

CASE STUDY: A DIAGNOSTIC THINKING SUCCESS STORY With Sonali Roy

Sonali Roy, Sr. Leader and IT Transformation, and Integrations Strategist, shares the individual and organizational impact of Diagnostic Thinking.

You can also view Dina's interview with Sonali on [YouTube](#)



EXCLUSIVE

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Dina

CEO of ACE Coaching Company, Founder and Creator of Diagnostic Thinking.

Hello, welcome, everyone. My name is Dina Readinger, and welcome to the Confident Women leaders show. I am the CEO of ACE coaching company and Diagnostic Thinking, and I have a fantastic guest today. Her name is Sonali Roy. She is a leader in a large organization, and she is in charge of integration, delivery, IT transformation, strategy in innovation. And what we believe is that women are changing the world. And I want to thank you for joining me.

Sonali

This shows how global we have gone. Thank you, Dina, for providing a platform for women like us to speak. I hope that whatever we talk about, there is a woman who can take some cues from it and also implement them in their carrier or their personal life, et cetera.

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Dina:

We met about two years ago, and it was a transformation for both of us. And I learned a lot about what do women need in India? What do women need in the Asia Pacific? How strong is their confidence? It was such great learning for me. And it was a significant relationship to build with you and your senior leadership team. And I'd love for you to share with the world what you'd like for them to know about you.

Sonali:

My full name is Sonali Roy. I am based in India Bangalore, and I started my career, I would say, pretty much like any other Indian engineer, beginning with a software company and then navigating my way up, the carrier ladders. I lead a very talented group of men and women, leading change in the digital world in how we deliver IT, helping patients through technological advancements. I have known excellent leaders, both men, and women, throughout my career, and I have learned from them. There are also few sessions and few pieces of training, uh, including what we had with Deena gone through, which has also helped, uh, to establish me as one of those, uh, people in the organization who can keep the strategy, um, uh, leadership, uh, for the future in our movement of the team.

Dina:

Yes. Thank you for that beautiful introduction. We could chat for hours about what you've done. So it's impressive what you are doing within your company. I wanted to ask you a question before Diagnostic Thinking, how can we create some of these critical thinking skills to create confidence and strategies for moving forward? Why do you think that others struggled at work and home before this Diagnostic Thinking session that you experienced over a year ago now?

Sonali:

I can talk about myself, and you know, later we also try to take this to the successive layers that we had. The Diagnostic Thinking was set for women from the Indian continent and sub-continent from my perspective. Indian sub-continent that we always have this feeling that we have the aspirations, yet we are being deprived. Our priorities and social circumstances hardly put any faith in you, whatever you were doing for your professional career. It was hard to know whether it was on the right track or not; what the team gave is we area all like-minded, a set of women leaders in one place.

“And then, I think I learned that it was not me alone in this game. We discovered that other women had the same feeling and were not alone.”

Dina:

I love that. It truly is something that I think women struggle with worldwide. There are no cognitive boundaries for it. We all do; men do too. It's just a little bit different. What I heard you say, when we can create that confidence and faith in ourselves, we have a lot of the answers, but they're buried deep.

“Our beliefs and things we've experienced in life affect our decision-making properties. And that is hard to bring to the surface unless you have a safe environment to talk about those. Thank you so much.”

Can you share a bit of the power of Diagnostic Thinking? I think you spoke to it; it's finding the answers within yourself, but knowing that you're not on an island, what was that power feel like in a small group of women you trust.

What did it feel like being with other senior leaders and taking in their experiences in their thought processes?

Sonali:

Yes. The base that I think needs to be done for any such group to succeed, as you correctly, is this feeling of safety, right? The feeling that whatever you are discussing over here remains within that group. We discuss two things. One is that in the professional carrier, most of the time, you are not able to open, as you would have liked to, to others because there's always this thought process going to have negative repercussions. In the back of my mind, I am thinking, if I discuss this, how the other person will perceive me, or even more than that, how will it impact my career path. Also, the fear that another person somehow discusses this elsewhere in the professional environment, specifically. It is hard to consult with people at your home because they might not understand or appreciate what you are going through in your professional life. After all, the culture there might be very different from what they had experienced in their company.

This is where I believe that DT played a critical role. Bringing people from the same background together, or at least from the same organization, we appreciate and understand when talking about something. We know where we are coming from.

“And the second thing is that to bring that environment of confidentiality, the sisterhood, because we were all women at that point of time can talk about. That mix was so crucial for Diagnostic Thinking groups to succeed.”

Dina:

Again, I love that you spoke to something dear to my heart, valid for all women worldwide. I truly believe this about men too, but for women, there is a root for us that is all shared, and it's the same. It doesn't matter what you look like, what color you look like, the color of your skin, hair, nationality, or culture. You know, there is something that we share. That's very, very deep together. It's a beautiful thing. So I wanted to thank you because that was an equally joyful experience for me. So I wanted to share in that excitement, but I want to go back to what causes women to stall out. And it's essential to identify what we fear the most. Is it the fear of being judged, the fear of losing an opportunity, the fear of negotiating, what you want, the fear of being labeled as somebody that is being over-aggressive just because you did ask for what you want? Many women have chosen not to entertain any part of asking for what they want for this intense fear of; I can't accomplish that, I'm not confident enough. Robust personal strategies came out of these sessions.

