

SEC PEAK 2023/24

CORPORATE TALENT ASSESSMENT AND ACCELERATION PROGRAM

ACCELERATE TO PEAK PERFORMANCE

A GLOBAL BEST PRACTICE PROGRAM: SAUDI ELECTRICITY COMPANY (SEC)

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ROCKET LAUNCH YOUR EMPLOYEE EXPERIENCE

FIND YOUR **FORWARD** THROUGH **fitt**[®] THE MULTI AWARD-WINNING **TALENT SOLUTION**

Forbes
| Councils

CIPD | Middle East
People Awards

WINNER
SUSTAINABILITY
Innovation Awards | 2022
Entrepreneur

Winner
Tech
INNOVATION
AWARDS
2021
Presented by
Entrepreneur

Winner



SUSTAINABILITY Innovation Awards | 2022

fluidmeet

lifeinscreen

EMC

Entrepreneur

CONSTRUCTION

Business

Healthcare

Design



The Award-Winning SEC Program

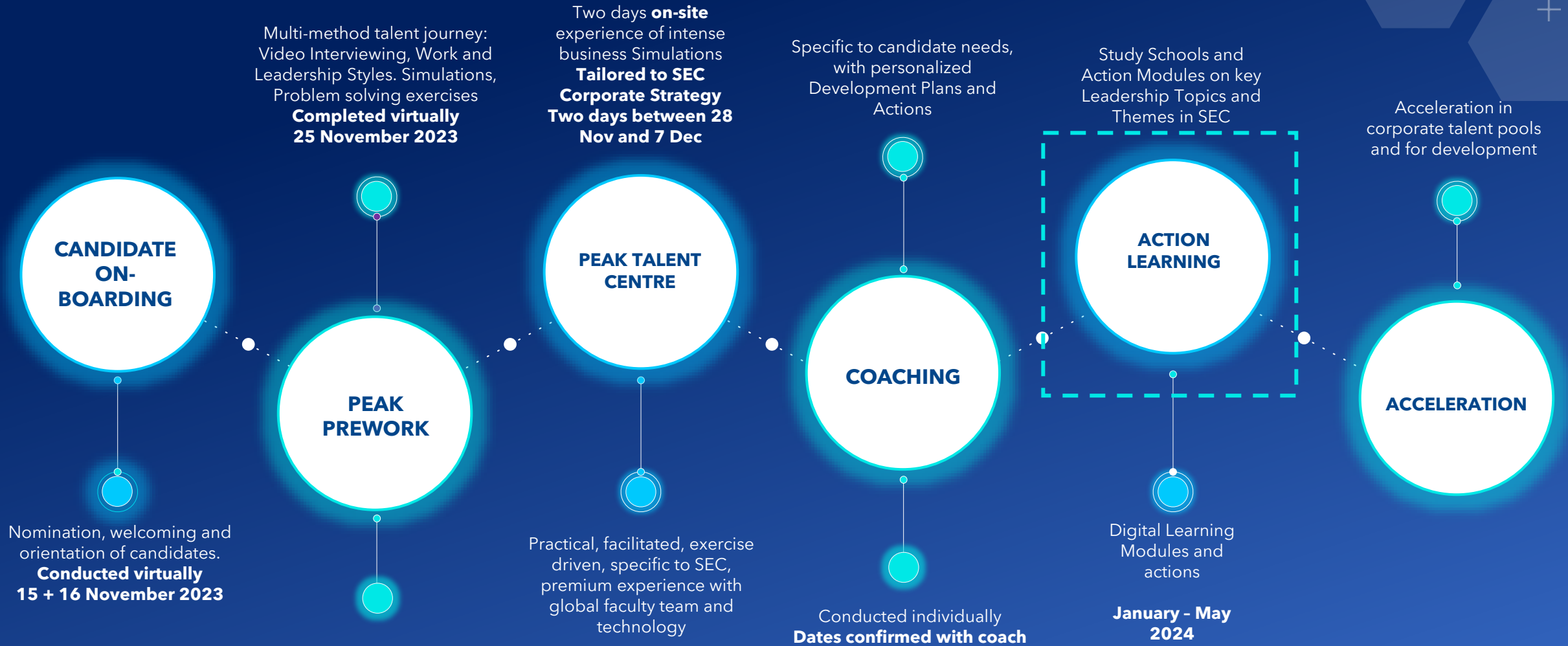
SEC Competence Model

Domain	Business and Operations	People and Customers	Sustainability and Processes	Stakeholders and Interaction	Commercial and Global	Future of Work
Competencies	Vision and Strategy	Customer Focus	Driving Processes and Compliance	Stakeholder Management	Commercial Acumen	Innovating for Growth
	Performance and Execution	Building High Performance Teams	Managing Risk and Continuity	Emotional Intelligence and Inclusiveness	Negotiating Outcomes	Digital Readiness
	Change Management	Influence and Executive Presence	Data Analytics and Forecasting	Resilience and Energy	Global Awareness	Agility for Complexity

Main Competencies

Corporate Competencies

SEC PEAK JOURNEY



PREPARE FOR PEAK



COMMIT



EXCEL



PEAK

SEC PEAK PROGRAM

ACTION MODULE 3

THE LEADER AS STRATEGIC COMMUNICATOR

Exponentiate your impact

Prof Danie du Toit

COURSE OUTCOMES

At the end of this course you should be able to:

- Build a compelling message that “sticks”
