

SE PEAK ACCELERATE

STUDY SCHOOL 2

FORWARD FAST – LEADERSHIP IN MOTION

PEAK 2.0/ RE-IMAGINE THE FUTURE

Theme: Resolute to Execute



CONNECTING TALENT TO OPPORTUNITY

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



Understanding the **PEAK Experience**

PEAK is a leadership immersion. Its unique design has been accoladed with the “Best Leadership Development Program” in the Middle East through the Global Sustainability Awards in 2022. Carefully crafted through the support of the University of Cambridge Psychometrics Centre (UK) and the fitt Talent Team, it seeks to create opportunities for dialogue between leaders from different functions and designations in the organization. Removed from the hustle and bustle of everyday corporate life, PEAK is presented in simulation format. Tailored to the unique strategy and composition of its user communities. Blending individual encounters with group-based conversations to curate a unique and differentiable learning journey. PEAK is designed in hybrid format – an assessment of potential, and a fast tracking of performance.

In the SEC PEAK 2.0 Program, our theme is “**ACCELERATE**”. This suggests a strong focus on assessing and building capabilities and competencies to navigate an evolving energy landscape. Aligned with the SEC Corporate – and HR Strategy drivers, we identify leaders who will take the organization into the future. We focus on building skills to future proof leaders in navigating the complex global landscape; whilst delivering on the SEC strategy.

GO THE DISTANCE // MEET YOUR FACULTY



Stefan Strydom



Prof Danie du Toit



Prof Ed Stander



Reem Al Belaly



Dr Ryk Croukamp



Carla du Plessis



Veronique Rossouw
(Program Success Lead)



Ansome Louw



Dr Sibusiso Mnxuma



Prof Marius Stander



Ian Rothmann



PROGRAM DELIVERY PARTNERS



SETTING UP FOR SUCCESS – ACCELERATE FOR GROWTH

RULES OF ENGAGEMENT



LEAN IN

Be passionately curious about your own development. Don't hold back.



STRETCH

Consider the full richness of your potential. Make this your journey. Pioneer



BELONG

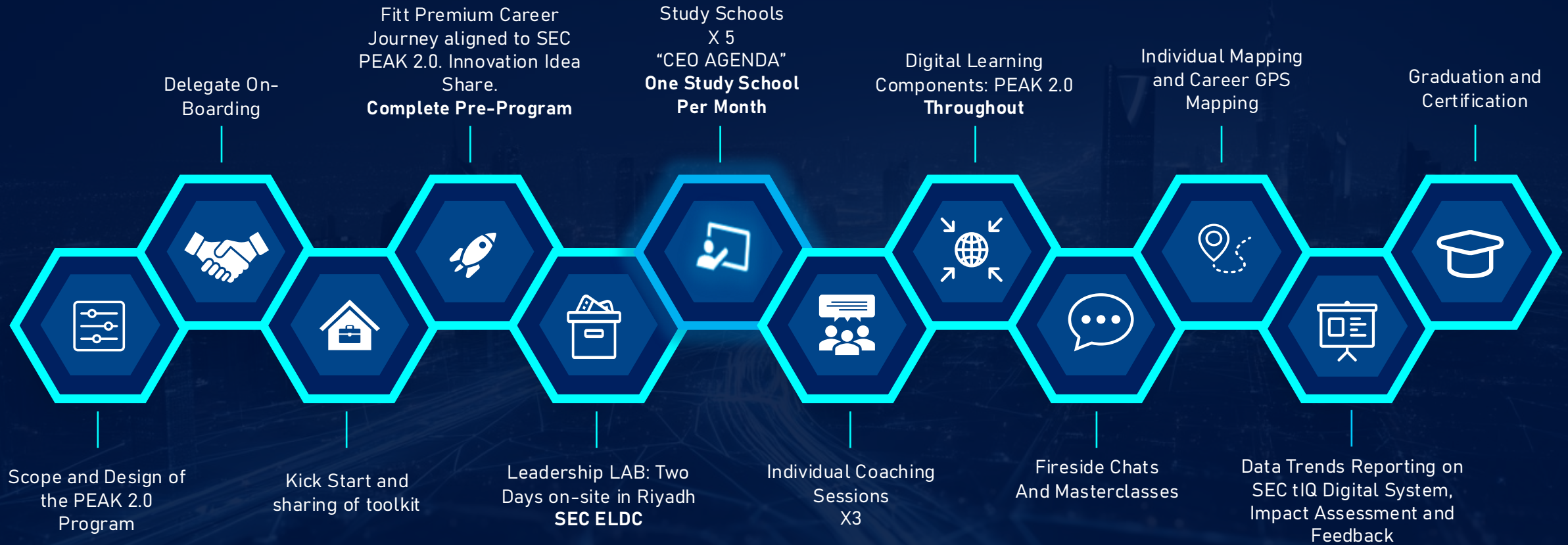
Create a safe space for conversation. Challenge and learn.



Re-Imagine the **Future**

A Leadership Immersion. For Pioneers

JOURNEY MAP/ SEC PEAK_2.0 ACCELERATE



Program Delivery Partners

OBJECTIVE OF THE SE PEAK STUDY SCHOOLS

INVITATION // FUTURE

ACCELERATE Now. UNLOCK A NEW POSSIBLE



LEARNING APPROACH

In Study Schools, we focus on three learning dimensions

01



ACTIVITIES

Learning activities through a gamified, interactive approach. To create simulated learning.

02



TOOLS

Practical tools, techniques and approaches you can deploy as part of your journey in leadership

03



THEORY

Models, approaches and frameworks to anchor and apply learning.

STUDY SCHOOL 2

FORWARD FAST – LEADERSHIP IN MOTION

PEAK 2.0/ RE-IMAGINE THE FUTURE

Theme: Resolute to Execute

Core Outcomes and this Study School



01



#1: Survive to Thrive

Pivoting from a state of “keeping up” to a state of “future proofing”. Supporting leaders to excel in complexity.

02



#2: Impossible to Impact

Reframing what is possible in SEC. Being bold and ambitious in our efforts to shape the energy future in KSA.

03



#3: Resolute to Execute

Driving excellence even when pressure is high. Moving quickly. With Precision. And Impact.



FLUX // WORLD IN MOTION DIALOGUE



SE PEAK LEADERS, THE WORLD IS IN MOTION >

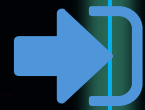
- Geo-Political Conflicts
- Total Supply Chain Disruption
- Changing Conditions

How are you doing **/// QUESTION**

forward // FAST

ENERGY IN MOTION. AN ORGANIZATION IN MOVEMENT..





FAST // forward

TO A NEW, BOLD ORGANIZATIONAL MANDATE





FAST // forward

TO A NEW, BOLD ORGANIZATIONAL MANDATE



PEAK LEADERS, SHARE YOUR
SENTIMENTS ON THE SE
REBRAND. HOW ARE YOU
NAVIGATING THIS
ACCELERATION?

FORWARD FAST – LEADERSHIP IN MOTION

Modular Format

Module 1:
Future Proofing
in VUCA

Accelerating when
dynamism is the default
state.

Module 2:
Pathways in
Pressure


Leader Velocity when the
Stakes are High.

Module 3:
Forward Fast.
In Motion

Change Leadership in an
Evolving Context.

FORWARD FAST – LEADERSHIP IN MOTION

Modular Format



Module 1:
Future Proofing
in VUCA

Accepting dynamism as a
default state.

Group Discussion

Have you come across the term VUCA?
What does VUCA mean?

IN SE? IN 2026?



VIX

INDEXCBOE: VIX

30,16

+15.65 (107.86%) ↑ year to date

30 Mar, 07:26 GMT-5 • Disclaimer

1D 5D 1M 6M YTD 1Y 5Y Max



Open	30,79	Low	30,15	52-wk high	60,13
High	31,32	Prev close	31,05	52-wk low	13,38

THE VIX: A VOLATILITY METER (FEAR INDEX)

Below 15	Calm, low fear
15 – 25	Normal uncertainty
25 – 40	Elevated stress
40+	Panic / crisis mode

VIX as on 30 March 2026, 15h55 KSA Time

FIGURE 3

Global risks ranked by severity, short term (2 years) and long term (10 years)

"Please estimate the likely impact (severity) of the following risks over a 2-year and 10-year period."

Short term (2 years)

1. Geoeconomic confrontation
2. Misinformation and disinformation
3. Societal polarization
4. Extreme weather events
5. State-based armed conflict
6. Cyber insecurity
7. Inequality
8. Erosion of human rights and/or of civic freedoms
9. Pollution
10. Involuntary migration or displacement

Long term (10 years)

1. Extreme weather events
2. Biodiversity loss and ecosystem collapse
3. Critical change to Earth systems
4. Misinformation and disinformation
5. Adverse outcomes of AI technologies
6. Natural resource shortages
7. Inequality
8. Cyber insecurity
9. Societal polarization
10. Pollution

Source
World Economic Forum Global Risks Perception Survey
2025-2026

Market Summary > Brent Last Day Financial

114,64 USD

NYMEX: BZW00

+38.48 (50.53%) ↑ past month

30 Mar, 08:54 GMT-4 • Disclaimer

1D 5D 1M 6M YTD 1Y 5Y Max



Open	116,14	Low	113,49	Volume	5 293
High	116,87	Prev close	112,57	Open interest	30 578

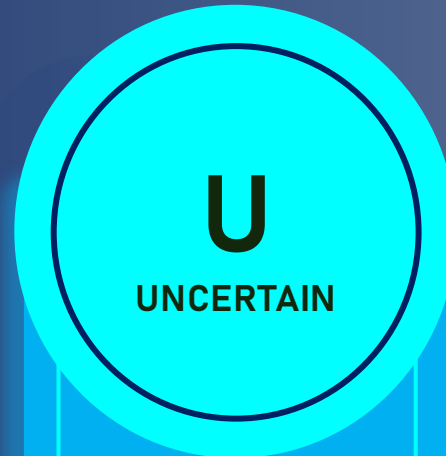
Brent Crude Price Index as
on 30 March 2026

VUCA AS THE DEFAULT STATE

VUCA is an abbreviation for volatile, uncertain, complex and ambiguous, and it has become the norm in the modern world of work



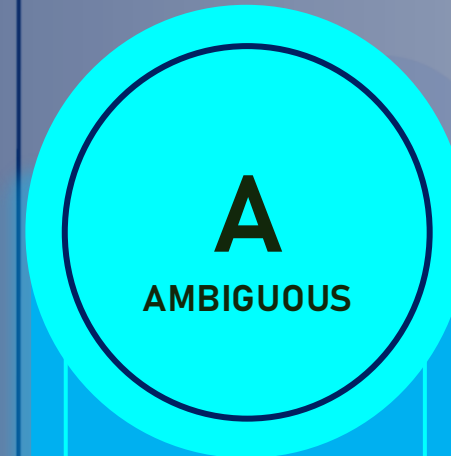
Rapid change
and dynamic
environments



Not having all
of the
information
available



Having to make
difficult
decisions



Lack of clarity
on outcomes

VUCA AS THE DEFAULT STATE

V

VOLATILE

U

UNCERTAIN

C

COMPLEX

A

AMBIGUOUS

/// DECONSTRUCTING VUCA RISK IN SE

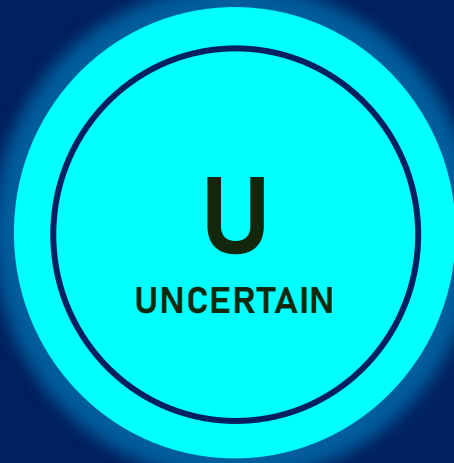
/// DECONSTRUCTING VUCA RISK IN SE



VOLATILITY

- Leadership when the system is in shock
- Risk of over (or under) reaction
- Decision Paralysis: Waiting for the “Perfect Data”

