

FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING

BLOCK 1 SELF LEADERSHIP





Block 1

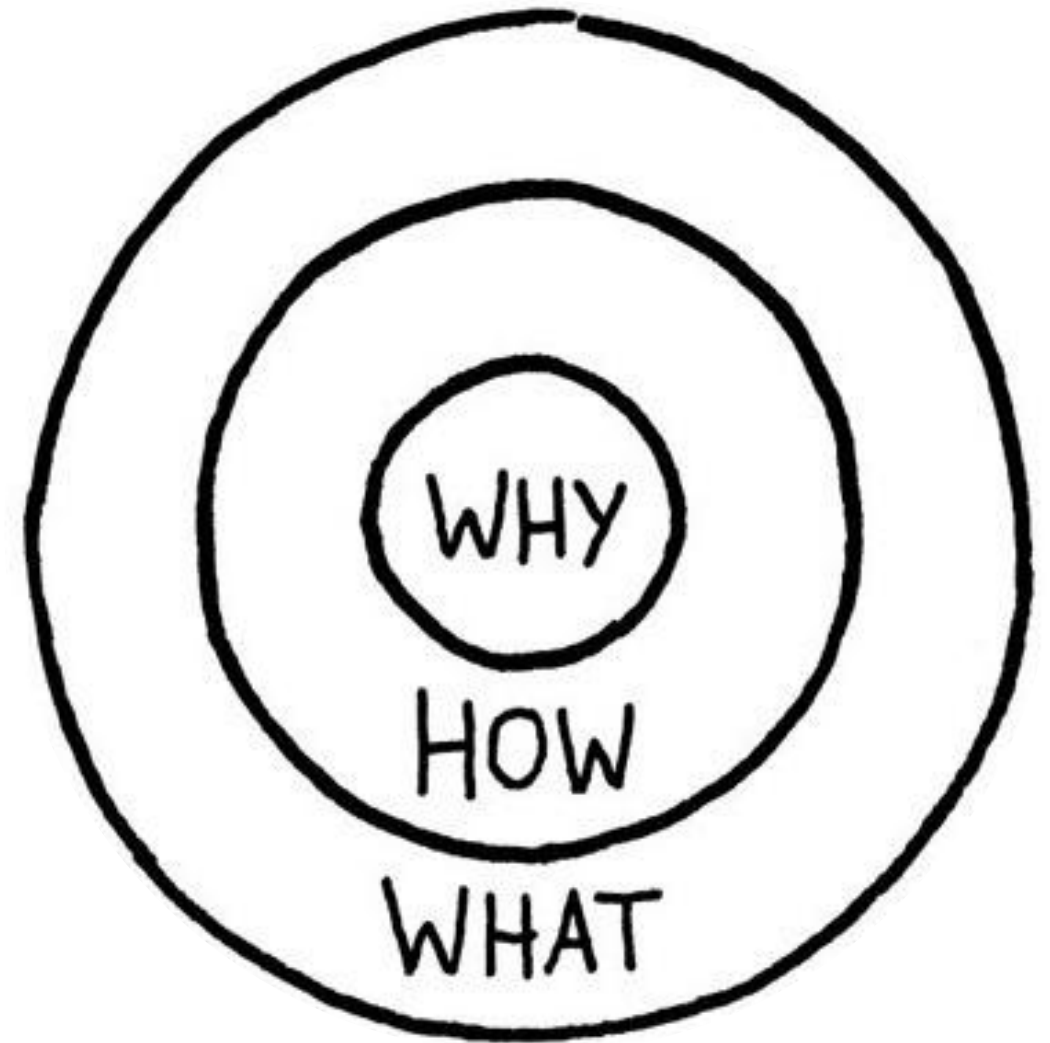
MODUL 1

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:

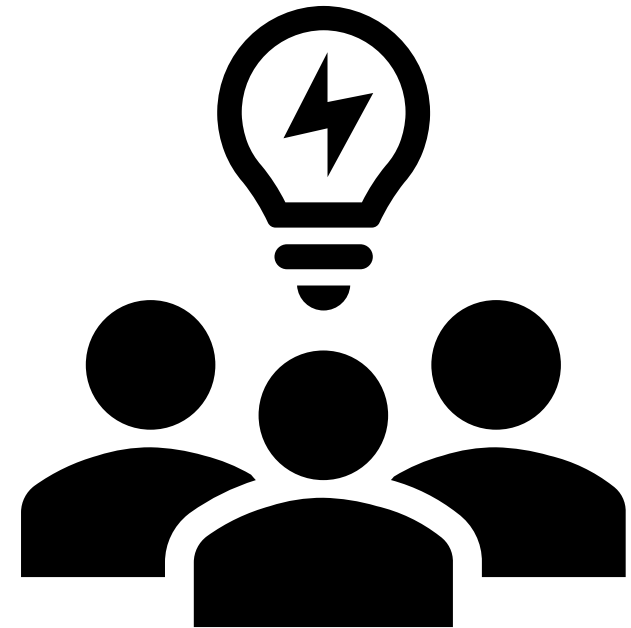
- Provides direction & focus
- Builds resilience
- Source of energy & motivation
- Core of self-leadership





Self Reflection:

Purpose Visualization





Discussion:

Purpose statement





Purpose Alignment: Self – Team – Organization

- **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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MODUL 2

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



Interpersonal Style

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

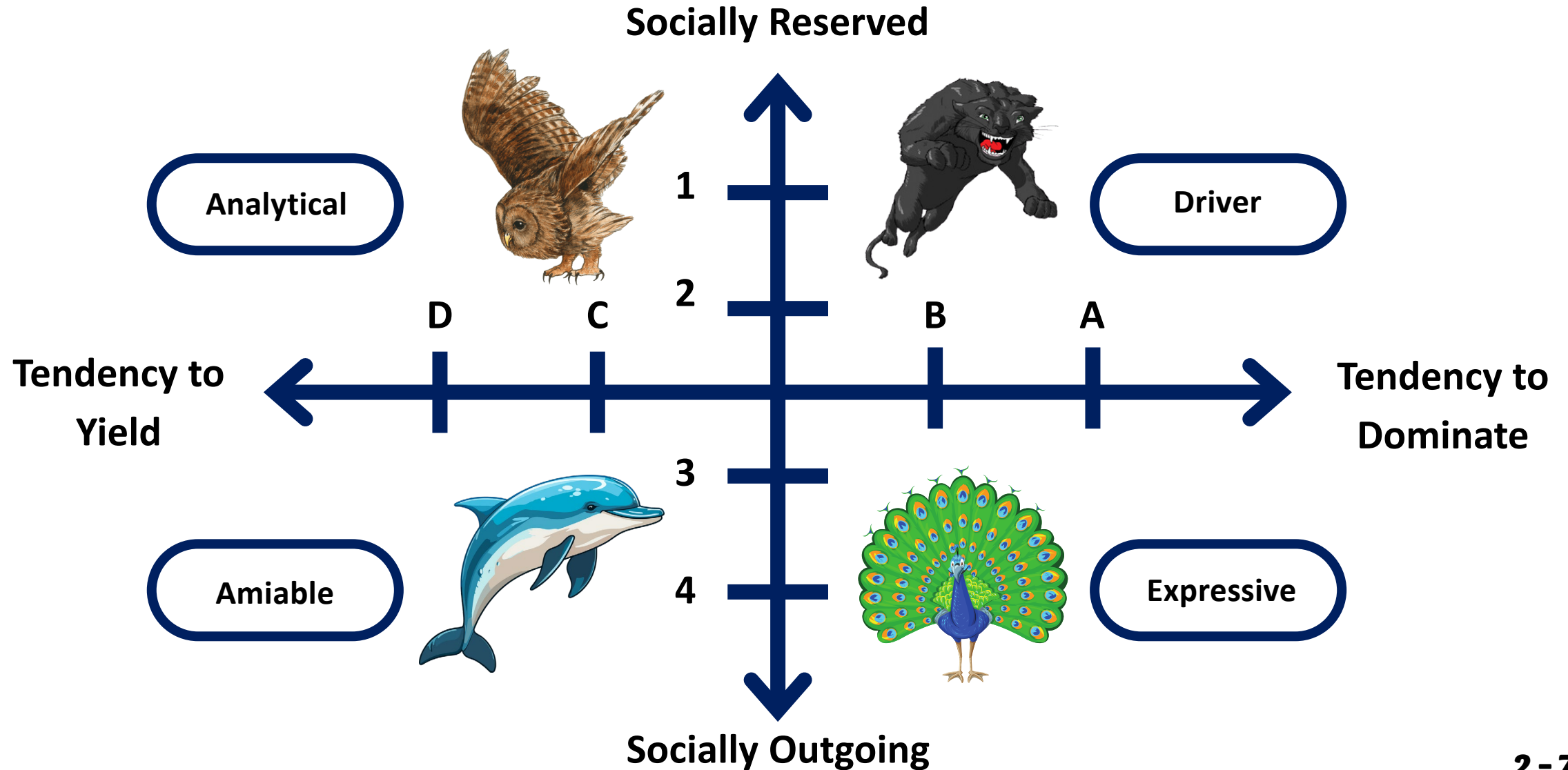
High

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

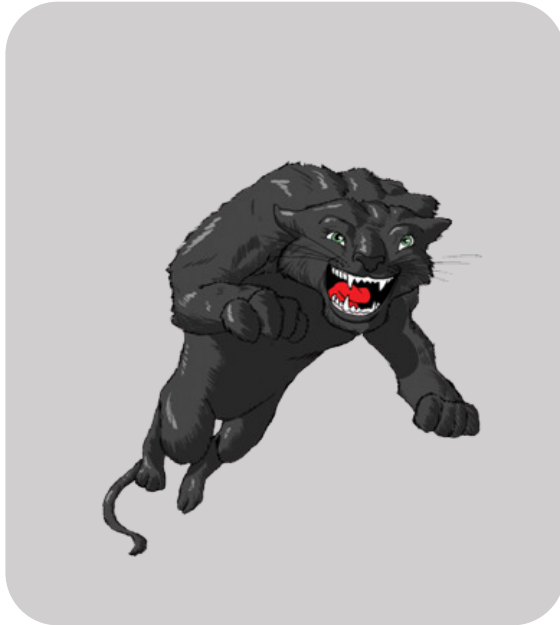
Tendency to dominate

Each quartile represents 25% of the population

Personality Styles



DRIVER

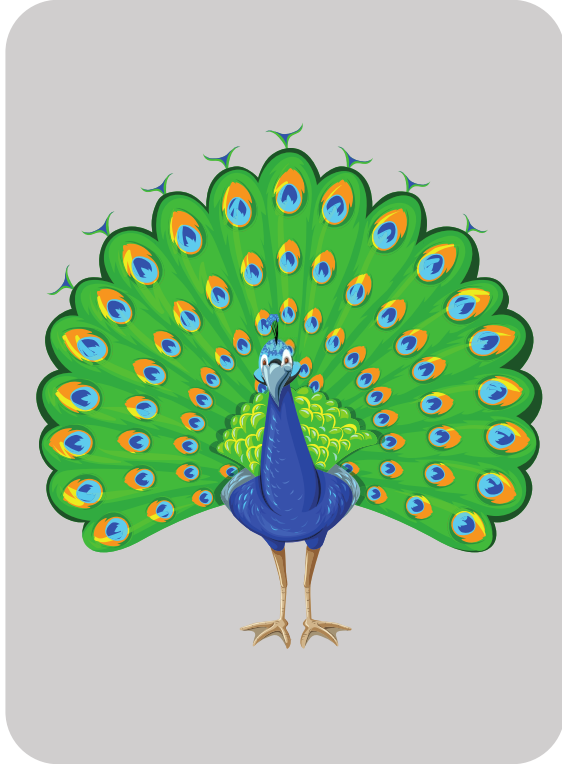


- Quick to act, decisive
- Hardworking, competitive and risk-taker
- Deal with difficulties quickly
- Accept change as a personal challenge
- Action and result oriented
- Demanding
- Tends to command not ask
- Take control
- Impatience & low tolerance level

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

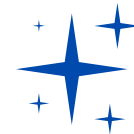
AMIABLE



- 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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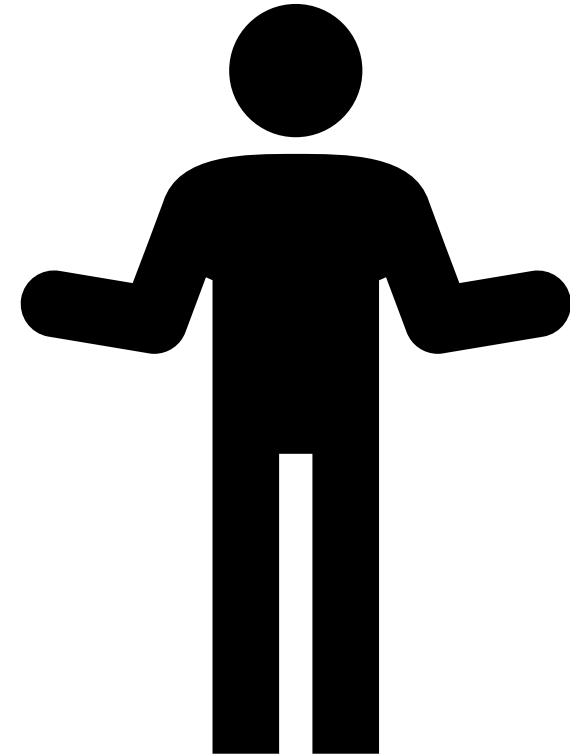
MODUL 3

GROWTH MINDSET & SELF CONFIDENCE





Failure Resume



Fixed Mindset vs Growth Mindset

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	Challenge	Ready to accept new challenges and lessons that they have not been mastered yet
Easily give up and always complain	Obstacles	Withstand obstacles without complaining
Seeing effort as futile	Effort	See effort as a necessary part of becoming proficient
Ignoring constructive criticism	Criticism	Willing to accept advice and learn from criticism
Feeling threatened by the success of others	The Success of Others	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

**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

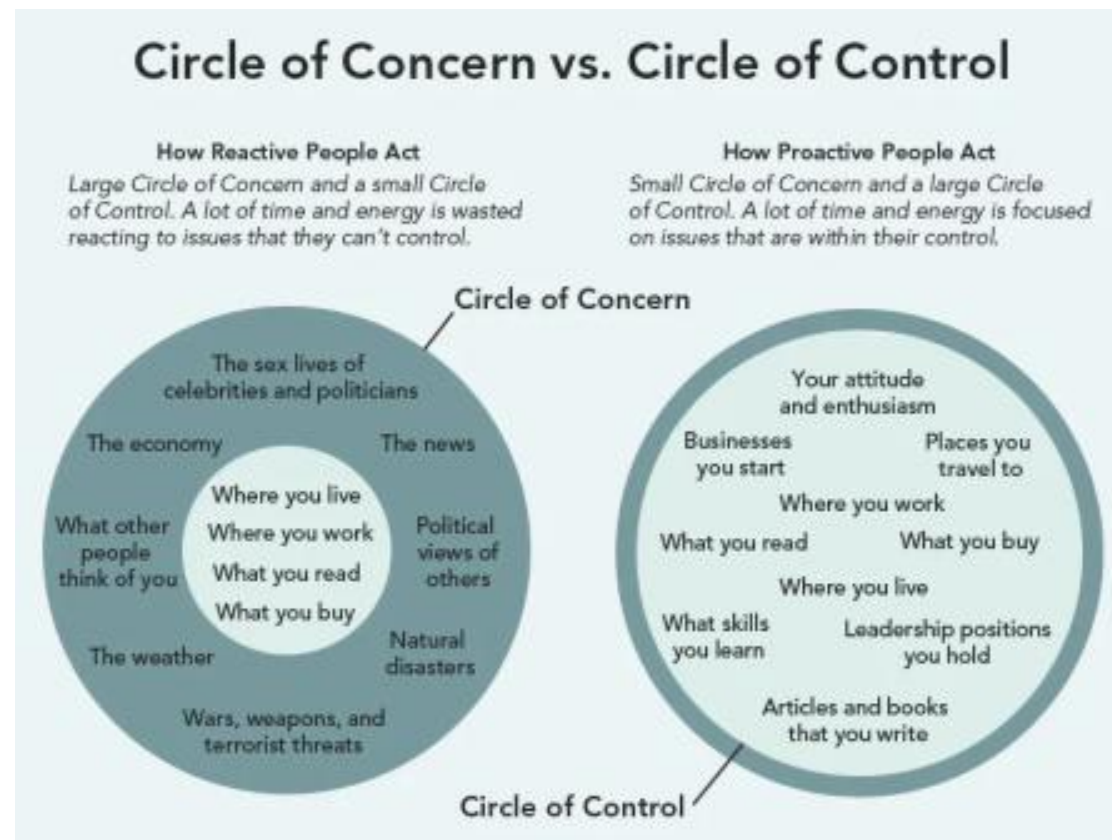
Taking Over vs. Surrendering to the Situation

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

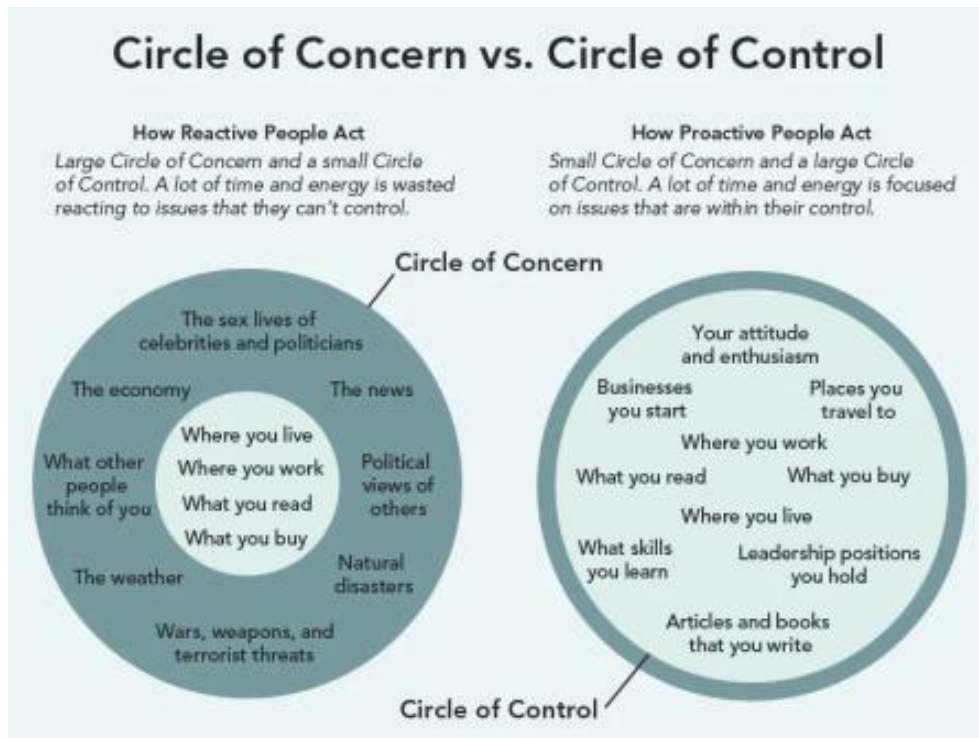
1. **Circle of influence,** and
2. **Circle of concern.**

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

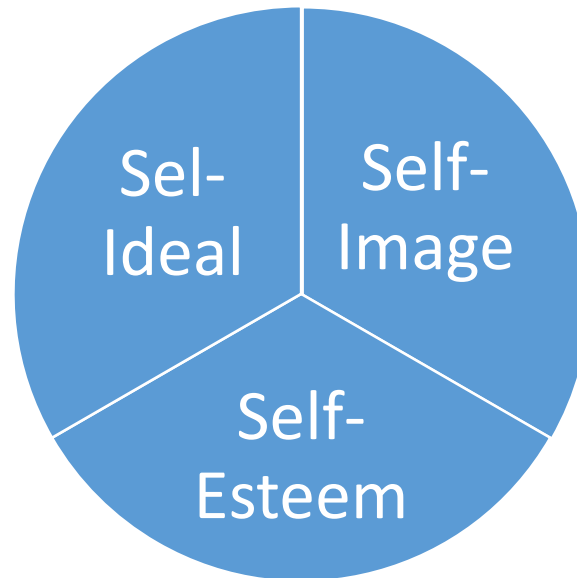


To be more productive, we must enlarge the circle of influence and minimize the circle of concern.

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

Components of Self-Concept that Support Self-Confidence





Self Concept

- **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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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

- ✓ 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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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