- Understand and apply the principles of executive presence
- Communicate more effectively on virtual platforms
- Use storytelling as a compelling way to communicate



GETTING STARTED

For this action module you need:

- A notebook and pen
- An open mind
- An engaging approach
- Your PEAK Development Report
- Visit the SEC PEAK Website



Section 1

MESSAGES THAT STICK



ACTIVITY 1:

WHAT IS IN A MESSAGE?

Communicating with impact is one of the most important competencies professionals have to demonstrate on a daily basis. Whether we build relationships, make a presentation to an important group of decision makers, or motivate our teams to do great things; we need to get our message across confidently and clearly.

Reflect on a time when you were inspired by a presentation or a public message.

- What behaviours did the person demonstrate?
- Why did their message resonate with you?
- Why did they connect so well with the audience?

THE **SUCCESS** RECIPE FOR MESSAGES THAT STICK



<https://www.youtube.com/watch?v=0a8cFtMo8mk>

ACTIVITY 2:

RATING A MESSAGE THAT STICKS

Watch the video of Admiral William McRaven below. He shares basic lessons for success to a group of newly graduated students. After having watched the video, rate his message using the graph below.

https://www.youtube.com/watch?v=zZfeu_KS98Y

Element				Comments
Simple	The core of his message is clear	YES	NO	Fill in
Unexpected	He maintains the interest of his audience	YES	NO	Fill in
Concrete	His ideas are clear and easy to understand	YES	NO	Fill in
Credible	One can easily believe his message	YES	NO	Fill in
Emotional	His message can clearly help people	YES	NO	Fill in
Story	He shares memorable stories to emphasize his message	YES	NO	Fill in

