



EGN Leadership Jakarta Peer Group

Indonesia Workforce 5.0: Disruption & Evolution

The Collision of Digital Natives with Colonial Legacies in the Modern Archipelago.

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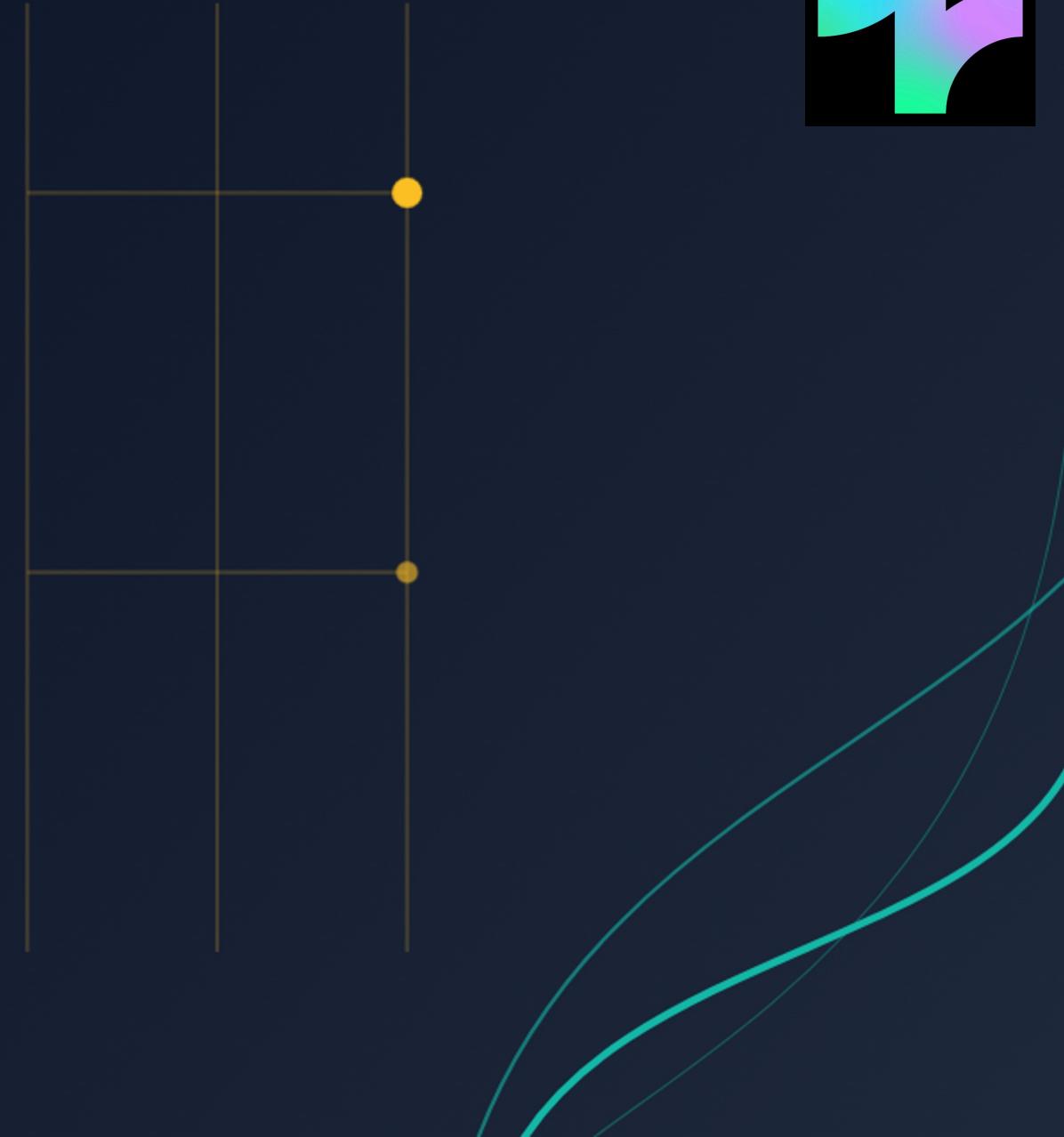
20th November 2025

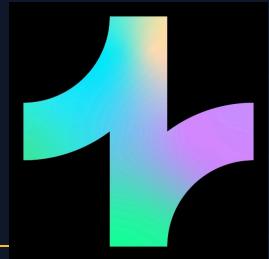


The Demographic Context

We are standing at a unique intersection in Indonesia's history. The "Demographic Bonus" is meeting "Demographic Friction."

