

SE PEAK ACCELERATE

STUDY SCHOOL 3

AGILE FOR ACCELERATION – THE LEADER AS PROBLEM SOLVER

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 organisation. 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 SE 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 SE Corporate – and HR Strategy drivers, we identify leaders who will take the organisation into the future. We focus on building skills to future proof leaders in navigating the complex global landscape; whilst delivering on the SE 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



PROGRAMME 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/ SE PEAK_2.0 ACCELERATE



Programme 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.



Stock Take // What have we learned so far?

Before we accelerate, let's pause.

Looking back at Study School 1 and Study School 2, what is one thing you want to carry forward?

STUDY SCHOOL 3

AGILE FOR ACCELERATION –

THE LEADER AS PROBLEM SOLVER

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 SE. Being bold and ambitious in our efforts to shape the energy future in KSA.

03

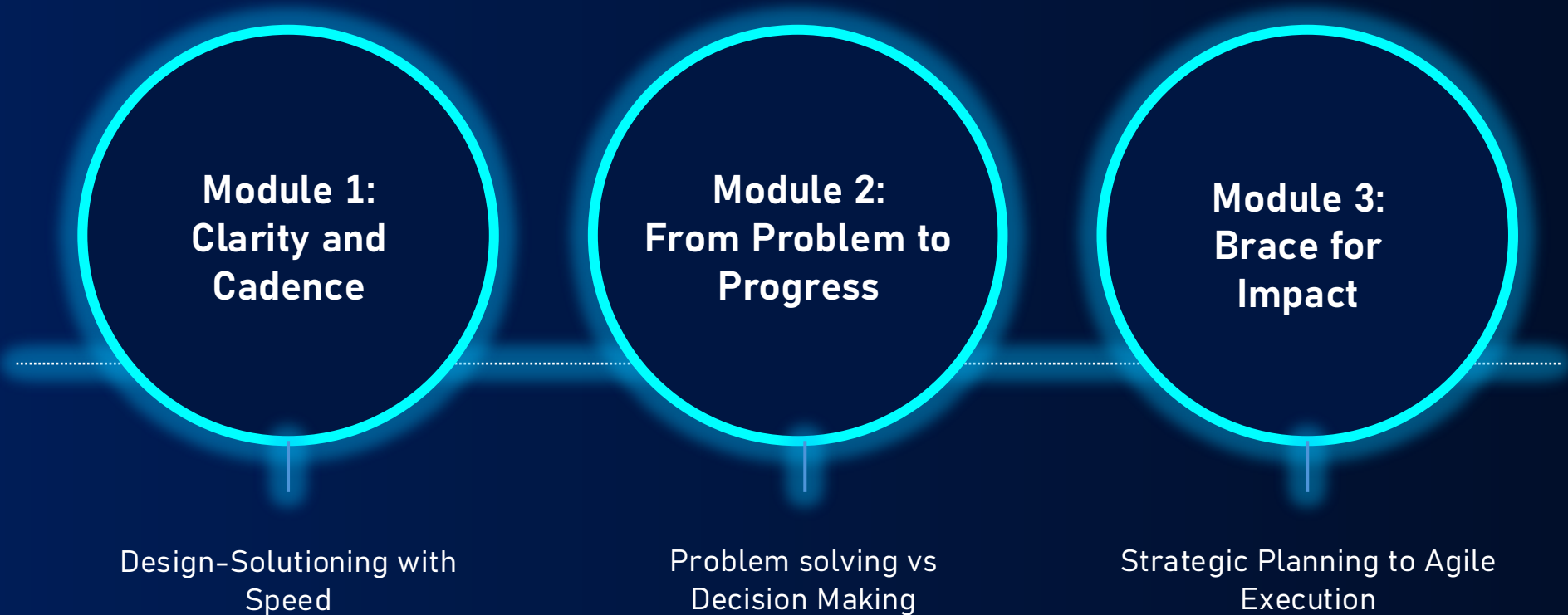


#3: Resolute to Execute

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

AGILE FOR ACCELERATION – THE LEADER AS PROBLEM SOLVER

Modular Format





ACTIVITY

OPENING PULSE CHECK



AGILE FOR ACCELERATION


OPENING PULSE CHECK

WHERE IN OUR SYSTEMS
DO WE CURRENTLY LOSE
THE MOST **MOMENTUM**?

WHAT IS ONE
BEHAVIOUR WE DO THAT
UNINTENTIONALLY
CREATES **DELAY**?

AGILE FOR ACCELERATION – THE LEADER AS PROBLEM SOLVER

Modular Format



**Module 1:
Clarity and
Cadence**

Design-Solutioning with
Speed

EXECUTIVE ACCELERATION EQUATION



CLARITY

Sharper framing reduces noise, rework and confusion

CADENCE

Shorter decision and review cycles increase momentum

DELEGATION

Clear authority pushes action to the right level

LEARNING

Teams adjust earlier when feedback is frequent and safe

To manage complexity requires a staged approach. We have developed a very simple model (focused on simplicity) that can be applied in different contexts.

This model is **VERSATILE** and **AGILE**, to important elements of managing complexity.

DIAGNOSE

ASSIGN

APPROACH

MANAGE

Understand where the complexity comes from, what is the source?

Bring in the required resources, allocate the right team

Use the AGILE method in approaching in approaching and steering Complexity

Measure, monitor, & track the right things



LEADERSHIP REFRAME



TRADITIONAL LEADERSHIP DEFAULT

- Seek Full Certainty
- Optimise for Control
- Push Problems Upward
- Review Process in Long Cycles

AGILE LEADERSHIP RESPONSE

- Seek Enough Clarity to Act
- Optimise for Responsiveness
- Solve at the Right Level
- Use Shorter Learning Cycles

WHAT SHOULD YOU CHANGE?

AGILITY IS NOT RUSHING

- > Agility is the ability to move in shorter learning cycles, using evidence to adjust without losing direction.
- > In complex environments, leaders create speed by helping teams see clearly, review frequently and adapt early.





In **COMPLEX ENVIRONMENTS**, leaders create **MOMENTUM** by helping teams see **CLEARLY, DECIDE SOONER** and **ADAPT** earlier.

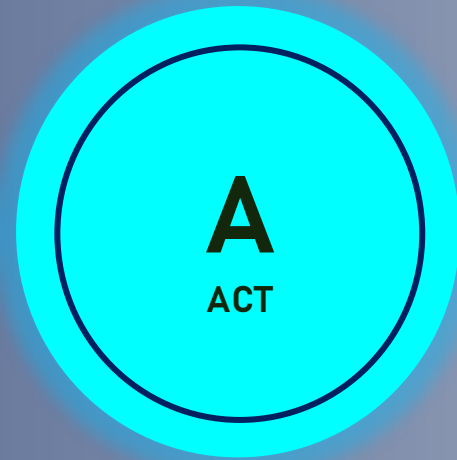
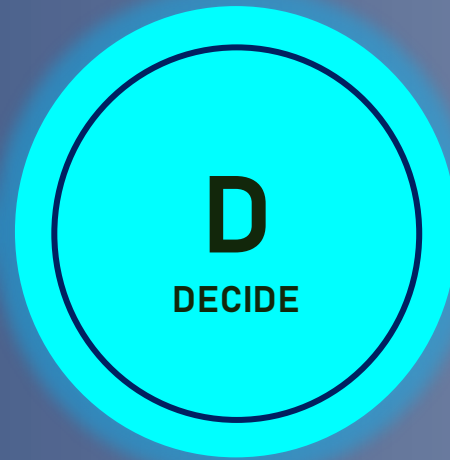


Where do we need shorter learning cycles as SE?





THE OODA LOOP



/// A SIMPLE MODEL FOR SPEED AND ADAPTATION

/// DECONSTRUCTING OODA



OBSERVE

- See the signal clearly before it becomes noise
- Distinguish facts, assumptions and interpretations
- Surface what is changing in the operating environment

LEADER MOVE

- Get Closer to Reality.

