SHELL LEADERS PERSONALLY DEVELOP THE BEST PEOPLE

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LEADERSHIP DEVELOPMENT INTEGRATED ECO-SYSTEM

Talent Conversations & Decisions

Leaders as accountable owners of talent pipeline

Experience Based Development

Leaders as role model and coach

Learning Programmes

Leaders as teachers

In-Role Development

Talent Review Discussions

Feedback from Talent Reviews

Appointment Decisions

Individual Development Planning

Assessment

Core Leadership Programmes

Targeted Leadership Programmes

Leader Development in Professional Programmes

External Involvement

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**Core Programmes Accelerate In-Role Development**

All employees new to a Leadership Group for the first time will have an assessment and start a Core Leadership Programme 4-6 months in role.

<table>
<thead>
<tr>
<th>Core Programmes</th>
<th>Target Audience</th>
<th>Overview</th>
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<tbody>
<tr>
<td>Broad Integrative Leaders</td>
<td>SEG Leaders of a business spanning full value chain / leader of Function.</td>
<td>Highly tailored programme supporting development priorities for leaders at this level.</td>
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<tr>
<td>Strategic Leaders</td>
<td>SG B Leaders of specific business line or sub-function.</td>
<td>• 12 month programme • Includes face to face modules • Focus: external partnering &amp; perspectives, purpose</td>
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<tr>
<td>Leader of Community</td>
<td>SG4-A Leaders of people who lead a team of managers/supervisors.</td>
<td>• 18 month programme • Includes two face to face modules – 4 &amp; 3 days • Focus: delivering through other leaders</td>
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<tr>
<td>Senior Leader of Teams</td>
<td>SG3 or above Leaders of individual performers.</td>
<td>• 18 month programme • Includes two face to face modules – 3 &amp; 3 days • Focus: enabling delivery and development by others</td>
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<tr>
<td>Leader of Teams</td>
<td>SG4 or below Leaders of individual performers.</td>
<td>• 18-24 month programme • Includes five face to face modules – 3 days &amp; four 1 day • Focus: enabling delivery and development by others</td>
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Core Programmes will leverage In-Role learning opportunities, Line Manager coaching, Individual Reflection, Face-to-Face Workshops and Peer Group coaching.
**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.
LEADER OF TEAMS ROADMAP

ON-BOARDING
On-board to your new role as a leader using recommended tools and best practices
In-role 4 - 6 months

FOUNDATION LEADERSHIP
Building your foundation as a leader in Shell and integrate this in your daily activities
In-role 10 weeks
F2F Workshop 3 days
In-role 4 weeks

SEQUENCE OF MODULES TO BE DISCUSSED BETWEEN LINE MANAGER AND LEADER OF TEAMS

DELIVER PERFORMANCE
Preparing you to deliver better results by managing performance and developing your team
In-role 7 weeks
F2F Workshop 1 day
In-role 4 weeks

GROW BUSINESS VALUE
Preparing you to grow the business through clear direction, innovation and decision making, and by building a high performing team
In-role 7 weeks
F2F Workshop 1 day
In-role 4 weeks

LEAD AUTHENTICALLY
Preparing you to use your values and personal motivation to overcome challenges and to get the most from yourself and others
In-role 7 weeks
F2F Workshop 1 day
In-role 4 weeks

COLLABORATE AT PACE
Preparing you to increase your own and your team's ability to partner and collaborate with others
In-role 7 weeks
F2F Workshop 1 day
In-role 4 weeks

ONGOING DEVELOPMENT
A time to learn from, challenge, and support others in the broader Leaders of Team Network
In-role Ongoing

The Leadership Attributes are developed throughout the programme (approximately 18-24 months)