



**Mubadala
Energy**

Leadership Skills

Outlines



1. Understanding Leadership Styles



2. Fundamentals of Strategic Decision-Making



3. Leading High-Performance Teams



4. Advanced Communication Skills



1. Understanding Leadership Styles

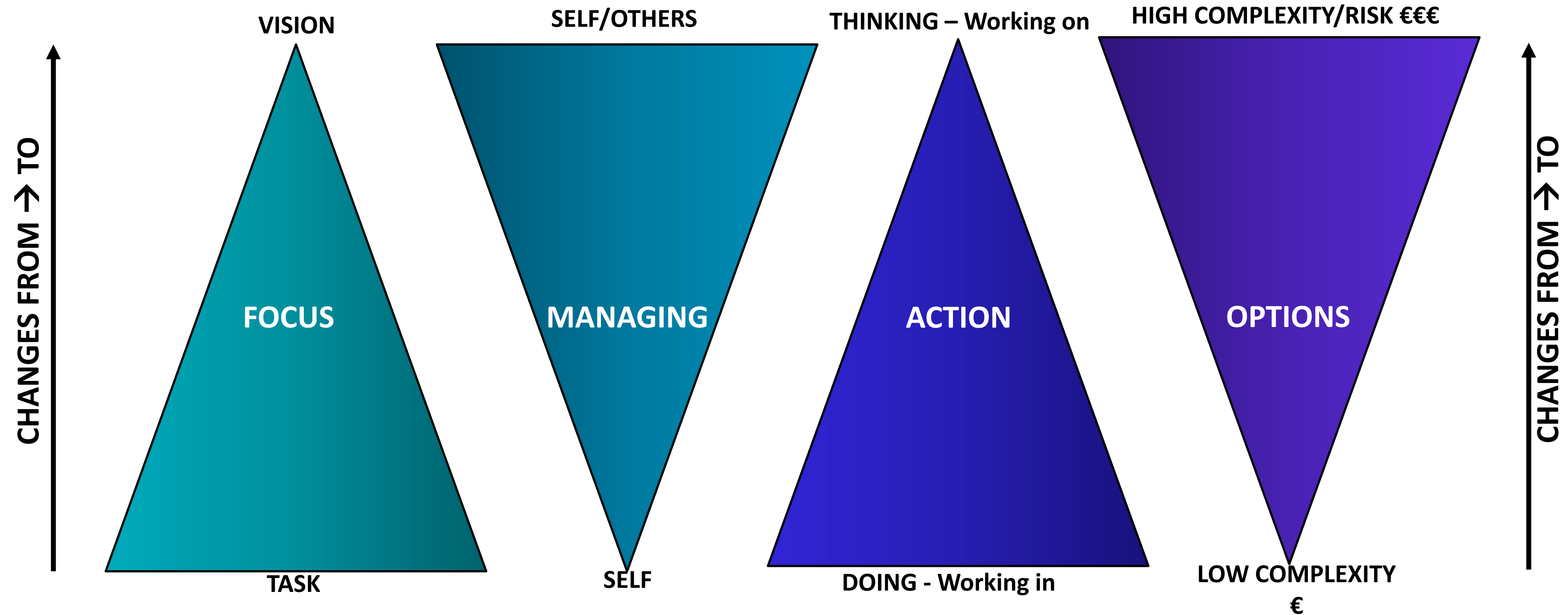
Leadership



“A process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task.”

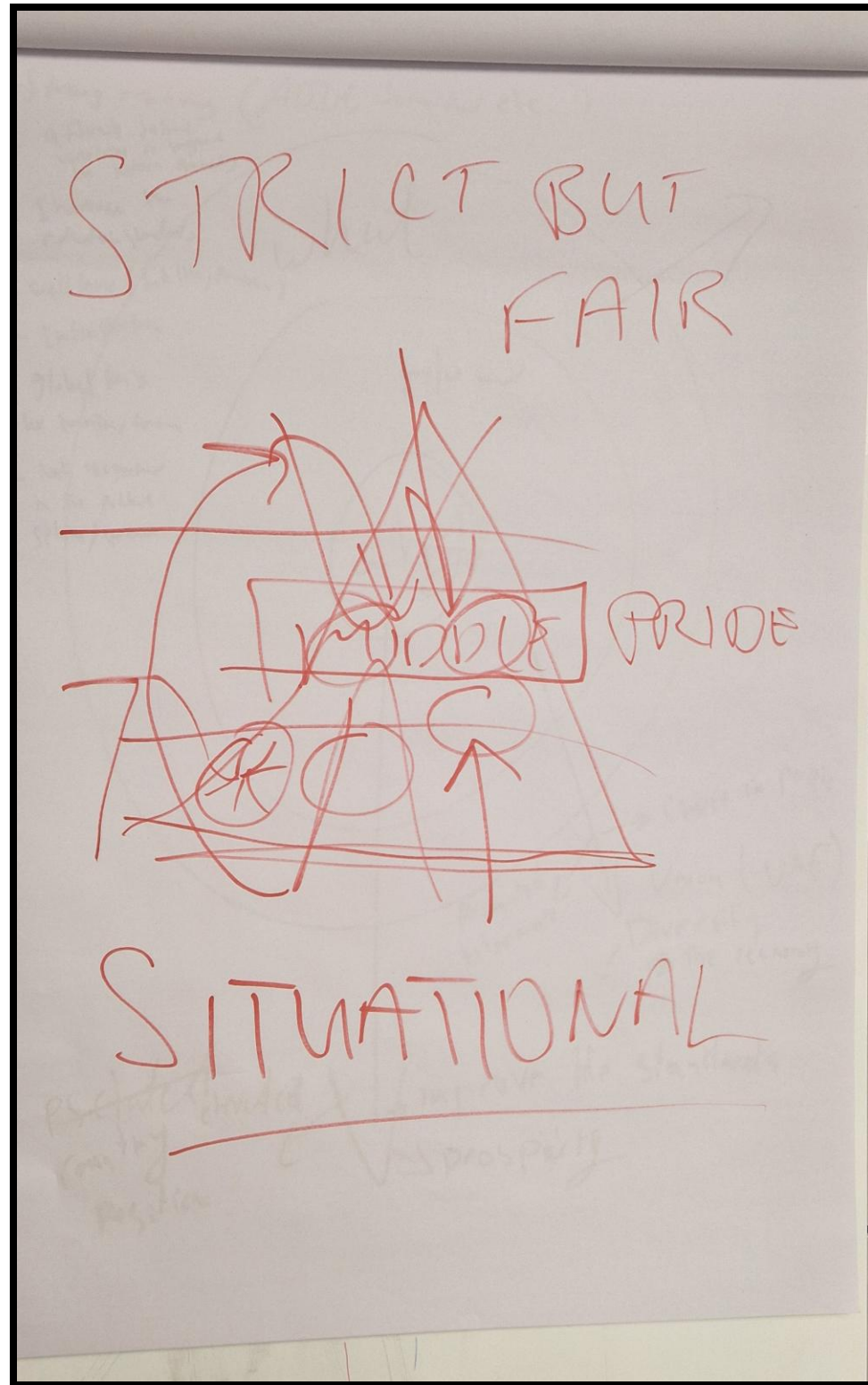
(Martin Chemers)

Towards Leadership: Understanding Progression



more OPTIONS → increases COMPLEXITY → increases RISK requires increased THINKING TIME + involving OTHERS

Organisational Management Levels



Strategic and/or Long Term

- overall corporate objective
- type of business, M & A, etc.
- made by Board/Shareholders



Tactical and/or Medium Term

- optimal deployment of resources
- response to environmental changes
- made by divisional managers – not board



Operational and/or Short Term

- control activity & give effect to tactical day-to-day
- programmed decisions
- departmental managers/supervisors.

Transactional Leadership

CHARACTERISTICS	ADVANTAGES	DISADVANTAGES
Laissez-faire	Clarity of outcomes/consequences	Laissez faire may be too hands-off for some employees
Management by exception passive	Rewards given for work done	Excessive monitoring may be stifling and is very time-consuming
Management by exception active	Strong accountability	
Contingent reward	In managing risky situations	Criticised for inhibiting creativity

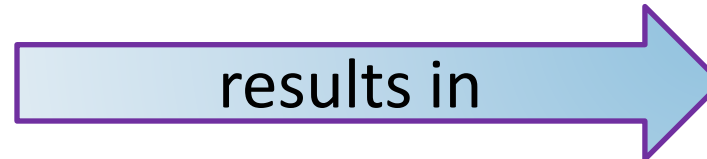
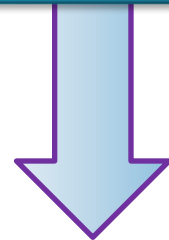
Transformational Leadership

CHARACTERISITICS	ADVANTAGES	DISADVANTAGES
4 Is: Individualised consideration	Good group member engagement	Heroic leadership – centralised to an individual
Intellectual stimulation	Excellent for change scenarios	Leadership burnout
Idealised influence	Long term vision for employees to invest in	Overly disruptive due to drive for continuous change
Inspirational motivation	Employee development	Can be dismissive of the duller daily requirements of sustaining a business

Roles of a Strategic Leader

Transactional Role:

- Organisational structure
- Management control
- Reward system



- strategies are owned
- customers are satisfied
- people enjoy work
- things can happen and change quickly.

Transformational Role:

- vision & direction
- empowered people
- energised people.



"Leadership involves plumbing as well as poetry"(J. G. March)

Situational Leadership



(Situational Leadership Theory, Hersey & Blanchard, 1969)

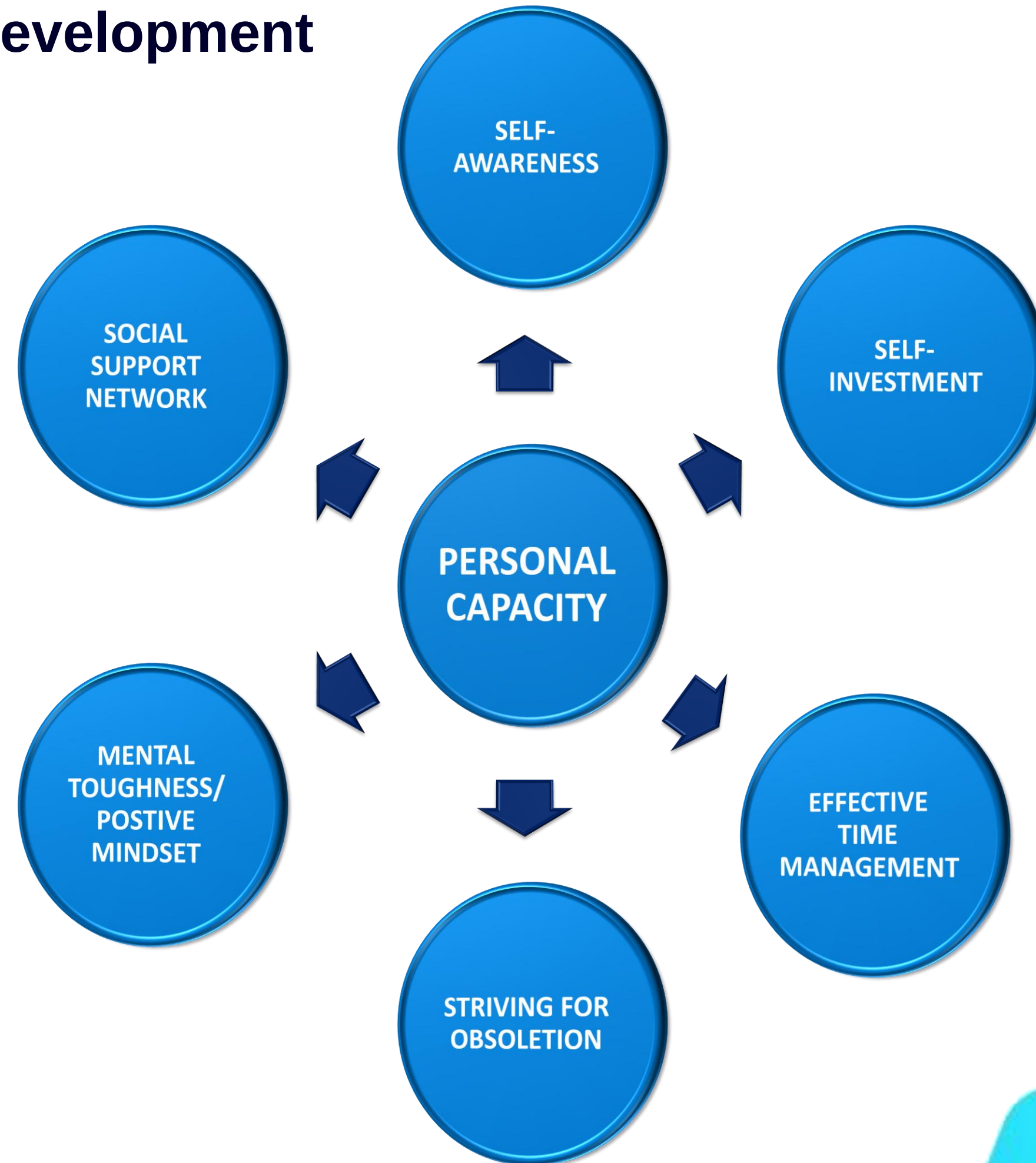
Self-Leadership:

