



# Advancing the Promise of Emerging Leaders: *In Search of a New Paradigm?*

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**Schlumberger** | Business Consulting

# What is Leadership?

“It is a matter of:

*inspiring people to realize their true potential **in your presence**.....*

&

*influencing people search for higher levels of achievement **in your absence**”*

# ***Two Points.... Several Questions?***

**Putting the New Challenges of the Energy Landscape in perspective: *Leadership Deficit?***

***A few thoughts on Developing Leadership Pipeline?:  
Power to influence outcomes?***

*...in the process set up our panel of experts to share  
their perspectives on the issues related to the  
development of Leaders.....*

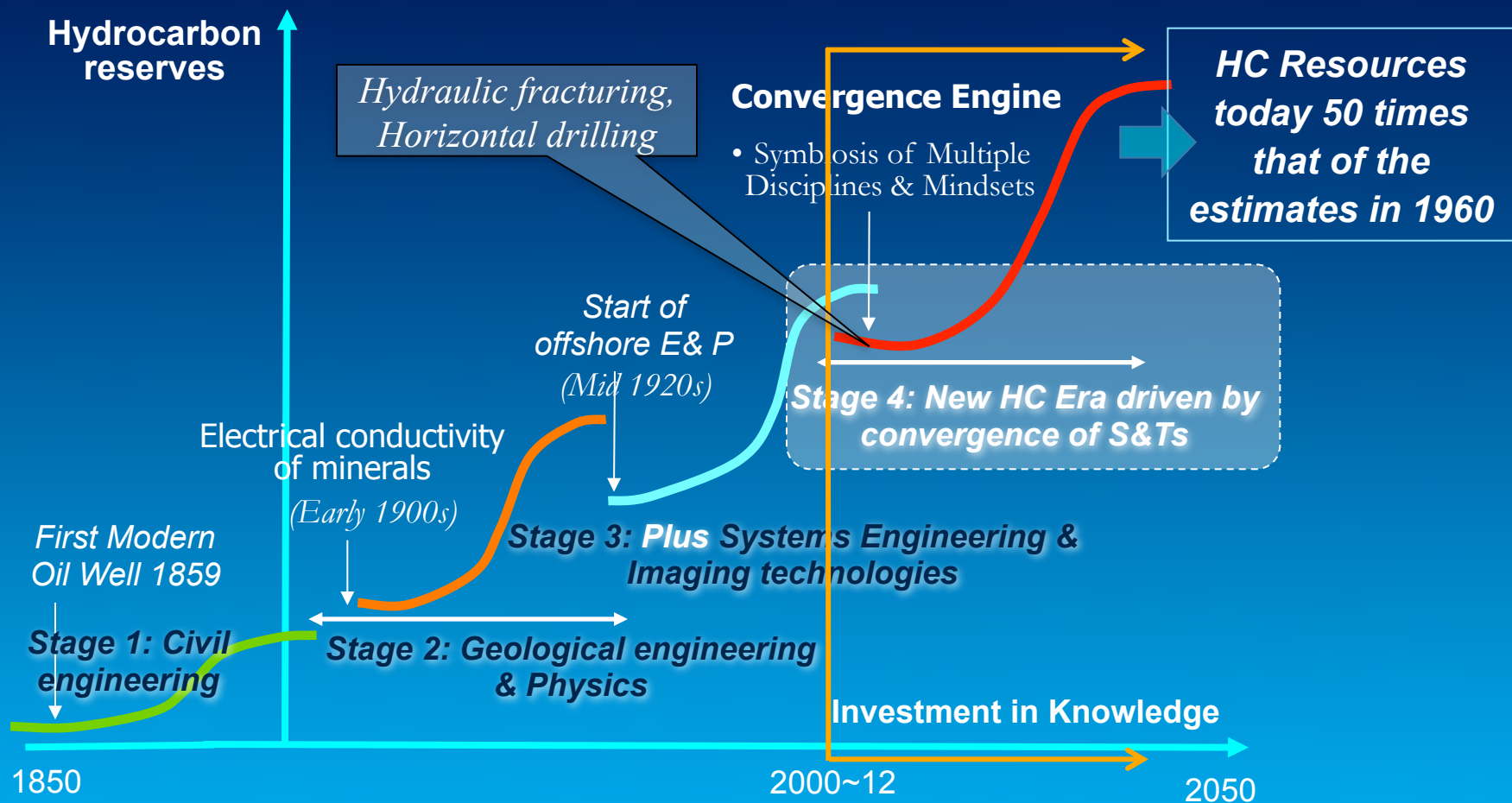
# Changing Energy Landscape ....

