



العمانية للغاز الطبيعي المسال
Oman LNG

Creating a High Performing Culture

Friday, October 20, 2023

**The best
at what
we do.**

Agenda

- ▶ Organisational Culture
- ▶ Emerging Landscape of Leadership
- ▶ Leadership Success Formula



Over 23 Years of vast and divers Experience

Oman LNG L.L.C

- Chief Human Resources Officer
- Chief Internal Auditor
- Maintenance Manager
- Head of Control & Automation

Oman Oil Company S.A.O.C

- Head of Risk and Value Assurance

Shell Global Solutions

- Consultant Process Automation



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Certified by Institute for Professional Excellence in Coaching (iPEC), USA

- Executive Coach, Certified Professional Coach (CPC)
- COR.E Leadership Dynamic Specialist (CLDS)
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Organisational Culture



What Makes Up an Organization's Culture?

- ▶ The underlying values, beliefs and principles
- ▶ The set of management practices and behaviors

It is both

The **way** we do things over here

And

What people **say** and **do** when they think no one is looking



Ways Culture Impacts Organizational Performance?

- ▶ Creates organisation's sense of **Mission**
- ▶ Builds high level of **Adaptability**
- ▶ Nurture **Involvement** of people
- ▶ Provides **Consistency** rooted in core values

“Either you manage the culture, or it manages you”
Edger Schein

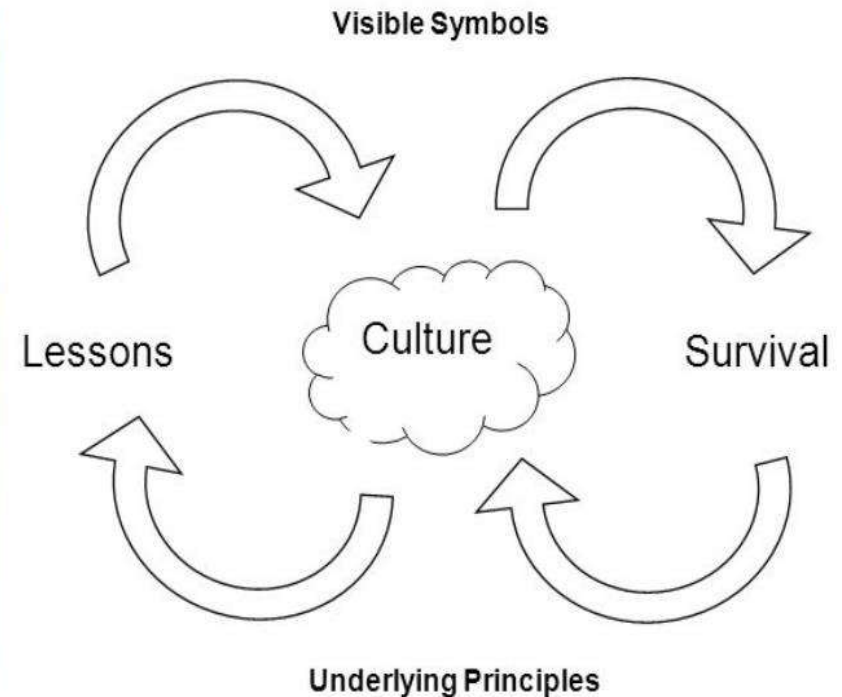
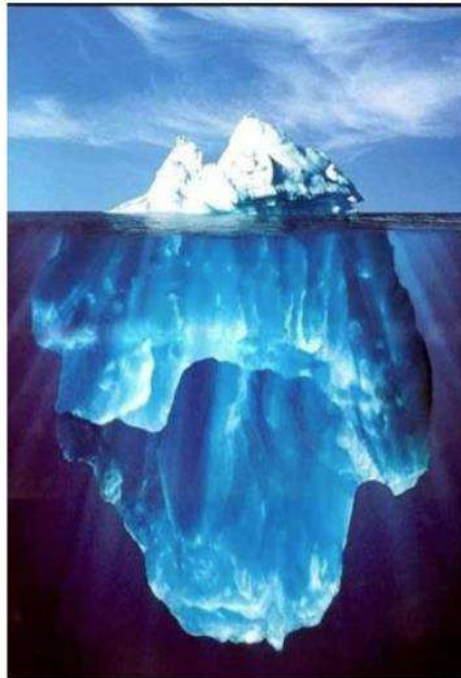


Culture Reflects Lesson Learned over Time*

Visible & Tangible
Practices and Behaviors

Less Visible
Personal Values & Attitudes

Invisible
Beliefs and Assumptions



* Leading Culture Change in Global Organisation - IMD



Traits of Culture* ...