Covey's 7 Habits Of Highly Effective People

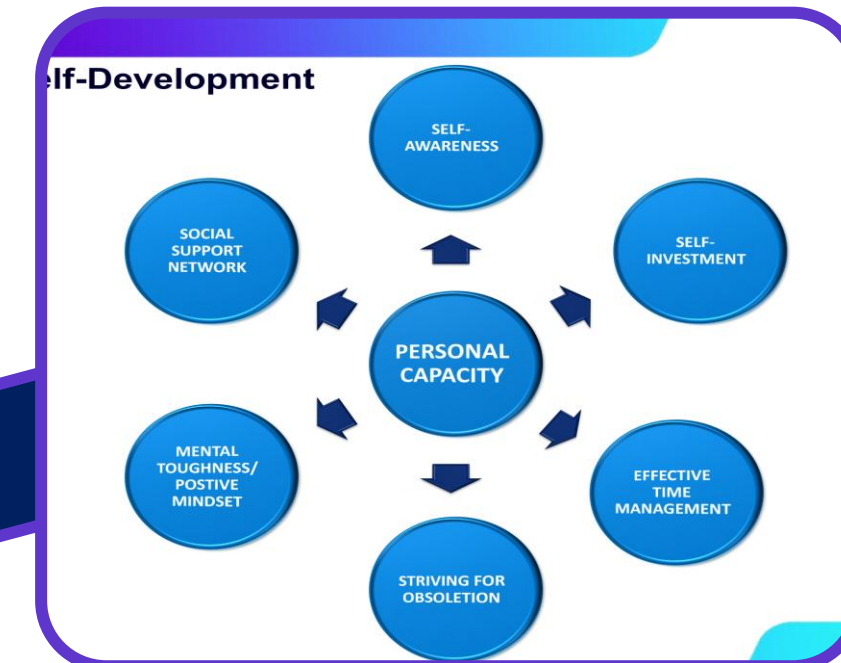
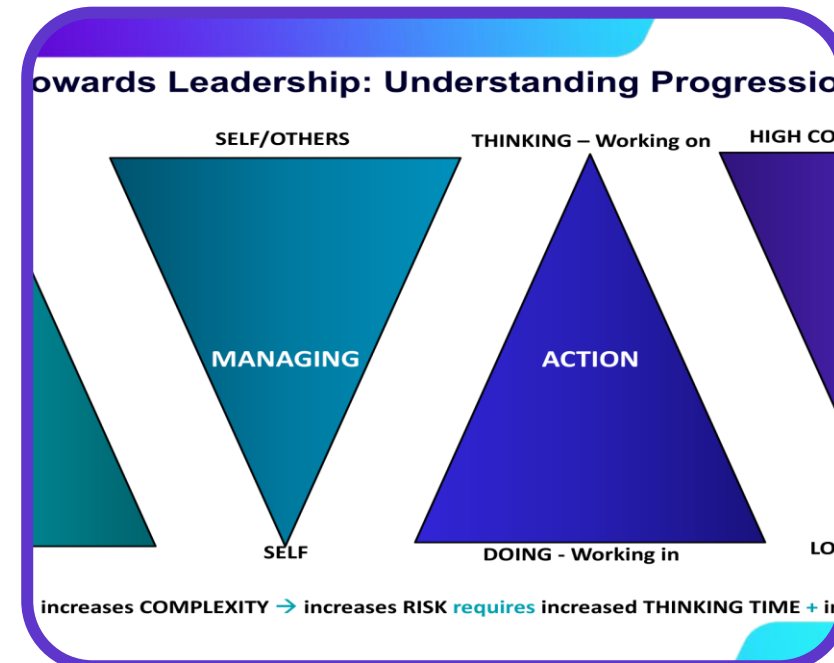
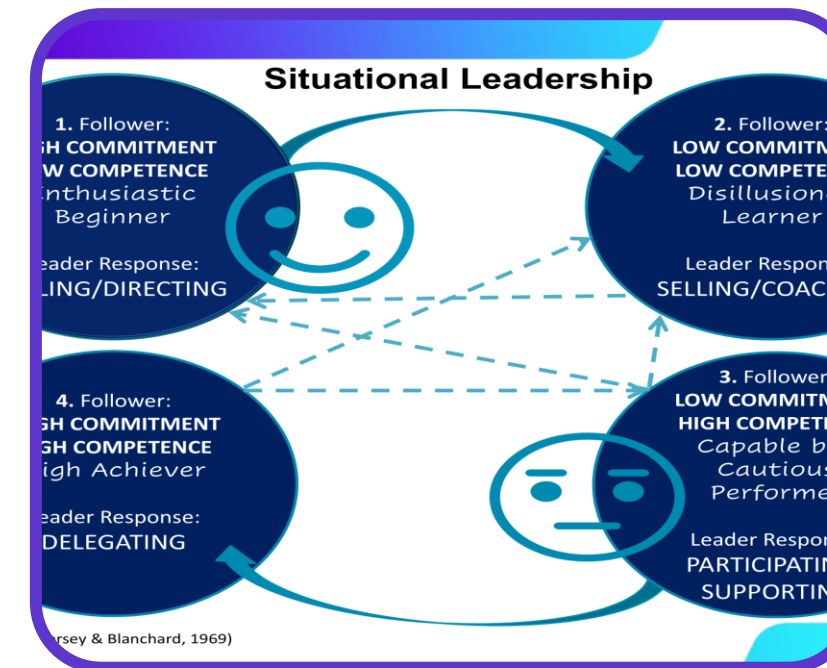
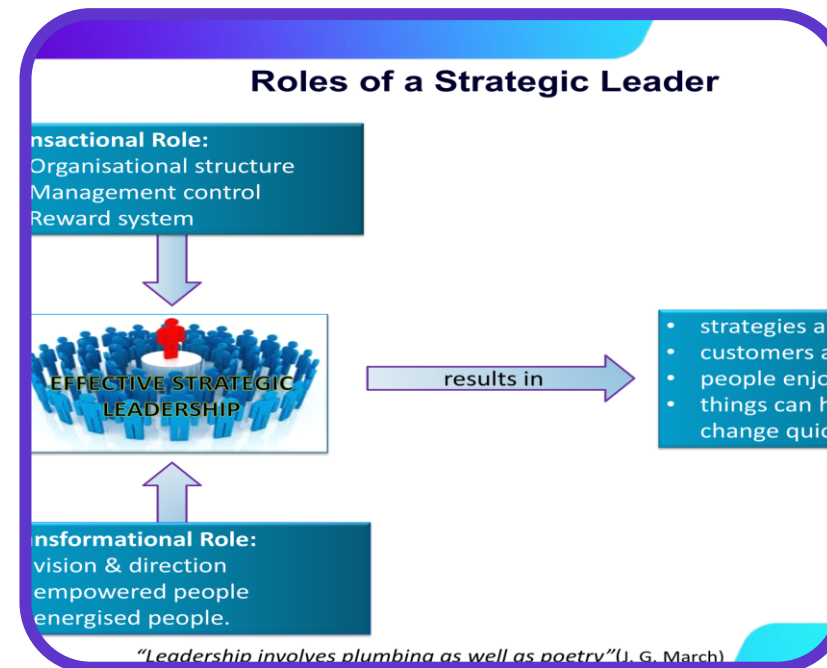
1. Have the end in mind
2. Believe you can achieve
3. Do first things first
4. Communicate – but first you listen
5. Think Win-Win
6. Use the strengths of others
7. Sharpen the Saw



