



Pertamina *Leadership in Digital Era*

JCCP Annual Symposium 2018
Tokyo, 25 January 2018



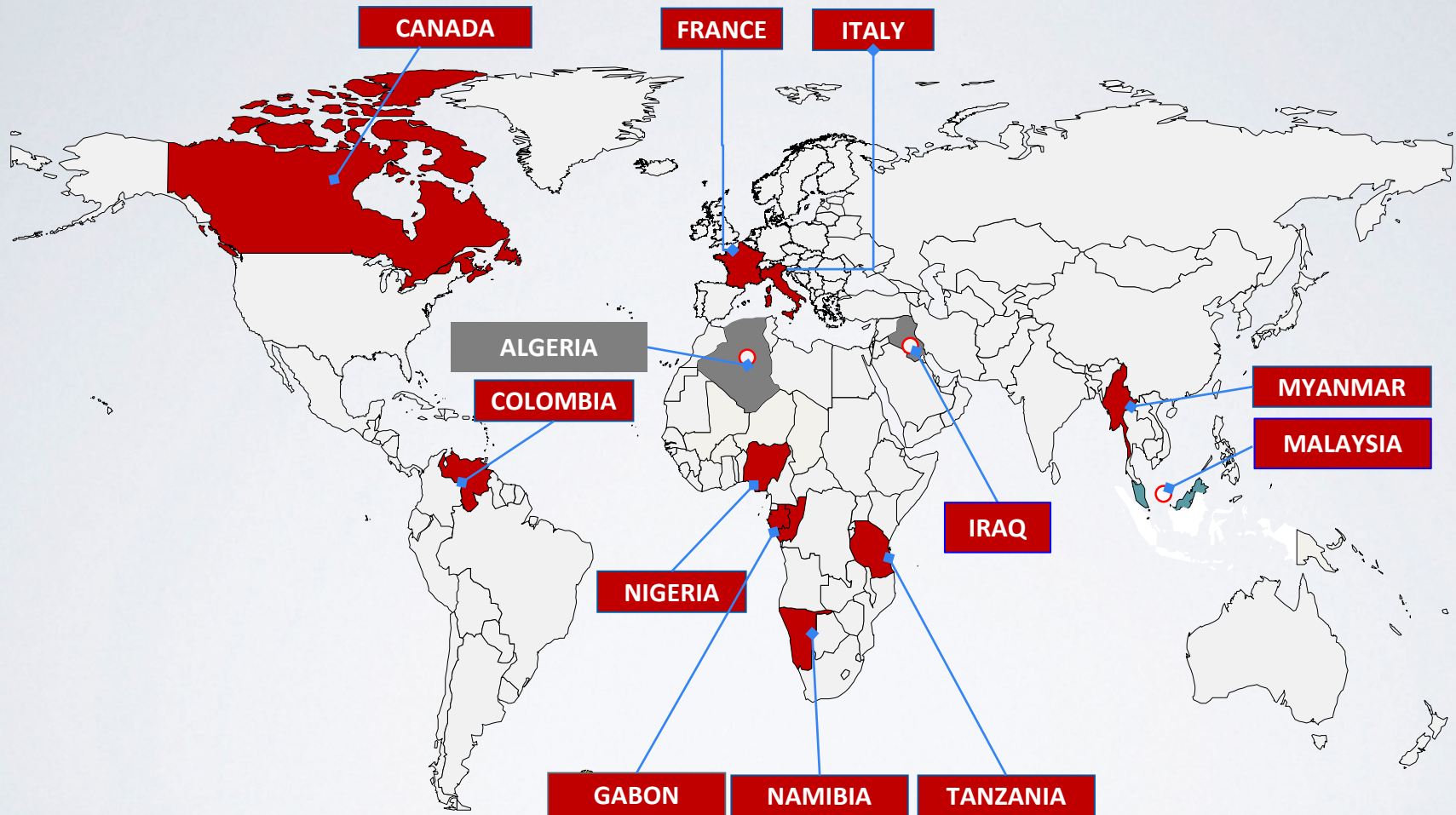
Pertamina Domestic Upstream Fields



- Operates fields all over the country
- Partnership with other Oil & Gas Company
- Onshore & offshore operations