/// DECONSTRUCTING OODA



LEADER MOVE

- Challenge the Frame

ORIENT

- Make sense of what the signal means for the business
- Use multiple perspective rather than a single functional wall
- Check whether old assumptions still fit the current context

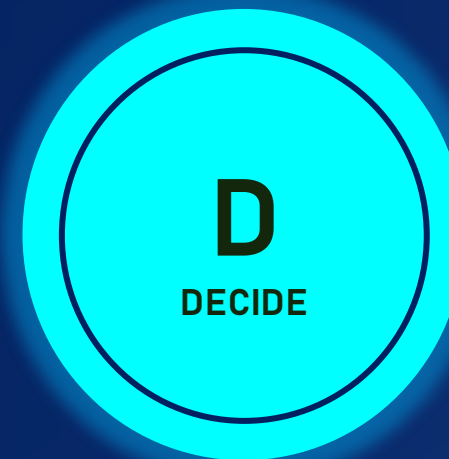
/// DECONSTRUCTING OODA

DECIDE

- Move decisions to the right level with clear ownership
- Act on the best available insight rather than waiting for perfect certainty
- Make trade-offs visible and explicit

LEADER MOVE

- Choose & Commit



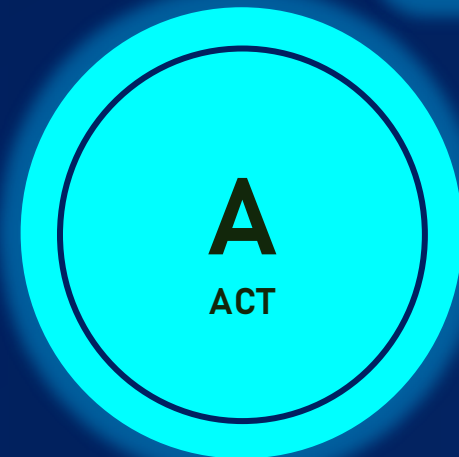
/// DECONSTRUCTING OODA

LEADER MOVE

- Move, Learn, Adapt

ACT

- Turn decisions into visible movements quickly
- Use short feedback loops to check whether action is working
- Adjusting without losing strategic intent



EXPANDING YOUR STRATEGIC PERSPECTIVE



STRATEGY-EXECUTION FRAMEWORK



01



STRATEGIC THINKING

Strategic thinking is the capacity of an organisation to **systematically develop and maintain a shared view of the future** that can inform its decision-making today.



STRATEGIC THINKING APPROACHES



THINKING BIG: Systems Thinking

Do we understand how we connect and intersect with other organisations and the external environment? Do we take a systems perspective?



THINKING DEEP: Challenging our Mental Models

How deeply are we questioning the way we do things today? Do we operate from our interpretation of the past, or our anticipation of the future? Will our assumptions today be valid into the future?



THINKING LONG: Environmental Scanning

How far into the future are we looking? Do we understand the shape of alternative futures for our organisations? Or, do we expect tomorrow will be more of today?

STRATEGIC THINKERS USE DESIGN THINKING

Design thinking is an approach used for practical and creative problem-solving.

It is based heavily on the methods and processes that designers use, but evolved from a range of fields, including architecture, engineering and business.

Design thinking can be applied to any field.



A RECIPE FOR DESIGN THINKING

Explore the EAGER model for Design Thinking below



Empathise

Understand your end user. Place yourself in their shoes. Be sensitive to their unique needs.



Assimilate

Collate the data and define the problem. What are key pain points they are facing?



Grow

Ideate solutions. Brainstorm. Generate many alternatives. Do not limit yourself.



Execute

Prototype the basic idea. It does not have to be the final product. But there should be something tangible.



Review

Test your idea. Users review your solution and respond and interact with product/service. Is the solution useful?

PROBLEM FRAMING

Tools that can be used to enhance design thinking and general problem solving and strategic thinking



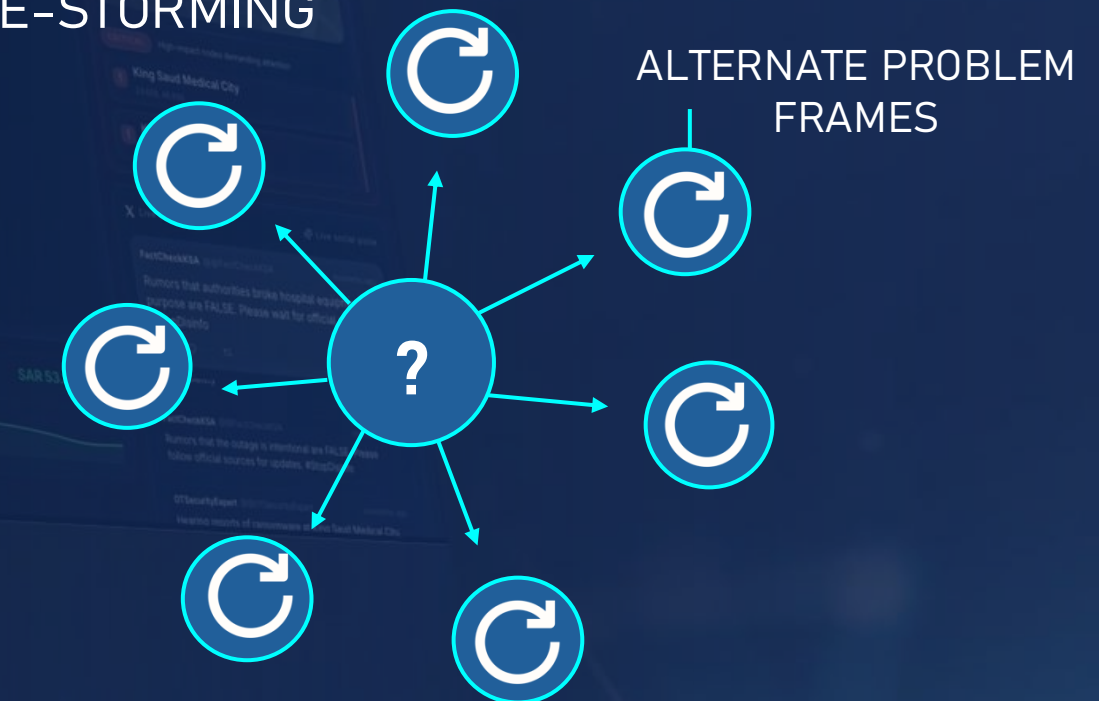
EXPAND → REFRAME THE PROBLEM BEFORE SOLVING IT

Where brainstorming often involves generating many solutions for an already framed problem, frame-storming encourages teams to identify all aspects of change.

BRAINSTORMING

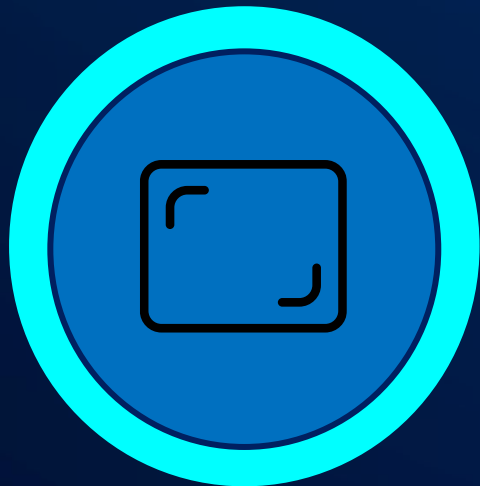


FRAME-STORMING



REVISIT SE PEAK STUDY SCHOOL 2: MENTAL MODEL: 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?

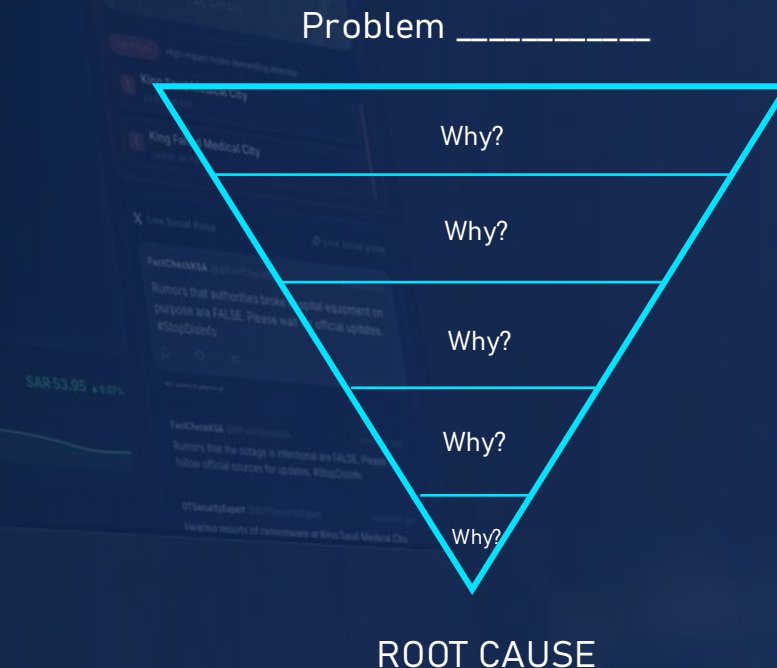
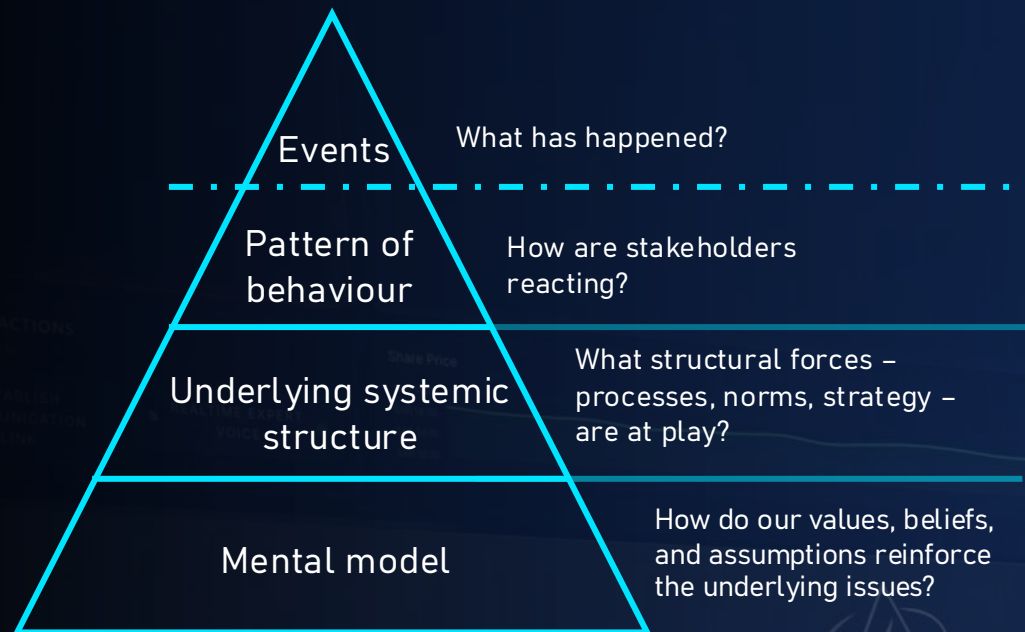


