Catalyser
Massive Leadership Acceleration in an Indonesian State-Owned Company

EiP Application 2020
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List of Catalyser Co-Creation Partners

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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.
The Challenge

Nicke Widyawati
CEO of PT Pertamina (Persero) initiated the Catalyser programme as Director of Human Capital, before being promoted to CEO

“Catalyser is not just another leadership programme. Our investment is a bet – we are betting the future of our company on the leaders we promote into key positions. Failing to make Catalyser successful is not an option, given the energy needs of Indonesia. Catalyser is not only for promoting our high potentials, it is also an opportunity for our senior managers to take a transformative role by matching the next generation of leaders with our strategy.”

Nicke Widyawati, CEO of PT Pertamina (Persero)

Pertamina is one of Indonesia’s leading State-Owned Enterprises with more than 31,000 employees across the Pertamina group. Pertamina provides 80% of the country’s fuel, manages 16% of the nation’s total assets and contributes the largest dividend of all State-Owned Enterprises to the government budget.

Pertamina is ranked 175th in the Fortune Global 500 companies for 2019, up from 289th position in 2016. Revenues for 2019 are 57.9 billion USD, a year on year revenue growth of 34.9% and 2.5 billion USD profit.
Pertamina in Numbers

| Rank 175th | 57.9 billion USD | 34% | 2.56 billion USD |
| Fortune 500 | Revenue 2019 | Revenue growth 2019 | Profit in 2019 |

31,000 Employees
80% Indonesia's fuel
16% National assets

Pertamina’s Massive and Urgent Leadership Challenge

In 2017, Elia Massa Manik, CEO of Pertamina at that time, decided to tackle a major talent crisis affecting the future leadership of the company. By 2023, nearly all the company’s senior leadership level of management would have retired (retirement age is 56 for Indonesian SOEs). At the same time, the talent pipeline showed a significant maturity gap since the company had frozen hiring for 10 years with the consequence that promotable managers have 10 to 15 years less leadership experience than their predecessors.

The challenge for Nicke Widyawati, Pertamina’s Human Capital Director promoted to CEO in 2018, was clear. Pertamina needed to accelerate the development of 480 middle managers to fill 290 vacant Vice President and Senior Vice President positions within the next 5 years.

*Data as of Dec 31, 2017*

The orange and green lines show Pertamina’s massive leadership gap across 14 departments/functions.
However, the co-creation team brought together for the programme realised that Pertamina’s challenge also presented opportunities. In five years, the programme could ensure that the next generation of leaders would have the strategic capabilities and mindset needed to meet Pertamina’s future challenges.

**The Largest Leadership Accelerator in Southeast Asia**

In April 2018, Pertamina announced the launch of what would become the largest leadership acceleration programme in Southeast Asia. The name given to the initiative was **Catalyser** -- signifying Pertamina’s leap to a higher level of leadership and strategic capability.

Cohorts of 120 participants each year would put a completely new generation of leaders in place at the Vice-President and Senior Vice-President levels by 2023. Not only would Catalyser accelerate internal top talent; it would integrate talent from recent acquisitions of businesses from Total, Chevron and VICO.

To ensure effective development of leadership capability and readiness, the Catalyser design team would need to create a set of indicators for measuring aspiration, performance, potential, capability, mindset and readiness to lead. These indicators would be validated individually for each candidate at the beginning, midway and end of the 2-year programme. To ensure knowledge transmission, senior management would work with participants as mentors for career development, action learning and mobility across the organisation.

**Getting Buy-in**

In August 2018, a new Director of Human Capital was named at Pertamina, Koeshartanto. He took over the Catalyser programme with the responsibility of ensuring the commitment of the senior leaders and support from the Board of Directors and the Board of Commissioners.
“Indonesia is a young and growing country poised to play a positive role in the world economy. At Pertamina we offered a chance to hundreds of managers in our company to rise quickly into senior leadership positions. This is a unique opportunity that few companies can offer. We built our own learning and development strategy and used our own set of measurements. We didn’t just train and promote people; we helped them define their career path, their aspirations and their learning needs. We gave them all international exposure. We believe this enhances their contribution to the company and to Indonesia.”