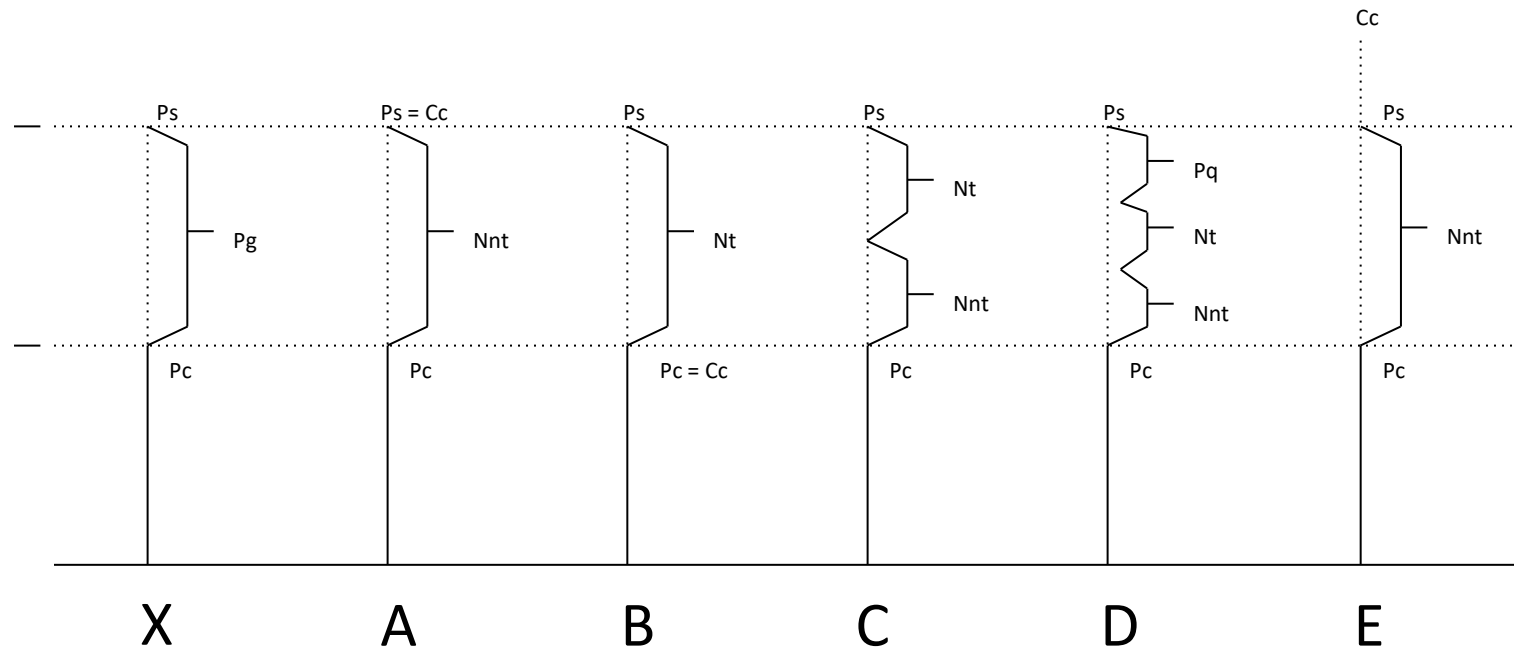
For the Supervisor

- ✓ {
 - 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

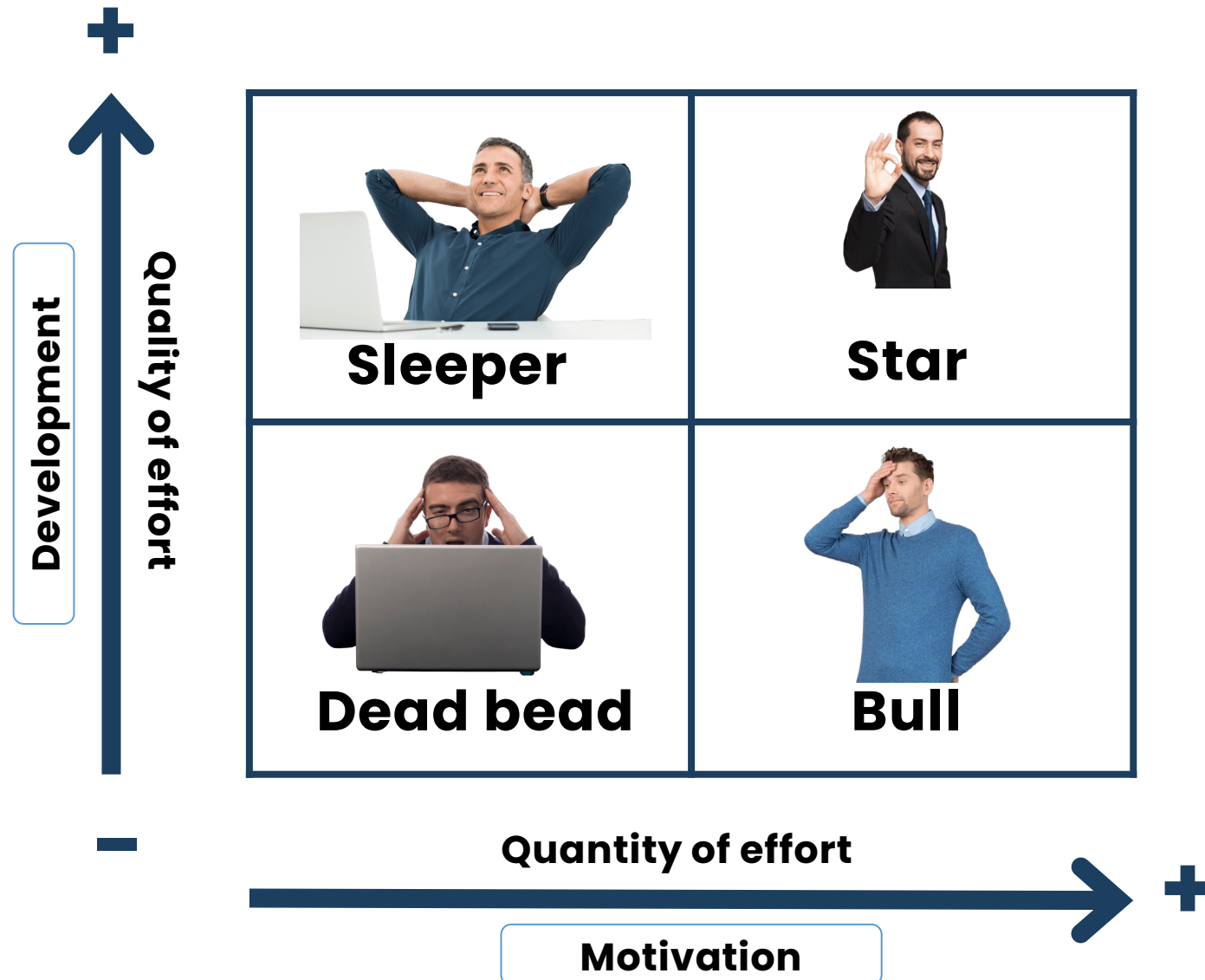
Performance Review



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.**

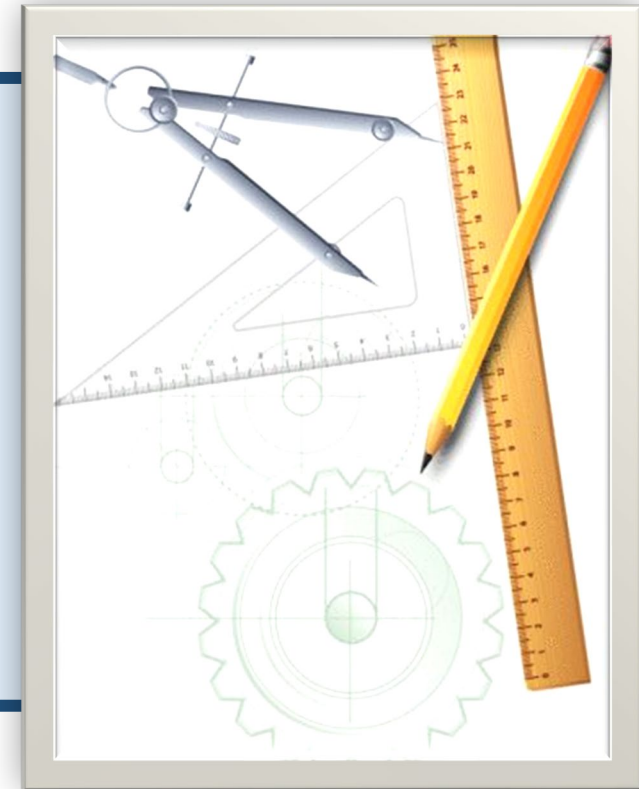


Subordinate Performance Review



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
• Exercise	• Join x sessions in the gym per week • Do jogging x times per week	Reduce my weight
• Diet	• Consume x calories per day	
• Eat Salad	• X portions of salad per week	

KPD & KPI

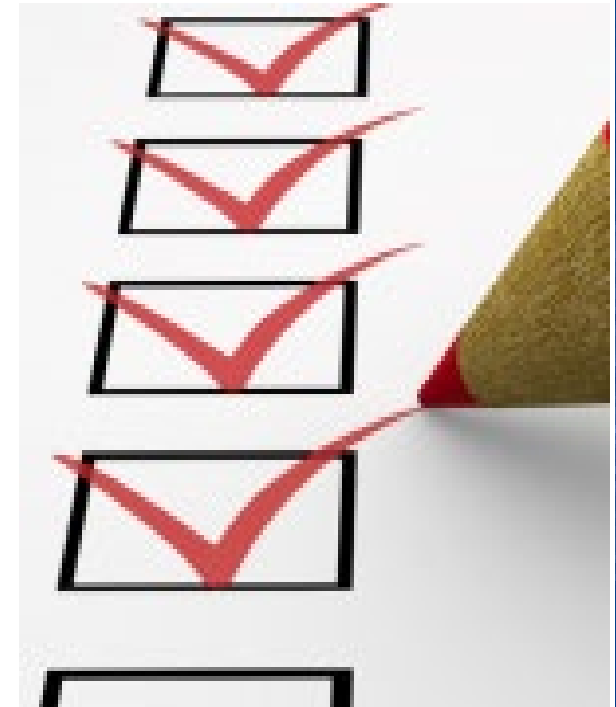
Division :

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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MODUL 6

GIVING MOTIVATION & FEEDBACK TO MY TEAM



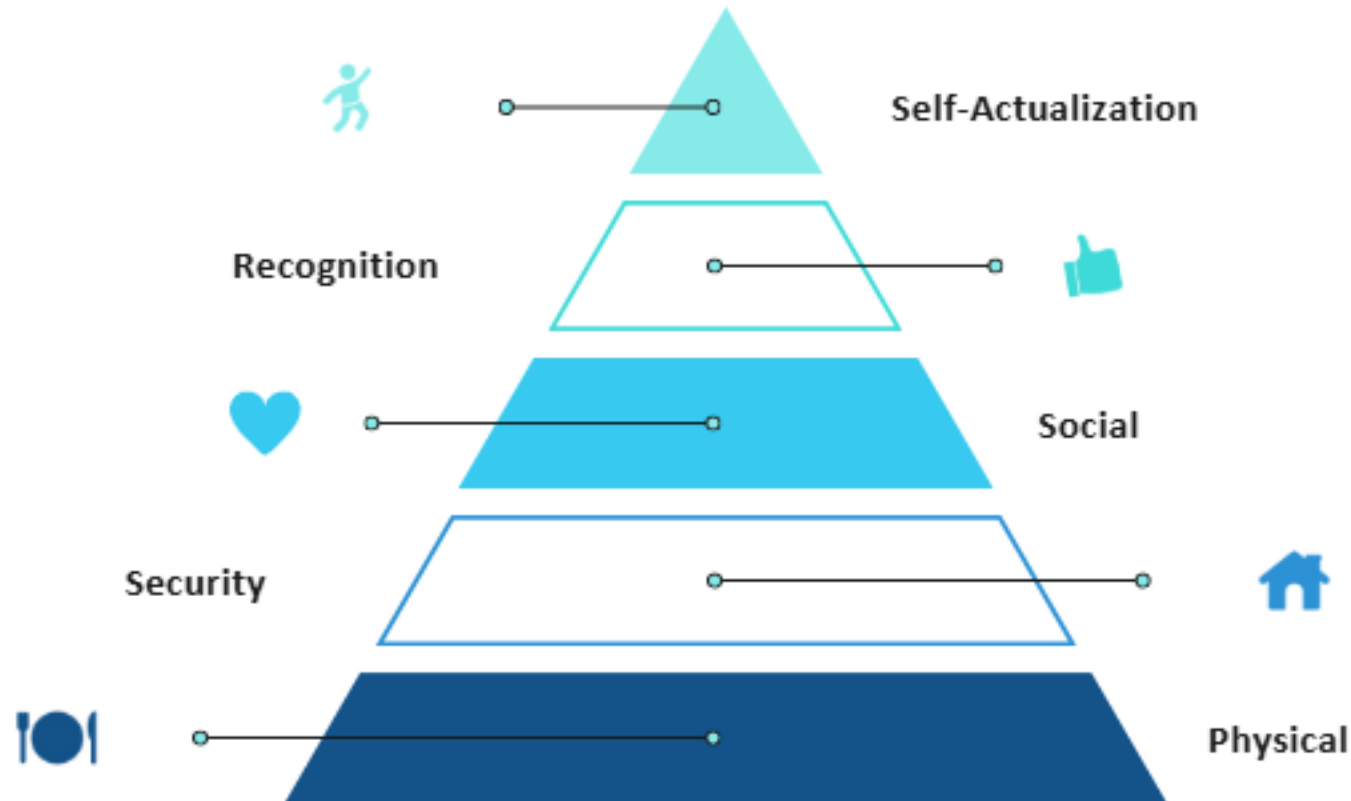
Motivating Subordinates

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



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



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

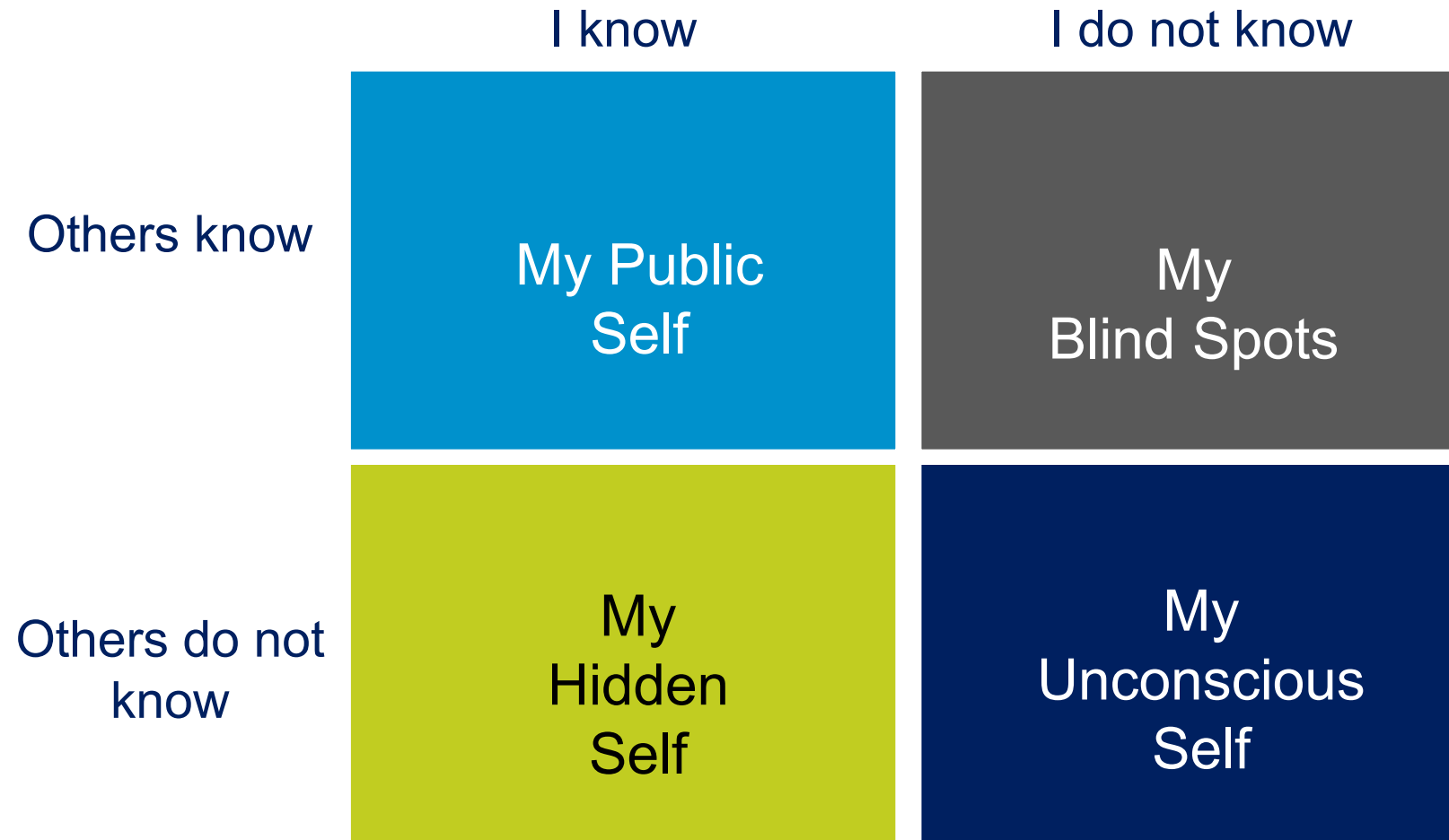
The Dont's



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



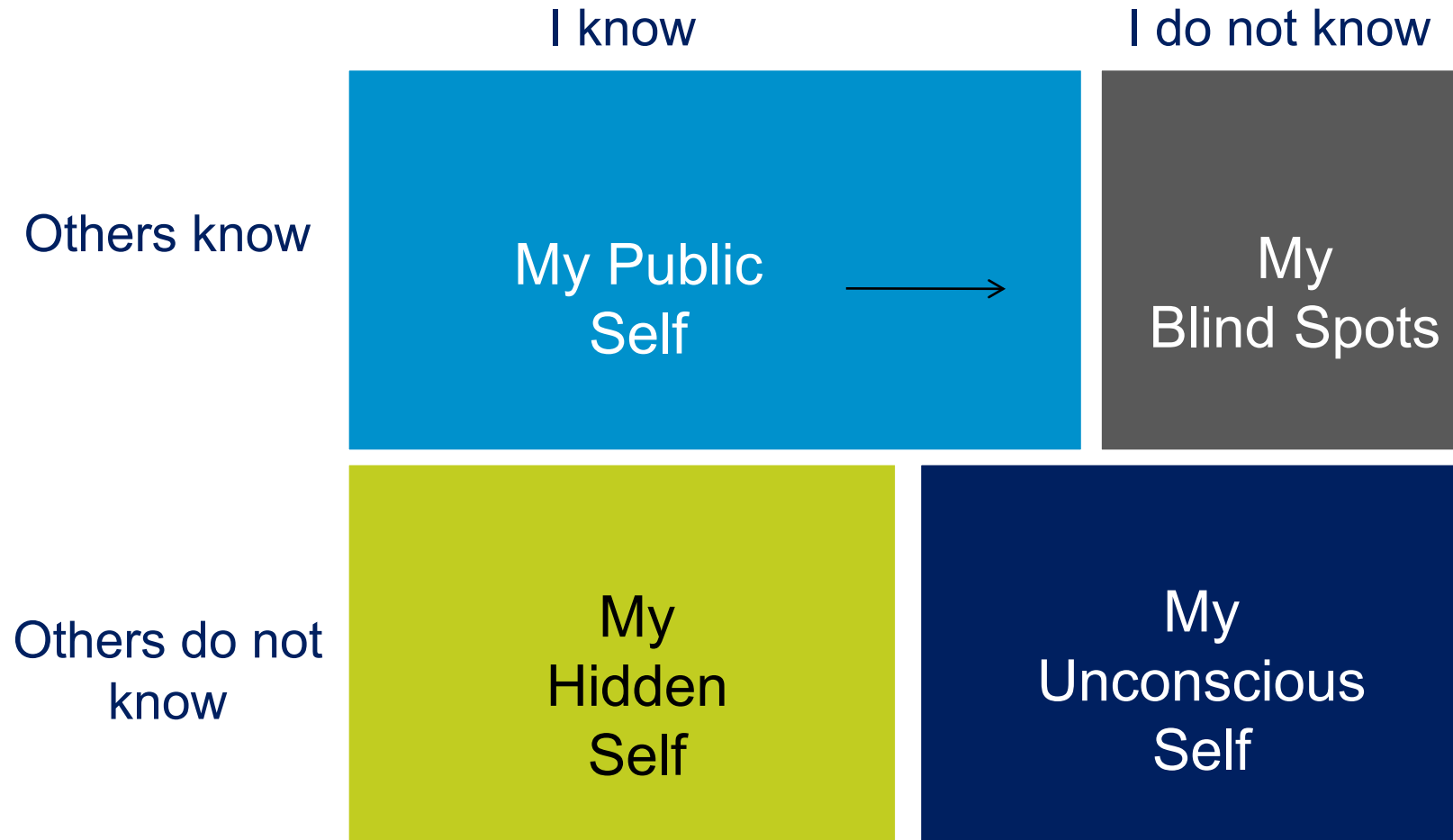
Johari Window



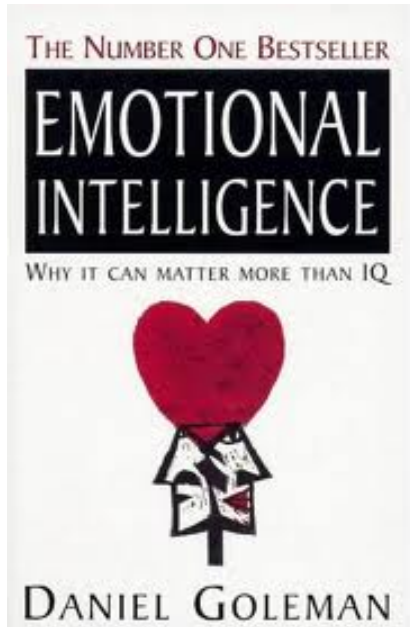
Joseph Luft and Harry Ingham



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



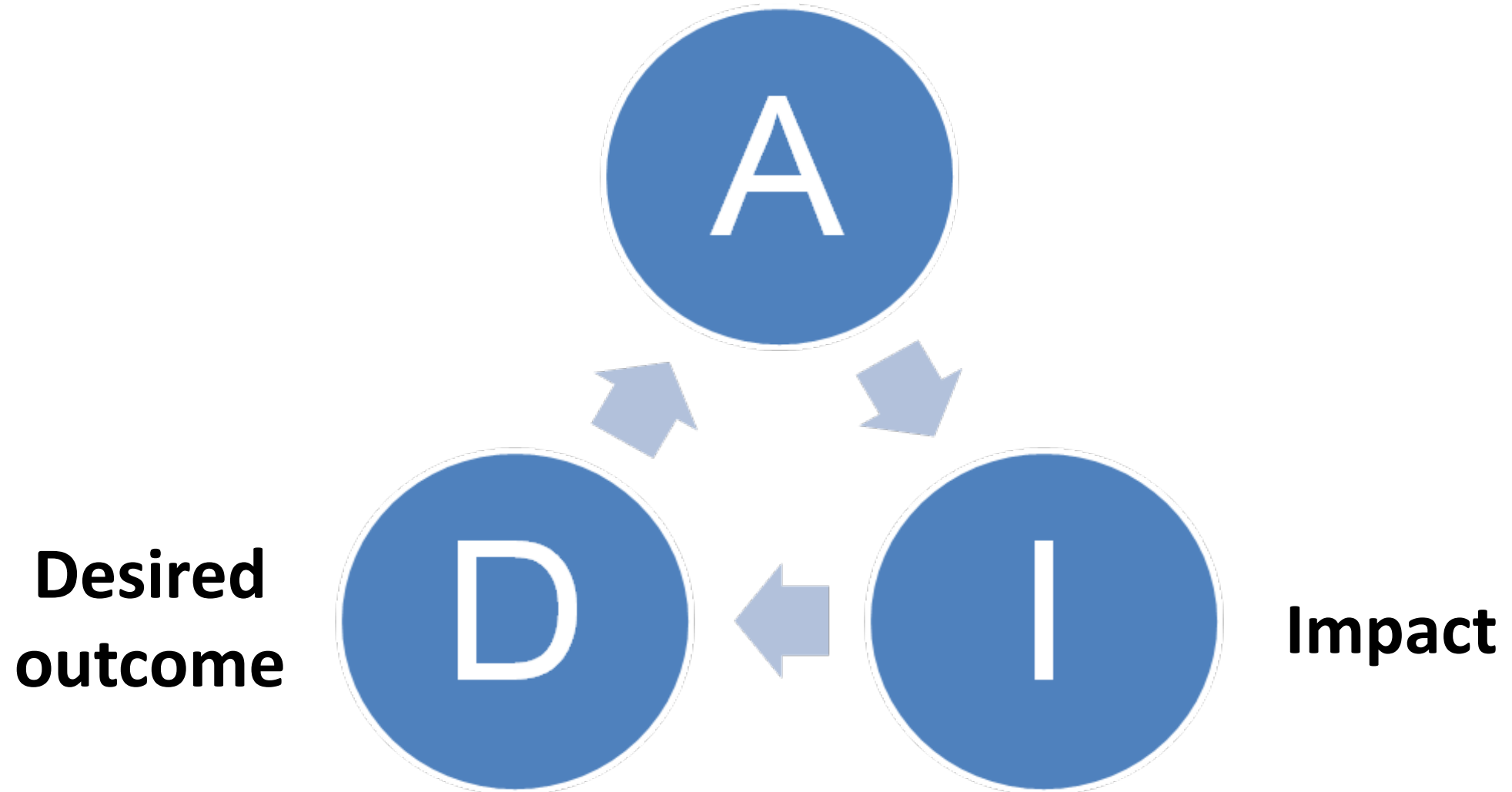
When to give Feedback ?

