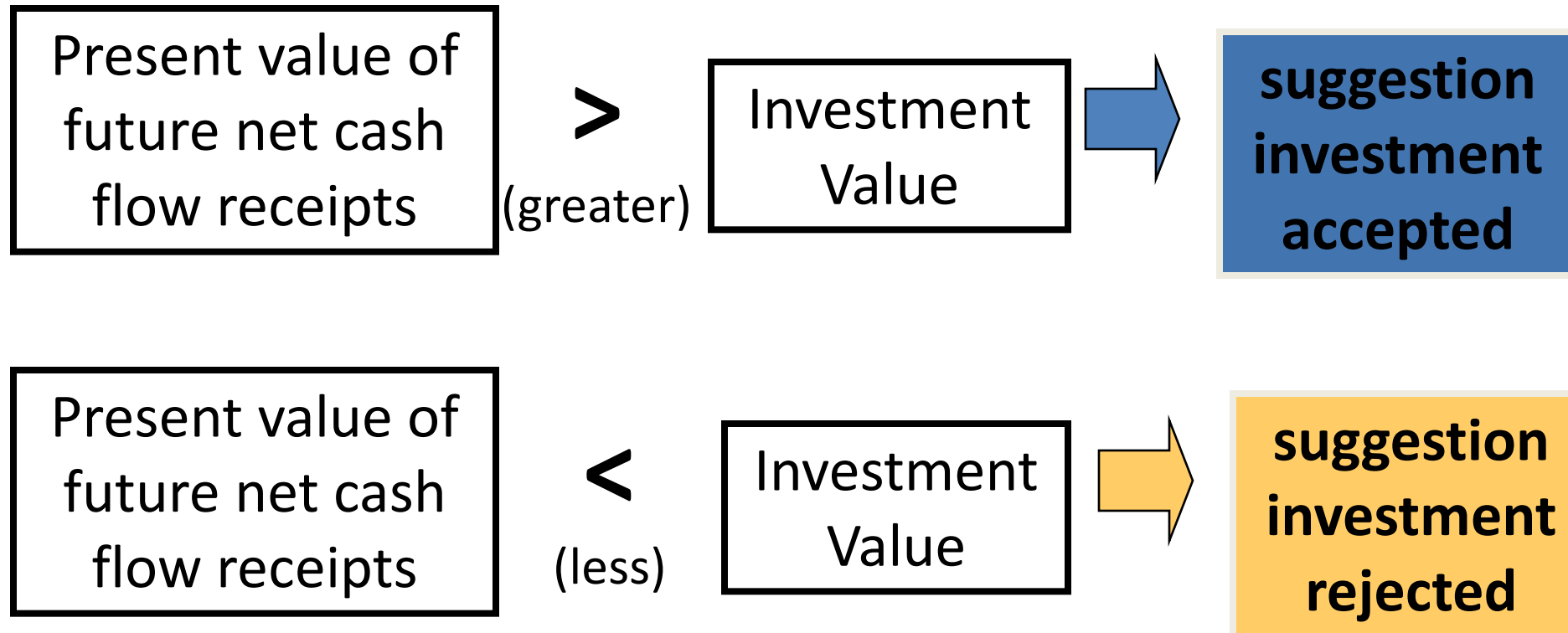
Use the Annuity Present Value table (table B),  
with a discount factor of 24%

PVA from Cash Flow 40 million for 5 years is:

2,745 X 40 million = 109.80 million

**NPV = - 100 million + 109.80 million = 9.80 million**

# NET PRESENT VALUE



# NET PRESENT VALUE METHOD

## ADVANTAGES

- **Considering** time factor
- **Considering** income factor earned during the project is used
- Use **the principle of overall investment value addition**

## WEAKNESSES

- Some people find it difficult/complicated to use
- Management must first determine the level of capital costs.
- To compare project A with project B which have different values, you must use the net present value index.

## III. IRR METHOD (INTERNAL RATE OF RETURN)

Count **interest rate** Which equate the present value of investments with present value of future net cash flow receipts

*\*Basically, Internal Rate of Return must be searched by trial and error*

# IRR METHOD

## Example :

From the previous NPV case discussion:

PVA from Cash Flow 40 million for 5 years is:

$$2,745 \times 40 \text{ million} = 109.80 \text{ million}$$

$$\text{NPV at a discount rate of 24\%} = -100 \text{ million} + 109.80 \text{ million} = 9.80 \text{ million}$$

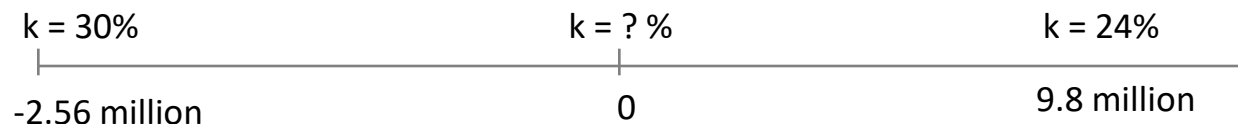
Let's try with a discount rate of 30%:

PVA from Cash Flow 40 million for 5 years is:

$$2.436 \times 40 \text{ million} = 97.44 \text{ million}$$

$$\text{NPV at a discount rate of 30\%} = -100 \text{ million} + 97.44 \text{ million} = -2.56 \text{ million}$$

Use the interpolation method to find the discount rate when NPV = 0.