I believe that's what I saw with the twenty-six women you offered Diagnostic Thinking. The other layer that you put DT through, can you speak to that? What did you find these women got out of the DT session? What did you see from a senior leader's perspective?

Sonali:

“As senior leaders in our organization, we went through DT for one year. All of us unanimously, the six of us, we're all aligned. DT changed the way we perceived our career path, the challenges, the hardships, and even the personal challenges we faced. And even to some extent, I think that we had also discussed some of the personal problems we were facing. This can be taken advantage of by others in the organization? We were all thrilled, and coincidentally, we all see how our next layer of women leaders can also be developed and given an environment or provide them with an opportunity to grow in their career path, as we did.”

And that's where we, as leaders, thought, why not Diagnostic Thinking. This could benefit them and their leadership journey. Luckily, I was leading that initiative and, again, a very successful story at the end of the DT session, based on the feedback that we got from the twenty-six women who went through the program. The feedback we got in its infancy is that there are mental barriers women believe. Women were the targeted for this group, were mainly in mid-career level, I would say they struggle when a decision had to be made the professional and personal life and how to juggle between them. What they got was a platform to learn from others how others have solved the problem, uh, how to look at things, and the right problem, as an opportunity rather than a problem.

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The process gave them away to overcome them and gave them the sense of the importance of having a network or a fraternity and how it can help them. All the people they interacted with may not have known each other, and they would not have come to this platform by choice. This platform allowed them to build that relationship. If you look back, now that we have made progress in our carrier, we can understand the importance of networking and how significant of an opportunity it is for yourself or your team. Networking capability lets people get to know you and your team. Many might not have come to that stage to appreciate it. And this platform gave them that sense. I think those are the key things.

“I would say that they had also learned, apart from whatever I spoke about earlier, to feel safe and removing their fear. All those things that we talked about came through the Diagnostic Thinking process.”

Dina:

I found that Diagnostic Thinking helps others uncover where we get stuck reflects our past experiences and lies in our subconscious; our beliefs are complex issues and brutal to unpack and cause career stalls. Sonali, as you shared, your family members can't do that for you because they will pat you on the back and say, oh yeah, you're right. I think the DT sessions were going to dig in and challenge how you see things? Is there truth behind that? But the beauty of it is that you're not on an island; we're all sharing some of those feelings, we're all sharing, sharing some of those beliefs.

I want to return to that critical word because I want to revisit the deep relationships built on confidentiality. After all, you can't talk about things outside of this group, which is essential. And if you can't, we ask you to jump off, but it's necessary to build that influencing and network of people who get to know you, right. So when you, when you do that, the groups have a web of experiences where people are bonded at a profound level. So I appreciate that ability of influence, um, with those twenty-six women you have who went through diagnostic Thinking, do you know what percent had jumped into new roles or even got new opportunities?

Sonali:

“Uh, I would not talk about the percentages from the organizational perspective. I think that a significant number has taken the following role in the last six months. More importantly, whether it is the next role that they were able to accept or not, they felt confident that if there is an opportunity that comes across for them, they are ready.”

They felt sure to take it up to move to the next role. And that's what matters most of the time. When we talked to the woman employees or the team members, I saw this apprehension across the globe, right. Be it India or outside. Do they always ask if I am ready for the following role?

Uh, you will not see that many men would talk about that. Uh, if someone says that, Hey, I'm giving a progression for the next role. Uh, I have hardly seen any men telling that. No, I don't think I'm, I'm not sure whether I can do justice, but women do that. Um, and it is a lot of psychology we can talk about. What, uh, I think that another advantage that we got from these sessions read that they felt confident. They thought that any problem arose, they were very sure they could solve it. That is one of the critical things that I would say that the woman had taken away from Diagnostic Thinking; they were much more confident and clear in asking for what they wanted.

Dina:

And that is the biggest takeaway for me, you know, for Diagnostic Thinking. And I see this time and time again that 100% of the people who go through the program are a hundred percent, either more confident or much more confident by measure.

“And they feel like they can step in and ask for what they want. And there's nothing that they can't overcome. And now they've got a form of people to help them move. So thank you for sharing that. And I, I appreciate that.”

What would you tell somebody who's thinking about being in a diagnostic thinking group, and they're kind of a little bit reluctant. What would you tell those people?

Sonali:

“Just leap! Don't, don't hesitate.

I think that is your first step, your first move to change how you look at things and how you try to solve issues, right? How you will analyze an issue, how you are going to diagnose an issue. Diagnostic Thinking will change your whole perspective, and it will help solve most of your complex problems, be it in your personal or professional life, in a different way. I think that to go for it.”

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Dina:

One of the things that were a key takeaway for me is just the joy and excitement that I heard for them stepping in and going after the things they deserve, but they want, and they dream about, but now they can have it.

It's super exciting for me that, you know, I know that the women that are in your organization, that experience are going to be doing great things. I know they're doing great things. I can see them doing great things now, only six months after the program. And if it weren't for you, your senior leadership, and HBA, this would not have happened. I want to thank you for everything that you're doing over there. On the other side of the world, we will all be friends forever. I want to thank you for all the hard work you do behind all of the great things you do with integration, the IT transformation. And I appreciate you, Sonali Roy! Take care and thank you!

Sonali:

Thank you, Dina, for providing that wonderful platform. I think every woman who wants to succeed in their career path ought to try Diagnostic Thinking out.