

Kuwait Petroleum Corporation

K-LEAD – Journey to the Corporate Academy

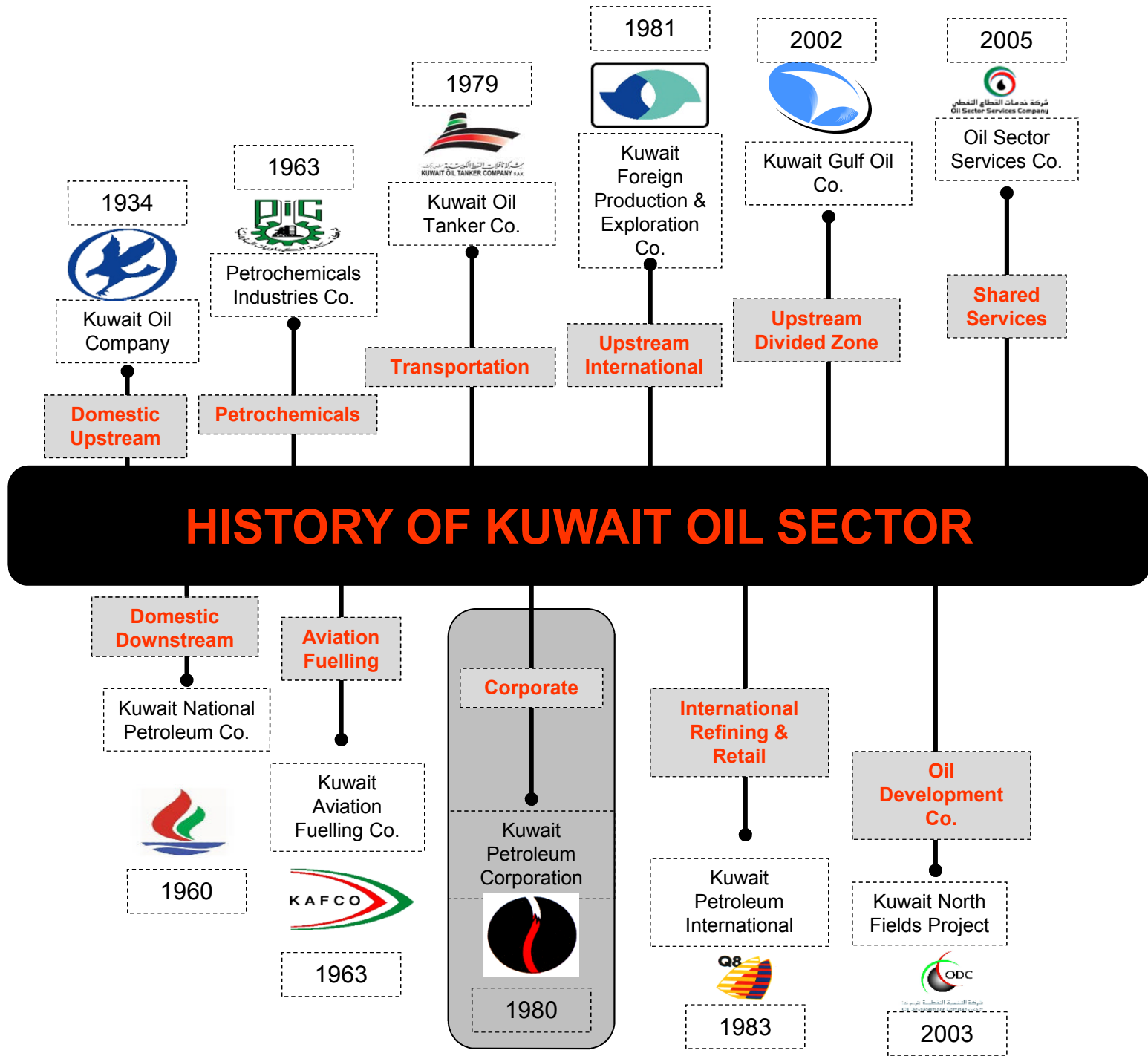
Japan Cooperation Center, Petroleum (JCCP)

Human Resources Development for the future of Oil Industry

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Introduction




1934



Kuwait Oil Company

Domestic Upstream

1963



Petrochemicals Industries Co.