Koeshartanto, Human Capital Director, PT Pertamina (Persero)

The 8 Leadership Challenges of Catalyser

In summary, Pertamina’s leadership challenges for the Catalyser programme were the following:

1. Co-create and deliver a **massive acceleration programme** for 480 participants to fill positions within 5 years.

2. Support candidates to define individual career paths according to their **aspirations and potential**.

3. Accelerate **capability and readiness** for the promotion of young and less experienced candidates.

4. Change the mindset of the next generation of leaders to match the strategic goals of the company.

5. Expose future leaders to **other developing countries** to see how they are managing their energy challenges.

6. Increase **organisational agility** by providing mobility opportunities to work across Pertamina’s businesses and departments.

7. Increase Pertamina’s capability to grow through acquisitions, by **integrating acquired leadership talent**.

8. Build a measurement system with a **new set of leadership indicators for leadership capabilities** with a rigorous validation process for candidates.
Catalyser kick-off by Pertamina senior management in April 2018 where candidates submitted their motivation letter to join the programme.

The challenge to launch a massive leadership acceleration programme in less than a year required extraordinary commitment and cooperation, especially when piloting innovative methods, tools and measurements.
Commitment to Co-Create

To meet this challenge, Pertamina decided to co-create its design with the input of internal senior management and 2 external senior advisors. The Catalyser team started by conducting interviews and focus groups with senior management. The information from internal management was then benchmarked with re-search on Asian leadership development to build the Catalyser design.

Senior Management Commitment as Mentors and Assessors

Catalyser could not work without the commit-ment of internal senior management as mentors. More than 100 senior managers committed to the role of mentor for individual participants as well as for action learning projects.

These mentors also agreed to assess partici-pants in 2 validation phases: after the first year and at the end of the second year for promotion to the level of Vice President or Senior Vice President.
“As a mentor for 2 participants individually, and supervisor of all the Action Learning Projects, I did notice a significant change in Catalyser participants. They became enthusiastic and committed to continuous development of their capability, character, leadership and professionalism. This mindset is needed to meet our growth target of doubling revenue in 5 years.”
Daniel Purba, SVP Corporate Strategic Planning & Dev.

Commitment of INSEAD and Deloitte to Co-create the Catalyser Accelerators

The second phase of co-creation started with the formulation of an RFP (Request for Proposal) to identify the most appropriate learning partners to co-design and co-deliver the Accelerators, the learning programmes in the Catalyser framework. Based on the requirements, an RFP was sent to 12 world-class learning providers, some of whom were business schools and consulting firms while others were specialists in the field of energy. A scoring system of 17 criteria led to the choice of INSEAD and Deloitte as the Accelerator Learning Partners.

For the first cohort of 120 participants, 4 accelerators were designed: 2 would be led by INSEAD and 2 by Deloitte. These career streams were:

<table>
<thead>
<tr>
<th>1. ENTERPRISE</th>
<th>2. ENERGY</th>
</tr>
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<tbody>
<tr>
<td>Accelerate leadership capability and mindset for developing and creating business and for leading strategy and change. (INSEAD, with the first module in Jakarta and the second in Shanghai)</td>
<td>Accelerate leadership capability and mindset for developing energy resources in oil, gas, geothermal, petrochemical, new and renewable energy as well as energy applications. (INSEAD, with the first module in Jakarta and the second in Abu Dhabi)</td>
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<table>
<thead>
<tr>
<th>3. GLOBAL</th>
<th>4. TECHNOLOGY</th>
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<tbody>
<tr>
<td>Accelerate leadership capability and mindset for international business and working across cultures. (Deloitte, with the first module in Shanghai and the second in Bangalore)</td>
<td>Accelerate leadership capability and mindset for anticipating and adapting to technological change and disruption (Deloitte, with the first module in Jakarta and the second in Shanghai).</td>
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</table>
The commitment of INSEAD and Deloitte was to create a unique high-impact learning experience, provoke a change in the SOE mindset, and accelerate readiness to lead.
“The partnership that has been established with Pertamina for the Catalyser programme is precisely the ideal collaboration that INSEAD seeks – one that does not simply tick boxes, but creates collective transformation of mindset, of culture, and most importantly, of leadership behaviour and action. Through a collaboratively developed, and constantly evolving journey, Catalyser participants receive hands-on experiential learning, supplemented by rigorous research-based pedagogy and field exposure to individuals and organizations at the forefront of disruption inside and outside the energy industry. The size and scope of the investment Pertamina has undertaken for its leaders is best-in-class, and the thought that has gone into the design journey sets it apart. The undertaking faced is significant, but Pertamina’s commitment to leadership development ensures that they will successfully rise to the challenge.”