* Leading Culture Change in Global Organisation - IMD



Key Lessons for Leaders

Cultural Transformation is a complex process:

- ▶ Needs mix of changes in mindset, systems, structures and behaviors
- ▶ Charismatic Leadership is not sufficient
- ▶ Enduring system and structure is required to sustain Energy and Momentum
- ▶ Don't change for the sake of changing
- ▶ Develop a clear sense of the why?
- ▶ What needs to be preserved and strengthen, is as important of what you are changing



Key Lessons for Leaders – Cont.

Build a Clear Strategy to Support the front line:

- ▶ Focusing on the desired outcome (engaged employee & psychological safety) misses the point
- ▶ The focus should be on what Organisational conditions / environment we have (the cause)
- ▶ Support front line to*:
 - ▶ Know more about their job
 - ▶ Care More about their customers' point of view
 - ▶ Contribute more to organization success

* High Involvement Management by Edward E. Lawler III



Key Lessons for Leaders – Cont.

Implementing Strategy is different from formulating it:

- ▶ “Culture Eat Strategy for Lunch”

(When new strategy clashes with an old culture)

- ▶ Strategic Alignment is test of successful implementation

- ▶ Battleground is always in the middle

(managers translate strategy into day-to-day practices of the front line)

- ▶ Simplicity is the key to focus and build energy

(Compelling purpose, well-understood goals and well-defined roles)

- ▶ Attend to bottom half and use discipline to build pride



Emerging Landscape of Leadership



Organisations Objectives

- ▶ Achieve Bottom Line
- ▶ Sustainable Performance
- ▶ Grow Business
- ▶ ...etc



How we Aim to Get There?

- ▶ Robust Management Systems:
 - ▶ Mission / Vision
 - ▶ Balanced Score Cards
 - ▶ Performance Management (including incentives)
 - ▶ Team Building Events
 - ▶ ...etc



If Not Performing, Reasons ...

- ▶ Tough Market Competition
- ▶ Lack of Resources (\$, People,...etc)
- ▶ Lack of Stakeholders Support
- ▶ Lack of Talent / Poor Performance
- ▶ ...etc



Leadership Success Formula



Leadership Success Formula ...

Being → Engaging → Doing



Where is our Focus?

▶ Being

- ▶ How Much Focus do we give here?
- ▶ How does our Behaviour affects Engagement?
- ▶ How Engaged are we?
- ▶ How is our People's Wellbeing?

▶ Engaging

- ▶ Enhance Staff Engagement:
 - ▶ Management Retreats
 - ▶ Team Building Events
 - ▶ Staff Survey
 - ▶ Management / Supervisors Development
 - ▶ ...etc

▶ Doing

- ▶ Robust Management Systems:
 - ▶ Mission / Vision
 - ▶ Balanced Score Cards
 - ▶ Performance Management Schemes
 - ▶ ...etc



Leaders' Challenges

Today's leaders struggles to;

- ▶ Motivate their people and foster optimal performance
- ▶ Break down silos, improve communication & sustaining positive energy
- ▶ Promote innovative thinking
- ▶ Meet organizational goals
- ▶ ...etc



Typical Solution

Implement training programs to help “fix” their leaders

- ▶ Focused on the “external” or “hard” leadership skills (e.g. how to run efficient meetings, give constructive feedback)
- ▶ Never reached level of sustainable transformation

Inner-focused or “soft” skills makes the real difference

Consciousness is the essential catalyst for powerful change



Conscious leaders

Drive the “**why**” behind their decisions and
Choose the kind of **mindset** that serves them well

Their consciousness enables them to;

- ▶ Create a safe work environment
- ▶ Set up high-performance teams
- ▶ Lead change, Deliver results, ...and more

Leaders are at the center of Culture **Challenges**

And their action is at the center of any **Solution**



What Drives our Results?



What can we learn in this area of results from elite athletes and masterful performing artists?
(who are in the business of getting top results over and over again)

We:

- Can NOT control results, results are an outcome
- Need to look at what creates the outcome
- Pour our attention into the PROCESS
(i.e. Performance)



What creates performance?

Does an athlete's skill level just magically **change overnight**, or from moment to moment?

No... even if it does feel that way!

Our **Ability** isn't simply there one day and gone the next, **It's always there**

If ability isn't the determining factor of performance
...then what is? What's beneath that?



So what is it?