THE BODY AS A COMMUNICATION TOOL

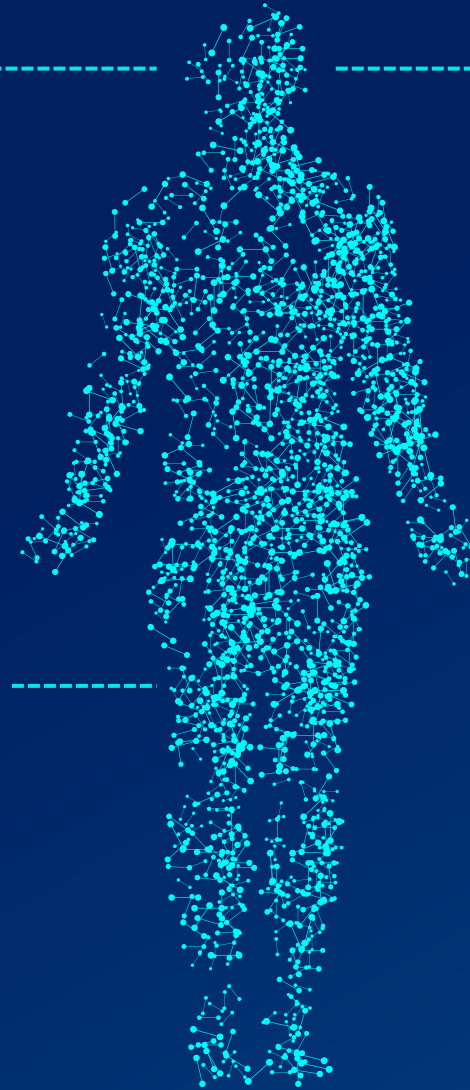
Try this: Ask a friend to tap a well-known song to you on a pan or a box; without telling you the name of the song. Can you guess the song? The answer is, not likely. When we communicate, we have to channel our own mental image of our message onto the receiver of our message. This is very difficult to do. Our bodies play an important role in our communication efforts. Research reveals that 55% of how our messages are received is dependent on non-verbal communication. In this regard, the body plays a crucial role. Scroll over the image below to explore how you can better use your body as a communication tool.

Ears
Listen as much as you speak. Lean in to demonstrate you are actively tuning in and absorbing the information.

Face
Synchronize with your audience, use your eyes to demonstrate understanding and express emotions. Nod your head to demonstrate agreement.

Whole body
Be firm and confident. Lean in. Adopt an open body posture indicating that you are open to receiving information

Hands
Use open hand gestures. The hands are powerful tools in emphasizing your message and creating impact.



Think about an upcoming presentation that you need to deliver. How will you better use your body to communicate your message?

ACTIVITY 3:

WRITTEN MESSAGES THAT STICK (15mins)

Open up a new Word Document or your email. **You are compiling a written message to the CEO of SEC, requesting an audience to motivate for the launch of a new Leadership Development Program in your department. This program is to be delivered by the University of Cambridge.**

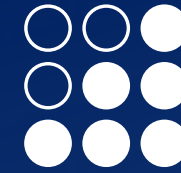


ACTIVITY 3 (Continued):

WRITTEN MESSAGES THAT STICK

Have a look at your written email above. Now evaluate it by using the guidelines for effective written communication:

Guideline 1	Creating Connection	<i>Did you establish rapport with your reader? Did you position your message clearly at the onset?</i>
Guideline 2	Ensuring Focus	<i>Did you outline clearly the steps/ items you will focus on? Did you break down small themes on which you will focus?</i>
Guideline 3	Keeping it simple	<i>Is your message free of jargon? Is it easy to understand the message you are trying to convey?</i>
Guideline 4	Using the correct tone	<i>Did you communicate in the active voice? Did you remain on topic? Is your message professional, without being overly formal?</i>
Guideline 5	Calling for action	<i>Did your message include clear next steps? Did you call for action on the part of your reader?</i>



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SECTION 1: MESSAGES THAT STICK

Let them remember you

Wrapping Up. Have a look at the universal fitt Competency Framework below. Can you see on how many competencies Communication has an impact. It's a CENTRAL part of your succes(s).

UNIVERSAL FRAMEWORK



CORE STRENGTHS

Collaboration and teamwork

Communicating with Impact

Building Relationships

Planning and Organizing

Analyzing Information

Managing Resources

Continuous Learning



ENABLING STRENGTHS

Delivering results

Decision Making

Working Under Pressure

Focus on Quality and Standards

Managing Performance

Delivering Processes

Managing Conflict



LEADERSHIP STRENGTHS

Driving Innovation

Customer Focus

Business and Commercial Acumen

Empowering Others

Networking

Influencing

Developing People



FORWARD LOOKING STRENGTHS

Data Analytics

Leading Change

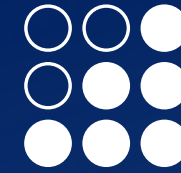
Strategic Forecasting

Managing Ambiguity

Learning Agility

Solutioning Complexity

Digital Mindset



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SECTION 2: EXECUTIVE PRESENCE

Influence. Deal Making. Negotiate. Win (win)

EXECUTIVE PRESENCE - WHAT'S THE FUSS ABOUT?

