

SE PEAK ACCELERATE

STUDY SCHOOL 5

ENERGY 5.0

PEAK 2.0/ RE-IMAGINE THE FUTURE

Theme: Impossible to Impact



CONNECTING TALENT TO OPPORTUNITY

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
Entrepreneur

Winner



Winner



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



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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



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.

What have we learned so far?

Before we accelerate, let us pause and connect the journey

Study School	Equipped you to	Core Competencies and Skills	Main Models and Tools
SS1: Stakeholder 2.0	Influence with clarity and credibility	Strategic communication, storytelling, stakeholder influence, executive presence, emotional intelligence, leadership brand	BOLT messaging, Power-Interest Matrix, 5C Executive Presence, SOLER, Lasswell, Goleman EQ
SS2: Forward Fast	Lead through complexity, pressure, and change	VUCA navigation, resilience, prioritisation, rapid sense-making, role clarity, accountability, business continuity, change leadership	VUCA, Pathfinder Guidelines, 3R, SOAR, MOVE, PESTEL / Force Field, Eisenhower, Impact-Effort, RACI, ADKAR
SS3: Agile for Acceleration	Move from problem to progress	Problem framing, design thinking, root-cause analysis, decision discipline, agile execution, risk awareness, strategy-to-execution translation	EAGER, 5E, Iceberg, Empathy Maps, Scenario Questions, SWOT, Decision Matrix, Pareto, RACI, PPDCA
SS4: Talent Amplifier	Build capability through others	People development, coaching, growth mindset, goal setting, empowerment, talent pipeline thinking, psychological safety, employee experience	Self-Team-Enterprise, SMART, OKRs, Stretch Goals, Multipliers, 70-20-10, GROW / CLEAR, 9-Box, IDPs

STUDY SCHOOL 5

ENERGY 5.0

PEAK 2.0/ RE-IMAGINE THE FUTURE

Theme: Impossible to Impact

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.

ENERGY 5.0

Modular Format

Module 1:

4.0 to 5.0

The *SHIFT*

The stewardship of an exponential industry

Module 2:

Human-led,
tech-enabled

AI-First, Human at the Core?

Module 3:

Impossible to
Impact

Capstone: Applying full PEAK toolkit to create enterprise impact

ENERGY 5.0

Modular Format

Module 1:

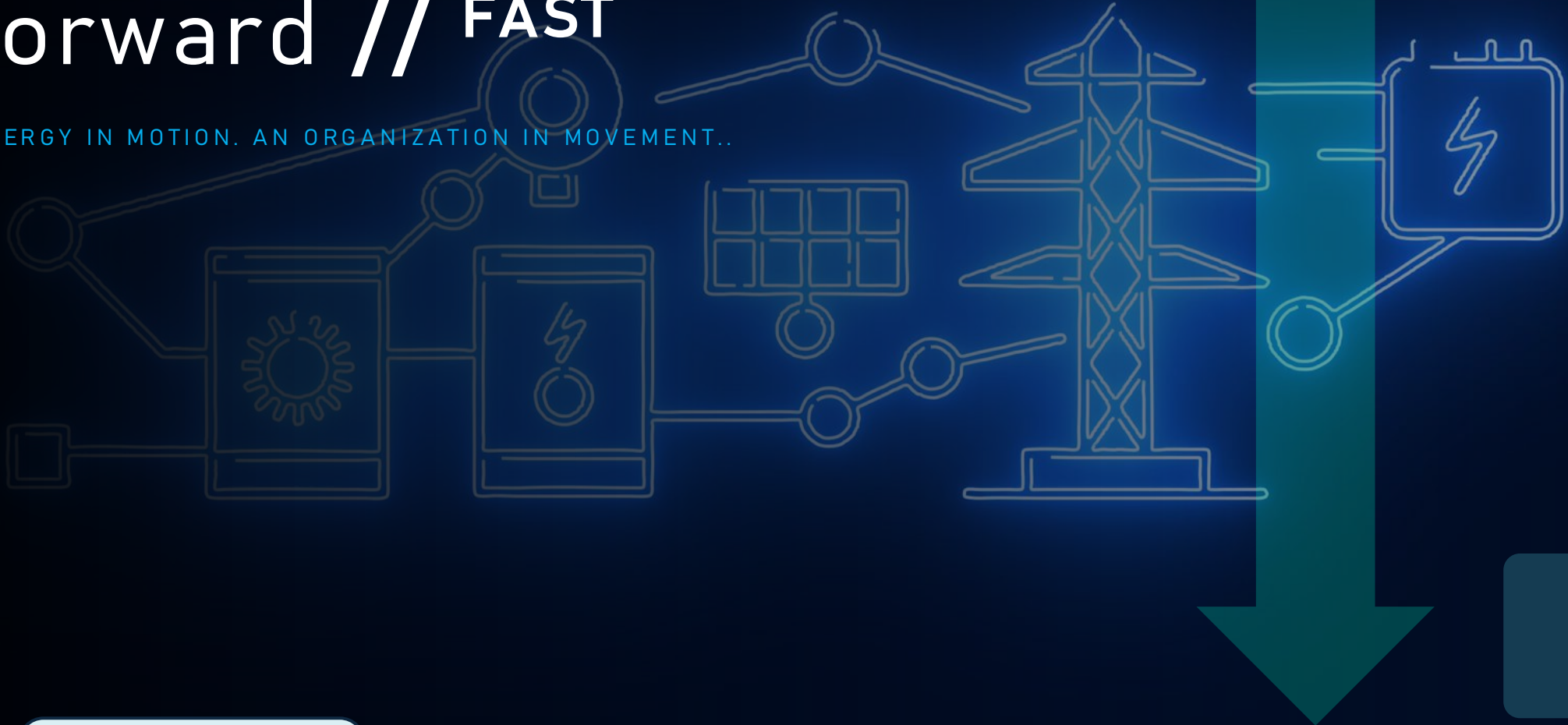
4.0 to 5.0

The *SHIFT*

The Future is NOW

forward // FAST

ENERGY IN MOTION. AN ORGANIZATION IN MOVEMENT..



FAST // forward



REQUIRES A FUTURE-READY APPROACH

What is your definition: **INDUSTRY 5.0**

INDUSTRY 5.0: A DEFINITION

Industry 5.0 represents the *evolution of industry* from technology-centric transformation toward *human-centric, sustainable, and resilient value creation*. It is characterized by the *collaboration* of people, *intelligent technologies*, and *adaptive systems* to generate *economic, societal, and environmental* outcomes simultaneously.

Breque, M., De Nul, L., & Petridis, A. (2021). Industry 5.0; Ahleroff et al. (2022); Ghobakhloo et al. (2024).



the shift //

4.0 to 5.0

ENERGY 4.0	ENERGY 5.0
Smart Assets	Smart Eco-Systems
Automation	Collaboration
Technology Driven	Purpose Driven
Data Rich	Insight Rich
Connected Infrastructure	Connected Intelligence
Operational Excellence	Sustainable Impact
AI as a tool	AI as a Partner
Technology Adoption	Purposeful Innovation
Optimization	Stewardship



ENERGY 5.0: THE LEADERSHIP CONTEXT

SE PEAK Leaders; let's connect our collective intelligence with an AI-infrastructure and answer the following questions:

- > What does Industry 5.0 mean to Saudi Energy?
- > How do we **shift** from being a national utility company to being an integrated energy company?

IMMERSE SIM

reimagine // THE 5.0 OPPORTUNITY

INDUSTRY 5.0

TOWARDS A SUSTAINABLE, HUMAN-CENTRIC
AND RESILIENT INDUSTRY



WHAT DOES INDUSTRY 5.0 MEAN FOR ENERGY?

APPLYING THE INDUSTRY 5.0 PILLARS TO THE ENERGY SECTOR



HUMAN CAPABILITY

Empowering people with the skills, tools and technologies to make better decisions and create meaningful impact.



SUSTAINABLE ENERGY SYSTEMS

Accelerating the energy transition through clean, efficient and responsible energy systems that create long-term value.



ENERGY SECURITY & ADAPTABILITY

Building resilient and adaptive energy systems that can withstand shocks, adapt to change and ensure reliability.