Professor Thomas Mannarelli, INSEAD
“Catalyser is a true testament of commitment to building leaders of the future – for company and country. The size and scale of this effort required a significant commitment from Pertamina and all the partners involved to bring their best thinking. Our focus and intention for Catalyser participants was simple – to build a new DNA for leaders in Pertamina, one that enables them to THRIVE, not just SURVIVE in the rapidly changing, disruptive times we all live in. Our Accelerator design was predicated on a “show don’t tell” approach. Taking participants on a journey of provocation and personal realizations, while constantly exploring new opportunities, ideas and innovation at an individual and organizational level. The Catalyser Capabilities provided the bedrock for learning and a True North for participants as their journey unfolded. It’s rare to see this level of multi-year commitment from any organization when it comes to leadership development and acceleration and Deloitte is privileged to have been able to Partner with Pertamina on this nation changing initiative.”

Rukhsana Pervez, Deloitte
The Pertamina Commitment in Numbers

The chart below shows the commitment required to run 4 cohorts of 120 participants.

<table>
<thead>
<tr>
<th>Count</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>480</strong></td>
<td>Managers selected for Catalyser</td>
</tr>
<tr>
<td><strong>27</strong></td>
<td>Key Development Indicators measured in 3 validations (beginning, halfway, end)</td>
</tr>
<tr>
<td><strong>7,225</strong></td>
<td>Participant learning days with world class learning partners</td>
</tr>
<tr>
<td><strong>16</strong></td>
<td>Leadership capabilities in 4 strategic accelerators</td>
</tr>
<tr>
<td><strong>3</strong></td>
<td>International exposure destinations</td>
</tr>
<tr>
<td><strong>20</strong></td>
<td>Strategic Action Learning Projects with mentors</td>
</tr>
<tr>
<td><strong>3,400</strong></td>
<td>Mentoring meeting hours by senior management</td>
</tr>
</tbody>
</table>
The learning and development initiative of Catalyser innovated by introducing new tools and activities that had not been practiced at Pertamina. These included self-directed career planning, mentoring, capability assessment, international exposure, mindset change, action learning and organisational mobility in a 2-year cycle.

An overview of the Catalyser journey from the participant’s point of view shows a 2-year roadmap.

Before entering the Catalyser learning programme, all candidates state their career aspirations as a Pertamina leader in a motivation letter and are selected according to performance and the SLAS national assessment for SOEs. Once selected, candidates are matched with a mentor from senior management and assigned to their preferred Accelerator programme.

Intensive learning and exposure in Year 1 includes individual career mentoring with a senior leader, action learning in a strategic Pertamina business project, and participation in one of the 4 Catalyser Accelerators. This leads to a second validation in the form of an individual interview leading to selection for Year 2.
Career mobility and real leadership exposure in Year 2: Participants in year 2 gain experience in a leadership role, called Mobility Opportunity (MO). The MO is personalised according to the candidate’s Personal Enterprise Plan (PEP). It takes the form of a temporary leadership position, project or transfer. As this phase is real, after final validation each participant embarks on a unique leadership path.

Key L&D components

1. Aspirational Career Development

This learning tool is a written Personal Enterprise Plan (PEP). The PEP starts with aspirations that are then challenged and enriched in mentoring sessions with a senior company leader. Individual validation interviews help the participant plan what the next career steps will be.

Career Acceleration: The Personal Enterprise Plan

1. Creating

|IDEAL: Identity, dream, enterprise, achievement, learning |

2. Assessing

|Career & Lifestyle Priorities: Personal success criteria |
|Networks: Building social relation for business, career and lifestyle |

3. Strategizing

|SCORE: Strengths, concerns, opportunities, risk, evaluation |
|Personal and Leadership Competencies: Unique combination of capabilities and experience |
|Positioning: Matching personal development with organisational needs |

Plan A and Plan B: Plan A describes your preferred development path, Plan B demonstrates a different path with equivalent development
2. International Exposure and Company Visits

Changing the mindset of middle managers to become globally aware leaders cannot be done in a classroom. It requires experience and confrontation with diverse realities.

Accelerator weeks focused on capability development but also included multiple visits to companies in China, India and the Middle East. The visits allowed participants to challenge their assumptions by interacting with local leaders, entrepreneurs and experts.

Exposure and mindset change in Catalyser was not limited to a week's experience abroad. Action learning projects and the mobility assignments further exposed participants to realities inside Pertamina that challenged their assumptions and changed perspectives.

