The Leadership Challenge in the Energy Sector

What’s missing when it comes to leadership talent?

By E. Wayne Hart, Jamie Pounds, Cory LaShell, and Jessica Graham
Energy leaders know they operate in volatile, uncertain, complex, and ambiguous environments. What may be less apparent are the skills they need to succeed.

Given the complexity of the industry — regulatory challenges, geopolitical pressures, environmental issues are industry hot spots — it can be difficult to know if organizations have the leadership talent they need today and are effectively developing the talent needed for tomorrow.

In challenging times, energy companies cannot afford to pour resources into generalized development, expecting that they will end up with employees who are well equipped to lead the business. Well-targeted leadership development initiatives are essential for success.

To help our energy clients better understand and focus their leadership development efforts, CCL analyzed leadership effectiveness data from more than 11,000 people working in the energy sector.

The study indicated that top priorities for leadership development in the energy sector are to improve the ability to lead employees, handle problem employees, and lead teams. Energy leaders and organizations also need to create career and development strategies to provide significant broad, cross-organizational experiences and learning. These findings were consistent across the fossil fuel and utilities sub-sectors.

This report shares the details of the study and introduces strategies for addressing leadership development priorities.
introduction

Amid debates over topics like regulatory change, oil importation versus domestic production, global warming and sustainability, and government incentive priorities, the energy sector faces significant and rapid change. When circumstances are stable, good management is key to success. However, in changing times, organizations need good leadership to set new directions, align people with mission-critical imperatives, create commitment to new vision and action, and develop talent.
To better understand the leadership challenges facing the energy sector, CCL conducted a study to address three key issues:

1. **Importance.** What leadership competencies are most important for energy organizations? CCL research has identified 16 key leadership skills and perspectives and five “derailment factors” (warning signs that a leaders’ career is in jeopardy). All the competencies are important; however, some are more critical than others in various industries or organizations. Gaining clarity about what matters most within the energy sector allows organizations and individuals to focus and tailor their learning and development.

2. **Effectiveness.** How well do energy leaders demonstrate the leadership skills that are required? Organizations (and individual leaders) need a clear picture of how leadership skills match up to organizational needs. This begins with identifying and understanding leadership strengths and weak spots, then determining how well individual strengths align with organizational priorities. Significant discrepancies between areas of strength and areas of need indicate leadership pain points.

3. **Sub-sector variation.** Are there differences between energy industry sub-sectors? Recognizing that the energy sector is not comprised of a single industry, the CCL study also examined the data by two distinct sub-sectors: fossil fuel organizations and utility companies.

To answer these questions, we searched CCL’s database and identified a sample of 11,199 people from energy sector organizations who submitted their opinions on leadership competencies of a boss, peer, or direct report. Energy sub-sectors were almost equally represented: 5,727 from fossil fuel organizations and 5,472 from utilities.
Using CCL’s Benchmark’s® assessment tool, leader evaluations rated the relative importance of key competencies for success and the effectiveness of their coworkers at executing each competency.

Key findings of the CCL study are:

**The top priority for leadership development in the energy sector is to improve the ability to lead employees.** This skill ranked #1 in importance by both fossil fuel and utility organizations. However, the ability to lead employees ranked very low on the effectiveness scale: #14 out of 16 items by the fossil fuels group and #15 by the utilities group. This large gap between importance and effectiveness reveals a significant limitation for energy organizations.

**Energy leaders show a skill gap in other key areas.** Notable weak spots are: building and leading a team, confronting problem employees, building a broad functional orientation, and career management. Findings suggest that training and development, succession planning, and individual and organizational development efforts might be best focused on these competencies, alongside efforts to improve the ability to lead employees.
Energy leaders have important strengths, too. The good news is that energy leaders are highly effective in *meeting business objectives* and *being resourceful*, two high-priority skills. The study shows that energy leaders are also strong in areas that are not high priorities for organizations, including putting *people at ease* and *recognizing and appreciating differences*. With this knowledge of leadership strengths, individuals and organizations can find ways to leverage them in new or more intentional ways. An accurate picture of strengths also helps to clarify where training and learning investments are not as important.

