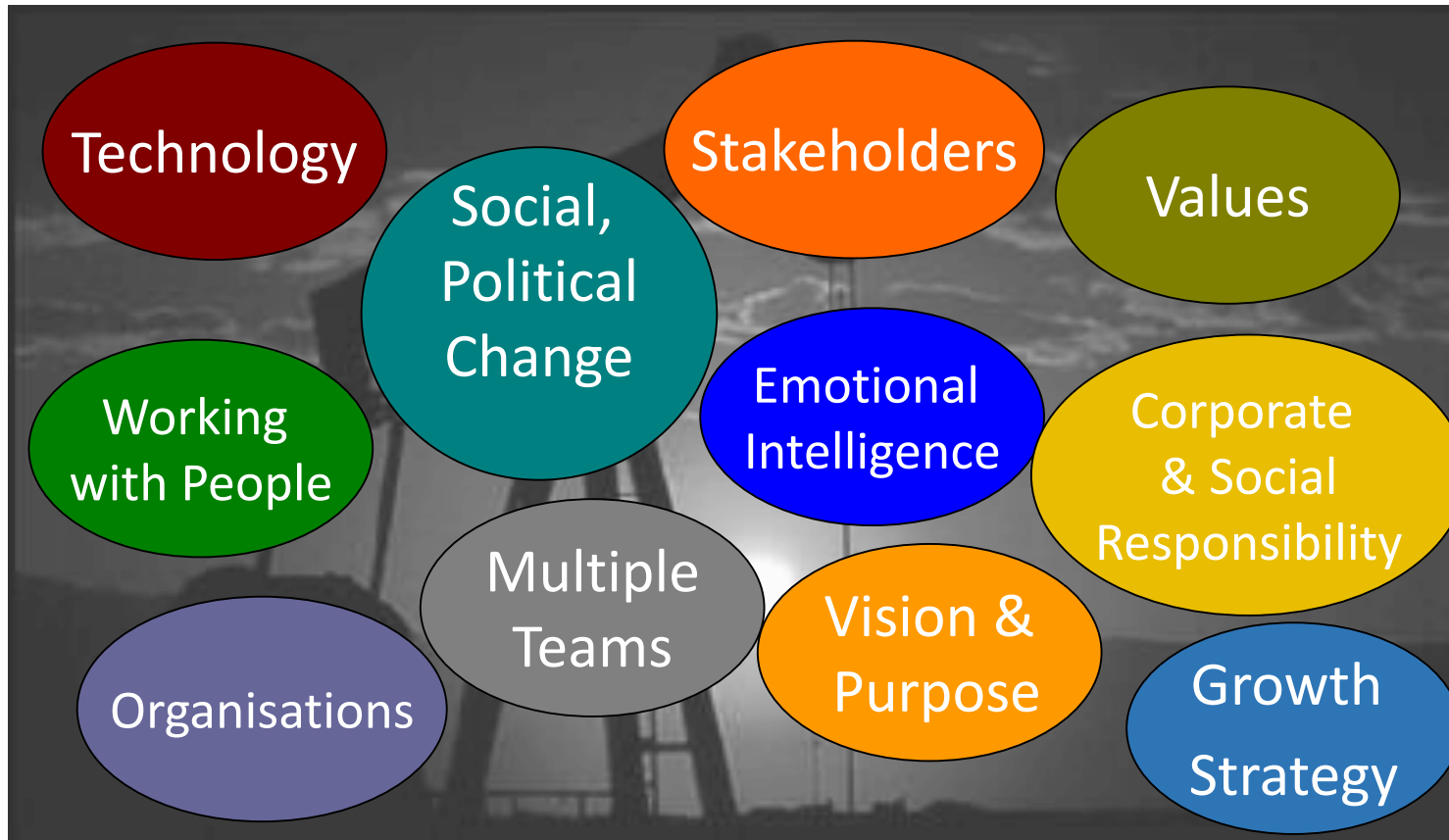


SAFETY & LEADERSHIP

**SIMON PHILIPS, DIRECTOR
WARREN BUSINESS CONSULTING**

The key features of Leadership in Energy



The key features of Leadership in Energy



Warren Business Consulting

What We Do

- Developing tomorrow's Energy Leaders
 - Need macro-economic and strategic perspective
 - Increased management capabilities beyond functional expertise
 - Particular need to develop local talent in emerging markets
- Leadership in Energy & 3-Day MBA in Oil & Gas Courses
 - Public and in-house, in variety of locations to suit clients
 - Next Leadership Course – Istanbul, August 2019

