

# Building and Harnessing Executive Bench Strength

Realizing PTT Group's goal of becoming a Fortune 100 Company by 2020

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PTT Public Company Limited



30th JCCP International Symposium  
Tokyo, Japan  
26 January 2012

## Resource owners

**E&P**



**COAL**



**Plantation**



**Optimizer**

**Trading**



**Green  
Energy**



## Value creators

**Gas**



**Power**



**Chemical**



**Refining**



**Oil/Lubricant  
Marketing**



- The Business Case for PTT Group Leadership Development Project (GLDP)
- Core Elements of GLDP
- Defining Success and High Potential
- Executive Assessment and Development
- Sustainability – Systems and Policies

# Why PTT Group Leadership Development Project?

## Beginning with the End in Mind

Integrating Succession Management  
with PTT Group's corporate strategy



## “ Thai Premier Multinational Energy Company “



**BIG**

**LONG**

**STRONG**

**FORTUNE 100**

“Top quartile performance”

**Dow Jones Sustainability Indexes**

**SPIRIT**  
The way we work together

The infographic features a background with horizontal bands of pink, light blue, and light green. On the left, three overlapping circles contain the words 'BIG' (pink), 'LONG' (green), and 'STRONG' (blue). On the right, a blue dotted arrow points upwards and to the right, labeled '“Top quartile performance”'. Below this, a series of 3D human figures are shown running on a path of upward-pointing arrows that increase in size and height from left to right. In the center, the Dow Jones Sustainability Indexes logo is displayed, consisting of two overlapping circles (dark blue and green) above the text 'Dow Jones Sustainability Indexes'. At the bottom left, the SPIRIT logo is shown, featuring a colorful stylized figure and the text 'SPIRIT The way we work together'.