... 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

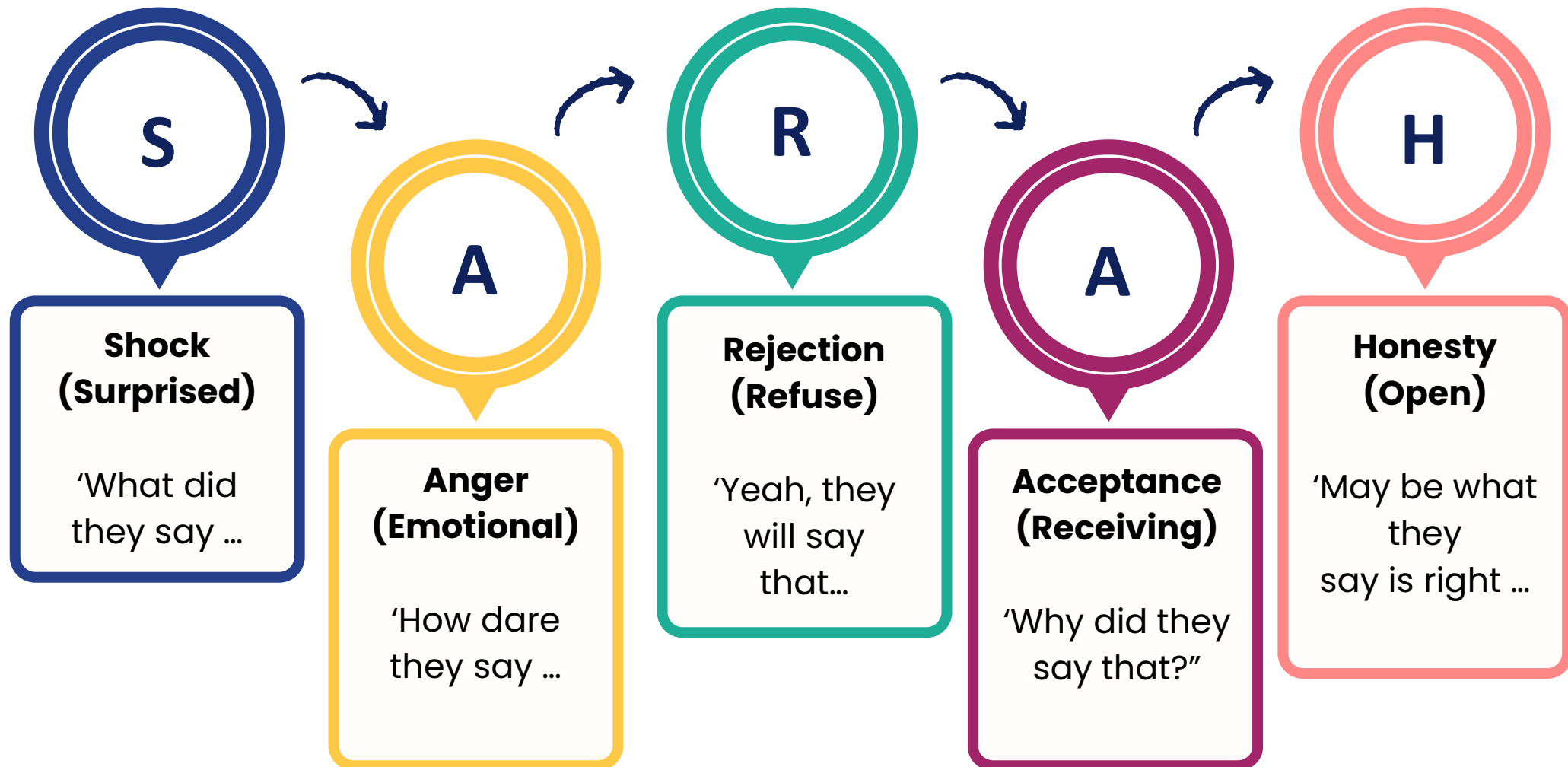


Action/Behavior



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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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

Pre-Coaching	Coaching	Post-Coaching
1. Identifying needs 2. Identifying opportunities	G oals R eality O ptions W hat's next	1. Review progress and provide assistance 2. Confirm new learning and plan next steps

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



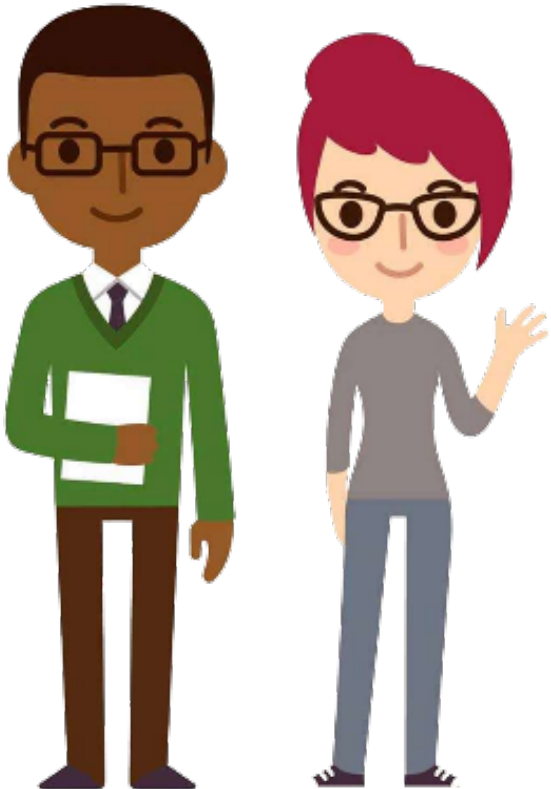
After identifying the gap and setting clear targets, the next step is to **understand the reality**

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

GOAL • What do you want to achieve? • Is it challenging enough? • What does success look like? • How do you know when it's achieved? • How do you measure your goals?	REALITY • What's happening right now? • What are the impacts of this situation? • Are there any other relevant factors? • Who else is involved? • What are their perceptions of this situation? • What have you done so far?
WHAT'S NEXT • What will you do? • What are your next steps? • When will you start? • Does this action align with your goals? • What support do you need? • How committed are you in carrying this out?	OPTIONS • What can you do? • Are there any other alternatives? • What approach will you use? • Who can help you? • What are the strengths and weaknesses of each alternative?

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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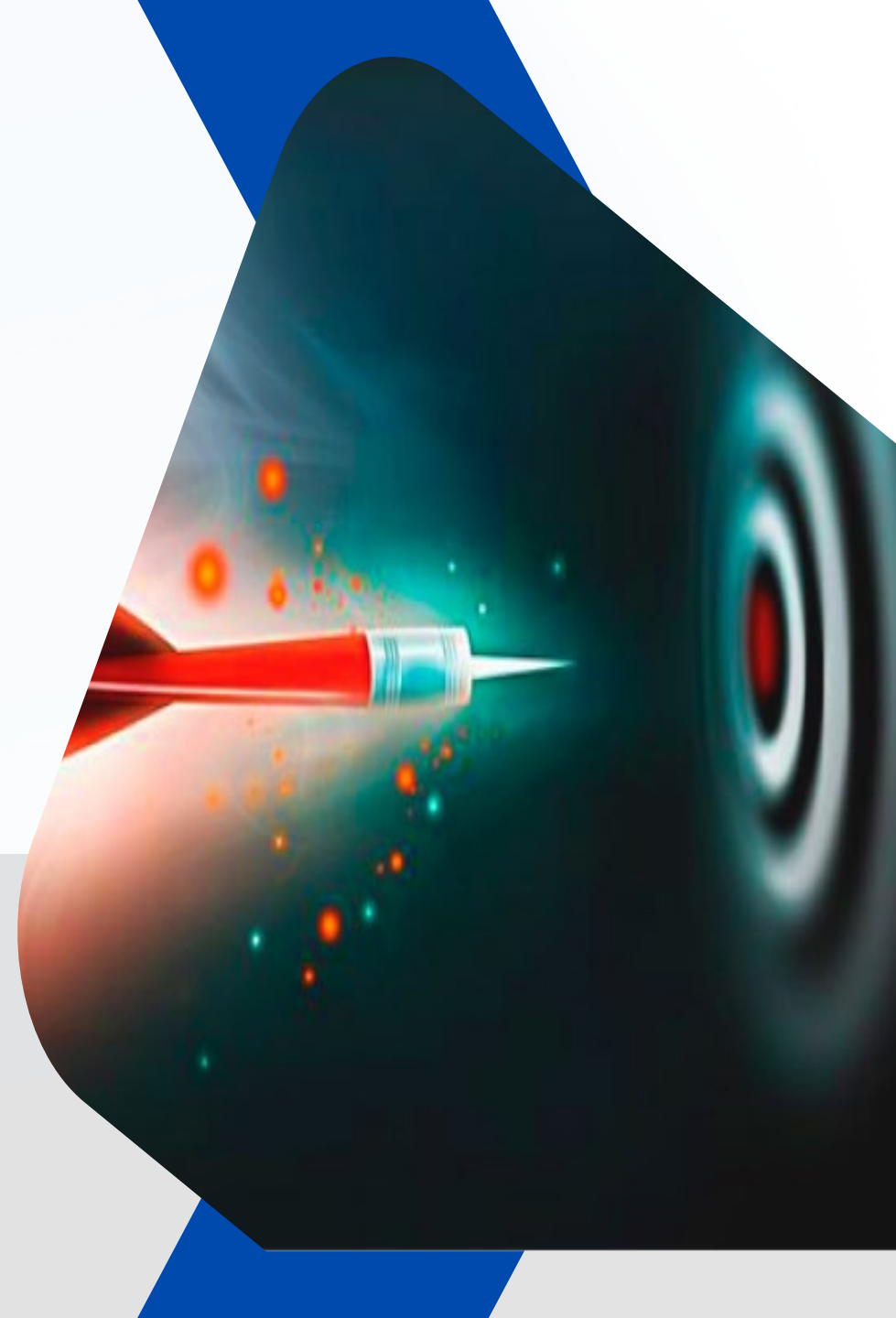




Block 1

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



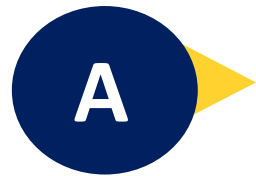
Specific

- Focusing on tangible RESULTS



Measurable

- Quantitative measures



Achievable

- Motivational



Relevant

- Logical and relevant according to the situation



Time Bound

- Time period limitations



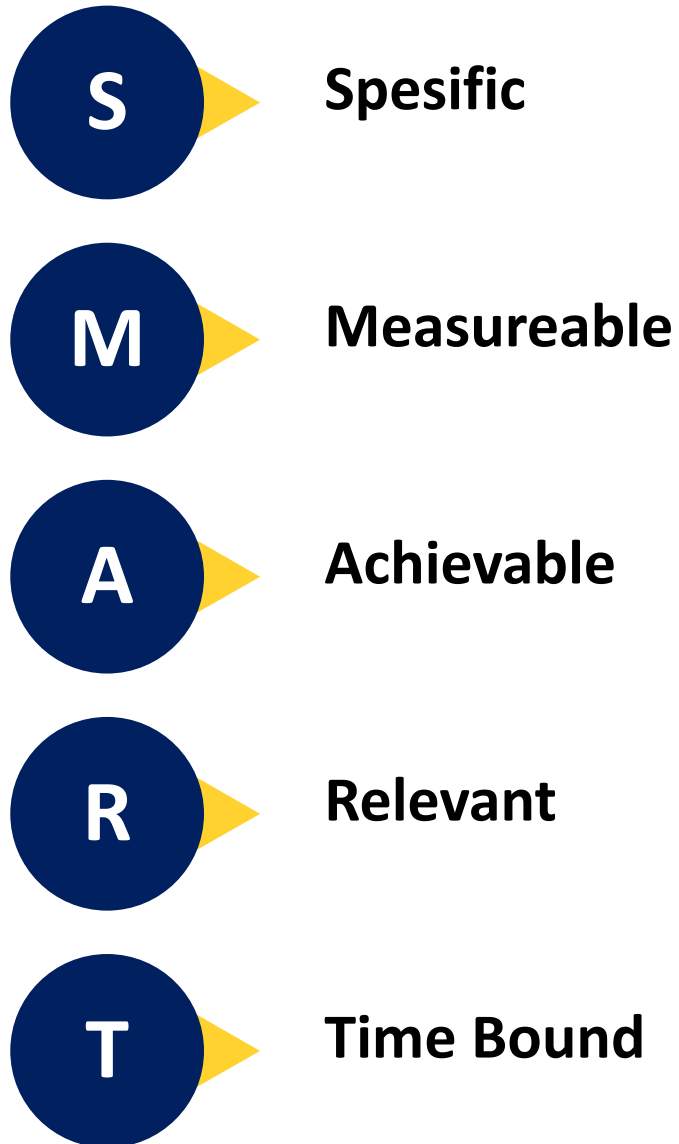


What are the challenges in achieving goals in your division?



Goals	Challenges

SMART Goal Setting



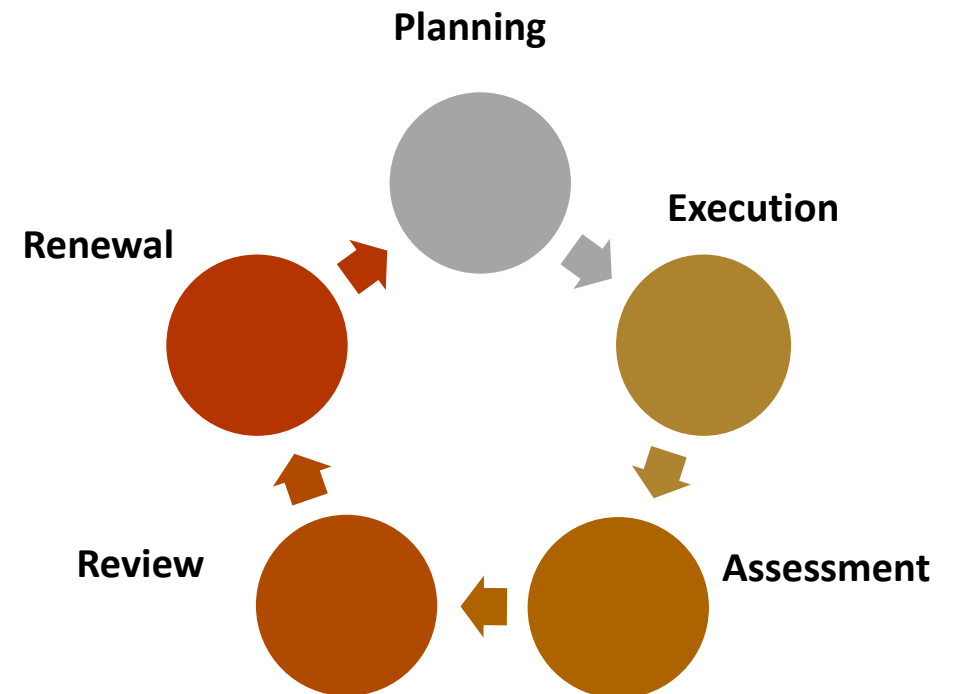
Ask for input from others:

- 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

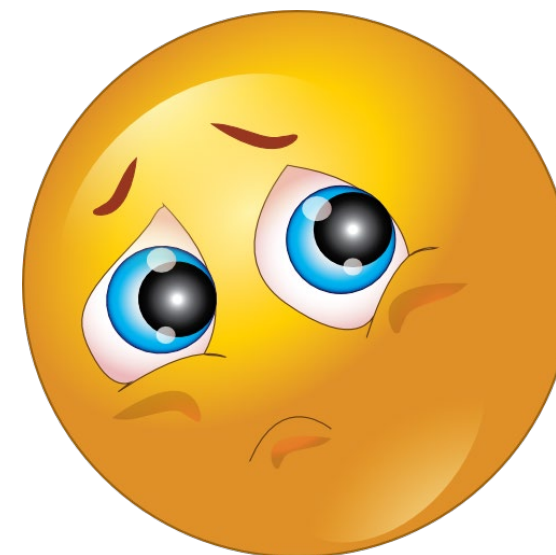
- ▶ Do not analyze the character
- ▶ Create informal atmosphere
- ▶ Stick to factual evidence





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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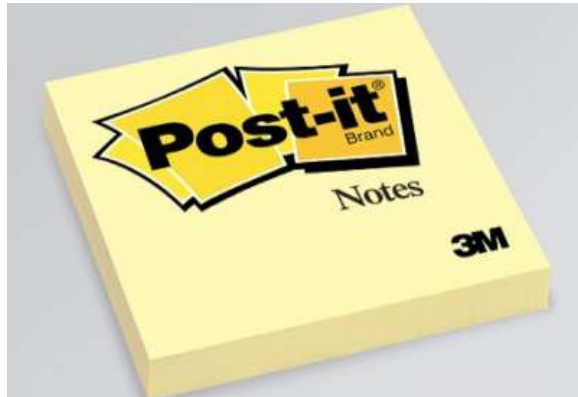
Block 2

MODUL 9

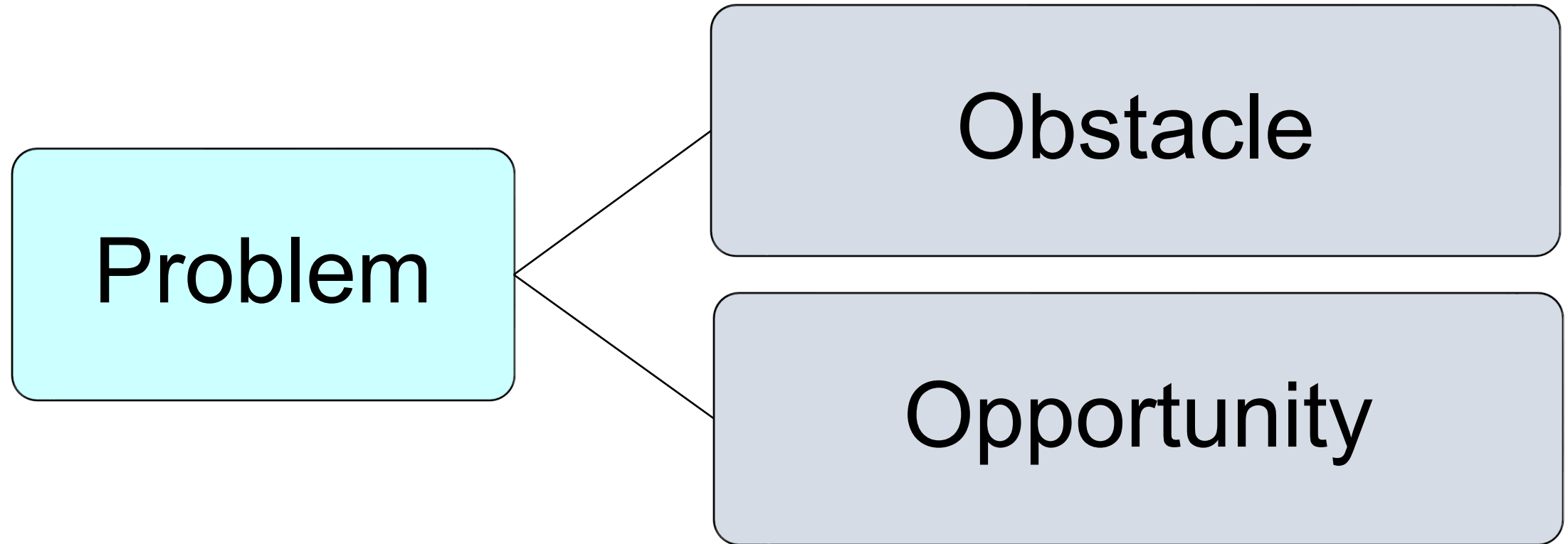
CRITICAL THINKING IN PROBLEM SOLVING PROCESS (PART 1)



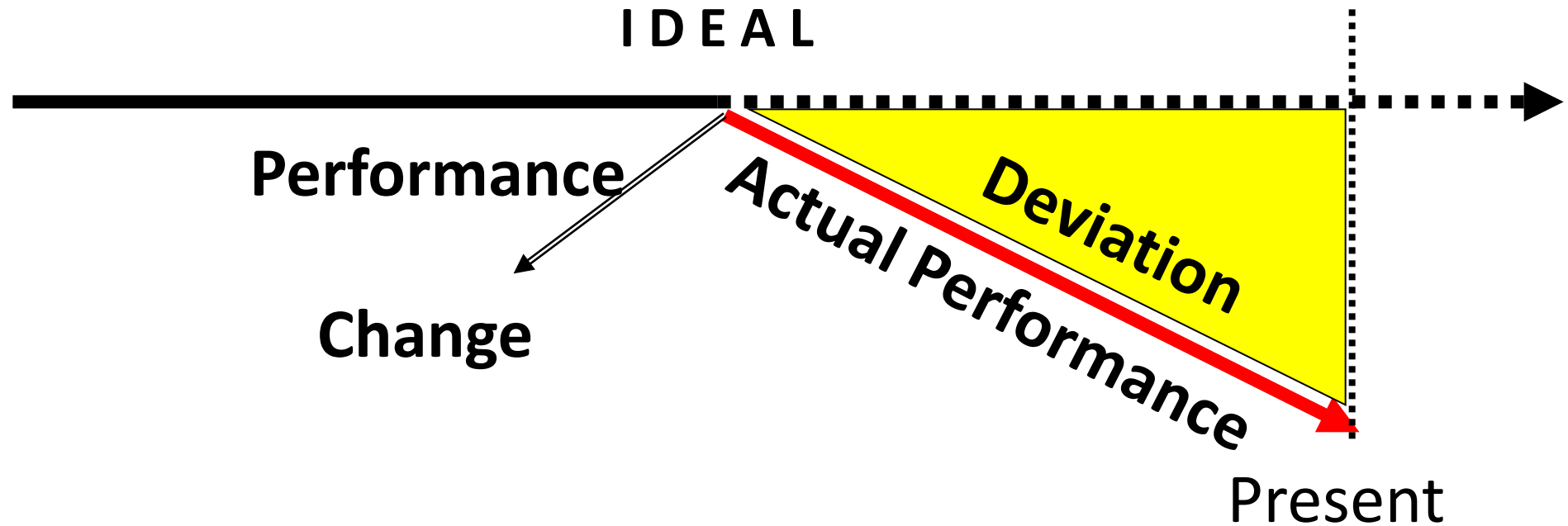
What is their similarity?