	Operator
	Non Operator

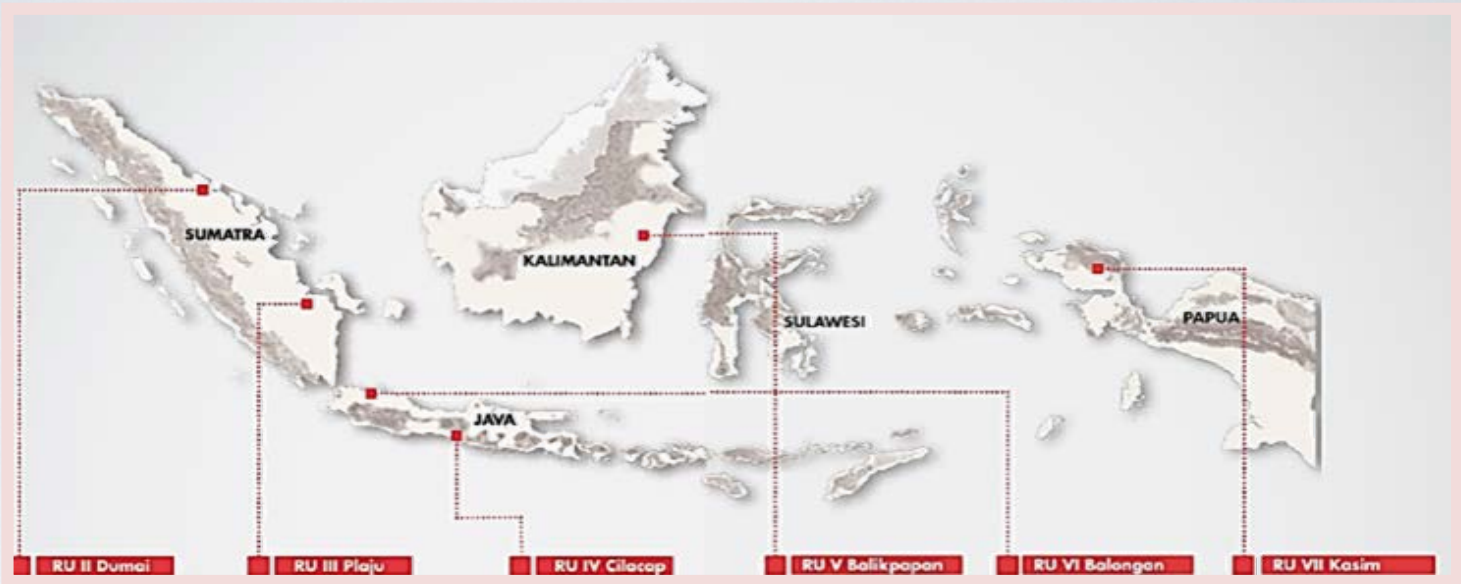
Pertamina Overseas Upstream Assets



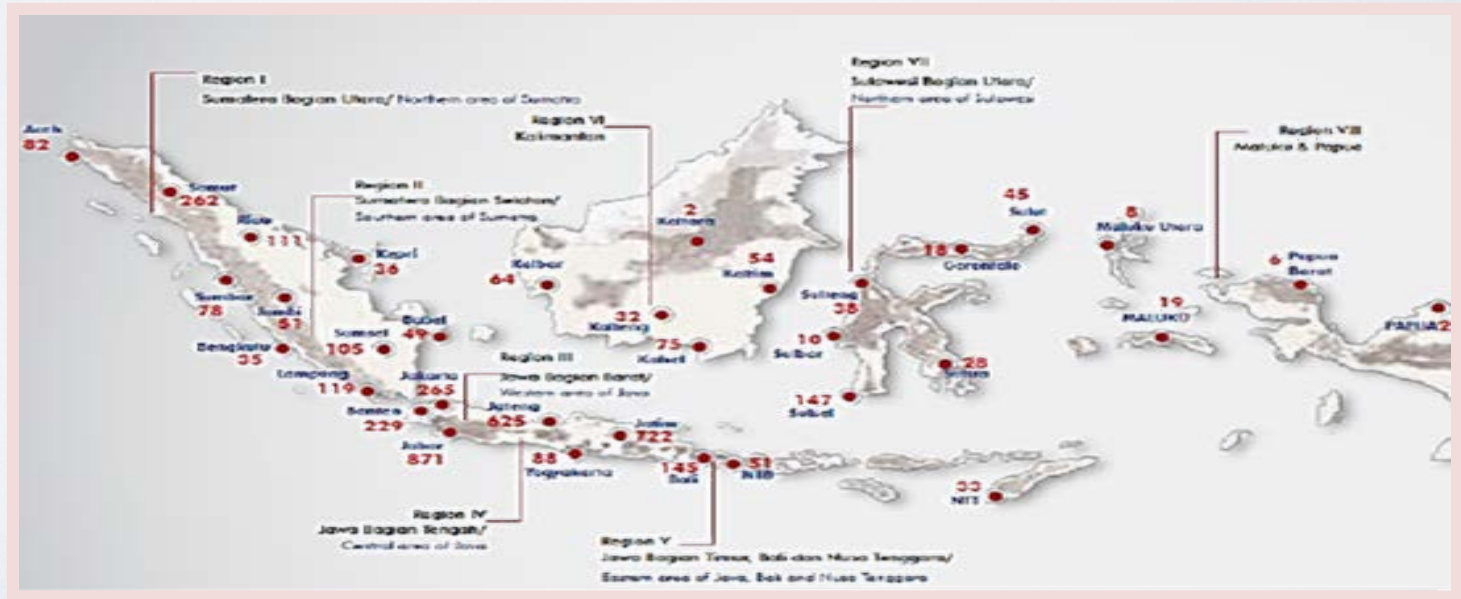
Operator

Non Operator

Refinery Units



Distribution lines

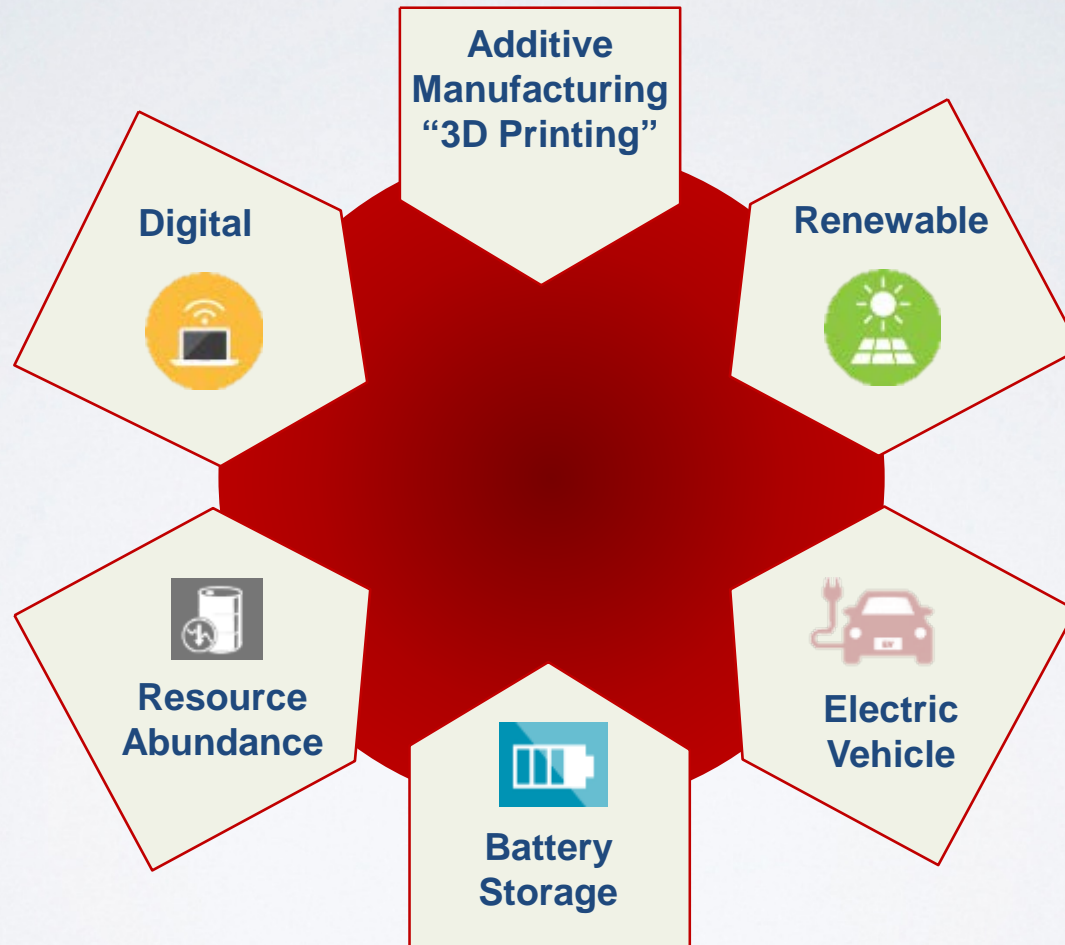


2017 *This Is What Happens In An Internet Minute*

