

STRATEGIC LEADERSHIP — MY PLAYBOOK

ADAM MASON

INTRODUCTION AND BACKGROUND

- 26 YEARS IN OIL & GAS (West Africa, Cambodia, Middle East and the North Sea)
- 15 YEARS IN LEADERSHIP ROLES
- CURRENTLY HEADING UP AN ORGANISATION OF 1200 EMPLOYEES IN A CONSORTIUM/GROUP OF 3 COMPANIES
- “TRANSFORMATIVE STRATEGIC LEADERSHIP”

Personal Development Journey:

- Chartered Manager
- CMI Level 7 & Level 8 in Strategic Leadership
- ILM Coach & Mentor (AYP)
- National Ambassador for Mental Health Charity - MIND



MY FAMILY



**LET'S START WITH A
STOP**

STRATEGIC LEADERSHIP — MY PLAYBOOK

5 RULES OF MY STRATEGIC LEADERSHIP PLAYBOOK

1



Involve the Team

2



Anchor to a structure

3



Don't stop banging the drum

4



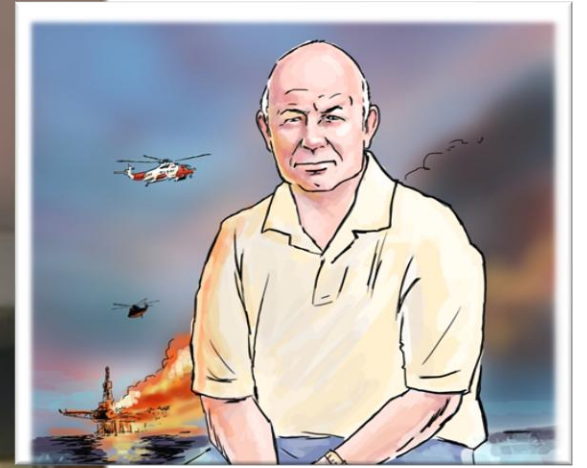
Be Fleet of Foot

5



Tell your Story

RULE 1 – INVOLVE THE TEAM



RULE 2 – ANCHOR TO STRUCTURE

MISSION

This is why we exist and why we were created

VISION

This is our desired future position

VALUES

At the heart of everything we do

LEADERSHIP FUNDAMENTALS

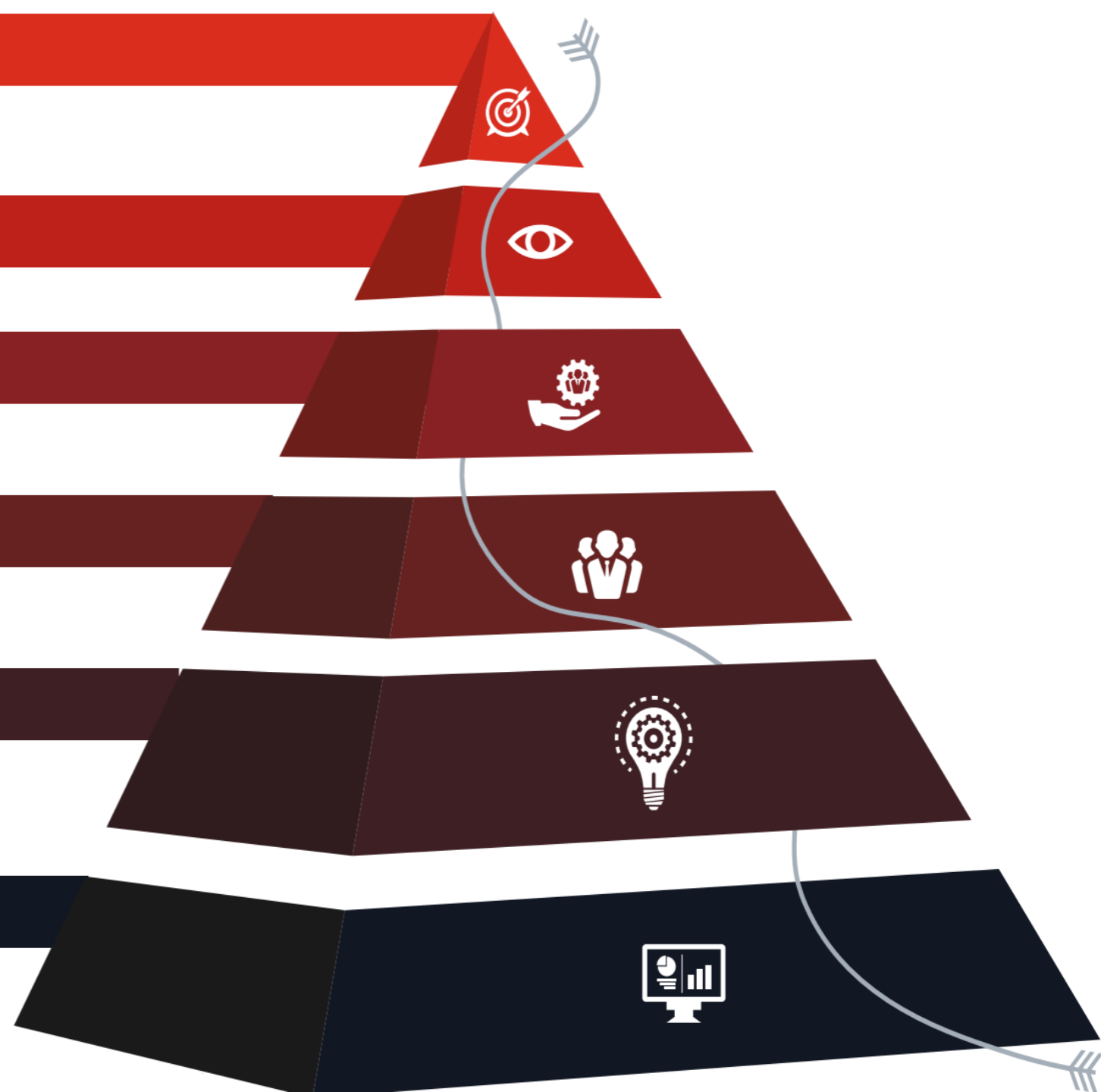
Setting high standards

STRATEGIC PRINCIPLES & INITIATIVES

The specific areas we are focusing our strategic approach around

PERSONAL OBJECTIVES & KPI'S

The performance measurements we have with our clients



Our Core Values

OUR MISSION

We bring together expertise and agility to deliver integrated services that drive value for our clients.

OUR VISION

We aim to be the multi-sector partner of choice, setting the standard for safety, efficiency, and innovation

OUR VALUES



Core values

Safety

Is more than a value it is at the heart of everything we do and is part of our DNA we aim for ZERO incidents or harm



People

Our people are our number one priority and biggest asset. We want to retain, develop and attract greatness. Caring, listening and empowering each other to do our best is key to our success. Diversity of thought is important - we have some great minds to draw on let's use them.



Excellence

We strive to have functioning and repeatable mechanisms delivered in an operating rhythm which drives efficiency and high performance



Teamwork

We're a community who share a common vision and work together to achieve extraordinary results. Integration and collaboration are critical for leveraging the combined strength and value our consortium brings



Integrity

We strive to do the right thing in any circumstance or situation. Through our integrity we demonstrate honesty, transparency, and a commitment to doing what's best for our clients, teammates and consortium partners.



LEADERSHIP FUNDAMENTALS



1. CLEAR EXPECTATIONS

Our leaders consistently set a vision & communicate out our clear expectations. We encourage our people to challenge & ask when things are not clear.



2. OBSERVE PERFORMANCE

Our leaders observe performance & tie our targeted behaviours to results via critical KPIs & metrics. We introduce healthy stretch to challenge our teams.



3. REMOVE BARRIERS

Our leaders proactively remove barriers to performance. We do all we can to assist our workforce to deliver.