Petrochemicals

1979



KUWAIT OIL TANKER COMPANY

Kuwait Oil Tanker Co.

Transportation


1981



Kuwait Foreign Production & Exploration Co.

Upstream International

2002



Kuwait Gulf Oil Co.

Upstream Divided Zone

2005



Oil Sector Services Co.

Shared Services

Domestic Downstream

Kuwait National Petroleum Co.



1960

Aviation Fuelling


Kuwait Aviation Fuelling Co.



1963

Corporate

Kuwait Petroleum Corporation



1980

International Refining & Retail

Kuwait Petroleum International



1983

Oil Development Co.

Kuwait North Fields Project



2003

Introduction



Kuwait Petroleum Corporation

- State-owned entity
- Responsible for Kuwait's hydrocarbon interests throughout the world
- Supplies the world with its vital oil and gas needs

Business Challenges

KPC Strategy

- The KPC Strategy states that we are an organization that is “top class”;
- It also says that we are “ambitious and day, developing capacity, make venture”

Operationally; this is all inspiring; the question remains how do we get there? and who is going to make it happen?



Fact Finding

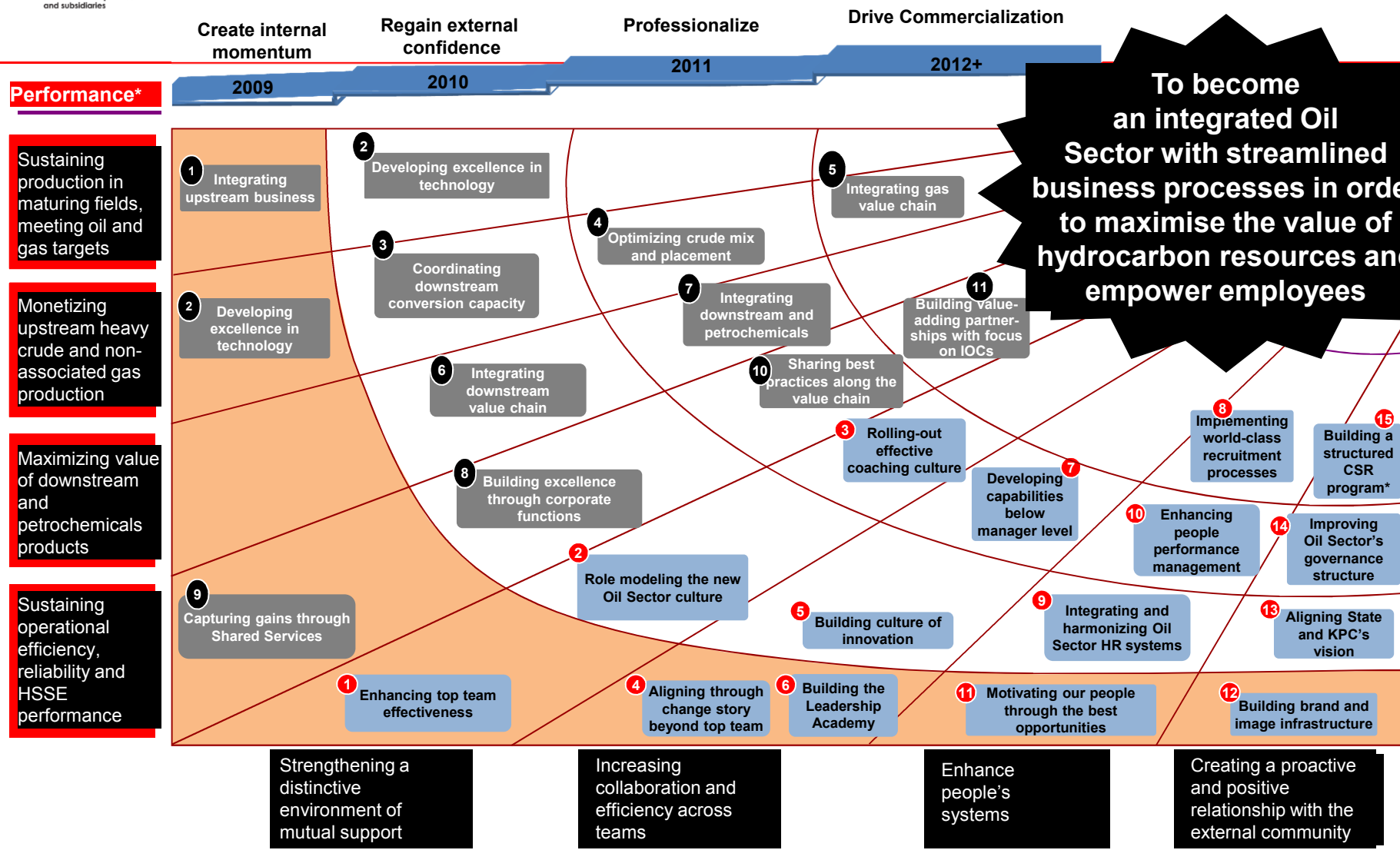
- In a 2010 Accenture study to understand what leadership capabilities would be required for top performing NOCs; results have concluded that the fundamental characteristics required of NOC leaders are the same as in any organization.
- However, the balance of capabilities needed to be successful in delivering their strategies is specific to NOCs (and, more critically, specific to the type of NOC as not all NOCs are the same).
- **Simply applying the common practices of IOCs will not be enough.**