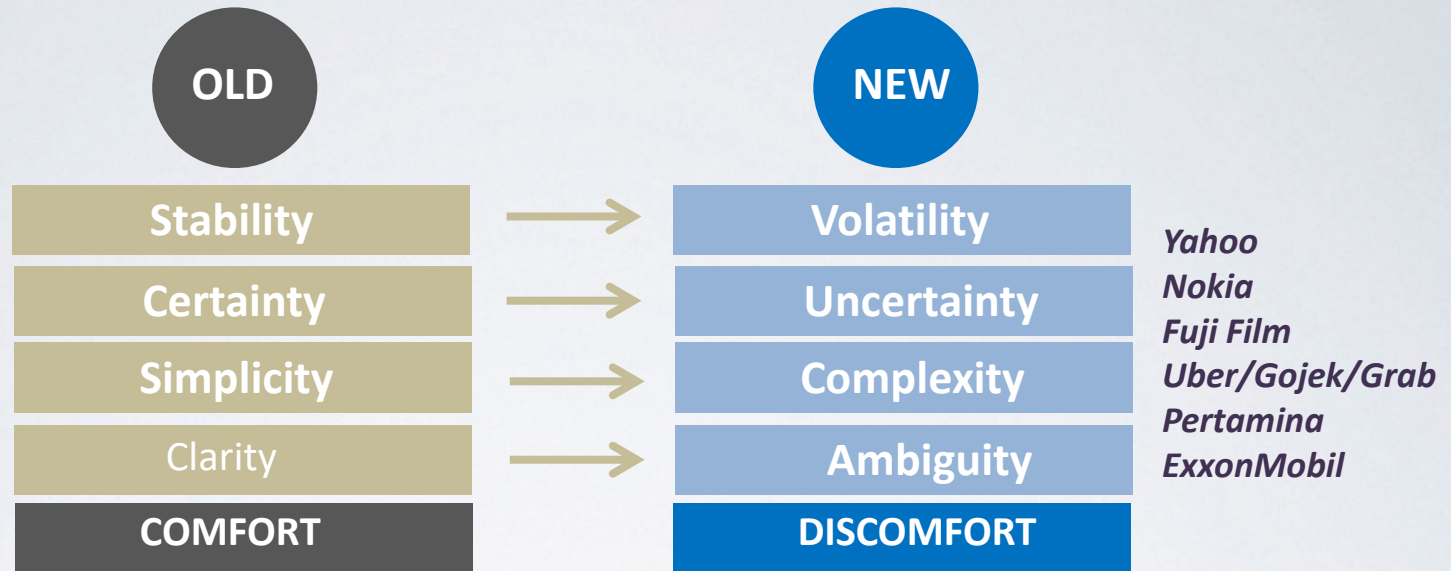


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Disruptive Events



Current Business Challenge : VUCA Condition



VUCA Conditions Circumstances



Technology
Development



Globalization



Policy and **Regulation**