/// DECONSTRUCTING VUCA RISK IN SE



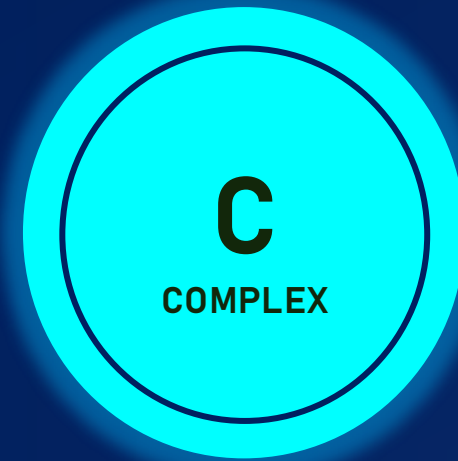
UNCERTAINTY

- Analysis Paralysis vs directional calls
- False Precision
- Single Path Thinking

/// DECONSTRUCTING VUCA RISK IN SE

COMPLEXITY

- Silo Reinforcement
- Initiative overload
- Over-engineering



/// DECONSTRUCTING VUCA RISK IN SE

AMBIGUITY

- Aversion to innovation
- Premature Conclusions
- Inaction bias



PEAK LEADERS, we need to pivot from
> Where we are Reactive...

...WHERE VUCA IS HARD-CODED INTO OUR DESIGN LOGIC

V

FIELD GUIDE FOR VUCA

Reflect on recent SE best practice examples



1

Define Your End-Result

Key questions to ask:
Were you clear on what was the main objective?

Did you rapidly drill down to what had to be done?

2

Use Your Resources

Key questions to ask:
What available resources do we have?

What expertise will we need?

How will we source these?

3

Create a Picture

Key questions to ask:
Does everyone understand where we are heading?

Did we spend time to align understanding?

Have we reached consensus?

4

Have a Process

Key questions to ask:
Did you distinguish relevant and irrelevant information?

Did you use a logical flow to lead your reasoning?



Leadership

How to Be a Better Leader Amid Volatility, Uncertainty, Complexity, and Ambiguity

by Angus Fletcher, Thomas L. Gaines and Brittany Loney

September 28, 2023



Cultura Images/Getty Images

Your environment is changing fast. You lack the data to make confident decisions. Your operations sprawl with processes. You're spotting trends that could be good — or not.

Management Styles

It Takes Versatility to Lead in a Volatile World

by Robert B. (Rob) Kaiser, Ryne A. Sherman and Robert Hogan

March 7, 2023



Competition Eye Foundation/Getty Images

The last three years have posed serious challenges for leadership. The inability of many leaders to rise to the occasion revealed that the talent crisis organizations thought they had before the pandemic is worse than they imagined.

Leading Through Overwhelm: New Habits for a New Reality

May 28, 2020



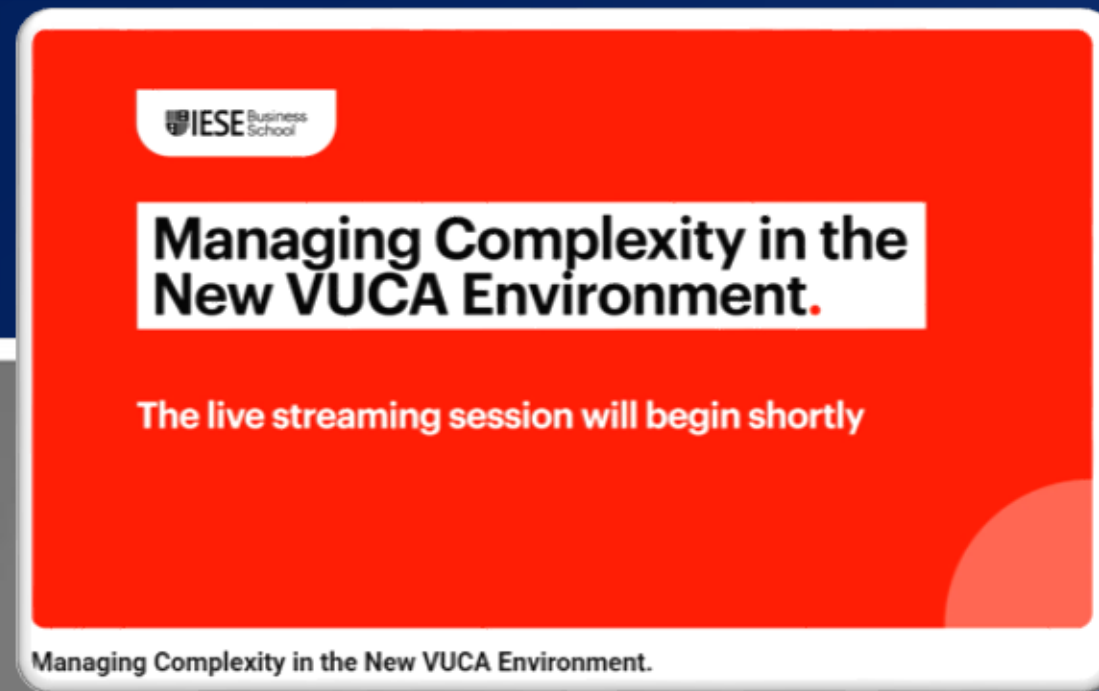
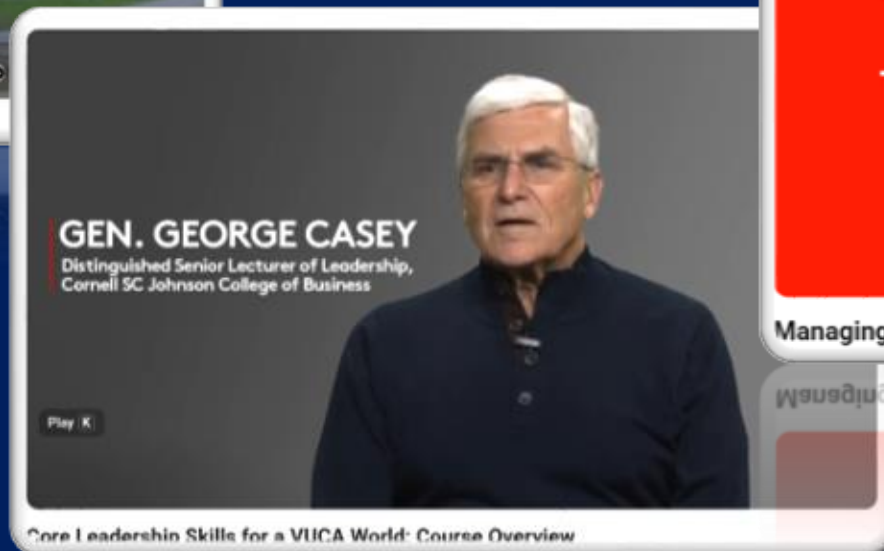
By Francesco Buquicchio, Megan Trice, and Greig Schneider

Leadership has always been hard. But has it ever been *this* hard? War and rising geopolitical turmoil are combining with preexisting disruptions such as rapid advances in technology, climate change, and the impact of social media to create new levels of executive angst.

The once-ubiquitous acronym VUCA (volatility, uncertainty, complexity, ambiguity) is being nudged aside by a different label—BANI (brittle, anxious, nonlinear, incomprehensible)—that better captures how the landscape now feels to leaders.



BONUS ASSETS (VIDEO AND COURSES): LEADERSHIP IN VUCA



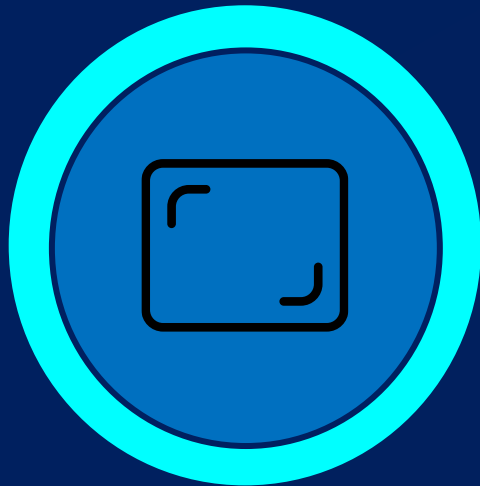


reimagine // VUCA

FUTURE PROOF. FORWARD/////

MENTAL MODEL 1: 3R

Reframe. Reposition. Rethink



Reframe

How can you reframe this challenge? How can you turn it into an opportunity?



Reposition

How will you reposition to prepare for tackling this challenge? How can you turn this into a strength?



Rethink

Can you change your paradigm around this issue? Can you explore it from various angles?*

** We will revisit this as part of SE PEAK STUDY SCHOOL 3 as part of "Scenario Planning"*

MENTAL MODEL 2: SOAR

Strengths. Opportunities. Results. Aspirations



Strengths

What is it that positions you uniquely and Creates stealth against the forces of VUCA?

S

Opportunities

What opportunities lie dormant in the VUCA environment? How can you capture value here?

O

Results

What are the tangible outcomes and measures that demonstrate you've achieved your goals?

R

Aspirations

What is your expression of what you want to be and achieve in the future?