$$9.80 / (9.80 + 2.56) \times (30\% - 24\%) = 4.76 \%$$

$$\text{IRR} = 24 \% + 4.76 \% = 28.76 \%$$

# IRR METHOD

- If IRR  $>$  (greater than) the Relevant Interest Rate (*discount rate*)
  - $\rightarrow$  **suggestion investment accepted**
- If IRR  $<$  (less than) the Relevant Interest Rate (*discount rate*)
  - $\rightarrow$  **suggestion investment rejected**

# IRR METHOD

## ADVANTAGES

- **Considering** time factor
- **Considering** in come factor earned during the project is used
- **Percentage figures** that may be obtained **easier to understand** rather than current value or by index
- With **percentage figure**, making it easier to organize **ranking** for some projects

## WEAKNESSES

- Some say **hard to use**
- This method is assume that **"results" obtained, reinvested at the percentage rate earned**

## **Average Return of Investment (Accounting Rate of Return)**

- Measure the average level of profit earned from an investment
- The figure used is profit after tax: (divided by) the average value of the investment
- The percentage of the result of the comparison: (divided by) the implied profit rate

# ARR CALCULATION FORMULA

$$\frac{\text{EAT}}{\text{Initial Investment}} \times 100\%$$

EAT = *Earning After Tax*

→ In addition to Initial Investment, average investment can also be used, namely:

$$\frac{\text{Initial Investment} + \text{Residual Value}}{2}$$

# Accounting Rate of Return

## Example :

Initial Investment	=	Rp 100 million
Calculation of profit before tax :		
Sales	=	Rp 150 million / year
Cost	=	Rp 105 million / year
Depreciation	=	$1/5 \times 100 \text{ million} = \text{Rp } 20 \text{ million / year}$
Profit before tax	=	Rp 25 million / year
Tax = 20 % X 25 million	=	Rp 5 million / year
Profit after tax	=	Rp 20 million / year

Average investement over 5 years:

$$\frac{100 \text{ million} + 80 \text{ million} + 60 \text{ million} + 40 \text{ million} + 20 \text{ million}}{5} = \frac{100 \text{ million} + 20 \text{ million}}{2}$$

$$= 60 \text{ million}$$

$$\text{ARR} = 20 / 60 = 33.33 \%$$

## Average Return on Investment Accounting Rate of Return

Accounting Rate of Return  $>$  (greater than)  
Minimum Accounting Rate of Return  
→ **suggestion investment accepted**

Accounting Rate of Return  $<$  (less than)  
Minimum Accounting Rate of Return  
→ **suggestion investment rejected**

# ARR METHOD

## ADVANTAGES

- The data is easy to obtain, because it is taken from accounting records
- Considering the revenue factor earned during the project

## WEAKNESSES

- Ignoring the time factor
- Focusing on accounting issues, and paying less attention to cash flow data from the investment concerned
- It is a short-term approach using misleading average numbers
- Ignoring the length of the investment term
- Cannot be used if any other investments are made after the project has been evaluated



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# **FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING**

## **BLOCK 2 PEOPLE LEADERSHIP**



**Block 2**

# **MODUL 15**

# **UNDERSTANDING EMOTIONS A FOUNDATION FOR SELF & SOCIAL AWARENESS**



Emotional Intelligence contributes +/- **80%**  
towards one's success.

# Emotional Intelligence

---

A set of emotional, personal & social knowledge and skills that affect a person's ability to successfully handle the demands and pressures of his environment.

( Bar-On, 1997 )

# Emotional Intelligence

---

## Self-Awareness

Self-appraisal  
Emotional Self-Awareness  
Objectivity  
Self-expression

## Self-Management

Stress Management  
Impulse Control  
Self-Reliance  
Adaptability  
Problem solving

## Self-Motivation

Optimism  
Achievement Drive  
Contentment

## Social Awareness

Understanding Personality  
Empathy

## Social Skills

Interpersonal Relationships  
Group Orientation

# Charles Darwin

# Basic Emotions



Anger



Fear



Disgust



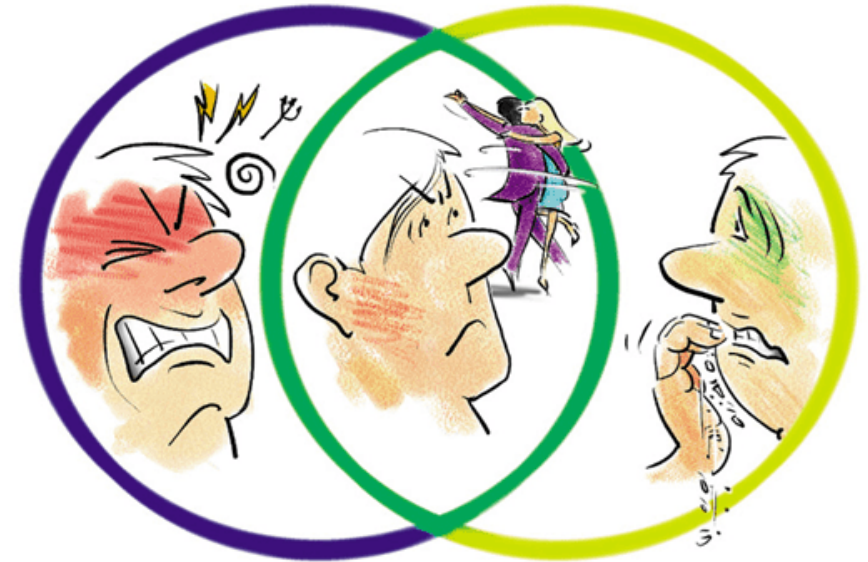
Surprise



Pleasure



Sadness



Derived Emotions:  
Anger + Fear = Envy



## Self Awareness:

- Knowing your strengths and weaknesses
- Having a strong sense of identity and self-worth.