Sub-sectors within the energy sector show little variation. Dividing this data into two sub-sector groups (fossil fuel and utilities), we discovered remarkable similarities between the groups. This is useful information as energy organizations look to recruit employees and collaborate across the sector.

When important competencies are found to be weak spots, targeted development initiatives can be put into place. Energy companies can move rapidly to strengthen the leadership capability of people in key roles, to create more focused leadership development strategies, and to build greater leadership capacity throughout the organization.
what matters most: clarifying needed competencies

Many organizations and management experts develop competency models by which they evaluate individual leadership skills, plan development, and manage the talent pipeline. Identifying the most important competencies for an industry sector or an organization is not (or should not be) a haphazard process.

To gain an understanding of the competencies that energy organizations need most, CCL turned directly to the people who work in the sector.

Thousands of mid- and senior-level managers participate in CCL’s leadership development programs; and thousands complete CCL’s Benchmarks assessment, providing us with a vast database of information
on the competencies required for effective leadership and the skill level of managers in each area. It is from this database that we were able to analyze energy sector leadership needs.

Benchmarks is a 360-degree survey consisting of 155 behavioral descriptor items clustered into 21 scales. Sixteen of the scales rate leadership skills and perspectives, and five of the scales rate derailment factors. The Benchmarks skills are:

<table>
<thead>
<tr>
<th></th>
<th>Skill</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Resourcefulness</strong>. Can both think strategically and make good decisions under pressure; can set up complex work systems and engage in flexible problem-solving behavior; can work effectively with higher management in dealing with the complexities of the management job.</td>
</tr>
<tr>
<td>2</td>
<td><strong>Doing Whatever it Takes</strong>. Has perseverance and focus in face of obstacles; takes charge; is capable of standing alone yet is open to learning from others when necessary.</td>
</tr>
<tr>
<td>3</td>
<td><strong>Being a Quick Study</strong>. Quickly masters new technical and business knowledge.</td>
</tr>
<tr>
<td>4</td>
<td><strong>Decisiveness</strong>. Prefers quick and approximate actions to slow and precise ones in many management situations.</td>
</tr>
<tr>
<td>5</td>
<td><strong>Leading Employees</strong>. Delegates to employees effectively, broadens employee opportunities, acts with fairness toward direct reports, and hires talented people for his/her team.</td>
</tr>
<tr>
<td>6</td>
<td><strong>Confronting Problem Employees</strong>. Acts decisively and with fairness when dealing with problem employees.</td>
</tr>
<tr>
<td>7</td>
<td><strong>Participative Management</strong>. Uses effective listening skills and communication to involve others, build consensus and influence others in decision-making.</td>
</tr>
<tr>
<td>8</td>
<td><strong>Change Management</strong>. Uses effective strategies to facilitate organizational change initiatives and overcome resistance to change.</td>
</tr>
<tr>
<td>9</td>
<td><strong>Building Relationships</strong>. Knows how to build and maintain working relationships with co-workers and external parties: can negotiate and handle work problems without alienating people; understands others and is able to get their cooperation in non-authority relationships.</td>
</tr>
<tr>
<td>10</td>
<td><strong>Compassion and Sensitivity</strong>. Shows genuine interest in others and sensitivity to employees’ needs.</td>
</tr>
<tr>
<td>11</td>
<td><strong>Straightforwardness and Composure</strong>. Is steadfast, relies on fact-based positions, doesn't blame others for mistakes, and is able to recover from troubled situations.</td>
</tr>
<tr>
<td>12</td>
<td><strong>Balance Between Personal Life and Work</strong>. Balances work priorities with personal life so that neither is neglected.</td>
</tr>
<tr>
<td>13</td>
<td><strong>Self-Awareness</strong>. Has an accurate picture of strengths and weaknesses and is willing to improve.</td>
</tr>
<tr>
<td>14</td>
<td><strong>Putting People at Ease</strong>. Displays warmth and a good sense of humor.</td>
</tr>
<tr>
<td>15</td>
<td><strong>Differences Matter</strong>. Demonstrates a respect for varying backgrounds and perspectives. Values cultural differences.</td>
</tr>
<tr>
<td>16</td>
<td><strong>Career Management</strong>. Develops, maintains and uses professional relationships, including mentoring, coaching, and feedback to manage own career.</td>
</tr>
</tbody>
</table>
While all the competencies are elements of effective leadership, the respondents (both self-report and observers) are asked to rate the importance of the 16 leadership skills and perspectives within their organization. Respondents indicate relative importance for success among the 16 leadership skills and perspectives by identifying the eight that they believe to be more important than the other eight; compiling data permits a rank ordering analysis.