Rethink

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

EXAMINE → DELVE INTO ROOT CAUSES

The iceberg model helps you investigate below the surface to understand how underlying factors contribute to a problem

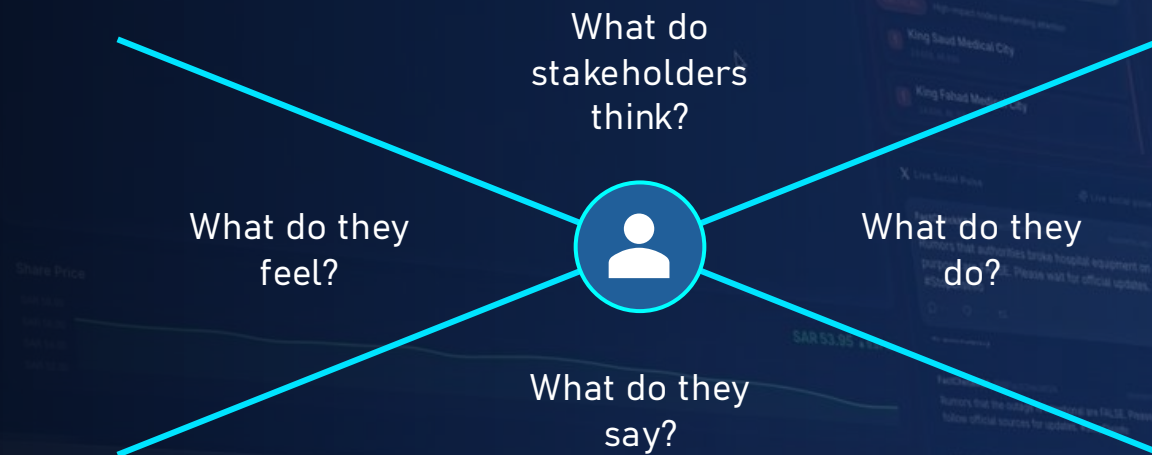


EMPATHISE

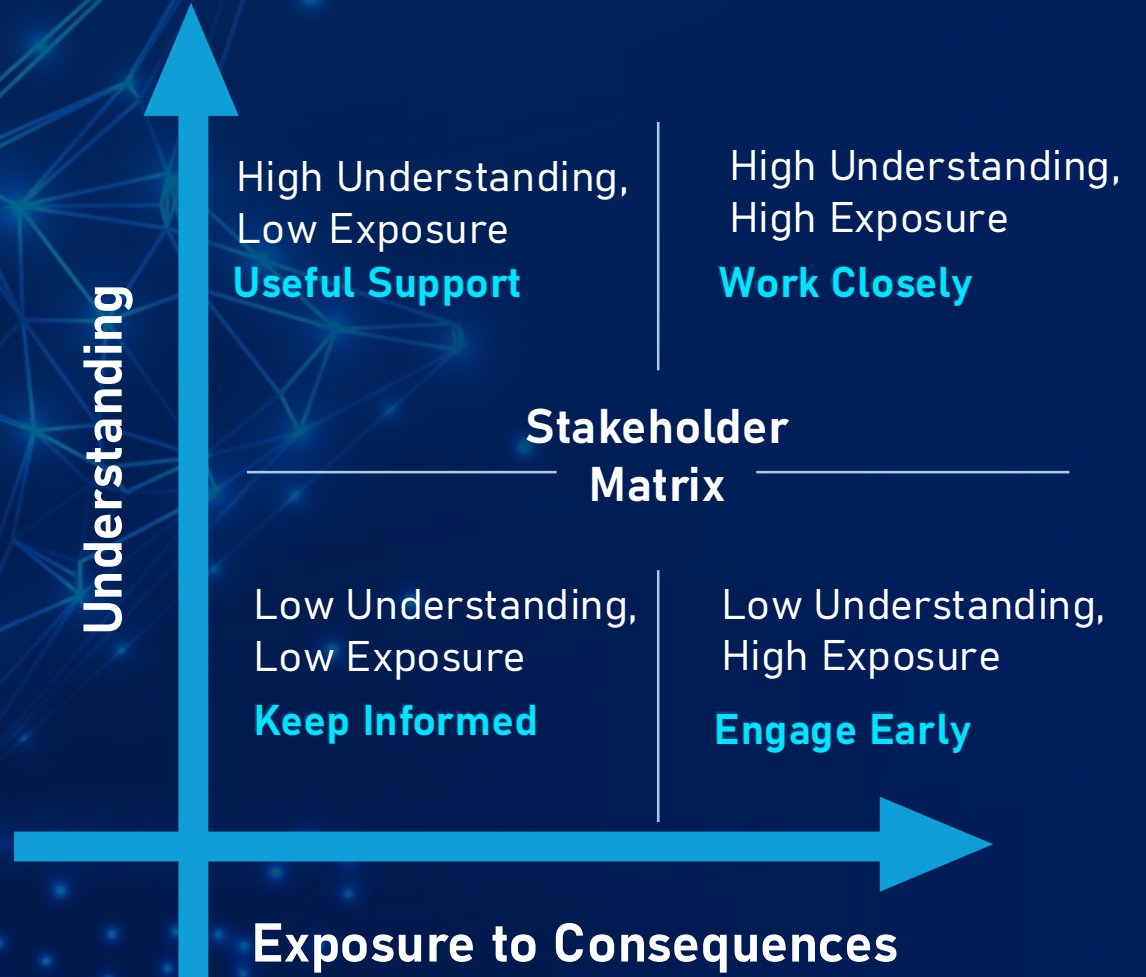


FOCUS ON STAKEHOLDERS THROUGH EMPATHY MAPS

Create an empathy map and gather input for each section.



REVISIT SE PEAK STUDY SCHOOL 1: WHO ARE KEY STAKEHOLDERS AND WHERE DO THEY SIT?



ELEVATE → ADJUST YOUR VANTAGE POINT

Explore how the problem connects to broader organisational issues.