Agenda

- Defining Leadership
- Hard Skills vs Soft Skills
- Leadership Styles
- Culture & Strategy

Defining Leadership

- The Art of Inspiring and Influencing Others
 - to follow in a certain direction
- Leaders have Followers!

“Your title makes you a manager, your people make you a leader”

Bill Campbell, Apple Director, Business & Sports Coach

Management vs Leadership

Management

1. Do things right
2. How & When
3. Processes & policies
4. Systems, controls, & structure
5. Managing the status quo
6. Looking at the bottom line

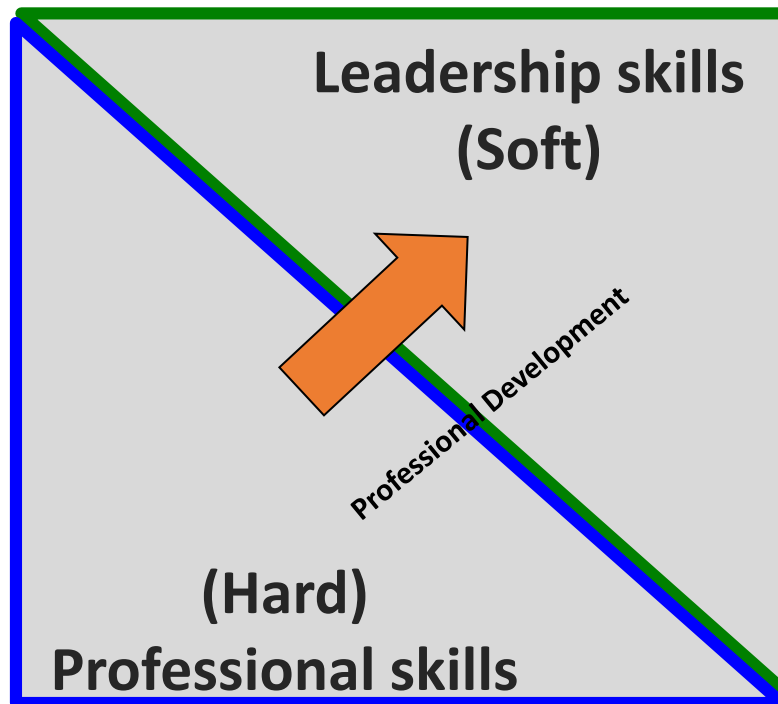
Leadership

1. Do the right things
2. What and Why
- 3. Relationships**
- 4. Trust— in people**
5. Innovating and Initiating
- 6. Looking at the horizon**