Executive Presence is a very important part of your capability to:

- Influence other people
- Create excitement and buy in for your ideas
- Negotiate outcomes in tough settings
- Build rapport amongst team members

THE 5C MODEL OF EXECUTIVE PRESENCE



Confidence

Lead with substance and authority to demonstrate control in different situations. Confidence has two elements - inward as it relates to feeling comfortable with your own capability, and outward as it relates to inspiring others to share this confidence.



Credibility

The authentic capability to solicit trust in your ability as a leader. It is about authentically articulating your value proposition as a leader.



Chemistry

The way an inspiring leader creates positive energy and direction in others - the "sparkle" contained in rewarding interactions with other people.



Connection

Building rapport through transparency and meaningful trust. Connection is about relationships and the "always on" connectivity you as leader must be able to facilitate.

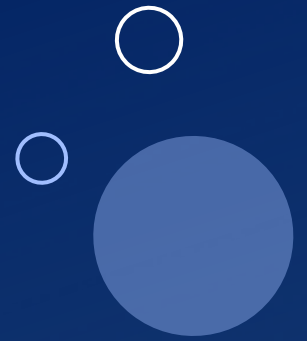


Composure

The capability to demonstrate self-command, calmness and equilibrium in all scenarios; also and in particular during contexts of ambiguity, dynamism and complexity.

ACTIVITY 4:

GROUP DEBATE



As a team, watch the video below on Executive Presence.
Then debate each of the components of executive presence in a practical context

Element 1: Confidence

You are coordinating a virtual meeting with colleagues from all over the world, based in different countries. The purpose of the meeting is to establish a community of practice of peers. You have to lead the meeting. By focusing on the element of confidence, share in a few short sentences how you will approach this assignment.

Reflection complete. Move on to the next case study



Confidence

Lead with substance and authority to demonstrate control in different situations. Confidence has two elements – inward as it relates to feeling comfortable with your own capability, and outward as it relates to inspiring others to share this confidence.

Element 2: Credibility

You have been invited to present at an international conference as a subject matter expert. You will be doing this as a representative of your organization. By focusing on the element of **credibility**, share in a few short sentences how you will approach this assignment.

Reflection complete. Move on to the next case study

Credibility

The authentic capability to solicit trust in your ability as a leader. It is about authentically articulating your value proposition as a leader.

Element 3: Chemistry

You have approached a talented and capable leader to join your team within your organization. This individual has a proven track record of excellence. You have not yet met the individual in person. By focusing on the element of chemistry, share in a few short sentences how you will approach this assignment.

Reflection complete. Move on to the next case study



Chemistry

The way an inspiring leader creates positive energy and direction in others - the "sparkle" contained in rewarding interactions with other people.



Element 4: Connection

You are part of the executive team of your organization. You have been mandated to lead the negotiations with a competitor to explore a possible merger. By focusing on the element of connection, share in a few short sentences how you will approach this assignment.

Reflection complete. Move on to the next case study



Connection

Building rapport through transparency and meaningful trust. Connection is about relationships and the “always on” connectivity you as leader must be able to facilitate..

Element 5: Composure

You are the regional distribution manager at Cool Foods. Your warehouses have run out of stock and it is the middle of the local summer, with a high demand for your products. By focusing on the element of composure, share in a few short sentences how you will approach this assignment.

Reflection complete. Move on to the next case study



Composure

The capability to demonstrate self-command, calmness and equilibrium in all scenarios; also and in particular during contexts of ambiguity, dynamism and complexity.