- **Sopan Santun vs. Speed:** Traditional high-context politeness meets the urgent speed of global digital business.
- **Operating Systems Clash:** Organizational hierarchies are colliding with the flat, agile networks of Gen Z digital natives.





Trend 1: Conscious Unbossing

The "Sandwich" Rejectors

Gen Z is actively rejecting middle-management roles.

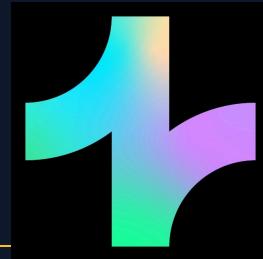
They see these positions not as a promotion, but as a trap.

- **Status ('Gengsi') is Out:** The title of "Manager" no longer holds the same allure if it comes with burnout.
- **Autonomy over Authority:** They prefer managing their own output rather than managing people.

EXECUTIVES

MIDDLE MANAGER

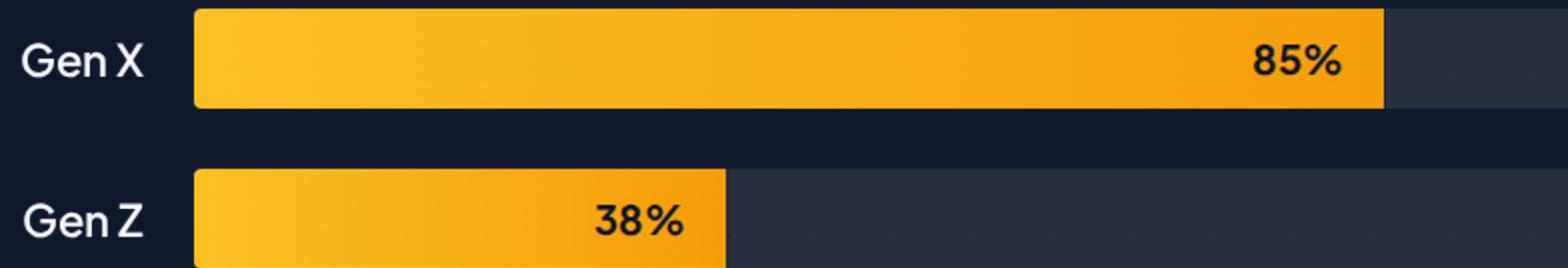
GEN Z TALENT



The Leadership Ambition Gap

Percentage of workforce explicitly seeking "People Management" roles.

(Indicative data from ASEAN Tech sector)



*We must glorify the **Individual Contributor (IC)** track to retain talent who don't want to manage.*