Changes



Innovation



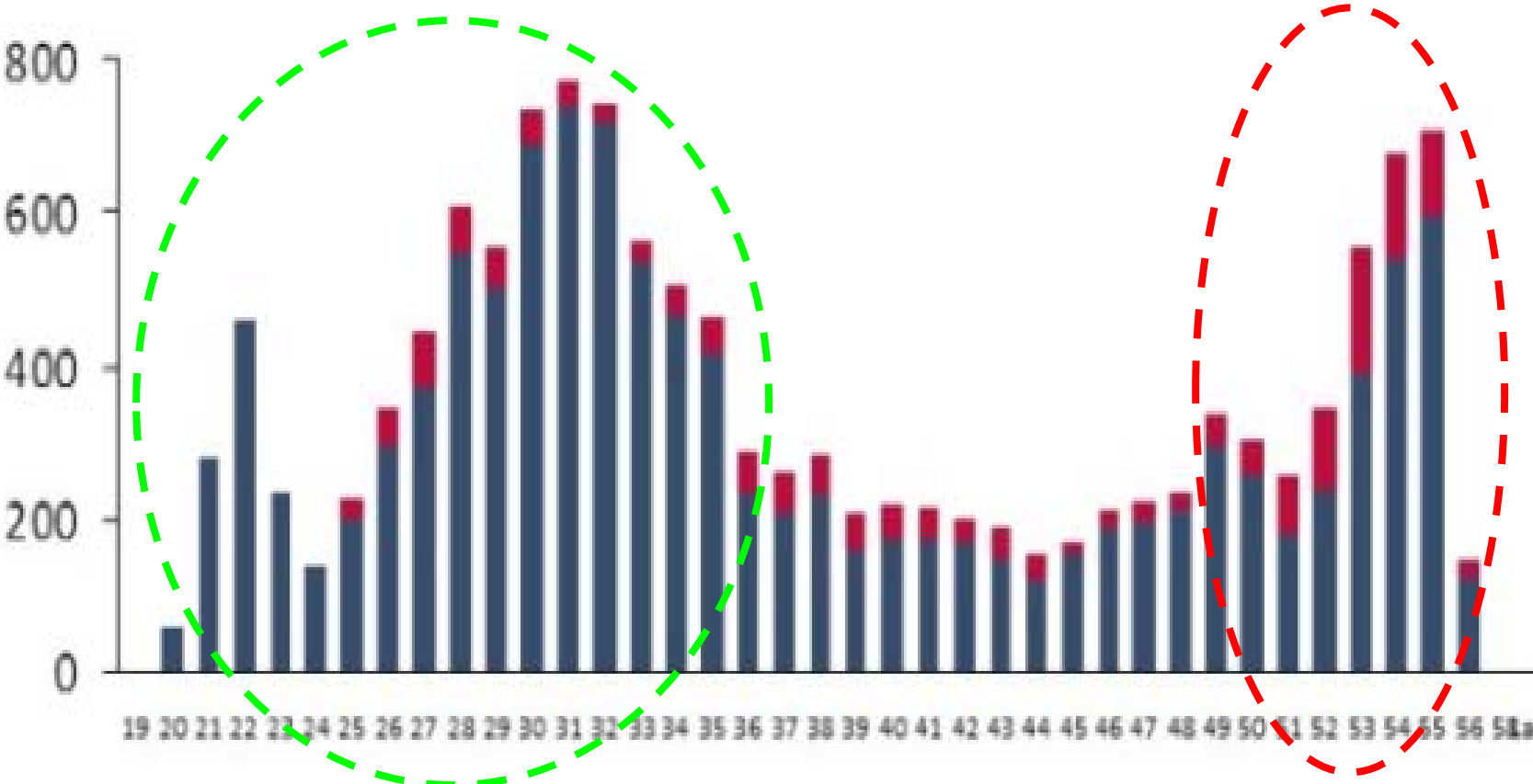
New Generation
Emerge

Pertamina's Demography : Challenge & Opportunity



60% are Millenials

25% are Retiring
within 4-5 years



of population 13.654

Based on the Result of Theme-O-Meter Survey I/2017, there are 4 main characters of Pertamina's Millennials :