The leadership skills and perspectives ranked **most important for success** in both groups were:

- Leading Employees
- Straightforwardness and Composure
- Resourcefulness
- Decisiveness

The skills and perspectives ranked **least important for success** were:

- Putting People at Ease
- Career Management
- Differences Matter

### Table 1: “Importance for Success” Rankings

<table>
<thead>
<tr>
<th></th>
<th>Fossil Fuels Subsector</th>
<th>Utilities Subsector</th>
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</thead>
<tbody>
<tr>
<td>Number in Sample</td>
<td>5,727</td>
<td>5,472</td>
</tr>
<tr>
<td>Resourcefulness</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Doing Whatever it Takes</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Being a Quick Study</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Decisiveness</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Leading Employees</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Confronting Problem Employees</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Participative Management</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Change Management</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Building Relationships</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Compassion and Sensitivity</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Straightforwardness and Composure</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Balance Between Personal Life and Work</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Self-Awareness</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Putting People at Ease</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td>Differences Matter</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>Career Management</td>
<td>16</td>
<td>16</td>
</tr>
</tbody>
</table>
The second category of leadership competencies that was included in the energy sector study was “leadership derailment factors.” Decades of research show five characteristics that can stall or break a management career:

- **Problems with Interpersonal Relationships.** Difficulties in developing good working relationships with others.
- **Difficulty Building and Leading a Team.** Difficulties in selecting and building a team.
- **Difficulty Changing or Adapting.** Resistant to change, learning from mistakes and developing.
- **Failure to Meet Business Objectives.** Difficulties in following up on promises and completing a job.
- **Too Narrow Functional Orientation.** Lacks depth to manage outside of one’s current function.

These characteristics have been identified by a series of CCL studies that compared managers who continue to be considered for promotion and those who leave the organization non-voluntarily or reach a plateau. Energy leaders were not asked to rank these factors according to importance. Based on research from CCL and others, these factors severely limit a leader’s effectiveness and long-term success.
In completing the Benchmarks assessment, respondents also rate an individual leader’s effectiveness at executing each of the 21 competencies (both the leadership skills and the derailment factors).

The three skills and perspectives that were rated by observers as least effectively executed by leaders in the energy sector were:

- Leading Employees
- Career Management
- Confronting Problem Employees

The derailment factors that were problematic for energy leaders were:

- Difficulty Building and Leading a Team
- Too Narrow Functional Orientation
Observers in both groups indicated that energy leaders were most effective in the following categories:

- Differences Matter
- Putting People at Ease
- Doing Whatever it Takes
- Being a Quick Study
- Resourcefulness

From the derailment list, both groups rated Failure to Meet Business Objectives with the lowest score, suggesting that energy leaders are effective at meeting business objectives.