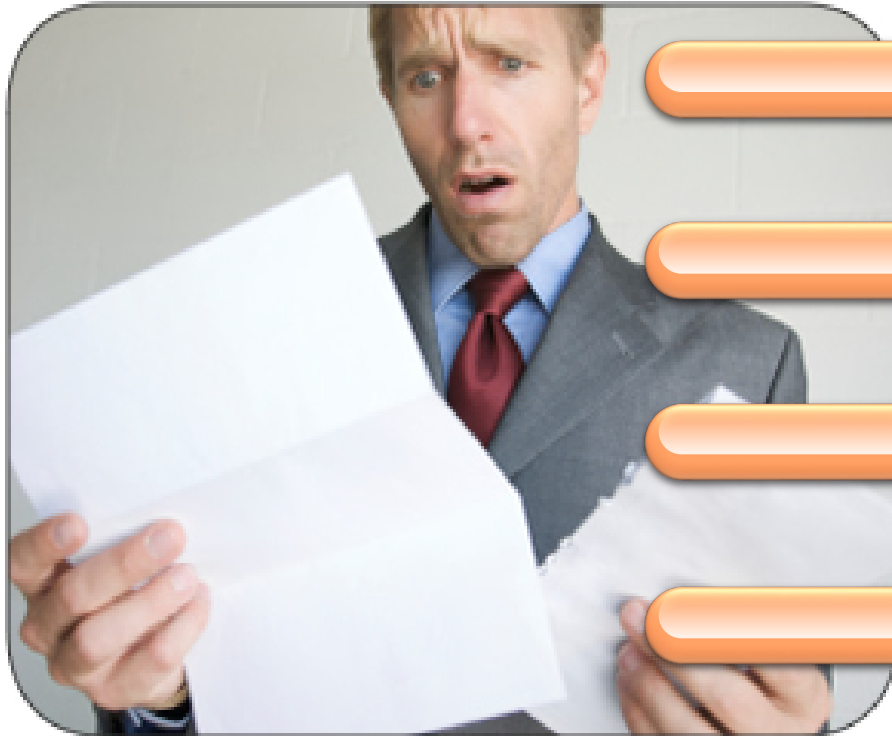
Problem Perspectives



Problem Structure



Leaders become aware of problems based on:



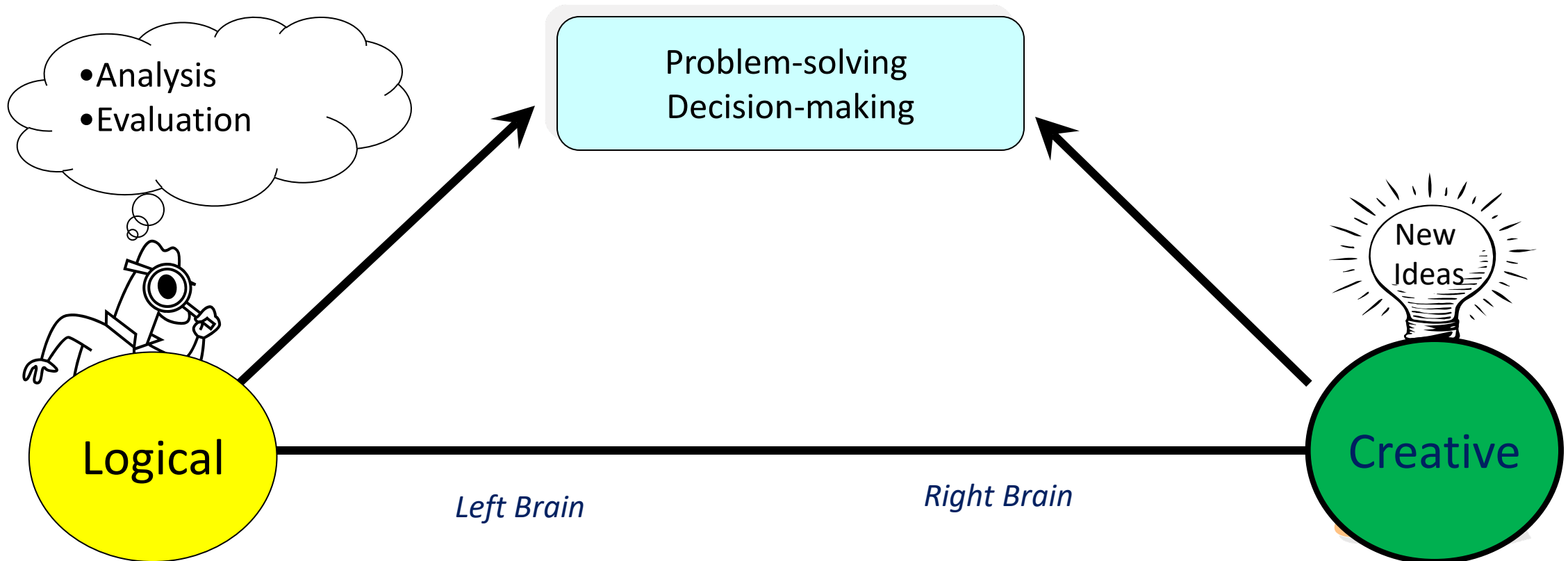
Deviation from past experiences

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'

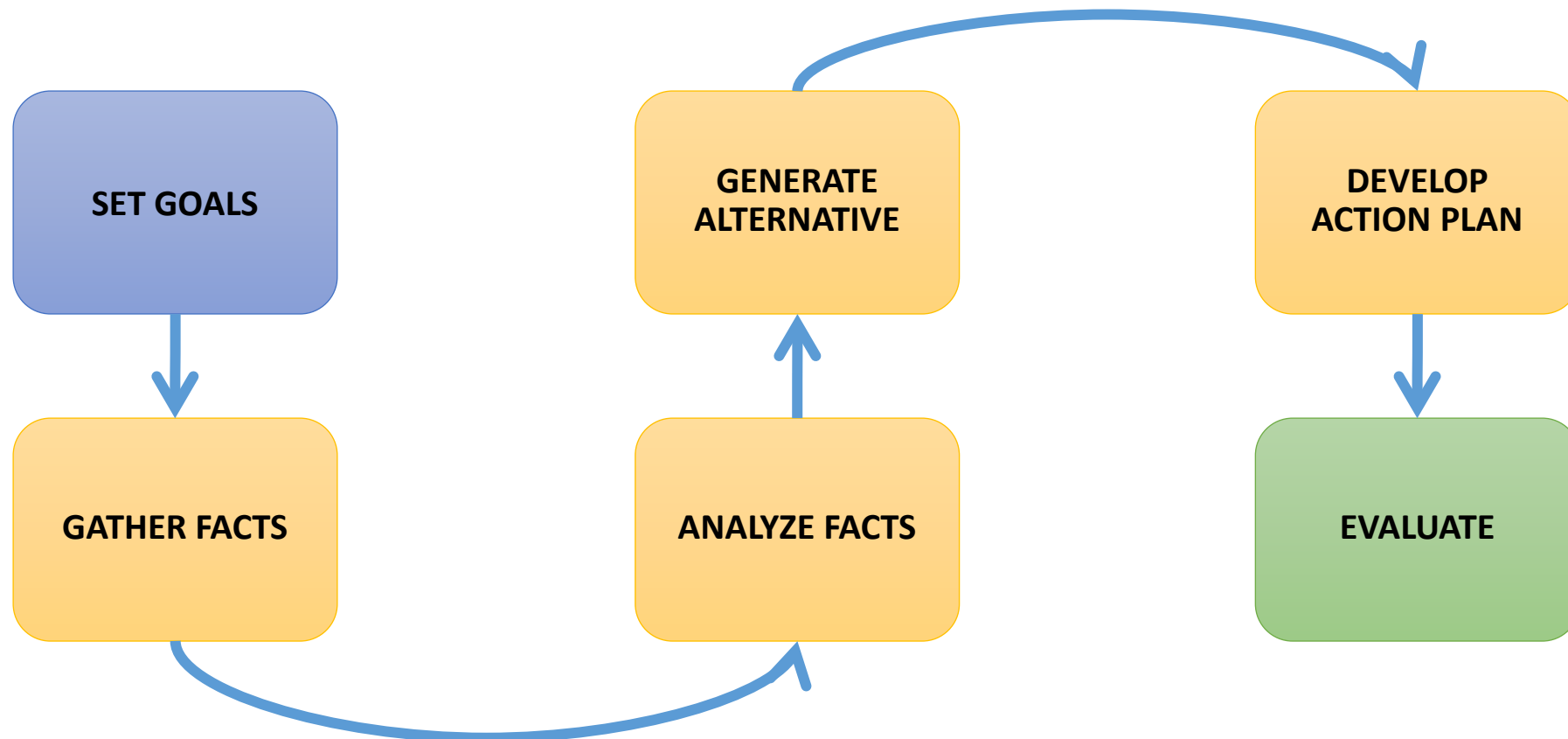
Lack of
knowledge

Desire to pursue
the 'correct'
answer

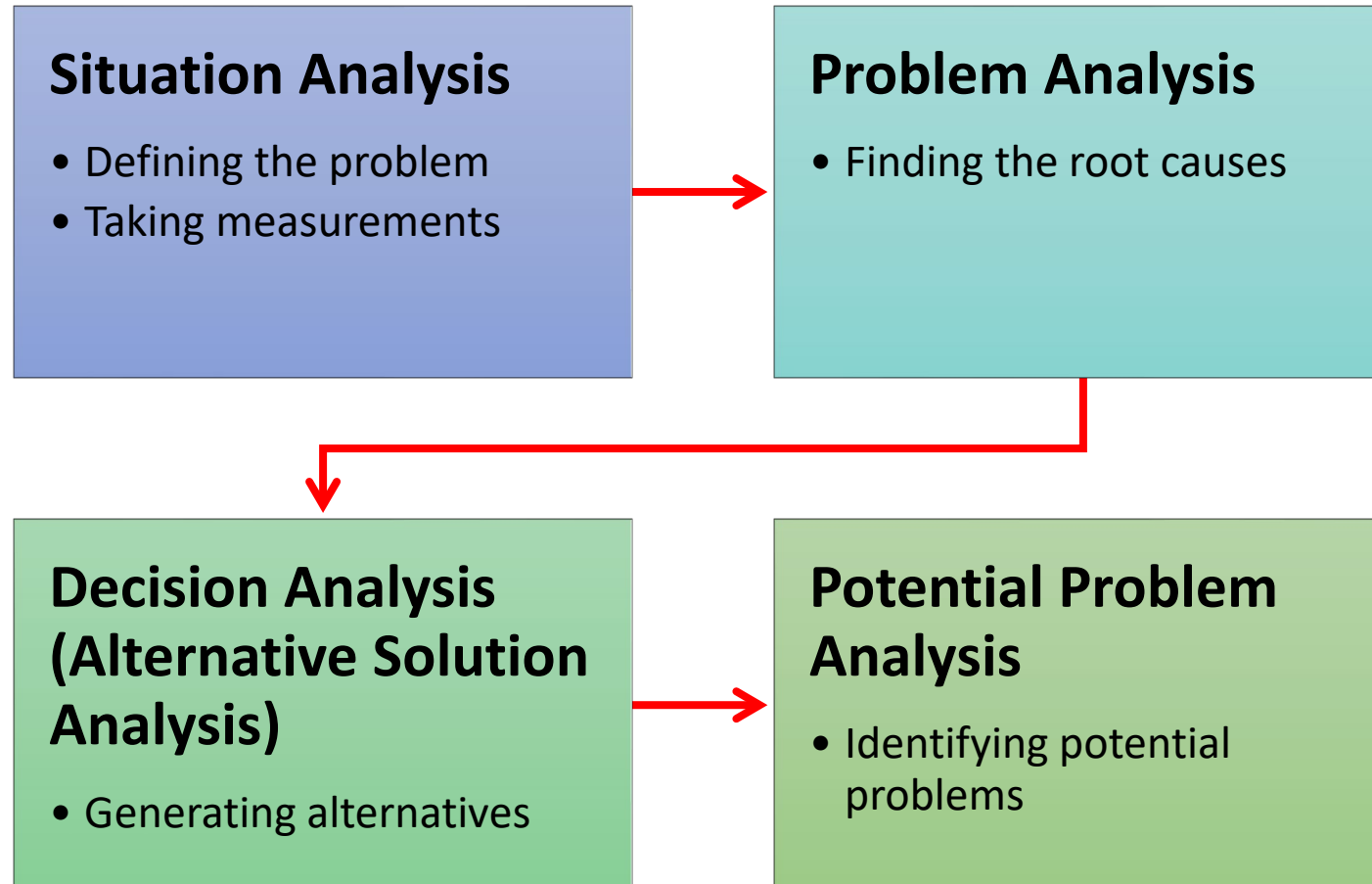


DECISION-MAKING PROCESS

(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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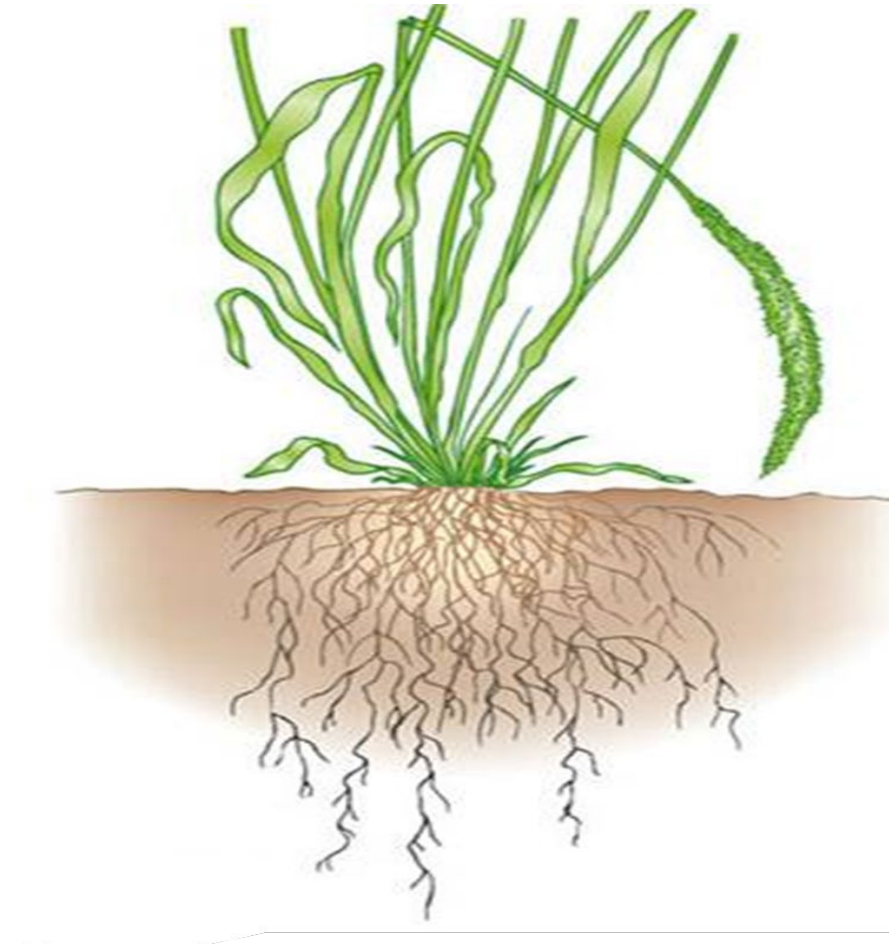
Block 2

MODUL 10

CRITICAL THINKING IN PROBLEM SOLVING PROCESS (PART 2)



2. PROBLEM ANALYSIS

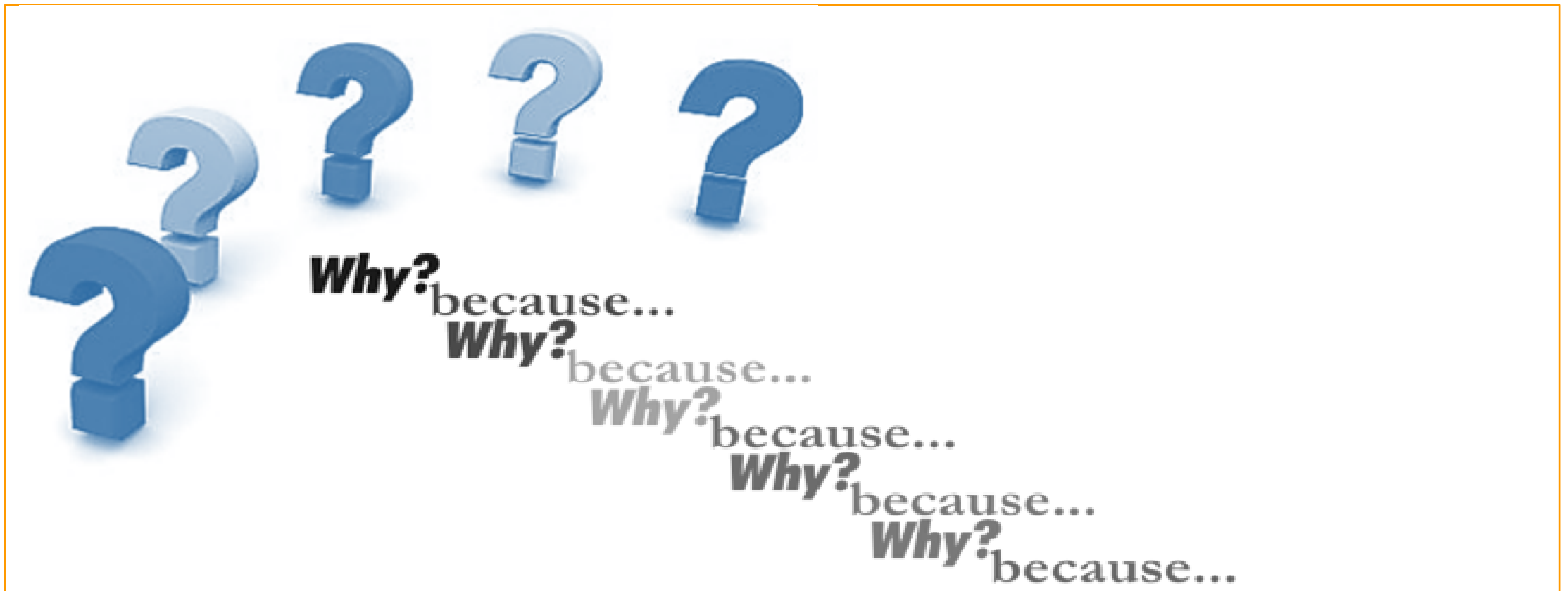


The problem on the
surface

The cause beneath
the problem or the
“ROOT”

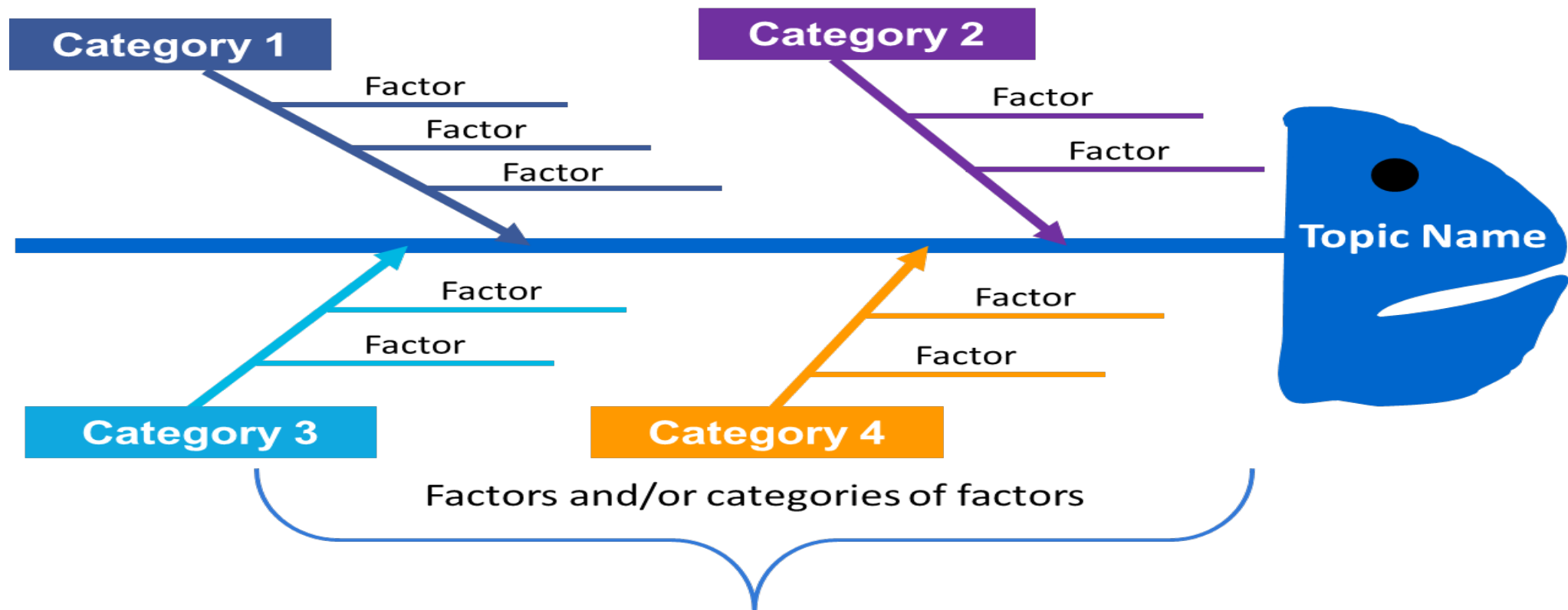
Root Cause Analysis Tools to Identify Problems:

1. 5 Why's



Root Cause Analysis Tools to Identify Problems:

2. Fishbone Diagram



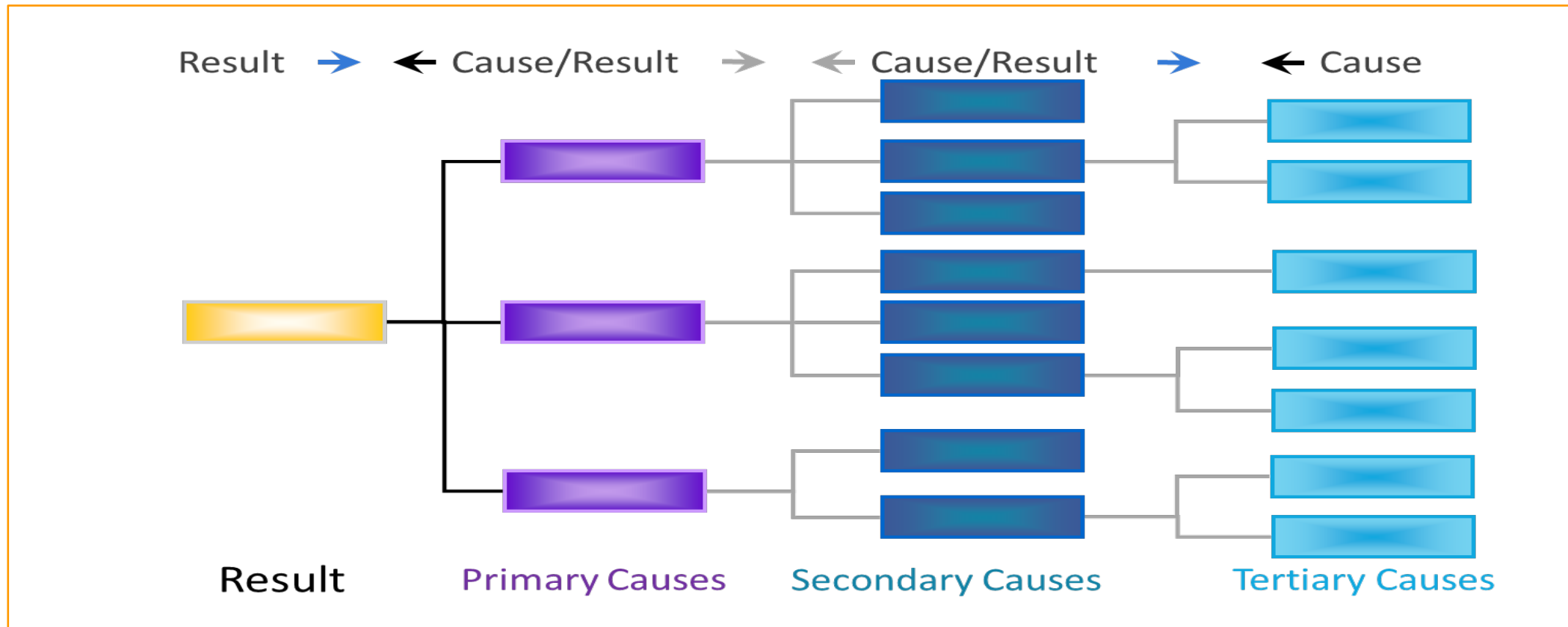
Cause – Effect Diagram (Fishbone)

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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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**

Synetics

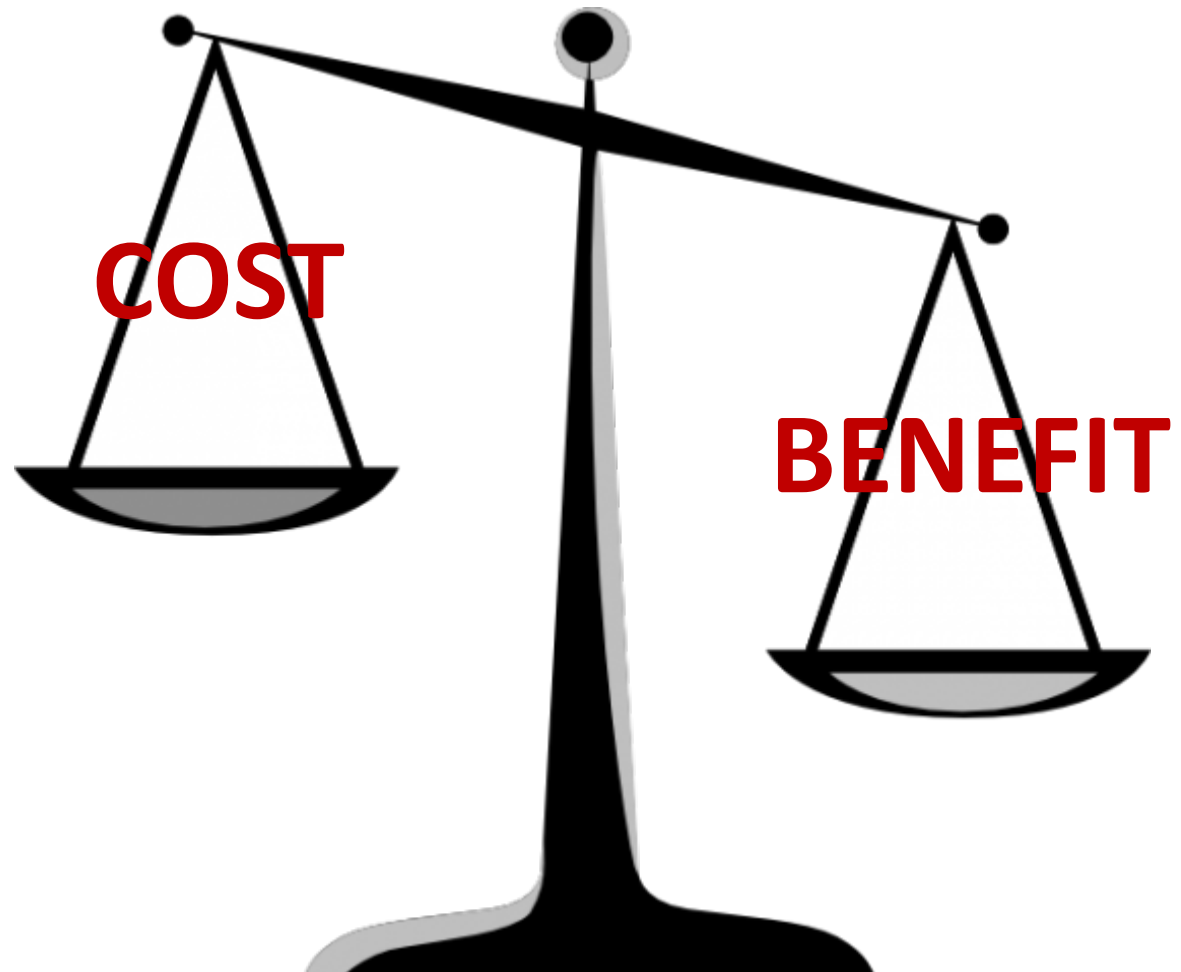
SCAMPER

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

DECISION MATRIX

		ALTERNATIVES											
CRITERIA													
MUST :		INFO	YES / NO ✓ / x		INFO	YES / NO ✓ / x		INFO	YES / NO ✓ / x		INFO	YES / NO ✓ / x	
WANT :	W	INFO	W	W x P	INFO	W	W x P	INFO	W	W x P	INFO	W	W x P
		TOTAL											

✓ = YES X = NO W = weight P = point

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.			
	Total		

Preventive actions:

-
-

Curative actions:

-
-



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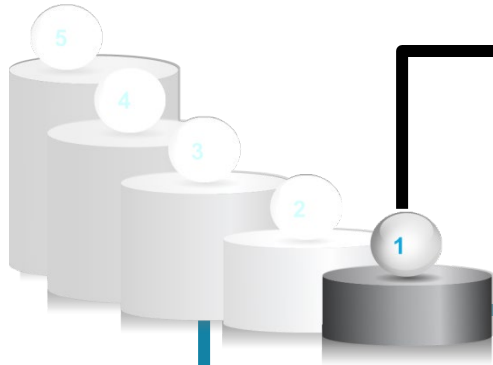
Block 2

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?