Catalyser Participants discuss how their assumptions are challenged in the Accelerators
3. Action Learning

Catalyser launched 20 real-world Action Learning Projects (ALP) with teams mentored by senior management and supported by the Strategic Planning and Development department.

Types of Action Learning Projects for Cohort 1

- 7 enterprise projects including acquisitions, asset strategy, portfolio acquisitions and market analysis
- 4 global projects including international partnerships and international business management
- 2 technology projects including digitalisation and new technology applications
- 3 energy projects including upstream, downstream and renewable energy
- 4 general projects including energy substitution and partnerships
4. Mobility Opportunities

Using the same approach for the second year of Catalyser, the Mobility Opportunities (MO) were not simulations but encompassed real responsibilities. Participants were asked to define their MO with the help of their mentor as part of the validation at the end of year one. They were then assessed in the final validation on performance in their MO as well as leadership capability and readiness for senior leadership positions.

<table>
<thead>
<tr>
<th>No</th>
<th>Types of Mobility Opportunity</th>
<th>Description</th>
<th>Typical Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Promotion</td>
<td>New position, higher level</td>
<td>1-3 years</td>
</tr>
<tr>
<td>2</td>
<td>Rotation / Swap</td>
<td>Same level position in another Department / Business Unit - reciprocal or not reciprocal (cross - directorate)</td>
<td>6-12 months</td>
</tr>
<tr>
<td>3</td>
<td>Stretch Assignment</td>
<td>Same position, new objectives with risk of non – completion</td>
<td>6 months</td>
</tr>
<tr>
<td>4</td>
<td>Project</td>
<td>Assignment to new / existing team (cross - directorate)</td>
<td>6-12 months</td>
</tr>
<tr>
<td>5</td>
<td>Incubation / Intrapreneurship</td>
<td>New business or product creation</td>
<td>1-2 years</td>
</tr>
<tr>
<td>6</td>
<td>Outplacement</td>
<td>Assignment or position in a company outside Pertamina group</td>
<td>1 year</td>
</tr>
<tr>
<td>7</td>
<td>Internship</td>
<td>Assignment to another Pertamina department / business unit (cross - directorate)</td>
<td>6 months</td>
</tr>
<tr>
<td>8</td>
<td>Shadowing</td>
<td>Assignment to person - Management level (cross - directorate)</td>
<td>6 months</td>
</tr>
<tr>
<td>9</td>
<td>Candidate Proposal</td>
<td>Defined by candidate</td>
<td>To be defined</td>
</tr>
</tbody>
</table>

Detail of the Catalyser Mobility Opportunity options for participants in choosing their year 2 leadership exposure experience
Overview: Catalyser Learning and Development Process

CATALYSER ARCHITECTURE

The number of candidates applying for the Catalyser programme is shown in yellow while the number of participants is shown in green. Key development indicators for assessment and learning contents are indicated for each phase.
The Impact

At this point in the Catalyser journey, 114 participants from Cohort 1 have passed the second validation and are now implementing their MOs (Mobility Opportunities), while 120 participants in Cohort 2 are in their first year of Catalyser.

We shall assess Catalyser at 4 levels using quantitative and qualitative indicators to show how the programme has “moved the needle”:

1. National impact
2. Strategic & Organisational impact
3. Capability impact
4. Personal impact

1. National Impact

While the direct impact of a leadership programme on a nation is impossible to measure, indicators from government ministries and the Board of Commissioners do show a shift in their perception of Pertamina. Concern over Pertamina’s “leadership crisis” has shifted to expressions of confidence in Pertamina’s upcoming generation of leaders. Indicators are in 3 areas: support of the CEO, increased budget for expansion and maintaining Pertamina’s leadership role in providing Indonesia’s energy needs.

- The re-elected Joko Widodo government has maintained Nicke Widyawati as Pertamina’s CEO and publicly expressed confidence in the capability and readiness of Pertamina’s next generation of leaders.
- The government has increased Pertamina’s 2020 budget for international expansion and accelerated the takeover of oil and gas blocks from multinational companies in Indonesia.
- The Indonesian government has enhanced Pertamina’s role in leading the national transition to new and renewable energy sources.
The impact from Catalyser is already visible in our first cohort. At the national level, some participants are taking key positions in government and energy policy meetings. At the strategic level, participants are taking key roles in international projects and in strategic functions. Our Board of Commissioners fully supports what Catalyser is bringing to the company, and the Ministries of Energy and State-Owned Enterprises are confident in the readiness of next generation of leaders to meet our energy challenges and to fulfill Pertamina's responsibility to ensure the availability, accessibility, affordability, acceptability, and sustainability of energy in Indonesia.”

