



TALENTISM

Priya Nandan
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Behavior Scan — Sample Readout (Fictional Client)

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Priya - How She Creates Clarity

ROADMAP

Priya's roadmap is easy to explain and ties back to strategy

REVIEW RIGOR

Priya's product reviews have an explicit, consistently applied bar for "good"

ACCESSIBILITY

Priya is reliably reachable — reports and peers get fast, direct answers



Priya - How She Creates Confusion

FEEDBACK TIMING

Substantive feedback on trajectory arrives rarely, mostly clustered around formal reviews

ESCALATION GAPS

PMs are often unclear on which decisions to bring to Priya versus resolve on their own

PRIORITY DRIFT

Priorities shift mid-sprint and the change is visible, but the reasoning behind it usually isn't



BLIND SPOTS

**"FAST" DECISIONS
CREATE REWORK**

Priya experiences her quick calls as speed. Her team experiences the reversals that follow as more costly than the deliberation would have been.

**SILENCE READS AS
DISAPPROVAL, NOT
TRUST**

Priya intends silence as room to run. Several reports read it as low confidence, and quietly over-communicate or cover their work as a result.



Synthesis - What We Heard

What the data shows — no recommendations here

The behaviors Priya associates with moving fast are, in practice, creating rework.

- Priya creates genuine clarity. Her team knows the roadmap, knows what "good" looks like in a product review, and can explain both to their own reports without checking a doc. That clarity is the foundation the rest of the org runs on — and it is not a small thing.
- The confusion concentrates in how decisions move. Priya makes fast calls and reverses them when new information arrives — a pattern she experiences as responsiveness. Her team experiences the same pattern as **unpredictability** — and has quietly adapted by building in slack and over-communicating rather than naming the pattern directly.
- Priya's roadmap clarity is her highest-leverage contribution — but **the decisions built on top of it get reworked as often as they hold**. That reversal cost has never been named or measured. At Solari's stage of growth, that is **the gap that matters most**.



So What?

POSITIVE IMPACT

- Eng, Sales, and CS plan against one shared roadmap instead of three interpretations of it.
- A consistently high quality bar means fewer reworked launches downstream.

NEGATIVE IMPACT

- Reversed decisions cost sprint velocity that never gets named or measured.
- Uncertainty about standing narrows what PMs are willing to propose or push back on — the org runs slightly more conservative than Priya intends.



RECOMMENDED EXPERIMENT

EXPERIMENT 1: CLOSE THE LOOP ON REVERSED DECISIONS

HYPOTHESIS	The team's difficulty absorbing reversed decisions is not a resistance-to-change problem — it is an information problem. When Priya explains what changed and why on the same day a decision reverses, the team will absorb the change without building in defensive slack or re-litigating the call.
THE EXPERIMENT	Whenever a decision Priya made gets reversed, she sends two lines to everyone affected within the same day: what changed, and why. No justification essay — just enough context to close the loop. Run this for the next two full sprint cycles.
SUCCESS SIGNAL	PMs stop quietly padding their own sprint plans in anticipation of reversals. At least one PM independently mentions the same-day explanation as useful. Fewer instances of a reversed decision getting re-litigated in a later meeting.
TIMEFRAME	2 sprint cycles (~4 weeks)
RISK	This requires Priya to surface reversals she might otherwise prefer to smooth over quietly. The real risk is partial follow-through — explaining some reversals but not others — which would confirm the team's current skepticism rather than change it.