INDUSTRY 5.0 TRANSFORMS HOW WE CREATE VALUE.
IN ENERGY, IT POWERS A **SUSTAINABLE,**
HUMAN-CENTRIC AND **RESILIENT** FUTURE.





5.0 Stewardship in SE?

stew·ard·ship (NOUN) –

The careful and responsible management of something entrusted to one's care

Merriam-Webster Dictionary



OBJECTIVE OF THE SE PEAK STUDY SCHOOLS

INVITATION // FUTURE

ACCELERATE Now. UNLOCK A NEW POSSIBLE



Energy 5.0 is a leadership readiness challenge before anything else

What are your habits around learning and staying up to date with the evolving world of work and changing industry

- What do you pay attention to?
- How do you keep learning without being overwhelmed?
- What data do you trust before acting?
- Where do you need to be bolder – and more disciplined?

Micro-Skills for Everyday Future Stewardship



Small habits that make enterprise-level stewardship possible

01 Curiosity rhythm

Monthly learning loop around energy, technology, and society.

02 Evidence discipline

Ask what data supports the claim - and what is missing.

03 AI practice

Use AI to challenge, not shortcut, leadership thinking.

04 Data hygiene

Notice outdated, biased, incomplete, or fragmented data.

05 External learning

Look beyond SE while staying anchored in KSA.

06 Ethical pause

Ask who benefits, who carries risk and who could be harmed.

Future-Fit Leader Readiness Audit



Identify the habits that will make you ready to steward the future

AUDIT PATHWAY

01

Step 1: Rate yourself

Score each micro-skill from 1 to 5.

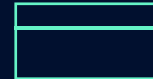


02

Step 2: Find your gap

Choose one habit that will matter most in the next 90 days.

90 days



03

Step 3: Make it practical

Translate it into a daily or weekly leadership routine.

daily / weekly



OUTPUT

Turn the audit into one practical IDP move

Output: one future-fit habit to start, one to strengthen, one capability to add to your IDP.

START

future-fit habit

STRENGTHEN

existing habit

ADD TO IDP

one capability

Use the scores to expose the gap, then translate it into a repeated leadership routine.

Bringing Value to the Company – and the Future



Use the four organizational values as the lens for deciding what to protect, improve and build next.

1

We are One

Collaboration + Customer Trust

What must I build with others that I cannot build alone?

Create shared outcomes across teams, partners, and communities.

VALUE LENS

What will my work enable for SE, customers, and Vision 2030?

2

Commit to Safety

Safety + Reliability

What do we refuse to compromise as systems become smarter?

Protect people, trust and long-term enterprise resilience.

3

Strive for Excellence

Sustainability + High Standards

How do we leave more value than we consume?

Raise the bar, take accountability, and keep improving the system.

Reflection prompt

Where can I bring the most value now – and what future capability should I help build next?

Choose one action you can start this week.

4

Lead with Purpose

National Service + Future Stewardship

How does my leadership support Vision 2030?

Connect day-to-day choices to national progress and future impact.

**“ The best way to predict
the future is to invent it ”**

– Alan Kay, computing pioneer



Be Bold: BHAG

Big Hairy Audacious Goals

Ambition made concrete: a bold, measurable target that gives the whole organization a future worth stretching for.

What ambitious future are you willing to help create within SE?

4 BENEFITS

1 Clear future

Paints a compelling destination people can see and rally behind.

2 Urgency & energy

Ignites commitment by making progress feel necessary now.

3 Stretch thinking

Pulls teams beyond comfort zones into extraordinary achievement.

4 Measurable progress

Turns ambition into visible milestones for innovation and success.

Vision 2030

Are these examples of BHAG's?

2030 TARGET SCORECARD

BHAG LENS

The targets turn a bold national ambition into specific measurable shifts across the system.

1 DIVERSIFY THE ECONOMIC ENGINE

- Non-oil exports 18.7% → 50%
- Private sector GDP 40% → 65%
- SME GDP contribution 20% → 35%

2 COMPETE ON TRADE + LOGISTICS

- Logistics rank 49th → 25th
- Competitiveness rank 25th → Top 10
- Economic position 19th → Top 15

3 MOBILISE CAPITAL AT SCALE

- PIF assets \$159bn+ → \$1.86trn+
- FDI share of GDP 3.8% → 5.7%

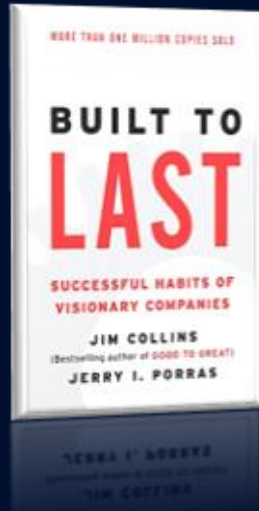
4 BUILD CAPABILITY + PARTICIPATION

- O&G localization 40% → 75%
- Women in the workforce 22% → 30%
- Unemployment 12.3% → 7%



BONUS RESOURCES

Two optional reads: one for enduring ambition; one for daily practice.



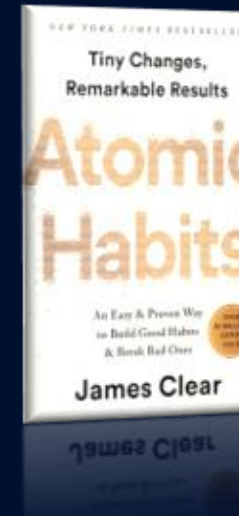
STRATEGIC AMBITION

Built to Last

Jim Collins & Jerry Porras

Where the BHAG idea comes from: bold, long-range goals that make ambition concrete and memorable.

AMBITION
INTO ACTION



DAILY EXECUTION

Atomic Habits

James Clear

A practical lens for making change stick: small repeatable behaviours that compound into visible progress.

OPTIONAL REFLECTION

What ambitious outcome do you want to contribute to – and what repeatable habit will help you make progress each week?

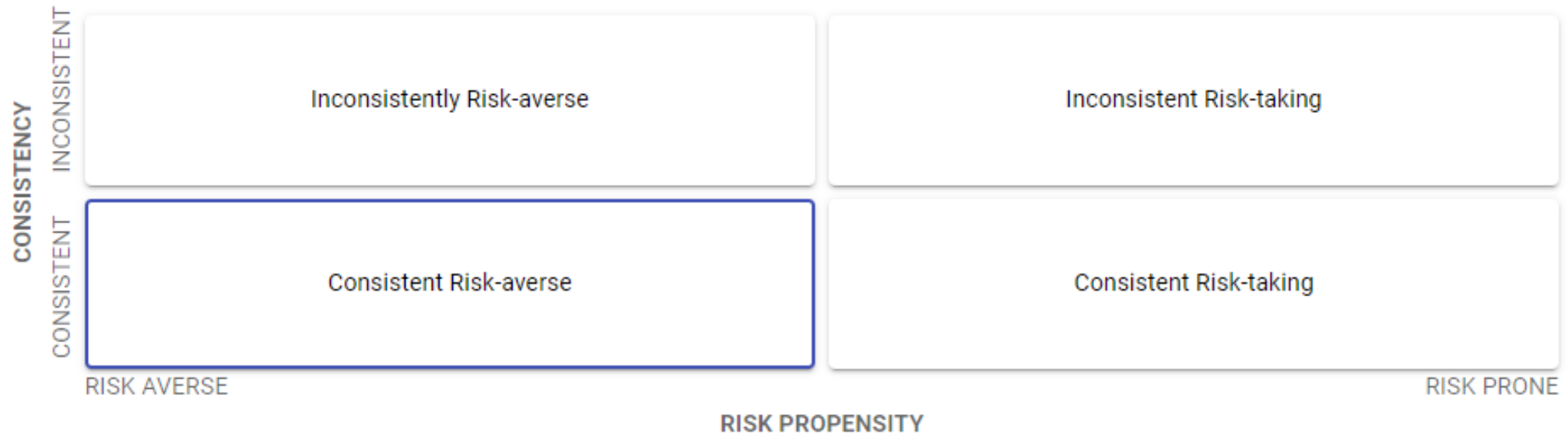


Your Risk Appetite

Understanding your risk-taking preference and what that means for your approach to BHAGs

Risk Propensity

The section describes the participant's risk taking preferences. Risk taking is described in terms of propensity of risk taking and the consistency of the displayed behaviour.