# Self-appraisal

---

**The ability to be aware of, understand, accept and respect ourselves.**

- Knowing our inner resources, strengths and weaknesses
- Understanding why we think, feel and behave the way we do

# Emotional Self-awareness

---

## The ability to:

- Recognize and understand our emotions and their effects
- Differentiate between our emotions
- Know what we feel and what caused those feelings

# Objectivity

---

The ability to assess the correspondence between what is subjectively experienced and what objectively exists.

# Self-expression

---

## **The ability to:**

- Express emotions, beliefs and thoughts
- Defend our rights in an assertive and non-destructive manner

# Self-Management

---



Managing our emotions so that they work for and not against us.

# Stress Management



The ability to withstand adverse events, stressful situations and anxiety-provoking situations by actively and positively coping with stress.

# Is stress a bad thing?

---

Stress isn't always a bad thing, as it can motivate you to act, but too much stress can be harmful.



# STRESS TYPE

---

- Acute distress:** Stress associated with a particular event, intense and short-lived.
- Chronic distress:** Prolonged stress.
- Acute episodic distress:** Stress as a way of life.

# FIVE WAYS TO PREVENT STRESS

---

1. Exercise every day
2. Manage your own needs
3. Work with measurable targets
4. Say what you feel, directly and assertively
5. Do useful things to raise spirits.

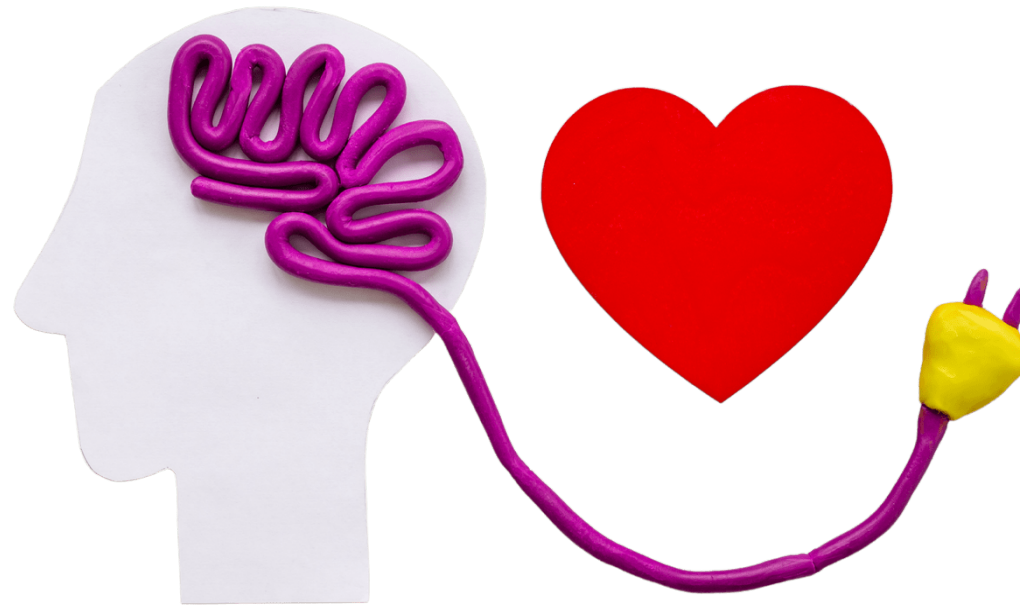
# Impulse Control

## The ability to:

- Control emotions, resist or delay an impulse, drive, or temptation to act
- Control abusive, hostile, and aggressive behavior



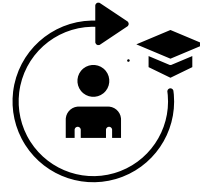
# How long is your emotional fuse?





### C. Self-reliance:

The ability to be independent in our thinking and actions and to be free of emotional dependency.



### D. Adaptability:

**The ability to:**

- Adjust emotions, thoughts and behavior to changing situations and conditions
- Be flexible in handling change and challenges
- Be open to new ideas and approaches



### E. Problem Solving:

**The ability to:**

- Identify and define problems
- Generate and implement potentially effective solutions

# Self-Motivation

---



- Setting and pursuing goals.
- Persevering despite obstacles and setbacks.

**Getting the best out of yourself and of any situation.**

# Optimism

---



The ability to look at the brighter side of life and to maintain a positive attitude even in the face of adversity.