A

reimagine // VUCA

FUTURE PROOF. FORWARD/////

MEGA ACTIVITY: PULSE IN VUCA

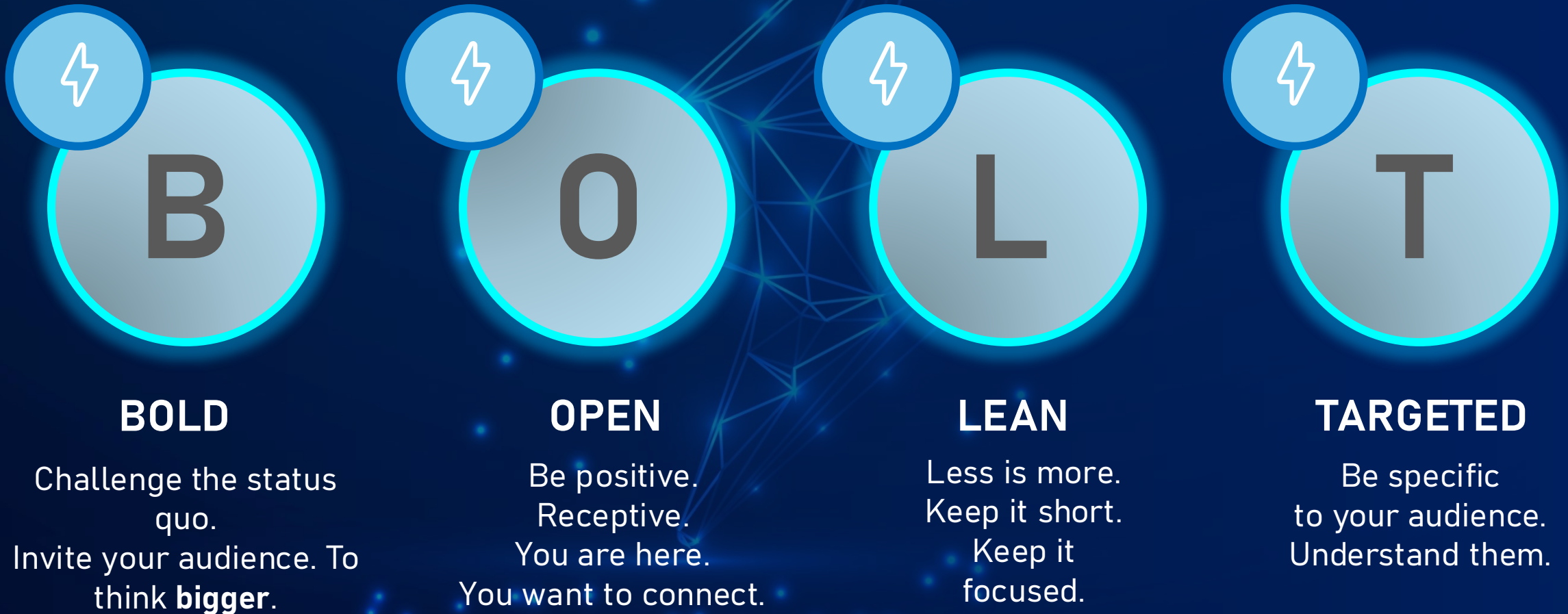
Use one of the provided mental models, and respond to the PULSE



www.fitt.ai

SE PEAK PROGRAM

REVISIT SE PEAK STUDY SCHOOL 1: WAS YOUR MESSAGE ALIGNED TO BOLT?



BONUS MENTAL MODEL: (M)MOVE

(Make) Mantra. Map (Forward). Optimize (Throughout). (Generate) Velocity. (Create) Equilibrium



M: Mantra

Ensure there is a clear mantra associated with approaching the environment. A purpose. A call to action. **An aspirational future state.**

O: Optimize

Throughout the process. Make small adjustments. **Iterate and adapt continuously** and commit fiercely to agility.

E: Equilibrium

Stabilize processes. Solidify the gains and **embed the positive pivots** throughout the eco-system.

M: Map

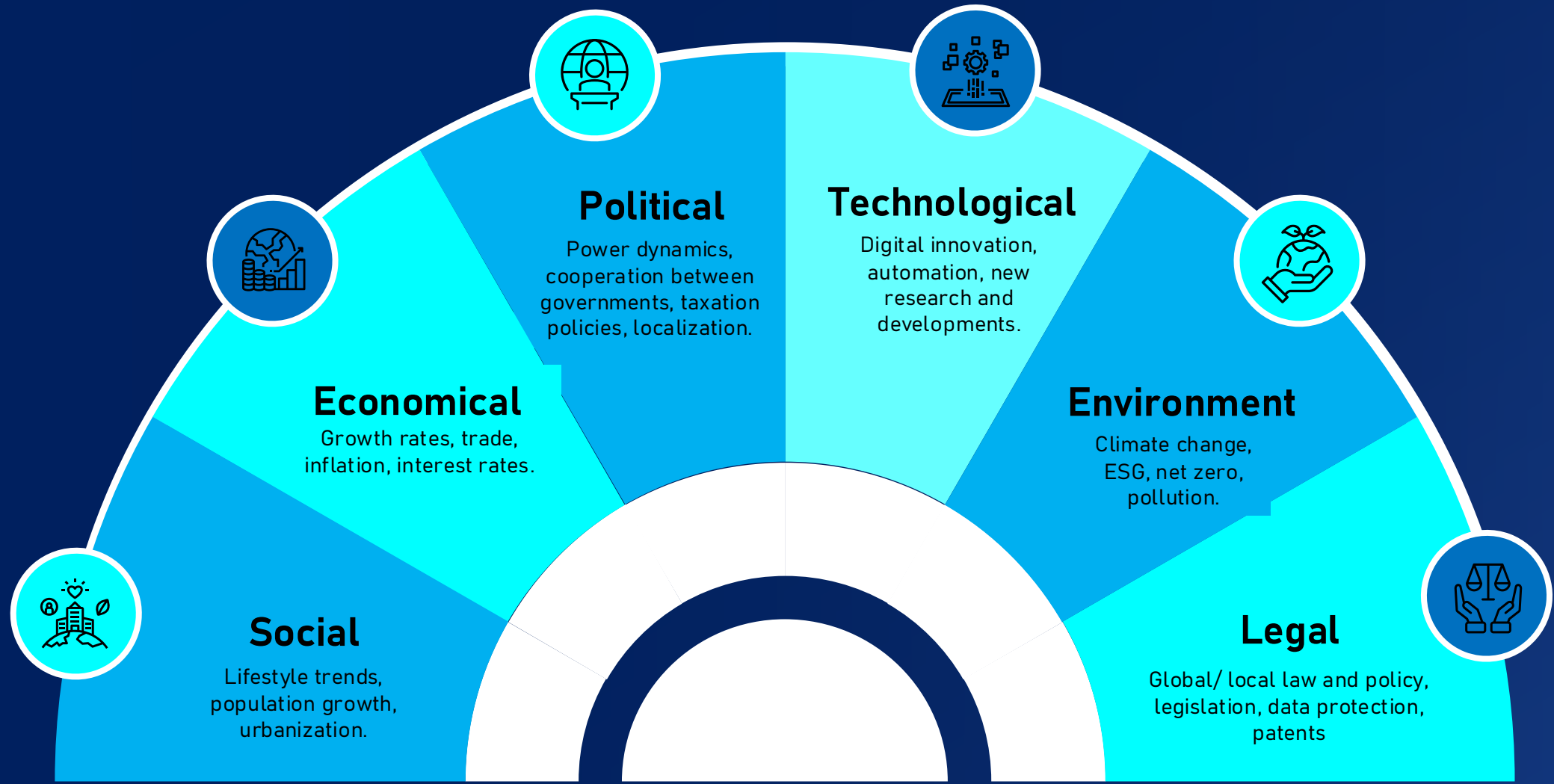
Define a clear pathway forward. What is the current state, and what is the ideal future state. **Be clear on the desired result and how we will get there.**

V: Velocity

Generate real momentum and go-forward. Build traction. **Celebrate results and move with intensity.**

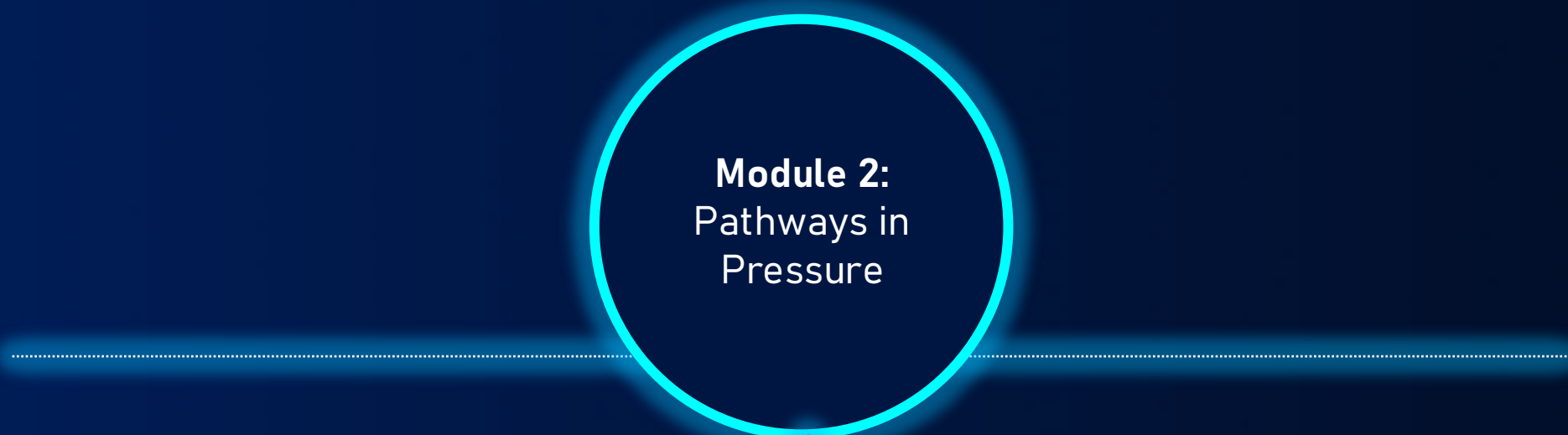
Activity Force Field Analysis & Scenario Planning

PESTEL – CURRENT ENVIRONMENT AND VUCA?



FORWARD FAST – LEADERSHIP IN MOTION

Modular Format



Module 2: Pathways in Pressure

Problem Solving Velocity
when the Stakes are High.

*“If you can keep your head when all about you are
losing theirs”*

Rudyard Kipling

LEADING WHEN PRESSURE IS HIGH



SEC PEAK ACCELERATE LEADERS, THINK ABOUT THIS:

- Do you remember the **OUTAGE** Sim in PEAK
- What were your key take-outs?
- How can you scale these efficiencies?

INCOMING ALERTS

A ransomware message has appeared on the utility's main control systems, demanding SAR 10 million for restoration of grid operations. At the same time, King Fahad Medical City is reporting critical patient care failures due to unstable emergency power. Do you attempt to negotiate and pay the ransom to quickly restore grid control (risking further attacks and public backlash), or refuse to pay and focus on manual grid restoration (risking prolonged outages and more patient harm)?

RESPONSE PROTOCOL

Outline your instructions, mitigation steps, or communications plan...

NEGOTIATE AND PAY THE RANSOM TO RESTORE GRID CONTROL QUICKLY, RISKING FUTURE ATTACKS AND PUBLIC CRITICISM.

REFUSE TO PAY AND FOCUS ON MANUAL GRID RESTORATION, ACCEPTING LONGER OUTAGES AND HIGHER RISK TO PATIENTS.