## ***Emerging Energy Environment***

- Complexity
- Capital & IP Intensity
- Higher degrees of uncertainty

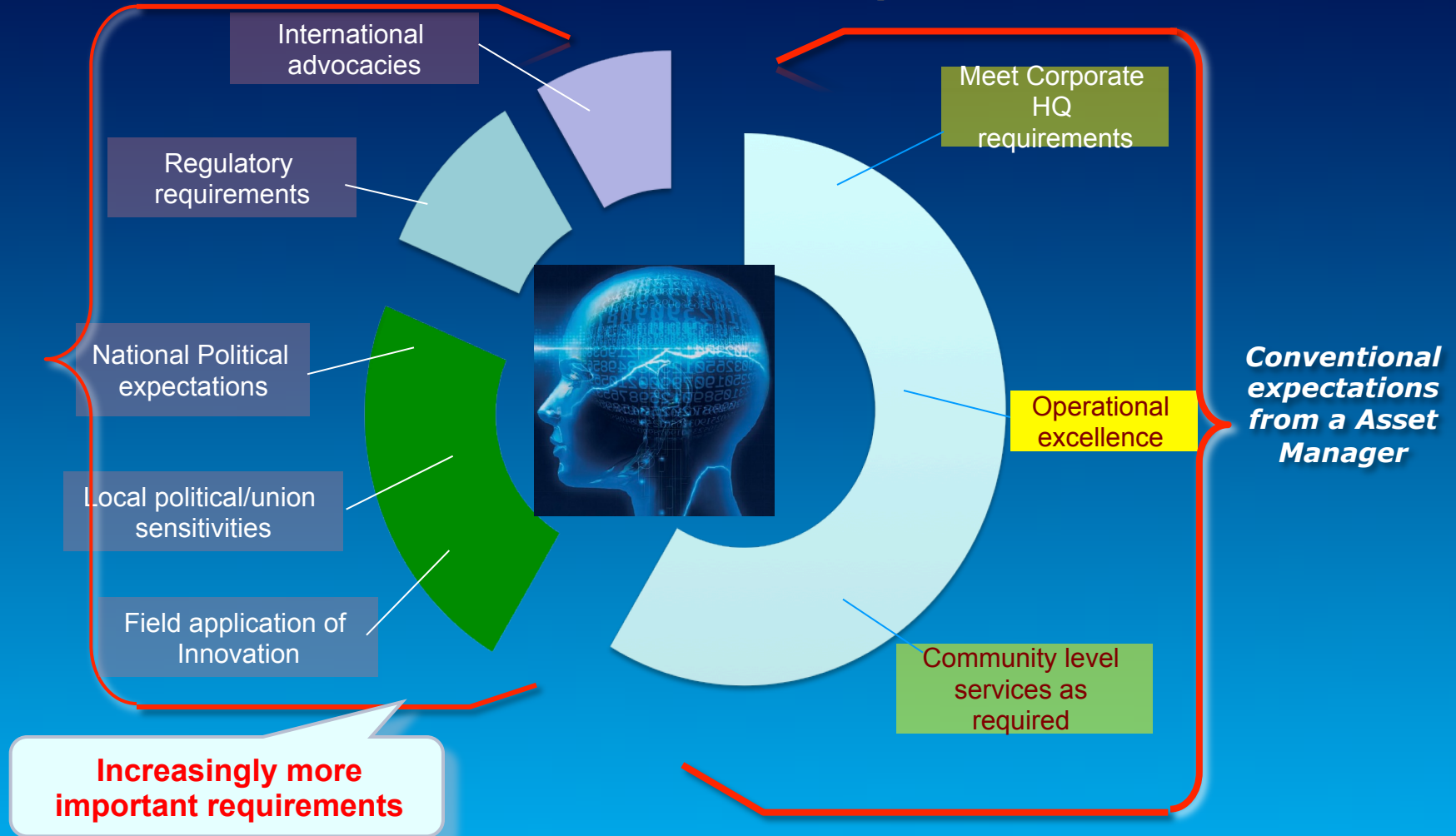
# During the recent years the industry is indeed in a early stage of a New Era....