4. FEEDBACK

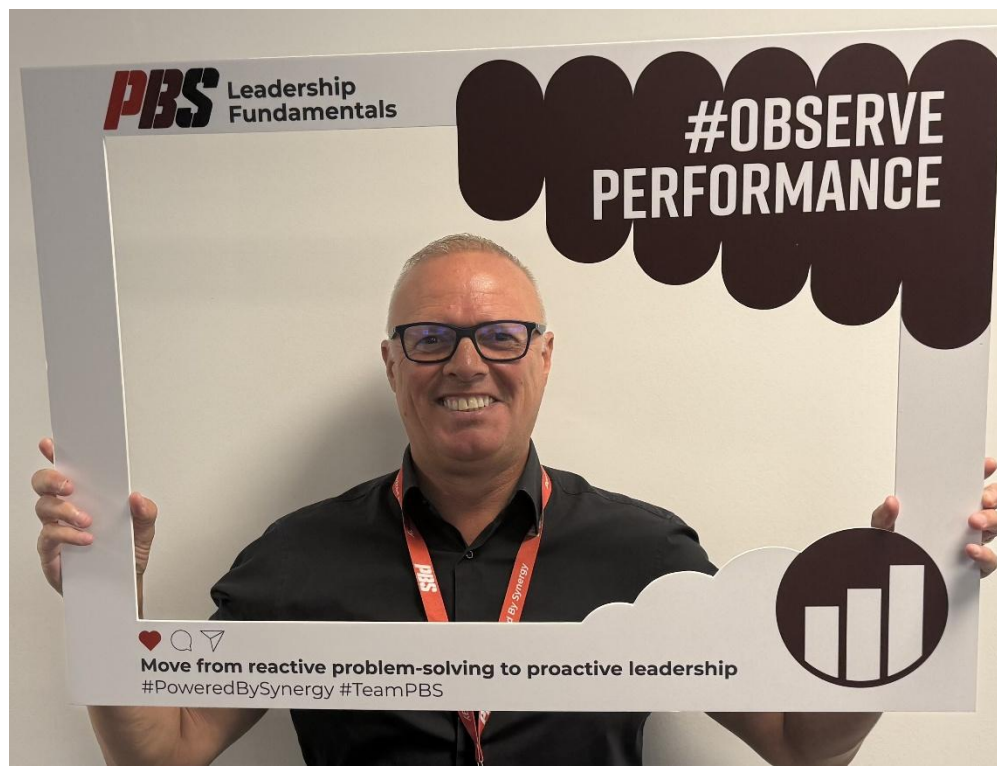
Our leaders both provide, & actively seek out, timely & pinpointed feedback (both positive & constructive). We see feedback as a critical gift. We recognise and celebrate our successes.



5. COACH & ENGAGE

Our leaders coach & engage both their direct reports and others across our team. We cultivate a continuous learning environment. We have the conversations necessary to deliver & improve our business.