RESET

SEND RESPONSE

INTERNAL - WHAT WE

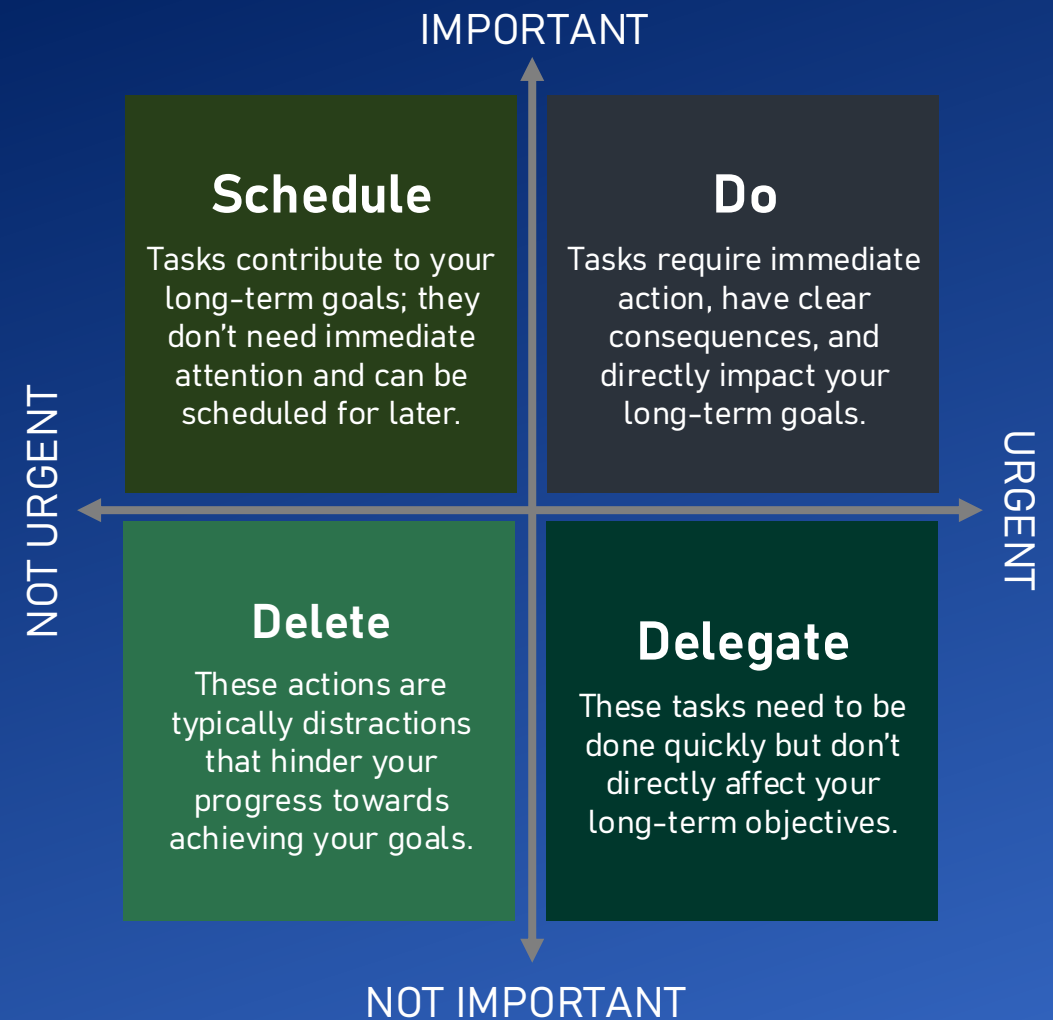
- Power has been lost at King Fahad Medical City. Backup generators are being deployed.
- Cyber attackers have shut down critical grid operations.
- Sensitive customer data is at risk of being leaked to individuals.
- Disinformation is intentional and will last for days.
- Field crews report increased safety concerns and escalation.

VIDEO UPLINKS

- ▶ Head of Safety
- ▶ Head of Intelligence

Eisenhower Matrix (Urgency Matrix)

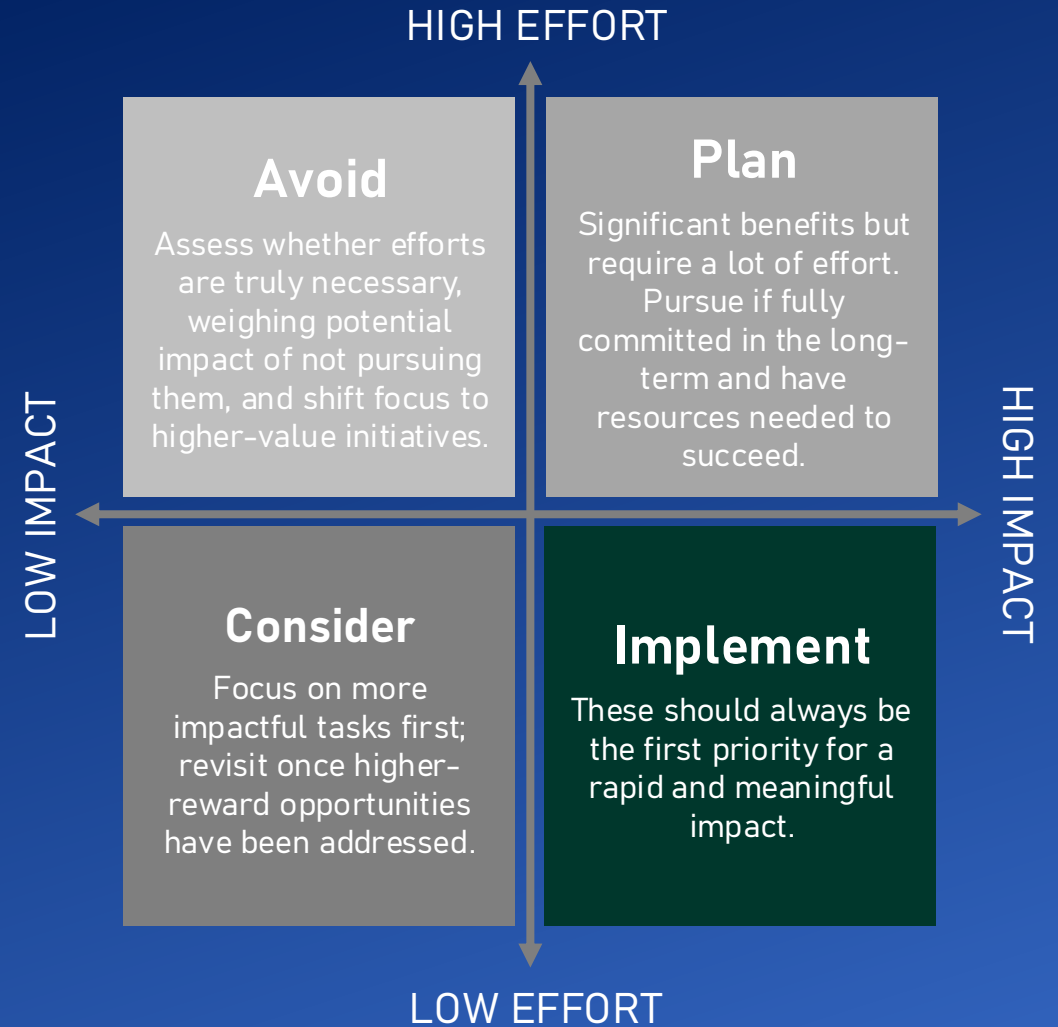
- **Improves Time Management:** The matrix helps prioritise tasks by distinguishing between what's urgent and important, allowing more effective time allocation.
- **Enhances Productivity:** By focusing on important tasks and eliminating distractions, efforts can be concentrated on high-impact goal aligned activities.
- **Reduces Stress:** Categorising tasks into clear quadrants reduces the feeling of being overwhelmed, helping to manage workloads.
- **Promotes Delegation:** The matrix encourages delegating tasks that don't require direct involvement, leading to better team collaboration and task distribution.
- **Encourages Focus on Long-Term Goals:** It helps plan for tasks that are important but not urgent, ensuring consistently progress toward long-term objectives while managing immediate demands.
- **Prevents Burnout:** By eliminating non-essential tasks, it can assist in maintaining a healthier work-life balance, preventing burnout from handling unnecessary or trivial activities.



Key Probe OUTAGE

Have you considered an Impact Matrix?

- **Simplifies Prioritisation:** It helps teams quickly identify which projects or tasks should be prioritised by visually comparing effort and potential impact.
- **Improves Decision-Making:** The matrix enables data-driven choices, ensuring resources are allocated to the most beneficial initiatives.
- **Efficient Resource Use:** By focusing on high-impact, low-effort solutions, teams can maximise outcomes without overextending their capabilities.
- **Alignment with Strategic Goals:** It ensures that teams focus on projects that align with the organisation's broader objectives, driving meaningful progress.
- **Clear Communication:** The visual layout simplifies complex discussions, making it easier to understand and agree on priorities.
- **Risk Management:** By categorising high-effort, low-reward tasks, teams can avoid investing in initiatives that may drain resources with little return.



BUSINESS RESILIENCE, BUSINESS CONTINUITY AND DISASTER RECOVERY

Application in SE

Business Resilience

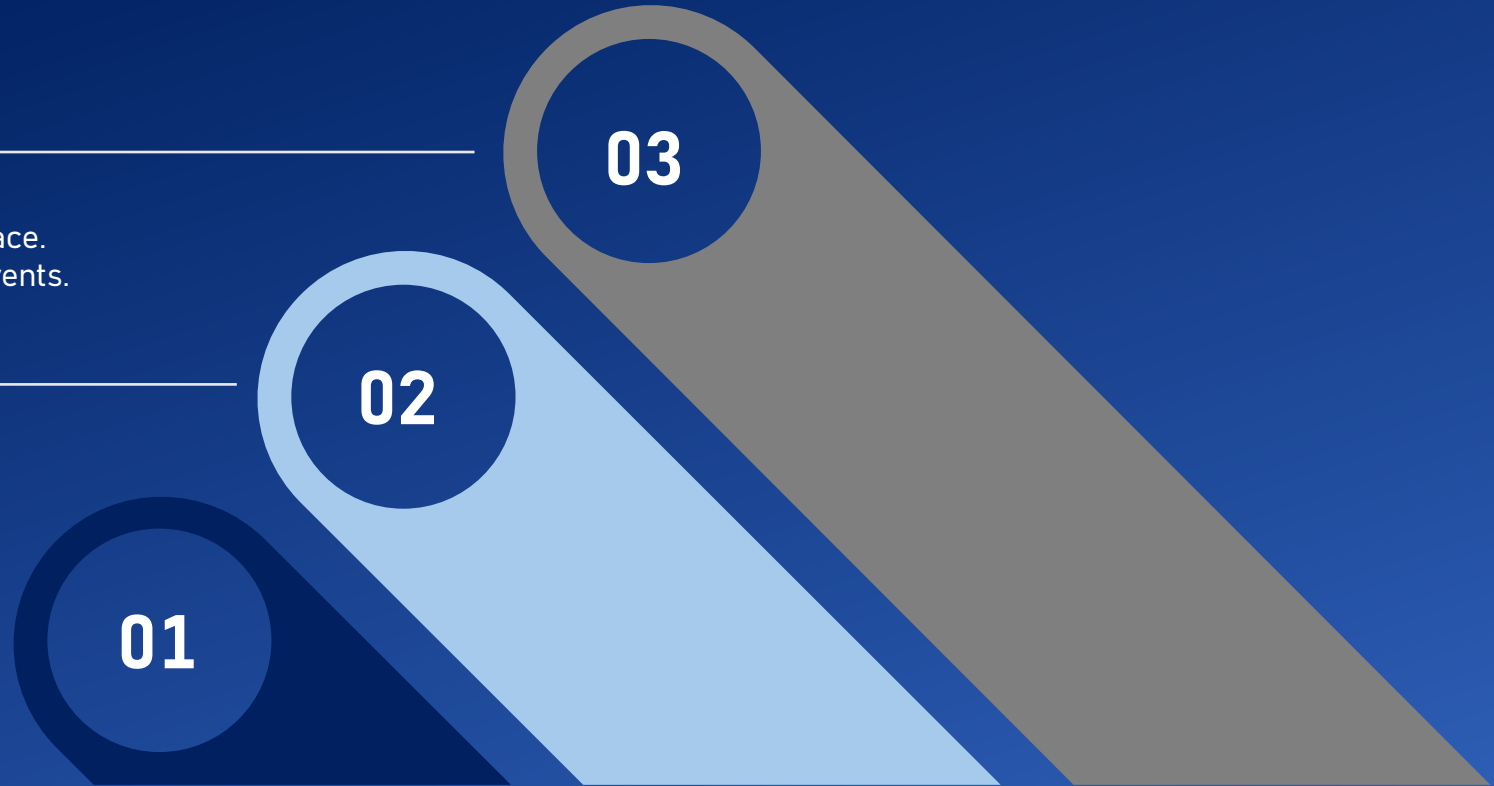
- Combines crisis management & business continuity.
- Involves preparing for all types of risk an organisation may face.
- Emphasizes readiness for unexpected, extended-duration events.