## Waves of "Wealth Creation Curves" in the Oil & Gas Industry



# Leadership at field level will need to include wider set of skill sets & *range of responses*

## Content of Leadership



# Furthermore significant changes within

## *Emerging Energy Environment*

- Complexity
- Capital & IP Intensity
- Higher degrees of uncertainty

## *Emerging Challenges within*

- Crew change
- “Glocalization”
- Diversity

# The Journey forward ?

## *Emerging Energy Environment*

- Complexity
- Capital & IP Intensity
- Higher degrees of uncertainty

*New Leadership Specs*

## *Emerging Challenges within*

- Crew change
- Talent deficit
- “Glocalization”
- Diversity

*New Leadership Capacity*





# Implications are significant; *will require serious and quality attention*



- 1. What will define outstanding Leaders ?*
- 2. How do we design leadership pipeline ?*
- 3. How do we ensure an adequate capacity of leadership is strategically developed?*

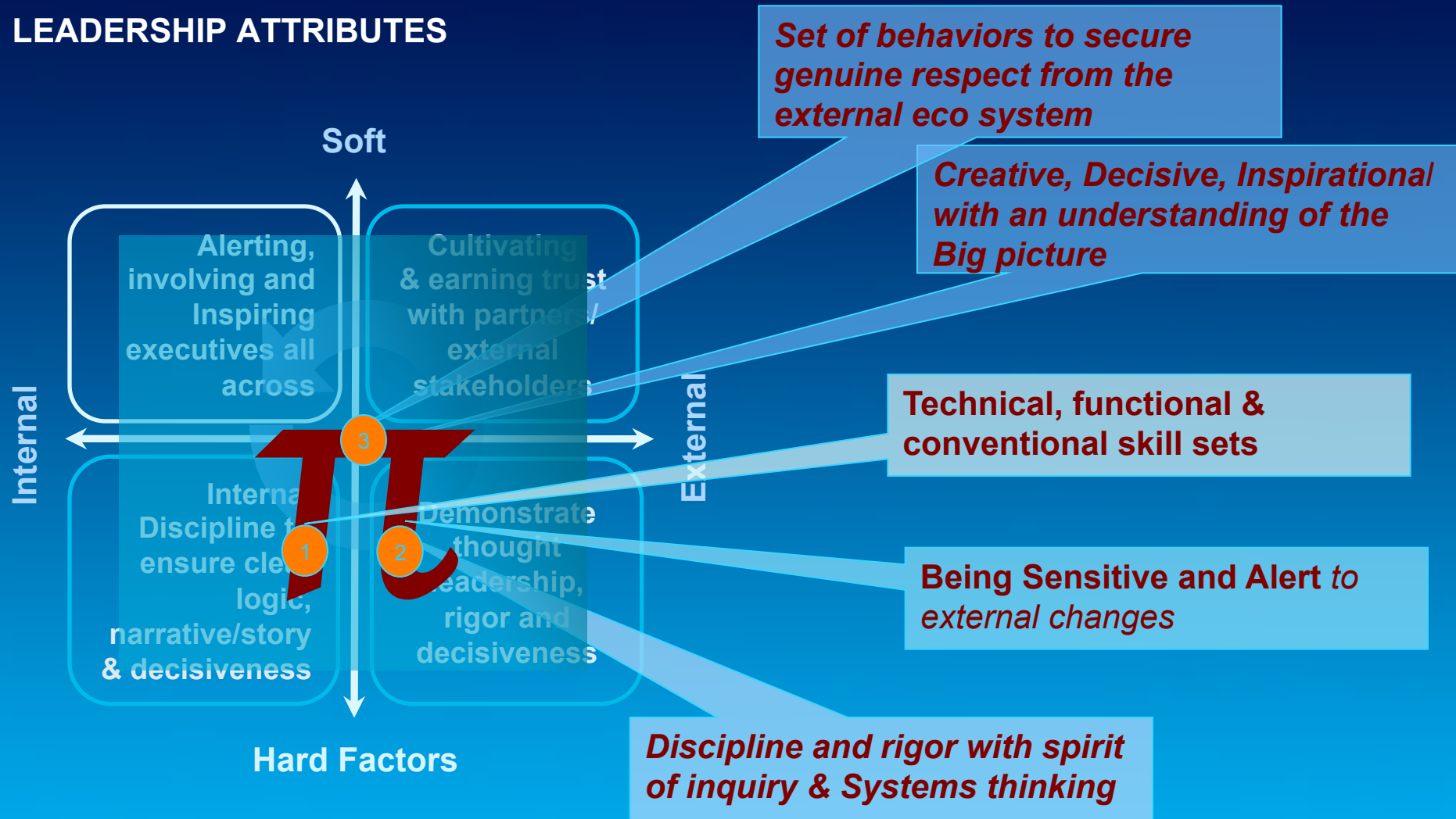
# Leadership attributes is contextual

## LEADERSHIP ATTRIBUTES



# Beyond T towards $\pi$

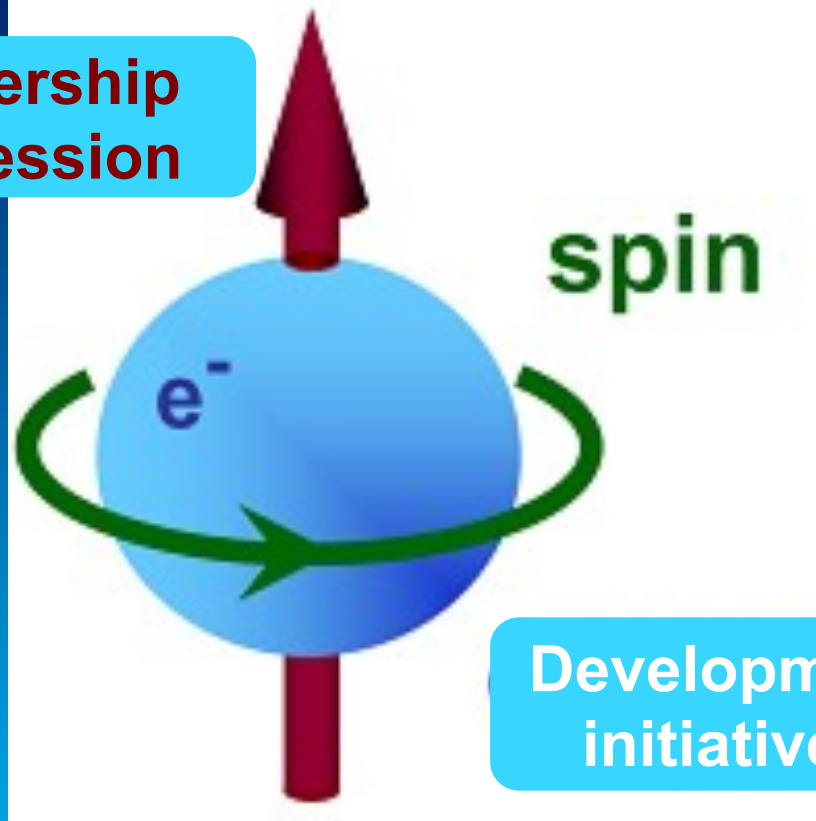
## LEADERSHIP ATTRIBUTES



# Keeping in mind Leadership Culture is fundamental..... as the spin of the electron

*It could be energizing .. It could be suffocating*

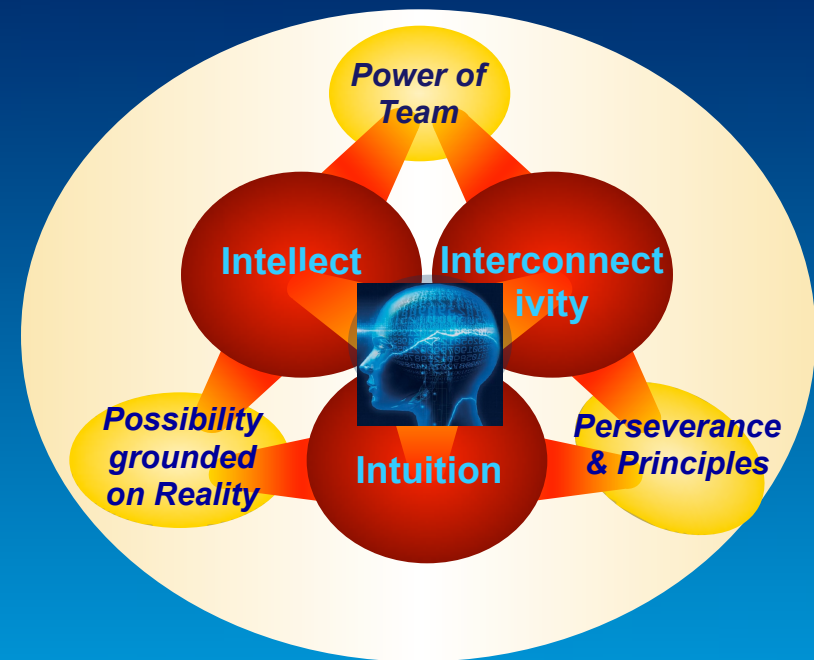
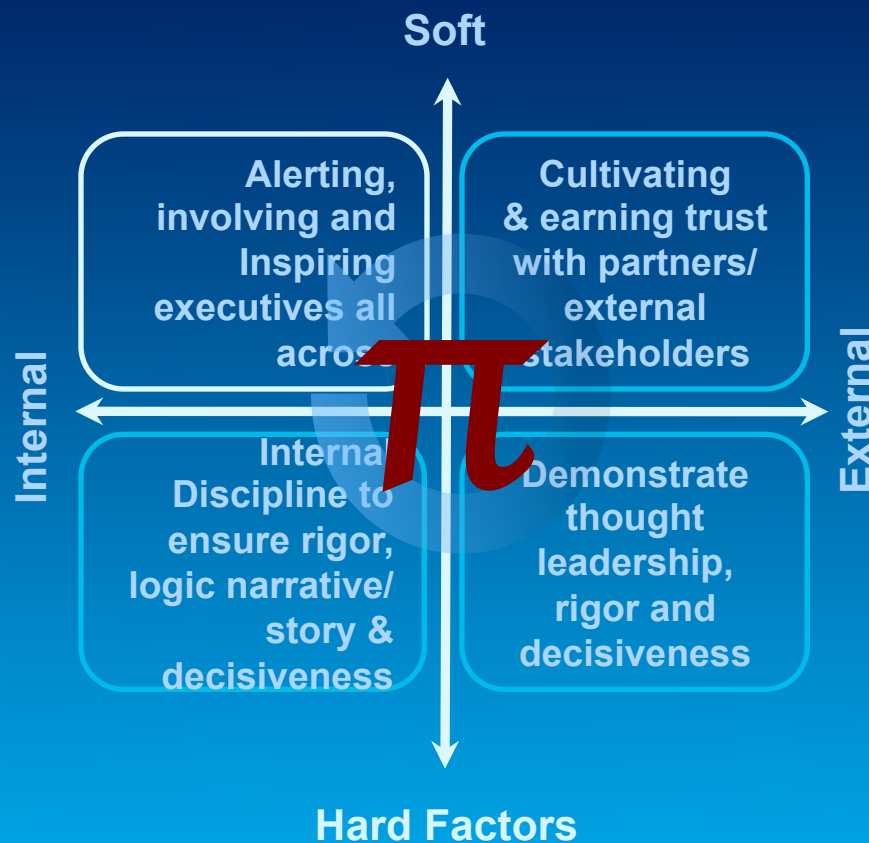
**Leadership  
Expression**