INTRODUCING OUR SEVEN STRATEGIC INITIATIVES



PRINCIPLES → INITIATIVES ↓	HSE AND OUR VALUES AT OUR CORE	VALUE FIRST - COST AWARE	ACCELERATE GROWTH	PERFORMANCE & PRODUCTIVITY	PEOPLE & ORGANISATION
RESPONSIBLE BUSINESS & SUSTAINABILITY	Safety, sustainability & compliance are our core commitments to people, planet and resilient business driven by duty & guided by compliance.	We are committed to reducing waste & driving sustainable success through continuous upskilling & smart spending	Ensure that every step towards revenue growth is grounded in integrity, accountability & sustainability, building value whilst preserving tomorrow giving return on investment	Productivity is no longer just about output; it's about impact - creating a future where business growth of global responsibility move forward hand in hand	Putting people at the heart of responsible business, we align organisational strength with sustainability to encourage innovation, accountability & shared success.
MAINTENANCE AS A SERVICE	Integrate proactive safety checks and environmental controls into all maintenance activities and service offerings.	Remove low value administrative tasks from our daily business	Increase our customer satisfaction through the delivery of USPs	Optimise maintenance by leveraging technology to optimise performance by using predictive maintenance	Optimising value from each and every team member, focus on value adding activities and harnessing both specialist knowledge and diversity within the organisation
ENGINEERING EXCELLENCE	Capture and share lessons learned from HSE incidents; use data to drive safer engineering standards and practices.	Reduce rework and duplication via centralised knowledge systems	Monetise engineering through consultancy products	Ensure that optimised processes & aligned performance metrics drive SMC model transformation & strengthen relationships to new opportunities	Ensuring we are capable, resilient and able to deliver on our promises
REIMAGINED SMC	Through careful vendor selection, we reduce the import of risk, minimise waste, optimise delivery and ensure resources are utilised efficiently.	By boosting internal capability and driving efficiency through innovation and vendor excellence, we deliver higher-value services at lower cost while maintaining quality and long term sustainability.	Ensure that optimised processes & aligned performance metrics drive SMC model transformation & strengthen relationships to new opportunities	Leverage specialist skills to support responsive maintenance	With digital tools and data, we can drive resilience and improve our ability to respond to change
NEXT GEN SUPPLY CHAIN	Prioritise responsible sourcing, safe logistics, and supplier HSE performance in all supply chain decisions.	Drive procurement savings and inventory	Use data to drive client-facing reporting	Use data to drive client-facing reporting	Advancing talent, including inclusive leadership, to ensure everyone can lead
IT/IS INFORMATION MANAGEMENT & CYBERSECURITY	Use digital tools to monitor, report, and improve HSE performance; enable real-time visibility of safety metrics.	Reduce manual reporting and duplication through automation. Build a useful report in Power BI to provide insight.	Use data to drive client-facing reporting	Use data to drive client-facing reporting	Advancing talent, including inclusive leadership, to ensure everyone can lead
TALENT DEVELOPMENT & PERSONAL GROWTH	Empower everyone across the organisation to strengthen HSE leadership, while recognising proactive safety and positive behaviours	Cultivate cost-aware leadership and shared accountability to strengthen efficiency at every level	Use data to drive client-facing reporting	Use data to drive client-facing reporting	Advancing talent, including inclusive leadership, to ensure everyone can lead



RULE 3 – DON'T STOP BANGING THE DRUM



DON'T STOP BANGING THE DRUM...

COMMUNICATE, COMMUNICATE, COMMUNICATE



Our Pulse App is your one-stop platform for staying informed.