**Clarity of job
informations
& instructions**



**Feedback &
appreciation
of individual
performance**



**Professional
development**



**Relationship
with
supervisor
and peers**

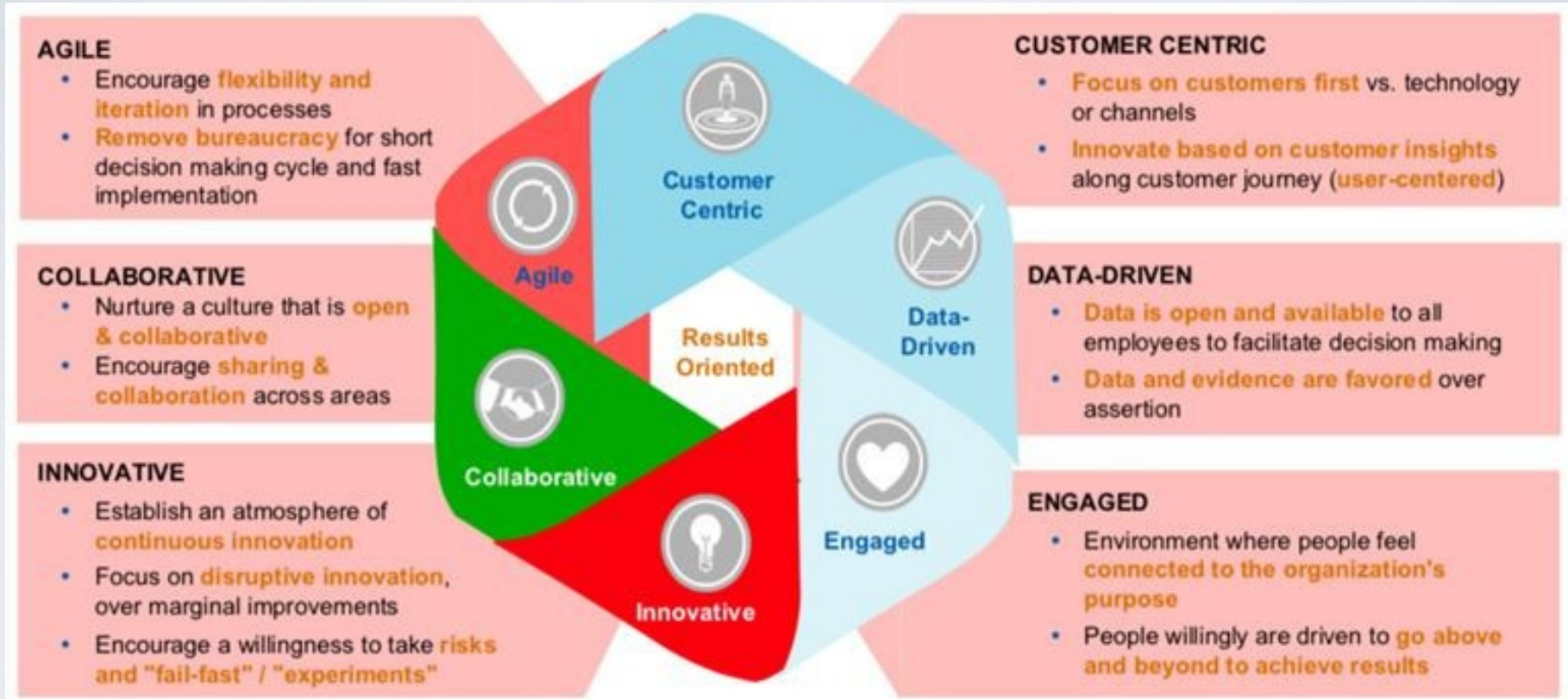
What should we do?