Leadership Self-Development



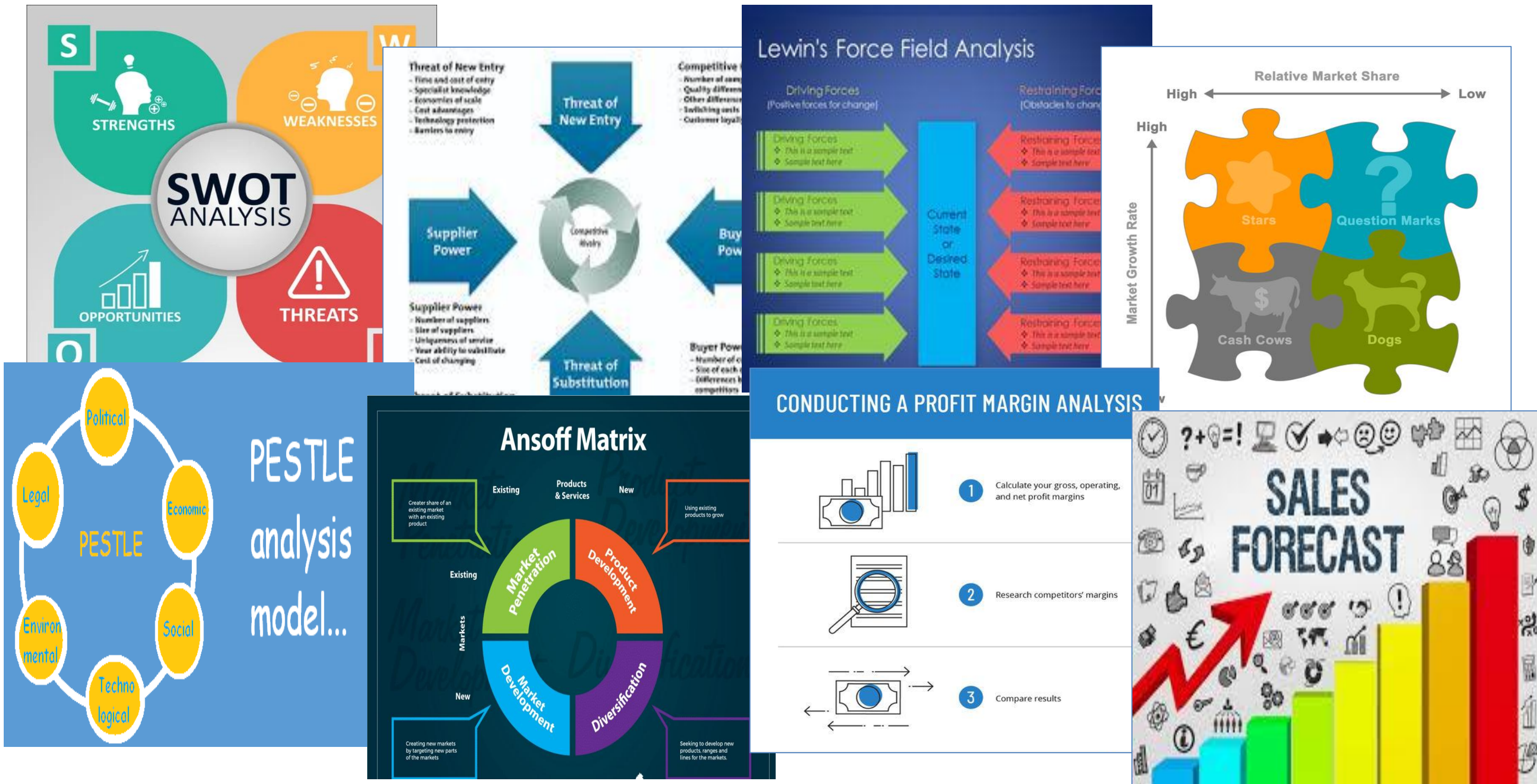
Summary



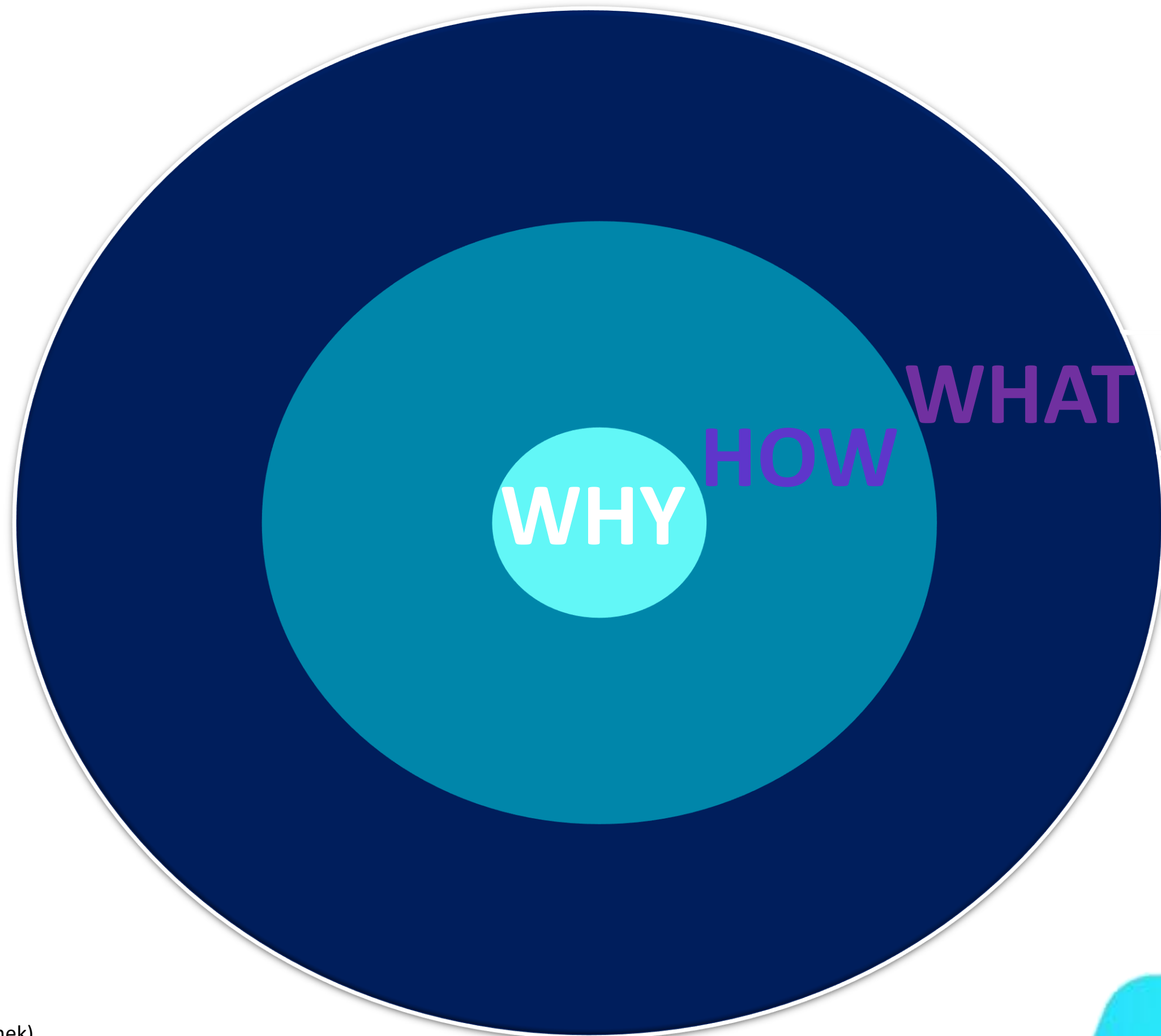


2. Fundamentals of Strategic Decision-Making

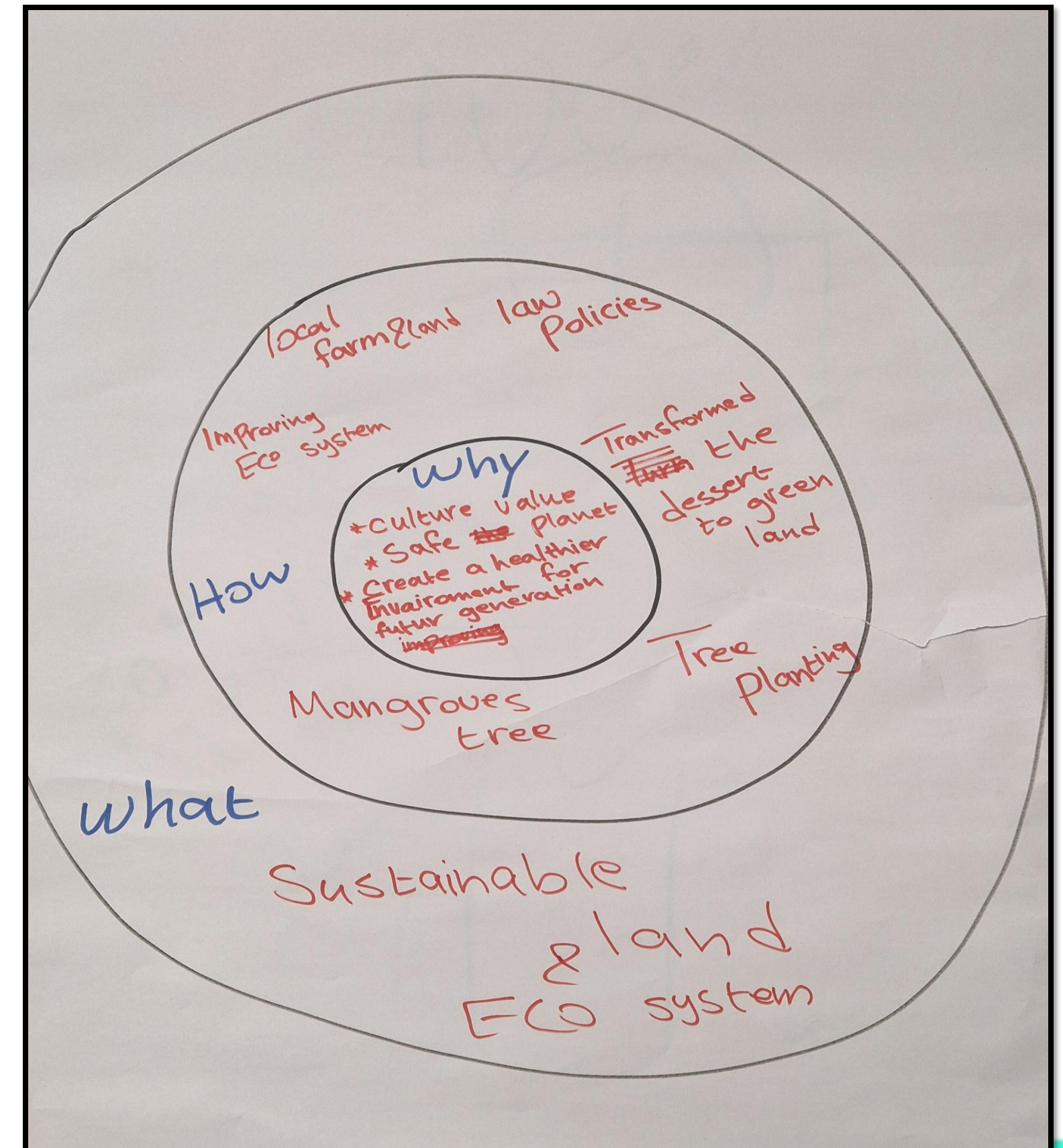
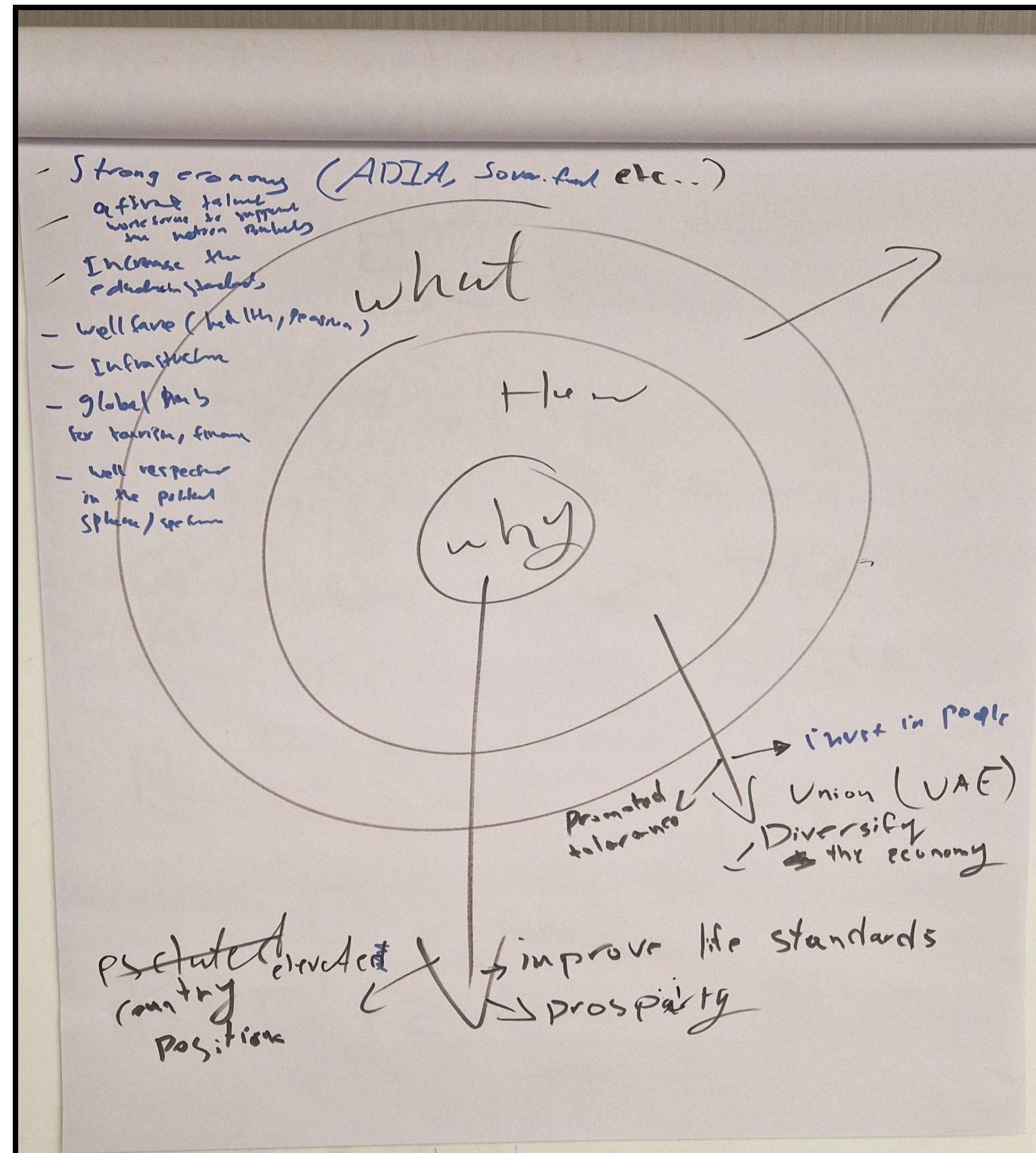
Common Decision Making Tools



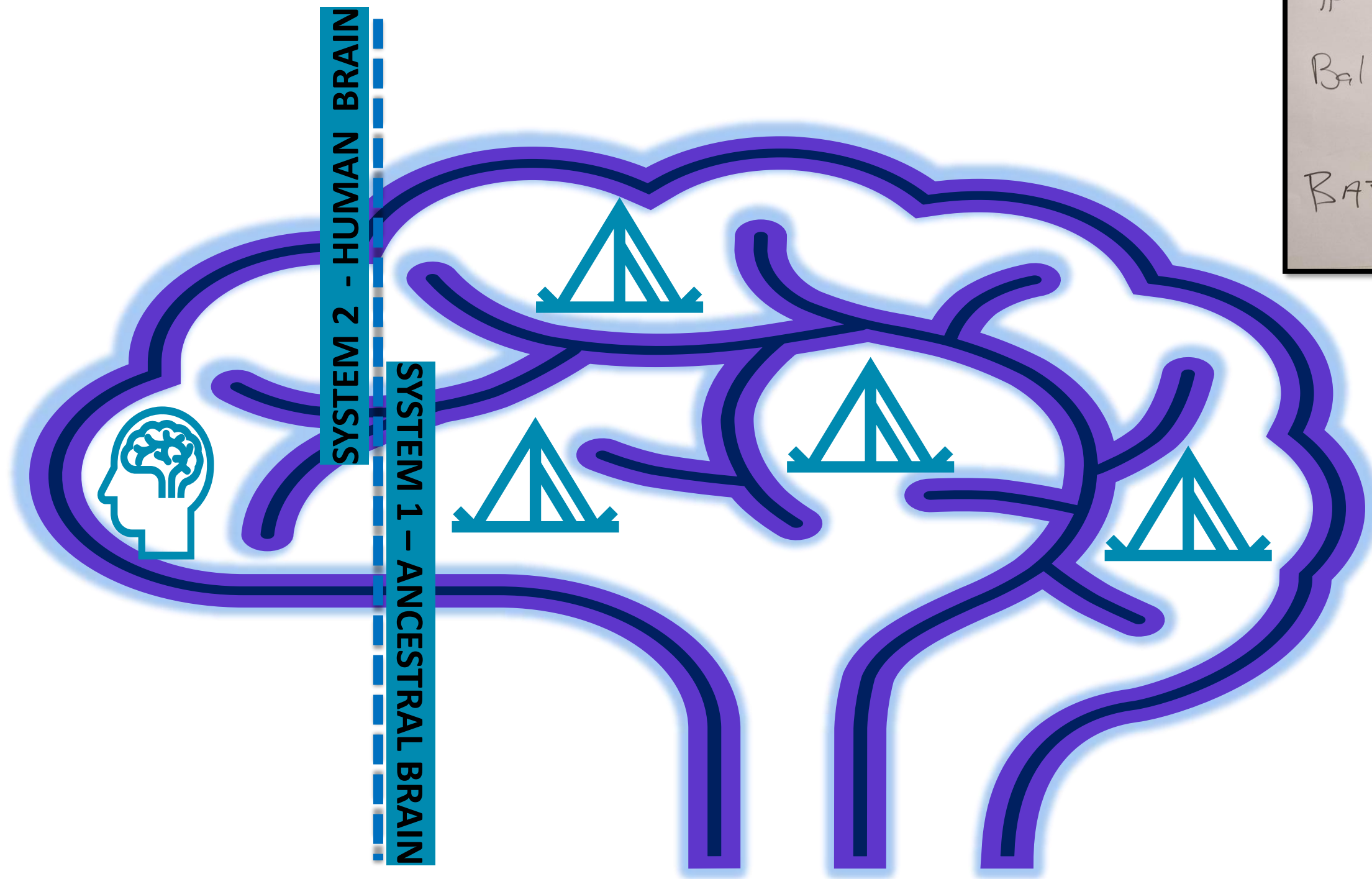
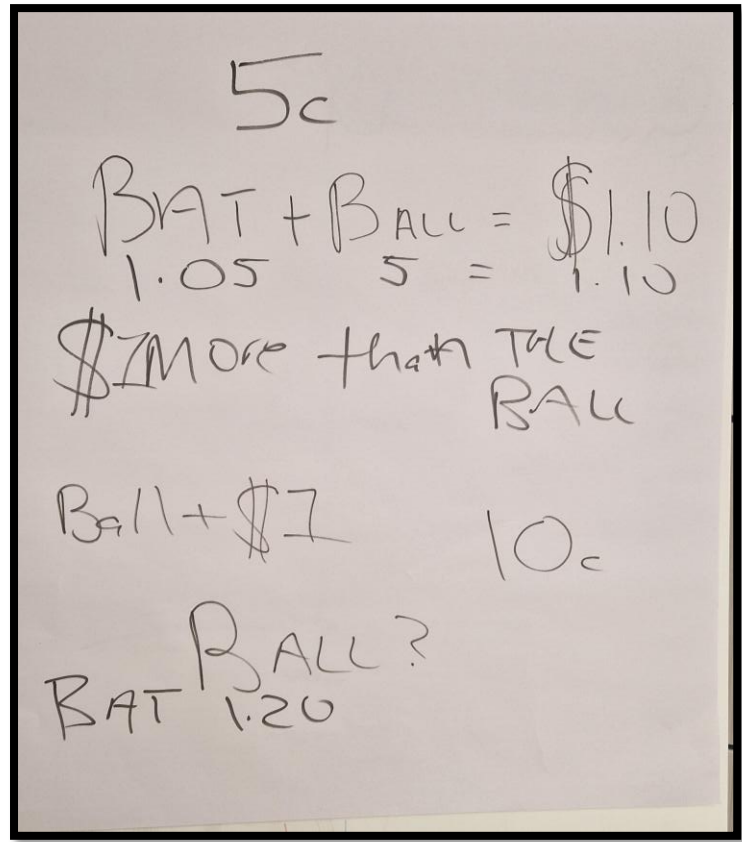
Decision Making Clarity