Political
Power dynamics, competing interests, and coalitions

Interpersonal
People and relationships

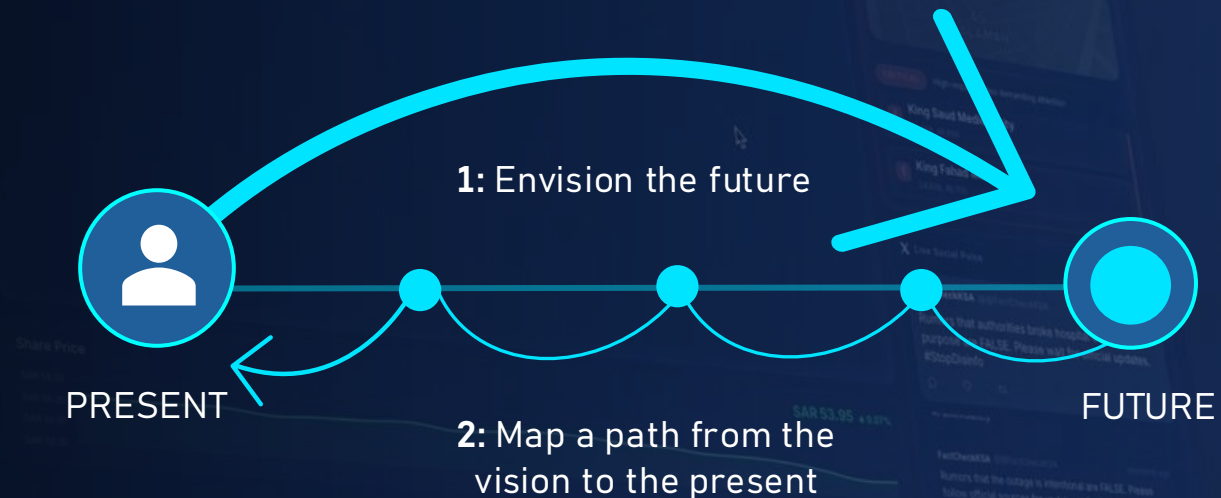
Structural
Coordination and alignment of activities

Symbolic
Group identity and culture

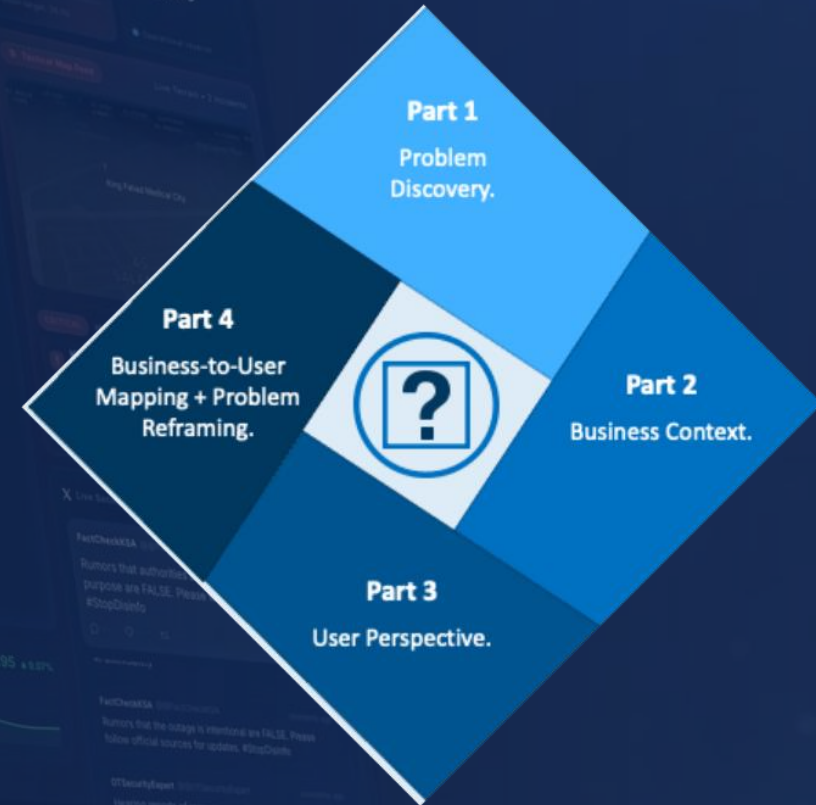
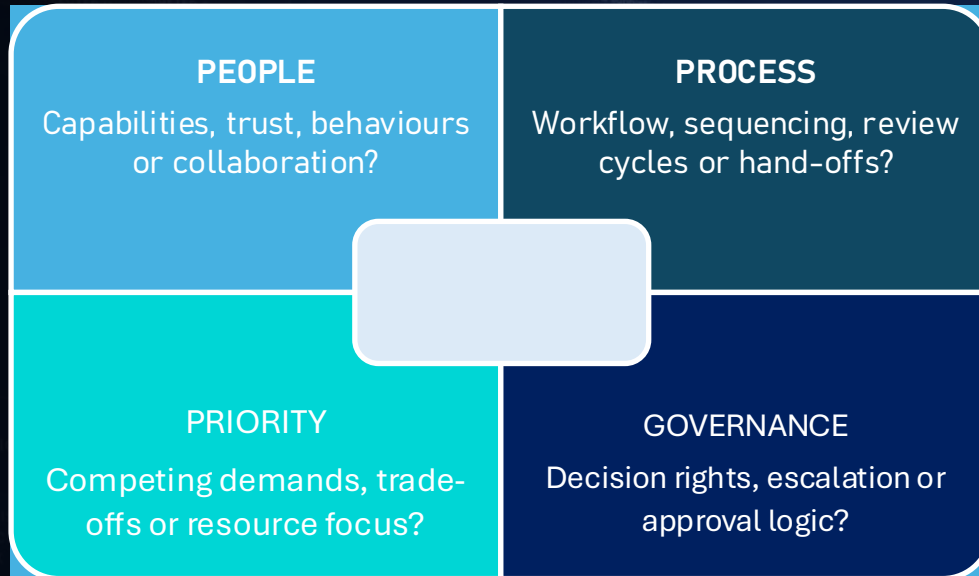


ENVISION → DESIGNING SOLUTIONS

Back casting starts with a clear vision of your desired goal. Then outline the necessary long-term milestones and immediate actions



BONUS MODELS





ACTIVITY: BARRIERS TO STRATEGIC THINKING

- **What barriers to thinking big, thinking deep and thinking long have you experienced as senior leaders at SE?**
- **How can you remove or reduce these barriers?**