Business Continuity

- Process drive approach to maintain operations.
- Covers larger scope e.g., processes, assets, and workers.

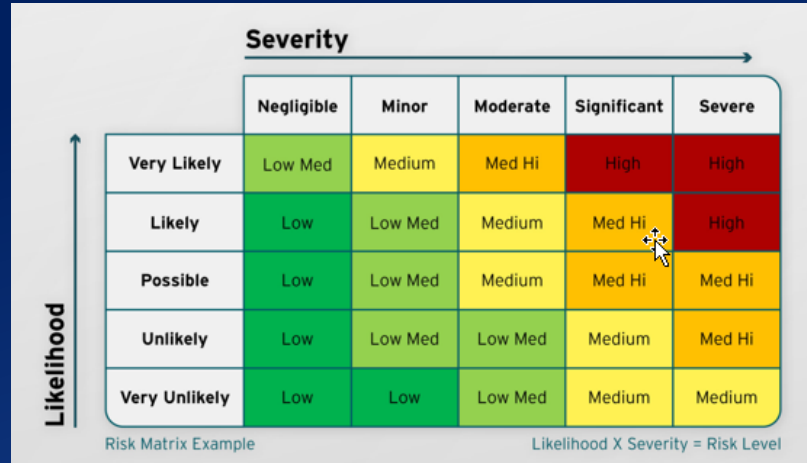
Disaster Recovery

- Part of broader BC plan.
- One BC plan could contain multiple DR plans.
- Focuses on restoring infrastructure & business systems post-disruption.



Key Probe OUTAGE

Risk and Stakeholder Assessment



Power

High Power,
Low Interest
Handle Carefully

High Power,
High Interest
Critical Priority

Stakeholder
Matrix

Low Interest,
Low Power
Low Priority

High Interest,
Low Power
**Get involved
to help**

Interest

Task / Stakeholders	Project Lead Anne	Internal Recruiter John	Hiring Manager Natasha	Stakeholder 4: Steven	Stakeholder 5: Sarah	Stakeholder 8: Allison
Task 1: Defining the job role	A	A	R	I	R	A
Task 2: Creating a requisition	A	R	I	C	I	A
Task 3: Writing the job ad	C	A	C	A	C	C
Task 4: Posting the job ad	C	R	I	R	I	C
Task 5: Promote the position on the company channels	C	A	I	R	I	C
Task 6: Advertise the position internally	I	A	R	C	R	I
Task 7: Review applications	A	I	R	I	R	A
Task 8: Candidate screening	C	I	C	I	C	C

RACI

<p>R - Responsible The people who take action to get the task done. They are responsible for the work or making the decision. You can have more than one person responsible for a task, but to make the decision-making process effective, try having one person responsible for a single task.</p>	<p>A - Accountable The person who owns the task or deliverable. They might not get the work done themselves, but they are responsible for making sure it is finalized. To avoid confusion and the diffusion of responsibility, it's better to have one accountable person per project/task.</p>
<p>C - Consulted The person, role, or group who will help complete the task. They will have two-way communication with the people responsible for the task by providing input and feedback over the task completion.</p>	<p>I - Informed The people, roles, or groups that need to be up to date on the task's progress. They will not have two-way communication, but it's essential to keep them informed since they will be affected by the final outcome of the task/project.</p>

RACI MATRIX as curated by AIHR

The RACI matrix as a tool for accountability

- The RACI Matrix is a practical and widely used business tool to drive efficiency, organise people resources, and create clarity.
- It provides a linear overview of responsibility.
- It defines roles and is a particularly useful framework in cross-functional projects and large organisations.



Responsible
Who must take
action to get
things done?



Accountable
Who owns the
deliverable?

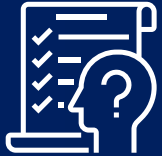


Consulted
Who will
provide input
and advice?



Informed
Who needs to be
kept posted on
progress?

SENSE-MAKING IN CHAOS



1. Identify Hypothesis

The Hypothesis Stage is the phase where you **identify problems and assumptions**. The hypothesis will change throughout your process of understanding.

Key Artifacts: Questions, Problems, Assumptions, Hunches, Ideas, Needs, Opportunities



2. Collect Data

The Data Stage includes gathering information, trends, articles, charts from industry reports, research summaries, etc. The actual act of collecting this data almost always happens in the discovery phase of projects.

Key Artifacts: Analytics, Artifacts, Evidence, Facts, Numbers, Photos, Quotes, Experiences



3. Structure Information

The Information Stage is the step where you sort through the data you've collected. Decide which parts should inform the project.

Key Artifacts: Smarter Questions, Tags, Summaries, Database, Data Wall

SENSE-MAKING IN CHAOS



4. Cluster Knowledge

The Knowledge Stage builds relationships within the information gathered. Create a group understanding and compare data based on its relationship with other data.

Key Artifacts: Initial Frameworks, Patterns, Shared Understanding, Smarter Questions



5. Synthesize Insights

In the Insight Stage, look at the patterns that make up the big picture and create "aha! moments". Insights combine research observations with the researcher's experience, following the formula:

I saw this + I know this = Insight. .

Key Artifacts: Mental Models, Frameworks



6. Evaluate Wisdom

The final phase of the sense-making process. How do you know if you solved the problem identified?

Key Artifacts: Common Sense, Process, Vision, Opportunities, New Domains, New Hypothesis

DIKW Hierarchy

An easy tool for making sense is the DIKW, which involves obtaining data and information, gaining knowledge, and ending with wisdom to plan for complexity.

Data → Raw facts

Information → Data with context

Knowledge → Insight and understanding

Wisdom → Judgment applied to action

Data → What happened

Information → What it means

Knowledge → Why it matters

Wisdom → What we should do





ACTIVITY: MOVING THE DIAL

Classify each of the following components in pressure situations



WISDOM



KNOWLEDGE



INFORMATION



DATA



“Your direct report rushes with a report to you that a system has been attacked by a hostile actor outside of the country.”



WISDOM



KNOWLEDGE



INFORMATION



DATA



“Peak electricity demand reached 52 GW at 3pm, 15% higher than forecast. Two substations in Riyadh recorded overload conditions.”



WISDOM



KNOWLEDGE



INFORMATION



DATA



“We will fast-track grid reinforcement in the constrained Riyadh corridor, deploy targeted demand response during peak heat periods, and revise our demand forecasting model to incorporate extreme weather + early industrial load signals.”



WISDOM



KNOWLEDGE

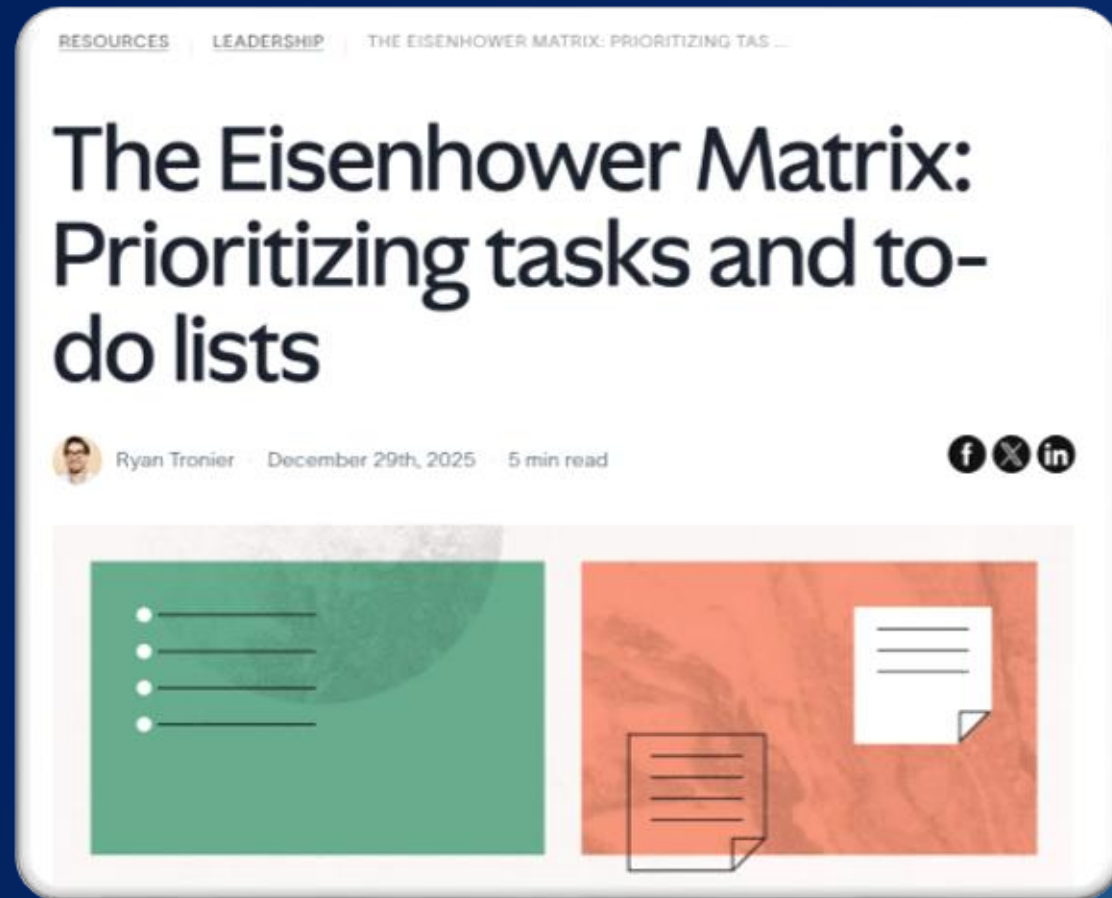
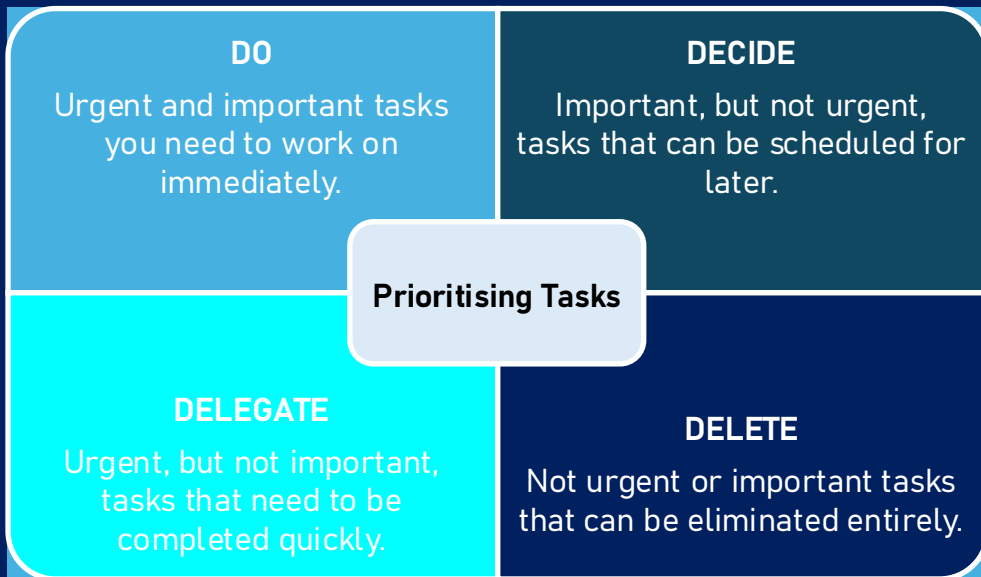