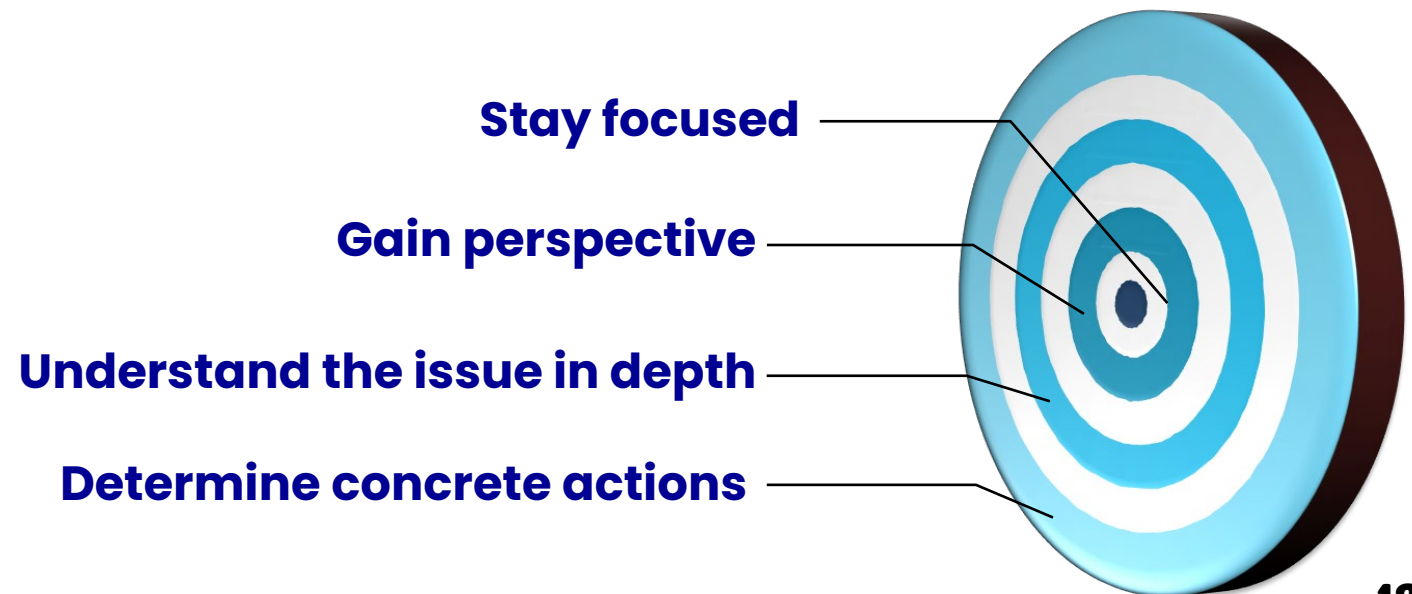
Are there any
conflicts of
interest?



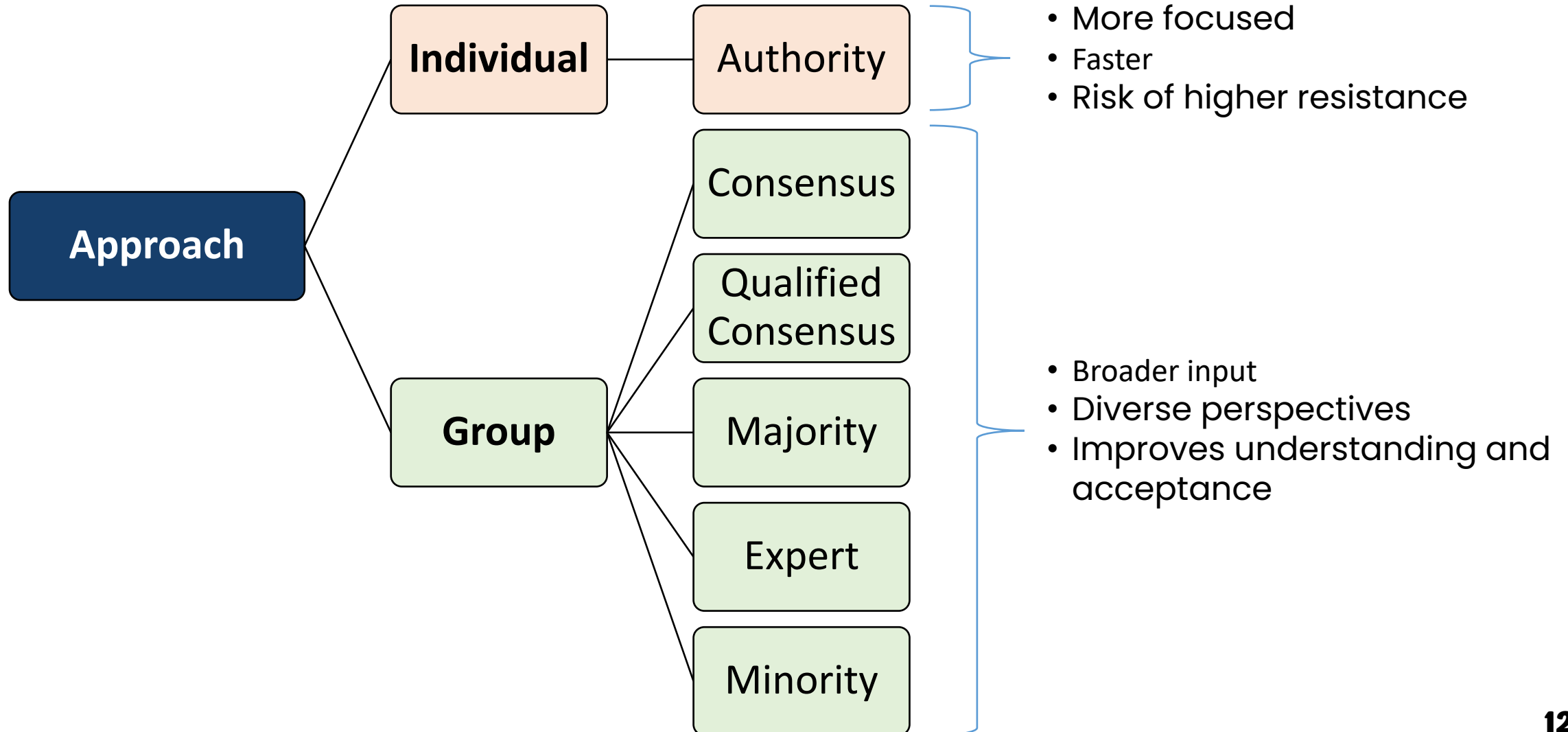
Setting Goals and Time Boundaries

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

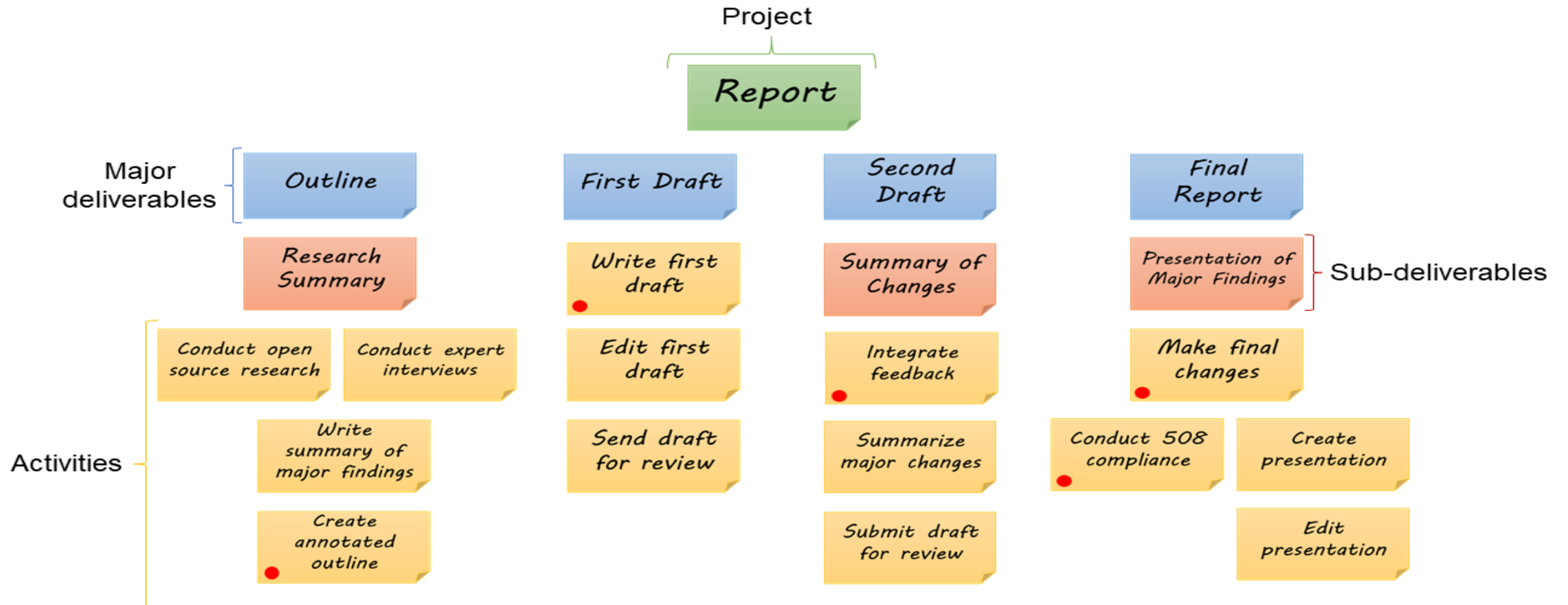
Clear goals help you to:



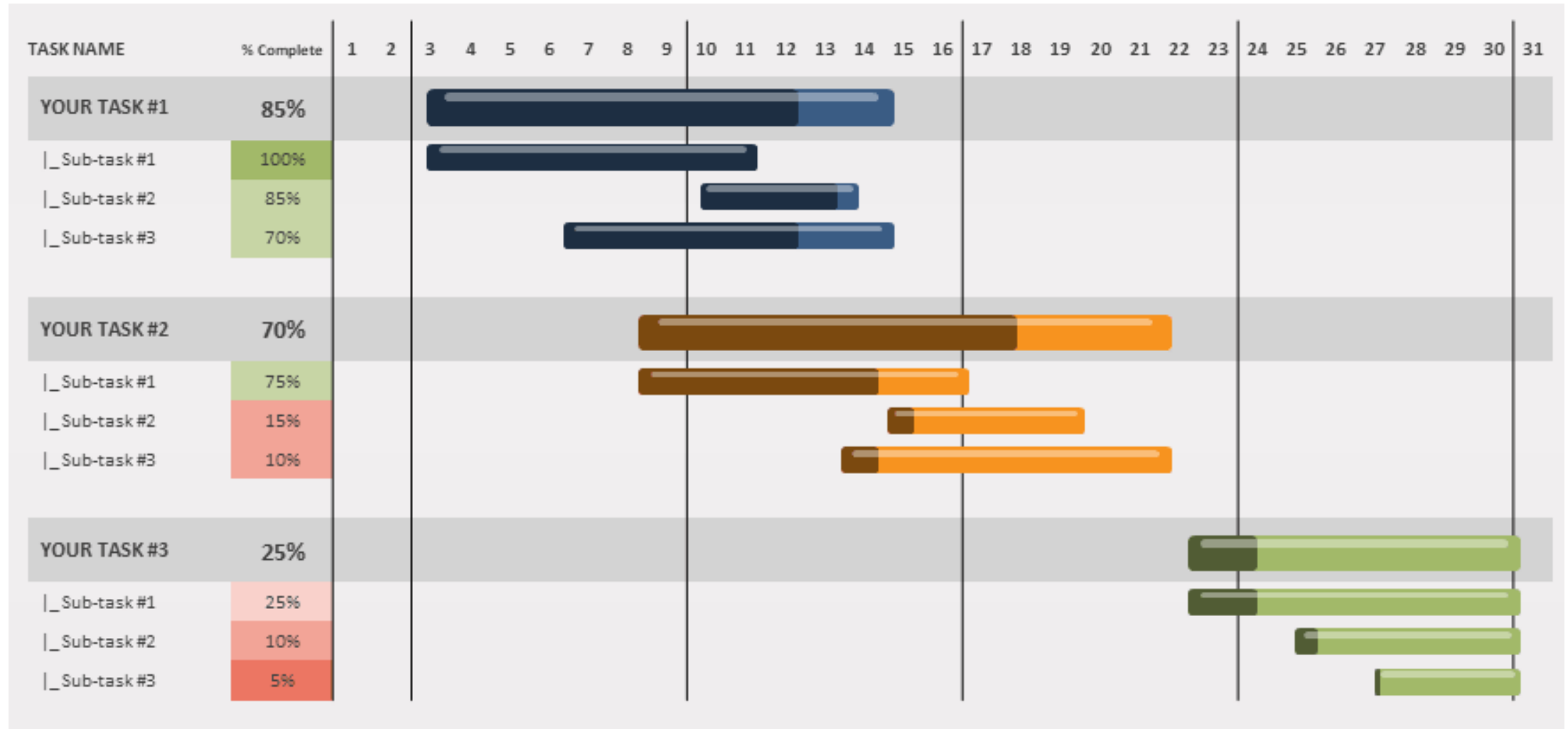
Determining Strategies and Approaches

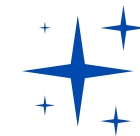


Using the Work Breakdown Structure Approach in Decision Implementation



Planning and Scheduling Activities with a Gantt Chart





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MODUL 13

RESOURCE MANAGEMENT



BASIC BUSINESS PHILOSOPHY

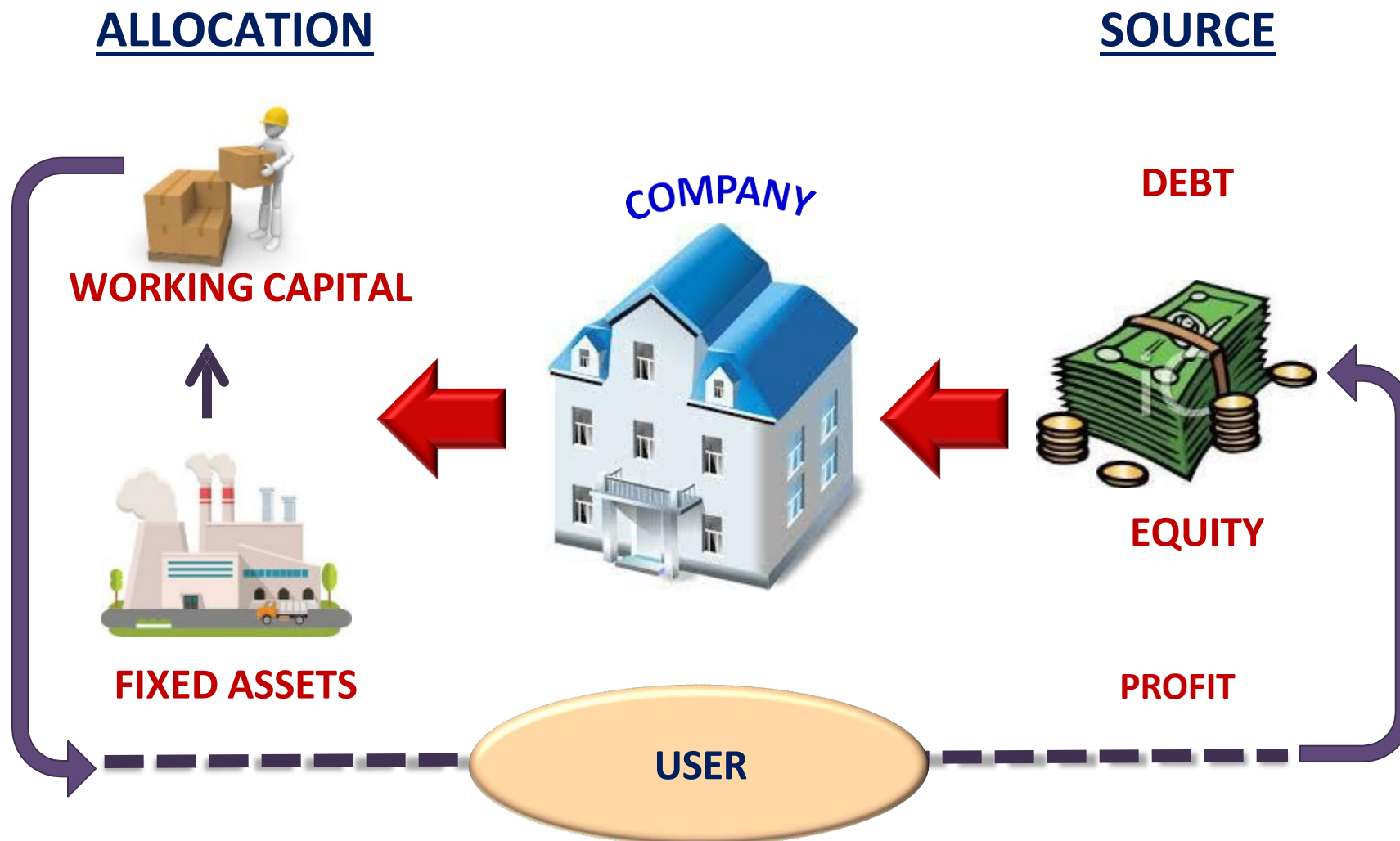


The company uses resources to run its business

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***

CORPORATE WEALTH = ASSETS	COMPANY OBLIGATIONS = DEBT & EQUITY
All assets owned by the company Rp 100 million <i>Where money is allocated</i>	Total funds used by the company Rp 100 million <i>Where the money comes from</i>

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)

Current Assets		Current Liabilities	
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		
Fixed Assets		Long-term debt	
Building	185,0		143,0
Machinery	66,0		
Intangible assets	<u>49,0</u>		
	300,0		
TOTAL OF ASSETS	516,6		
		Long-term debt	
		Paid-in Capital	22,8
		Retained earnings	<u>186,1</u>
		Total Equity	<u>208,9</u>
		TOTAL DEBT & EQUITY	516,6

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

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

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

- ***Interest Expense***

➤ ***= EARNING BEFORE TAX (EBT)***

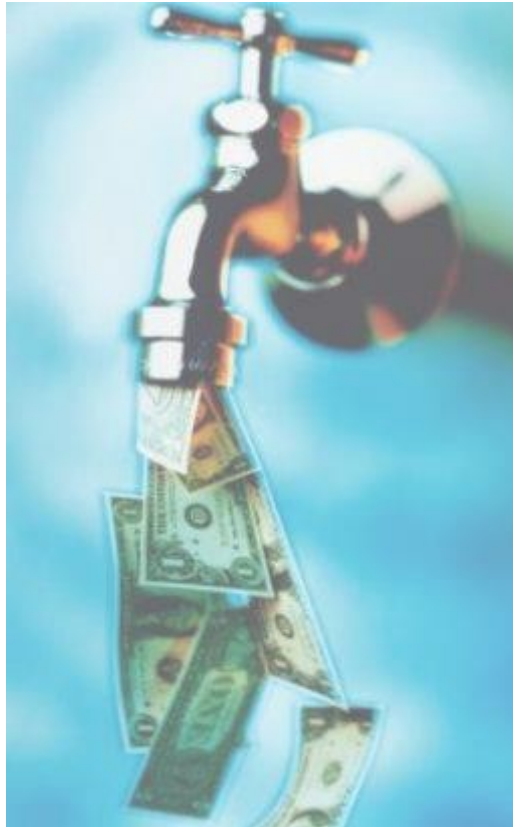
- ***Corporate Tax***

➤ ***= EARNING AFTER TAX (EAT)***

EXAMPLE: INCOME STATEMENT (in millions of Rupiah)



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



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)

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



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

Halaman 1/1 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	
ASET				ASSETS
ASET LANCAR				CURRENT ASSETS
Kas dan setara kas	4a	1.383.182.362	1.244.731.682	Cash and cash equivalents
Kas yang dibatasi penggunaannya	4b	21.223.203	14.400.810	Restricted cash
Investasi jangka pendek	5a	618.927	-	Short term investment
Aset keuangan pada nilai wajar melalui penghasilan komprehensif lain	5b	-	23.178.224	Financial assets at fair value through other comprehensive income
Piutang usaha - neto				Trade receivables - net
Pihak berelasi	6	162.054.692	180.065.076	Related parties
Pihak ketiga	6	223.778.873	268.118.427	Third parties
Piutang sewa pembiayaan - pihak berelasi	14c	6.461.033	-	Finance lease receivable - related party
Piutang lain-lain - neto				Other receivables - net
Pihak berelasi	7	-	13.127.319	Related parties
Pihak ketiga	7	27.781.710	24.569.947	Third parties
Persediaan - neto	8	81.932.846	70.980.682	Inventories - net
Pajak dibayar di muka dan taksiran pengembalian pajak	21a	34.173.305	15.999.792	Prepaid taxes and estimated claims for tax refund
Uang muka	9	18.549.712	10.978.544	Advances
Beban dibayar di muka	10	27.205.099	26.274.552	Prepaid expenses
Total aset lancar		1.986.961.762	1.892.425.055	Total current assets



**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	
ASET (lanjutan)				ASSETS (continued)
ASET TIDAK LANCAR				NON-CURRENT ASSETS
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
Piutang lain-lain 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
Total aset tidak lancar		4.428.987.968	4.706.813.414	Total non-current assets
TOTAL ASET		6.415.949.730	6.599.238.469	TOTAL ASSETS



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

Halaman 1/3 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	
LIABILITAS DAN EKUITAS				LIABILITIES AND EQUITY
LIABILITAS				LIABILITIES
LIABILITAS JANGKA PENDEK				CURRENT LIABILITIES
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
Total liabilitas jangka pendek		1.134.487.375	1.462.417.579	Total current liabilities