It's **ENERGY**

that is constantly changing



How we view the world?

As individuals, we view the world through **Filters**

- ▶ Based on unique experiences, values, assumptions,...etc
- ▶ Either limit what we see (like tunnel vision) or
- ▶ Expand what we see (like a prism)

Impact / Influence

- ▶ How we perceive and think about circumstances, and
- ▶ How we lead others to do the same



How do we support leaders ?

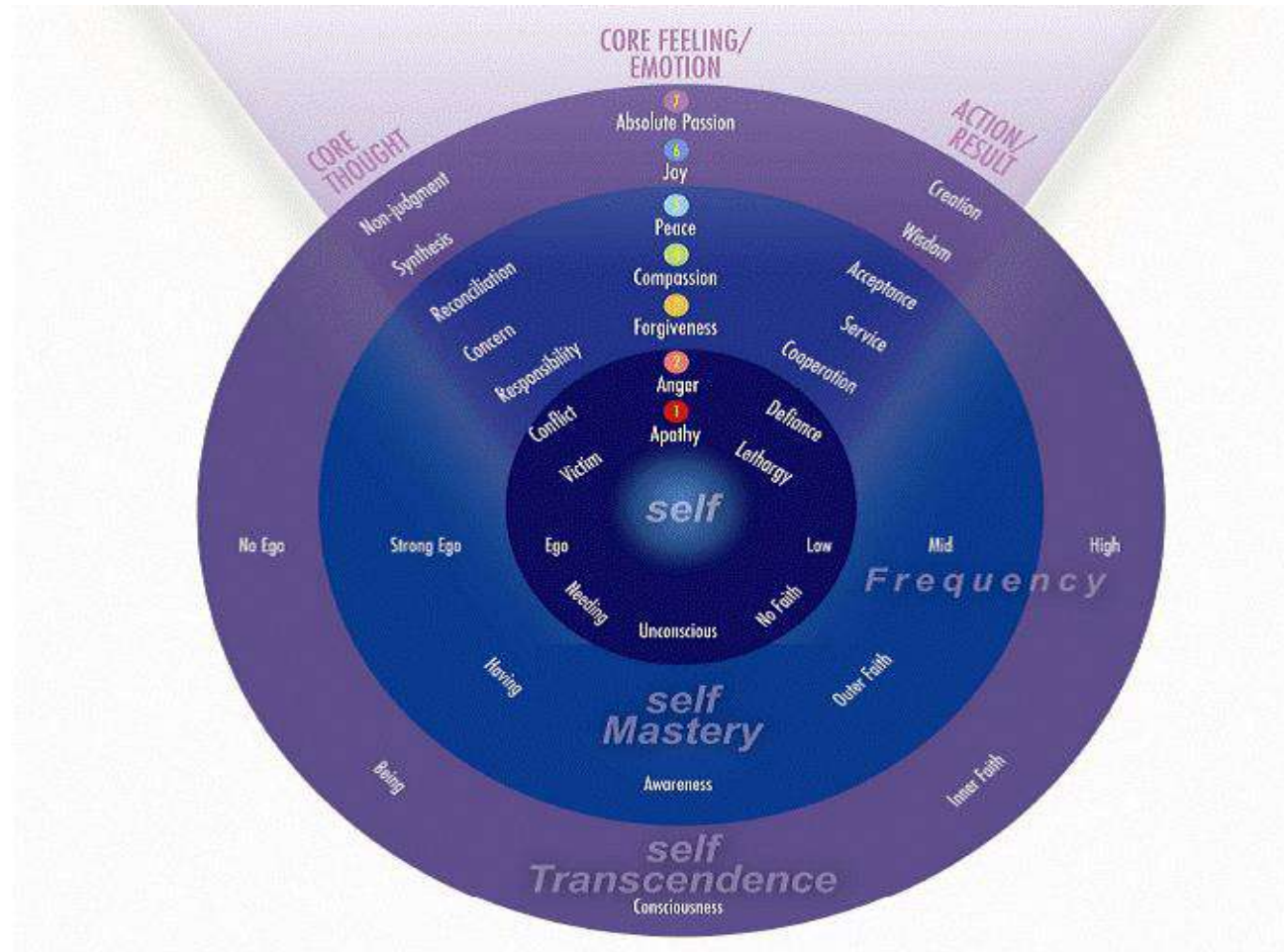
Improving team performance starts with tapping into our **own potential** first



Thoughts → Feelings → Actions



Impact of Shifting leaders' Energy Level



Thank you