*Note: You can view your risk propensity in your PEAK report

BHAG RISK CALIBRATION

A Big, Hairy, Audacious Goal (BHAG) is not reckless ambition. It is bold ambition anchored to evidence and discipline. Future-ready SE leaders must avoid two failure modes: being too cautious to shape the future or being too ambitious without the evidence to back it up. The goal is to be **BOLD AND DISCIPLINED**. Plot yourself on the 2x2: How ambitious are your goals? How disciplined is your use of evidence to test them?

BHAGs meet Risk and Data



How bold is your ambition – and how disciplined is your evidence base?



CALIBRATION TARGET

Move ambition through evidence, not caution

The winning posture is not lower risk appetite; it is explicit assumptions, testable data, and decision gates before scaling.

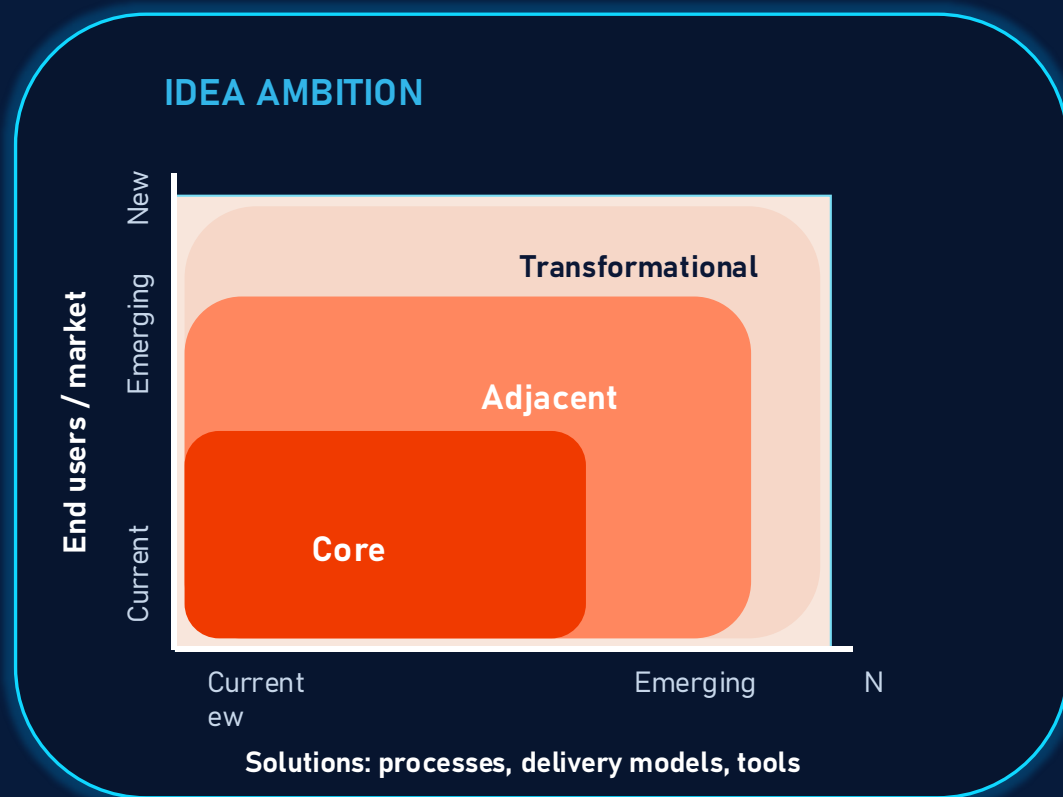
- Name the assumption
- Define the evidence test
- Scale only after signal

Read the map clockwise: stretch becomes productive only when evidence discipline rises with it.

BONUS MODEL: Ambition Matrix



Use the matrix to decide whether an idea improves today, stretches into adjacent spaces, or creates something entirely new.



CORE | Current Users + Current Solutions

Incremental improvements to features, service delivery or the value proposition — usually to reduce cost or improve experience.

ADJACENT | Emerging Users + Emerging Solutions

Tailors or extends existing programs and assets to serve growing needs, similar users, or new use cases.

TRANSFORMATIONAL | New Users + New Solutions

Changes how the company operates, responds to emergent needs, and may reshape public perception.

REFLECTION

Which ideas are core improvements, adjacent stretches, or transformational bets — and what would make them credible?

Choose the capability that will set you up for successful SE Stewardship

Energy 5.0 leaders build capability deliberately: select the learning focus that will turn ambition into action.

REFLECTION PROMPT

Which digital or future-focused capability must I build next to remain credible in Energy 5.0 and achieve the BHAGs I set?

Pick one capability to practise, then define one experiment you can run in your current role to practice it.

01 **AI Fluency**

Knowing where AI can help and where it can mislead.

02 **Data Literacy**

Asking better questions about dashboards, forecasts and models.

03 **Cyber Awareness**

Understanding digital risk in critical infrastructure.

04 **Sustainability Literacy**

Balancing reliability, carbon, affordability, and growth.

05 **Customer Digital Experience**

Keeping service transparent, simple, and human.

06 **Ecosystem Partnership**

Working across public, private and technology partners.

OUTPUT - One learning focus + one practical experiment that strengthens your credibility and future contribution.

Module 1 Take-Aways

SECTION CLOSE

ORDERED TAKE-AWAY PATH

Capture one concrete commitment at each stage, then use it in coaching and IDP conversations.

1	Everyday habits	Choose 2 habits to start or strengthen.	Personal rhythm
2	Value lens	Anchor the choice in 1 company value.	Value focus
3	BHAG ambition	Make 1 BHAG adjustment to stretch the target.	Bolder goal
4	Risk + evidence	Name the risk appetite and data test.	Sharper proof
5	Capability build	Pick 1 capability to add to your IDP.	Development focus

PERSONAL OUTPUT	A future-fit leadership commitment that links the module to coaching, IDP choices and next-section action.
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BONUS READING: FUTURE-FIT LEADERSHIP

Recommended HBR Articles for deeper reflection:

- ▶ 5 Critical Skills Leaders Need in the Age of AI (HBR, 2025)
- ▶ The AI-Augmented Leader: How AI can make us better leaders (HBR, 2024)
- ▶ Why Industry 5.0 Is Changing the Future of Leadership (Henley Business School, 2024)

Recommended Courses:

- ▶ MIT Sloan: Artificial Intelligence Programmes
- ▶ Stanford Online: AI for Business Professionals



Generative AI

5 Critical Skills Leaders Need in the Age of AI

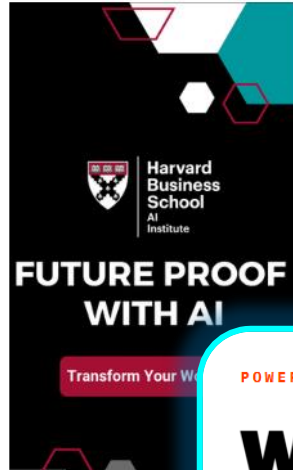
by Herminia Ibarra and Michael G. Jacobides

October 7, 2025



Illustration by Morgane Fadaneli

A recent *Financial Times* analysis of S&P 500 filings found that 374 companies mentioned AI on their earnings calls last year—and nearly