INFORMATION



DATA

BONUS ASSET: EISENHOWER MATRIX



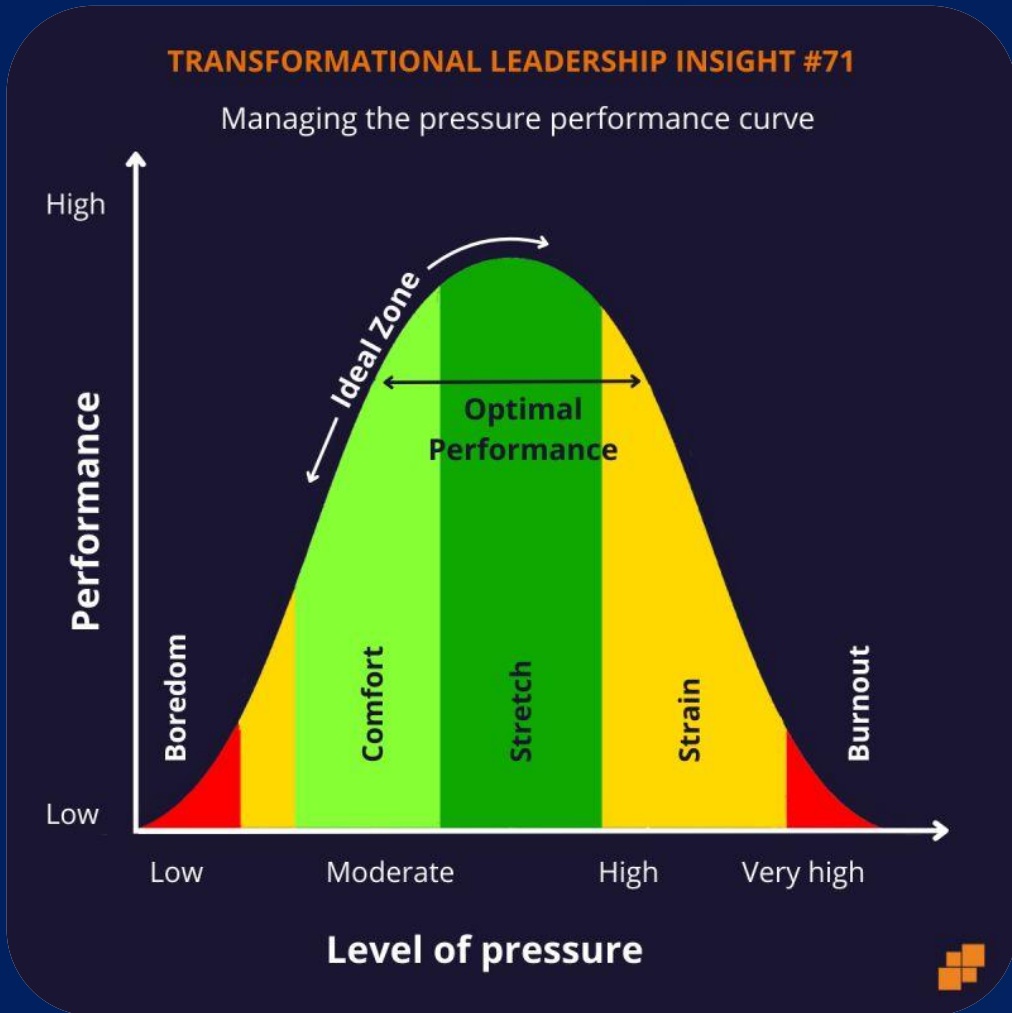
Access this Resource through Asana

BONUS ASSETS



Yerkes–Dodson Law → Organizational Pressure Calibration

Cynefin Framework → Managing Pressure by Context



	THE CONTEXT'S CHARACTERISTICS	THE LEADER'S JOB	DANGER SIGNALS	RESPONSE TO DANGER SIGNALS
SIMPLE	<ul style="list-style-type: none"> Repeating patterns and consistent events Clear cause-and-effect relationships evident to everyone; right answer exists Known knowns Fact-based management 	<ul style="list-style-type: none"> Sense, categorize, respond Ensure that proper processes are in place Delegate Use best practices Communicate in clear, direct ways Understand that extensive interactive communication may not be necessary 	<ul style="list-style-type: none"> Complacency and comfort Desire to make complex problems simple Entrained thinking No challenge of received wisdom Overreliance on best practice if context shifts 	<ul style="list-style-type: none"> Create communication channels to challenge orthodoxy Stay connected without micromanaging Don't assume things are simple Recognize both the value and the limitations of best practice
COMPLICATED	<ul style="list-style-type: none"> Expert diagnosis required Cause-and-effect relationships discoverable but not immediately apparent to everyone; more than one right answer possible Known unknowns Fact-based management 	<ul style="list-style-type: none"> Sense, analyze, respond Create panels of experts Listen to conflicting advice 	<ul style="list-style-type: none"> Experts overconfident in their own solutions or in the efficacy of past solutions Analysis paralysis Expert panels Viewpoints of nonexperts excluded 	<ul style="list-style-type: none"> Encourage external and internal stakeholders to challenge expert opinions to combat entrained thinking Use experiments and games to force people to think outside the familiar
COMPLEX	<ul style="list-style-type: none"> Flux and unpredictability No right answers; emergent instructive patterns Unknown unknowns Many competing ideas A need for creative and innovative approaches Pattern-based leadership 	<ul style="list-style-type: none"> Probe, sense, respond Create environments and experiments that allow patterns to emerge Increase levels of interaction and communication Use methods that can help generate ideas: Open up discussion (as through large group methods); set barriers; stimulate attractors; encourage dissent and diversity; and manage starting conditions and monitor for emergence 	<ul style="list-style-type: none"> Temptation to fall back into habitual, command-and-control mode Temptation to look for facts rather than allowing patterns to emerge Desire for accelerated resolution of problems or exploitation of opportunities 	<ul style="list-style-type: none"> Be patient and allow time for reflection Use approaches that encourage interaction so patterns can emerge
CHAOTIC	<ul style="list-style-type: none"> High turbulence No clear cause-and-effect relationships, so no point in looking for right answers Unknowables Many decisions to make and no time to think High tension Pattern-based leadership 	<ul style="list-style-type: none"> Act, sense, respond Look for what works instead of seeking right answers Take immediate action to reestablish order (command and control) Provide clear, direct communication 	<ul style="list-style-type: none"> Applying a command-and-control approach longer than needed "Cult of the leader" Missed opportunity for innovation Chaos unabated 	<ul style="list-style-type: none"> Set up mechanisms (such as parallel teams) to take advantage of opportunities afforded by a chaotic environment Encourage advisers to challenge your point of view once the crisis has abated Work to shift the context from chaotic to complex

level of pressure



INSIGHTS

PRESSURE AND PARADOX. IN LEADERSHIP

PRESSURE AND PARADOX. IN LEADERSHIP

PARADOX 1: Strategy AND Operations

Reflect: Traditionally, business schools have taught us to transition our operational focus into a strategic focus. They have advocated for “big picture thinking”. Whilst this is crucial, it is equally important to be superbly efficient in the new world of work.

Think about it this way:

Whilst SE is seeking to stay on top of global drivers and trends in the utilities market, it has a clear mandate to respond to the unique needs of the KSA

PRESSURE AND PARADOX. IN LEADERSHIP

PARADOX 2: Empathy AND Assertiveness

Reflect: This is the fine balancing act modern managers need to practice to ensure a motivated, engaged and productive workforce. We need to build trust and understanding with our employees, at the same time we need to drive high performance.

Think about it this way:

SE has to remain highly efficient and innovative, producing exceptional results to remain ahead of the pack. In order to do that, it needs to create a compelling employee experience, and cater for the unique needs of an increasingly younger workforce.

PRESSURE AND PARADOX. IN LEADERSHIP

PARADOX 3: Global AND Local

Reflect: With the advent of the notion of the global village, we have often neglected to understand that impact begins at home. In a progressive and advancing international economy, both of these domains will be important.

Think about it this way:

Smart technology is being developed around the world. However, there is a unique implementation context needed for the KSA as relates to data protection, localization of content, and access.

PRESSURE AND PARADOX. IN LEADERSHIP

PARADOX 4: Technology AND People

Reflect: The last paradox is perhaps the biggest one of them all. We are all anticipating a future known for robotics, AI, automation and technology. Counter intuitively, it will be people who lead this surge, who create new ideas, and who connect with each other on an interpersonal level.

Think about it this way:

As SE embraces AI and big data, and lead expansion through new technologies, it is ultimately people who will drive these efforts.

TDC-V = Where validated capability converts into enterprise impact.



TDC-V: A DEFINITION

A TDC-V is a development immersion. Designed for Leadership Velocity. Amplifying need-specific skills. An execution engine that converts validated capability into measurable enterprise impact — compressing decision cycles, embedding codified tools into live work, and accelerating strategic throughput. It closes the gap between knowing and doing by operationalizing judgment under real conditions, turning capability into sustained organizational momentum. Simulation driven. Building and scaling mission-critical competencies: On-Demand.



EXECUTIVE SUMMARY: TDC-V

WHY THIS MATTERS NOW

Strategy is dynamic. Leadership capacity must keep pace. SE has evolved. Markets shift; decision windows are narrowing. TDC-V exists to build leadership velocity in the capabilities that matter most — those that determine whether strategy translates into sustained execution.

HOW IS IT DIFFERENT

TDC-V develops execution-critical capabilities tied directly to strategic throughput. It is Work-Anchored, Not Classroom-Based. **It is not another assessment.** It codifies and scales a set of execution-critical competencies needed to speed up decision-making and puts real tools in the hands of real leaders in SE.

SPONSOR-FACING OUTCOMES

Faster movement from issue → decision → execution. Capability increases because friction decreases. This is risk mitigation through reduced leadership drag. Stronger ownership. Less escalation noise. Presented in a learning format that is deeply engaging to SE leaders.

FORWARD FAST – LEADERSHIP IN MOTION

Modular Format

Module 3:
Forward Fast.
In Motion

Change Leadership in an
Evolving Context.



In your opinion, what is the biggest force of change for SE at this point in its history?



Global Level

Country Level

Company Level



INSIGHTS

ON CHANGE

INSIGHTS ON CHANGE/// CHANGE IS **REAL**

Uber

Arena 1:
How we commute in big cities
How did it work before?
How does it work today?
Is it better? Why?

LinkedIn

Arena 2: How we share our professional profiles
How did it work before?
How does it work today?
Is it better? Why?

zoom

Arena 3:
How we conduct meetings
How did it work before?
How does it work today?
Is it better? Why?