1). Take challenges into Actions : Answering VUCA with VUCA

Challenges		Actions
V	Volatility FAST, UNPREDICTABLE CHANGES WITHOUT CLEAR PATTERNS OR TRENDS	Visionary Leader
U	Uncertainty FREQUENT DISRUPTIVE CHANGES WHERE THE PAST IS NOT A VERY GOOD PREDICTOR OF THE FUTURE	Unleash the (hidden) potentials
C	Complexity MULTIPLE, COMPLEX, INTERTWINED TECHNOLOGICAL, SOCIETAL, GEO-POLITICAL AND ECOLOGICAL EVOLUTIONS	Change Agent
A	Ambiguity LITTLE CLARITY ON WHAT IS REAL OR TRUE AND DIFFICULT TO PREDICT THE IMPACT OF ACTION OR INITIATIVES	Agility Builder

2). Develop Visionary Leader

Digital Leadership Model



3). New Core Competency

■ Building Trust

Openness about situation/ self position, open toward ideas, support others.

■ Work Standard

Determine high standards, ensure high quality, responsible for taken action, support others to commit.

■ Customer Focus

Trying to understand the customers, construct collaborative relationship, act to fulfill customer needs and complains, create a feedback system.

■ Initiating Action

Act independently, do more than required

■ Authenticity

Openly discloses, stays true to self, acts with integrity

■ Achievement Orientation

Creates performance tension, builds momentum, follows up, responsiveness

■ Customer Relationships

Seeks to understand customers, identifies customer service issues, drives customer focused practices, assures customer satisfaction

■ Agility

Tries to understand changes, approaches change with a positive mind - set, adjusts behavior

■ Fostering Collaboration

Subordinates personal goals, volunteers assistance, gives back

4). Fostering Collaboration : Building Digital Culture

Leadership for Culture :

- Leaders Talk Values
- Up Close and Personal
- CEO Message
- Culture Roadshow/Management Walk Through
- Public Announcement from BOD



Fostering Collaboration / Cross Function & Directorate :

- Everybody is Marketer (Product Understanding Competition)
- Zero Fatality Campaign (HSSE)
- PROFIT (Professional - Integrity) Campaign
- Pertamina Energy Negeri (Giving Back Program)
- Digital Culture : Enterprise Social Media



01
Role
Modelling

02
Building
Understanding

03
Develop Skill

04
Formal Proces

System & Policy for Sustainability :

- 6C Online Assessment
- Theme-o-meter Survey as KPI at VP level
- Product Uniform and Smart Casual Policy
- Culture Award



Culture Socialization & Training :

- Values Based Development Program
- Culture Change Agent (CCA)



Pertaline: A New Collaboration, Communications & Culture Reinforcement Mobile Apps



PERTALINE



Key Features

Post

Share information about corporate strategy, product updates, corporate event, CSR activities, marketing event, etc.

Recognition

Get real time, Contextual and 360 degree public recognition! Now we can measure culture based on actual employee behavior.

Polling

Voting never has been easier! Get instant polling to gather team's opinion and input.

Survey

Frequently evaluate product knowledge and training refreshment.

Repost

Scale up important information to larger or relevant team!