POWER OF PURPOSE

Why Industry 5.0 Is Changing the Future of Leadership

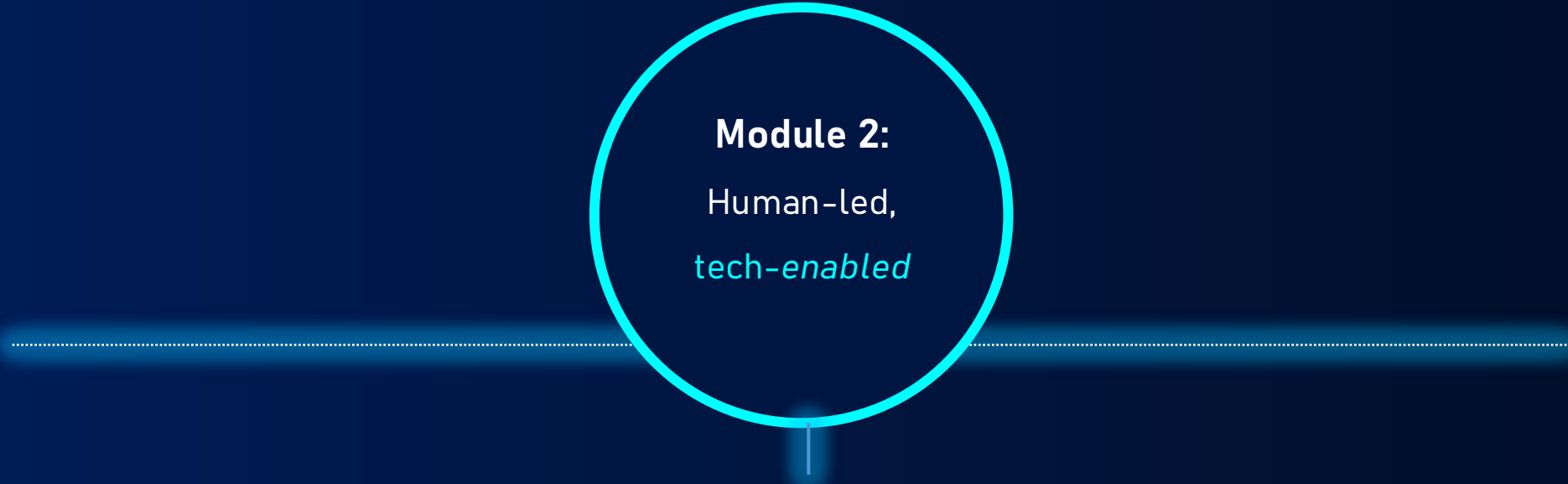
In the era of Industry 5.0, leaders must balance ethics, sustainability, and purpose to thrive.

EXPERT OPINION BY BENJAMIN LAKER, PROFESSOR, HENLEY BUSINESS SCHOOL, UNIVERSITY OF READING @DRBENLAKER

NOV 14, 2024

ENERGY 5.0

Modular Format



Module 2:
Human-led,
tech-enabled

AI-First, Human at the
Core?



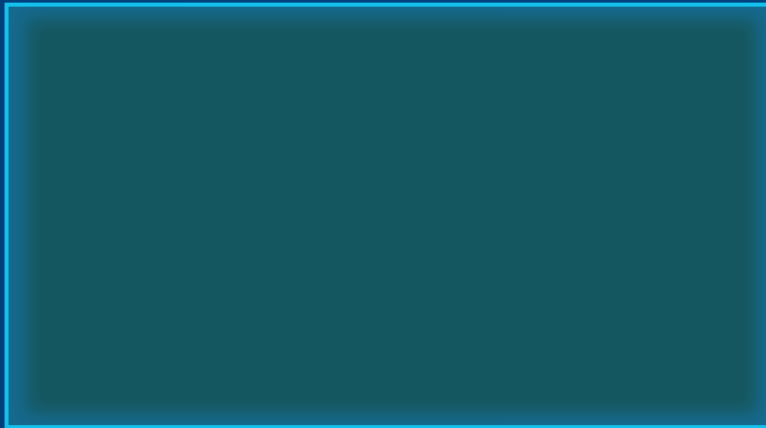
SAMSUNG



ANTHROPIC

ASML

TECH-ENABLED // HUMAN LED



Let's debate➤

- What does the SE of the Future look like?
- How do we move the needle, quickly?
- What is its core future purpose in serving the Kingdom?



WE ARE IN THE AGE OF INTELLIGENCE

There are many signals, trends and disruptions shaping the future. Leaders cannot track everything, but they do need a disciplined way to know where to look, what to pay attention to, how to interpret what they find, and how to translate it into strategic action.

3 CORE ELEMENTS OF STRATEGIC FORESIGHT



Perceiving

Detect change

Weak signals

Emerging trends

Early indicators

Prospecting

Understand change

Trend interpretation

System dynamics

Opportunity spaces

Probing

Act on change

Strategy testing

Innovation options

Strategic choices

Strategic foresight is the disciplined practice of scanning for change, exploring multiple plausible futures, and using those insights to make better choices in the present.

SEPARATE SIGNALS FROM NOISE

- ▶ Focus on the essential signals that are most likely to shape the future of the industry and business.
- ▶ Narrow down many possible issues into the few trends and signals that really matter.
- ▶ Assess both the direct and indirect impact these signals may have on the business.
- ▶ Use strategic discipline to decide what to prioritise – and what not to focus on.

Source: BCG (2025). Navigating the Future with Strategic Foresight

INTERPRETING THE SIGNALS

- ▶ Build on the priority signals already identified in the previous stage.
- ▶ Ask the “so what?” question: what could these signals mean for SE’s strategy, operations, people and customers?
- ▶ Identify how emerging technologies, social shifts or disruptions could create advantage or introduce threats.
- ▶ Understand the significance and impact to inform proactive shaping actions and direct responses.

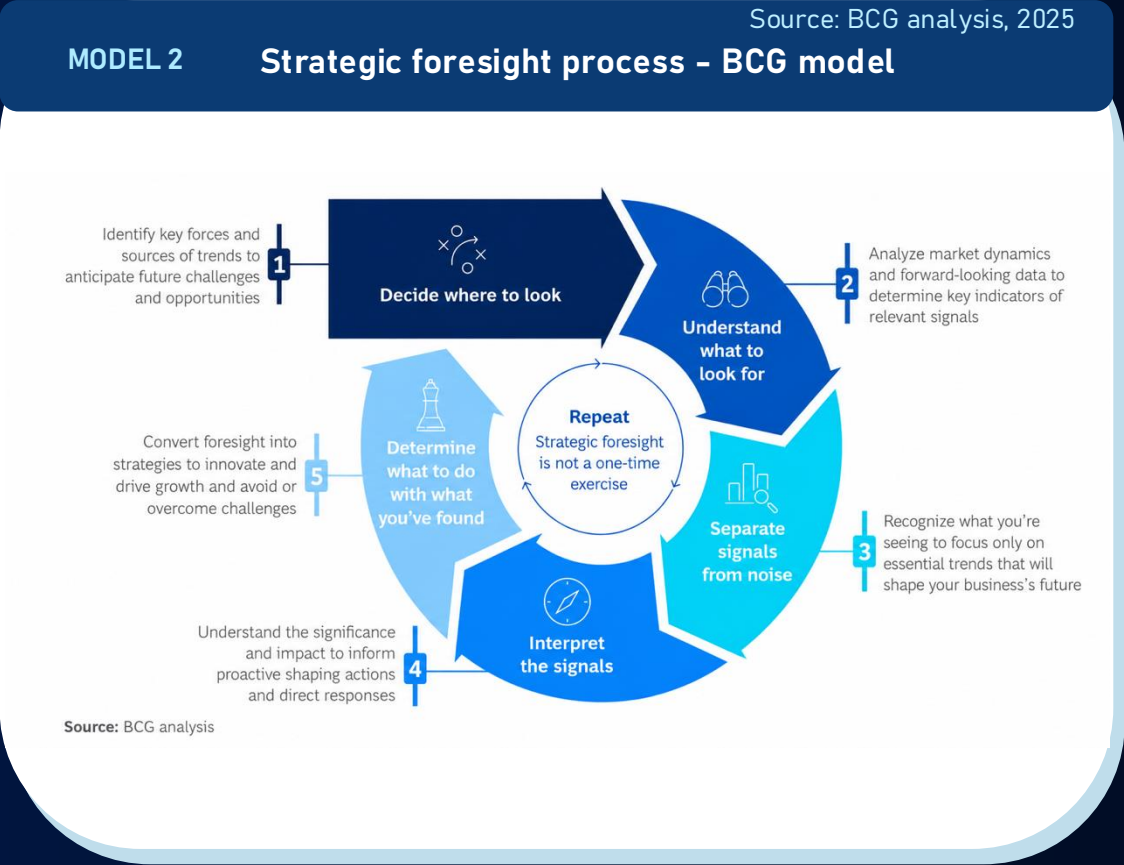
Source: BCG (2025). Navigating the Future with Strategic Foresight

Two models to sharpen your foresight practice



Use these as take-away reference tools: one clarifies the language; the other gives a repeatable process for applying it.