**Table 2: Leadership Effectiveness: How Do Energy Leaders Perform?**

<table>
<thead>
<tr>
<th></th>
<th>Fossil Fuels Subsector</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Number in Sample</strong></td>
<td>5,727</td>
<td>5,472</td>
</tr>
<tr>
<td><strong>Rank – Avg. Rating</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resourcefulness</td>
<td>4 – 3.97</td>
<td>4 – 4.01</td>
</tr>
<tr>
<td>Doing Whatever it Takes</td>
<td>5 – 3.90</td>
<td>5 – 3.95</td>
</tr>
<tr>
<td>Being a Quick Study</td>
<td>2 – 4.05</td>
<td>1 – 4.12</td>
</tr>
<tr>
<td>Decisiveness</td>
<td>6 – 3.88</td>
<td>6 – 3.93</td>
</tr>
<tr>
<td>Leading Employees</td>
<td>14 – 3.70</td>
<td>15 – 3.75</td>
</tr>
<tr>
<td>Confronting Problem Employees</td>
<td>16 – 3.58</td>
<td>16 – 3.61</td>
</tr>
<tr>
<td>Participative Management</td>
<td>11 – 3.77</td>
<td>11 – 3.83</td>
</tr>
<tr>
<td>Change Management</td>
<td>10 – 3.78</td>
<td>10 – 3.84</td>
</tr>
<tr>
<td>Building Relationships</td>
<td>12 – 3.76</td>
<td>12 – 3.81</td>
</tr>
<tr>
<td>Compassion and Sensitivity</td>
<td>9 – 3.83</td>
<td>9 – 3.86</td>
</tr>
<tr>
<td>Straightforwardness and Composure</td>
<td>8 – 3.84</td>
<td>7 – 3.91</td>
</tr>
<tr>
<td>Balance Between Personal Life and Work</td>
<td>7 – 3.85</td>
<td>7 – 3.91</td>
</tr>
<tr>
<td>Self-Awareness</td>
<td>13 – 3.73</td>
<td>13 – 3.79</td>
</tr>
<tr>
<td>Putting People at Ease</td>
<td>3 – 3.99</td>
<td>3 – 4.03</td>
</tr>
<tr>
<td>Differences Matter</td>
<td>1 – 4.07</td>
<td>1 – 4.12</td>
</tr>
<tr>
<td>Career Management</td>
<td>14 – 3.70</td>
<td>14 – 3.78</td>
</tr>
</tbody>
</table>
Table 3: Derailment Factors: Are Energy Leaders at Risk?
Derailment (Inverse scale: 1 is good, 5 is poor)*

<table>
<thead>
<tr>
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<tr>
<td>Rank – Avg. Rating</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Problems with Interpersonal Relationships</td>
<td>3 – 1.87</td>
<td>3 – 1.77</td>
</tr>
<tr>
<td>Difficulty Building and Leading a Team</td>
<td>5 – 1.94</td>
<td>4 – 1.86</td>
</tr>
<tr>
<td>Difficulty Changing or Adapting</td>
<td>2 – 1.77</td>
<td>2 – 1.69</td>
</tr>
<tr>
<td>Failure to Meet Business Objectives</td>
<td>1 – 1.75</td>
<td>1 – 1.68</td>
</tr>
<tr>
<td>Too Narrow Functional Orientation</td>
<td>4 – 1.93</td>
<td>4 – 1.86</td>
</tr>
</tbody>
</table>

*Items and some of the scale titles in the derailment section of Benchmarks are worded in the negative; and the rating scale is inverse, i.e., 1 is good and 5 is poor.

It is also worth noting that the sub-sectors within the energy sector show little variation. Dividing this data into two sub-sector groups (fossil fuel and utilities), we discovered remarkable similarities between the groups. This finding shows that the leadership challenges and priorities in the energy sector may be different than those of the finance or entertainment sectors, for example, but do not vary much within the industry itself.

Leadership talent strategies, then, would be more alike than not across the industry, regardless of any perception that utility operations are distinctly different from oil refining, for example.