QUOTE OF THE DAY: COMMUNICATION AND SELF UNDERSTANDING

**WHO LOOKS OUTSIDE, DREAMS, WHO
LOOKS INSIDE, AWAKES**

Carl Jung

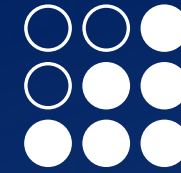


ACTIVITY 5:

TOUGH CONVERSATIONS

Tough conversations are an important part of executive presence. As a team, you need to address the non-performance of Dan. Dan has been an excellent performer in the past, however, as of late, he is constantly late for meetings, delegates his KPI's to others and misses deadlines. Tackle this together as a team





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SECTION 3: VIRTUAL COMMUNICATION

Please unmute.

A PLAYBOOK FOR VIRTUAL COMMUNICATION



Acoustics

- Make sure your audio works well
- Does your room have sufficient acoustics (no background noise, no hollow sounds)?
- Is your volume adjusted correctly?

Hardware

- Make sure internet connection is stable and line speed optimal for full functionality
- Is the device you are using large enough to communicate effectively?
- Is your working station ergonomically designed (stable surface, proper chair, good lighting)?

Etiquette

- Are you professionally dressed for video calls?
- Do you follow best practice meeting protocols for your video call?
- Do you feel comfortable in your presentation of yourself over video?
- Be on time and pay attention

Presentation

- Important components of a video call:
- Body language and gestures on call
- Clarity of voice and using of resources
- Mute yourself when not speaking

Software

- Are you comfortable to use all the available features on your video calling software?
- Is the settings on your device optimally set for the software you are using?
- Are you using the correct internet browser?

Below is a playbook for best practice video calls. Hover your cursor over the principle to learn more, and plan your next video call along these guidelines to ensure your message is brought across with gravitas and impact!

ACTIVITY 6:

SOLER COMMUNICATIONS

In the next exercise, each of you will have the opportunity to tell us about your leadership brand. You have one minute only. The trick is, you have to apply the SOLER model for virtual communication:

S
SQUARE

Sit squarely when on the video call so that your audience can see you clearly

O
OPEN

Assume an open and receptive body posture, indicating that you are receptive to information

L
LEAN IN

Demonstrate active listening by leaning forward in paying attention to the message of your colleague

E
EYE CONTACT

Maintain eye contact throughout in a positive, receptive manner

R
RELAX

Assume a comfortable and cordial posture

ACTIVITY 5:

TOOLKITS FOR VIRTUAL COMMUNICATION

Which of the following tools do you frequently use within SEC? Do you know the power of all of these tools?

Tool 1

Tool 2

Tool 3

Microsoft Teams

Prezi

Zoom

Google Drive

Asana

Monday.com

HubSpot

WebEx

Basecamp

Workday

Slack

Office 365

LinkedIn

Skype

WeTransfer

Dropbox

Calendly

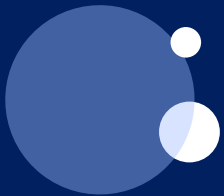
Loom

Stormboard

Zoho

SECTION 3: VIRTUAL COMMUNICATION

Please unmute.



Wrapping up. Assess SEC:

COMPONENT AND QUESTION	YES	NO
People have the necessary resources and tools to communicate virtually		
Employees are trained up on how to best communicate virtually		
People make full use of all the available tools on digital communication platforms (chat boxes, comments, uploads)		
We have access to the latest technologies to ensure seamless virtual communication		
We ensure social connection and well-being is encouraged even when working remotely		

STORYTELLING

What is it all about?

Simple

Credible

Unexpected

Emotive

Concrete

Story

Storytelling is the art of communicating a vision in an **enticing, authentic and inspirational manner**. It helps us connect with our audience. It breaks down barriers, and allows our audiences to connect with us on an emotional level.