# Achievement Drive

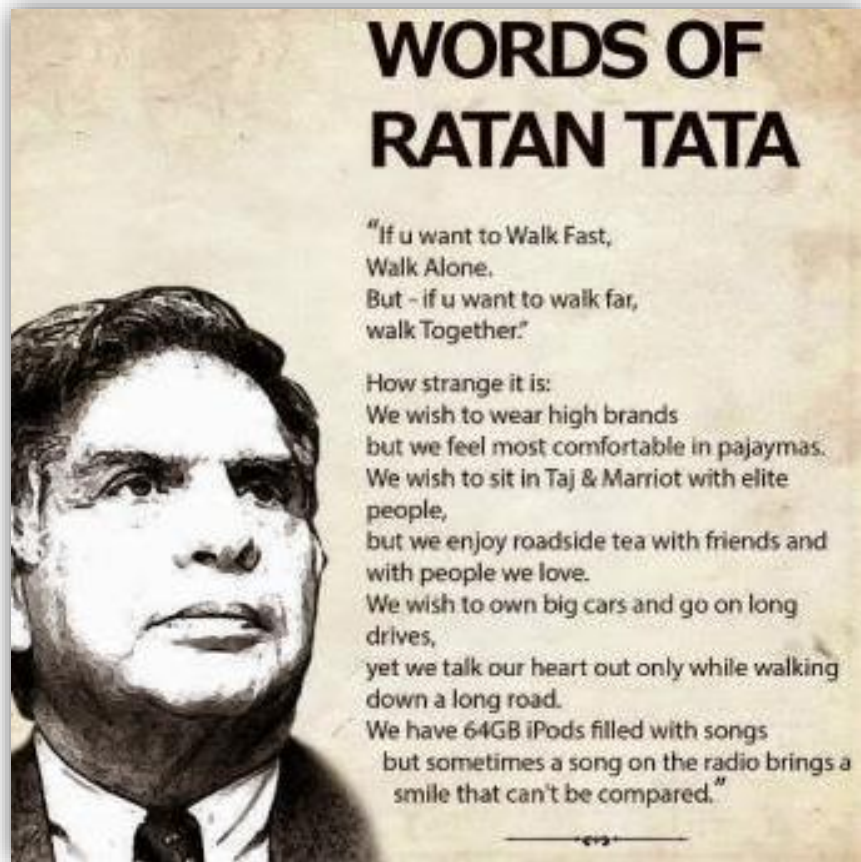
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## The ability to:

- Set and achieve goals
- Have a sense of direction in life

# Contentment



## The ability to:

- Feel satisfied with one's life
- Have fun

# Social Awareness



Being aware of others' emotions, feelings and needs.

- Leaders with social awareness are attuned to the emotions, needs and concerns of the group and its stakeholders.
- Empathic leaders: Recognize the "emotional undercurrents" prevailing in the team or organization.

# Social Skills



Creating rapport.

Bringing out the best in others.

Being a good team member.

# Interpersonal Relations

---

The ability to establish and maintain mutually satisfying relationships, characterized by emotional closeness and intimacy.

# Group Orientation

---

The ability to be a contributing and constructive member of a social group and act in a socially responsible manner.



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# FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING BLOCK 2 PEOPLE LEADERSHIP