This is useful information as energy organizations look to recruit employees and collaborate across the sector.
Our research shows that leaders in the energy sector — both utility and fossil fuel organizations — are skilled in important areas such as meeting business objectives and being resourceful. However, they fall short in several crucial areas.

The study showed the most important skill — *the ability to lead employees* — is one of the weakest among 21 essential leadership skills. Energy leaders also ranked poorly on two related abilities — *building and leading a team* and *confronting problem employees*. This indicates that energy leaders are lacking in the interpersonal and leadership skills organizations need to create the direction, alignment, and commitment within the organization.

Energy leaders were challenged in another area as well: gaining the experience and skills they need to take on future challenges. The study showed that leaders did not have a sufficiently *broad functional orientation* and that their *career management* skills were weak. This indicates that energy leaders and organizations are not focused on strategic talent development and future needs.

When analyzed separately, these findings held true for both the fossil fuel and utilities sub-sectors.
Table 4: Analysis Highlights

| Higher Importance | • Leading Employees | • Resourcefulness |
|                  | • Change Management (utility group) |
| Mid-Level Importance | • Confronting Problem Employees |
| Lower Importance | • Career Management |
|                  | • Differences Matter |
|                  | • Putting People at Ease |

Efforts can (and should) be made at both the individual level and at the organization level to understand to improve and foster leadership development in these areas. In the following section, we offer insight into each of these issues and suggestions for addressing them.
Energy organizations seeking to invest in needed leadership skills should understand the qualities and behaviors required to be effective in each area. In addition, they will want to provide managers with learning and performance support for developing those leadership skills. Here, we offer a starting point for developing the five high-priority areas in energy organizations.
Leading employees. The ability to lead employees requires good skills in directing and motivating people. This is a highly variable skill, requiring strong self-awareness and interpersonal savvy. Managers and executives who are effective in leading others will consistently demonstrate these characteristics:

- Is willing to delegate important tasks, not just things he/she doesn’t want to do.
- Provides prompt feedback, both positive and negative.
- Pushes decision making to the lowest appropriate level and develops employees’ confidence in their ability to make those decisions.
- Acts fairly and does not play favorites.
- Coaches employees in how to meet expectations.
- Uses his/her knowledge base to broaden the range of problem-solving options for direct reports to take.
- In implementing a change, explains, answers questions, and patiently listens to concerns.
- Interacts with staff in a way that results in the staff feeling motivated.
- Actively promotes his/her direct reports to senior management.
- Develops employees by providing challenge and opportunity.
- Sets a challenging climate to encourage individual growth.
- Rewards hard work and dedication to excellence.
- Surrounds him/herself with the best people.
- Finds and attracts highly talented and productive people.
To develop this skill among leaders in your organization you will want to:

- Communicate the specific behaviors and skills that are needed to manage others well. Be sure managers know them and understand them in the context of their roles.
- Assess leaders on the key behaviors and skills. Use consistent assessment practices; 360-degree leadership development assessment tools are often most detailed and helpful.
- Create targeted training programs.
- Identify developmental assignments for employees at all levels. Help employees and supervisors to understand the importance of “stretch” assignments and how to get the most out of them.
- Build action learning experiences into the organization’s talent development strategy.
- Develop internal groups to share experiences. Use forums and discussion groups to share lessons learned and best practices related to handling teams and employees.
- Develop mentoring programs and train management in ways to effectively give and receive feedback.

Confronting problem employees. Effective leaders act decisively and fairly when dealing with problem employees. This ability is important for operational success, but also for leader credibility and employee morale. Leaders who rate high in their ability to address difficult employees and challenging personnel issues are known to:

- Handle resistant employees in an effective way.
- Act decisively when faced with a tough decision such as laying off workers, even though it hurts him/her personally.
- Move quickly in confronting a problem employee.
- Terminate or deal firmly with loyal but incompetent people without procrastinating.
- Correctly identify potential performance problems early.
- Appropriately document employee performance problems.
To improve this skill among leaders, organizations will want to:

- Educate managers on documentation and legal issues involved with employee performance problems.
- Offer classes or coaching in conflict management.
- Encourage managers to confront problems promptly.
- Insist on a feedback-rich environment. Teach managers strategies for giving effective feedback (such as being specific and timely, focusing on a single message, and giving feedback often and routinely).