Your facilitator will guide you in a fireside group conversation, discussing storytelling.

Each of you will then have an opportunity to discuss "THE SAUDI ELECTRICITY COMPANY OF THE FUTURE", using storytelling

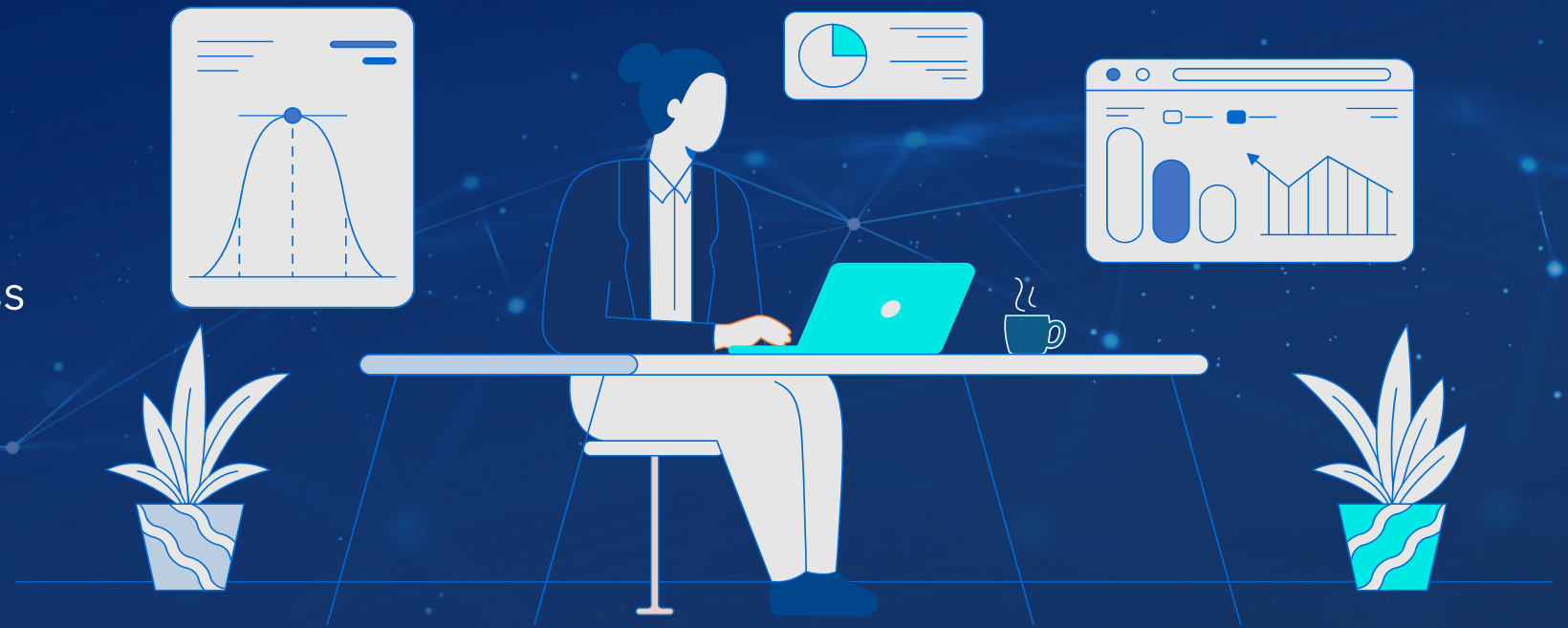
Do you still remember "Messages that Stick" by Dan and Chip Heath?
How can you apply their principles to storytelling?

HOUSEKEEPING.

CHECKING IN

Important Priorities

- Complete your coaching sessions
- Make sure you can access your digital learning



CLOSE

PEAK

UNIVERSITY OF CAMBRIDGE

EDGE ELV BUSINESS SIMULATOR

WHAT MARKET TRENDS
ARE YOU OBSERVING
AROUND YOU?

U.S. Global Access
Head Office