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Teamwork

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Safety

People

Excellence

Teamwork

Integrity

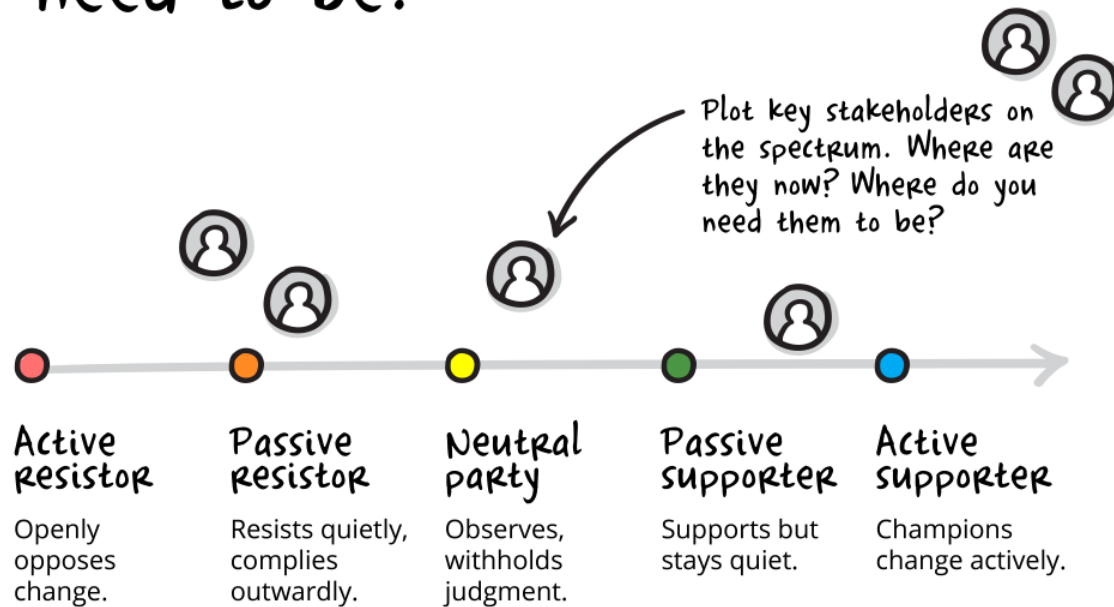
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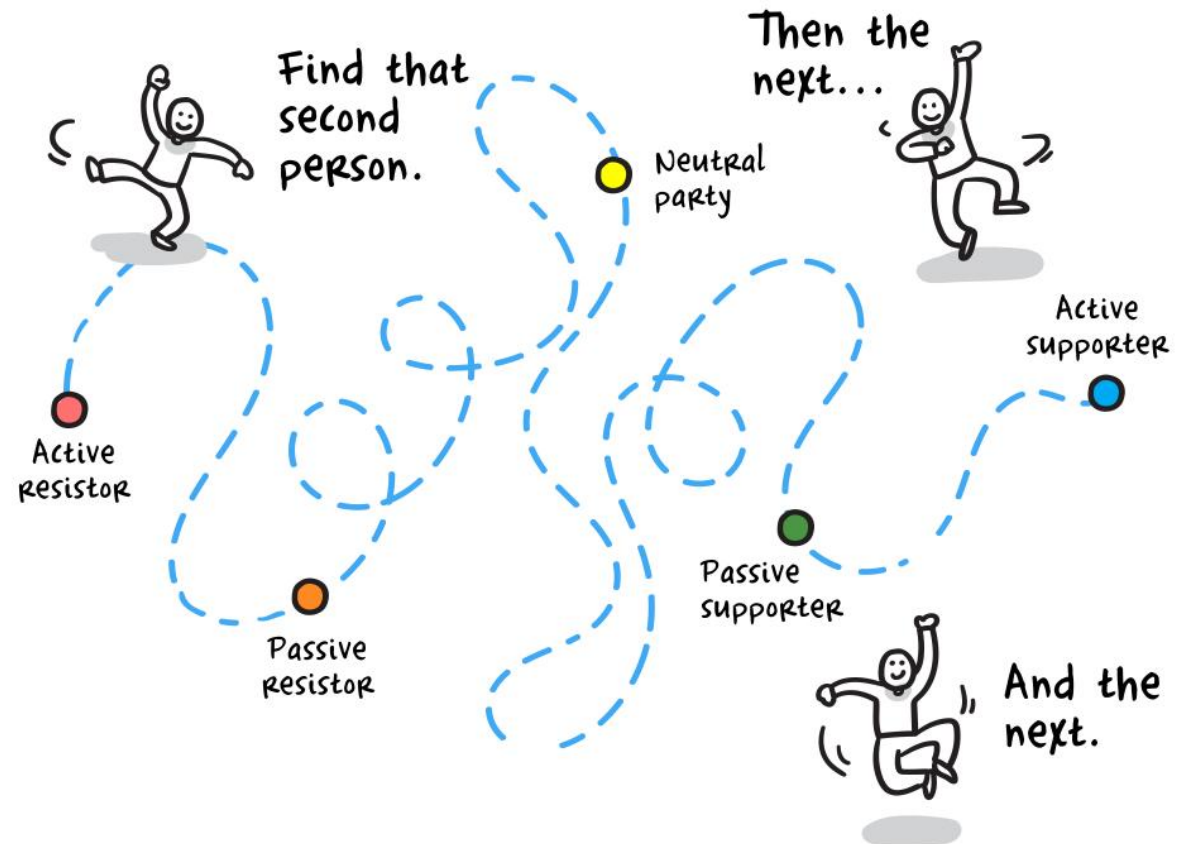
RULE 3 – DON'T STOP BANGING THE DRUM

TO LEAD **CHANGE** IS TO BUILD AN ARMY OF **ADVOCATES**

#**MOVE** people to where they need to be.