Saved Post

Save relevant information about corporate directions, corporate update and learning module.

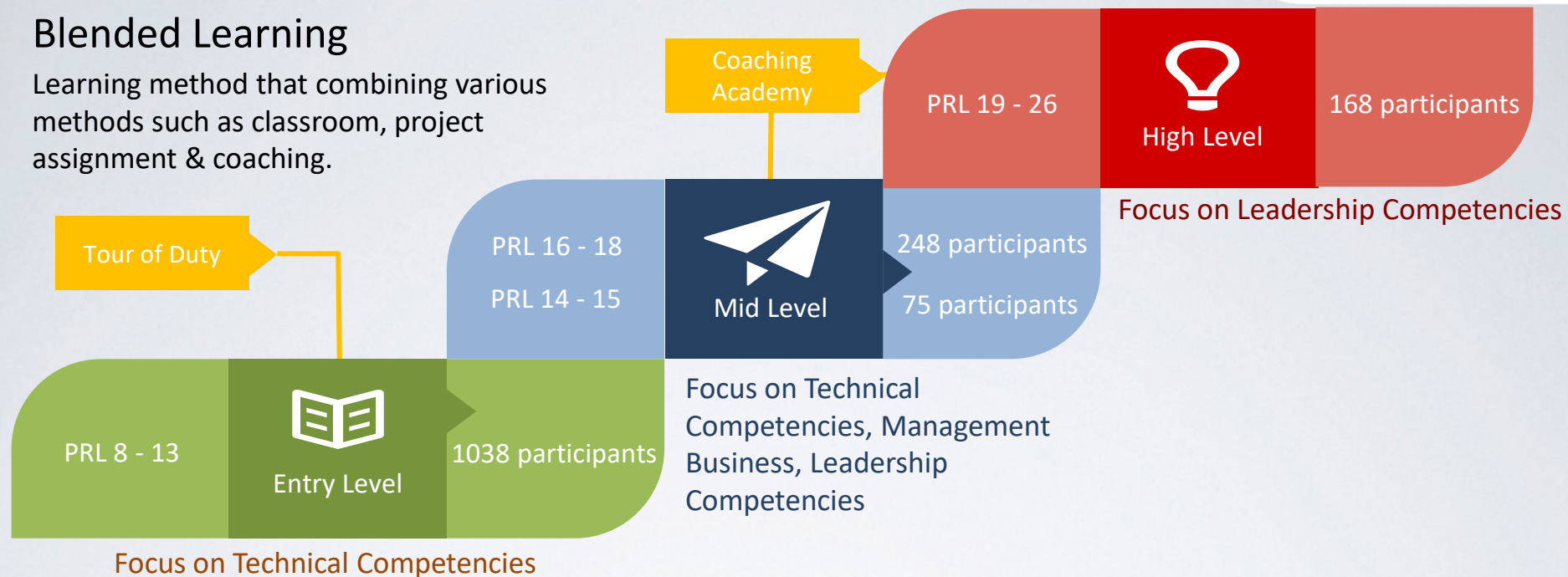
Use Case Pertaline

Use Case	We Aspire to	Now We Can
Collaboration	Collaborate Corporate Wide	<ul style="list-style-type: none"> Share project updates across functions, division in Real Time Coordinate across functions, divisions easier
	Build reliable team	<ul style="list-style-type: none"> Report challenge and ask help from other team Generate idea and get insights corporate wide
Communication	Be agile and responsive organization	<ul style="list-style-type: none"> Get updated about corporate news in real time Understand clear directions from management
	Break silo within organization	<ul style="list-style-type: none"> Get insights from any level, area, functions etc. All voices matter! Measure information reach-out
Culture Reinforcement	Focus on employee development	<ul style="list-style-type: none"> Appreciate our team in real time Give credits for extra-miles performance
	Measure values demonstration within organization	<ul style="list-style-type: none"> Measure behavior 360°

5). Talent Development Acceleration

Blended Learning

Learning method that combining various methods such as classroom, project assignment & coaching.



RESULT

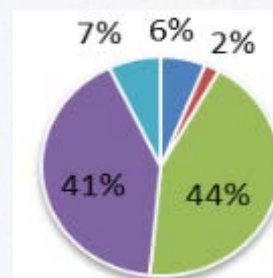
69%

of mid level participants has assigned to be new managers in 2016-2017.