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

Halaman 1/4 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	
LIABILITAS DAN EKUITAS (lanjutan)				LIABILITIES AND EQUITY (continued)
LIABILITAS (lanjutan)				LIABILITIES (continued)
LIABILITAS JANGKA PANJANG				NON-CURRENT LIABILITIES
Pinjaman bank				Long-term bank loans
jangka panjang	19b	703.690.713	519.958.791	Non-current
Liabilitas sewa				lease liabilities
jangka panjang	14b	353.874.575	395.855.249	Non-current taxes payable
Utang pajak jangka panjang	21b	5.547.456	57.321.373	Deferred tax liabilities
Liabilitas pajak				Accrued liabilities
tangguhan	21d	123.064.838	116.394.012	- non-current
Liabilitas yang masih				Asset abandonment and
harus dibayar - jangka panjang	18a	72.027.462	68.540.528	site restoration obligations
Liabilitas pembongkaran				Post-employment
aset dan restorasi area	23	146.128.524	146.690.321	benefit obligation
Liabilitas imbalan				Deferred revenues
pascakerja	22d	107.500.437	136.120.605	
Pendapatan ditangguhkan	18b	<u>98.101.066</u>	<u>155.536.632</u>	
Total liabilitas jangka panjang		<u>1.609.935.071</u>	<u>1.596.417.511</u>	Total non-current liabilities
TOTAL LIABILITAS		<u>2.744.422.446</u>	<u>3.058.835.090</u>	TOTAL LIABILITIES



**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)

	Catatan/ Notes	31 Desember/ December 31 2024	31 Desember/ December 31, 2023	
LIABILITAS DAN EKUITAS (lanjutan)				LIABILITIES AND EQUITY (continued)
EKUITAS				EQUITY
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk				Equity attributable to the owners of the parent entity
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				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	24a 24b	344.018.831 (467.574.628)	344.018.831 (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
TOTAL EKUITAS		<u>3.671.527.284</u>	<u>3.540.403.379</u>	TOTAL EQUITY
TOTAL LIABILITAS DAN EKUITAS		<u>6.415.949.730</u>	<u>6.599.238.469</u>	TOTAL LIABILITIES AND EQUITY

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

Halaman 2/1 Page

**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	
PENDAPATAN	27	3.788.619.187	3.646.304.165	REVENUES
BEBAN POKOK PENDAPATAN	28	<u>(3.031.238.285)</u>	<u>(2.912.724.687)</u>	COST OF REVENUES
LABA BRUTO		757.380.902	733.579.478	GROSS PROFIT
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
LABA OPERASI		522.657.112	542.417.614	OPERATING PROFIT
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
LABA SEBELUM PAJAK PENGHASILAN		578.289.878	523.887.009	PROFIT BEFORE INCOME TAX
BEBAN PAJAK PENGHASILAN	21c	<u>(138.652.608)</u>	<u>(147.271.108)</u>	INCOME TAX EXPENSE
LABA TAHUN BERJALAN		439.637.270	376.615.901	PROFIT FOR THE YEAR



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

Halaman 4/1 Page

**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	
ARUS KAS DARI AKTIVITAS OPERASI		69	CASH FLOWS FROM OPERATING ACTIVITIES
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
Kas neto yang diperoleh dari aktivitas operasi	785.214.989	723.688.604	Net cash generated from operating activities
ARUS KAS DARI AKTIVITAS INVESTASI			CASH FLOWS FROM INVESTING ACTIVITIES
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
Kas neto yang digunakan untuk aktivitas investasi	(48.538.485)	(57.667.488)	Net cash used in investing activities

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

Halaman 4/2 Page

**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	
ARUS KAS DARI AKTIVITAS PENDANAAN				CASH FLOWS FROM FINANCING ACTIVITIES
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
Kas neto yang digunakan untuk aktivitas pendanaan		(568.061.771)	(878.205.110)	Net cash used in financing activities
KENAIKAN/(PENURUNAN) NETO KAS DAN SETARA KAS		168.614.733	(212.183.994)	NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS
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
KAS DAN SETARA KAS AWAL TAHUN	4a	1.244.731.682	1.447.650.817	CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR
KAS DAN SETARA KAS AKHIR TAHUN	4a	1.383.182.362	1.244.731.682	CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR



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



Item	Plant A	Plant B
Production Volume (MMBTU)	1,100,000	950,000
Revenue (Rp Billion)	1,300	1,100
Operating Costs (Rp Billion)	1,060	820
Overtime Cost (Rp Billion)	20	90
Unplanned Downtime (Hours)	25	40

Which plant produce more volume?
 Which plant generate more revenue?
 Which plant is more profitable?
 Which plant has more margin (Profit / Revenue)?
 Which plant is better?



1. Scale & Revenue

- Plant A produces 1.1 million MMBTU vs. 950k MMBTU at Plant B → about 16% higher production.
- Revenue follows scale → Rp 1,300B vs Rp 1,100B.
- 👉 At face value, Plant A looks like the stronger plant.

2. Profitability (Net Profit)

- Plant A: $1,300 - (1,060 + 20) = \text{Rp } 220\text{B}$
- Plant B: $1,100 - (820 + 90) = \text{Rp } 190\text{B}$
- 👉 Plant A delivers higher absolute net profit (+Rp 30B).

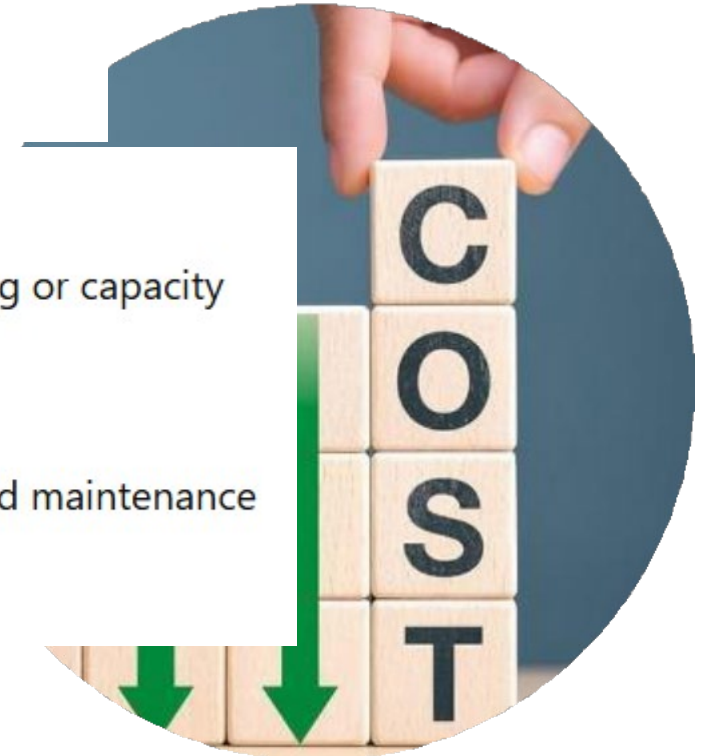


3. Efficiency – Gross Margin

- **Gross Margin (before overtime):**
 - Plant A: $(1,300 - 1,060) / 1,300 = 18.5\%$
 - Plant B: $(1,100 - 820) / 1,100 = 25.5\%$
- 👉 **Plant B is leaner** — converting revenue into gross margin more effectively.

4. Cost Structure Observations

- **Plant A** has much lower overtime cost (Rp 20B), suggesting better workforce scheduling or capacity buffer.
- **Plant B** incurs Rp 90B overtime, eroding profitability despite leaner operations.
- **Unplanned downtime** is also higher at Plant B (40 vs 25 hours) → points to reliability and maintenance issues.



Ratio Analysis

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



1. Liquidity Ratio

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



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



1. Liquidity Ratio

(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



$$\text{Asset Turnover} = \frac{\text{Sales}}{\text{Total Assets}}$$

The ability of assets to generate sales in one sales period

2. Activity Ratio

Rasio Perputaran Piutang
(Acc Receivable Turnover)

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

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)

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

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



3. Profitability Ratio

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



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

- **Turnaround Performance:**
 - 2020 was a crisis year (losses, negative ROA/ROE).
 - 2021–2022: strong recovery, high profitability, healthy liquidity.
- **Profitability:**
 - Profit margins doubled from 8% (2021) to 16% (2022).
 - High ROA and ROE show excellent efficiency and shareholder value creation.
- **Liquidity:**
 - Extremely high (498%) → company can easily meet short-term obligations.
 - Risk: idle funds might indicate under-utilization of assets.
- **Solvency:**
 - Debt significantly reduced (DER 0.25, DAR 0.20).
 - Company is very low risk financially, less dependent on lenders.



THANK YOU



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CAPITAL EXPENDITURE (Capex) ANALYSIS



TYPES OF COST

1. Based on behavior:
 - Variable costs
 - Fixed costs
2. Based on usability :
 - Value added costs
 - Costs that have no added value (nonvalue added cost)



COST ANALYSIS



Variable Costs:

- Costs that change proportionally with changes in the company's activities

Fixed Cost :

Costs that are not affected by the company's activities

VARIABLE COSTS vs FIXED COSTS

Variable costs are costs that change following the activities of the company/division/department

Example: Electricity, water, chemicals

Fixed costs are costs that tend to remain or do not change even though the activities of the company / division / department change within the relevant range

Example: Depreciation, land lease, Salaries



VALUE ADDED COST vs NON-VALUE ADDED COST

Value added cost is a cost that provides added value for the company so that it is needed for the company

Non-value-added costs are costs that do not create value for the product or customer. They often arise from inefficiencies or waste, and should be minimized or eliminated



DO YOU NEED TO PLAN AND MANAGE COSTS ?

- Effective vs Efficient
Effective : Doing The Right Things
Efficient : Doing Things Right



COST EFFICIENCY STRATEGY STEPS



1. Make a list of all costs that exist in our company / division / department
2. Analyze existing cost types: variable or fixed; value added, or non-value added
3. Root Cause Analysis
4. Implement cost reduction strategies



The 5 Things Your CEO Wants You to Know

1. Cash 💰

1. Lifeblood of the company.
2. Do we have enough to run operations and invest for growth?

2. Margin 📊

1. Are we making more money than we spend?
2. Efficiency + profitability.

3. Velocity ▶️

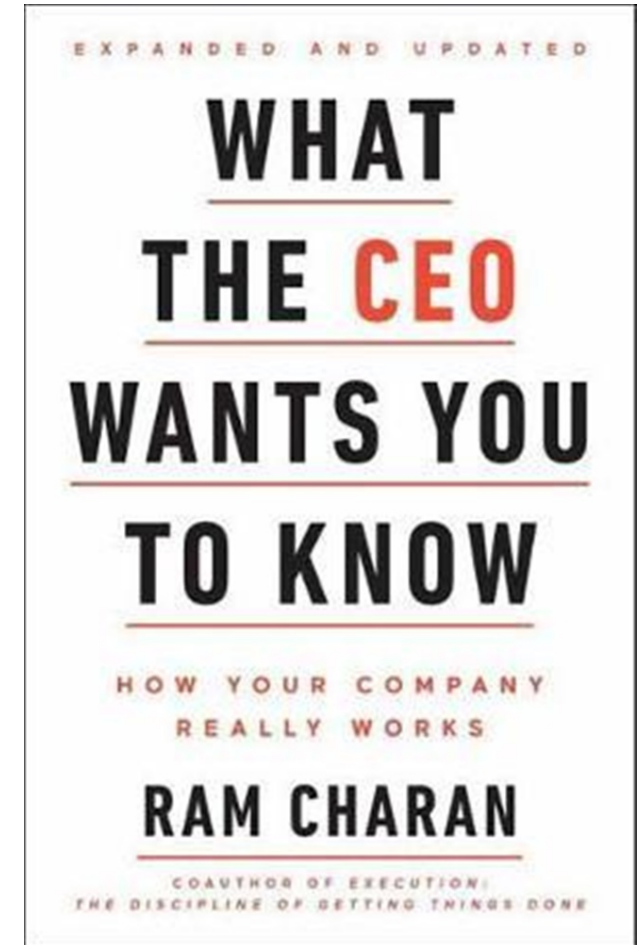
1. How quickly can we turn resources (inventory, assets) into cash?
2. Faster cycle = stronger business.

4. Growth 📈

1. Are we expanding customers, revenue, and markets sustainably?
2. Growth energizes people and creates opportunities.

5. Customers 🤝

1. The reason the company exists.
2. Serving them better than competitors is the ultimate differentiator.





TIME VALUE OF MONEY

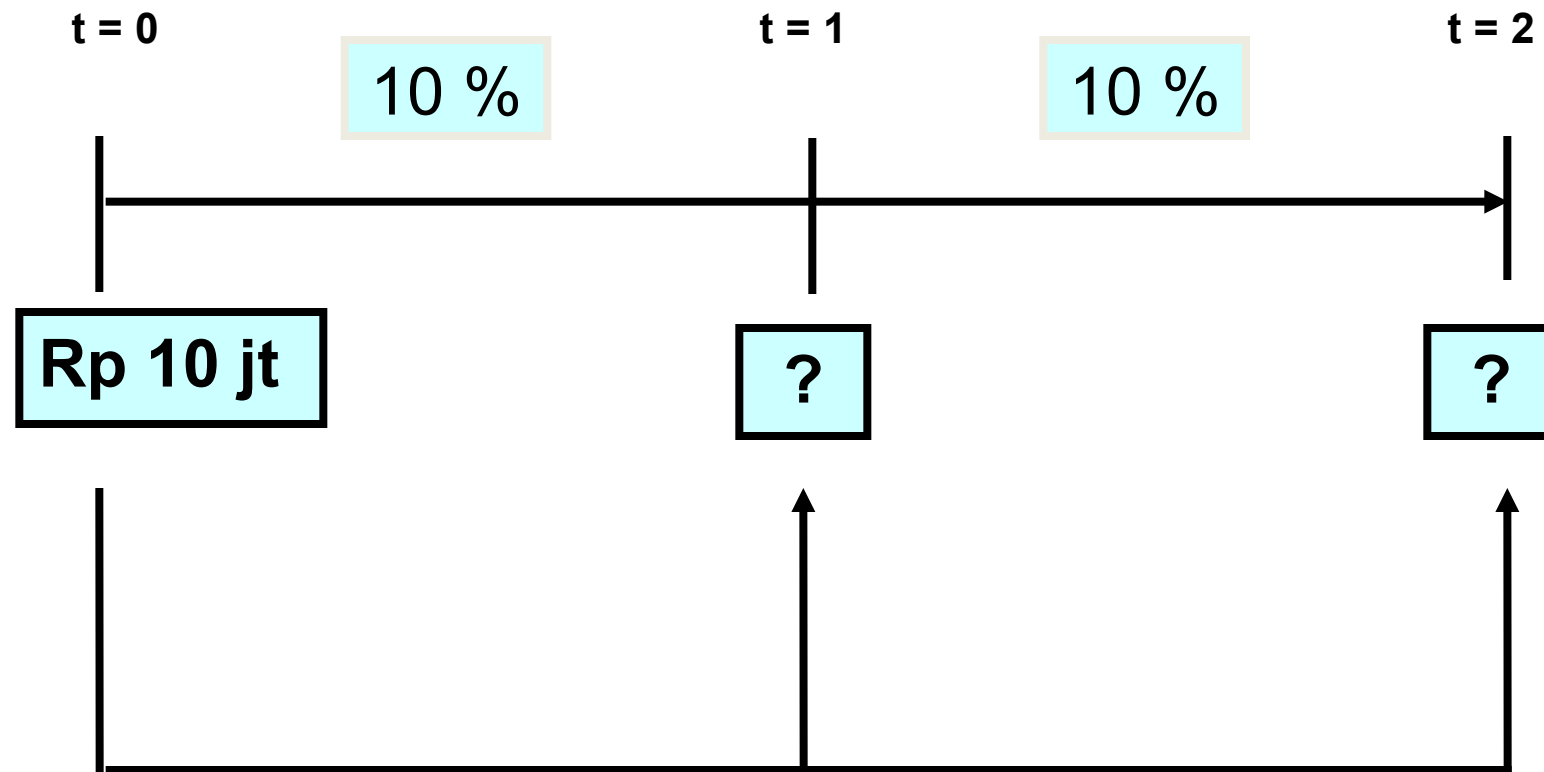
Comparison of **current cash flow**
value of expenses
With **future benefits**

OR



Comparison
Current Value
With **Future values**

PROSES FUTURE VALUE



gunakan PVIF (10%,2) untuk mendiskonto Rp 12 juta

FUTURE VALUE

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

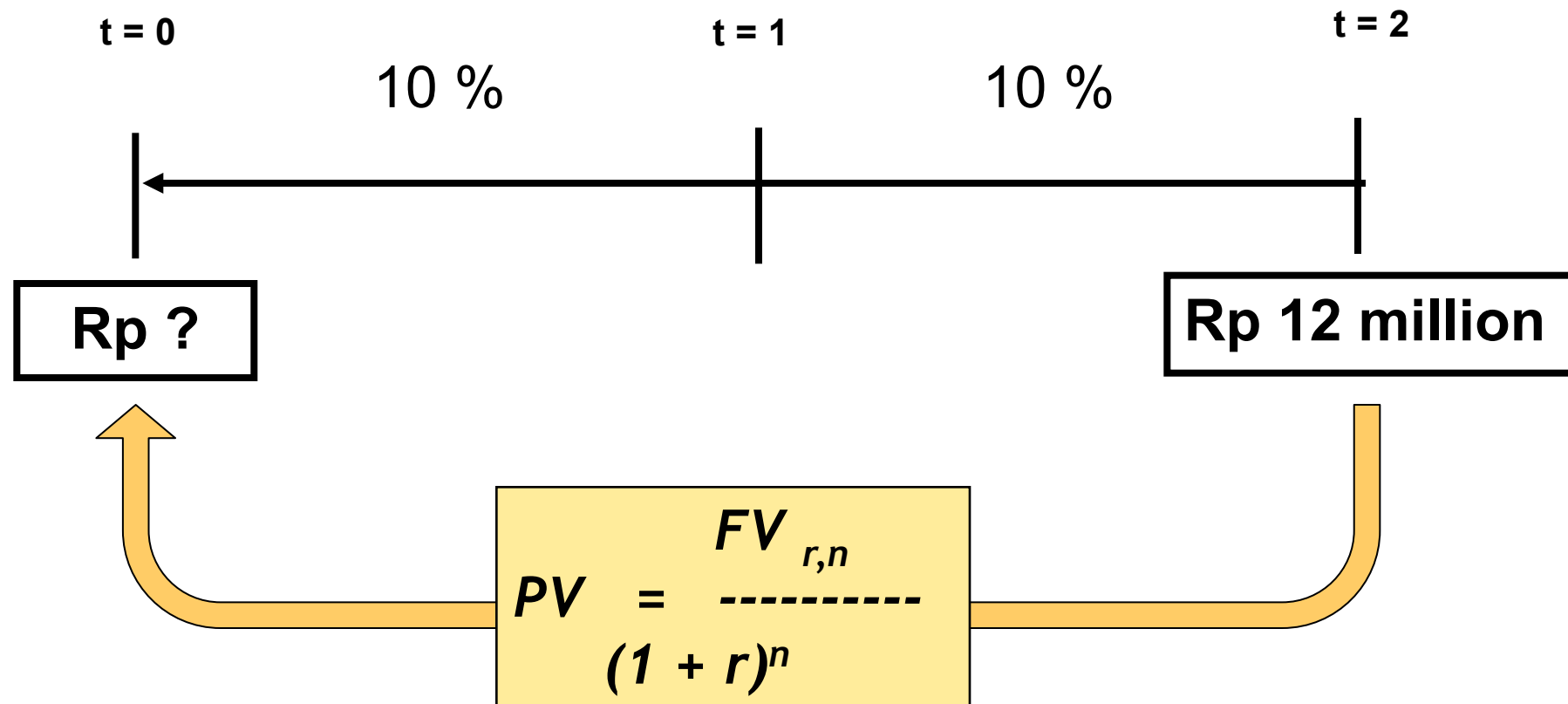
P = principal, or initial amount in the year

r = interest of rate

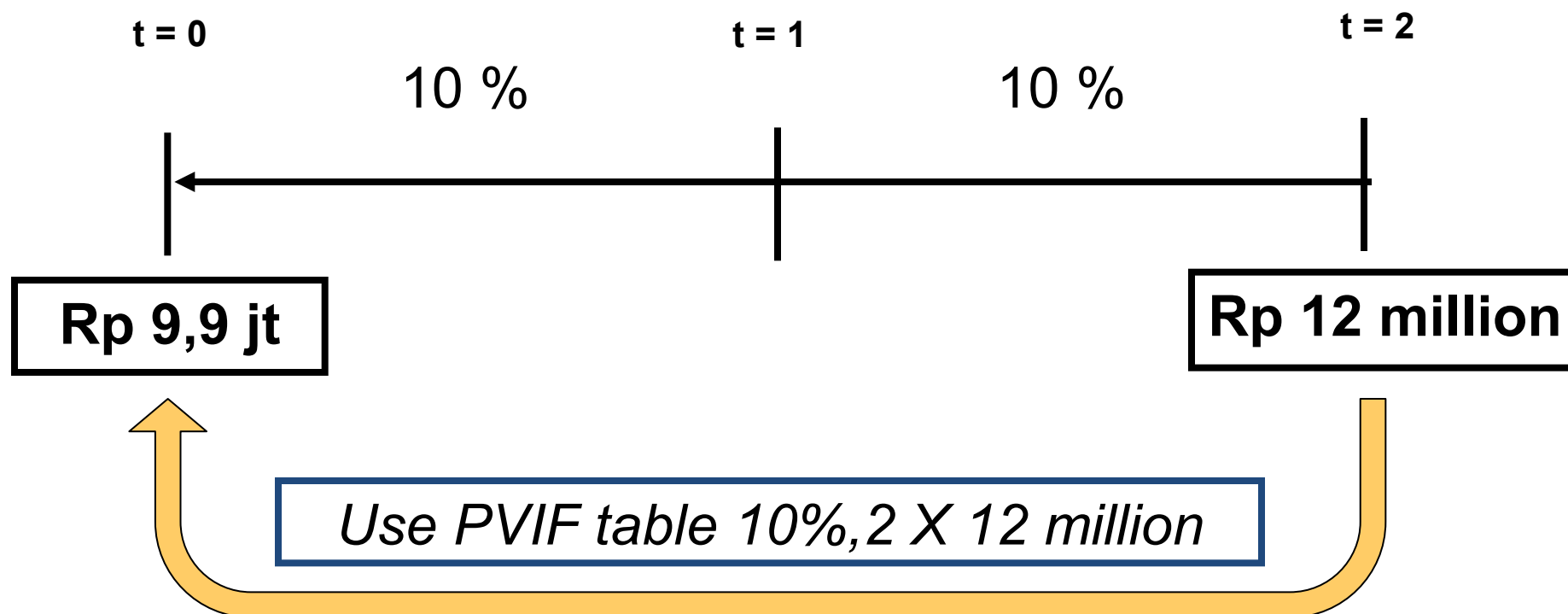
n = period

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

PRESENT VALUE PROCESS (DISCOUNT PROCESS)



PRESENT VALUE PROCESS (DISCOUNT PROCESS)



INVESTMENT DECISION ANALYSIS

Why is it necessary?

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





CAPITAL BUDGETING

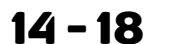
Why Capital Budgeting is needed?