The Founders Golden Circle Exercise



The Brain & Decision Making




SYSTEM 2
HUMAN BRAIN
PREFRONTAL CORTEX
EXECUTIVE FUNCTION


SYSTEM 1
ANCESTRAL BRAIN
LIMBIC SYSTEM
INTUITIVE THINKING

Rational Decision-Making



SWOT Analysis

S

trengths

- Capabilities
- Competitive advantages
- Resources, assets and people
- Experience, knowledge and data
- Financial reserves, returns
- Marketing, reach
- Innovative aspects
- Location, geographical
- Price, value and quality
- Processes, systems, it, communications
- Advantages of proposition

W

eaknesses

- Lack of capabilities
- Gap in competitive strengths
- Reputation, presence and reach
- Timescales, deadlines and pressures
- Financials
- Cash flow, cash drain
- Continuity, supply chain
- Effects on core activities
- Reliability of data, plan and project
- Management cover & succession

O

pportunities

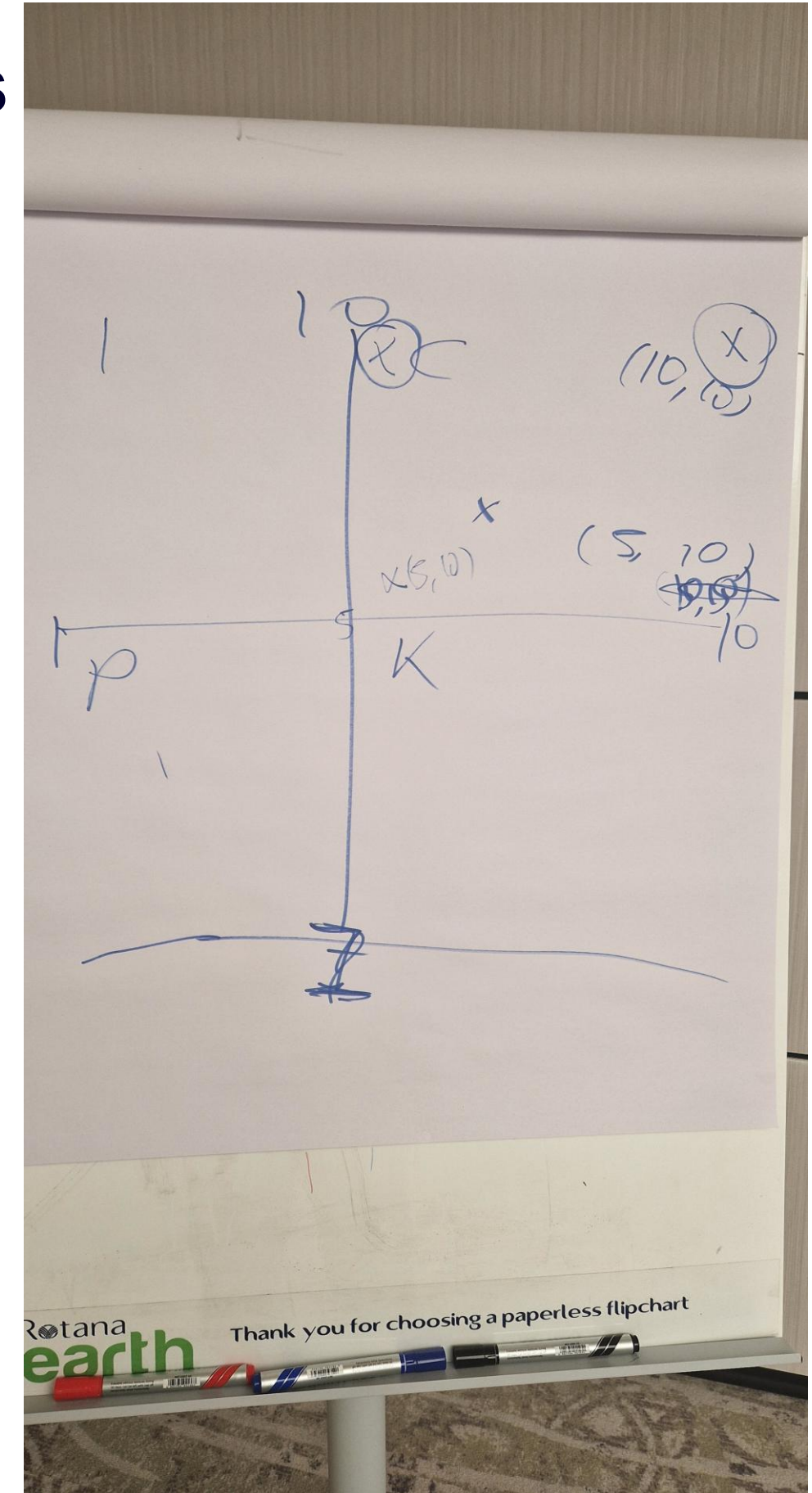
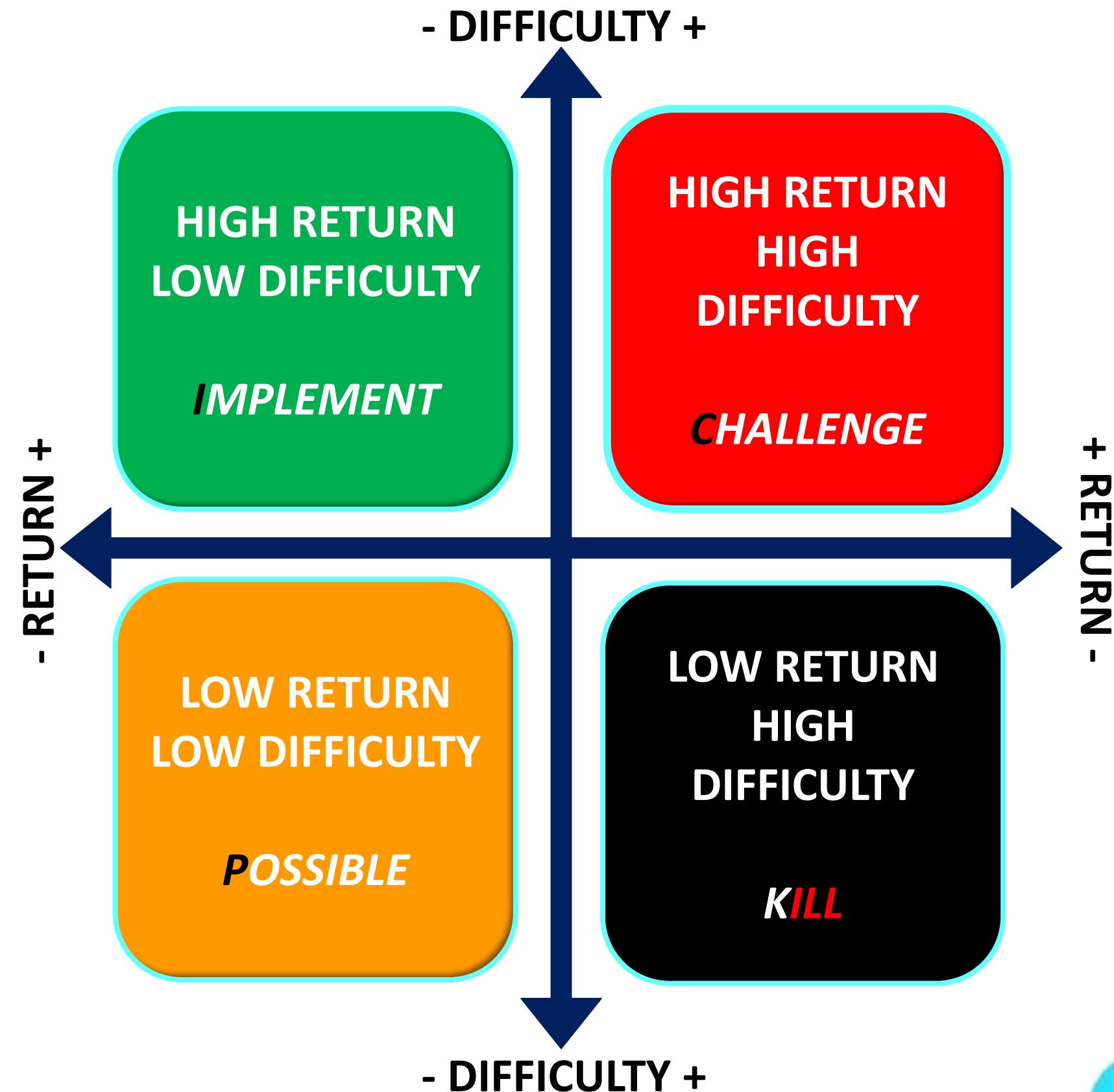
- Market developments
- Industry or life style trends
- Innovation and technology development
- Global influences
- Market dimensions, horizontal, vertical
- Target markets
- Geographical import, export
- Major contracts, tactics and surprises
- Business/product development