**Block 2**

# **MODUL 16**

**FIRST-LINE SUPERVISOR AS  
ROLE MODEL (BUSINESS  
ETHICS & INTEGRITY)**





	
GOOD LEADER	BAD LEADER

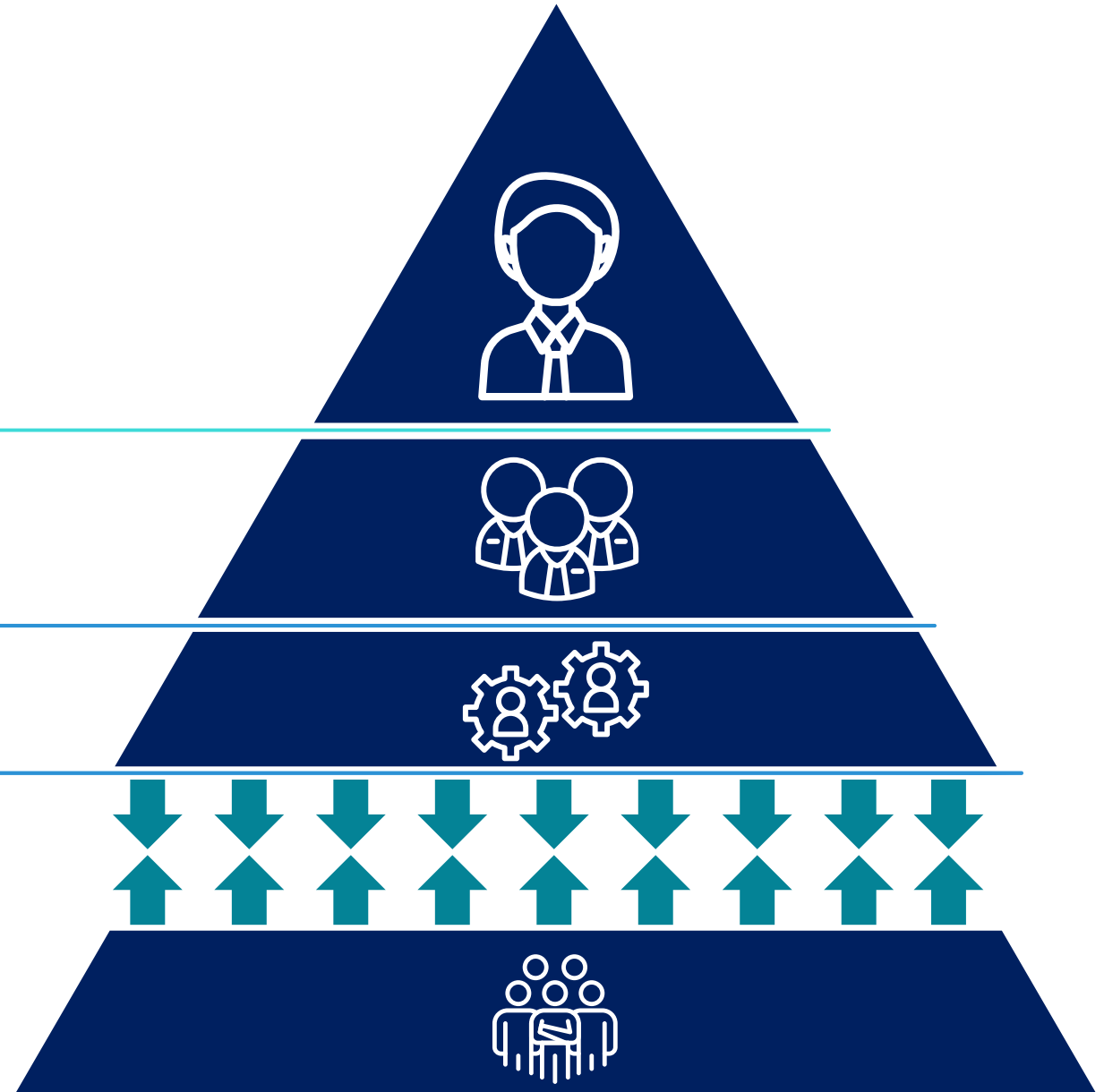
# LEADERSHIP POSITIONS IN MANAGERIAL

① TOP MANAGER

② MANAGER

③ OPERATIONAL MANAGER

④ INDIVIDUAL  
CONTRIBUTOR/OPERATOR



# LEADER'S ROLE

① TOP MANAGER

② MANAGER

③ OPERATIONAL MANAGER



A

B

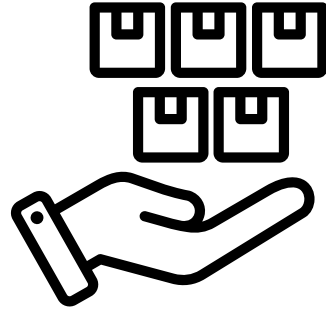
A Implement Direction/Policy from superiors

B Provide Information/feedback to the top

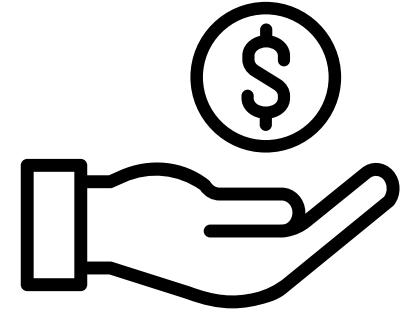
# Leader's Objectives



**Quality**



**Quantity**



**Cost Efficient**

**To achieve your objectives, we must develop our ability to manage ourselves and others.**

# MANAGEMENT CYCLE (POAC)

**1**

## PLANNING

Develop action plan based on objectives to be achieved

**2**

## ORGANIZING

Distribute task, responsibilities and authorities, and coordinate tasks

**3**

## ACTUATING

Develop and motivate subordinates to achieve objectives

**4**

## CONTROLLING

Compare plan and realization for improvement



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# **FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING**

## **BLOCK 2 PEOPLE LEADERSHIP**



**Block 2**

**MODUL 17**

**BECOMING  
PROFESSIONAL FIRST-  
LINE SUPERVISOR**



***Effective Leadership*** is the ability to **influence** people to **achieve defined objectives.**



# Influencing is:

- Achieving goals with and through others by working with willing people in a sustainable way.
- Building the desire, confidence, and skills to help you achieve team goals.
- Inspiring, unleashing, and directing the enthusiasm and energy of your team members.



# Influencing:

---



**Charismatic**



**Sapiential**

**Moral**

# Structural

The formal authority you receive by occupying a position/job in the structural ranking of an organization

**(Given)**



# Sapiential

The influence you can show to others because of your excellence in knowledge, skills or abilities that you possess

**(Learned)**



# Moral

Authority obtained due to the establishment of good relations between leaders and subordinates

