

Preparing your organisation for the Energy Transition

Five key insights from:



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Our recent webinar featured four experts in Energy from Houston to discuss **how organisations can engage and equip their teams for success during the energy transition.**

1

The future of energy requires leaders that are human-centred, self-aware, and emotionally intelligent.

Future leaders must be able to adapt and effectively lead a **multigenerational workforce** which comes with **different needs and ways of working**. They need to be **human-centred, flexible, able to empower**, while being comfortable with not having all the answers. It is vital, considering competition, that companies invest in **compelling leadership models** to attract and retain the essential talent.

“

There is a heightening emphasis on being more human centred as a leader. As a leader, you must be in touch with your own emotions and have emotional intelligence. Without this, how can you claim to be an effective leader of others?

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2

Energy incumbents will inevitably lead the transition, and in doing so, must focus on developing their operating models and structures to allow for the integration of new skills, businesses, and disciplines.

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Culturally we all need to up our game and learning organisations with a shorter cycle. We need to be okay with things not always going the way you want.

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As a starting point, new energy infrastructure will most likely **be built on oil and gas infrastructure** (with the new market loosely reflecting the old), and so these organisations are essential to the transition. Incumbents must ensure they **mobilise the talent required for the future, within a scalable and sustainable operating model**, prepared for the inevitable peaks and troughs.

Building in **agility, adaptability and a culture based on rapid learning** is important, especially when considering the integration of **new energy businesses**. There remains a debate as to how to best integrate new energy businesses. Arms length subsidiaries drive strong **valuation and agility**, but arguably to the behest of a single branded energy organisation.

A new narrative is required – we need to talk about the “energy expansion”, not an “energy transition”.

We must accept that **the energy transition is here to stay**. However, the energy sector is not going away, in fact, with rapid population growth we're not even close to a peak in global production¹. We should redefine the '**Energy Transition**', talking instead of an '**Energy Expansion**'. This removes many negative connotations of oil and gas, instead **demonstrating a positive move** into a wider range of fuels and low-carbon technologies.

Articulating purpose and values in the context of work will be crucial for motivating and mobilising the future energy workforce – is energy poverty a good starting point?

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A lot of today's people want work that aligns with their purpose and values. If we can do a better job at articulating the impact that your work could have on lifting people out of energy poverty, I think you'd be surprised at who would be motivated and inspired by that opportunity.

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With the oil and gas industry losing some of its excitement as a non high growth sector, what can we do to **redefine the image of the industry**? Our panelists discussed **elimination of energy poverty² as a possible future purpose to rally around**. Could this be used as a motivator for Gen Z/ Y?

Most of the skills required for the energy firm of the future can already be found in incumbent firms, with other sectors capable of providing new capabilities.

Many, if not all, of the skills required for the energy organisation of the future are **transferable from the current business**. While new skills will need to be developed in some areas, such as software and IT (leaning on the Tech sector and / or other heavy industry organisations), there are strong opportunities to **derive new energy skills from existing disciplines**. It will be essential to **design programmes for skills adjustment** and be aware of that need.

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I personally see a lot more transferability of skills than what perhaps even some of the incumbents do. I can't think of any roles which aren't transferable right now.

Any questions?

Contact our experts in Energy



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¹ Expected population to reach 9.8bn in 2050 (UN) and growth in electricity consumption by 68% by 2050 (EIA)

² There are 770m people in the world who are without access to electricity (Statista)