T

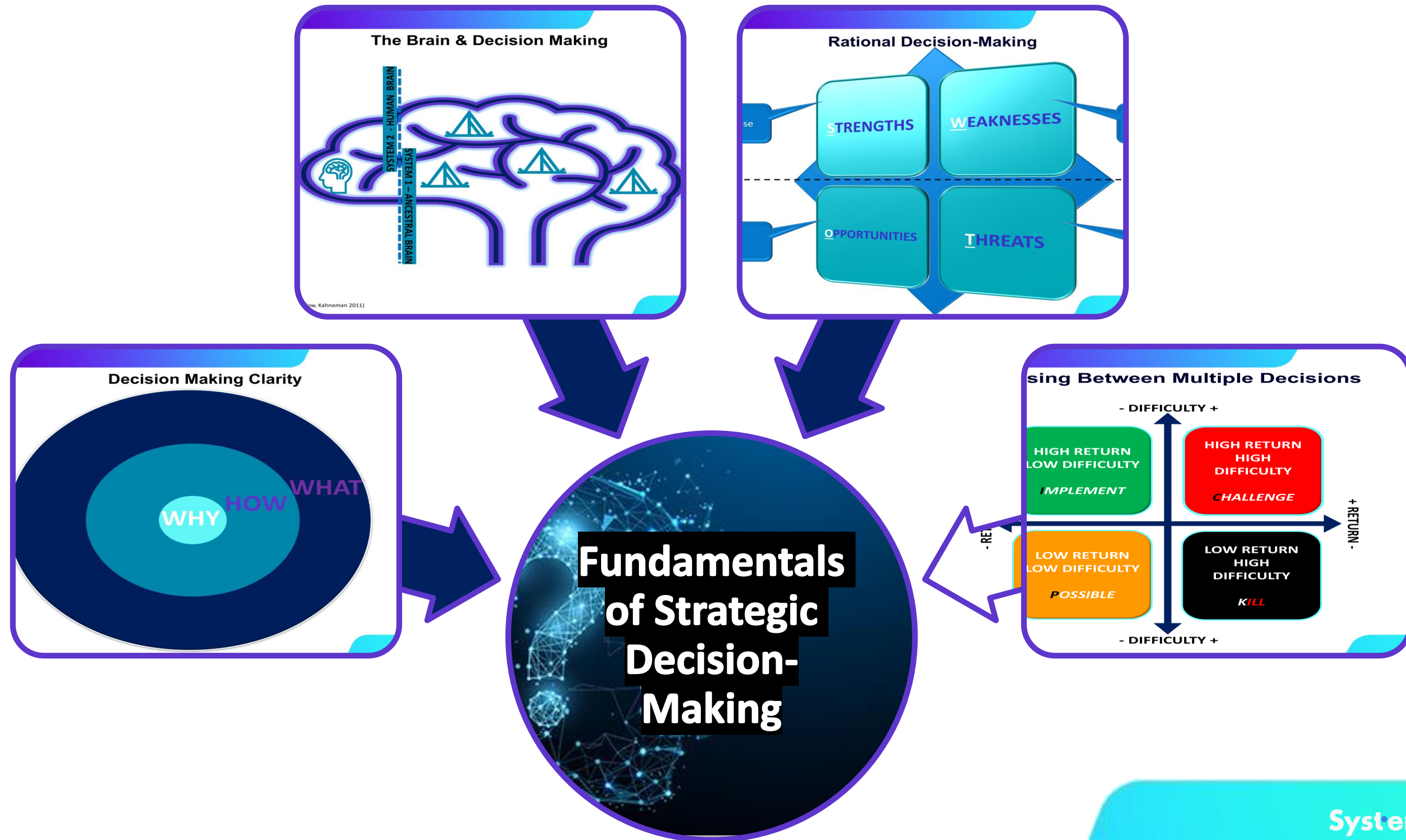
hreats

- Political and economical effects
- legislative effects
- environmental effects
- Competitive intentions
- Market demand
- Innovation in technologies, services and ideas
- New contracts and partners
- Loss of resources
- Obstacles to be faced
- Poor management strategies
- Economic condition home, abroad

Choosing Between Multiple Decisions

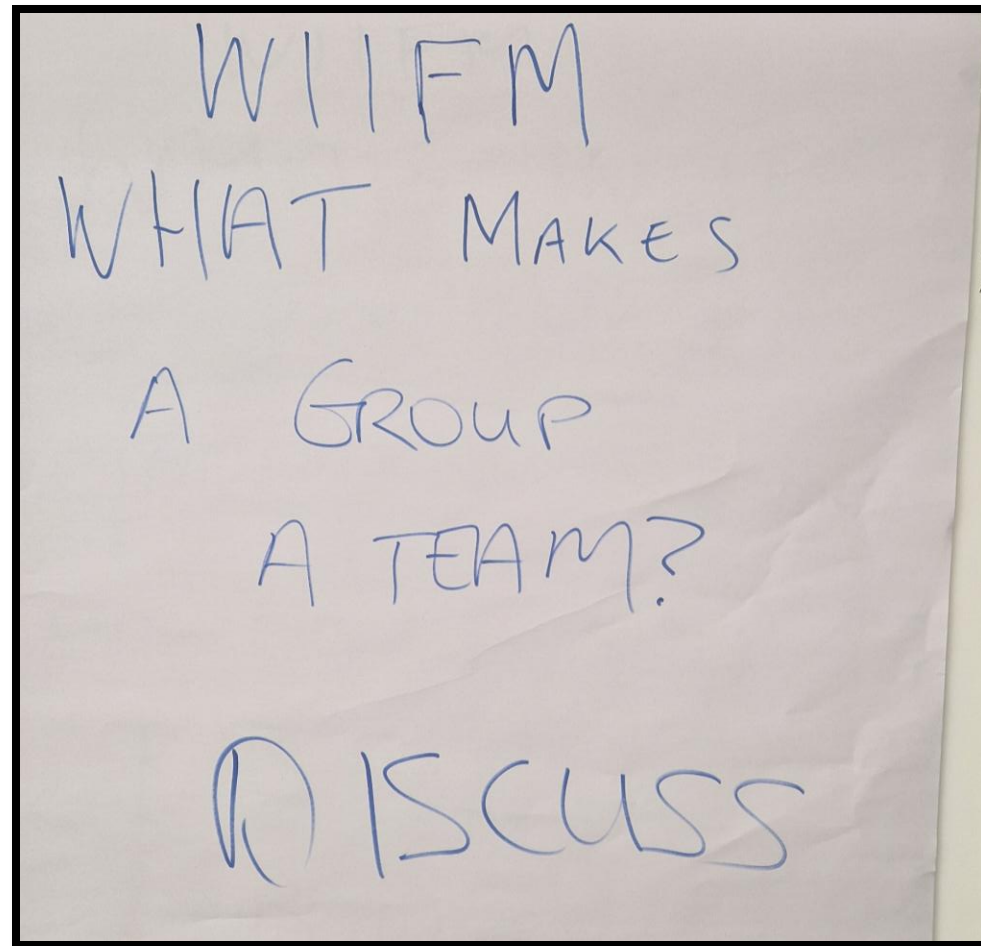


Summary





3. Leading High-Performance Teams



“A team is a small group of people with complementary skills and abilities who are committed to a common goal and approach for which they hold each other accountable”

(Katzenbach & Smith (1993) “The Wisdom of Teams”)

Why Teams?

Reasons teams are formed include:

*Workforce
diversity*

Flattening
organisations

Improved
quality

*Enhanced
productivity*



Background
knowledge

*Technical or
functional skills*

Problem-
solving &
decision-
making skills

Flexibility

Team Formation



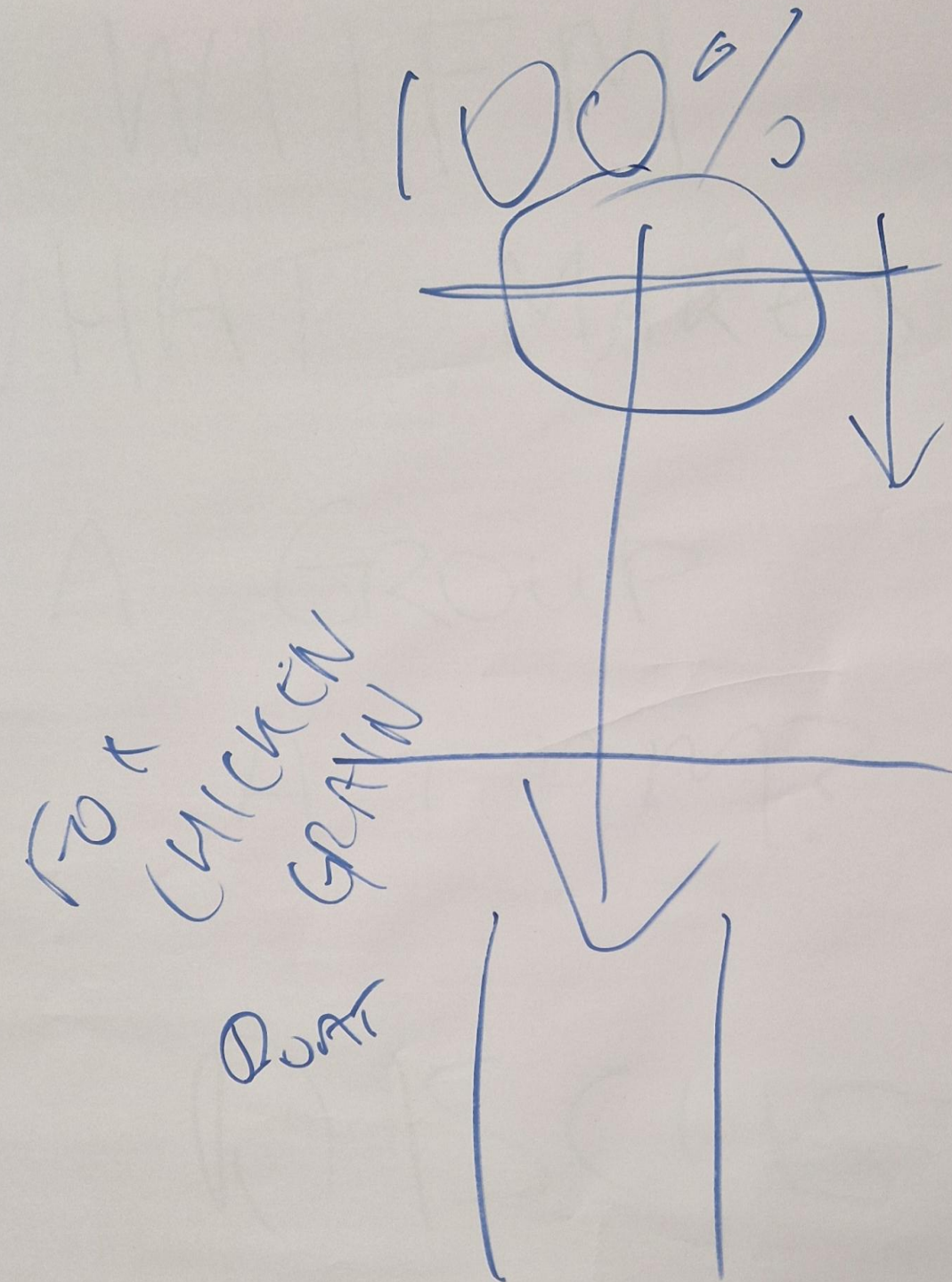
(Tuckman, 1965)

WII FM
WHAT'S IN IT
FOR ME?