Fact Finding

NOC leadership challenges

- The concept of “value-creation” is of greater importance to an NOC than “commercial returns”.
- NOCs face more complex governance structures and decision- making processes.
- NOCs will need leaders that can maintain focus on the national mission and inspire and engage staff throughout the significant transformations ahead.
- NOCs have long focused on technical skills but must address significant shortfall in leaders’ soft skill.

Transformation journey



* Performance: what an enterprise delivers to stakeholders in financial and operational terms
 ** Health: the qualities, attributes, and actions taken today that help sustain performance tomorrow

Performance versus Health



Performance

- Upstream & downstream integration
- Value-chain synergy optimization
- Efficiency improvement
- Technology upgrade
- Health, Safety, Security & Environment Sensitivity

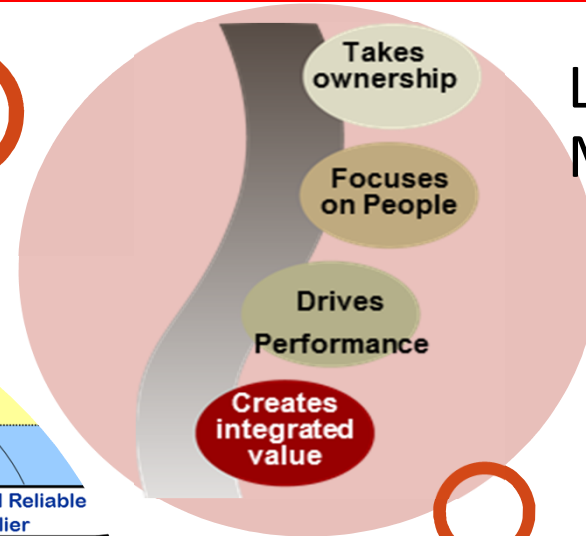
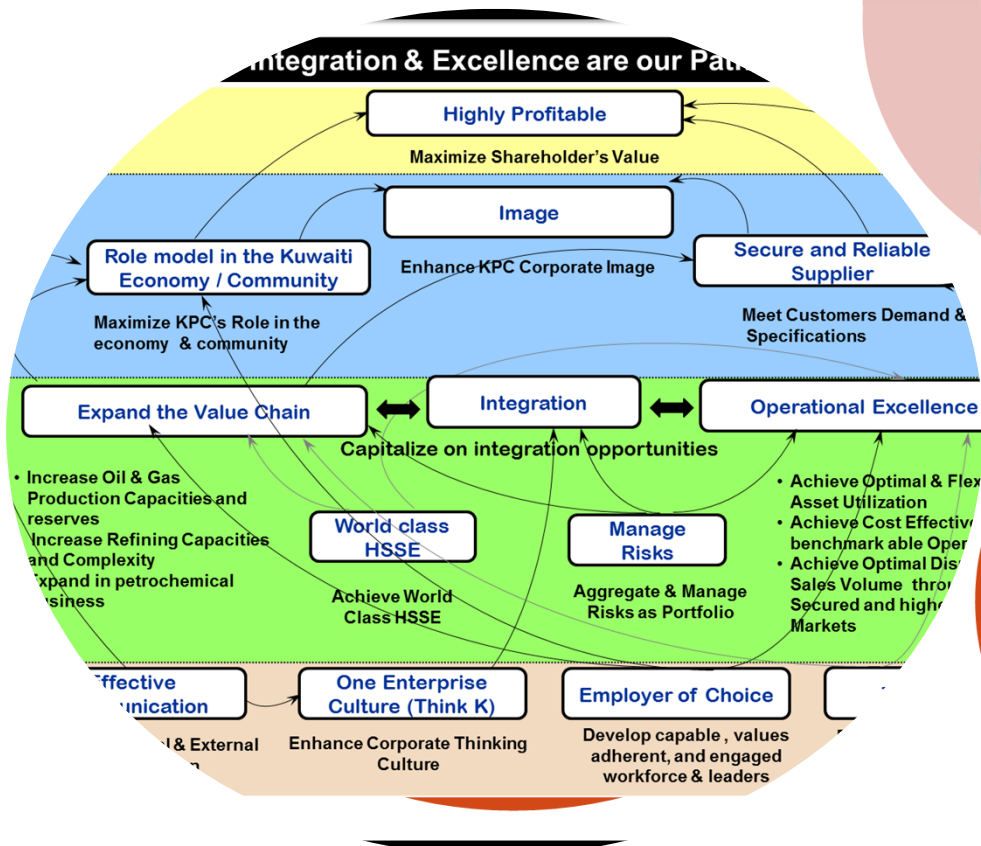
Performance versus Health

Health

- Collaboration & Teamwork
- Knowledge sharing
- Human Capital Development
- Leadership Pipeline
- Talent retention

