

## Strategic Essentials for Energy Industry

### DAY 1

Strategic Challenges in the Energy Industry

Strategy development and strategic planning

Understanding stakeholder interests – Achieving consensus

Using popular strategy tools; Understanding their limits

Life cycles: Business, product, market

Understanding the business environment

Achieving business sustainability, the value chain

### DAY 2

New Approaches to Strategy Development

Strategizing is a process

Strategy tools: Imagining possible futures

How different CEO's apply analytical tools

Zooming in, zooming out: Enough detail but not too much

Innovation: Red & blue oceans

Innovation: Dealing with success and failure

### DAY 3

Strategic Leaders: Influence and Communication

Vision, mission and values – Just words?

Culture, power, influence

Communicating with 3rd parties

Communicating internally

Influencing, persuading, and negotiating

Virtual communications

### DAY 4

What you Measure is What you Get

The balanced scorecard

Strategy maps

Priorities and critical success

How measurements impact actions

Extrapolating and forecasting

Turning measures into information

DAY 5

Personal Challenge - Plan to Act

Adair's action centered leadership

Motivating individuals, teams & organizations

Different levels of engagement

How does team leadership differ?

Personal action planning