**Development  
initiatives**

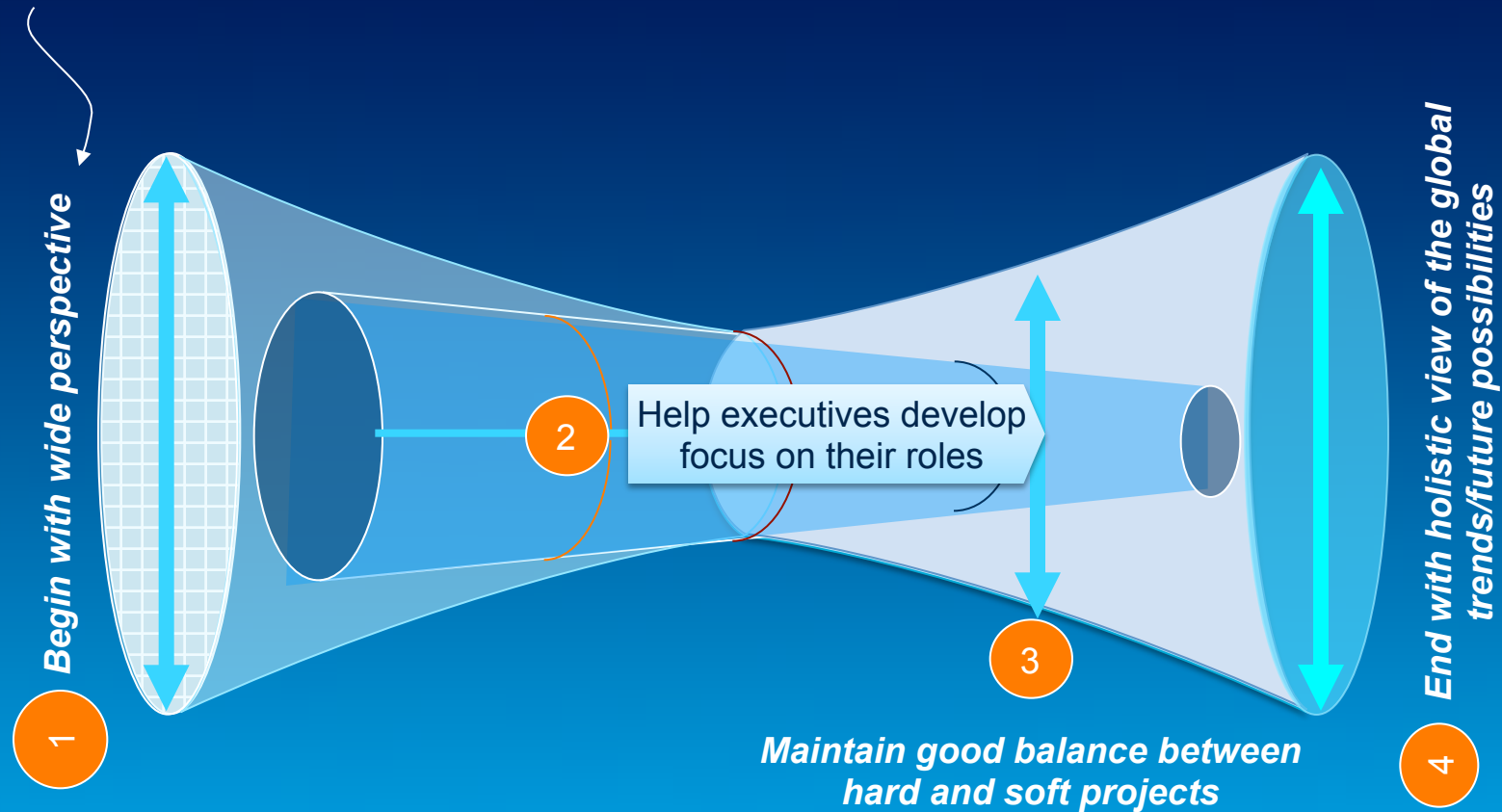
# Leadership attributes and SBC Leadership model: **Power of inner self**