POSSIBLE BARRIERS TO DESIGN THINKING



Hurdle 1: Resource Hurdle

Not having adequate resources to execute our strategy



Hurdle 2: Motivational Hurdle

Insufficient people motivation to deliver on the vision



Hurdle 3: Political Hurdle

Competing power forces conflicting interests

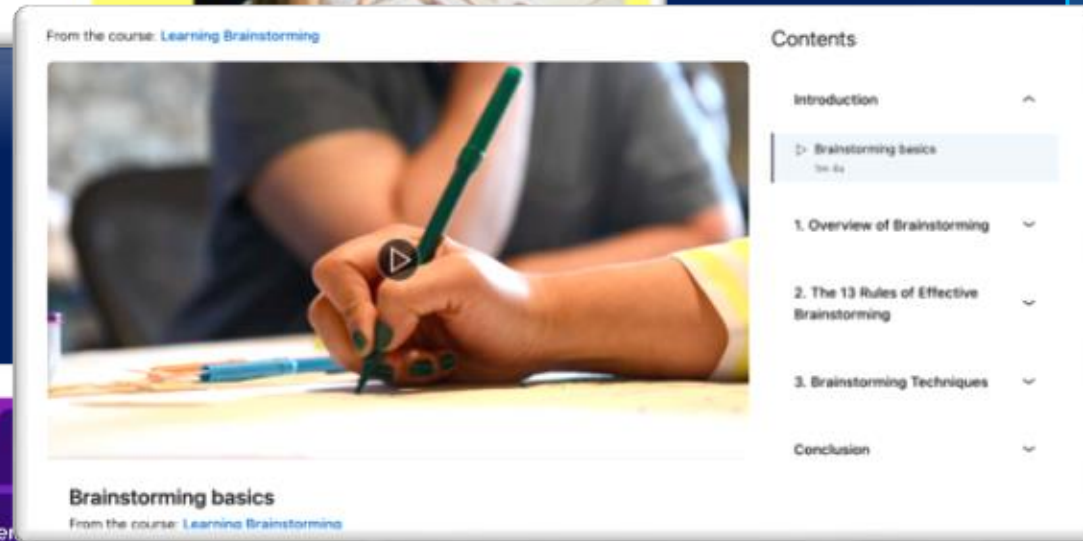


Hurdle 4: Cognitive Hurdle

Not being able to see the possibilities, a lack of vision for the future



BONUS CONTENT: STRATEGIC THINKING



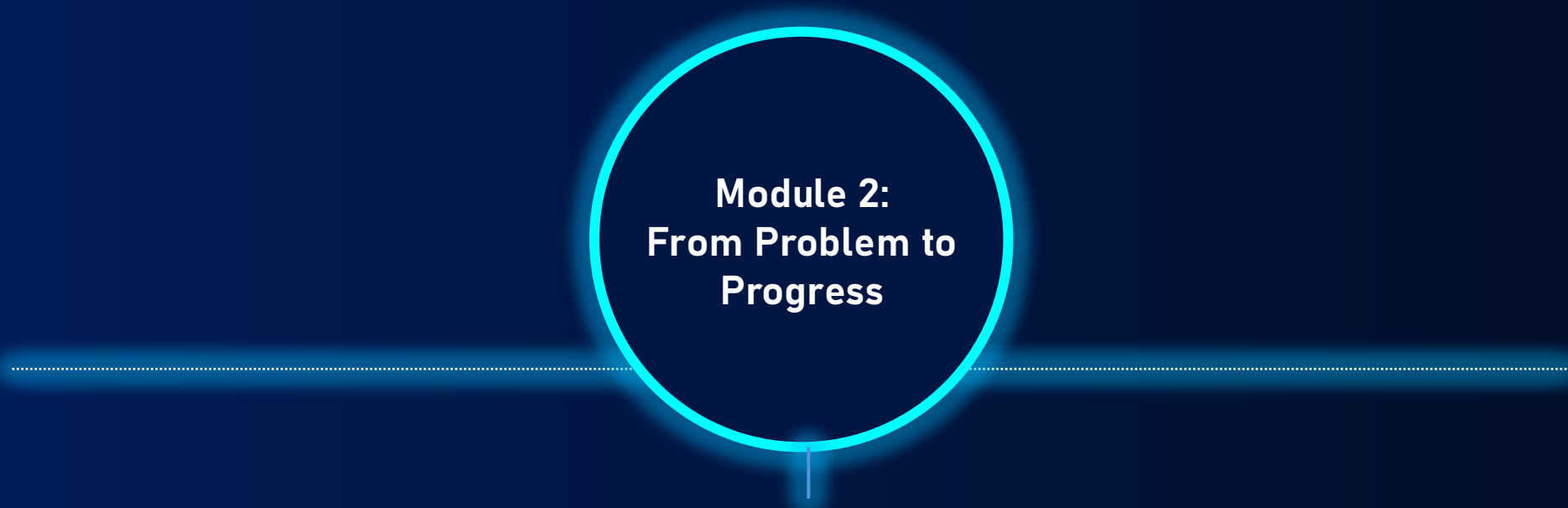
SE PEAK LEADERS:

The learning resources and articles here come highly recommended for additional reading and reflection. It talks to strategic thinking and the importance thereof in accelerating in complex environments.



AGILE FOR ACCELERATION – THE LEADER AS PROBLEM SOLVER

Modular Format



**Module 2:
From Problem to
Progress**

Problem solving vs
Decision Making



LEADERSHIP CHALLENGE:

HOW DO WE STAY RIGOROUS WITHOUT BECOMING THE BOTTLENECK?

PROBLEM SOLVING VS DECISION MAKING



PROBLEM SOLVING

- Involves identifying the issue and possible paths
- Requires exploration, analysis, reframing
- Embraces ambiguity and multiple possible outcomes
- Often iterative and collaborative

DECISION MAKING

- Focuses on selecting the best course of action
- Requires evaluation, prioritisation, commitment
- Aims to resolve ambiguity and move forward
- Often individual or with input from select voices

2 CORE PROCESSES

SKILLS FOR PROBLEM-SOLVING

PROBLEM FRAMING → Challenge assumptions and clarify desired outcomes

EMPATHY → Understand the problem and the people experiencing it

BREAKING FIXED-NESS → Rethink constraints and explore alternatives

PSYCHOLOGICAL SAFETY → Create environments that encourage risk-taking

CREATIVITY → Open the space for divergent thinking

RESEARCH → Validate solutions with data

TEAMWORK → Drive shared action, align perspectives and co-create solutions

ADAPTABILITY → Be willing to adapt without losing strategic intent

COMMON SOURCES of EXECUTIVE DELAY



DECISIONS

- Too Many Approvals
- No Clear Ownership
- Endless Requests for More Data



INTERFACES

- Slow Hand-Offs
- Cross-Functional Ambiguity
- Meeting Without Resolution



MINDSETS

- Risk Aversion
- Analysis Paralysis
- Escalations as a Habit

02



STRATEGIC DECISION-MAKING

Strategic decision-making is the process of charting a course based on long-term goals and vision.



/// HOW IS STRATEGIC DECISION-MAKING DIFFERENT?

CONVENTIONAL BUSINESS DECISIONS	STRATEGIC DECISIONS
Own business focus	Cross-disciplinary, cross-industry
Attention to detail	Broad vision
Less attention to connections	Finding interactions and cross-impact
Assume continuity	Expect and look for wild cards and discontinuities
Bottom line focus	Strategic focus
Undiscussables are never spoken	Speak the unspeakable
Short term focus	Long term orientation
A single future	Alternative futures
Mainstream thinking	Prepared to think differently and change your mind
Past and present dominate decision making	Future dominates decision making



ACTIVITY: STRATEGIC DECISION-MAKING

How do you and/or your senior leadership team make strategic decisions? What decision-making tools do you use?

- Discuss as a group.



DECISION-MAKING TOOLS FOR LEADERS



STRENGTHS

- Strong capital position
 - Low debt
- Defensible intellectual property
 - Best salespeople

OPPORTUNITIES

- Use strong financial position to make acquisition
- Acquire market share through branding
 - Hire more talent

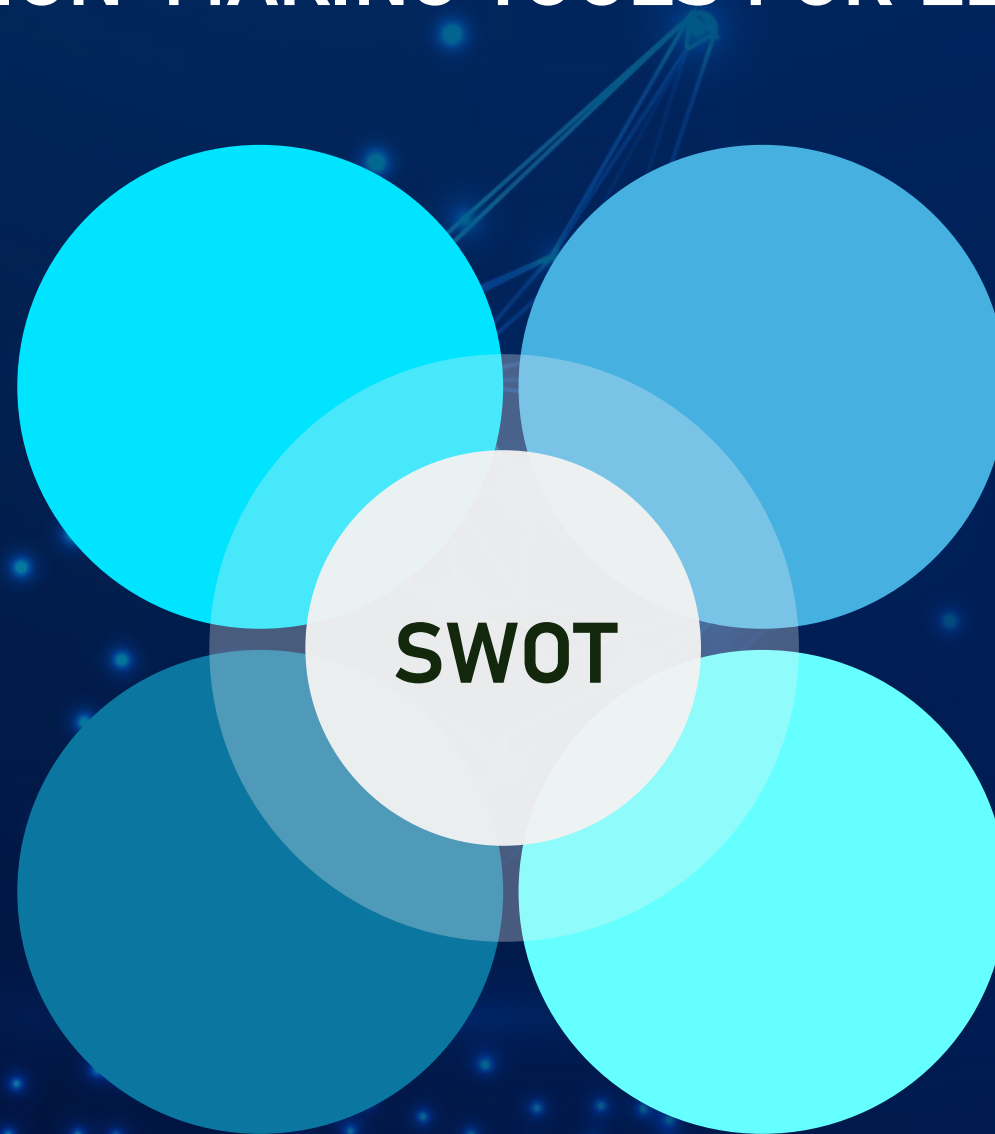
SWOT

WEAKNESSES

- Branding could be better
- Products not differentiated enough
- Recent scandal from product failure

THREATS

- Competitors could leverage brand strength
- Lack of differentiation could lead to price war
- May lose talent





ACTIVITY:

SWOT ANALYSIS

Challenge	Strengths (what can we leverage?)	Weaknesses (what could hold us back?)	Opportunities (what could we capture?)	Threats (what could threaten progress?)
How can SE become a bigger part of customers' everyday lives?				
How can SE become a true Data Enterprise?				
How can SE create a world-class employee experience?				