Ensuring Alignment

KPC Strategy Map

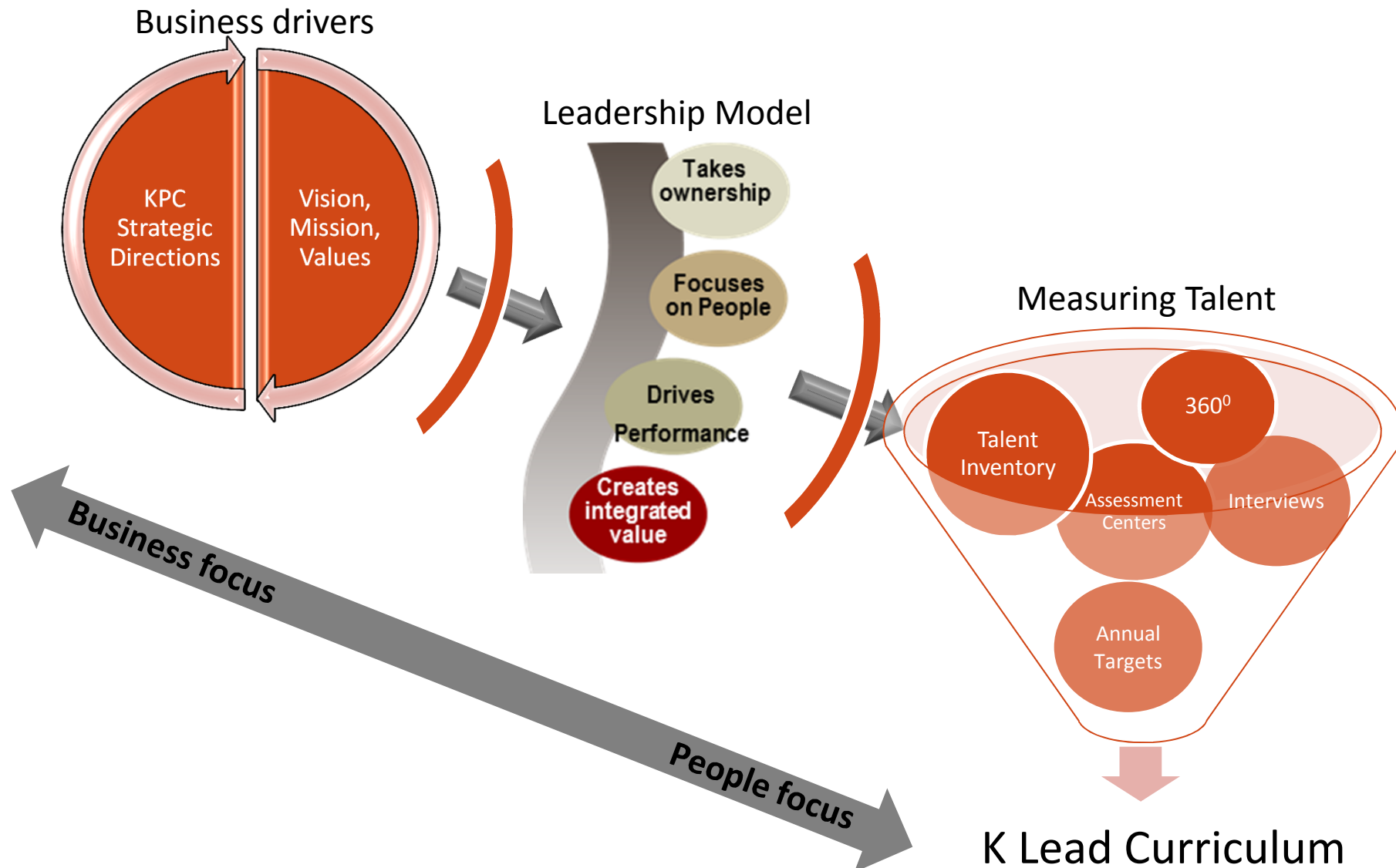


K-LEAD – Corporate Academy

Why K-LEAD?

- Aligning learning goals to business goals and focusing on achieving demonstrable results and long-term sustainability.
- K-Lead aims to groom the current and next generation of leaders of the oil sector in line with its culture and strategic agenda.
- It will also ensure that all current and future leaders have common business understanding, leadership drive and strategic vision required for achievement of our strategic goals.

Stages of Development of K Lead



Essential Leadership Learning Curriculum

The curriculum will be designed to give our current and future leaders:

Business Focus

A deeper appreciation of the Kuwait Oil Sector value chain as a corporate whole – Think 'K'

Increased knowledge and broader perspective of the oil & gas industry in the global context