## 3PI LEADERSHIP MODEL & LEADERSHIP ATTRIBUTES



# Leadership program over an extended period

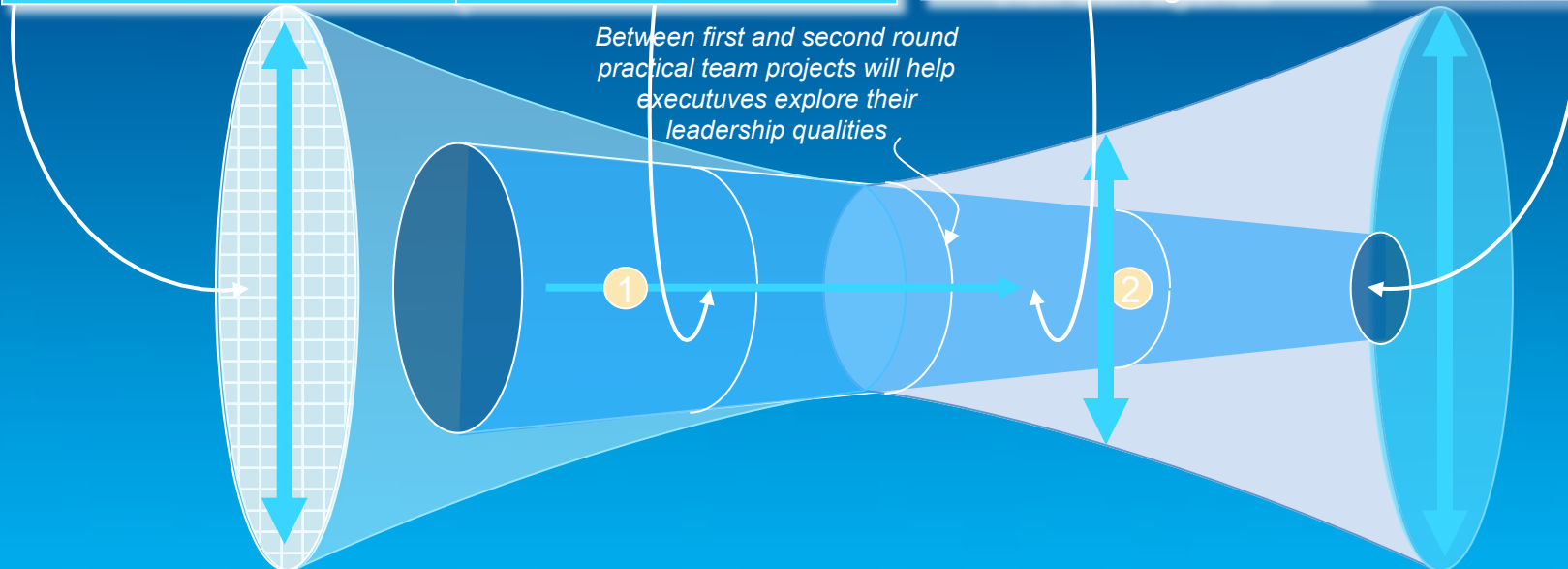
*Over a X years executives will be required to - on one hand develop a wide angle perspective on Leadership and on the other hand secure focus on the likely roles they wish to play in society*



# Leadership program over an extended period

*Over a X years executives will be required to - on one hand develop a wide angle perspective on Leadership and on the other hand secure focus on the likely roles they wish to play in society*

<b>Stage 1</b> Develop awareness of self	Individual Leadership Project	<b>Stage 2</b> Develop Leadership agenda	Team Leadership across org units
Basic understanding of : <ul style="list-style-type: none"> <li>• Essentials of leadership</li> <li>• Ways to cultivate courage through ethics &amp; genuineness</li> </ul>	<ul style="list-style-type: none"> <li>• Study of Leaders from multiple perspectives</li> <li>• Draw personal lessons from the analyses of leaders' lives</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce Power framework</li> <li>• Fundamental trends that will shape the future</li> <li>• Executives to develop their own agenda</li> </ul>	<ul style="list-style-type: none"> <li>• Experiment with personal styles and explore areas for development</li> <li>• Top five projects will be presented in Leadership forums</li> </ul>



# Leadership journey conditions

## Prerequisites

1. Professional respect for the journey

2. Personal trust across the board in the journey

## Essential Behavior

1. Real investment in professional development

2. Genuine caring

***Walking the Talk: Being Genuine***



# Turbulent Times ...The Journey forward ?

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- Complexity
- Capital Intensity
- Higher degrees of uncertainty

*New Leadership Specs*

## *Emerging Challenges within*

- Crew change
- “Glocalization”
- Diversity

*New Capacity requirements*

*$\pi$*