



Meaningful Business Transformation in the Energy Sector

Driving cultural change through leadership development and implementation of new ways of working

Our experience

The energy sector is headed towards a challenging future, driven by the ongoing energy transition, the pressure to reduce carbon emissions, the threat of climate change, and the uncertainty about “the energy of the future”. As a result, **the sector is faced with intense competition, exponential change, and technological disruption.**

Global corporations in the businesses of oil, gas and renewables are making efforts to evolve in this context. They are making efforts to become more agile and flexible, in order to **spearhead innovation, boost profitable growth, streamline costs, speed up execution, and diversify their core businesses.** Over the last few years, we have been helping many of them to do this, as they reviewed their strategies, executed organizational and operational changes, and implemented new ways of working.

Our support was **multidisciplinary.** We aligned people with strategy, building personal motivation and conviction towards change. We implemented the new mindset, attitudes and behaviors needed to operate in this new context. And we ensured an acceleration of business results through rigorous project management, advice on problem solving, and a continuous feedback loop with the CEO.

Client cases

Our clients in the energy sector are **leading corporations with global presence and ambitious business agendas.** They are seeking to stay ahead of the next S-curve of the sector, by challenging their status quo and promoting innovation and experimentation. Many of them are publicly committed to achieve bold business targets, through new business strategies, digitalization and cost-reduction programs.

We are helping them on a variety of **transformational topics,** like implementing a new organizational and operating model, establishing a partnership between corporate functions and the business units, integrating IT and Digital, designing and implementing an “Agile program” at company level, re-inventing the Finance function, or conducting an ambitious cost-reduction program in Supply Chain.

Case Study #1:

Transformation of the “Technology & Innovation” function, through the implementation of a network of High Performing Teams

Global multi-energy company launched a 12-month transformation program aimed at accelerating the organization’s technological innovation. We helped to implement New Ways of Working, by engaging in cascade 300 FTE in “Technology & Innovation”, starting with the top 30. We provided systemic support: agile methodology training, individual coaching sessions, group facilitation, and daily shadowing of new work dynamics. The result was widespread adoption of the desired new attitudes and behaviors, and acceleration of 30 critical business initiatives.

CONTEXT

- Global oil, gas, and electricity company.
- Presence in Europe, America, and Asia.
- Focus on the area of Technology and Innovation (T&I) – 300 FTE.
- T&I mandate to ensure future technological innovation of the company.
- Need to build closer, faster, and more agile relationship with the business.

APPROACH

- Engagement and alignment process: 1. Executive Team (Top 8); 2. First line (Top 30); 3. Rest of the organization (300).
- Implementation of Agile / Network organization and New Ways of Working: 1st wave: Top 30; 2nd wave: 30 volunteers + Top 30; 3rd wave: +120 volunteers with involvement of rest of organization.
- Systemic approach including simultaneous individual and team support with continuous CEO feedback.
- Multi-disciplinary support team: agile coaches, senior facilitators, business consultants and organizational psychologists.
- Project duration: 18 months.

RESULTS

- Changed mindset and behaviors supporting the required cultural transformation.
- Implemented the new style of personal leadership and new ways of working required to operate in the new environment across all of the organization.
- Alignment of strategic objectives and a new operating model.
- Design and implementation of a dual organization: network + hierarchy.
- Agile methodology training to 300 FTEs.
- Daily operational implementation of Agile methodology and high-performing team dynamics.
- Training support through individual coaching sessions and group facilitation.
- Shadowing to individuals and teams to implement work dynamics on a daily basis.
- Real time measurement of degree of implementation of new methods and work dynamics through an app.

Case Study #2:

Cultural transformation to drive business growth in renewable energies

In a context of intense competition and technological disruption, the Power Generation division of a leading global energy company launched a new strategic plan to double EBITDA in 5 years. We helped to accelerate the cultural transformation required to undertake the new growth imperatives. Our systemic support included an initial diagnostic, executive team alignment, and involvement of +200 FTE as “culture champions”. The result was stronger leadership and cohesion of executive team, organizational engagement with the new strategic plan, and execution of performance improvement initiatives.

CONTEXT

- Leading global Gas and Electricity company of over 20 Bn € in revenues and 20.000 employees.
- Power Generation division launched a strategic plan to double EBITDA in 5 years.
- Intense competition and technological disruption driven by the growth of renewable energies.
- Relevant reorganization and resource reallocation resulting in initial confusion and resistance to change.
- Need to accelerate the cultural transformation to address growth challenges.