### Building and leading a team

The ability to lead teams is a factor for long-term career success. Managers who are effective team leaders set clear goals and let others know what is expected of them. They are skilled motivators and mentors. Leaders who build and lead effective teams are able to:

- Resolve conflict among direct reports.
- Hire people with good technical skills and the ability to work with others.
- Motivate team members to do the best for the team.
- Select the right mix of people for the team, bringing together people who collectively have the expertise, knowledge, and skills needed to complete an assigned task or ongoing work.
- Help individuals understand how their work fits into the goals of the organization.
- Encourage and involve all team members.

Learning to build and lead teams takes both individual learning and organization support. To improve team leadership include:
• Create a shared understanding of what makes an effective team in your organization. Generally, effective teams have shared vision, sense of purpose, and goals; individuals who have clear roles and responsibilities; and mutual accountability for completing tasks and reaching the team’s goals.

• Avoid putting together teams haphazardly. Careful planning before assembling the final team can prevent a host of team problems and set the team up for success.

• Address organizational factors that may affect team design, processes and outcomes, including the resources and rewards available to the team.

• Consider carefully the individual skills, knowledge, and abilities of team members when putting together a team.

• Invest in team development. Evaluate progress continuously and make necessary adjustments quickly based on benchmarks. Encourage team members to demonstrate initiative by assuring that responsibilities are matched with the necessary authorities.

• Find ways to motivate the team.

**4 Broad organizational perspective.** When a manager’s orientation is too narrow, he or she is perceived as not ready for more responsibility, unable to manage in a different department or function, or lacking understanding of how other departments operate within the organization. A promotion would cause him or her to go beyond their current level of competence. In contrast, leaders with a broad organizational perspective have:

• Worked in multiple departments or functions over time.

• Worked with groups or on teams with competing interests.

• Experienced both line and staff functions.

• Dealt with both internal and external issues.

• Supervised diverse groups.

• Managed during change.

• Developed both tactical and strategic skills.
Preventing a too-narrow functional orientation requires effort on the part of individual leaders and the organization. They will:

- Remove organizational obstacles. Organizations may inadvertently hinder leadership development through policies, procedures, norms and behaviors. Organizations limit their leaders when they focus on vertical job assignments, move people through assignments too rapidly, fail to provide people with developmental feedback, or ignore the value of learning from experience.

- Remove individual obstacles. Individuals can limit their own skills, knowledge and abilities. Leaders need to know when they are over-relying on strengths or previously successful strategies or ignoring or being blind to a notable flaw, for example. Other self-limiting behaviors include avoiding untested areas or challenges or holding a narrow or single-minded leadership perspective.

- Find challenging experiences. Organizations and bosses should offer employees challenging assignments outside their current functions. When this is not possible, individuals need to have opportunities within their current department or role to try new things, work in different ways, and manage change.

- Consciously learn from experience. Equally as important as having challenging experiences is being conscious of what is learned. Reinforce learning by applying it to relevant new situations.

Career management. A person who manages his or her career well uses professional relationships to help understand career paths and development opportunities. Typically, he or she:

- Actively seeks others to provide coaching.
- Understands the value of a good mentoring relationship.
- Effectively builds and maintains feedback channels.
- Responds to feedback from subordinates.
- Actively cultivates a good relationship with superior.
- Uses mentoring relationships effectively.
- Uses networking to manage own career.
- Actively seeks opportunities to develop professional relationships with others.
- Responds effectively to constructive criticism from others.
To help managers gain the information needed to steer their careers, organizations can:

- Encourage managers to seek honest feedback from others on a continual basis and instruct them in techniques for giving and receiving feedback.
- Create an effective learning environment in the organization.
- Have managers review their performance development plans with a coach.
- Anticipate roadblocks that can sidetrack managers’ development, and make adjustments.
- Create development partners for added support.
CCL’s research draws attention to the leadership limitations that energy companies are facing.