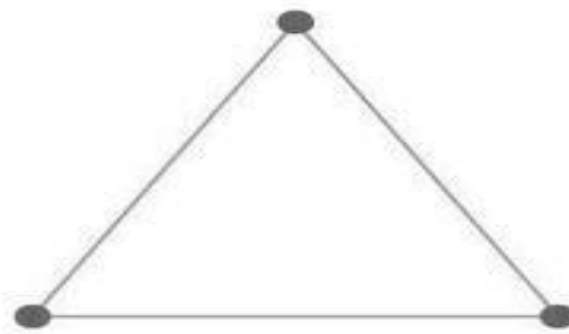
ADDITION vs SUBTRACTION

Looking Busy Doing Nothing

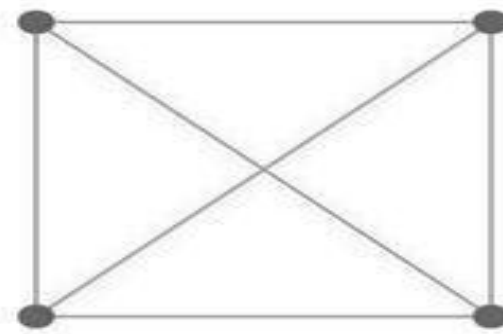
← L B D N →
L B D A



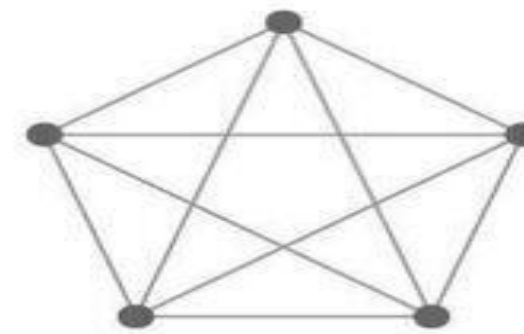
Complexity in Teams



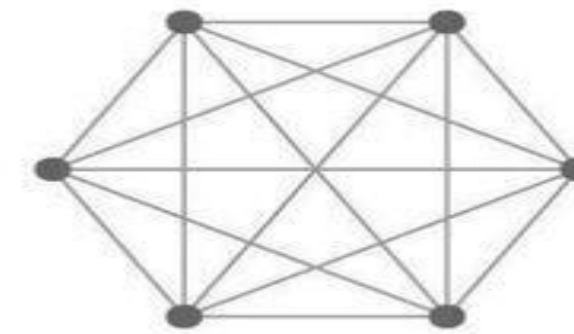
3 people, 3 lines



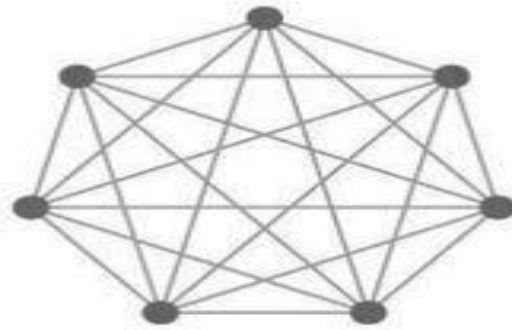
4 people, 6 lines



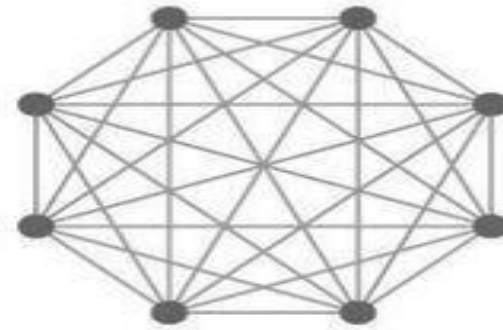
5 people, 10 lines



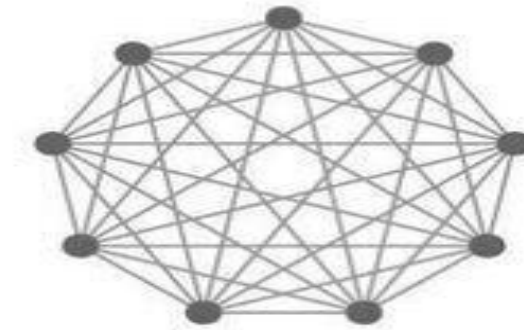
6 people, 15 lines



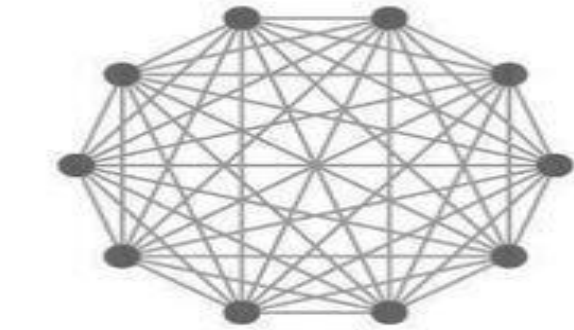
7 people, 21 lines



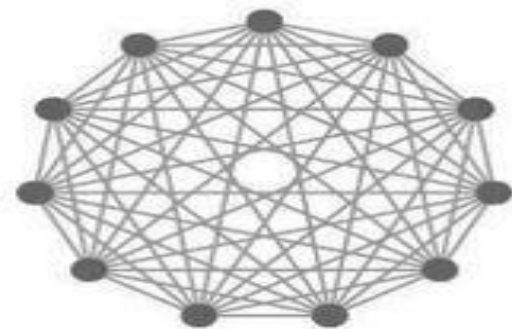
8 people, 28 lines



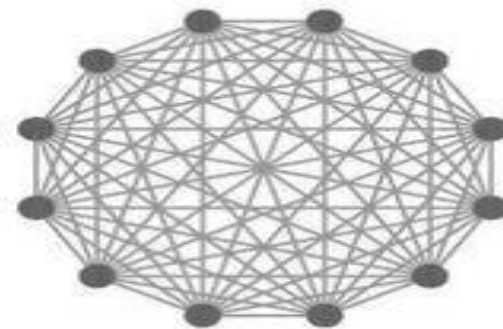
9 people, 36 lines



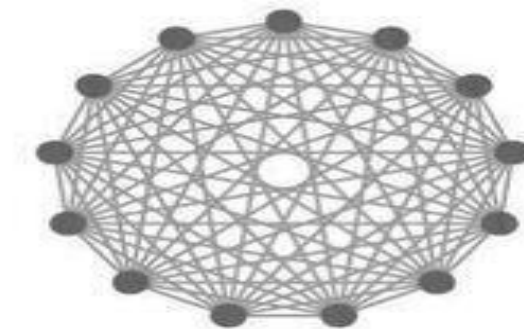
10 people, 45 lines



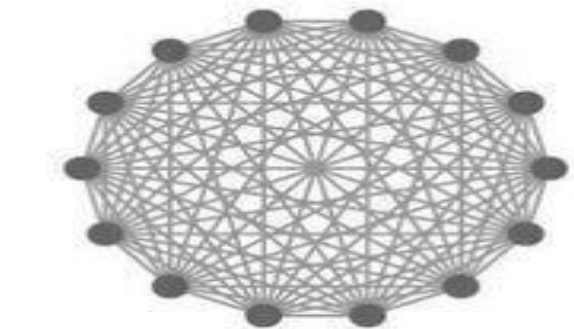
11 people, 55 lines



12 people, 66 lines



13 people, 78 lines



14 people, 91 lines

<https://go.ted.com/6WZm>

You're stranded on a deserted Island,
you can choose 4 of the following



flashlight



Phone



Toilet paper



Knife



Rope



Tent



Mirror



Fishing rod



Axe



Whistle



Pot



Insect repellent



First aid kit



Compass



Flare gun



Hiking boots



Matchbox



Bottle



Boat



Sunscreen

Which ones would you choose?

~~TENT~~²

~~AXE~~

BOAT ✓

KNIFE⁵

FISHING ROD ✓

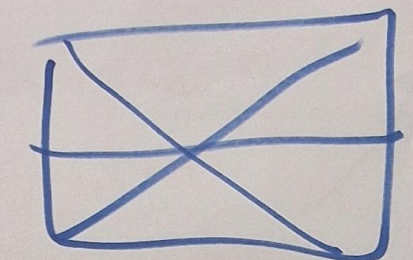
~~PHONE~~⁴

FLARE⁶

4+2+2+2

1 | 1 > 1 < 9

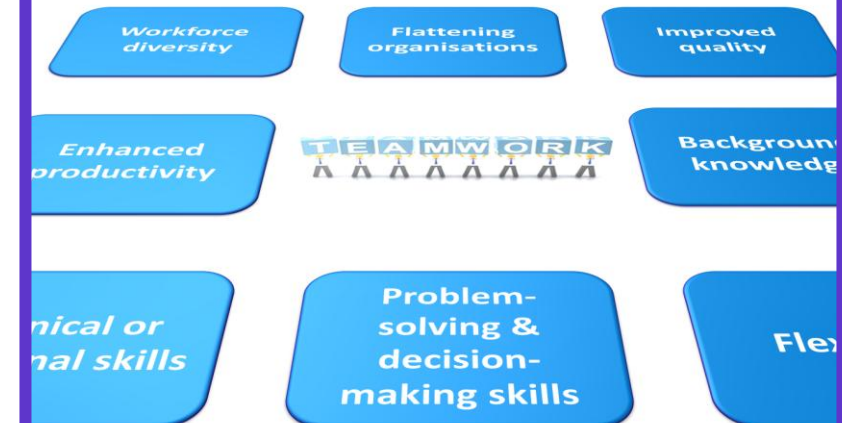
3 times



Summary

Why Teams?

Reasons teams are formed include:



Team Formation

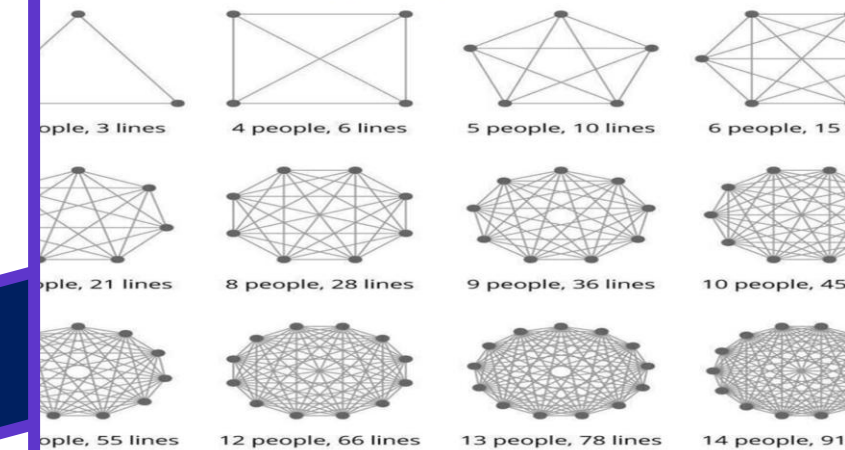


"A team is a small group of people with complementary skills and abilities who are committed to a common goal and approach for which they hold each other accountable"

(Katzenbach & Smith (1993) "The Wisdom of Teams")

Leading High-Performance Teams

Complexity in Teams



<https://go.ted.com/6WZm>



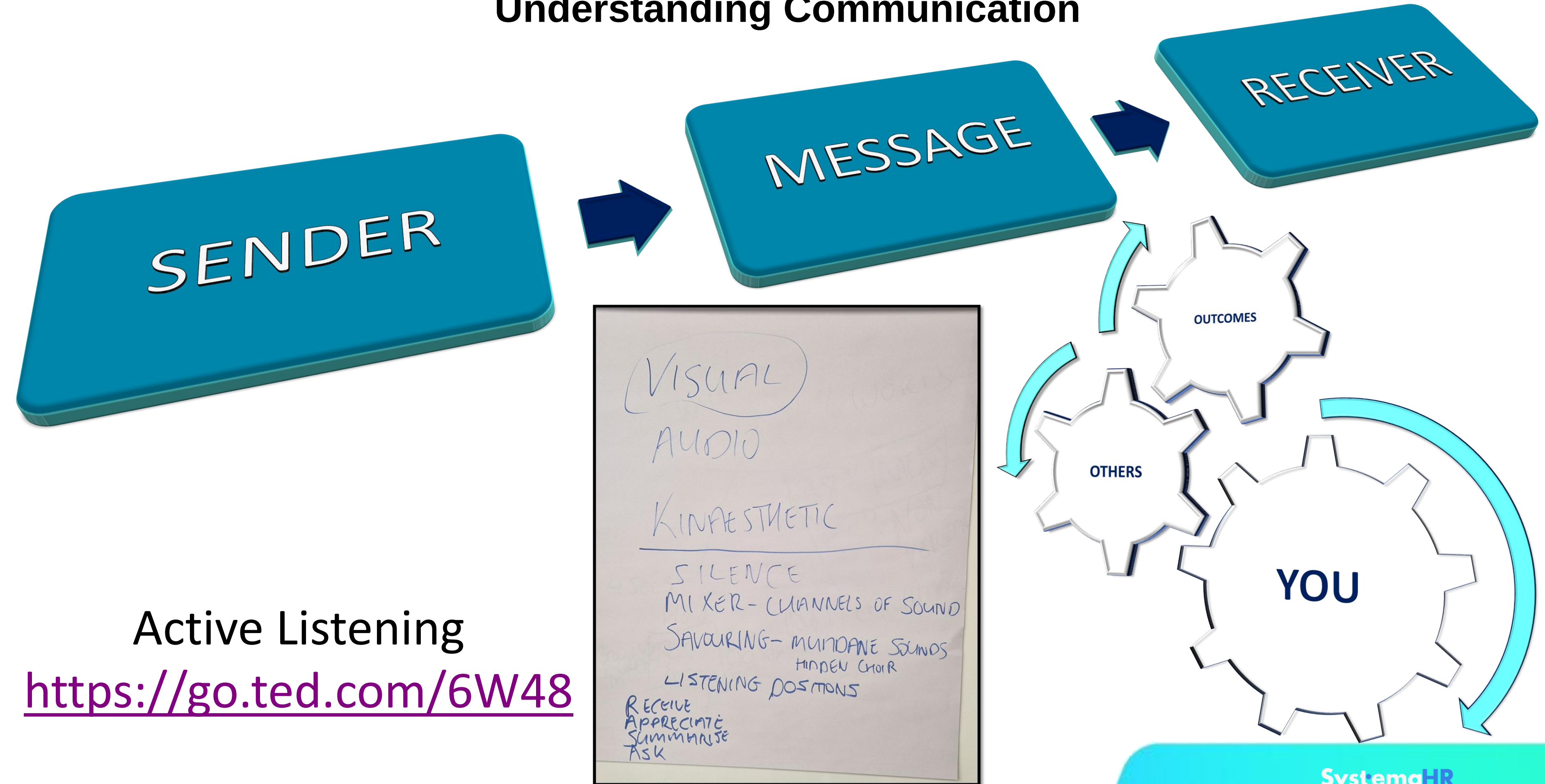
Advanced Communication Skills



Public Speaking vs Presentation Skills

CHARACTERISTICS	PUBLIC SPEAKING	PRESENTATION
Format	Speech delivered to an audience	Visual display of information
Audience interaction	Limited, mostly one-way communication	Can involve interactive discussions
Delivery	Verbal and non-verbal communication	Primarily visual communication
Purpose	Inform, persuade, entertain	Inform, educate, or demonstrate
Time frame	Can vary in length (short to long)	Usually time-bound (short to medium)
Use of visual aids	Minimal, if any	Essential for supporting information
Engagement	Establishing a connection with the audience	Captivating attention through visuals and delivery