Most losing organisations are over-managed and under-led

Source: Warren Bennis and Joan Goldsmith, Learning to Lead, 2003

The Leadership Development Challenge



Top level/senior
executive roles
require strong
leadership skills

Middle level
management
roles

Early career
stages

Leadership Styles

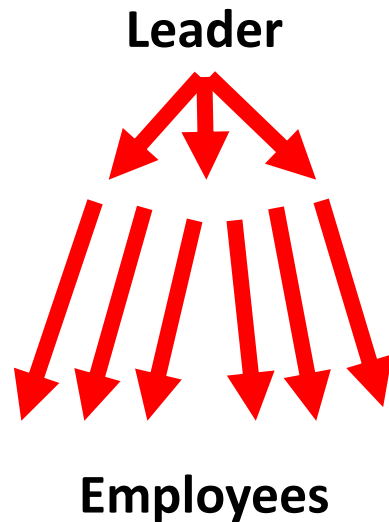
Prof. Daniel Goleman



Command-Control & Servant Leadership

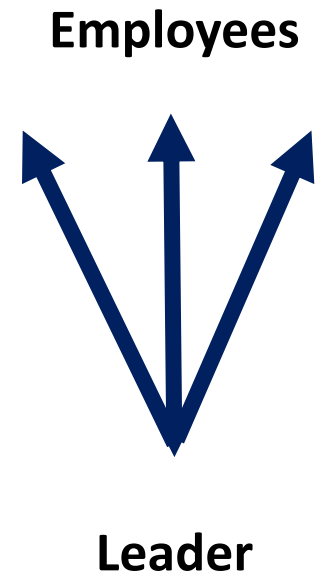
Command-Control

Instructions flow down the organisation through management hierarchy



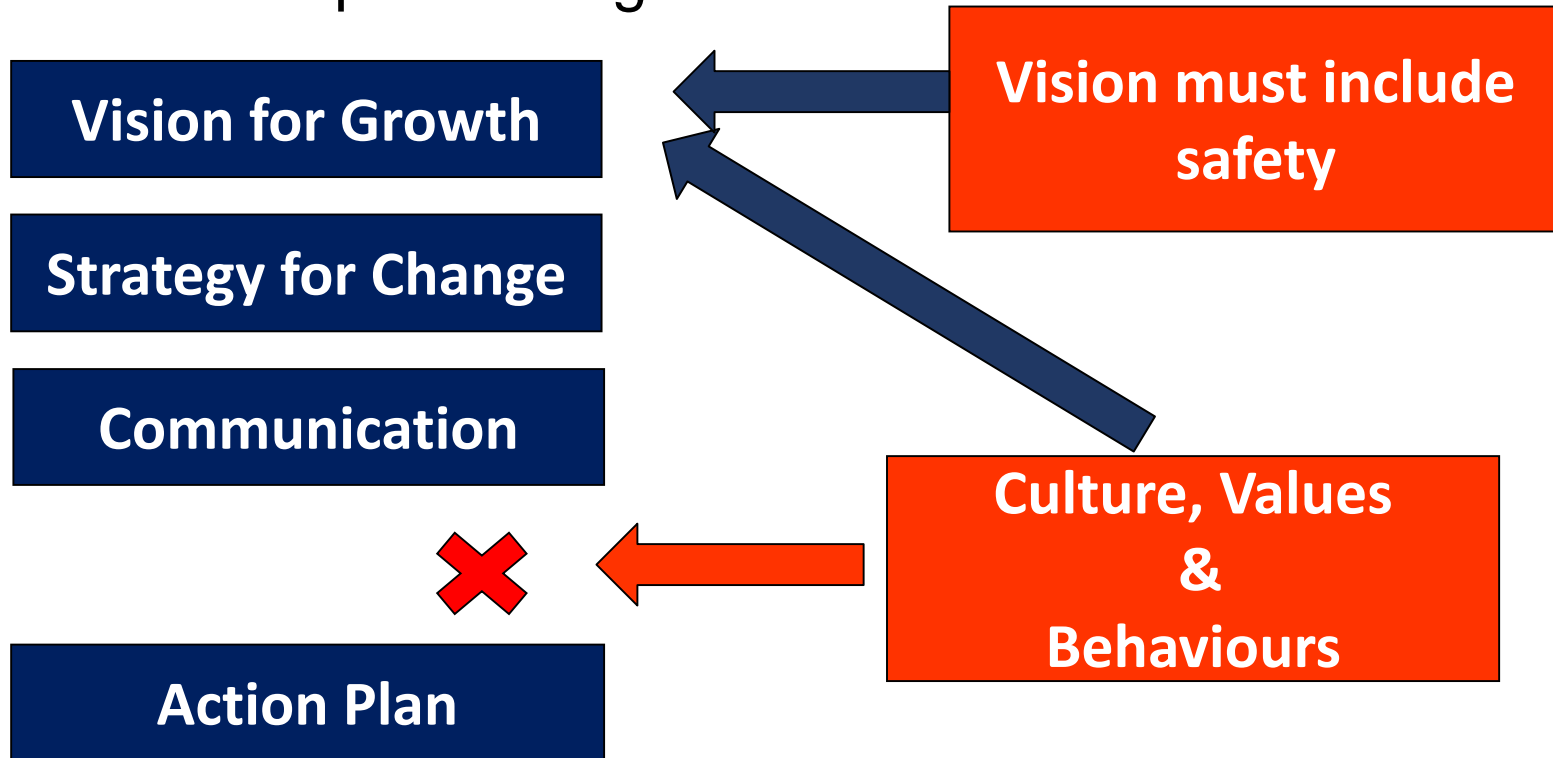
Servant

Leaders provide support to the team



Culture & Strategy

Implementing the Vision



Shaping the culture

“You cannot dictate a company culture but you can nurture behaviours that underpin the culture you want.”

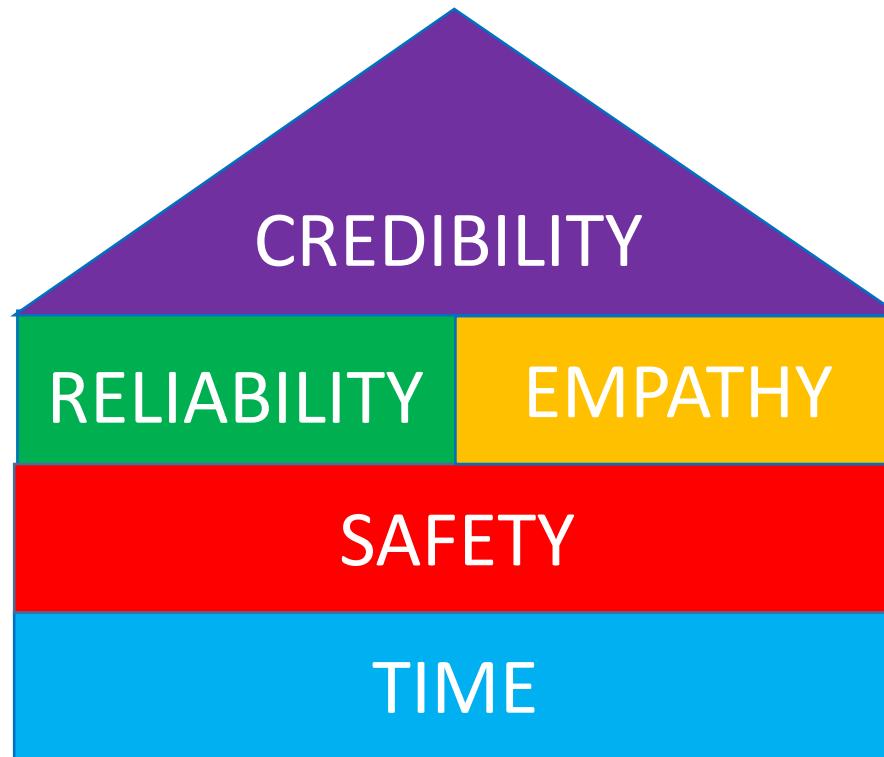
As a result, the company’s culture is simply “the way we do things around here”

Charles Handy & Dave Gray, HBR

CREST - Creating Trust in Leaders

Credibility:

having the experience & qualifications followers expect



Reliability:

delivering on expectations

Time:

being consistent over time and giving your time to your followers

Empathy:

understanding what followers want and need

Safety:

creating a safe working environment

Conclusion

- Strategic long-term thinking
 - Soft skills more important than hard skills at this level
 - **Communication**
 - **Self Awareness**
 - **Empathy**
 - **Resilience**
 - Leaders have followers
- “If people **feel** that you are fully **supporting** them to deliver great work, they will **follow** you anywhere”

Thank you!

Six Leadership Styles (D. Goleman)

1. **Visionary:** *To be used in periods of change and to manage projects but reliant on high visibility and contact*
2. **Coaching:** *To be used to build long-term capability and a learning culture*
3. **Affiliative:** *To be used for networking collaboratively*
4. **Participative:** *To be used to build high-performing teams*
5. **Pacesetting:** *To be used to search for continuous improvement*
6. **Directive:** *To be used in an emergency but not in the longer term*

Each applicable in different cases!