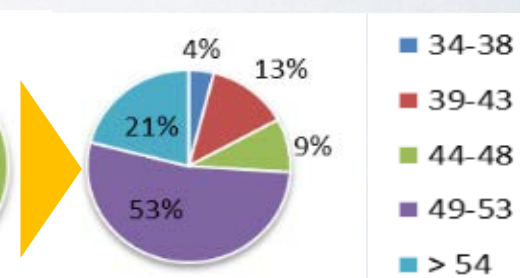
53%

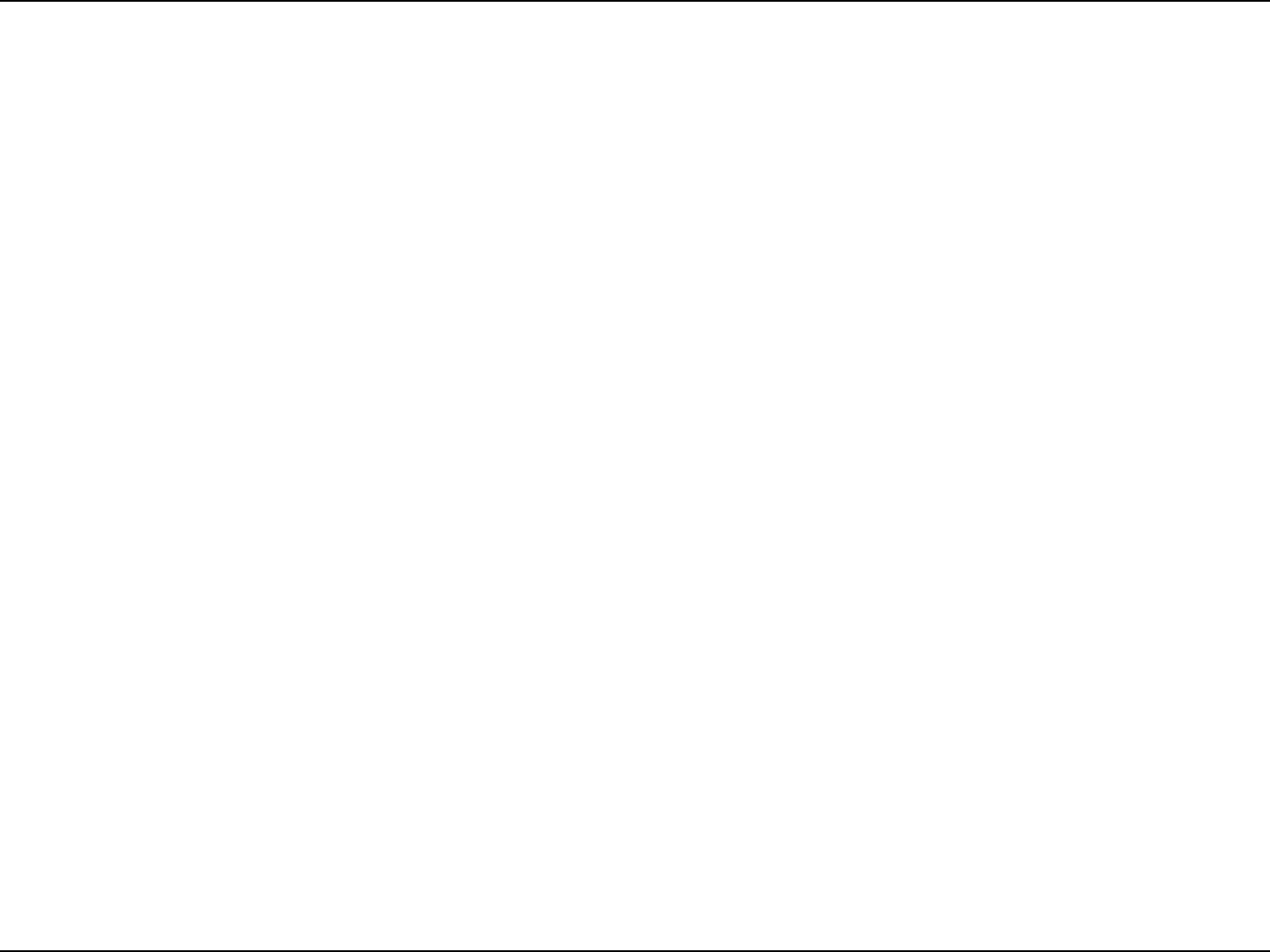
In 2017, number of manager in the span of age 34-43 y.o are 17%, that is a 53% increase from 8% in 2012

2012



2017





An excellent performance from a collaboration between two very different people.

Is it possible ? Tonny Bennet & Lady Gaga proved it!!!

What possible things were they doing before?

- Be positive
- Understand each other
- Role taking
- Fill each other gap
- Be supportive
- Building circumstances
- Preparation



Thank you