Understanding Communication

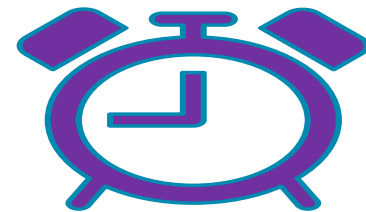


Active Listening

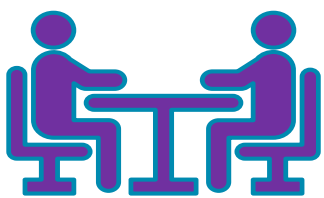
<https://go.ted.com/6W48>

Effective Communication

RIGHT TIME



RIGHT PLACE



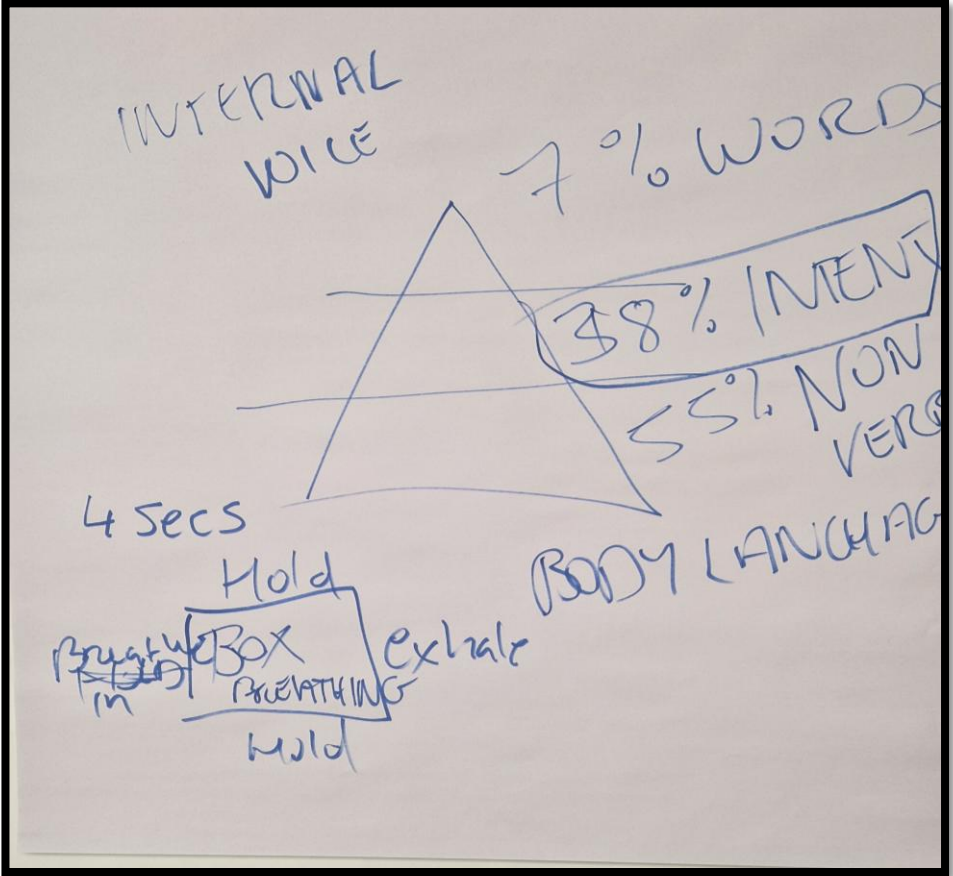
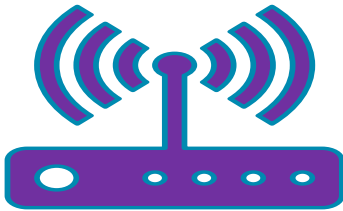
RIGHT
PERSON



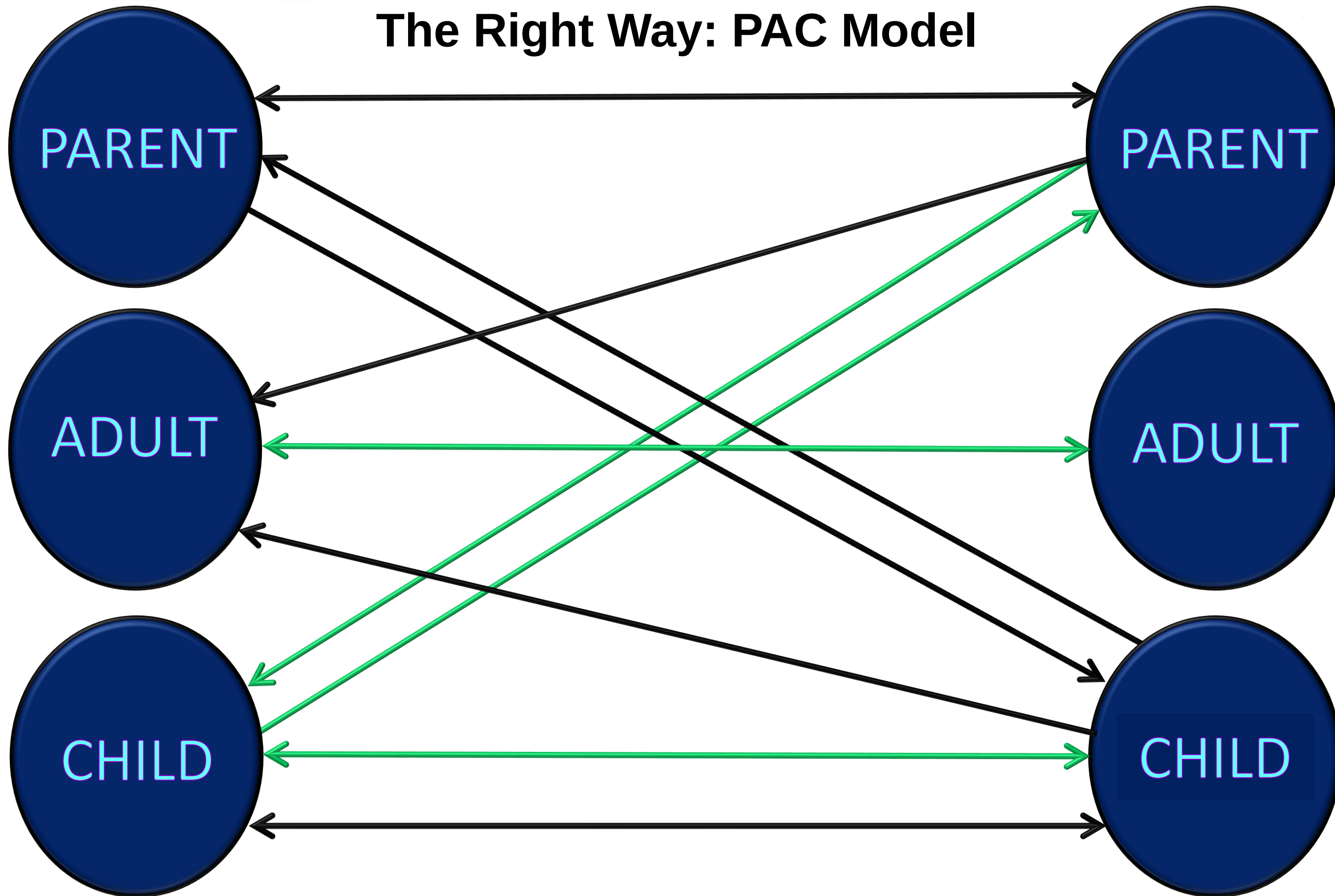
RIGHT AGENDA



RIGHT WAY



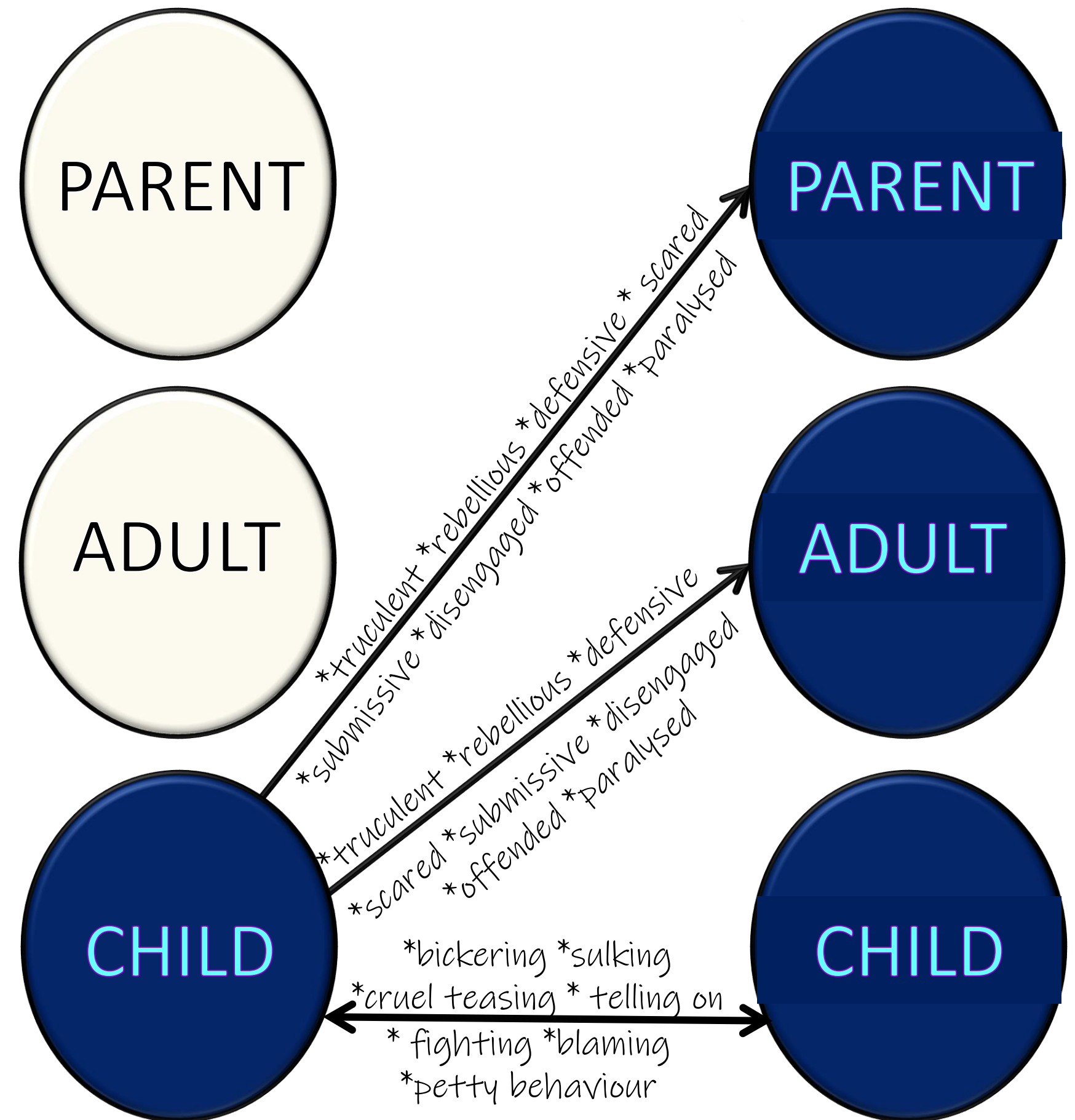
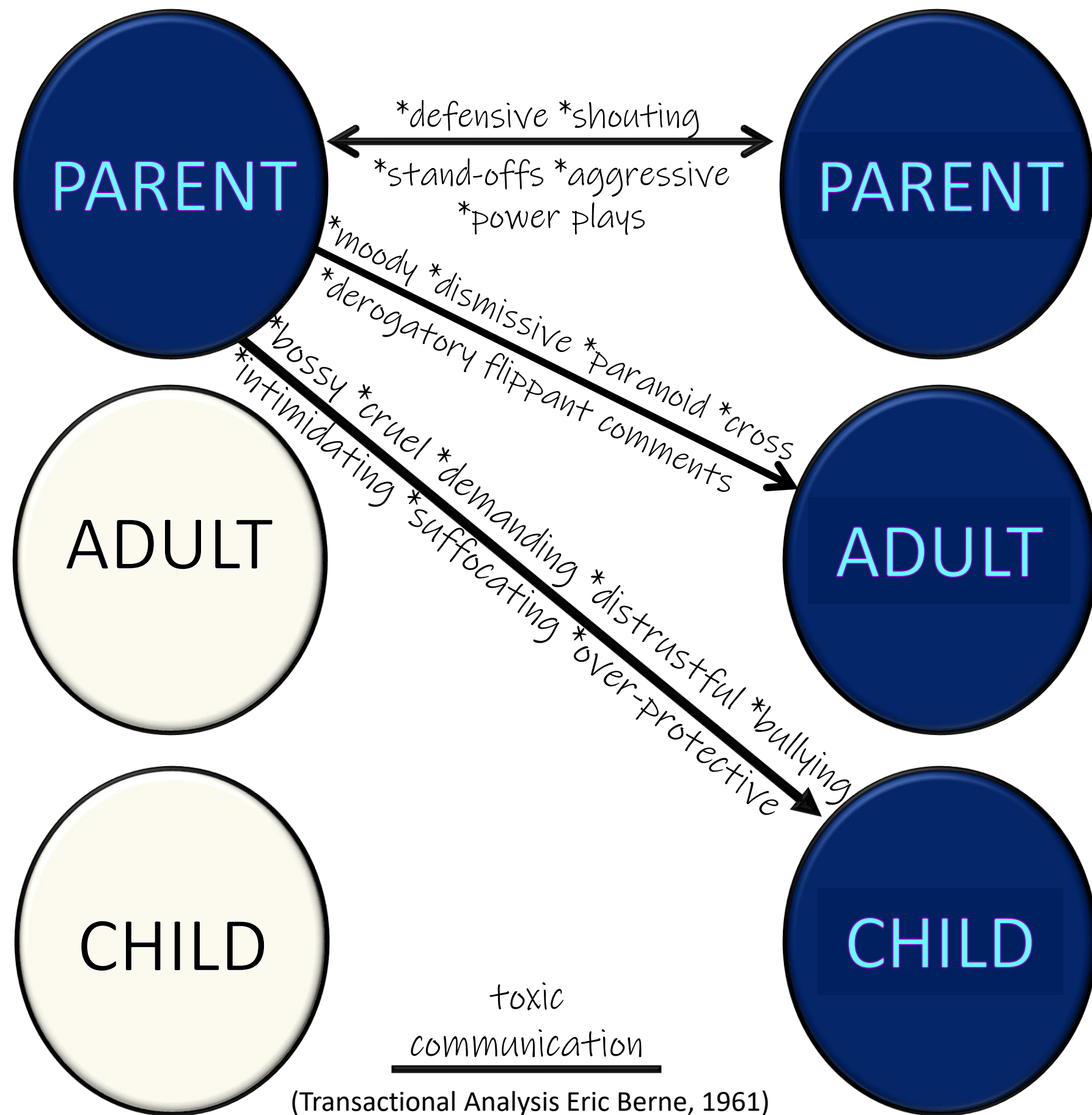
The Right Way: PAC Model