APPROACH

- Diagnostic to assess initial cultural situation, identify gaps and set project milestones.
- Executive team alignment around the “why, how and what” of the organization and definition of new work agreements in line with the desired culture.
- Engagement of 30 FTE identified as “culture champions” to inspire the rest of the organization to change.
- Involvement of 200 FTE in the fundamentals of the desired culture.
- Creation of a project office to help in the execution of initiatives, increase project’s intensity and strengthen communication of achievements.
- Ongoing support to develop leadership capabilities of CEO and executive team, and advice on how to steer the transformation.

RESULTS

- Alignment and engagement of teams around the new strategic plan.
- Increased leadership capabilities and cohesion of executive team.
- Creation of common language around fundamentals of the new culture: “becoming players and not victims”, “being the change we want to see in the organization”, “building strong relationships via authentic conversations” and “fostering an environment where everyone can connect to a relevant purpose”.
- Execution of initiatives proposed by team members to improve performance.

Case Study #3: **Agile implementation to drive cost savings in Supply Chain**

Latin American multi-energy company launched a program to accelerate supply chain and strategic sourcing initiatives. Our systemic support was based on the implementation of Agile methodology and High-Performing Teams dynamics. An alignment and involvement process was developed and our approach involved 60 people that worked together during a period of 4 months. The main results were the double-digit cost reduction achieved and the adoption of new mentality and behaviors needed to support the cultural transformation.

CONTEXT

- Oil, gas, electricity, and hydrocarbon derivatives company leader in Latin America.
- Client was the Vice President of Supply Chain, in charge of implementing multifunctional initiatives promoted by the business to improve efficiency, reduce time to market, exploit synergies and identify opportunities for cost savings.
- Project objective consisted of the implementation of Agile methodology and High-Performing Teams dynamics.

APPROACH

- Alignment and involvement process including the executive team, the first management line, and the rest of the organization.
- Agile practices were developed in 6 scrums that worked in four sprints of 4 weeks each involving 60 people.
- Scrum Master, Product Owner, Technical Lead and Sponsor roles were implemented. An Agile team of coaches was launched to support the execution, particularly with regards to the adoption of a new mentality and behavior.
- Support through individual coaching sessions and group facilitation.
- Follow-up to members and teams to implement work dynamics on daily basis.
- Systemic support through multidisciplinary team formed by Agile coaches, senior facilitators, business consultants, and organizational psychologists.

RESULTS

- Implementation of New Ways of Working including Agile and High-Performing Teams.
- Six commercial initiatives were accelerated, and double-digit cost reductions were achieved.
- Leadership development and people focused with a clear purpose.
- Change of mentality and behaviors to support the cultural transformation.
- Effectiveness of meetings and productive work dynamics.
- Commitment and involvement in the organization.
- Expansion in subsequent waves to the rest of the organization.

Case Study #4: Reorganization of IT to drive digitalization

Global multi-energy company implemented a reorganization process to digitalize the whole organization to achieve 1000M€ recurring EBITDA impact. Our approach included an alignment and involvement process through multiple workshops and the implementation of Agile methodology, where 8 Scrums dealt with strategic initiatives for the area of Digital & IT. The result was a higher engagement of the organization, a healthier relationship between Digital and IT, an improved satisfaction of the internal clients (the BUs), and a sustainable adoption of the desired mentality and behaviors.

CONTEXT

- Global oil, gas, and electricity company.
- Presence in Europe, America, and Asia.
- Focus on the area of Digital & IT (DIT) – 800 FTEs.
- DIT mandate to digitalize the company achieving 1000M€ impact through digital initiatives in partnership with the businesses.
- Need to develop a closer and healthier relationship between Digital and IT.

APPROACH

- Alignment and involvement process starting with the Executive Team, the first management line and the rest of the organization through multiple workshops.
- Agile practices cascaded down:
 - First wave: 2 Scrums for Executive Committee in three Sprints – dealing with two strategic initiatives for the area.
 - Second wave: 6 Scrums mixing first management line and rest of the organization (including members of the Executive Team as Sponsors) in four Sprints of 4 weeks each. Implemented 6 initiatives identified in the Strategic Plan.
- All Scrum teams included Scrum Master, Product Owner, Technical Lead and Sponsor. An Agile team of coaches was launched to support the execution, particularly with regards to the adoption of a new mentality and behavior.
- Support through individual coaching sessions and group facilitation.
- Continuous feedback loop and support to the CIO.