Nicke Widyawati, CEO of PT Pertamina (Persero)

2. Strategic and Organisational Impact

Beyond the national mission, the Catalyser programme shows significant impact on the company’s business strategy and its organisation.

At the level of business strategy, Catalyser has accelerated leadership capability in 3 areas:

1. **Promotion to strategic positions**: Catalyser has enabled participants to be promoted to strategic positions in the company (see annex for example of Mia Krishna Anggrani)

2. **Leadership mobility**: Catalyser has enabled participants to work across the organisation, including its subsidiaries, as well as integrating leaders from newly acquired companies (see annex for example of Kemas Ahmad Widad)

3. **Strategic innovation and change**: Catalyser has enabled participants to lead strategic innovation projects and broaden its energy mix to new and renewable energy (see annex for example of Jelita Irnawati)
Catalyser participant Mia Krishna Anggraini (second from right), promoted to VP Overseas at PT Pertamina Lubricants, leads the company’s first joint venture with Bangladesh, 22 January 2020

Catalyser participant Jelita Irmawati (speaking with microphone), promoted to Corporate Head of Pertamina Energy Institute, meets with US Principal Deputy Assistant Secretary for the Bureau of Energy Resources (second from left) 25 February 2020
© photo Aditya Suryaputra (US-ASEAN Connect)
At the organisational level, Catalyser has increased by accelerating promotions, introducing massive organisational mobility and integrating leaders from acquired companies into the Pertamina leadership pipeline.

<table>
<thead>
<tr>
<th>Organisational Impact of Catalyser</th>
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<tbody>
<tr>
<td><strong>Measurement Method</strong></td>
</tr>
<tr>
<td>Accelerated promotion</td>
</tr>
<tr>
<td>Accelerated mobility</td>
</tr>
<tr>
<td>Accelerated integration of acquired talent</td>
</tr>
</tbody>
</table>

3. Capability Impact

Strategic capability was defined with senior management and mapped into 16 capabilities. Using a scale of 5 levels from potential leader to world-class leader, the goal was to move capability from levels 1 and 2 (potential and developing leadership) to levels 3 and 4 (capable and ready leadership). Acceleration of capability for individual participants was assessed in the 3 validation phases.
The chart below shows capability acceleration measured as the delta between the candidate self-assessment in Validation 1 at the beginning of the Catalyser programme (blue line) and the self-assessment of progress after the first year validated by interview with an assessment panel in Validation 2 (red line).

Chart showing the initial capability level at the start of Catalyser in blue, and at the end of the first year of Catalyser in red

The chart shows that Catalyser made the biggest acceleration of capabilities in these areas:
- Strategic thinker
- Innovator/intrapreneur
- Global networker
- Digital society and market
- Technology integration.
4. Personal Impact

The impact of Catalyser on the participants themselves is shown at 2 levels:

- Self-directedness: Identification of personal aspirations that becomes a validated career strategy
- Mindset change: assumptions and attitudes about leadership in a world-class energy company

Senior Managers mentor self-developed career paths, and validate the match with strategic needs

Impact on aspiration to lead matched with strategic needs

Using the PEP as the main tool for self-directed career development, the impact showed that 81% of candidates achieved high quality in their self-directed career plans. This impact was measured individually in the validation interviews where participants demonstrated openness and flexibility in self-directed careers using Plans A and B.

In a nutshell, Catalyser generated career options that participants did not have before in their careers at Pertamina. These options were then tested in the Mobility Opportunities (MO) for year 2 of Catalyser.
A big factor in mindset change came from international company visits; here Catalyser participants visit the Chery electric vehicle operation in Shanghai.

Concerning mindset change, the impact was assessed in observation reports during the Accelerator programmes, as well as in the individual validation interviews. Mindset change was defined as a shift from traditional SOE assumptions and attitudes about being a leader at Pertamina to a leadership mindset matched with the company strategy.

The 4 profiles in the Appendix show the impact of Catalyser at a personal level, in their career strategies as well as their mindset changes.
Reflections and Concluding Remarks

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

First, we learned how to manage urgency, high expectations and the risks inherent in running a large pilot.

Second, we learned how to co-create the programme together, fitting the pieces into an in-depth and integrated learning experience.