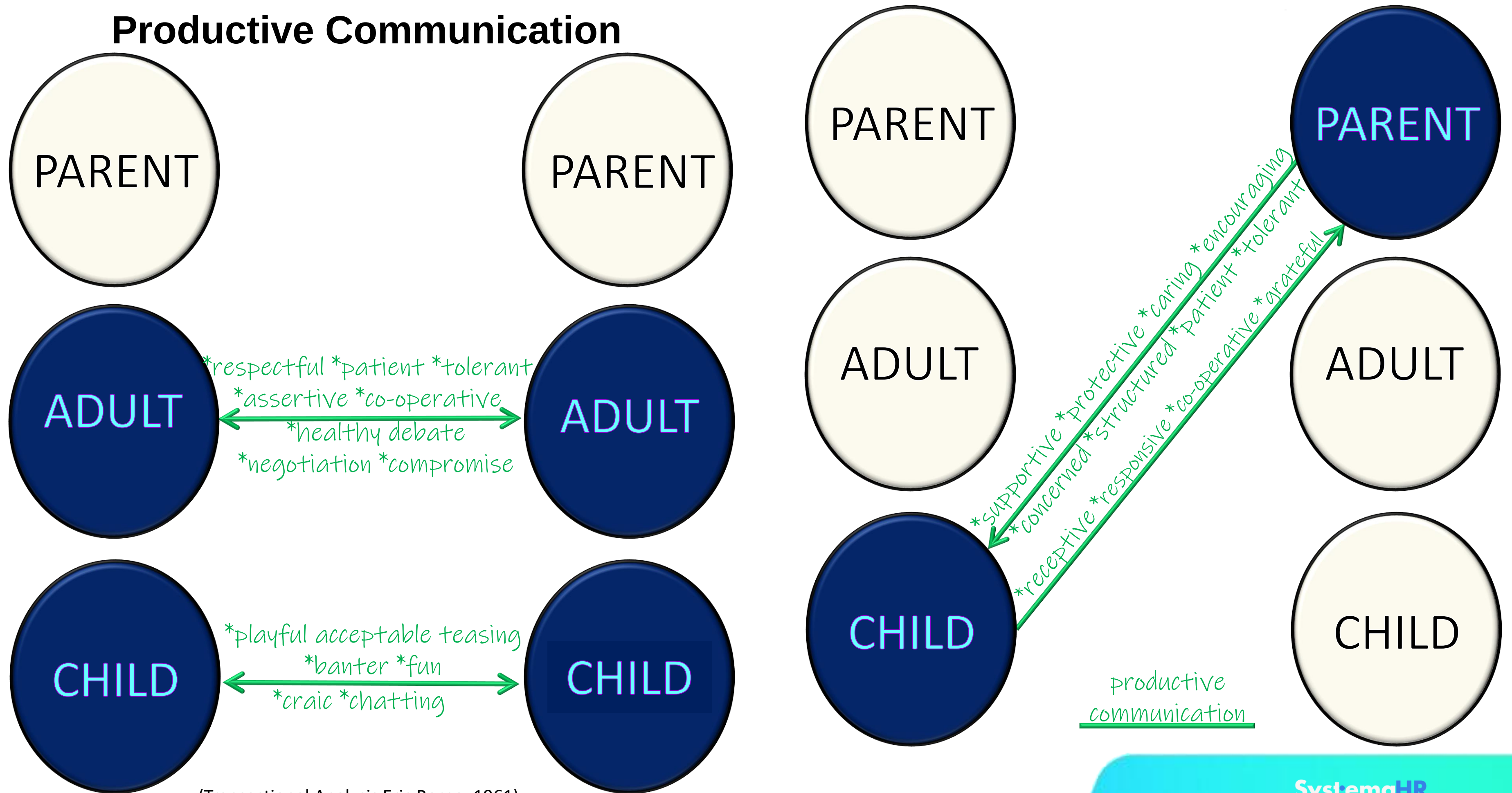
healthy
communication

toxic
communication

Toxic Communication

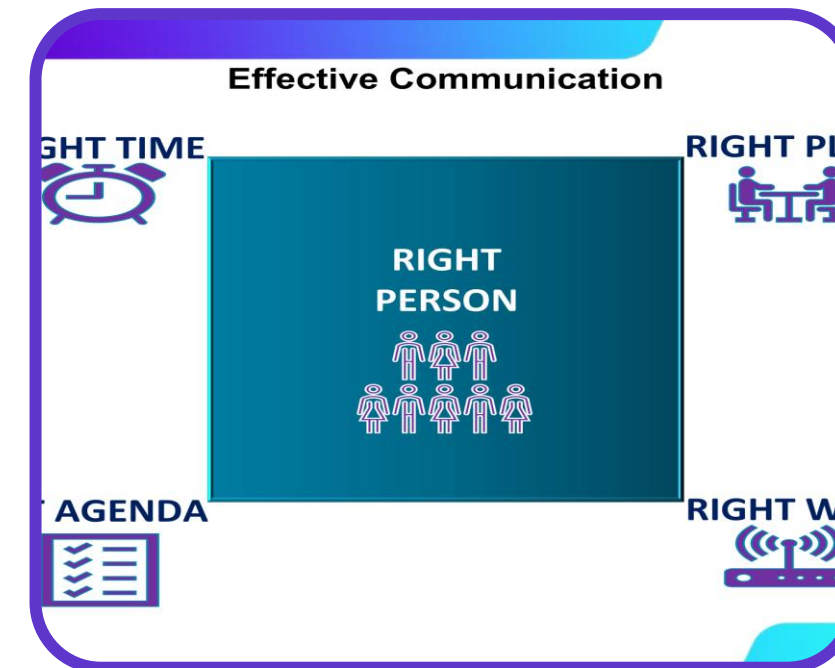
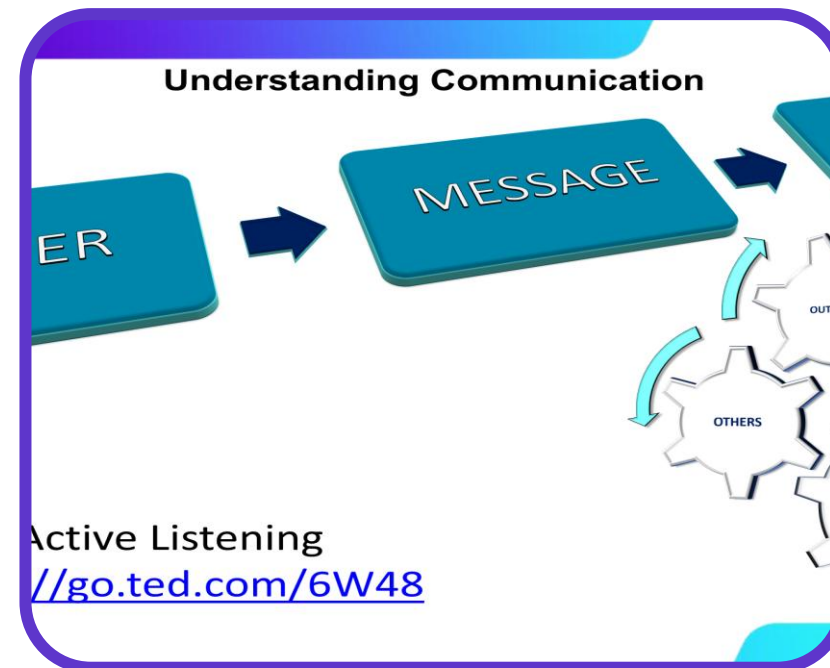


Productive Communication

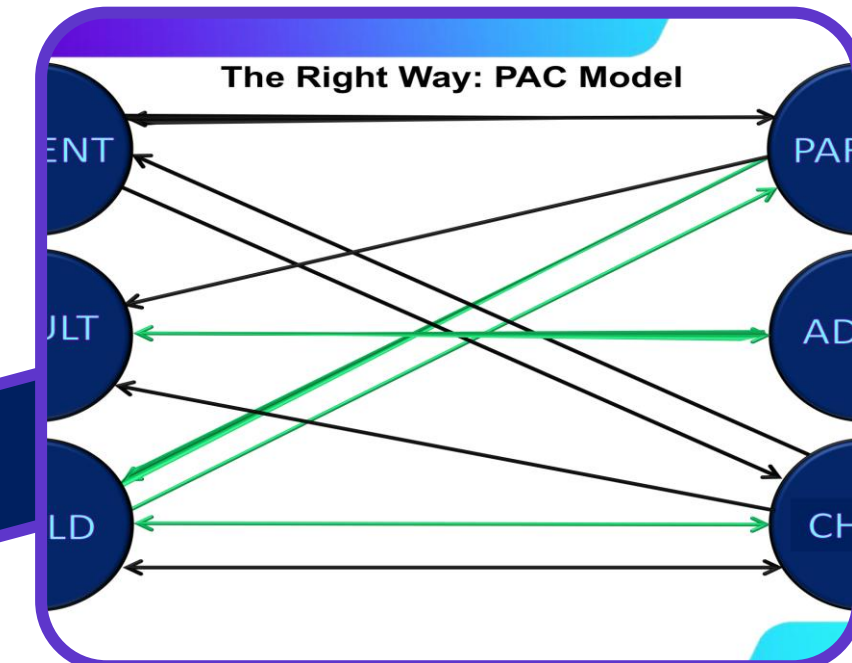


(Transactional Analysis Eric Berne, 1961)

Summary



Public Speaking vs Presentation Skills		
CHARACTERISTICS	PUBLIC SPEAKING	PRESENTATION
	Speech delivered to an audience	Visual display of information
	Limited, mostly one-way communication	Can involve interactive communication
	Verbal and non-verbal communication	Primarily visual communication
	Inform, persuade, entertain	Inform, educate, entertain
	Can vary in length (short to long)	Usually time-bound (short to medium)
	Minimal, if any	Essential for success
	Establishing a connection with the audience	Captivating attention and delivery



Resources

Personal Effectiveness	Business Efficiency	TED Talks (online):
• 7 Habits of Highly Effective People – Stephen Covey • The Chimp Paradox – Steve Peters (self-management) • A Positive No – William Ury • Persuasion: The Psychology of Influence – Robert B. Cialdini • Working with Emotional Intelligence - Daniel Goleman • The Marshmallow Test – Walter Mischel (will-power, delayed gratification, self-discipline) • Blink - Malcolm Gladwell (an insight into the power of your gut instinct)	• Eat that Frog – Brian Tracy and any other Brian Tracy book (time management & goal-setting) • Any or all the ‘One Minute Manager’ series but in particular (Blanchard Corporation) ○ One Minute Manager ○ One Minute Manager Meets the Monkey ○ On Time, On Target One Minute Manager • Start with Why – Simon Sinek • Winners – Alastair Campbell	• How Great Leaders Inspire Action - Simon Sinek • 5 ways to Listen Better – Julian Treasure • 10 Ways to have a Better Conversation – Celeste Headlee • Inside the Mind of a Master Procrastinator - Tim Urban • How to Multiply your Time – Rory Vaden All of these books titles are available as audiobooks and their authors have a significant online presence.

In Conclusion...



1. Understanding Leadership Styles



2. Fundamentals of Strategic Decision-Making



3. Leading High-Performance Teams



4. Advanced Communication Skills

THANK YOU!

Your Contributions and Efforts are Appreciated and It Matters



UAE : Abu Dhabi
KSA : Riyadh



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