Early adopters will **#INSPIRE** others to follow.



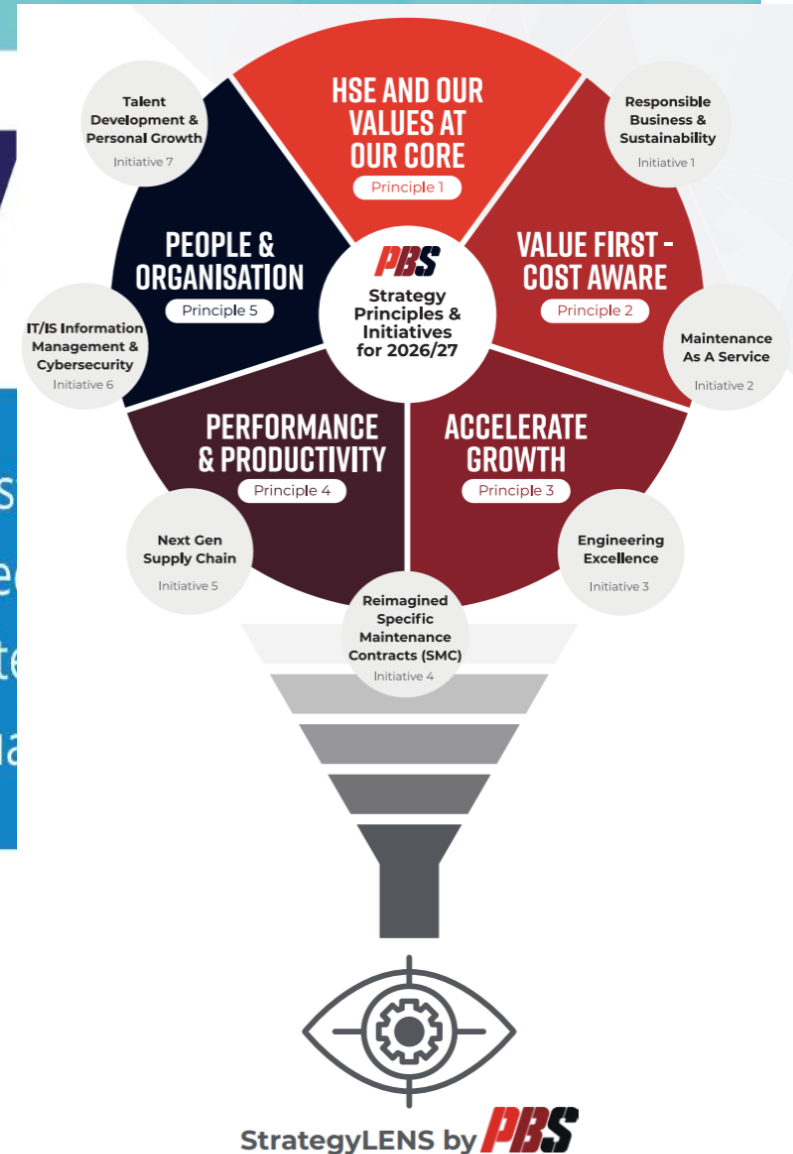


DON'T STOP BANGING THE DRUM

MAKE PROGRESS VISIBLE

“IT'S NOT GOING AWAY”

SO... WE CREATED AN
APPLICATION TO TRACK
OUR OVERALL
STRATEGIC PROGRESS
ANYTIME, ANYWHERE



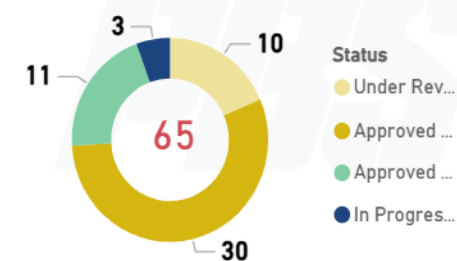


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- L – Learn:** Capture and share ideas, insights, and lessons across the organisation.
- E – Evaluate:** Continuously assess strategic progress and performance against goals.
- N – Navigate:** Guide teams through strategic priorities with clarity and direction.
- S – Showcase:** Transparently demonstrate progress, ownership, and impact to stakeholders.

