

**“I want to leave a legacy in which each employee feels a sense of pride in belonging to an organisation that deems them precious and irreplaceable”**

**IF I WERE A CEO...**

**Anna Illarionova**

**WPC Youth Committee member, Russia**

If I were a CEO, I would focus on the operating activities of the company but wouldn't forget to invest in developing human capital, and young talents in particular. In addition, I would promote innovative approaches within the company and encourage my colleagues to think strategically, improvise, propose new concepts, and be flexible to changes. We should not lack the long-term vision of the petroleum industry's development and we need to manage our companies' activities so as to ensure an affordable, sustainable energy supply for all our customers.



**Anne Fleur Plassais**

**Apprentice Economist, Total, France**

If I were a CEO, I would make sure that all the employees feel part of a community. That would include regular feedback on the company's track record, cross-functional meetings and approachable management. In such an atmosphere, people would feel valued. As a result, they would give their best and the initial time investment would lead to increased efficiency for the company.



### **Varsha Suresh More**

**WPC Youth Committee Member,  
India, Project Head – Youth Relations**

If I were a CEO, I would focus on four main areas:

- Channelling young people's energy and training them to solve complex problems. Providing them with exposure to varied industry aspects and developing them accordingly into technical experts, young leaders or other suitable roles.
- Implementing organisational policies that would be pro-employee and create work-life balance. Inculcating a feeling of belonging in employees to strengthen the human resources which are the real asset of any organisation.
- Diversifying the company into different energy segments, strengthening industry relations and increasing asset acquisition.
- Boosting research and development with the collaboration of universities.



### **Pablo Dueñas**

**Research Associate, Spain**

If I were a CEO, I would review the practice of employees being considered as mere productive assets, as sometimes happens in companies. They are emotional beings who must feel recognised in order to undertake their tasks with motivation and diligence. Beyond economic incentives, a sense of belonging can be promoted by making them participants in the decision-making process and hence an essential part of the company's structure. This would result in a win-win situation for both the company and employees.



### **Stephane Rousselet**

**Project Manager, Total E&P, France**

If I were a CEO, I would:

- Diversify my exploration and production portfolio by acquiring competencies and permits in non-conventional resources but also new energies such as renewables in order to build a new value chain model.
- Foster Corporate Social Responsibility at all levels of my organisation and implement integrated reporting to measure the actual performance of the company. CSR is not only needed for the acceptability of our business, it is a driver for competitiveness and growth.
- Renew the operating model of the company by initiating a 3.0 structure based on social networks and massive open online training, internet of things, big data, mobility (i.e. in the field for blue collar, on the road for white collar) and universality (i.e. Standardisation, Modularity and Simplicity).



### **Victor Couto Alves**

**Brazilian National Youth Committee Chair**

If I were a CEO, I would create and invest in several Social Responsibility/HR programmes both internally and Externally, for the benefit of young people.

Internally, I would create an event like a Career Expo, where senior professionals would present to their young colleagues in order to share their experience and give guidance. This would be an annual or biannual event. One thing that I've noticed is that young professionals are usually not aware of the opportunities in their companies.

Externally, I would create something similar, but the objective would be to give opportunities to poor people



to become potential members of the workforce. I would give guidance about the petroleum industry to the community about my company and our products, as well as basic guidance about work relationships and job qualifications. Those people who demonstrate potential and passion for the job would gain entry to my company as an apprentice.

**Livia De Luca**  
**MSc candidate,**  
**State University of Campinas, Brazil**

If I were a CEO, I would do my best to build a hard-working and creative team, provide them with good technical training and emphasise the importance of operational safety. I would encourage all team members to acknowledge that as we are part of the extractive industry, our role is to develop technologies and perform operations with excellence, therefore increasing the value of the company. Moreover, I would constantly seek ways to minimise the social damage that the petroleum industry can eventually cause.



**Ekaterina Grushevenko**  
**Energy Expert, Centre For International Energy Markets Studies, ERI RAS**

If I were a CEO, I would:

- Invest more in research and development. Nowadays we are opening new frontiers of oil and gas resources and production methods: unconventional oil and gas, methods of enhanced oil recovery (EOR), Arctic and ultra-deep water resources. In this case, investing in R&D plays a huge role in the future of oil and gas industry.
- Focus more on strategic planning and long-term forecasting. Understanding the future is key to the

sustainable development of our company and the industry in general.

- Cooperate with the countries where the company operates in order to deal with energy poverty. Provision of energy access it is one is the biggest challenges facing us today. It will help achieve a more sustainable and balanced development of the world economy.



**Fahad Ghadeer Abdullah Alajmi**  
**Strategic Planning,**  
**Kuwait National Petroleum Company**

If I were CEO, I would concentrate first on aligning not only the processes within the organisation, but more importantly, aligning top management with the 'rank and file'. This means that if every person in top management was familiar with the same strategy, then inevitably this synergy would cascade to the lower levels of the organisation and create a culture where everyone speaks the same language, even if the topics being discussed are different.

If I were CEO, I would not only verbally encourage the empowerment of our staff, but also put in place a system that enables the empowerment of others. Empowerment to me means sending a message of trust; it boosts confidence, it nurtures capabilities and most importantly it equips our staff with the fortitude needed to be responsible for the decisions they make, thus preparing them to become future leaders of our organisation.



Lastly, because I believe that people are our true assets, I want to leave a legacy in which each employee feels a sense of pride in belonging to an organisation that deems them precious and irreplaceable. ■