MODEL 1 Forecasting vs. Foresight vs. Futures Thinking			
Dimension	Forecasting	Strategic Foresight	Futures Thinking
Primary focus	Predict outcomes	Explore uncertainty	Challenge assumptions
Core question	What will happen?	What could happen?	How might the future evolve?
Time horizon	Short-term	Medium–long term	Long-term
View of future	Single expected future	Multiple plausible futures	Open and contingent
Strategic use	Operational planning	Strategy & innovation	Sensemaking



Make it a leadership rhythm, not an annual workshop

No one has time to scenario-plan for hours every week. Future-fit leaders build small routines.

1 Monthly signal diet

- ✓ 3 sources to follow
- ✓ 2 questions to ask your team
- ✓ 1 assumption to test

2 Forecast confidence ladder

- ✓ Know -> Infer -> Assume -> Test
- ✓ Separate evidence from belief.

3 AI assumption challenge

- ✓ Ask AI to propose three ways a forecast could be wrong - then judge the output.





Good forecasting begins with good data

Bad, incomplete, biased, outdated, or fragmented data creates false confidence.

Completeness

What is missing?

Timeliness

How old is the data?

Definition

Do we mean the same thing?

Bias

Whose reality is under-represented?

Granularity

Is the data too aggregated?

Confidence

How certain are we?

Executive question: What data would I need to trust this forecast?

Prediction is probability, not certainty

Predictive analytics estimates likely outcomes from patterns

Leadership still owns interpretation, trade-offs and accountability

✓ What it can do

- Estimate demand
- Identify outage risk
- Flag customer patterns
- Prioritise asset maintenance

! What it cannot do alone

- Define values
- Resolve trade-offs
- Understand context
- Own public trust

? Leader question

- What is the model predicting, with what confidence, and under what assumptions?



PREDICTIVE ANALYTICS: WHAT LEADERS NEED TO KNOW

Predictive analytics uses historical patterns and AI to estimate the most likely future outcomes. It is not prediction – it is disciplined probability. Key leader questions:

- ▶ What is the model predicting, with what confidence, and under what assumptions?
- ▶ What would have to change for this forecast to be wrong?
- ▶ What human context does the model not know about?
- ▶ What is the cost of being wrong? What is the cost of ignoring this signal?

From readiness to judgement

Future-fit leaders do not need perfect prediction. They need better questions, better data and better judgement.

A forecast is only as useful as the data, assumptions, and judgement behind it.

- What do we know?
- What do we infer?
- What do we assume?
- What must we test?





Separate evidence from assumption

A practical tool for daily leadership conversations.



Use before making a future-facing claim: "What level of confidence are we actually operating with?"

AI can accelerate thinking. It cannot replace accountability.

The strongest leaders combine machine speed with human context, ethics, values and imagination.

AI	AI contributes	DATA	Data contributes	H	Humans contribute
	○ Synthesis ○ Pattern spotting ○ Option generation ○ Assumption challenge ○ Drafting and summarising		○ Trends ○ Evidence ○ Signals ○ Forecasts ○ Confidence levels		○ Values ○ Context ○ Ethics ○ Trust ○ Trade-off judgement



Prompting for better judgement

Use AI to widen the frame, challenge assumptions, and strengthen options.

01 Ask for alternatives

“Give me three plausible explanations for this pattern.”

02 Ask for blind spots

“What could we be missing or over-weighting?”

03 Ask for guardrails

“What ethical, safety, cyber or customer trust risks should we consider?”

Rule: Never paste confidential data into public AI tools. Use approved platforms and synthetic or anonymized demo data.



DATA-TO-JUDGEMENT SPRINT

You will receive a short demo dashboard showing: demand growth trends, outage data, customer complaints, renewables integration status, AI adoption indicators, and talent readiness gaps.

You will work through 4 rounds – each building on the last – to practise the full Human + Data + AI Judgement cycle. The goal is not to get the “right answer.” It is to practise better executive thinking with data and AI.



A fictional snapshot for discussion

Use this to practice questioning data, assumptions and AI output.

Indicator	Signal	Confidence	Data quality watch-out
Peak load forecast	+7%	Medium	Seasonal model, limited new load pipeline
Customer digital complaints	+14%	Low	Multiple channels, unclear definitions
Renewables integration requests	+28%	Medium	Pipeline visibility uneven
Data centre connection enquiries	3x	Low	Early-stage intent signals
Critical skills readiness	61%	Medium	Self-assessment bias, limited validation
AI pilots scaled beyond pilot	4 of 12	Medium	Benefits not consistently measured

Data-to-Judgement Sprint



Use demo data to practice executive judgement in a data-and-AI enabled world.

01 Round 1

What would you
conclude from the data?





Data-to-Judgement Sprint

Use demo data to practice executive judgement in a data-and-AI enabled world.

01 Round 1

What would you
conclude from the data?

02 Round 2

What can you not
conclude because the
data is weak?



Data-to-Judgement Sprint



Use demo data to practice executive judgement in a data-and-AI enabled world.

01 Round 1

What would you conclude from the data?

02 Round 2

What can you not conclude because the data is weak?

03 Round 3

What did AI help us see faster - and what did it miss?



Data-to-Judgement Sprint



Use demo data to practice executive judgement in a data-and-AI enabled world.

01 Round 1

What would you conclude from the data?

02 Round 2

What can you not conclude because the data is weak?

03 Round 3

What did AI help us see faster - and what did it miss?

04 Round 4

What responsible forecast question should leaders ask next?





What can we conclude – and what can't we conclude?

Good leaders interrogate the data before they accelerate action.

CAN Conclusions we might make

Demand and digital expectations appear to be rising.
Integration complexity is increasing.
AI activity exists but scaling is inconsistent.

CAN'T Conclusions we cannot make yet

We do not know causality.
We do not know segment differences.
We do not know whether pilots created measurable value.
We do not know which data is decision-grade.

Leader move: “Before we decide, what data quality risk could make us wrong?”

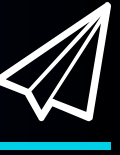
REPEAT

Strategic foresight is not a one-time exercise, nor is it a single journey from start to finish. Rather, it is a process, a cycle – and one that requires continuous learning. The world keeps changing. Enhancing an organization's adaptability and capacity to navigate future challenges involves continuously monitoring the environment and adjusting strategies as needed. It also requires continuously updating the approach to sensing and processing the intelligence.

Source: BCG (2025). Navigating the Future with Strategic Foresight

ACTIVITY: BENCHMARK DRIVERS OF CHANGE

Strategic driver/category	Trends included	What participants should discuss
1. Clean Energy & Low-Carbon Generation	Green Hydrogen, Nuclear Power	How low-carbon generation may affect SE's future energy mix, sustainability commitments and long-term energy security.
2. Grid Flexibility, Storage & Resilience	Microgrids, Advanced Energy Storage, Grid Resilience	How SE can manage demand growth, renewable integration, peak pressure, outages and system reliability.
3. Intelligent & Connected Energy Systems	AI Integration, Internet of Energy	How AI, IoT, smart monitoring, automation and data can improve SE's planning, operations and decision-making.
4. Digital Trust & Secure Energy Transactions	Cybersecurity, Blockchain	How SE can protect critical infrastructure, secure digital systems and enable trusted, transparent energy data and transactions.
5. Customer & Business Model Innovation	Energy-as-a-Service	How customer expectations and service-based models may shift the way SE delivers value beyond electricity supply.



A pre-prepared AI synthesis to critique

AI can help us see patterns faster. Leaders must test the usefulness, context and risk of the output.

AI Sample AI synthesis

Prioritize three areas: AI-enabled outage prediction, data-centre demand readiness, and customer digital transparency. Risks include data quality, cyber exposure, change fatigue and lack of scaled capability.

H Human judgement challenge

What is useful?
What is too generic?
What is missing for SE/KSA context?
What must be validated before action?
What ethical or trust risk is hidden?



THE HUMAN + DATA + AI JUDGEMENT FRAMEWORK

01

#1: Data Quality

The foundation. Bad data produces false confidence. Leaders must ask: what data is missing, stale, or biased?