HUNGER STATION

Arena 4: How we order fast food
How did it work before?
How does it work today?
Is it better? Why?

stc pay

Arena 5: How we purchase goods
How did it work before?
How does it work today?
Is it better? Why?

INSIGHTS ON CHANGE/// CHANGE IS **HARD**



How many of your friends or family members still drive to a store to rent a video or DVD? At its prime in 2004, Blockbuster employed 84 000 people. In 2010, it filed for bankruptcy. When it had the opportunity to acquire Netflix in 2000 for 50 million USD, it opted not to, citing Netflix as “a niche business” and viewing digital entertainment as a small market. Today, Netflix is worth more than 300 billion USD.

NOKIA

Do you remember the blissful days of playing Snake? Neither does anyone else. Nokia was the global market leader in mobile phones in the 1990's and early 2000's. The company failed to embrace data as the new communication method, and was slow and sluggish in embracing smartphones. Today, Apple and Samsung are in a totally different league.

Kodak

The undisputed leader in the photographic film market throughout much of the previous century, Kodak did not move quickly enough on the revolution that was digital photography. As a result, it filed for bankruptcy in 2012. Today, most of us use our smartphones to take high-res, quality pictures when we are on holiday. And, what is more, we take as many as we please.



How many friends do you have on Myspace? Probably not many. Myspace, which was the world's first real social networking site, had the opportunity to purchase Facebook in 2005 for 75 million USD. They politely declined. Facebook rose by focusing on a superior user experience, and Mark Zuckerberg, CEO Founder of Facebook, is today one of the world's wealthiest entrepreneurs.

yahoo!

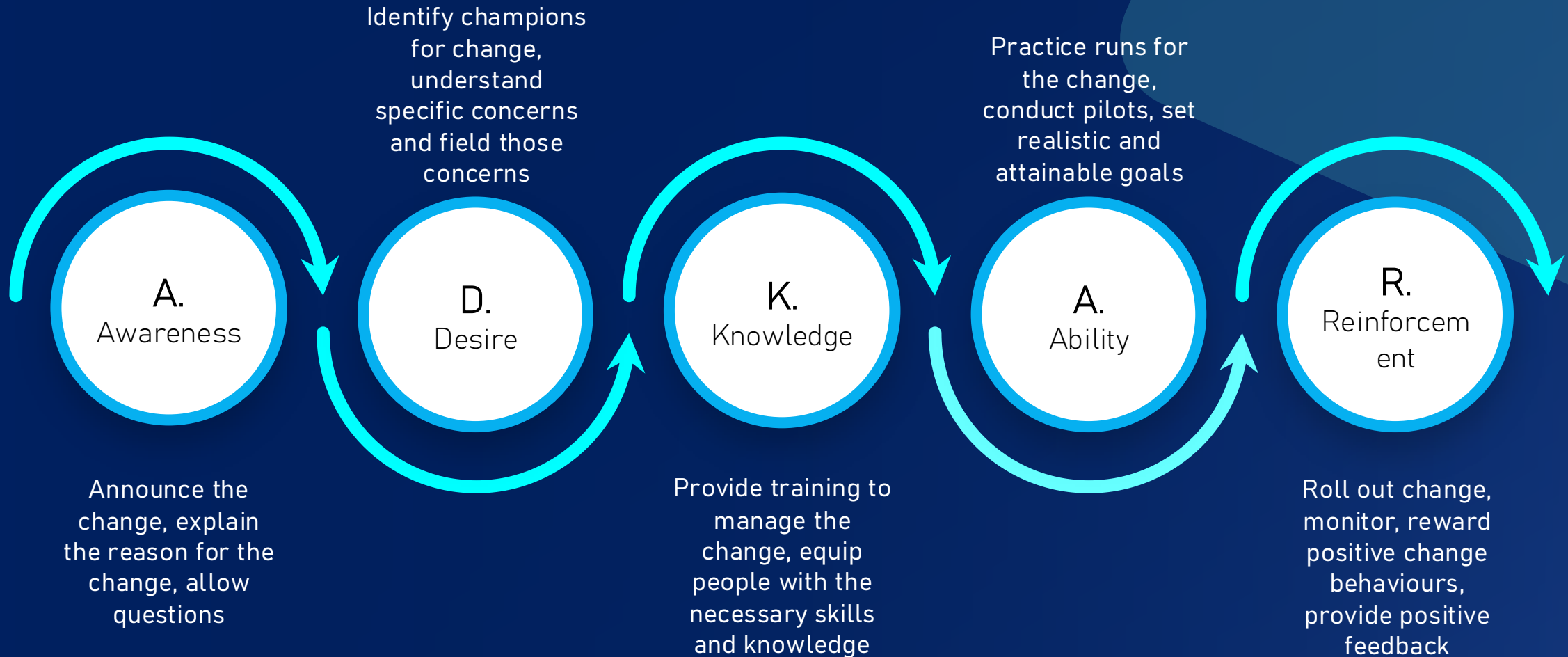
The world's most famous verb, Google, processes about 40 000 search queries per second. How do we know this? We googled it. Yahoo had an opportunity to acquire Google in 2002, but opted instead to focus on media properties, and online advertising, undervaluing a premium, simple user interface. The gap between the two companies are, to state it lightly, astronomical today.

INSIGHTS ON CHANGE/// CHANGE IS **NEEDED**

Research: Who said these (in)famous quotes:

- *"X Rays will prove to be a hoax" – esteemed member of the Royal Society*
- *"There will never be a bigger plane built" – Boeing Engineer after the first flight of the 247, holding ten people*
- *"Everyone acquainted with the subject will recognize it as a conspicuous failure" – Comments on Edison's light bulb*
- *"There is no reason for any individual to have a computer in his home" – Comments at the 1977 World Future Society Meeting*
- *"Stocks have reached what looks like a permanently high plateau" – 1929*

THE ADKAR MODEL FOR MANAGING CHANGE





ACTIVITY

ADKAR AND THE SE BRAND TRANSFORMATION

ALTERNATIVE BONUS MODELS

Tuckman's Model of Change

The change is effectively delivered, and the team adjourns on to the next project



The group becomes a team, hit their straps and start moving the performance needle, interacting and collaborating seamlessly



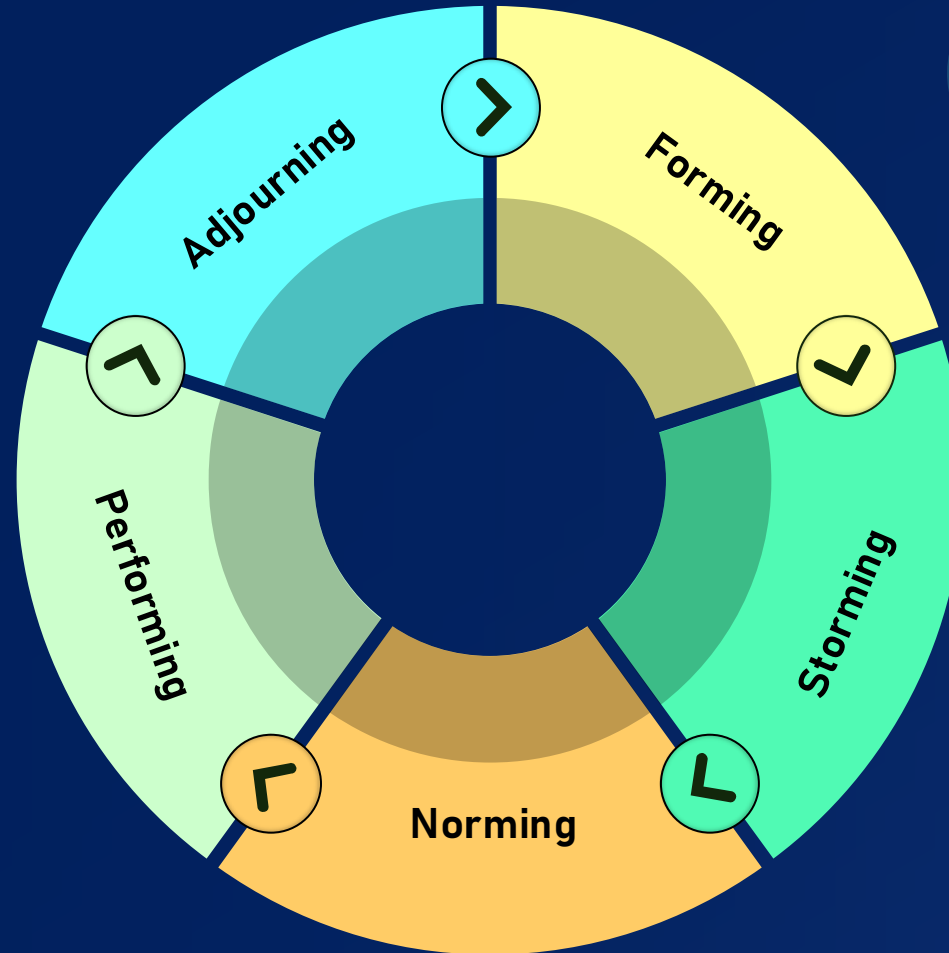
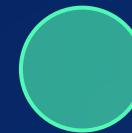
Group members find each other and a natural work and collaboration process emerges



A group of individuals come together with the purpose of conducting a new assignment or project



There is inherent conflict as team members try to define responsibilities and compete for resources



ALTERNATIVE BONUS MODELS

John Kotter's Model



REVISIT SS1: CAN THE 5C MODEL SUPPORT CHANGE MANAGEMENT?



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.

5C MODEL FOR EXECUTIVE PRESENCE

GROUP CONVERSATION

Let's be vulnerable in our small groups for the moment. Exploring change, its dynamics, and the importance of being a change leader within this organization, as part of Vision 2030, and as part of setting an example. Your coaches will lead the conversation.



BONUS CONTENT: CHANGE LEADERSHIP



BAIN & COMPANY Industries Consulting Services Digital Insights About Careers

Article

The Six Habits of Highly Effective Change Managers

In years of tracking and analysing the evolution of public and private companies, we've observed that a minority of managers are more adept than others at bringing about change

By Luc Luyten
5 min read

EY Insights Services Industries Careers About us Search My EY Singapore

How to develop leadership competencies for a changed world

Organizations need to rethink how to develop leaders who can turn disruptions into opportunities amid greater volatility and uncertainty.



How to Be a Successful Change Leader

Learn how to lead change effectively with our research-based guidance on what we found that successful change leaders do to create a shared understanding of the "what" and the "why."
Published August 15, 2024



SEC PEAK LEADERS:

The learning resources and articles here come highly recommended for additional reading and reflection. It talks to change leadership and the importance thereof in transformation efforts.



FORWARD FAST – LEADERSHIP IN MOTION

CONCLUSION

Module 1:
Future Proofing
in VUCA

Accelerating when
dynamism is the default
state.

Module 2:
Pathways in
Pressure

Leader Velocity when the
Stakes are High.

Module 3:
Forward Fast.
In Motion

Change Leadership in an
Evolving Context.

Aligning With Strategy

Security of Supply and Reliability

Simulations to create awareness of global supply chain pressures, ensuring sustainable supply amidst growing demand in a high growth economy. Understanding own SEC function in the ambit of delivering higher reliability.