Third, we collaborated on innovative approaches to accelerate readiness to lead and in changing the traditional SOE mindset.

Fourth, we worked closely with senior management to tailor the solution to the problem. These leaders demonstrated exemplary commitment and support to develop a new generation of leaders to meet the strategic and national challenges of the company.
4 Participant Profiles Illustrating the Impact of Catalyser

The four Catalyser profiles are from Cohort 1 and illustrate the personal impact of Catalyser in accelerating leadership capability, enabling cross-functional career changes and matching aspirations to strategic business needs at Pertamina.

Mia Krishna Anggraini
Career change from Product Development Specialist to leadership of Overseas Sales for Pertamina Lubricants

“Catalyser helped me become more confident in moving from an R&D career to becoming Vice President of International Sales in one of Pertamina’s business units.”

Mia Krishna Anggraini, Catalyser Participant

Mia has a Master degree in chemical engineering. In her first 10 years at Pertamina she was comfortable in expert roles such as R&D, business process analysis and product cost optimisation. But as a manager in Pertamina’s lubricant business she came to the conclusion that she could contribute more and learn new capabilities by leading sales. During the Catalyser programme she gained confidence that she could take a leadership role for international business development and was promoted to Vice-President of Sales Overseas. Pertamina lubricants has doubled sales volume and Mia is signing joint ventures in countries like Bangladesh where Pertamina had no previous experience.

Kemas Ahmad Widad
Career change from Business Analyst to Downstream Marketing, as Manager and Bunker in newly opened office in Singapore PT Pertamina International Marketing Downstream

“Catalyser helped me make a career move from business analyst to international market operations with an international transfer.”

Kemas Ahmad Widad, Catalyser Participant

Kemas started his career as a junior design analyst in 2004 in Surabaya. His 10-year career as an analyst took him up to the position of Senior Business Analyst. However his interest in business operations became feasible during the first year of his Accelerator programme when he wrote in his PEP that he wanted to take a more direct business leadership role and work internationally. Kemas saw his opening during the MO discussion in his second validation interview. He was supported by senior management to move to a new position being created in Singapore. In September 2019 he was promoted as the Manager of the new office in Operations and Bunker for PT Pertamina International in Singapore.
Jelita Irmawati
Career change from risk management to Corporate Head of the Pertamina Energy Institute, Pertamina

“In the Catalyser programme, I saw how other countries were implementing more advanced policies for new and renewable energy compared to what we were doing in Indonesia. This motivated me to take a leadership role at Pertamina to influence Indonesia’s energy policy.”

Jelita Irmawati, Catalyser Participant

Jelita has an engineering degree and a Master in Finance. She began her career at Pertamina in 2003 as a tonnage analyst in Pertamina’s shipping business, then went to supply chain analysis. During the Catalyser programme, Jelita saw the need for Indonesia to modernise its energy policies and she wrote about this aspiration in her PEP. She was given the opportunity to become Head of the Pertamina Energy Institute in 2019 and is representing Pertamina in government discussion as well as in international conferences and energy forums such as the 2020 Southeast Asia Energy Resilience and Security workshop.

Arya Dwi Paramita
Career path change and promotion after first year of Catalyser to Vice President Corporate Social Responsibility & Small and Medium Enterprise Partnership Programme, PT Pertamina (Persero)

“Catalyser helped to change my career trajectory in order to follow my aspiration to contribute to society as CSR Vice President.”

Arya Dwi Paramita, Catalyser Participant

Arya is now Vice President of a function that corresponds to his career dream which is to make a social contribution to Indonesia. How to achieve this dream became clear while writing his PEP with the support of his mentor. Arya had started his career at Pertamina in 2001 in media relations, working in several Pertamina subsidiaries until being promoted as manager of media communications where he was particularly effective in handling crisis situations. In his Validation interview at the end of the first year of Catalyser, Arya successfully argued that he would bring more value to the company in CSR and was soon promoted to the VP position.
• **ALP**: Action Learning Project

• **KDI**: Key Development Indicator

• **MO**: Mobility Opportunity, the name for job mobility exposure in the second year of Catalyster

• **PEP**: Personal Enterprise Plan, the career tool used in Catalyster

• **Persero**: An Indonesian word indicating that the company is an Indonesian SOE

• **SLAS**: Strategic Leader Assessment Survey, the competency assessment tests required for promotion to leadership positions in SOEs by the Indonesia Ministry of State-Owned Enterprises

• **SOE**: State-Owned Enterprise