- Resources are limited, and once committed to a fixed investment, they generally cannot be released
- There may be alternative options.
- The need to identify the real worth of future benefits

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

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

- *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

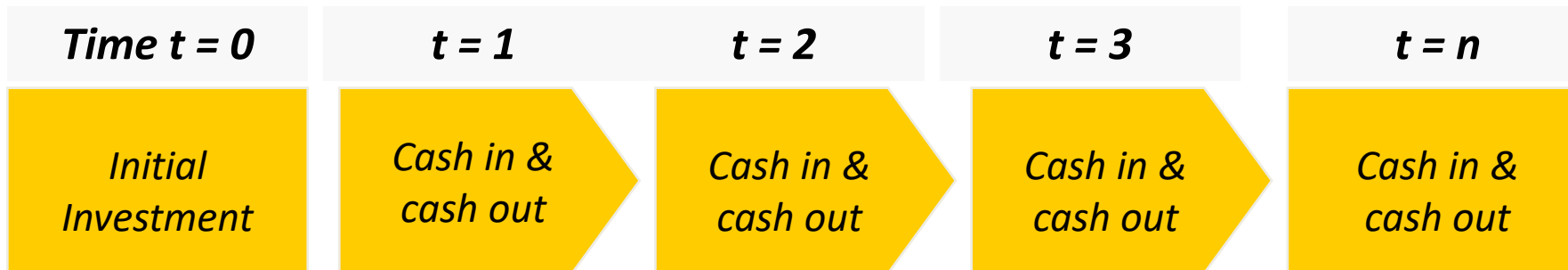
Stage 3:

- *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

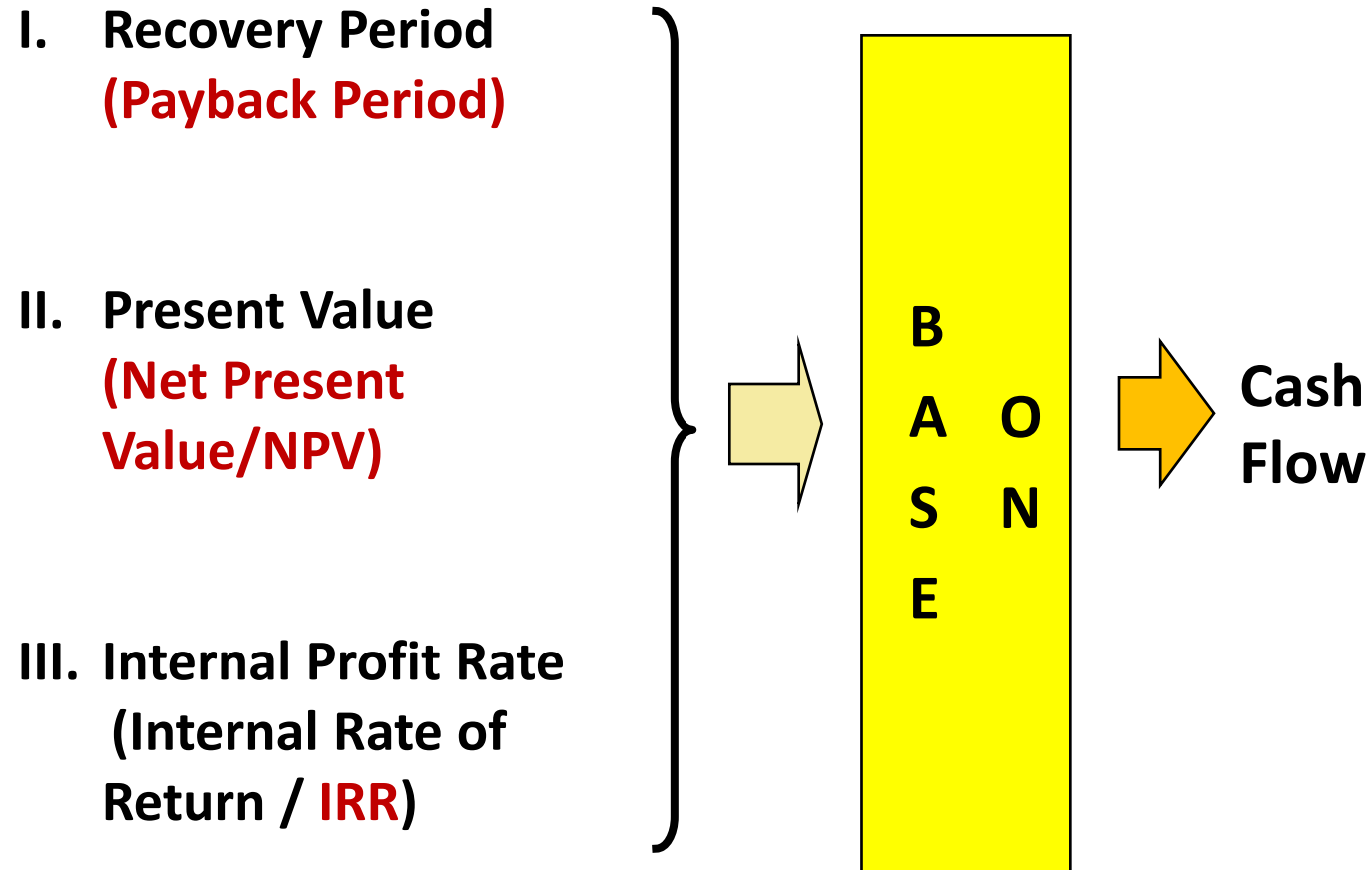
INVESTMENT ASSESSMENT PROCESS

Stage 5:

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



ASSESSMENT METHODS INVESTMENT



PAYBACK PERIOD

Is the number of years needed to recover its initial investment by using Net Cash Flows

Payback Period of the proposed investment (A)	Compared to with ↓	Maximum acceptable Payback Period (B)
---	-----------------------	---------------------------------------

(A)	<u>Shorter</u> than	(B)
-----	---------------------	-----

→ Suggestion Investment **accepted**

(A)	<u>Longer</u> than	(B)
-----	--------------------	-----

→ Suggestion Investment **rejected**



Type 1: Equal (Uniform) Cash Flows

When the project generates the **same cash flow every year**, the formula is straightforward:

$$\text{Payback Period} = \frac{\text{Initial Investment}}{\text{Annual Cash Flow}}$$

Example

A company invests **Rp 120,000,000**. The project generates **Rp 40,000,000** per year.

$$\text{Payback Period} = \frac{120,000,000}{40,000,000} = \mathbf{3 \text{ years}}$$

Type 2: Unequal (Non-Uniform) Cash Flows

When cash flows **differ each year**, you calculate by **cumulating cash flows year by year** until the total reaches the initial investment.

Step-by-Step Method

Year	Cash Flow	Cumulative Cash Flow
0	(Rp 100,000,000)	(Rp 100,000,000)
1	Rp 30,000,000	(Rp 70,000,000)
2	Rp 40,000,000	(Rp 30,000,000)
3	Rp 50,000,000	Rp 20,000,000 ✓
4	Rp 40,000,000	Rp 60,000,000

Recovery happens **somewhere during Year 3** — we need to pinpoint exactly when.

Recovery happens somewhere during Year 3 — we need to pinpoint exactly when.

Exact Payback Formula (with fraction)

$$\text{Payback} = \text{Last negative year} + \frac{\text{Remaining balance}}{\text{Cash flow in recovery year}}$$

$$\text{Payback} = 2 + \frac{30,000,000}{50,000,000} = 2 + 0.6 = \mathbf{2.6 \text{ years}}$$

Interpretation: The investment is fully recovered after **2 years and ~7 months**



ADVANTAGES OF PAYBACK PERIOD

- **Simple; easily calculated**
- **Useful to analyze investment with rapid cash return**
- **Analysis on investment return, time risk indicator for management**
- **Quick analysis method, better than judgment**



DISADVANTAGES OF PAYBACK PERIOD

- Ignores the timing of future cash flows
- Ignores the total profitability and cash flows anticipated after the period calculated as payback period
- Ignores project risks



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



ADVANTAGES OF NPV

- Consider time value of money/ timing of future cash flow
- Consider the total profitability and cash flows anticipated over the entire life on an investment
- Utilize comprehensive investment value-added principle



DISADVANTAGES OF NPV

- Some consider difficult to use
- Management needs to decide cost of capital level beforehand
- In order to compare project A and B with different values, need to use current net value index



INTERNAL RATE OF RETURN / YIELD METHOD

- The real rate of return from a project is the rate at which the NPV return the value of 0 (current investment value = current value of cash received)
- If interest rate $>$ discount rate $\rightarrow$ investment proposal accepted

Internal Rate of Return should be found by a trial and error method

IRR METHOD

Example :

From the previous NPV case discussion:

PVA from Cash Flow 40 million for 5 years is:

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

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

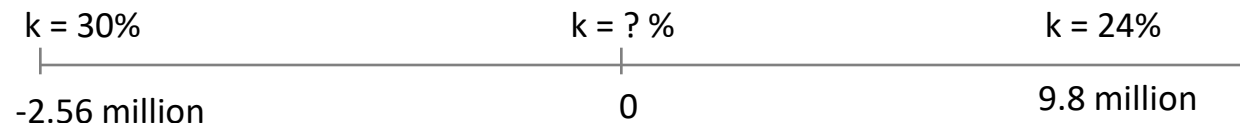
Let's try with a discount rate of 30%:

PVA from Cash Flow 40 million for 5 years is:

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

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.



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

IRR = 24 % + 4.76 % = 28.76 %



ADVANTAGES OF IRR

- Consider time value of money
- Consider the total profitability and cash flows anticipated over the entire life on an investment
- Expressed in percentage term which are familiar to
- Easy to grasp and communicate



DISADVANTAGES OF IRR

- Cumbersome >> Hard to get the accurate percentage because of the trial and error method
- The method assume that “return” obtained, will be invested back into the project

FIRST-LINE SUPERVISOR (FLS) LEADERSHIP TRAINING

BLOCK 2 PEOPLE LEADERSHIP





DAFTAR HADIR



<https://bit.ly/DaftarHadir-FLSLeadershipBatch2>

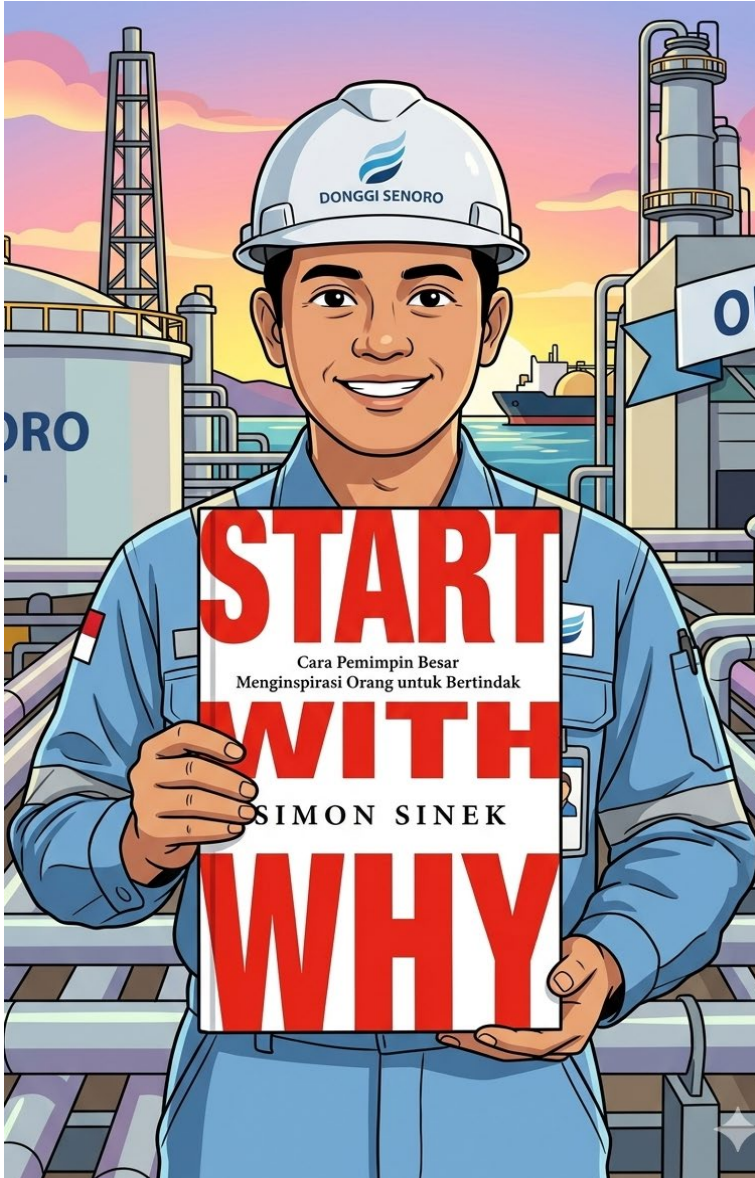


Block 2

MODUL 15

UNDERSTANDING EMOTIONS A FOUNDATION FOR SELF & SOCIAL AWARENESS





“underperforming organizations,
are usually over-managed
but under-led”

Warren Bennis

Great leaders create balance between:
tasks and people, results and processes, improvement and innovation,
short-term and long-term priorities, transactions and relationships,
as well as technical aspects and **emotions**

Emotional Intelligence accounts for $\pm 80\%$ of career success

source: Daniel Goleman, 1995





Emotional Intelligence

the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions effectively in ourselves and others, Daniel Goleman

the ability to recognize and regulate one's own emotions while also acknowledging the emotions of others and using this understanding to build healthier and more productive relationships, MentalHealth.com

Element of Emotional Intelligence

- **Self – Awareness:** kemampuan mengenali apa yang sedang dirasakan dan dampaknya terhadap perilaku. **Contoh:** menyadari bahwa kita sedang frustrasi, bisa berdampak komunikasi lebih keras ke tim/orang lain
- **Self – Regulation:** kemampuan mengontrol reaksi emosional agar tetap profesional. **Contoh:** menunda respon sampai emosi stabil
- **Motivation:** Dorongan dari dalam diri untuk tetap fokus pada tujuan meskipun menghadapi tekanan. **Contoh:** tetap menjaga semangat tim walau kondisi operasional sedang sulit (fokus pada solusi bukan masalah)
- **Empathy:** Kemampuan memahami perasaan dan perspektif orang lain. **Contoh:** mengerti anggota tim yang performanya sedang turun
- **Social Skills:** Kemampuan membangun hubungan kerja yang efektif. **Contoh:** memberikan feedback dengan cara yang membangun



41% Karyawan di dunia sering merasa stress (Gallup, 2024)





Stress & Emotional Control

Saat stress meningkat, otak cenderung masuk ke mode:

- **Fight** (marah, menyalahkan)
- **Flight** (menghindar, diam)
- **Freeze** (bingung, tidak bertindak)

Dalam pekerjaan, ketiga reaksi ini bisa berbahaya jika tidak disadari

Self Emotion Management Technique

- **Stop** (berhenti bereaksi/respon defensif, beri jeda dari autopilot)
- **Think** (apa yg terjadi, pisahkan fakta dan emosi, konsekuensi pilihan, reframing)
- **Choose** (pilih Tindakan yang paling sesuai)

THE EMPTY BOAT



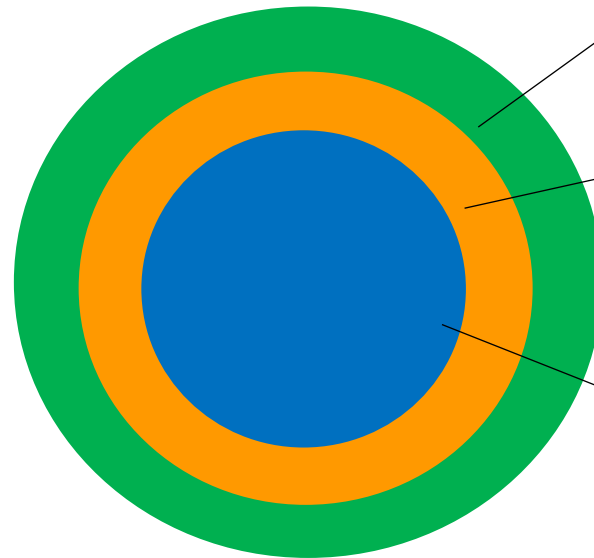
The Power of Response

THE 90/10 PRINCIPLE





The Three Circles of Life



Concern

Gossip artis, isu politik, kasus kriminal, bencana alam, dll

Influence

Kesuksesan perusahaan, gaya atasan, kepuasan pelanggan, kebijakan kantor, promosi, kesehatan, dll

Control

Apa yang kita beli, dimana kita tinggal, apa yang kita baca, teman yang kita pilih, berapa lama kita tidur, apa yang kita pikirkan dan katakan, apa yang kita lakukan, dll

Social Awareness

Being aware of others' emotions, feelings and needs

- Leader with social awareness are attuned to the emotions, needs and concern of the group and its stakeholders
- Emphatic 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.



THANK YOU



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Block 2

MODUL 16

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



Bad Leader vs Good Leader





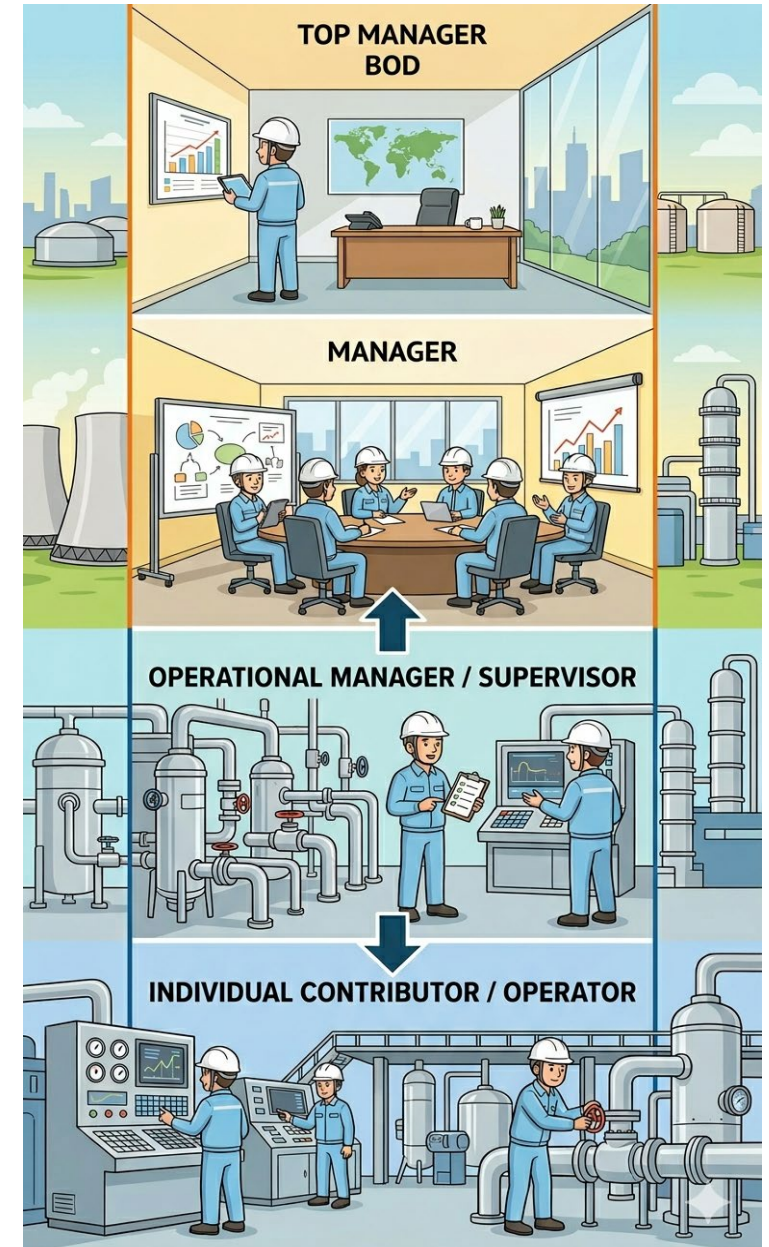
First-line Supervisor as Role Model

People don't do what you say,
they do what you consistently do

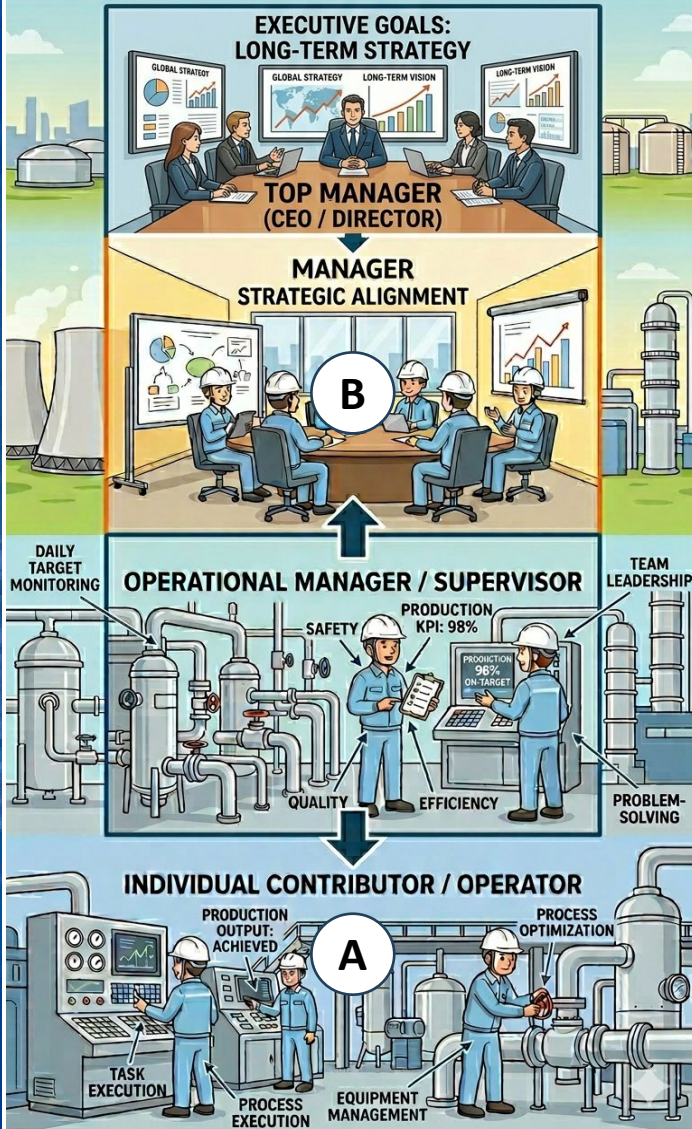
(leading by example)

Peran Utama Supervisor

Jembatan utama
antara manajemen
dan operator di lapangan



CORPORATE HIERARCHY & ROLES



Leader's Role

- A** Implement direction / policy from Superior
- B** Provide information / feedback to the top



Leader's Objectives

1. Quantity
2. Quality
3. Cost Efficient

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

POAC

	P lanning	O rganizing	A ctuating	C ontrolling
Leader	Mengapa hal itu penting untuk dicapai	Membangun keterikatan dan semangat tim	Membangkitkan komitmen dan inisiatif	Fokus pada pertumbuhan orang dan keberlanjutan tim
Manager	Bagaimana cara mencapainya	Mengelola sistem dan proses	Mendorong kepatuhan kerja	Fokus pada pencapaian hasil





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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 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