A3 Workflow



View & Edit

STRATEGY DOCUMENT	→
STRATEGY MATRIX	100% →
STRATEGIC PRINCIPLES	100% →
STRATEGIC INITIATIVES	100% →
STRATEGY TEAMS	40 →
A3s - RAISE & EDIT	65 →
IT MAP	→
OBJECTIVES 2026	→

SUSTAINABLE GROWTH | OPERATIONAL EXCELLENCE | ORGANISATIONAL RESILIENCE



RULE 4 – BE FLEET OF FOOT

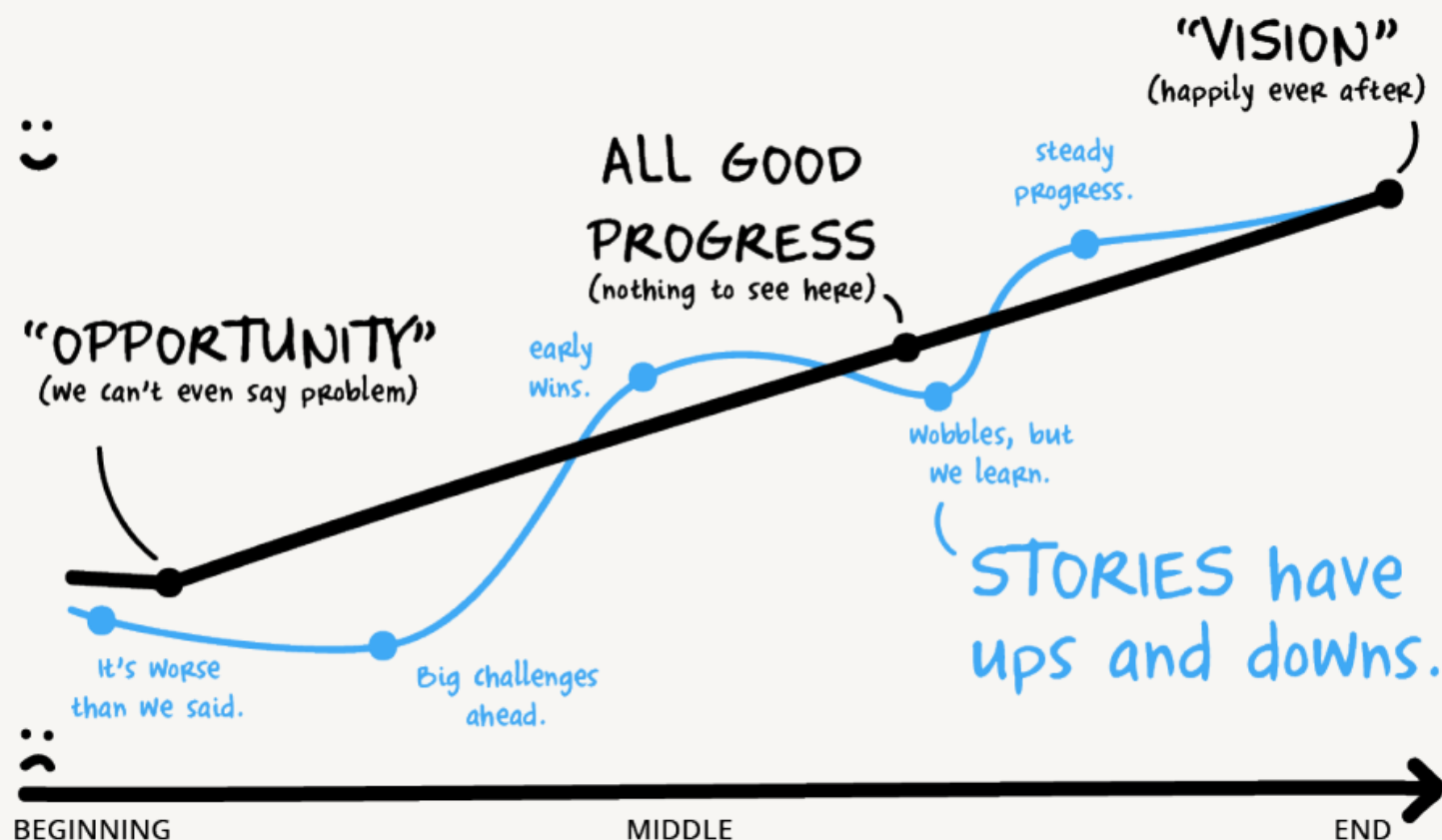
RULE 4 – BE FLEET OF FOOT – ADAPT FOR SUCCESS – THINGS CHANGE