RESULTS

- Sustainable evolution of mentality and behaviors, supporting the cultural transformation required.
- Strong positive evolution in the relationship between Digital and IT.
- Higher effectiveness of meetings and productive work dynamics.
- Higher engagement of the organization.
- Business objectives of all the initiatives were met.

Case Study #5: Implementation of a “dual organization” through a company-wide Agile program

In a challenging context of significant regulatory pressure and decreasing revenues, a natural gas infrastructures company needed to find new revenue sources and operate in a more agile way to achieve business objectives. Our approach included an initial diagnostic to assess culture, an alignment of the executive team, and the implementation of a dual organization strategy in specific areas to develop Agile at scale. The result was increased agility in key business processes and in the execution of more than 15 critical projects.

CONTEXT

- Natural gas infrastructures company present in 8 countries.
- Context of increasing regulatory pressure and decreasing revenues coming from regulated business.
- Need to explore new revenue sources to ensure business sustainability: internationalization, diversification, and new services.
- Operating in a more agile way was a must to achieve these objectives.
- Project objective was to define and implement a strategy to implement Agile at scale in the whole company.

APPROACH

- Diagnostic to assess culture, leadership, and key process to develop agility.
- Design of dual organization strategy and implementation roadmap.
- Alignment of the executive team around the "why", principles and behaviors of Agile.
- Definition of a strategy to develop Agile at scale, covering culture and leadership, methodologies, organization, and enablers.

RESULTS

- Top management aligned around a common vision and ambition for Agile.
- Increased agility and speed in key processes for the business (e.g. procurement data analytics, new value added services).
- Increased agility in the execution of +15 critical challenges and projects.
- Implemented a sustainable dual organization in specific business areas (e.g. HR, Infrastructures, IT, and Procurement).

Case Study #6: **Implementation of New Ways of Working in the Finance function**

Finance area from a global multi-energy company with newly appointed CFO had inefficient functioning with silos operation and lack of common vision. Our support consisted of a team diagnostic, alignment sessions with the executive team and involvement and alignment sessions with top 30 and top 70 in several workshops. As a result, the organization alignment was reinforced, the executive team's leadership and cohesion were strengthened, and New Ways of Working with Agile philosophy were implemented in selected projects.

CONTEXT

- Finance function of leading global multi-energy company.
- Newly appointed CFO.
- Functional silos, limited collaboration and lack of common vision.

APPROACH

- Organizational and executive team diagnostic through interviews, leadership and culture survey and focus groups.
- Identification of organizational effectiveness gaps.
- Definition of CFO leadership model.
- Alignment sessions with executive team.
- Involvement and alignment of top 30 in a two-day workshop.
- Involvement and alignment of top 70 in a one-day workshop.
- Definition of finance transformation roadmap.

RESULTS

- Organization aligned under a common vision and ambition.
- Strong executive team leadership and cohesion.
- Implementation of New Ways of Working with Agile philosophy in selected projects and transversal initiatives.
- Improved organizational engagement.

To learn more about our experience in implementing cultural change through leadership development and new ways of working, check out our recent papers at

www.walkleadership.com/insights



Cultural Transformation for Technological Innovation

In a context of technological explosion, exponential change and disruption of traditional business models, a global multi-energy company leader in the oil, gas and renewable energy businesses wanted to promote innovation as a priority strategic axis for the Group's future evolution.



Becoming Digital: The Challenge Facing CIOs

Most corporations worldwide are heavily investing in digitalization. Those that get it right will reap huge rewards: increased customer satisfaction, significant efficiency gains, and a powerful revenue boost.



Agile Implementation Beyond Cosmetics: How do you implement it sustainably?

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About WALK

WALK is a global consultancy focused on producing meaningful business transformation through leadership development and cultural change. Combining a team of strategy consultants, organizational psychologists, and leadership facilitators, WALK works with large organizations to ensure effective execution of their business initiatives. We do so by aligning people with strategy and empowering them to embrace a new leadership paradigm for the digital age. WALK's solutions include leadership development programs, alignment of executive teams, organizational engagement at scale, design and deployment of a digital culture, and implementation of new ways of working.

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Meaningful Business
Transformation