Operational Excellence and Safety

Exploring continuous improvement processes and approaches. Discussing the role of AI in driving utility efficiencies. Making safety “everyone’s business” in SEC. Running case studies for execution and mitigation of risk in a dynamic environment.

Environment, Social and Governance

Creating dialogue on global sustainability issues, net zero and carbon emissions awareness. Positioning SEC as a societal asset in the Kingdom and the broader GCC region. Focusing on governance issues in an evolving economic climate.

Financial Sustainability

Assessing and building commercial awareness across SEC Functions. Simulating scenarios for financial planning, resource allocation and marginality through growth and cost optimization. Deploying data-driven approaches to resource forecasting and alignment.

Localization and Local Content

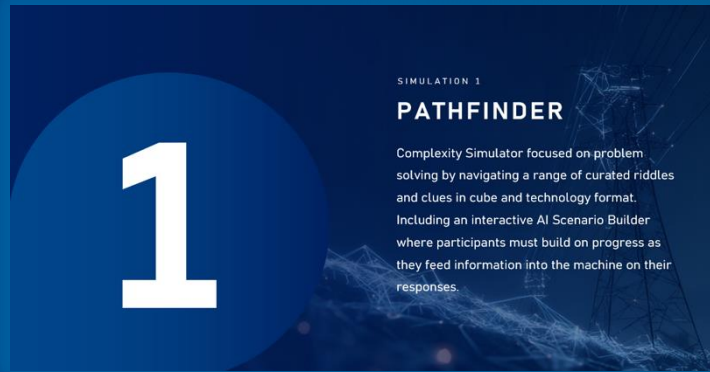
A program designed for SEC by SEC. Directly aligned to corporate strategy drivers. Delivered by locally registered vendor. Exploring the balance – being globally relevant and locally excellent. Considering the total eco-system of SEC stakeholders (regulator, government, partners and vendors).

Customer Experience and Brand

Delivering simulations focused on transformative customer experiences. Shifting from back looking to forecasting and predicting future customer trends and patterns. Maturing the SEC employee experience (EX) as to attract top talent in the market.

FORWARD FAST – LEADERSHIP IN MOTION

CONCLUSION: REVISITING SELECTED PEAK SIMULATIONS



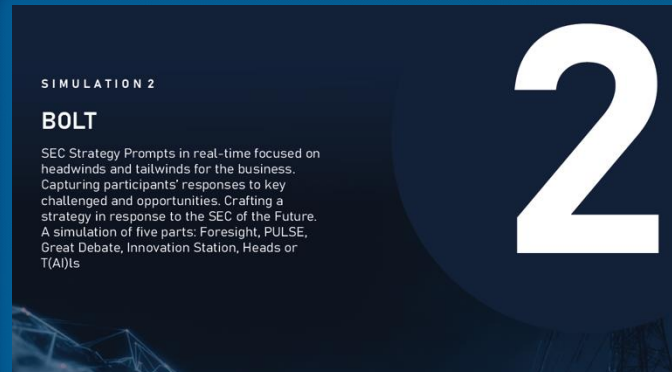
1

SIMULATION 1
PATHFINDER

Complexity Simulator focused on problem solving by navigating a range of curated riddles and clues in cube and technology format. Including an interactive AI Scenario Builder where participants must build on progress as they feed information into the machine on their responses.

PATHFINDER

Have you accepted dynamism as the default state? Have you made the mindset shift required to hardcode **VUCA** into the SE Design Logic?



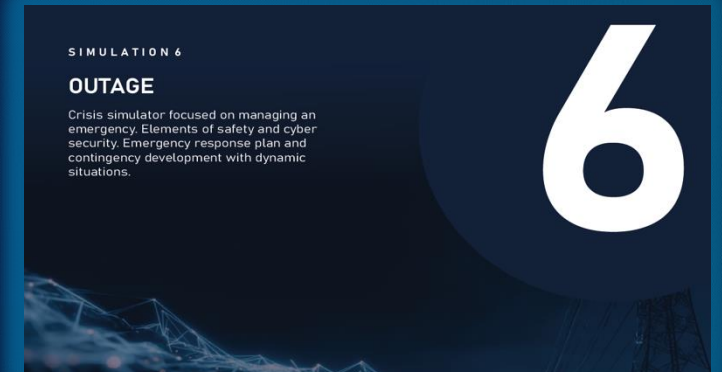
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SIMULATION 2
BOLT

SEC Strategy Prompts in real-time focused on headwinds and tailwinds for the business. Capturing participants' responses to key challenges and opportunities. Crafting a strategy in response to the SEC of the Future. A simulation of five parts: Foresight, PULSE, Great Debate, Innovation Station, Heads or T(A)ls

BOLT

As an executive, how do you project confidence through your leadership brand? How can you use your unique brand more to inspire?



6

SIMULATION 6
OUTAGE

Crisis simulator focused on managing an emergency. Elements of safety and cyber security. Emergency response plan and contingency development with dynamic situations.

OUTAGE

Are we, at SE, truly resolute to execute?
Do we get going when the going gets tough. Do we accept and flourish in pressure? Can we go the distance?

EM(POWER)ING AND INFLUENCING AS A LEADER

CONCLUSION: IMPACT STUDY SCHOOL 1 AND VALUES

1

We are One

An opportunity to innovate together, to build community in SEC, to shape culture.

2

We commit to Safety

A non-negotiable guiding culture that ensures the long-term sustainability of our enterprise.

3

We Strive for Excellence

In everything we do. We take accountability. We provide feedback. We drive.

4

We lead with purpose

Creating an SEC where we serve our customers, our people and our communities for prosperity.



OBJECTIVE OF THE SEC PEAK STUDY SCHOOLS

INVITATION // FUTURE

ACCELERATE Now. UNLOCK A NEW POSSIBLE



CHECK-OUT



SEC PEAK ACCELERATE LEADERS, REMEMBER TO:

- Engage with your digital learning content
- Participate in your coaching sessions
- Attend your study schools

SETTING A CLEAR MANDATE

PURPOSE: PEAK_2.0



Immersive Experience

Differentiable, luminating leadership immersion



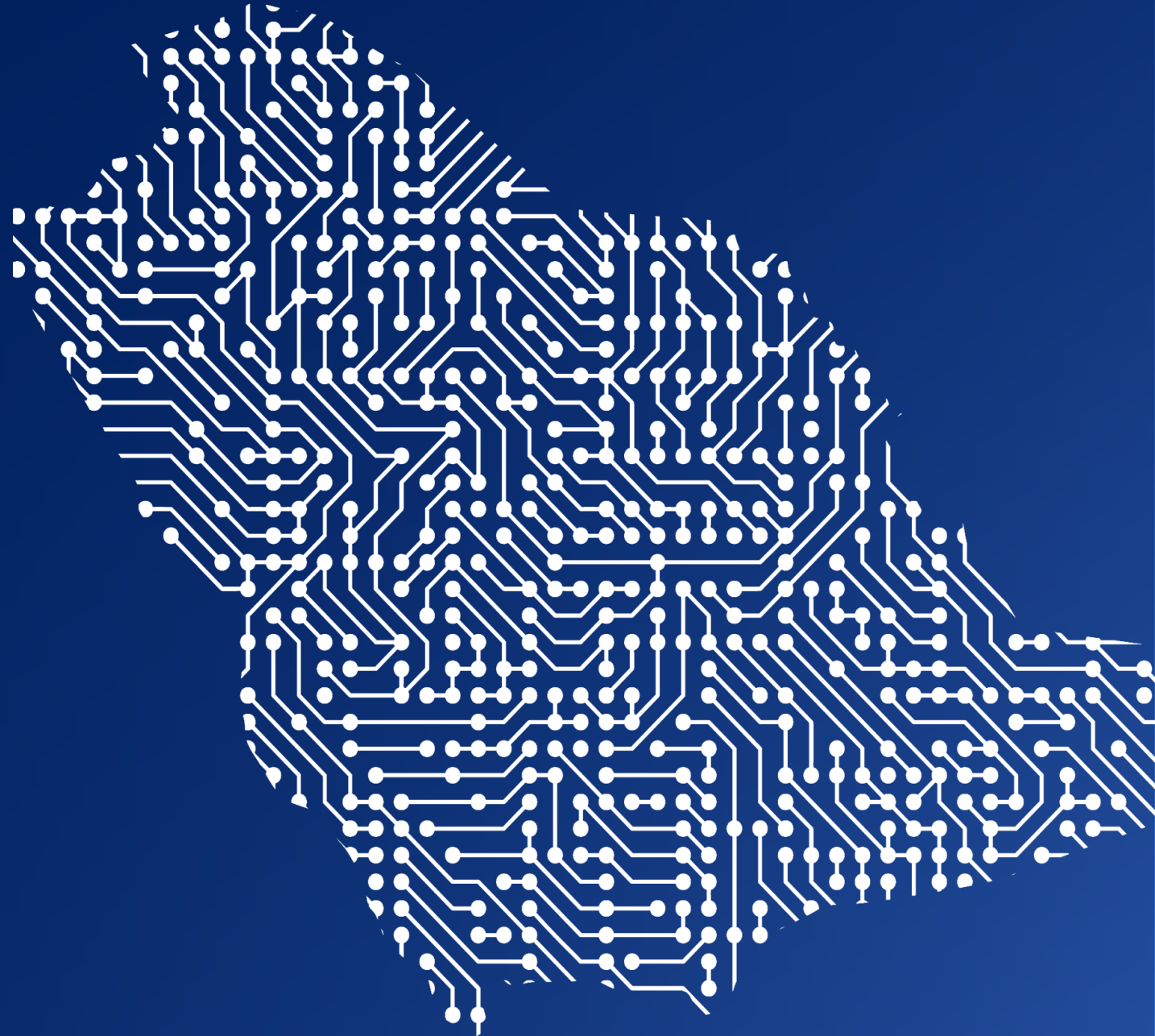
View on the Future

Charting pathways to creating extraordinary value



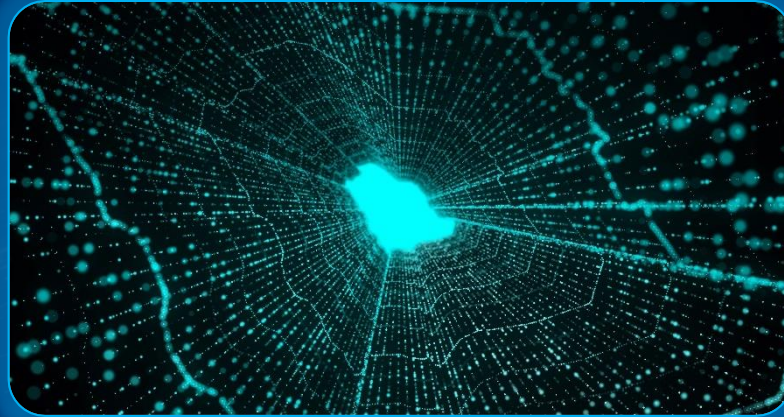
Sense of Community

Fostering fusion and idea sharing with colleagues and peers





LOOKING AHEAD



From the Kingdom. To the world/ PEAK 2.0_ACCELERATE

- Leveraging the experience of one of the world's leading universities
- Building on the reputation of an award-winning program – for SEC by SEC
- Revamping and delivering a compelling learning experience
- Refocusing on the global trends shaping utilities in 2025 and beyond

Program Delivery Partners





Re-Imagine the **Future**

Let's ACCELERATE