**(Earned)**



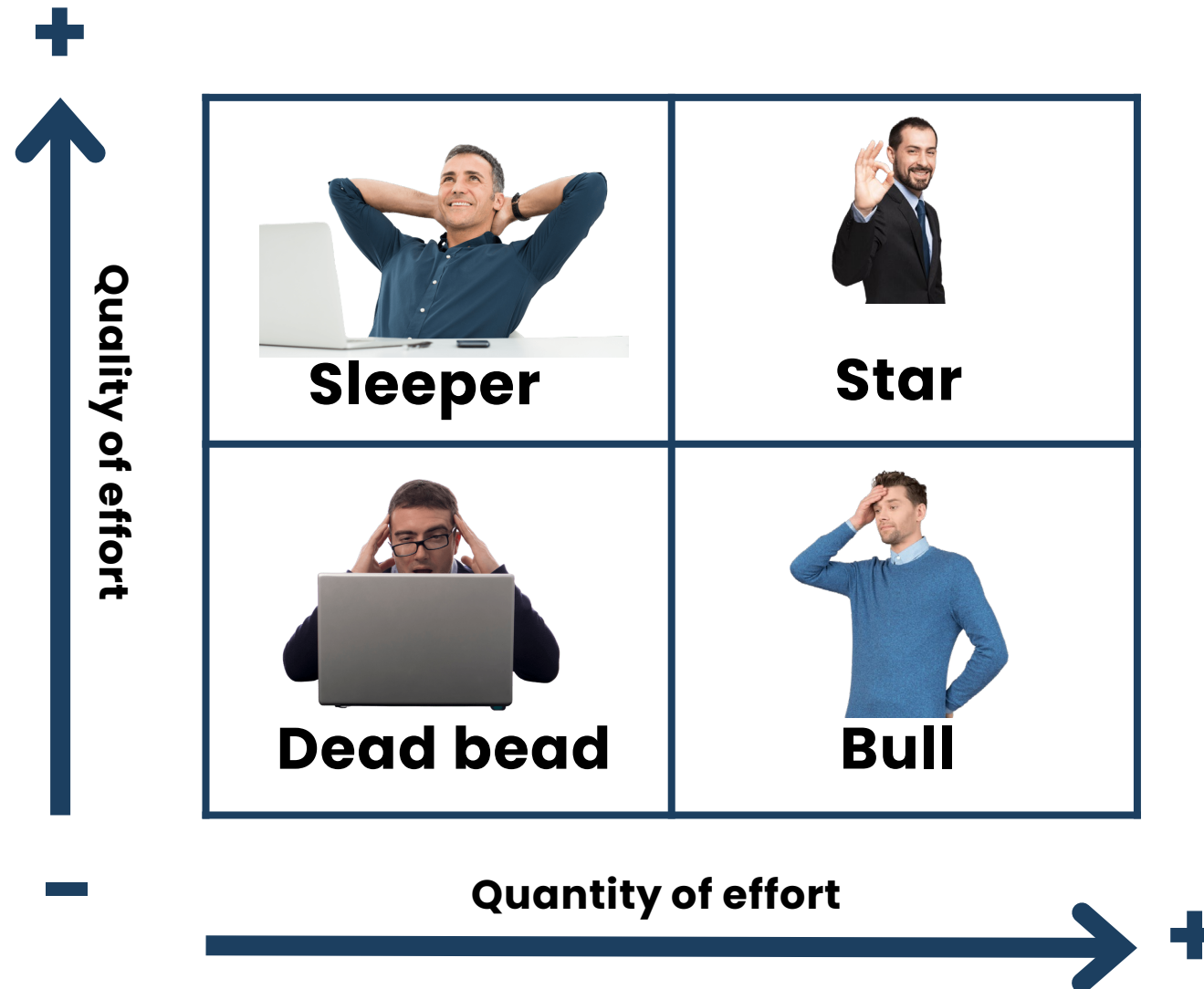
# Charismatic

Authority based on a strong character and the ability to influence others with a striking presence.

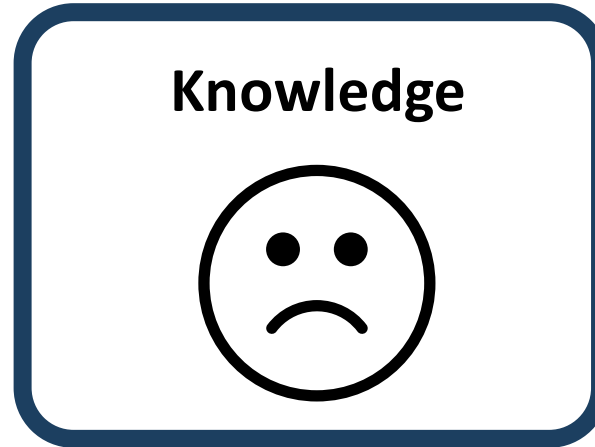
**(Developed)**



# Subordinate Type



# Dead bead

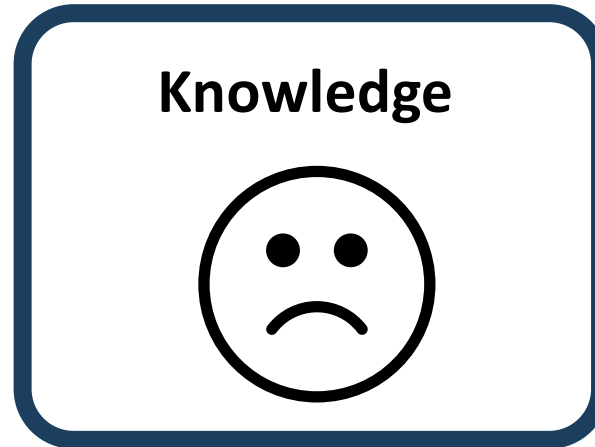


## Need

---

- Clear objective. Clarity about their roles
- Information, direction, coaching, enthusiasm and initiative
- Priority, deadline, feedback, steps to learn and practice new skills.

# Bull

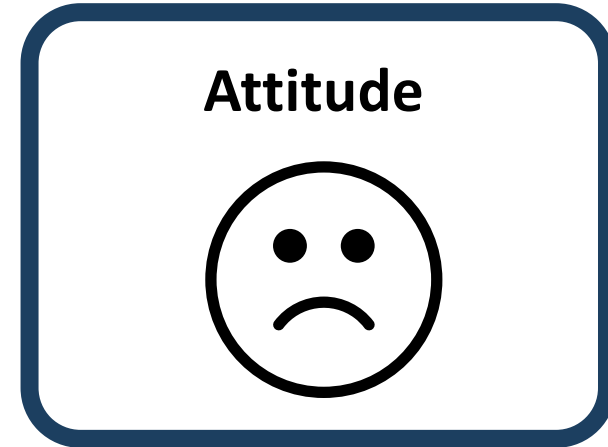


## Need

---

- Clear objective, perspective (Are they making progress?), feedback on their jobs
- Someone to help and compliment them on their progress
- Someone to analyze their mistakes and achievement
- Coaching, opportunities to make decisions, input and suggestion

