
Energy Executive Leadership: Strategic Governance Programme

2 – 6 August 2027
Tokyo





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Programme Summary

Modern power and hydrocarbon utilities face structural reorganisations that demand advanced behavioural dexterity and resilient corporate governance. Energy Executive Leadership provides corporate officers and managing directors with the competencies, institutional vision, and stewardship needed to guide operating entities through market volatility. Participants evaluate corporate resilience frameworks, design cross-functional succession pathways, and refine board reporting protocols. This professional development curriculum is delivered by Mars Training Centre UK.

The Business Case

Operating entities facing structural headwinds frequently encounter leadership friction, organisational fatigue, and misaligned board expectations. Grounding enterprise governance in verifiable behavioural competencies and structured workforce reskilling stabilises operational continuity, reinforces regulatory trust, and preserves institutional memory during complex structural realignments.

- Leadership Cohesion: Aligns executive decision-making across disparate operational divisions experiencing rapid operational restructuring.
- Workforce Reskilling: Accelerates the redeployment of technical personnel into emerging operational functions without eroding baseline productivity.
- Governance Accountability: Enhances audit readiness and board disclosure quality under shifting compliance expectations.
- Reputational Defence: Protects enterprise brand integrity through proactive crisis communication and transparent stakeholder engagement.

Principles and Evidence Base

- ISO 37000:2021: Underpins corporate governance principles, providing guidance for directing organisations toward long-term ethical stewardship and accountability.
- Cynefin Decision-Making Framework: Structures operational problem diagnosis across complex, complicated, chaotic, and clear operational environments.
- Burke-Litwin Model: Informs change management methods by mapping how culture, leadership behaviour, and institutional climate drive sustainable organisational transformation.



Intended Participants

- Chief operating officers and managing directors steering utility or resource extraction organisations.
- Corporate officers and vice presidents managing commercial divisions, operational assets, or joint ventures.
- Governance directors and board committee chairs overseeing enterprise risk and executive succession planning.
- Heads of human capital responsible for enterprise change management and workforce capability development.

The curriculum directly addresses the strategic responsibilities of directors, vice presidents, and board members accountable for divisional performance.

Learning Outcomes

1. Participants will be able to apply executive behavioural competencies to maintain organisational alignment during market turbulence.
2. Participants will be able to evaluate corporate governance structures in accordance with ISO 37000:2021 benchmarks.
3. Participants will be able to design workforce reskilling programmes that preserve technical competencies across changing asset profiles.
4. Participants will be able to lead stakeholder consensus initiatives during controversial asset decommissionings or operational changes.
5. Participants will be able to formulate crisis communication strategies that safeguard enterprise reputation during operational disruptions.
6. Participants will be able to structure long-term succession planning pipelines for critical operational and executive positions.

Programme Structure

Day 1: Behavioural Competencies and Strategic Decision Framing

How do corporate officers lead organisational culture and maintain personal resilience through market ambiguity?

- Application of the Cynefin Framework to executive problem diagnostics
- Core executive behavioural competencies for complex operational environments
- Cognitive bias mitigation in executive committee deliberations
- Balancing legacy asset reliability with emerging operational priorities
- Personal executive resilience and emotional intelligence in high-stakes environments

Day 2: Corporate Governance and Boardroom Accountability

How are corporate oversight, audit disciplines, and board alignment maintained amid regulatory changes?



- Corporate governance architecture aligned with ISO 37000:2021 standards
- Fiduciary duties and board committee oversight structures
- Executive reporting protocols for multi-tier governance boards
- Audit committee engagement and risk appetite calibration
- Resolving strategic divergences between institutional investors and executive teams

Day 3: People Management and Organisational Culture

How do organisations build adaptable workforces while managing technical talent transitions?

- Diagnosing organisational culture through the Burke-Litwin Model
- Designing and executing enterprise workforce reskilling roadmaps
- Addressing organisational change resistance and restructuring fatigue
- Retaining specialised engineering knowledge through structured mentoring
- Performance management calibration during institutional reorganisations

Day 4: Stakeholder Consensus and Crisis Communication

How do executive teams manage external relations, community expectations, and operational crises?

- Multi-party stakeholder mapping and expectation management
- Community consultation protocols for operational asset repositioning
- Executive crisis communication and media briefing disciplines
- Reputation management during unplanned operational shutdowns
- Rebuilding institutional credibility with public and civic partners

Day 5: Enterprise Transformation and Succession Architecture

How do corporate directors institutionalise lasting organisational capabilities and prepare future leaders?

- Enterprise change management roadmaps for structural reorganisations
- Designing resilient succession planning pathways for operational directors
- Mentoring high-potential managers into enterprise-level responsibilities
- Evaluating executive performance metrics beyond short-term financial cycles
- Synthesising personal executive stewardship commitments

Methodology

The sessions employ structured executive roundtables, scenario simulations, and governance diagnostic reviews. Participants examine documented operational incidents, challenge consensus assumptions, and formulate defensible leadership interventions through collaborative exercises.



- Suggested activity: Conducting an executive board simulation to resolve a conflicting capital prioritisation challenge.
- Suggested activity: Developing an organisational change blueprint using the Burke-Litwin diagnostic framework.
- Suggested activity: Presenting a live crisis briefing response to address an unexpected operational interruption.

Capstone Output

Each participant constructs an executive governance and talent stewardship portfolio, comprising an organisational culture diagnostic, an enterprise succession planning matrix, and a board reporting template. This output equips participants to implement structured leadership practices within their respective organisations immediately.

Frequently Asked Questions

What makes this course distinct from technical industry programmes?

This syllabus concentrates specifically on behavioural competencies, governance oversight, workforce stewardship, and board-level management rather than technical asset engineering or market project economics.

Is this course suited for functional directors moving into enterprise oversight?

Yes. The curriculum directly addresses the transition from operational functional management to enterprise-wide governance, cross-functional leadership, and board engagement.

How does the course address workforce resistance during organisational shifts?

Sessions examine diagnostic cultural models, communication methodologies, and structured capability building designed to guide teams constructively through institutional change.

Are the governance templates adaptable to diverse operating structures?

All governance protocols, board briefing formats, and succession templates are designed around internationally recognised principles, making them applicable across commercial organisations and operating joint ventures.