# SHELL LEADERS PERSONALLY DEVELOP THE BEST PEOPLE

IALG, Pearls in Policing

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# WHAT IS CHANGING?

*Shell leaders personally develop the best people….*

We are refreshing WHAT **leadership capabilities** we seek from our leaders and HOW we **embed** these.

- WHAT: A simple set of **4 Leadership Attributes** will replace the 9 Planets. These reflect the opportunities of today and the future and will equip our leaders to deliver our strategic priorities to 2025.

- HOW: We will embed these capabilities through the ***passionate and personal*** **involvement of leaders in the development of the best people** and through an integrated approach to our **in-role development, talent conversations**, and **learning programmes**.

# INFORMED BY EXTENSIVE EXTERNAL RESEARCH

# EXTERNAL RESEARCH FINDINGS

## External context:

- Increased **public scrutiny** of big business and greater reliance on private sector for social security
- Increased **pace of technology change** and adoption
- **BRIC** economies as 'second home' markets and sources of partnership
- Growing influence of large systems of **interconnected** players
- Social media and connectivity creates **24/7 transparency** of companies and their leaders
- **Four generations in the workplace** at the same time; employer's will need to be 'all things to all people'

## Leadership development:

- Focus on a limited number of **strategy-critical leadership competences** and promote a clear '**leadership brand**'
- Practice of **leaders building next generation of leaders** is second nature, hardwired to promotion, reward and exit decisions
- **Simple, highly integrated 'ecosystem'** for leadership development - doing the fundamentals well across the broad range of Talent and Learning components
- **Team based learning** to reinforce/support new behaviours in the workplace
- **Experience** based development
- Use of **live business challenges** to develop leaders and transform the business
- Importance of **authentic purpose-driven** leadership to create meaningful contribution



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# LEADERSHIP DEVELOPMENT AS A STRATEGIC ENABLER

Shell leaders personally developing the best people

To excel in Leadership Attributes

Through an integrated approach

Talent Conversations

guiding

In-Role Development

accelerated by

Learning Programmes

- Close the value gap
- Deliver our strategic priorities
- Increased employee motivation, engagement, productivity

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# A TRANSITION OF LEADERSHIP MODELS

## 1998 - 2011

## 2012 - ……

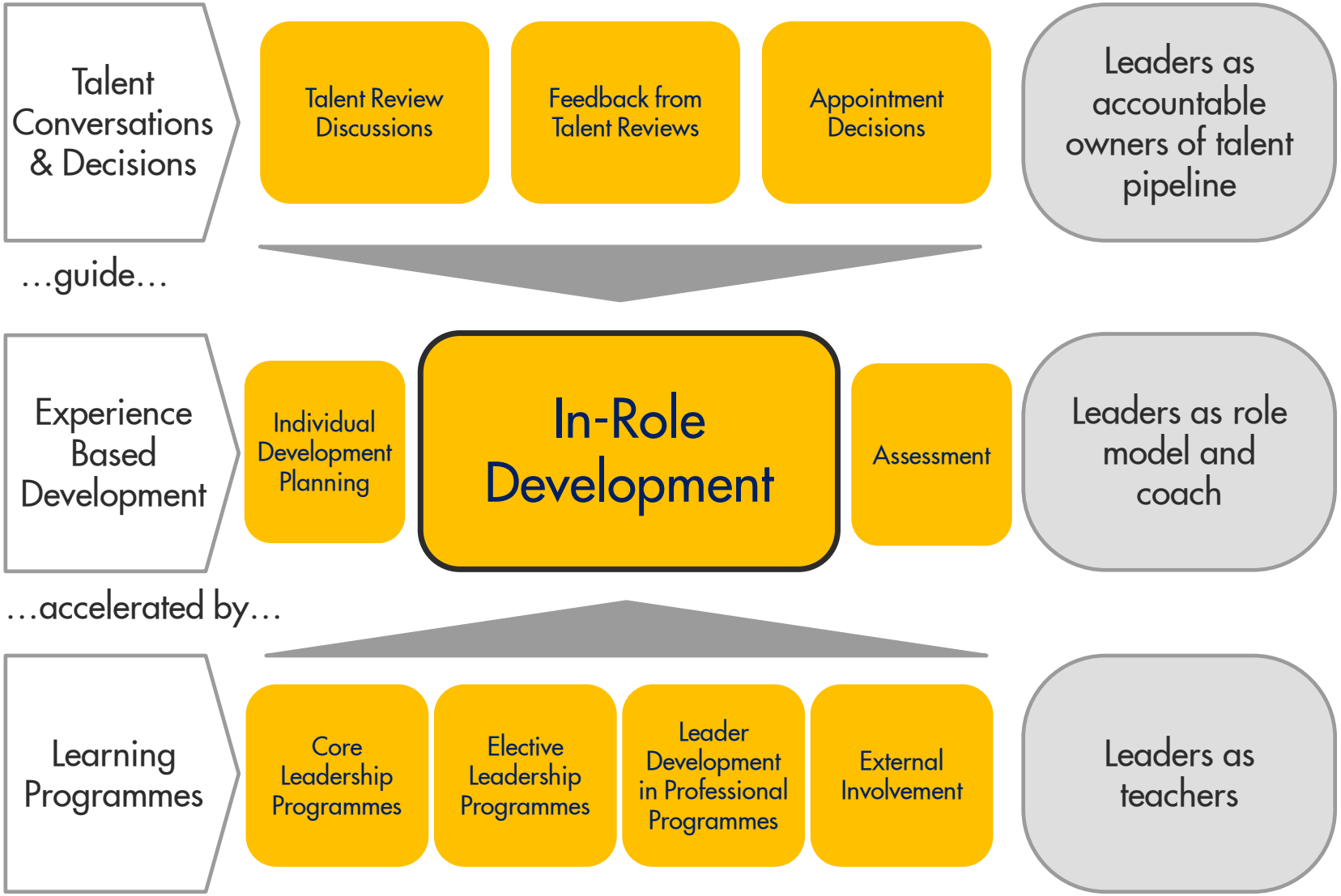
*"Shell Leaders Personally Develop the Best People"*

# THE NEW LEADERSHIP ATTRIBUTES

**Authenticity** - knowing who you are, what your values are, and being clear on your purpose as a leader.

**Growth** - creating opportunities to generate new value, adapting the business to changing context, and having the courage to take risks and to innovate.

**Collaboration** - partnering with peers and customers to deliver value; influencing others when you don't have formal authority.

**Performance** - leading and empowering your teams and holding them accountable to deliver results.

# LEADERSHIP DEVELOPMENT – AN INTEGRATED 'ECOSYSTEM'