Improved decision-making based on better understanding of business principles

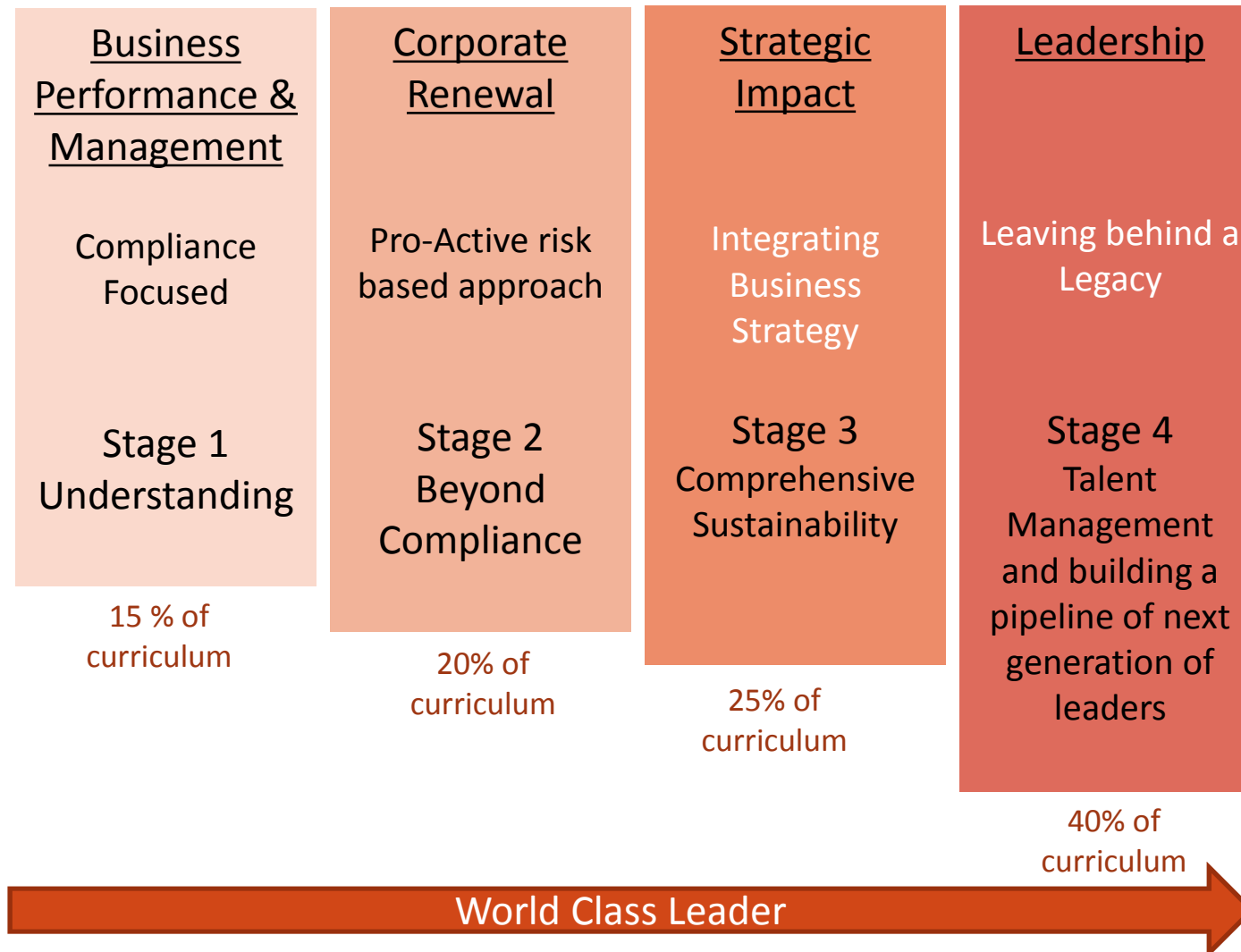
Leadership Focus

Improved managerial and leadership skills resulting in the emergence of a distinctive 'KPC Leader Profile'

Effective collaboration as members of teams and cross-functional groups and formation of lasting networks across functions, business units and subsidiaries