02

#2: Predictive Analytics & AI Copilot

The amplifier. AI accelerates synthesis and options; predictive analytics estimates likely outcomes. Neither replaces human judgement.

03

#3: Executive Judgement Guardrails

The decider. Ethics, context, values, stakeholder trust, and strategic trade-offs remain the exclusive domain of human leadership.

↗ **Pitfall 1:**
STALE DATA – Using old data as if it is current

↗ **Pitfall 2: MISSING SEGMENTATION** – Aggregated totals that hide critical sub-trends

↗ **Pitfall 3:**
BIASED SAMPLE – Data only from sources that confirm existing beliefs

↗ **Pitfall 4: NO CONFIDENCE RANGE** – A forecast presented as a certainty, not a probability

↗ **Pitfall 5:**
UNCLEAR DEFINITIONS – Key terms that different teams interpret differently

What leaders must still own

AI may suggest. Leaders must judge.

Context

Does this fit SE, KSA and our mandate?

Ethics

Who could be harmed or excluded?

Safety

What operational or human safety risk is created?

Cyber

What new digital exposure is introduced?

Trust

How will customers, employees and regulators experience this?

Accountability

Who owns the final call and consequences?



The 15-minute monthly forecast routine

A practical rhythm for day-to-day leadership – not a complex scenario-planning exercise.

1. Data pulse

What changed since last month?

2. Assumption check

What are we assuming that may be wrong?

3. AI challenge

What are three ways our view could be incomplete?

4. Action adjustment

What small move should we make now?

Output: One responsible forecasting question that can inform a future innovation bet.





From insight to responsible innovation

Data and AI should not make leaders less accountable. They should help leaders become more responsible in how they innovate.

Impossible to Impact = bold ideas + responsible guardrails + evidence-seeking experiments.

- ? What future-facing opportunity should SE explore?
- ? What data would make the idea credible?
- ? What safeguards make it responsible?
- ? What 90-day experiment can create evidence?



EXECUTIVE AI LEADERSHIP: DISTRIBUTED OWNERSHIP

AI readiness at SE is not a technology department responsibility. It requires distributed leadership ownership across functions.

Key principles:

- Leaders must be informed consumers of AI – not necessarily builders
- AI governance requires cross-functional oversight: operations, HR, legal, finance, and IT
- The ethical use of AI starts with leaders asking: “What could go wrong, and who bears the cost?”
- Building psychological safety for AI experimentation is a leadership culture responsibility

BONUS READING: HUMAN + DATA + AI JUDGEMENT

Recommended HBR Articles:

- ▶ What Does It Actually Take to Build a Data-Driven Culture? (HBR, 2023)
- ▶ How AI Can Help Leaders Make Better Decisions Under Pressure (HBR, 2023)
- ▶ The Irreplaceable Value of Human Decision-Making in the Age of AI (HBR, 2024)
- ▶ How CEOs Can Lead a Data-Driven Culture (HBR, 2020)
- ▶ Your AI Strategy Needs More Than a Single Leader (HBR, 2025)

Leading Teams

Your AI Strategy Needs More Than a Single Leader

by John Winsor, Jen Stave and Ryan Kurt

August 4, 2025



wacomka/Getty Images

X
Post

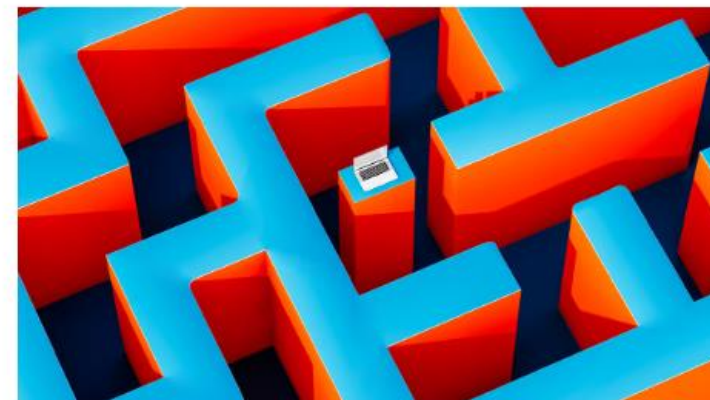
In boardrooms around the world, a familiar question keeps surfacing:
Who should lead our AI efforts?

AI And Machine Learning

The Irreplaceable Value of Human Decision-Making in the Age of AI

by Martin Reeves, Mihnea Moldoveanu and Adam Job

December 11, 2024



Marcos Osorio/Getty Images

AI's rapid advancement has ignited enthusiasm about its potential to revolutionize corporate decision-making by substituting for expensive, fallible humans. But it's naïve to believe that by gathering ever more

ENERGY 5.0

Modular Format



Module 3:
Impossible to
Impact

Capstone: Applying full PEAK
toolkit to create enterprise
impact

INVITATION // FUTURE

ACCELERATE Now. UNLOCK A NEW POSSIBLE

5.0



WHAT IS RESPONSIBLE INNOVATION?

BOLD:

Ideas ambitious enough
to matter – aligned to
Vision 2030 and SE's
energy mandate

SAFE:

Ideas governed by ethics,
cyber safety, customer trust,
and national values

EVIDENCE-READY:

Ideas supported by data,
tested assumptions, and a
90-day experiment design –
not just good intentions



Not every bold idea is a responsible bet

The capstone is not about inventing another product. It is about making bold possibilities credible, safe and aligned to SE's future mandate.

1 Bold enough

Does the idea reframe what is possible for SE and KSA's energy future?

2 Evidence-ready

Do we know what data, analytics or pilots would test the idea?

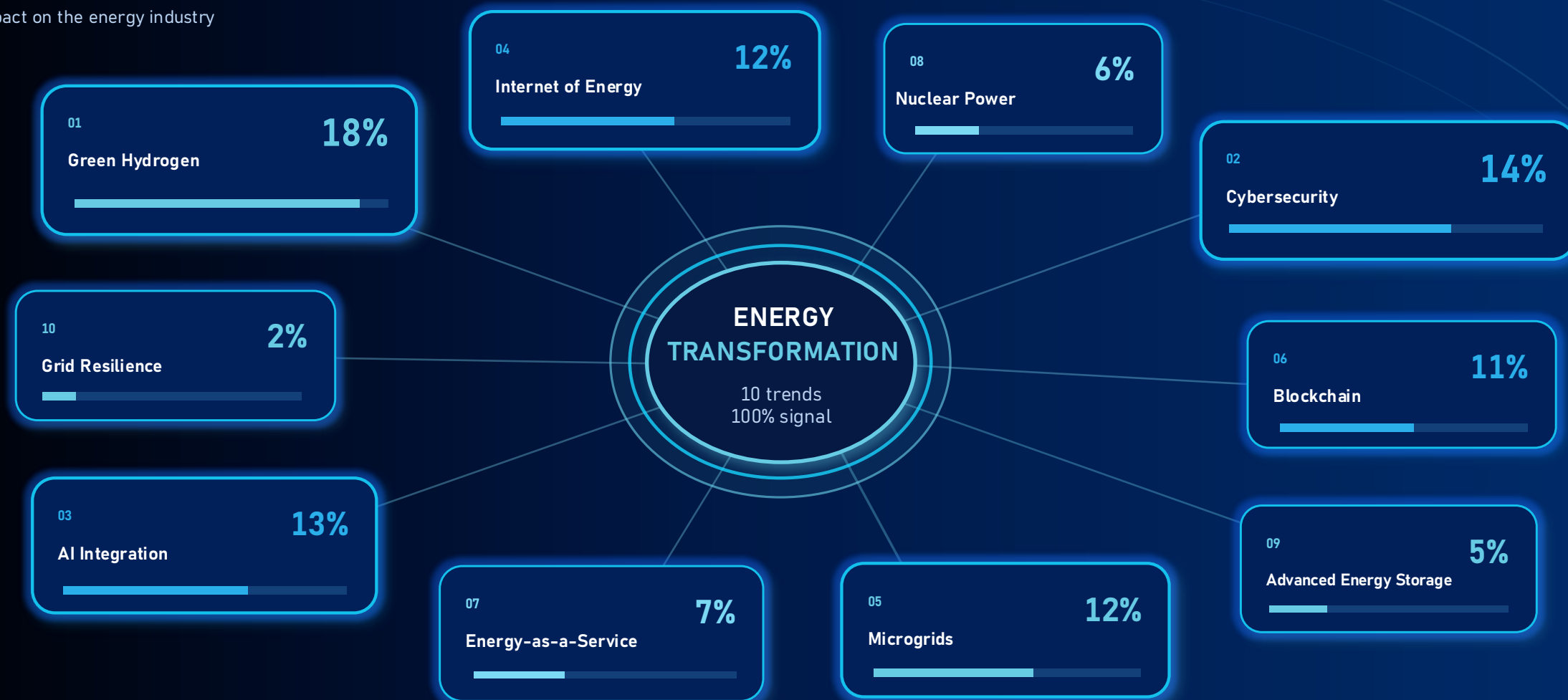
3 Responsible

Have we considered safety, cyber, ethics, sustainability, and public trust?