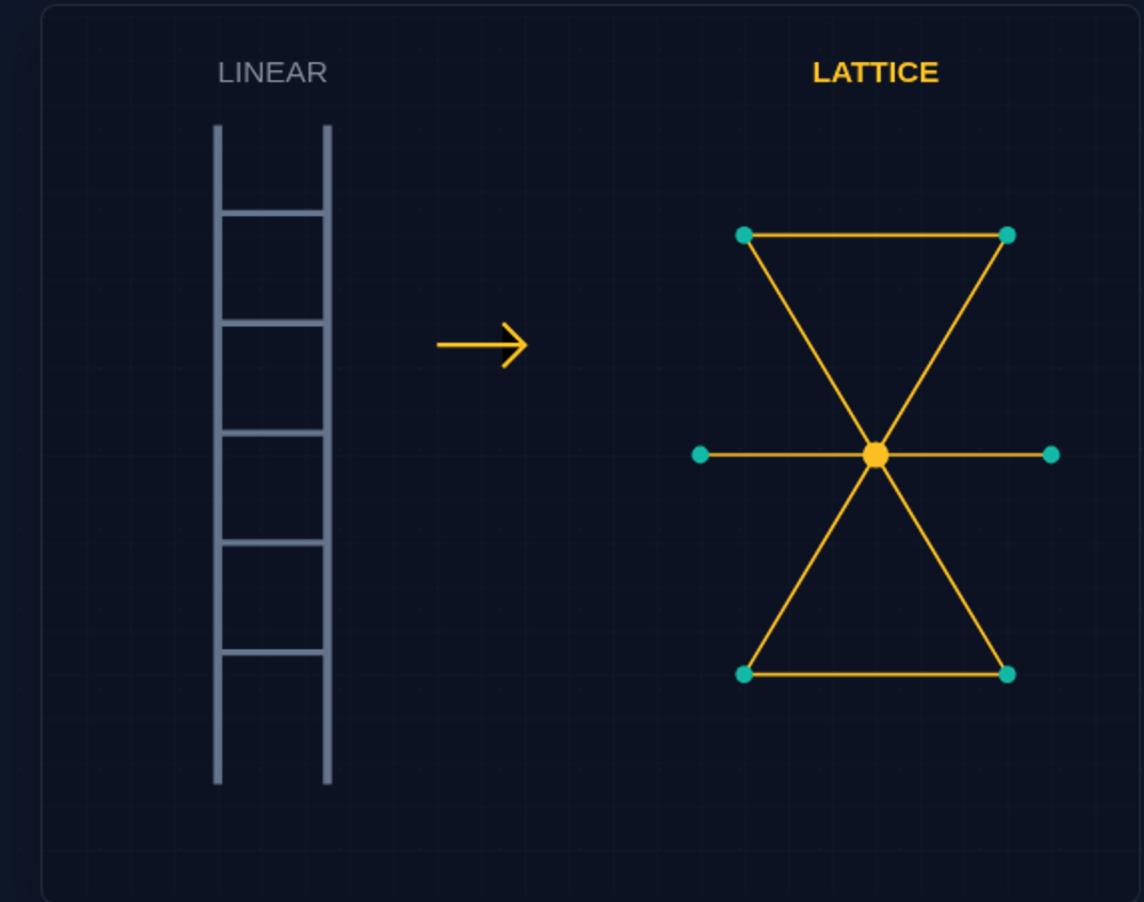


Trend 2: The Lattice Career

The "BUMN Dream" is Dead

The idea of joining at 22, climbing one ladder, and retiring at 55 is gone.

- **Multi-Directional Growth:** Moving sideways (Marketing), diagonally (Product), or down (Learning) to acquire skills.
- **Portfolio Career:** Security comes from a diverse portfolio of skills, not loyalty to a single conglomerate.



The Gig Mindset Inside



Treating full-time employment with a "project-based" mentality.



Internal Network

Don't hoard talent. Create an internal marketplace where employees can take on "gigs" in other departments.



Project Loyalty

Gen Z commits to the project and the impact, not necessarily the 30-year tenure.



Client Engagement

They view their employer as a "major client." Leaders must adapt to this transactional but high-value relationship.



Trend 3: Authentic Transparency

The death of "Sungkan" (reluctance to speak up).

Radical Candor: Gen Z demands to know the *why*. If the company is losing money, tell them. If a decision is made, explain the rationale.

They respect leaders who are real and vulnerable, not leaders who are distant and "perfect." Transparency is the new currency of trust.



Radical Candor

"I need to understand the financial impact of this decision before I commit."

How to Survive the Disruption



Redefine Success

Pay for mastery, not just management. Create viable, high-paying IC tracks.



Build the Lattice

Facilitate internal rotation. Allow lateral moves without stigma.



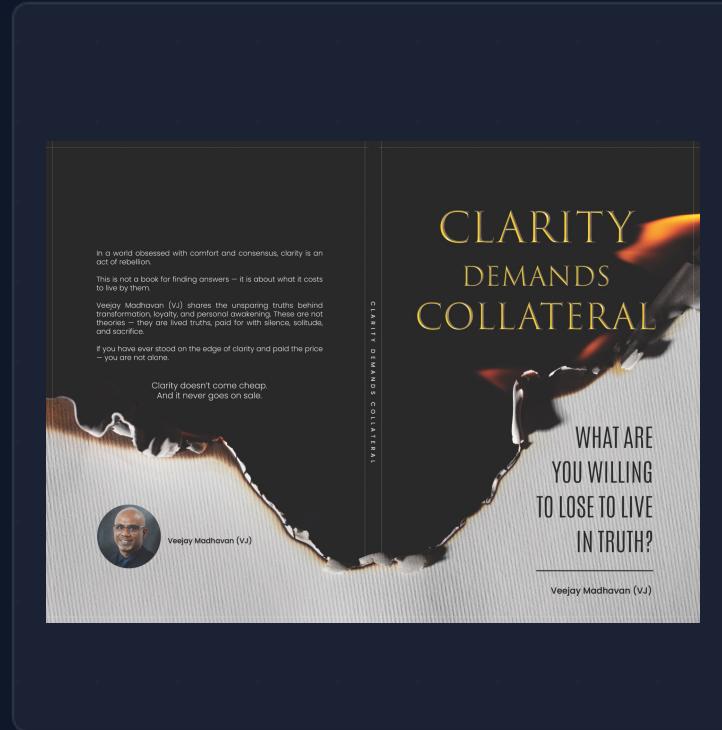
Be Real

Replace "Asal Bapak/Ibu Senang" with psychological safety. Fix the system, don't blame the generation.

Terima Kasih!



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Proprietary Framework