Strengthening the ability to lead employees and teams is the top priority for energy organizations looking to invest in talent development. Parallel to that, the research suggests, energy organizations should help their current and upcoming leadership pool to think strategically about developing the skills and perspectives needed to grow and succeed in the industry.

As the energy sector faces challenge and change, how can it address these leadership priorities? How can the leadership needs of organizations best be developed as leaders operate in real time in the context of regulatory, environmental, geopolitical, and global pressures?

This information can help senior management facilitate conversations about the organizational leadership capacity and to create new approaches to developing leadership talent. Using the CCL research as a starting point, energy organizations have the opportunity to re-assess their leadership strategies and place their talent development efforts where they will have the most impact.
Between 2000 and 2008, 1,249 participants from energy sector organizations attended the Leadership Development Program (LDP)® at the Center for Creative Leadership. Of that group, 650 were from 50 organizations primarily focused on production and distribution of fossil fuel energy derivatives. The other 599 program participants were from 44 utility companies.

All of these program participants completed the Benchmarks assessment, which is a 360 survey consisting of 155 behavioral descriptor items clustered into 21 scales (see page 9 for definitions of scales). Sixteen of the scales rate leadership skills and perspectives, and five of the scales rate derailment factors. Respondents to the survey (both self-report and observers) indicate relative importance for success among the 16 leadership skills and perspectives by identifying the eight that they believe to be more important than the other eight; compiling data permits a rank ordering analysis. Respondents also rate effectiveness at executing each of the 21 scale competencies on a 5-point scale, with 5 representing the highest level of effectiveness; aggregate ratings were determined as the average across all observers. This study examines the relationship between importance rankings and effectiveness ratings from 11,199 observers (5,727 from the fossil fuel organizations and 5,472 from utilities).
• The Leadership Gap Indicator
• Benchmarks
• Developmental Assignments: Creating Learning Experiences without Changing Jobs, CCL Press, 2006
• Selling Yourself without Selling Out: A Leader’s Guide to Ethical Self-Promotion, CCL Press, 2006
• Keeping Your Career on Track: Twenty Success Strategies, CCL Press, 2000
  – Feedback Guidebook Package, CCL Press, 2000
  – Feedback That Works: How to Build and Deliver Your Message
  – Giving Feedback to Subordinates
  – Ongoing Feedback: How to Get It, How to Use It
• Seven Keys to Successful Mentoring, CCL Press, 2009
  – Maintaining Team Performance
  – Raising Sensitive Issues in a Team
  – How to Form a Team: Five Keys to High Performance
  – How to Launch a Team: Start Right for Success
  – Leading Dispersed Teams
• Building Conflict Competent Teams, Jossey-Bass, 2008
• FYI For Your Improvement™ 5th Edition
• LEAD: Leadership performance tool

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About CCL

The Center for Creative Leadership (CCL®) is a top-ranked, global provider of executive education that unlocks individual and organizational potential through its exclusive focus on leadership development and research. Founded in 1970 as a nonprofit, educational institution, CCL helps clients worldwide cultivate creative leadership – the capacity to achieve more than imagined by thinking and acting beyond boundaries – through an array of programs, products and other services. Ranked among the world’s top providers of executive education by BusinessWeek and the Financial Times, CCL is headquartered in Greensboro, NC, with campuses in Colorado Springs, CO; San Diego, CA; Brussels, Belgium; Moscow, Russia; and Singapore. Its work is supported by more than 450 faculty members and staff.

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