BONUS: STRATEGIC DECISION-MAKING TOOLS



Decision Matrix

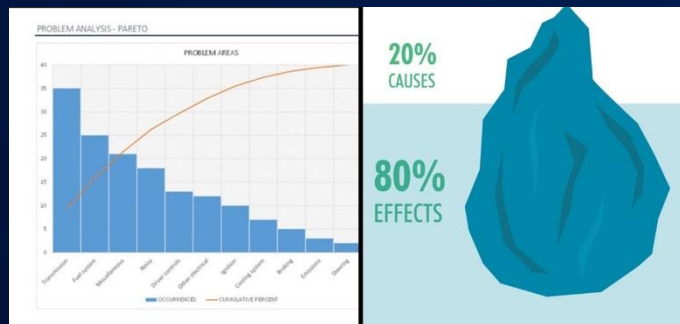
	Competency	Cost	Viability	Desirability	Alignment	Total
Criteria rating	3	4	5	4	2	
Idea A						
Weighted rating						0
Idea B						
Weighted rating						0
Idea C						
Weighted rating						0
Idea D						
Weighted rating						0

Cost-benefit Analysis

COST BENEFIT ANALYSIS: TRANSPORTATION PROJECT (RAIL SYSTEM)			
	8% discount	6% discount	4% discount
Total costs – revenue (over 30 years)	-\$1,330.00	-\$1,440.00	-\$1,538.00
Transport benefits	\$1,319.00	\$2,057.00	\$3,277.00
Increased productivity value-add (net)	\$3,333.00	\$4,720.00	\$6,879.00
Net cost benefit	\$3,322.00	\$5,337.00	\$8,618.00
Benefit-cost ratio (rounded)	3.5	4.7	6.6

It's important to use what works for you.

Pareto Analysis



CREATING THE ENVIRONMENT FOR TIMELY DECISIONS





DELEGATION/EMPOWERMENT LADDER

TEAM MEMBER

I've been doing

I've done

I intend to

I would like to

I recommend

I think

Tell me what to do



LEADER

What have you been doing?

What did you do?

What did you intend to do?

What would you like to do?

What do you recommend?

What do you think?

Do this

REVISIT SE PEAK STUDY SCHOOL 1: COMPONENTS OF EQ



Self Awareness

Knowing **what** we are feeling and **why** we are feeling it.

Self Management

Regulating and handling our emotions effectively



Empathy

Knowing and relating to what someone else is feeling

Skilled Relationships

Combining all of this into successful relationships





DEBRIEF: WHAT MAKE STRATEGIC DECISIONS FASTER AND BETTER?





Leadership

“Speed Is a Leadership Decision”

by Adi Ignatius

From the Magazine (July-August 2020)



Sebastian Kim/August Image

When Andy Jassy succeeded Jeff Bezos as CEO of Amazon, in 2021, he stepped into one of the most scrutinized leadership roles in business. Yet under Jassy’s leadership, Amazon has not only

Decision Making And Problem Solving

How to Make Great Decisions, Quickly

by Martin G. Moore

March 22, 2022



HBR Staff

Like many young leaders, early in my career, I thought a great decision was one that attracted widespread approval. When my colleagues smiled and nodded their collective heads, it reinforced (in my mind, at least) that I was an excellent decision maker.



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Strategy Execution

Why Strategy Execution Unravels—and What to Do About It

by Donald Sull, Rebecca Homkes and Charles Sull

From the Magazine (March 2010)



Artwork: Yayoi Kusama, Infinity Mirrored Room—The Souls of Millions of Light Years Away, 2015. Wood, metal, glass mirrors, plastic, acrylic panel, HBR® LED lighting system, and acrylic balls, 103" x 163.34" x 168.19". ©Yayoi Kusama. Courtesy of David Zwirner, Victoria Miro Gallery, Ota Fine Arts, KUSAMA Enterprise

Since Michael Porter’s seminal work in the 1980s we have had a clear and widely accepted definition of what strategy is—but we know a lot less about translating a strategy into results. Books and articles on strategy outnumber those on execution by an order of

BONUS CONTENT: STRATEGIC DECISION-MAKING



Entrepreneurship & Innovation

Design Thinking and Innovation

Leverage design thinking principles and creative problem-solving tools to develop innovative solutions to your most challenging business problems.


Start Date: Jun 17, 2026



Business Essentials

What Is Cost-Benefit Analysis & How to Do It

By Tim Stotzner on September 5, 2019



What is Design Thinking?

Design Thinking is both an **ideology** and a **process**; it's all about solving complex problems in a user-centric way. Design Thinking was created as a way of taking the **processes and approaches that designers** use and applying them to problems that designers don't typically encounter.



The Design Thinking Process - An Introduction

Classofrocks


SE PEAK LEADERS:

The learning resources and articles here come highly recommended for additional reading and reflection. It talks to strategic decision-making and the importance thereof for accelerating in complex environments.



AGILE FOR ACCELERATION – THE LEADER AS PROBLEM SOLVER

Modular Format



Module 3: Brace for Impact

Strategic Planning to Agile
Execution



TURNING STRATEGIC CHOICE INTO DISCIPLINED EXECUTION AND FORWARD MOVEMENT

03



STRATEGIC PLANNING

Strategic planning is about taking articulated goals and turning them into formal, documented action steps that can be implemented to achieve agreed results.



STRATEGY EXECUTION IS DIFFICULT

90% of businesses fail to reach their
strategic goals (Kaplan & Norton)



STRATEGY EXECUTION

Managing and reporting on execution

All stakeholders know what they need to do and are **accountable** for it.

All stakeholders **aligned** and committed.



Help employees understand the **impact** of their daily work on achieving the strategy.

Execution is not possible if your team does not **perform**.

Visually displaying achievement of strategic priorities in dashboards, reports or newsletters helps people **celebrate wins** and identify **areas for improvement**.

REVISIT SE PEAK STUDY SCHOOL 2: The RACI matrix as a tool for accountability

R

Responsible
Who must take
action to get
things done?

A

Accountable
Who owns the
deliverable?

C

Consulted
Who will
provide input
and advice?

I

Informed
Who needs to be
kept posted on
progress?

WHAT AGILE EXECUTION LOOKS LIKE

WHEN EXECUTION IS SLOW

- Too many review points
- Escalation is normal
- Ownership is blurred
- Learning comes too late

WHEN EXECUTION IS AGILE

- Authority is clear
- Cycles are shorter
- Teams adapt early
- Leaders intervene selectively

PPDCA/Learning Loop



- **What is happening?**
- **Why does it matter?**
- **What is the real problem to solve?**

LET'S UNPACK THE LAYERS OF THE SE ENVIRONMENT:



Strategy

Big Picture: What do we want to achieve? Where are we going? What is our vision and mission?



Tactics

How do we connect functions, BU's and structures? How do we organise our structure?



Operations

What is our operating model? What is our operations excellence model? How do we track and monitor KPIs?

MANAGE RISK

UNDERSTANDING THE EXTERNAL PRESSURE LANDSCAPE





ACTIVITY

APPLYING THE RISK LENS TO SE

MANAGE RISK

HOW EXPOSED ARE WE TO THE FOLLOWING PRESSURES?