# Sleeper



## Need

---

- A Forum that listens to their ideas and opinions
- Opinion from the leader about their ideas
- Enhancement of their confidence level
- Someone to review their performance and achievement with objective
- A leader's help to fix things

# Star



## Need

---

- Recognition from the leader for their contribution
- More responsibilities
- New challenges
- A chance to share their opinion with others



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# FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING BLOCK 2 PEOPLE LEADERSHIP



**Block 2**

# **MODUL 18**

# **LEADING THE DYNAMIC: TEAM TO HIGH PERFORMANCE**



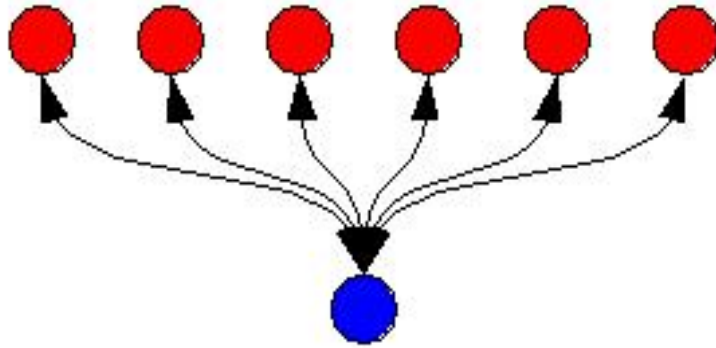
# GROUP



# VS

# TEAM

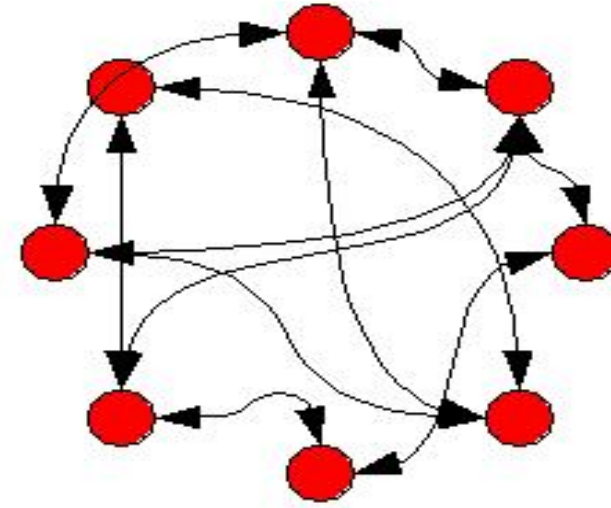




## Group

A group of people who have a goal and a coordinator.

VS



## Team

A group of people committed to a common goal, where their work outcomes continuously influence one another.

# Team



A team is a small group of people whose **skills and attitudes complement each other**, who pursue a **shared goal through collaboration and shared responsibility.**

# **Experiential Learning: MY MOST EFFECTIVE TEAM?**

# 4 Tahap Pembentukan Team Efektif

01

## FORMING

Learning about  
each other



02

## STORMING

Challenging  
each other



03

## NORMING

Working with  
each other



04

## PERFORMING

Working as  
one



# 4 Tahap Pembentukan Team Efektif

## FORMING

- Introduce roles and responsibilities
- Get to know team members
- Clarify team goals/vision
- Focus on group identity

01

02

## STORMING

- Identify resistance
- Ensure participation
- Manage competition and conflict
- Handle emotional tension