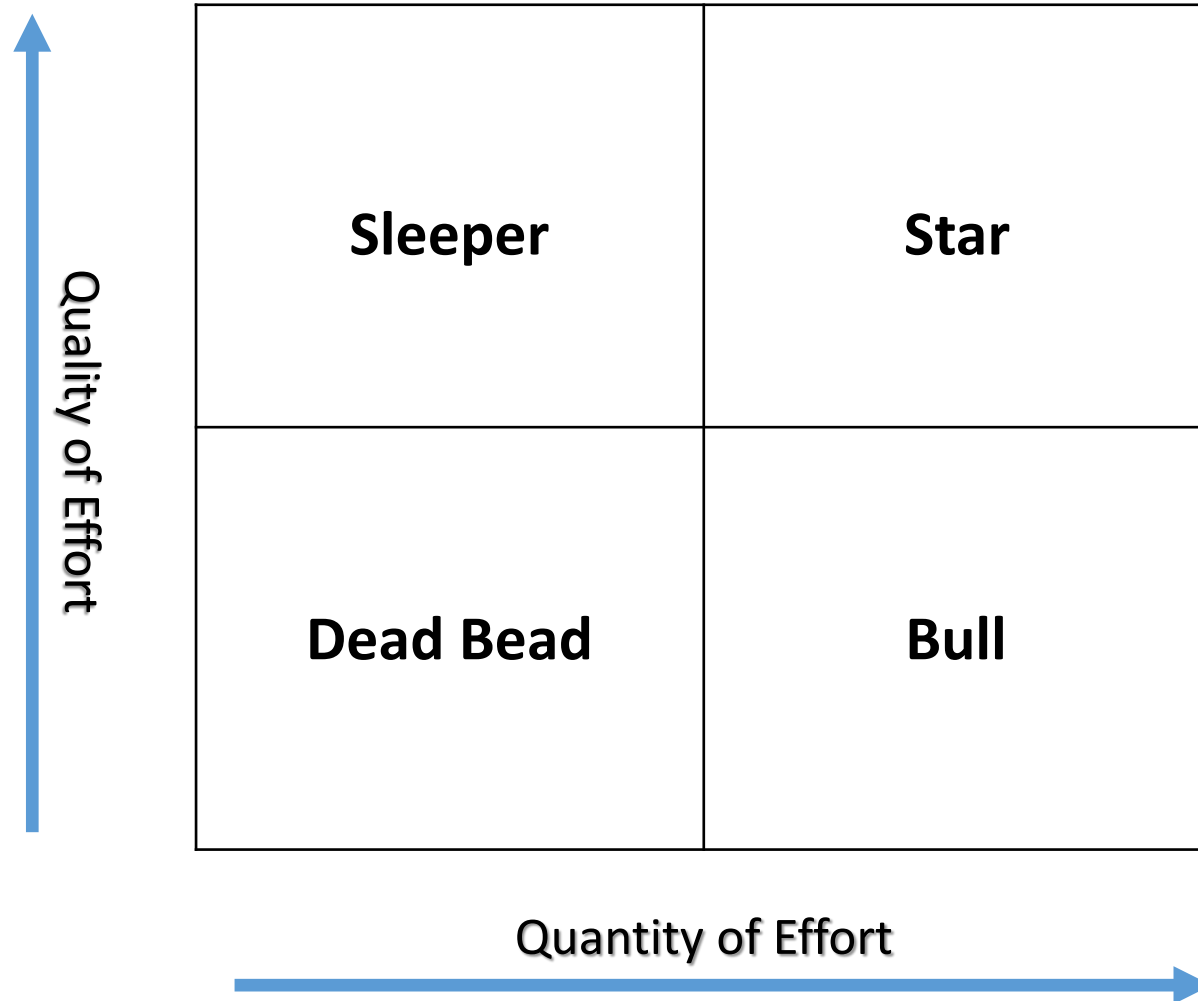




Influencing:

- **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 (develop)

Subordinated Type



Dead Bead



Skill



Knowledge



Attitude



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 achievements
- Coaching, opportunities to make decisions, input and suggestion





Sleeper

Skill



Knowledge



Attitude



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



Asesmen Tingkat Kematangan Anak Buah



using the right authority according to
the needs of subordinates



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Block 2

MODUL 18

LEADING THE DYNAMIC: TEAM TO HIGH PERFORMANCE



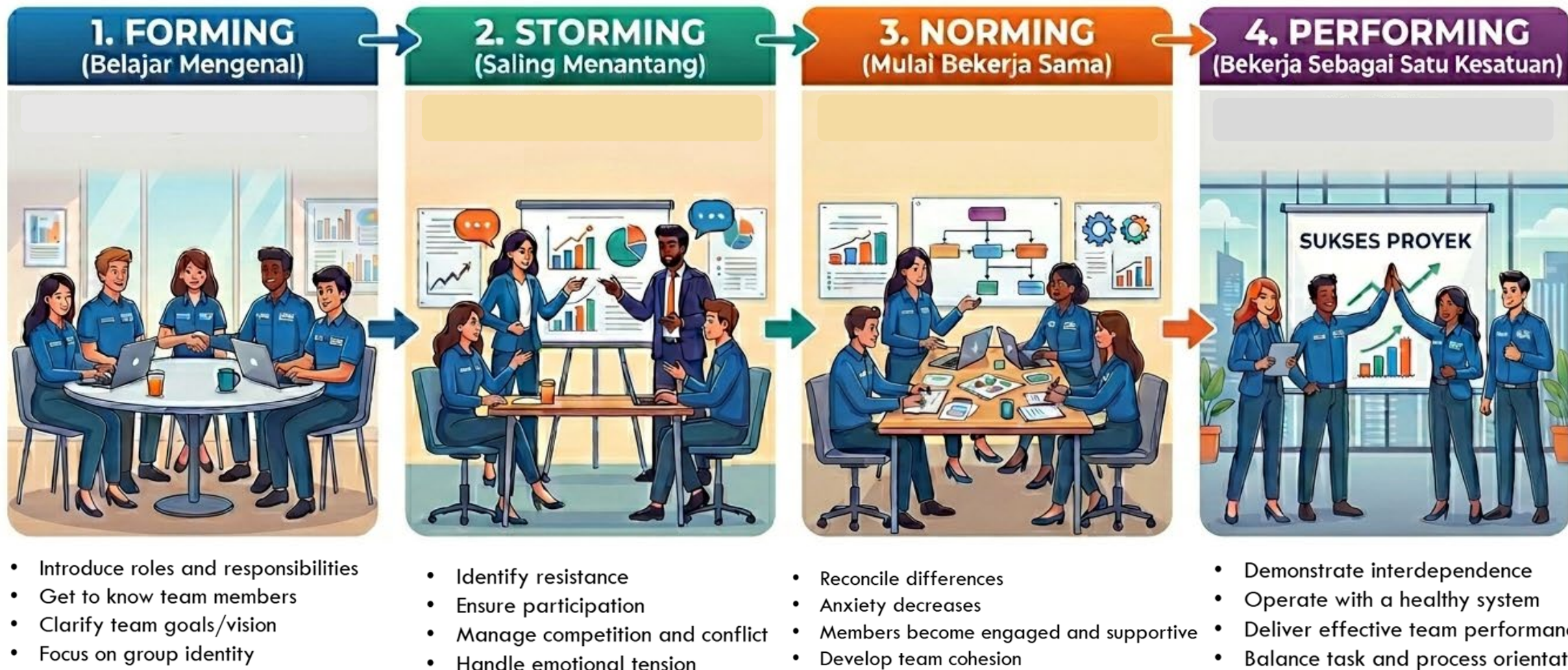




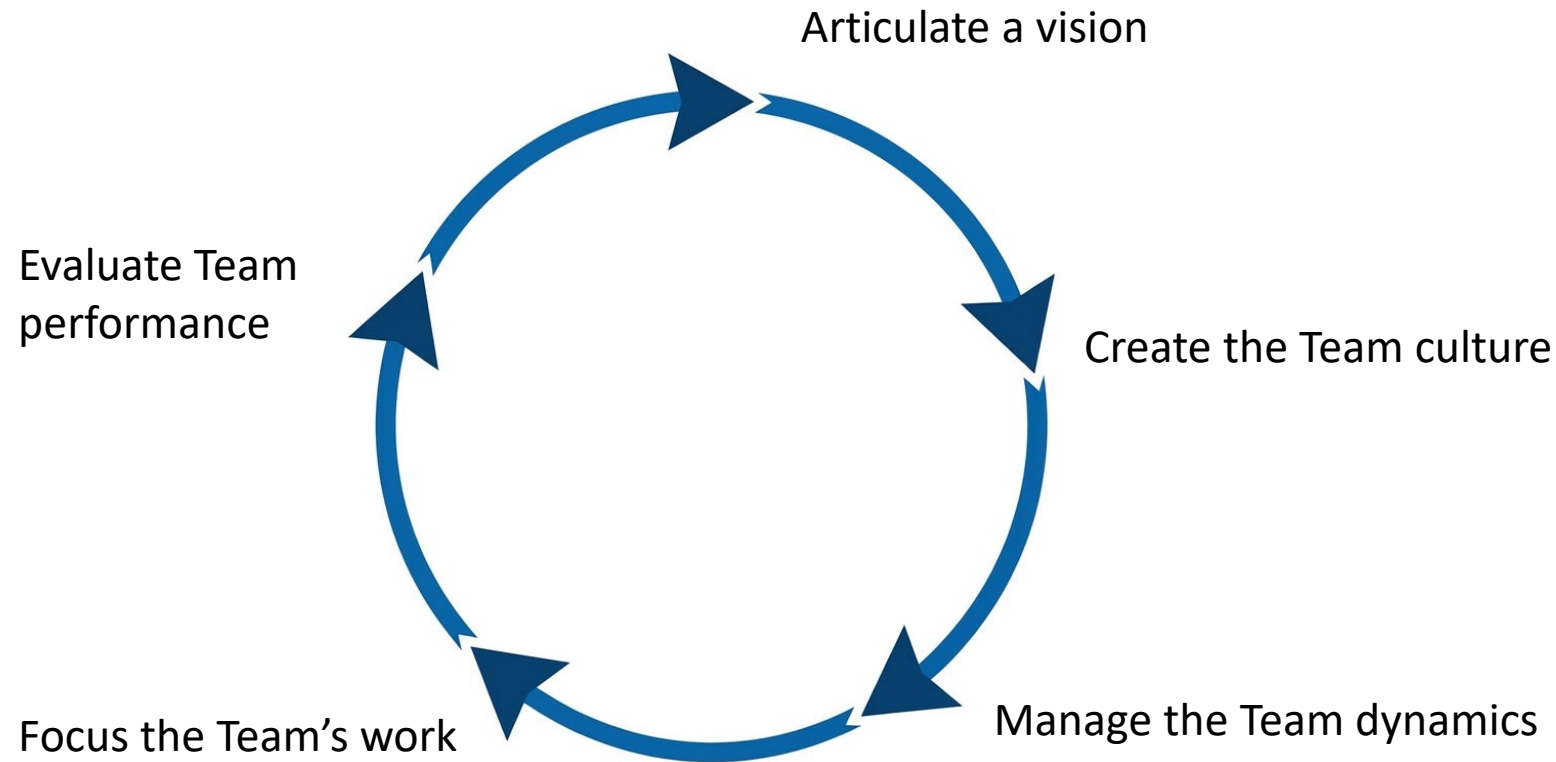
Team

A team is a small group of people who skills and attitudes complement each other, who pursue a share goals through collaboration and share responsibility

4 Tahap Pembentukan Tim Efektif



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 sold





5 Dysfunctions of a Team

Patrick Lencioni



Absence of Trust

This is the foundation problem

Team members are unwilling to be vulnerable with one another. They hide weaknesses, mistakes, or concerns because they fear judgment

Signs:

- People avoid asking for help
- Mistakes are hidden
- Team members are defensive
- Lack of openness





Fear of Conflict

When trust is low, people avoid healthy debate

Instead of discussing ideas openly, team members stay silent, agree superficially, or talk behind each other's backs.

Signs:

- Meetings are artificial and polite
- Important issues are not discussed
- Passive-aggressive behavior
- Lack of real discussion

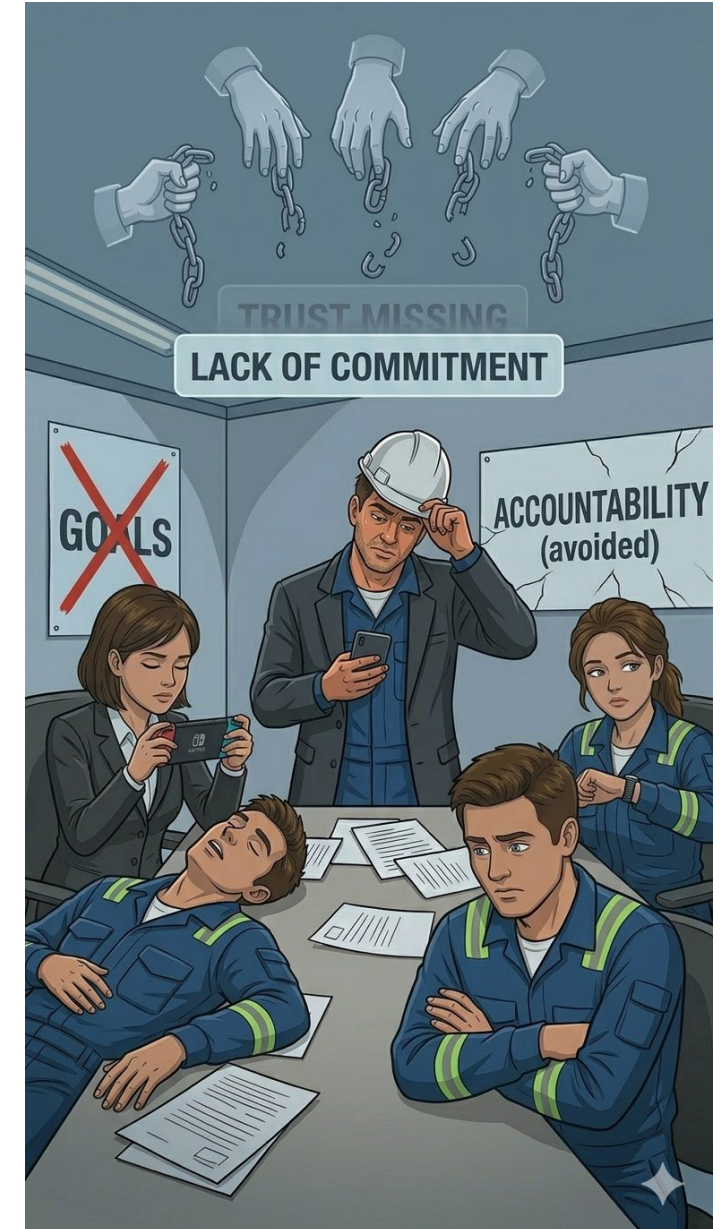
Lack of Commitment

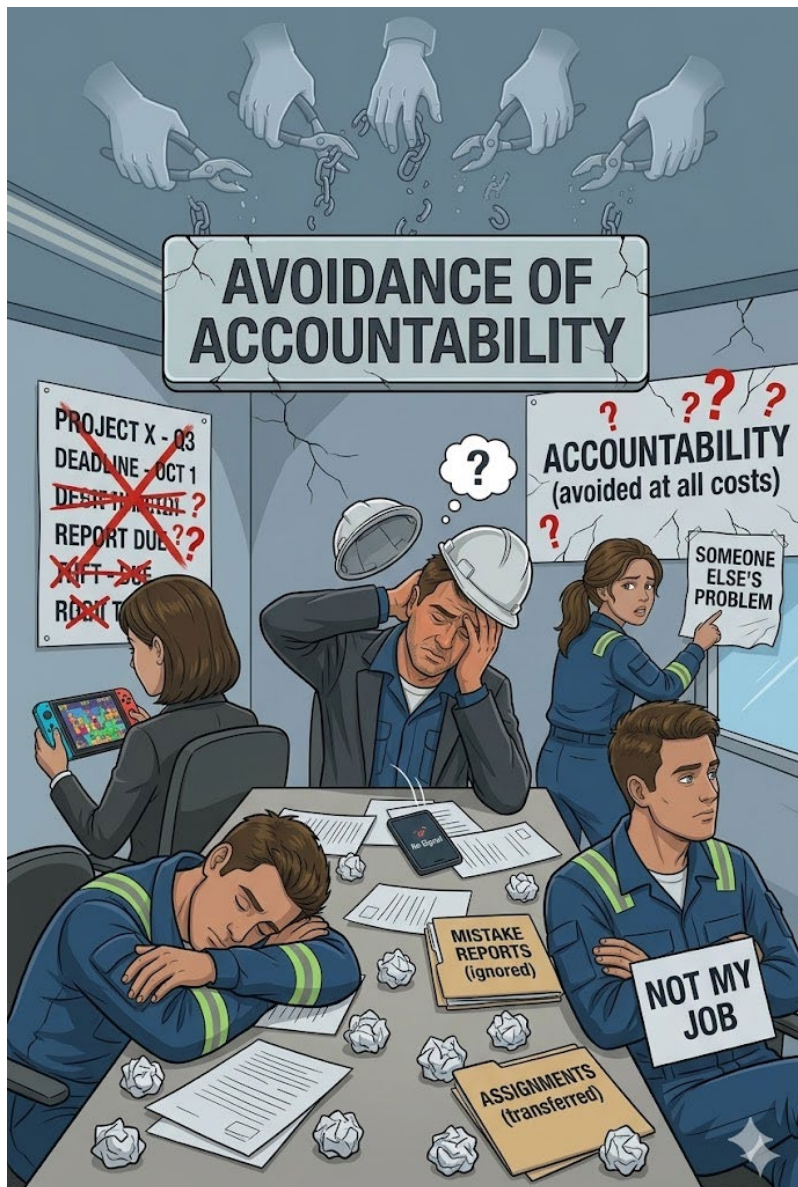
Without healthy conflict, people rarely fully commit to decisions

Even if they say “yes,” internally they may still disagree or feel uncertain

Signs:

- Ambiguous direction
- Delays and hesitation
- Repeated discussions without decisions
- Low buy-in





Avoidance of Accountability

When commitment is weak, people hesitate to hold each other accountable.

Nobody wants uncomfortable conversations about performance or behavior.

Signs:

- Poor performance tolerated
- Missed deadlines ignored
- Low standards
- Managers do all the discipline

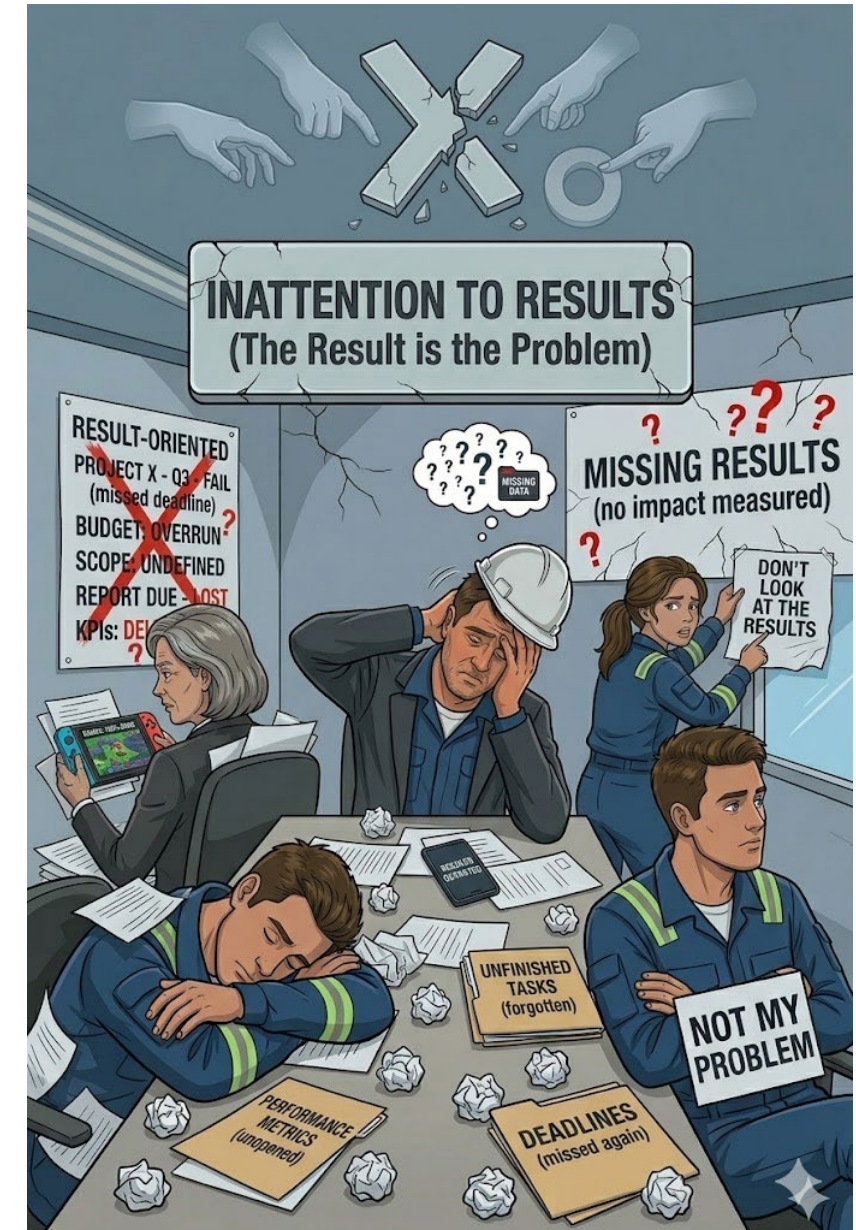
Inattention of Results

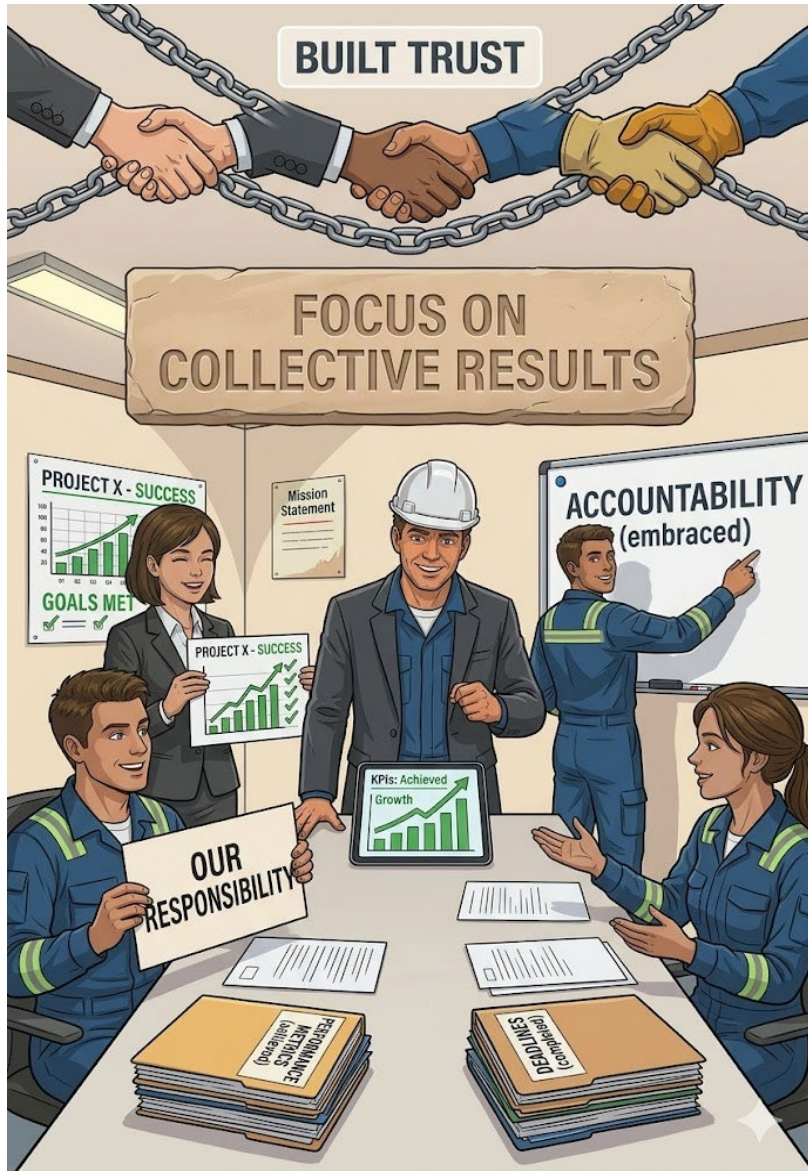
This is the ultimate dysfunction.

Team members focus more on personal success, ego, status, or departmental goals than collective team results.

Signs:

- Internal competition
- Ego-driven behavior
- Focus on personal KPIs only
- Team goals are ignored





Practical Actions Leaders Can Take

Build Trust

- Encourage openness
- Admit mistakes first as a leader
- Use team-building discussions

Encourage Healthy Conflict

- Invite different opinions
- Normalize respectful disagreement

Create Commitment

- Clarify decisions and priorities
- Ensure everyone understands expectations

Strengthen Accountability

- Set measurable standards
- Encourage peer-to-peer feedback

Focus on Collective Results

- Reward team outcomes, not only individual performance
- Share common goals visibly



Conclusion:
LEAD WITH HEART
— & —
MANAGE WITH HEAD