TOP 10 ENERGY INDUSTRY TRENDS & INNOVATIONS

Impact on the energy industry





DRIVER MAPPING:

IMPORTANCE VS CERTAINTY MATRIX

Important + Certain

These drivers should be prioritized and acted upon quickly.

Important + Uncertain

These drivers could be the subject of further research or used in a scenarios process.

Less important + Certain

These drivers can be safely parked for the moment.

Less important + Uncertain

These drivers could be tracked, as they may become more significant over time.



A simple creative-to-practical pathway

Start bold. Remove legacy assumptions. Then ground the idea with evidence, safeguards and next steps.

01 Blue Sky

What bold possibility could reshape SE's contribution to KSA's energy future?

02 Greenfields

If we were designing without legacy assumptions, what would we create?

03 Grounded Impact

What must be true for this to work responsibly, safely and commercially?



Create a Responsible Innovation Brief

A serious, practical, future-facing contribution from SE leaders.

Your task: Convert one bold Energy 5.0 possibility into a responsible innovation brief that can be shared with the business.

1. Use one idea or opportunity space.
2. Apply data and AI judgement from Module 2.
3. Apply prior PEAK learning without repeating prior simulations.
4. Define a 90-day evidence-generating experiment.



Choose one Energy 5.0 area to explore

Use these as prompts, not constraints.

AI-enabled grid reliability

Predictive maintenance, outage prevention, asset intelligence.

Customer energy transparency

Digital service, outage communication, trusted data.

Demand flexibility

EV charging, cooling load, data centres, demand response.

Responsible automation

Safety, field work, human-in-the-loop operations.

Localization and resilience

Supply chain, critical skills, national capability.

Green energy integration

Storage, renewables, flexibility, carbon transparency.



Bold possibility + strategic link

Start with the “impossible” opportunity and connect it to SE, Vision 2030 and national value.

01 Bold possibility

What future-facing opportunity should SE explore?
What is bold about it?
What would be different if it worked?

02 Strategic link

How does it support Vision 2030, Energy 5.0, SE's mandate and national value?



Data and forecasting need

Move from inspiration to evidence.

What data would be needed to forecast demand, risk, adoption, reliability, cost or impact?

- What data do we already have?
- What data is missing or unreliable?
- What predictive insight would help us test the opportunity?
- What confidence level would be good enough for a first experiment?



Human and societal value

Responsible innovation creates value beyond a narrow business case.

Customers

Reliability, transparency,
affordability, trust.

Employees

Future skills, safety,
productivity, meaning.

Communities

Access, continuity, social
value, sustainability.

Future generations

Resilience, resources,
environmental impact.

Leadership question: Who benefits, who carries risk, and whose voice is not yet visible?



Responsible innovation guardrails

The guardrails make the idea stronger, not smaller.

Safety

What could go wrong operationally or humanly?

Cyber

What new exposure is created?

Ethics

What trade-off needs explicit governance?

Sustainability

What long-term impact must be managed?

Customer trust

How do we explain this transparently?

Talent

What capability must be built before scaling?



Assumptions to test

The most responsible ideas are clear about what they do not yet know.

A1 Assumption 1

What must be true about customer, employee or regulator adoption?

A2 Assumption 2

What must be true about data, technology, cyber or integration?

A3 Assumption 3

What must be true about economics, talent, operations or sustainability?

Use AI, analytics, pilots, expert input or customer evidence to test assumptions.



90-day experiment

A low-risk move that creates evidence without overcommitting resources.

1 Experiment question

What do we need to learn in 90 days?

2 Evidence of value

What will tell us the idea is worth exploring further?

3 Owner + partners

Who needs to sponsor, inform or enable the test?

4 Stop / scale signal

What result would make us stop, adjust or scale?



How all five Study Schools come together

The final output converts the full PEAK journey into responsible future-facing impact.

- 1 SS1 Stakeholder 2.0** Whose trust matters and what message must we lead with?
- 2 SS2 Forward Fast** What pressure or resistance requires leadership stance?
- 3 SS3 Agile for Acceleration** What 90-day experiment creates learning?
- 4 SS4 Talent Amplifier** What future capability or talent condition must we build?
- 5 SS5 Energy 5.0** What data, AI and responsibility guardrails make the idea credible?



Responsible Innovation Studio

Work in teams to complete one brief and submit it to the shared board.

01 Roles

- Sponsor: keeps strategic link clear
- Data challenger: tests evidence
- Responsibility guardian: names risks
- Experiment designer: defines 90-day move

02 Timing

- Choose opportunity: 3 min
- Build brief: 12 min
- Stress-test: 5 min
- Prepare share-out: 3 min



Impact Gallery

Teams share their briefs as a leadership intelligence portfolio - not as a Shark Tank pitch.

1 Most responsible

Strongest guardrails and trust logic.

2 Most ambitious

Strongest Impossible to Impact stretch.

3 Most feasible

Clearest 90-day experiment and evidence path.

4 Best Vision 2030 link

Strongest national value and SE mandate connection.

Output: top themes + selected briefs can be curated and shared with business owners.



Responsible Innovation Briefs from SE Future Leaders

A concrete artifact for the business: bold, responsible, data-informed possibilities.

- One-page executive summary of themes that emerged
- Top 5-8 Responsible Innovation Briefs grouped by theme
- Leadership signals appendix: what leaders are noticing and what data they want
- From Impossible to Impact action list: low-risk 90-day experiments for business owners

This is not a pitch deck. It is a leadership intelligence artifact.



The full PEAK Study School arc

Five workshops. One leadership movement.

SS1: Stakeholder 2.0

Influence, stakeholder trust, executive presence

SS2: Forward Fast

Velocity, pressure leadership, future-proofing

SS3: Agile for Acceleration

Problem-solving, cadence, agile execution

SS4: Talent Amplifier

Coaching, empowerment, future skills, psychological safety

SS5: A Globe for the Future

Future-fit self-leadership, data + AI judgement, responsible innovation

What changes on Monday?

The future becomes practical when it changes habits, questions and experiments.

1 In my meetings

Ask the Forecast Confidence Ladder before making future-facing claims.

2 In my team

Build a monthly signal diet and use AI to challenge assumptions.

3 In my portfolio

Turn bold ideas into low-risk experiments with responsible guardrails.

Leadership output: one habit, one data question, one responsible innovation experiment.



Impact must be values-led

Responsible innovation is how we make ambition worthy of trust.

1 We are One

Innovate together, build community and shape culture.

2 We commit to Safety

Make safety non-negotiable in human and AI-enabled systems.

3 We strive for Excellence

Use evidence, accountability and learning to improve.

4 We lead with Purpose

Serve customers, people and communities for prosperity.



From Impossible to Impact

Complete the sentence and share one commitment.

To make myself ready for the globe of the future, I will...

01 My habit

One behaviour I will start or strengthen.

02 My question

One data or foresight question I will ask monthly.

03 My experiment

One responsible innovation move I will support.



Recommended Harvard Business Review articles

For continued reflection on AI, foresight, data culture and human judgement.

Use GenAI to Improve Scenario Planning

GenAI as a support for contingency thinking.

How CEOs Can Lead a Data-Driven Culture

Executive ownership of data and analytics.

