

# THE LEADERSHIP CHALLENGE IN THE ENERGY INDUSTRY



**GENTEX<sup>®</sup>**  
TRAINING CENTER



## Introduction

The Leadership Challenge in the Energy Industry Training Course prepares leaders to guide energy organizations through transition, volatility, and intense public scrutiny. Participants work through the energy landscape, strategic choices, safety leadership, and workforce change as one connected leadership mandate. The programme addresses the pressures that define the sector, from price cycles and regulation to decarbonisation and talent renewal. As a result, learners gain a sector-aware leadership method rather than generic management advice. Furthermore, the course strengthens safety culture, stakeholder credibility, and the resilience needed in long-cycle operations.

## The Leadership Challenge in the Energy Industry Course Objectives

- Explain the energy value chain from generation and extraction to distribution and end use.
- Analyse the sector context using PESTLE, Porter's Five Forces, and scenario planning.
- Apply energy transition and decarbonisation strategy, including net-zero planning.
- Lead safety culture using process safety management and HSE leadership practice.
- Build operational and asset leadership with reliability and availability thinking.
- Align strategy and delivery using the Balanced Scorecard and OKRs.
- Manage energy-sector risk with risk registers and business continuity planning.
- Lead change with Kotter's eight steps and the ADKAR model.
- Engage regulators, communities, and investors with stakeholder mapping.
- Develop technical talent, succession, and knowledge retention in long-cycle operations.

## Course Methodology

- Interactive sessions built on energy sector leadership cases.

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- Workshops on sector analysis, transition strategy, and safety leadership.
- Group work on stakeholder engagement, risk, and workforce planning.
- Hands-on practice with scenario planning, Balanced Scorecard, and risk registers.
- Simulation of a safety incident, a price shock, and a contested transition decision.
- Facilitator coaching and peer review on personal leadership plans.

## Who Should Take This Course

- Senior leaders and managers in energy and utility organizations.
- Operational, asset, and site leaders in power, oil, gas, and renewables.
- HSE, process safety, and reliability leaders.
- Strategy, planning, and performance professionals in energy.
- Transformation and sustainability programme leaders.
- Consultants advising energy clients on transition and operations.

## The Leadership Challenge in the Energy Industry Course Outlines

### Day 1: The Energy Landscape and Leadership Mandate

- The energy value chain and where value is created.
- Energy markets, price cycles, and demand volatility.
- Regulation, policy, and public expectations in the sector.
- What changes when you lead in a long-cycle industry.
- Leadership responsibility for safety, reliability, and supply.
- Personal credibility and values as an energy leader.
- Case discussion: a leadership failure with sector-wide consequences.





## Day 2: Strategy, Transition, and Portfolio Choices

- PESTLE and scenario planning for energy futures.
- Industry structure with Porter's Five Forces.
- Energy transition strategy and net-zero planning.
- Portfolio choices across conventional and renewable assets.
- Investment appraisal for long-life capital projects.
- Aligning strategy and delivery with the Balanced Scorecard and OKRs.
- Workshop: developing a transition scenario and strategic response.

## Day 3: Safety, Process Safety, and Operational Leadership

- Safety leadership and the difference between personal and process safety.
- Process safety management and barrier management basics.
- HSE governance, permit-to-work discipline, and contractor safety.
- Reliability, availability, and maintenance leadership.
- Incident investigation and learning from near misses.
- Emergency response and business continuity planning.
- Simulation: leading through a safety incident and its aftermath.

## Day 4: People, Capability, and Workforce Renewal

- Building and retaining technical talent in long-cycle operations.
- Competency frameworks, certification, and skills assurance.
- Succession planning and knowledge retention.
- Leading shift-based, remote, and multi-site teams.

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- Industrial relations, contractor management, and workforce planning.
- Coaching with the GROW model and feedback with the SBI model.
- Exercise: designing a capability and succession plan for a site.

## Day 5: Stakeholders, Change, and Sector Leadership

- Stakeholder mapping with power-interest grids for regulators and communities.
- Community engagement, social licence, and local expectations.
- Investor and board communication on transition and risk.
- Leading change with Kotter's eight steps and the ADKAR model.
- Ethics, integrity, and anti-corruption in energy operations.
- Personal resilience and leadership development planning.
- Capstone: presenting an energy leadership and transition plan.

## Conclusion

By successfully completing The Leadership Challenge in the Energy Industry, participants will gain a sector-aware command of energy strategy, safety leadership, capability building, and stakeholder engagement. They will acquire skills in transition planning, process safety leadership, workforce renewal, and change management tailored to energy operations. Gentex Training Center designs the programme to help energy leaders deliver safely and credibly through transition.

## FAQs





## Q1 What is the "The Leadership Challenge in the Energy Industry" course about?

It prepares leaders to guide energy organizations through transition, volatility, and public scrutiny. The course spans the energy landscape and leadership mandate, strategy and transition choices, safety and operational leadership, people and capability renewal, and stakeholder and sector leadership.

## Q2 What are the key benefits of the "The Leadership Challenge in the Energy Industry" course?

You gain a sector-aware leadership method rather than generic management advice. The course strengthens safety and process safety leadership, sharpens transition and portfolio judgement, improves capability and succession planning, and prepares leaders to engage regulators and communities credibly.

## Q3 What skills will I gain from the "The Leadership Challenge in the Energy Industry" course?

You will develop four core skills: energy strategy and transition planning, safety and process safety leadership, technical capability and workforce renewal, and stakeholder engagement with change leadership.



## Q4 What tools, methods, or standards are covered in the "The Leadership Challenge in the Energy Industry" course?

The course covers the energy value chain, PESTLE, Porter's Five Forces, scenario planning, net-zero and energy transition strategy, investment appraisal for long-life assets, process safety management and barrier management, HSE governance and permit-to-work discipline, emergency response and business continuity planning, competency frameworks, succession planning, the Balanced Scorecard, OKRs, risk registers, power-interest grids, the GROW coaching model, the SBI (Situation-Behaviour-Impact) feedback model, Kotter's eight steps, and the ADKAR model.

## Q5 How is the "The Leadership Challenge in the Energy Industry" course applied in real-world practice?

Participants apply it to real work such as leading a site through a safety incident, building a transition scenario for a generation portfolio, designing a succession plan for critical technical roles, and engaging communities around a new project. The same methods support reliability improvement and regulator reporting.