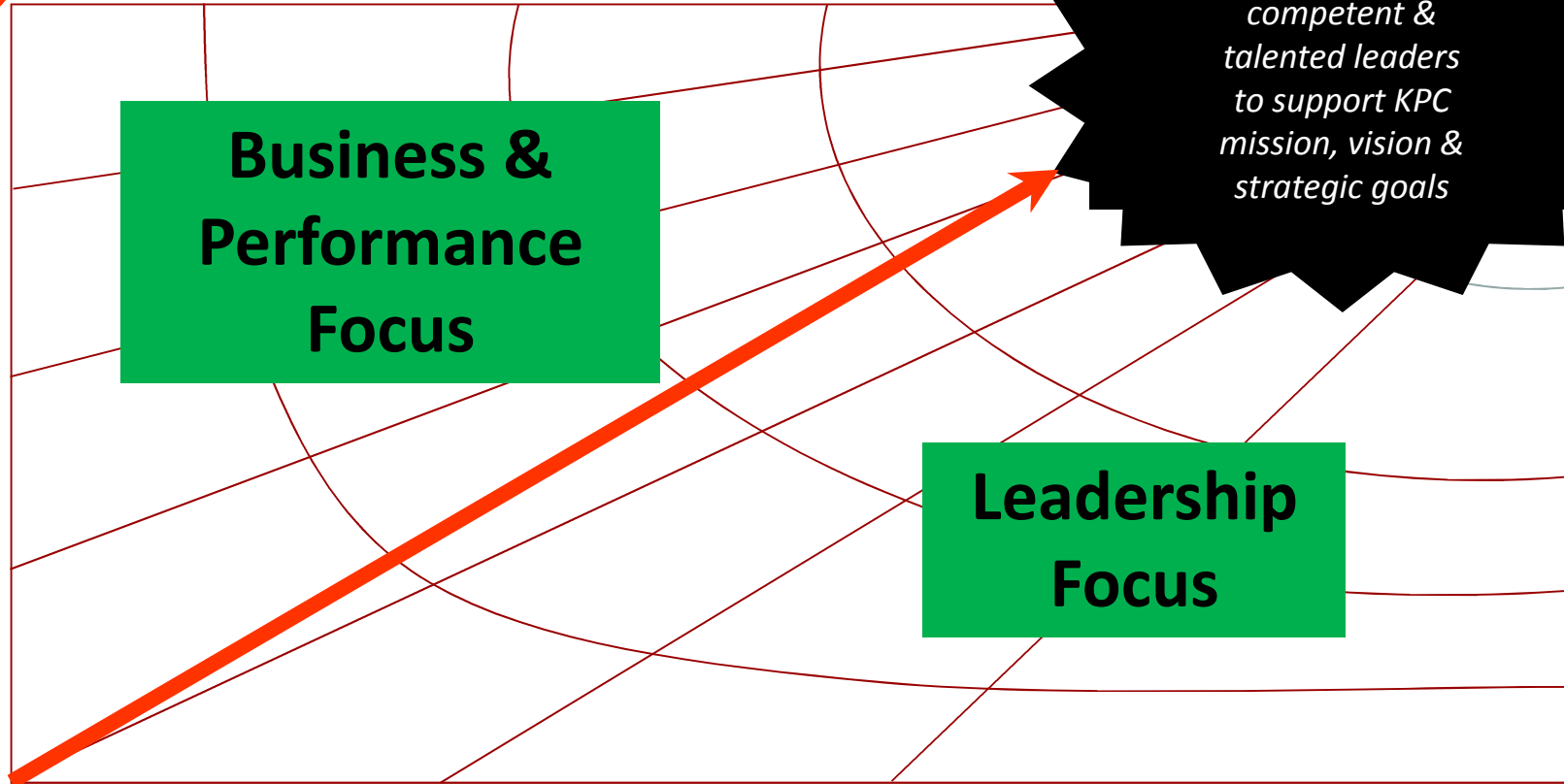
Improved aptitude to drive and manage change

