Catalyser
Massive Leadership Acceleration in an Indonesian State-Owned Company
The Catalyser programme launched by Pertamina in 2018 is the largest leadership accelerator in Southeast Asia with cohorts of 120 candidates each year preparing for Vice President and Senior Vice President positions by 2023. The challenge is triggered by the retirement of nearly all Pertamina senior leaders in a 5-year period, with a leadership gap of 10 to 15 years’ experience from internally promoted successors taken from middle management ranks. The capability risk is not only for Pertamina but is also of national concern since the state-owned company provides 80% of world’s fourth largest country’s fuel and demand is rising with a fast-growing middle class.

Indonesian President, Joko Widodo, on the occasion of the company’s 62nd anniversary, underlined the expectations for Pertamina next generation of leaders.

“I ask Pertamina to focus on real efforts ensuring the availability of energy in the country, including in remote villages, and to improve excellent services to the community. Don’t forget to innovate utilising new and renewable energy continuously.”

Joko Widodo, President of Republic of Indonesia

Catalyser is a co-creation initiative representing the collaboration of 4 external partners (INSEAD, Deloitte, Tjitra and Aubrey) working with Pertamina senior leaders and the Human Capital team, including Pertamina Corporate University, to design and deliver a complex and innovative programme.
The design provides in-depth leadership learning and personal development for participants in a programme that blends international exposure, mindset change, self-directed career development, mentoring and action learning in a 2-year process. Validation of progress is measured at the beginning, middle and end of the programme. In the second year of implementation, impact was assessed at 4 levels:

**Concern at the national level** was replaced by confidence in Pertamina’s leadership capability and with increased investment for international acquisitions.

**The strategic and organisational impact** is measured by 70% of the first cohort being promoted while 66% have moved out of their department to gain leadership experience in other parts of the organisation. Another important indicator is the integration of leaders from acquired companies with 75% of participants being transferred into Pertamina leadership positions.

**The leadership capability impact** is measured by improvement in 16 leadership capability indicators moving from the level of potential or developing leader to the level of capable and ready leader.

**The personal impact on participants** is measured by mindset change and quality of self-directed career development according to indicators embedded in the Personal Enterprise Plan and assessed by mentors, Human Capital and external senior advisors.

We are motivated to share with EFMD members the many lessons learned in co-creating and piloting this massive, innovative and complex leadership programme.