RULE 5 – TELL YOUR STORY

BENEFITS OF STORY TELLING IN STRATEGY AND HOW I'VE USED IT

#STORIES are more believable
than classic business 'narratives.'



SAFWAY STEEL PRODUCTS INC

BORN FROM 3





Involve the Team



Anchor to a structure



Don't stop banging the drum



Be Fleet of Foot



Tell your Story

**SO...THAT'S MY PLAYBOOK –
WHAT DOES YOURS LOOK LIKE?**

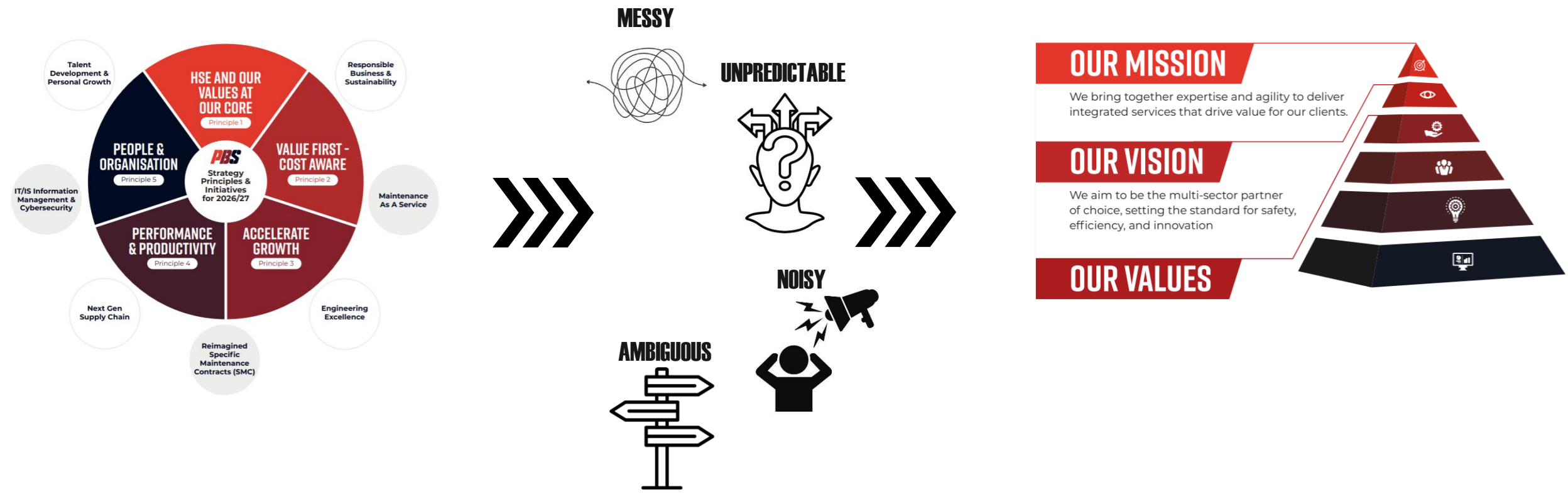
IT'S EASIER TO FAIL



67%

of well-formulated strategies fail due to poor execution.

THE REAL WORLD IS COMPLICATED...



RESILIENCE WILL BRING RESULTS



"Vision without
execution is
hallucination."

THOMAS EDISON
America's greatest inventor