K-LEAD Architecture



Development journey

Oil
Industry
Specific



World Class
Leader

K-LEAD

Essential Leadership Learning Curriculum

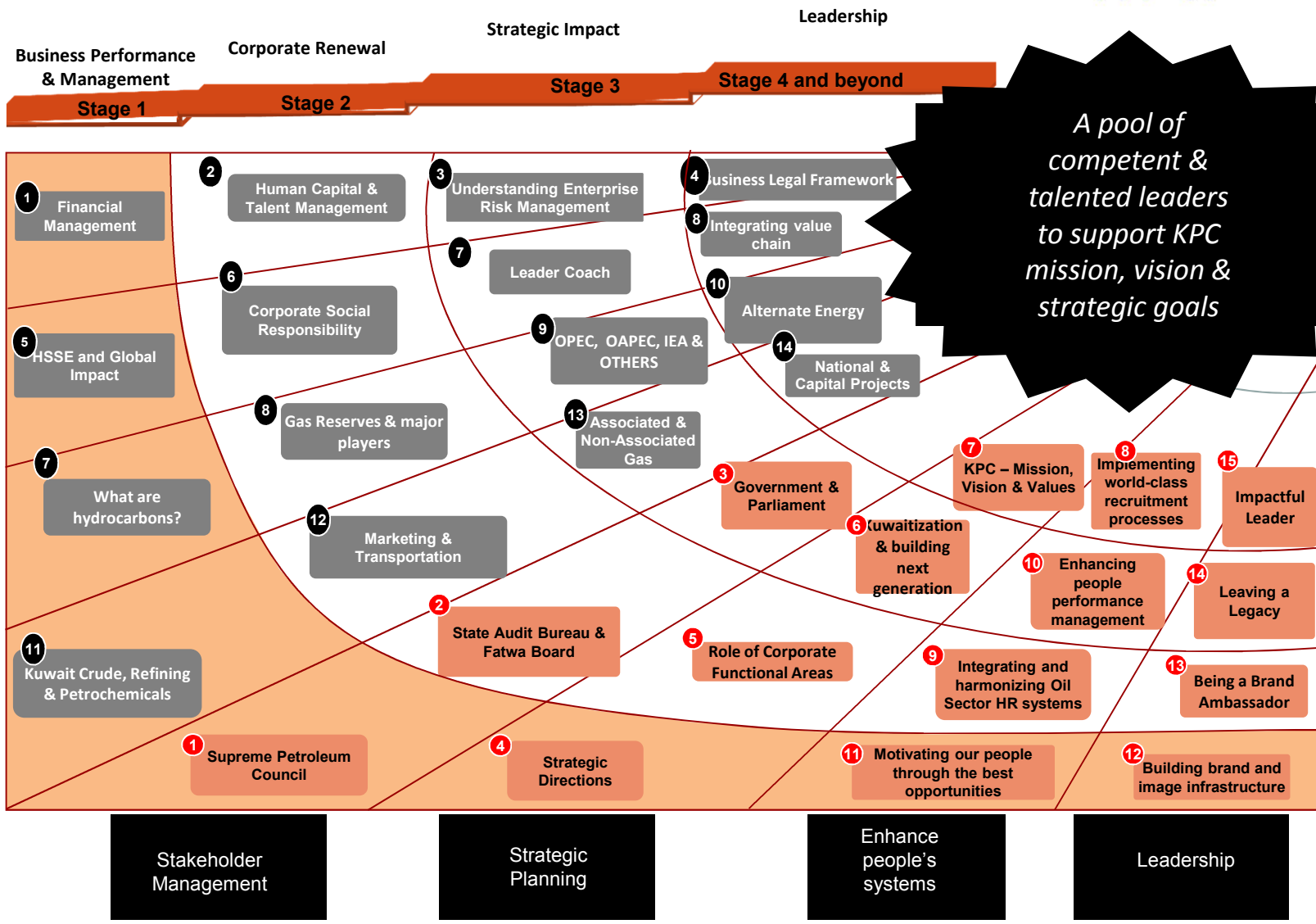
Oil Industry Specific

BUSINESS MANAGEMENT

RESPONSIBLE CITIZEN

OIL & GAS GLOBAL CONTEXT

OIL & GAS KUWAIT CONTEXT



World Class Leader



Thanks