How AI Can Help Leaders Make Better Decisions Under Pressure

Closing the data-insight gap.

5 Critical Skills Leaders Need in the Age of AI

Leadership readiness in an AI context.

What Does It Actually Take to Build a Data-Driven Culture?

Practical data culture and data quality lessons.

The AI-Augmented Leader

AI as a way to strengthen human leadership.

The Irreplaceable Value of Human Decision-Making in the Age of AI

Human judgement, ethics and context.

Your AI Strategy Needs More Than a Single Leader

Distributed AI ownership and governance.



Five reputable AI courses for leaders

Optional resources to deepen AI fluency beyond the workshop.

- | | | |
|---|-----------------------------|---|
| 1 | MIT Sloan + CSAIL | Artificial Intelligence: Implications for Business Strategy |
| 2 | Stanford Online | AI for Business Professionals / AI Professional Program |
| 3 | Wharton Executive Education | AI for Business |
| 4 | Oxford Saïd Business School | Oxford Artificial Intelligence Programme |
| 5 | INSEAD Executive Education | Transforming Your Business with AI |



Three safe prompts for leadership use

Use only with approved platforms and non-confidential data.

1 Challenge my assumptions

“Here is our forecast and assumptions. What are three plausible ways we could be wrong?”

2 Find the blind spots

“What stakeholder, safety, cyber, data quality or ethical risks may be underweighted?”

3 Design the experiment

“Suggest a low-risk 90-day experiment to test this idea, with evidence and stop/scale signals.”



ENERGY 5.0

Modular Format

Module 1:

4.0 to 5.0

The *SHIFT*

The stewardship of an
exponential industry

Module 2:

Human-led,
tech-enabled

AI-First, Human at the
Core?

Module 3:

Impossible to
Impact

Capstone: Applying full PEAK
toolkit to create enterprise
impact

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.

ENERGY 5.0

CONCLUSION: IMPACT STUDY SCHOOL 5 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
- Continue to apply your study school learning
- Submit your innovation brief output

SETTING A CLEAR MANDATE

PURPOSE: PEAK_2.0



Immersive Experience

Differentiable, luminating leadership immersion



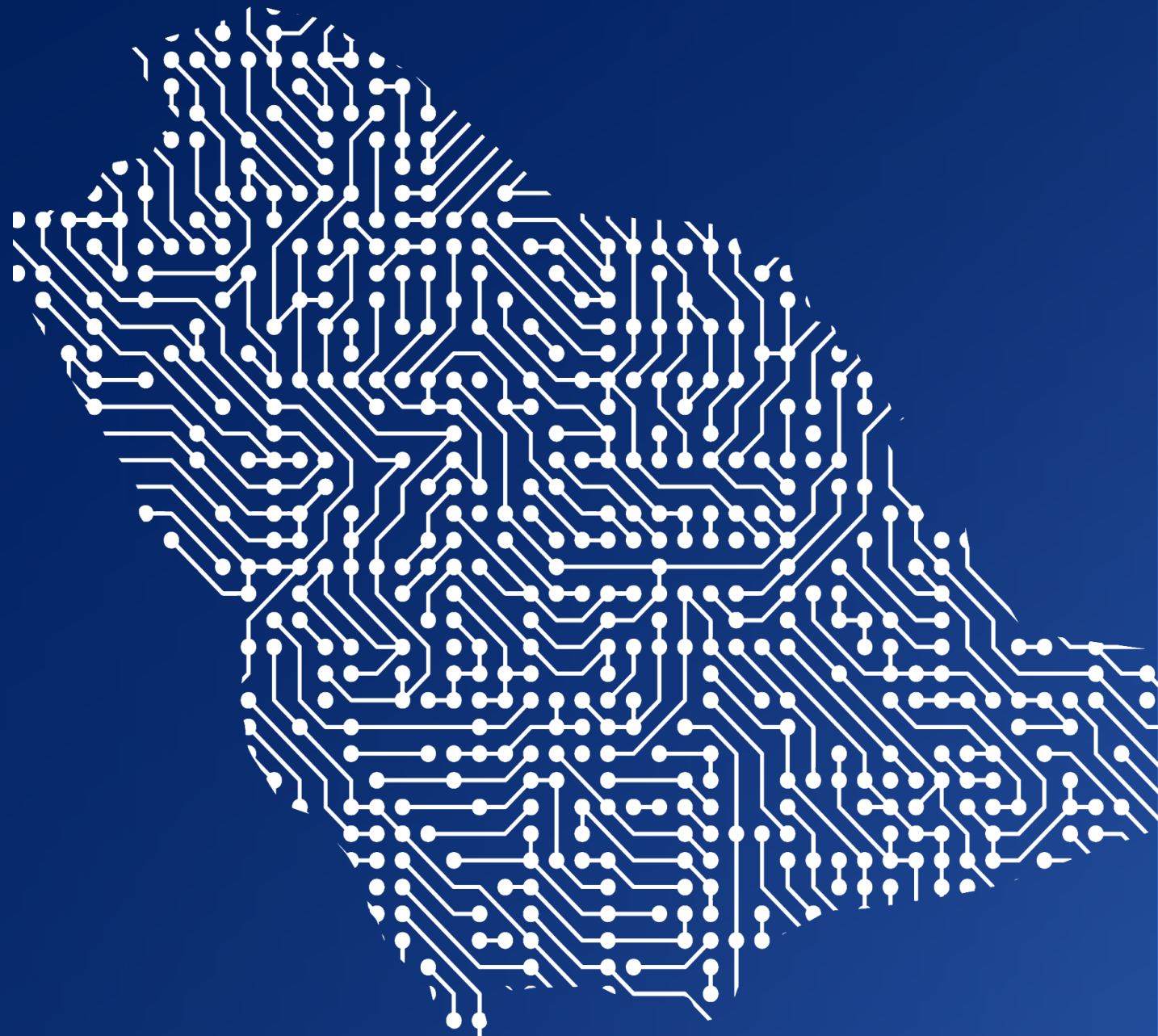
View on the Future

Chartering pathways to creating extraordinary value

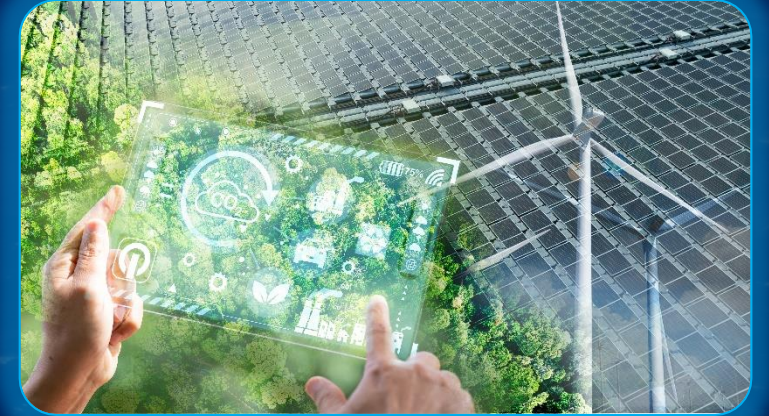
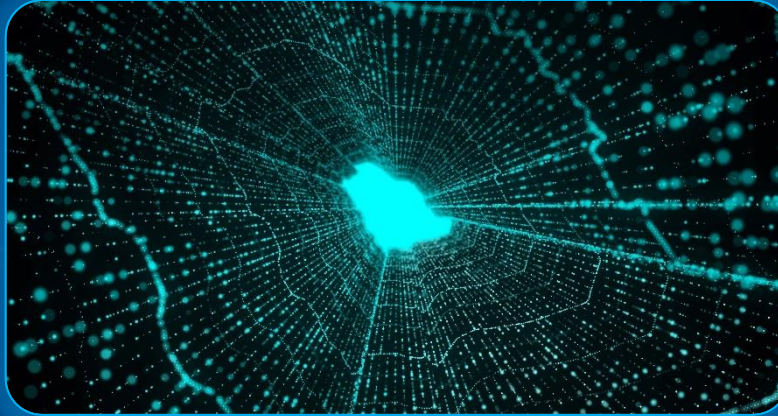


Sense of Community

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