03

04

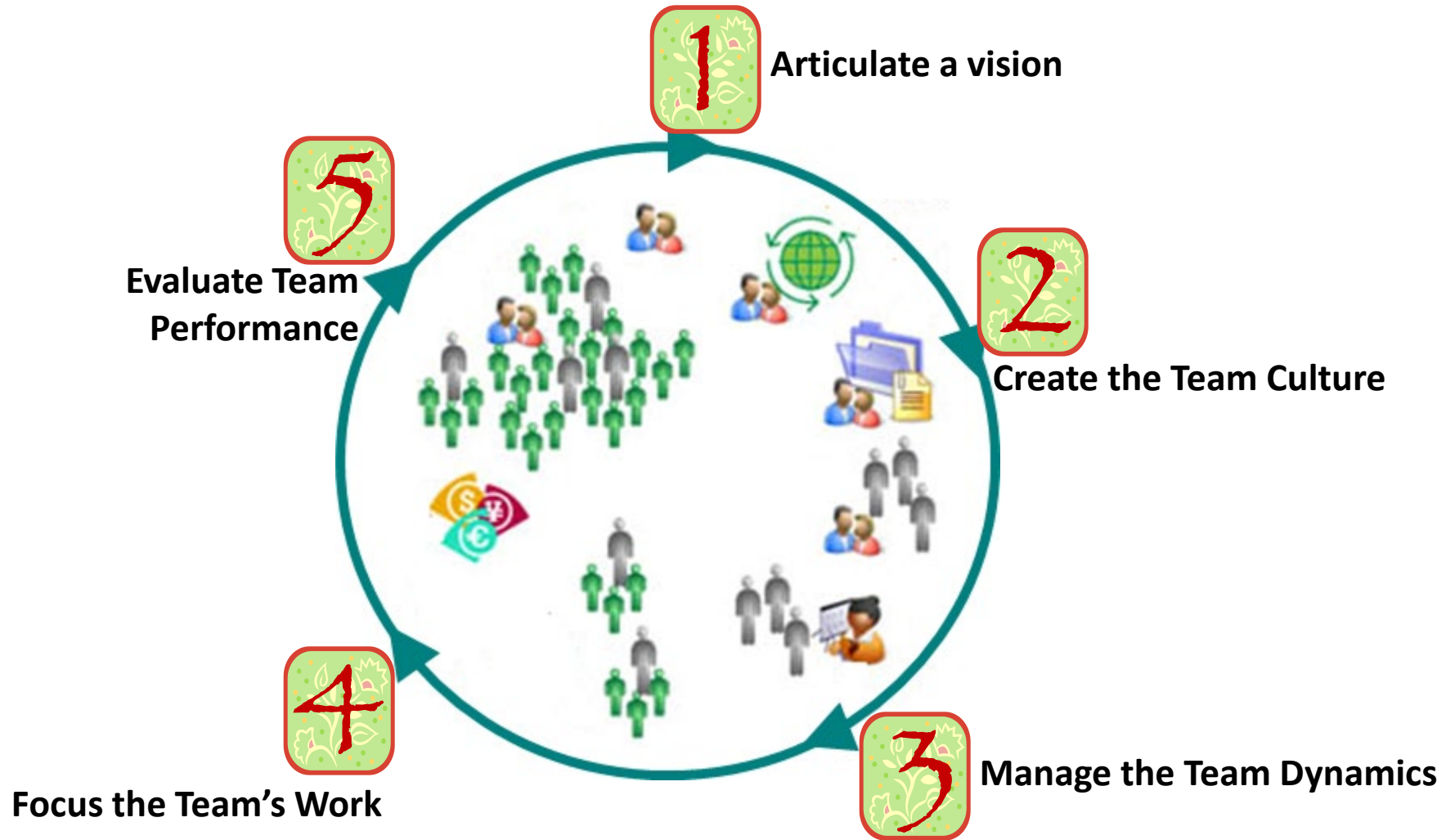
## NORMING

- Reconcile differences
- Anxiety decreases
- Members become engaged and supportive
- Develop team cohesion

## PERFORMING

- Demonstrate interdependence
- Operate with a healthy system
- Deliver effective team performance
- Balance task and process orientation

# Leader's Role in Each Stage of Team Development



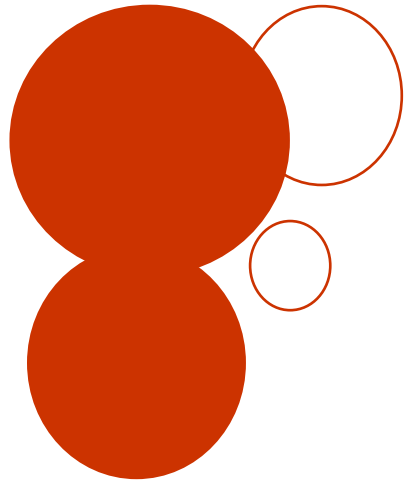
When the process of team development is disrupted, a phenomenon called a **dysfunctional team** emerges — a team that does not function as it should.

***“ Not finance. Not strategy. Not technology.***

***It is teamwork that remains the ultimate competitive advantage both because it is powerful and rare.”***

**- Patrick Lencioni**





# 5 DYSFUNCTION OF A TEAM



# Absence of Trust



Team members are unwilling to show vulnerability or express genuine feelings.



Unwilling to admit mistakes, weaknesses, or need for help.



Without comfort among members, trust cannot exist.



Lack of openness and honest communication.

# Fear of Conflict

- ✓ Teams lacking trust struggle to engage in open and passionate discussions about important issues.
- ✓ Team conflicts can turn into "covert" discussions and provide comments in the "back"
- ✓ Conflict is avoided – it is considered destructive.
- ✓ Lack of consultation and debate
- ✓ Lower results will result in
- ✓ Artificial harmony

# Lack of Commitment



Without conflict, it is difficult for team members to commit to decisions



Lack of direction and commitment can make team members unhappy



Lack of support



Frustration



There is duplication and hesitation



Ambiguity

# Avoidance of Accountability



No clear commitment to action plans.



Fear of conflict prevents members from holding each other accountable.



Lack of direction makes evaluation difficult.



No one takes responsibility.



Standards become low.

# Inattention to Results

Members prioritize personal needs (ego, recognition, career growth) over team goals.

Individual accountability is lacking.

The team forgets collective achievement.

Performance decreases

Unfulfilled goals

Status and ego

<b>5 Dysfunction of Team</b>	<b>Solutions</b>
Absence of Trust	<ul style="list-style-type: none"> <li>• Facilitate team-building activities</li> <li>• Demonstrate openness (vulnerability)</li> <li>• Promote honest communication</li> </ul>
Fear of Conflict	<ul style="list-style-type: none"> <li>• Establish shared rules for healthy debate</li> <li>• Value honesty</li> <li>• Mediate disagreements</li> </ul>
Lack of Commitment	<ul style="list-style-type: none"> <li>• Involve members in decision-making</li> <li>• Clearly communicate team vision and goals</li> <li>• Celebrate achievements and monitor progress</li> </ul>
Avoidance of Accountability	<ul style="list-style-type: none"> <li>• Set clear expectations</li> <li>• Be consistent</li> <li>• Define team targets and make progress visible</li> <li>• Lead by example</li> </ul>
Inattention to Results	<ul style="list-style-type: none"> <li>• Set team goals</li> <li>• Recognize team success</li> <li>• Reinforce the importance of collective achievement</li> </ul>



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