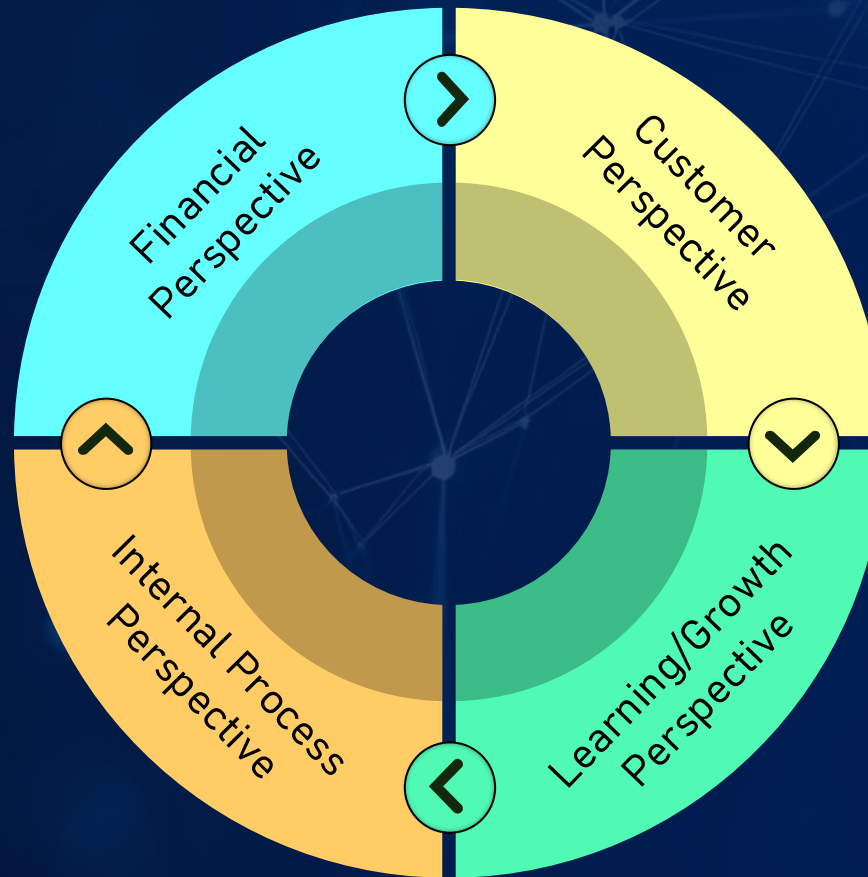
At SE:	LOW	MODERATE	HIGH
Our operations are sensitive to disruption in critical fuel, equipment, technology, and contractor supply.			
We can be affected by new energy technologies, distributed generation models, and alternative market players entering parts of the energy ecosystem.			
We operate under strong expectations from major customers, regulators, and national stakeholders on pricing, reliability, service quality, and continuity of supply.			
Parts of our energy offering may be challenged over time by alternative energy sources, efficiency solutions, storage technologies, and decentralised energy systems.			
Global market shifts can affect our costs, projects, supply chains, and long-term strategic choices.			

Bonus Resource: Balanced Scorecard



- Revenue
- Expenses
- Net Income
- Cash Flow
- Asset Value

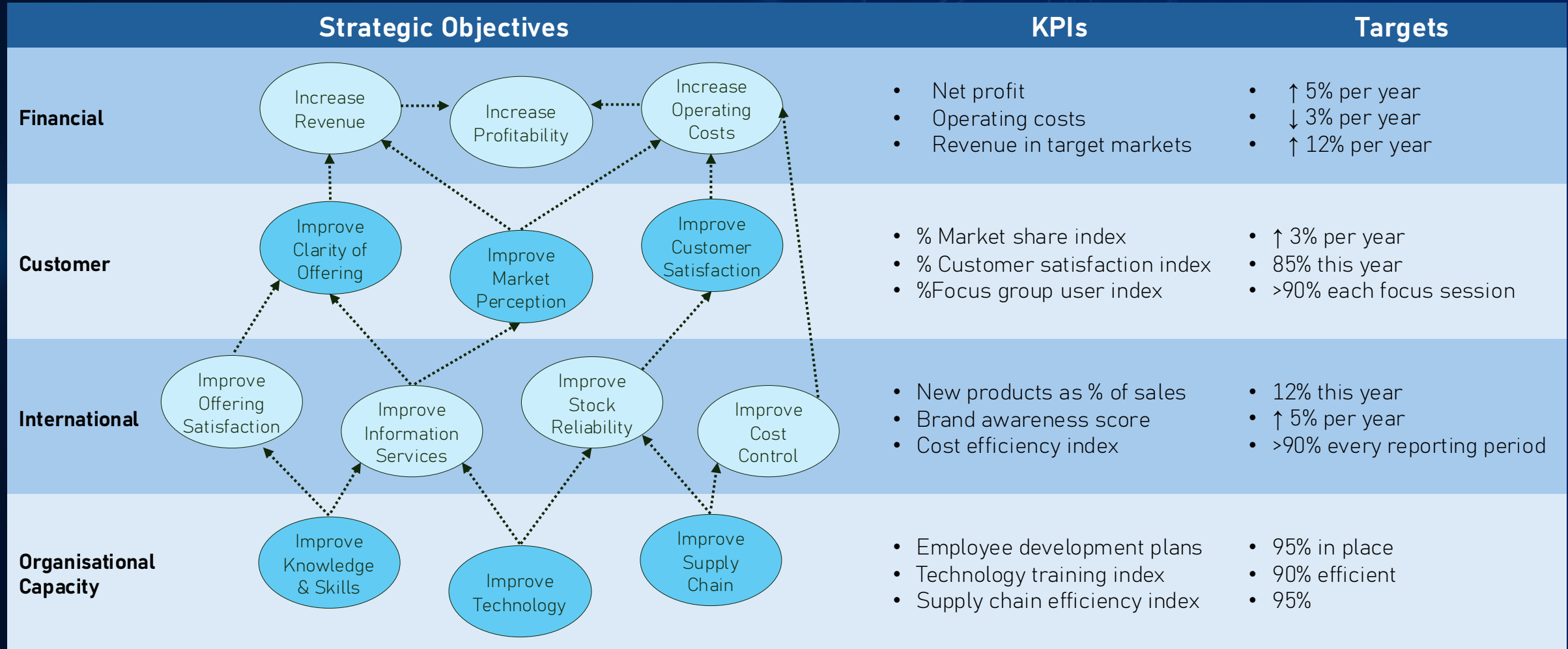
- Inventory
- Orders
- Resource Allocation
- Cycle Time
- Quality Control



- Customer Satisfaction
- Customer Retention
- Market Share
- Market Strength

- Employee Satisfaction
- Employee Turnover
- Employee Skills
- Employee Education

Bonus Resource: Balanced Scorecard





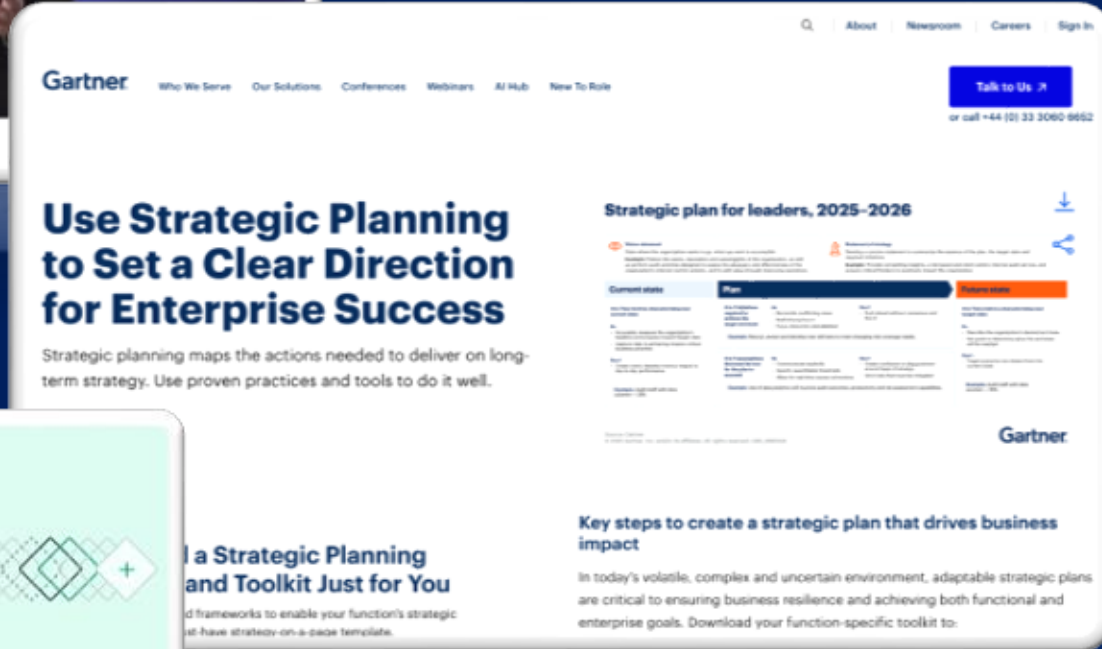
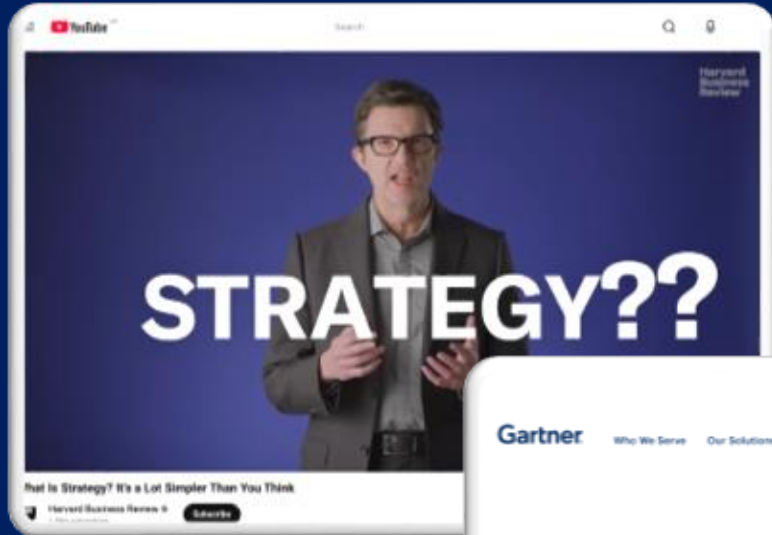
ACTIVITY:

WHAT MUST LEADERS DO DIFFERENTLY?

To create more agility and acceleration, what must leaders...

- Start doing?
- Stop doing?
- Continue doing?

BONUS CONTENT: STRATEGIC PLANNING



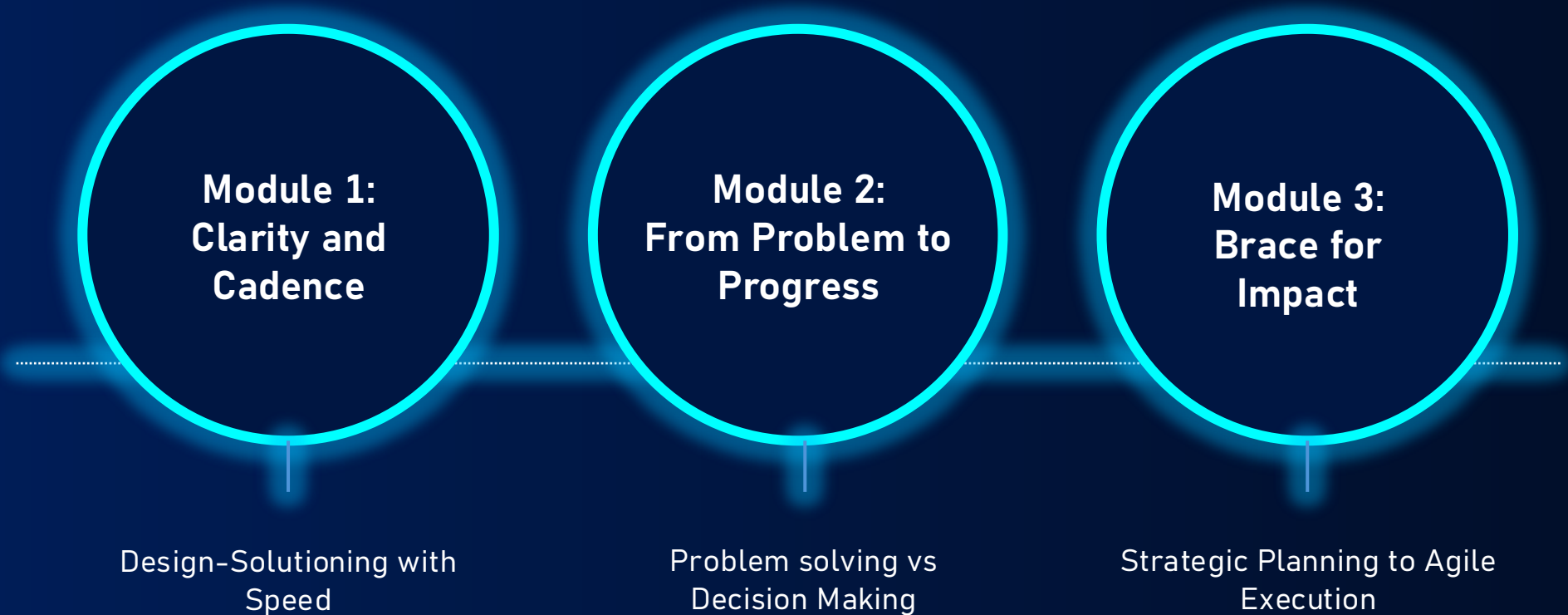
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AGILE FOR ACCELERATION – THE LEADER AS PROBLEM SOLVER

Modular Format



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 SE 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 SE. 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 SE 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 SE Functions. Simulating scenarios for financial planning, resource allocation and marginality through growth and cost optimisation. Deploying data-driven approaches to resource forecasting and alignment.

Localization and Local Content

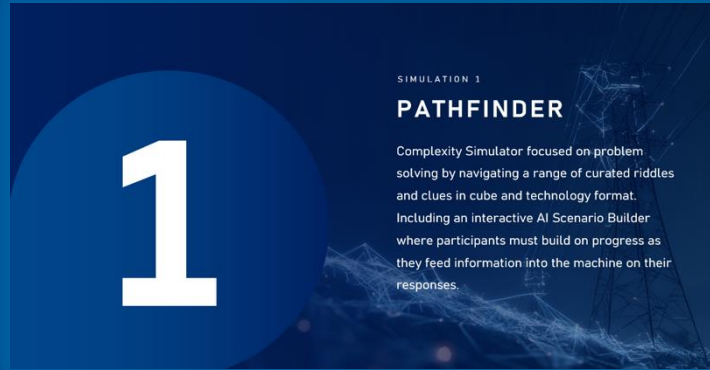
A program designed for SE by SE. Directly aligned to corporate strategy drivers. Delivered by locally registered vendor. Exploring the balance – being globally relevant and locally excellent. Considering the total eco-system of SE stakeholders (regulator, government, partners and vendors).

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 SE employee experience (EX) as to attract top talent in the market.

AGILE FOR ACCELERATION – THE LEADER AS PROBLEM SOLVER

CONCLUSION: REVISITING SELECTED PEAK SIMULATIONS



1

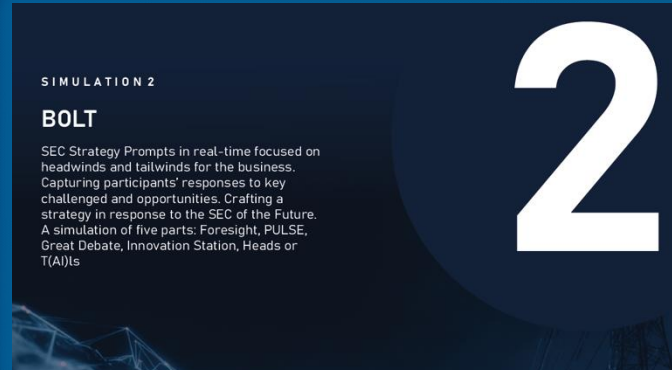
SIMULATION 1

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

As an executive, how do you make sense of complexity when the way forward is unclear? How can you test assumptions, follow the clues and define the real problem to solve?



2

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

Leaders solve problems in context. How do you respond to the headwinds and tailwinds shaping the business, and translate emerging challenges into a clear response for the SE of the Future?



5

SIMULATION 5

PITCH FOR PROGRESS

New initiative presentation in the format of "shark tank", articulating a new business idea and outlining funding requirements and business ROI. Availability of Innovation Stations. Curated feedback on pre-work innovation ideas.

PITCH FOR PROGRESS

A solution only creates progress when others can believe in it. How do you turn a new idea into a compelling case for action, investment and measurable return?

EM(POWER)ING AND INFLUENCING AS A LEADER

CONCLUSION: IMPACT STUDY SCHOOL 3 AND VALUES

1

We are One

An opportunity to innovate together, to build community in SE, 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 SE where we serve our customers, our people and our communities for prosperity.



OBJECTIVE OF THE SE PEAK STUDY SCHOOLS

INVITATION // FUTURE

ACCELERATE Now. UNLOCK A NEW POSSIBLE



CHECK-OUT



SE 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

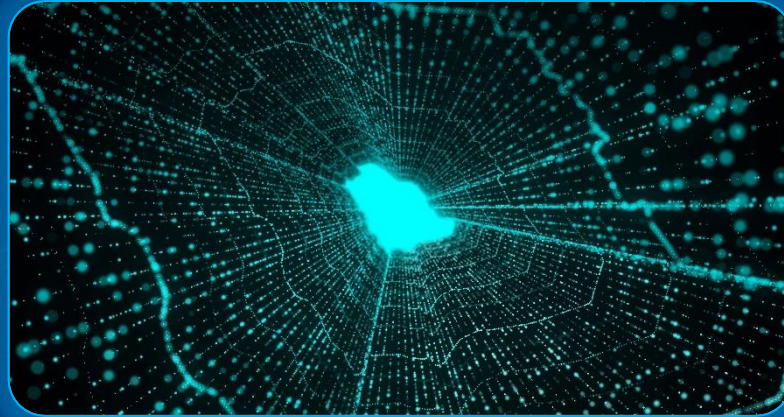


Sense of Community

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 SE by SE
- Revamping and delivering a compelling learning experience
- Refocusing on the global trends shaping utilities in 2025 and beyond

Programme Delivery Partners



Re-Imagine the **Future**

Let's ACCELERATE