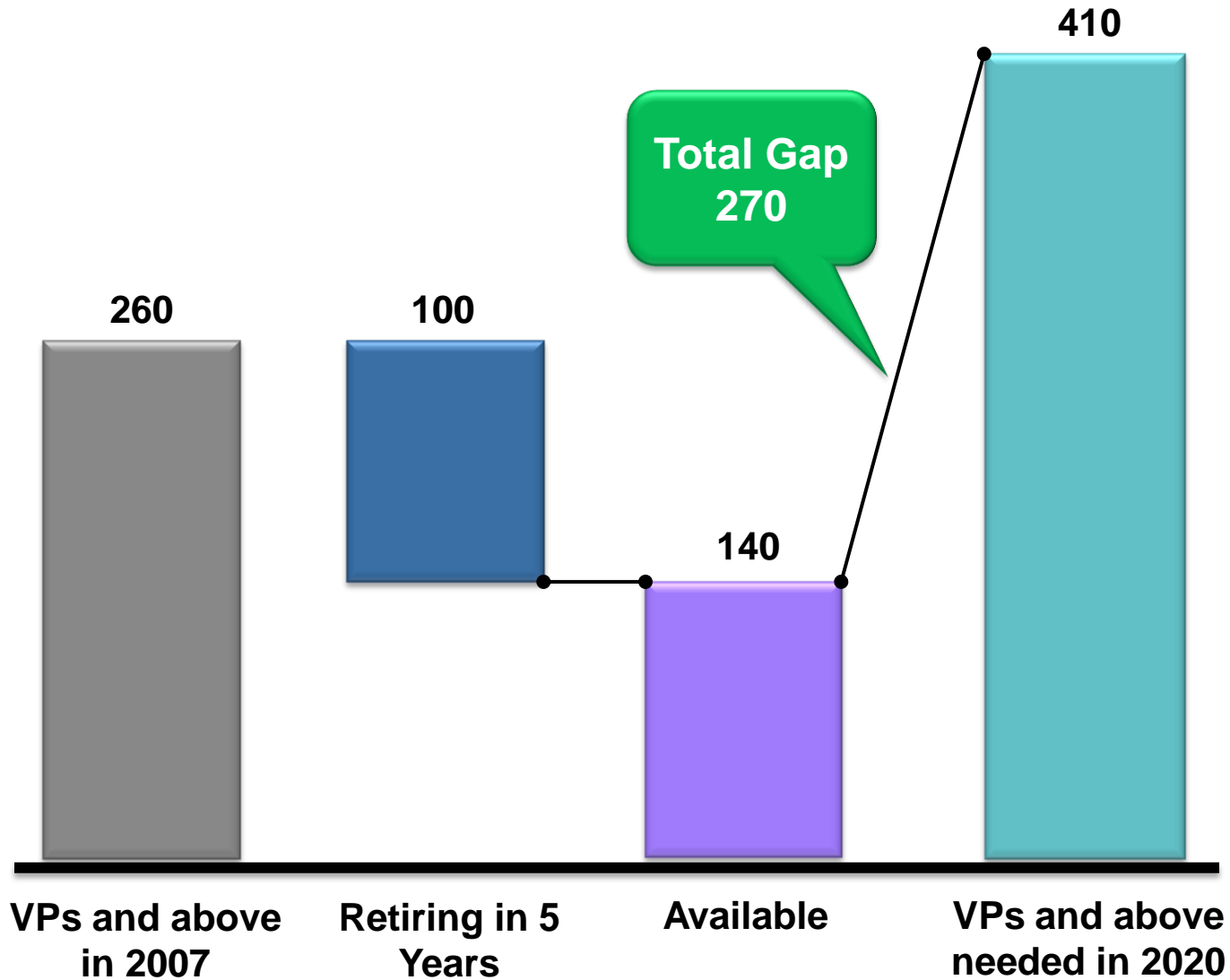


A photograph of several hands of different skin tones clasped together in a supportive grip, set against a warm, orange-toned wooden background. The lighting is soft and focused on the hands, creating a sense of unity and teamwork.

## *PTT Group Reality*

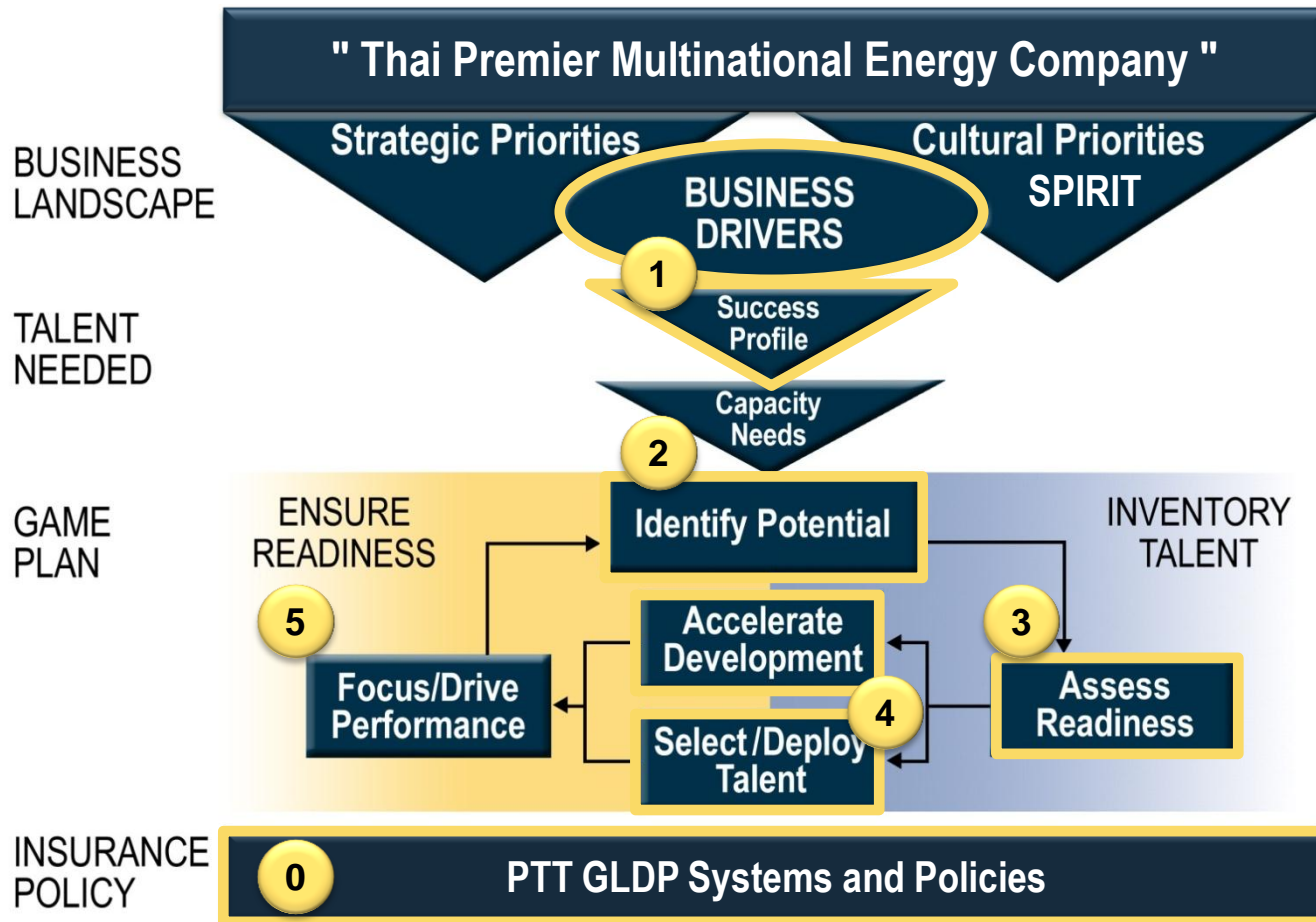
To achieve growth and sustainability, consolidation and an integrated value chain are no longer options, but necessities.

# Severe Leadership and Capacity Shortage



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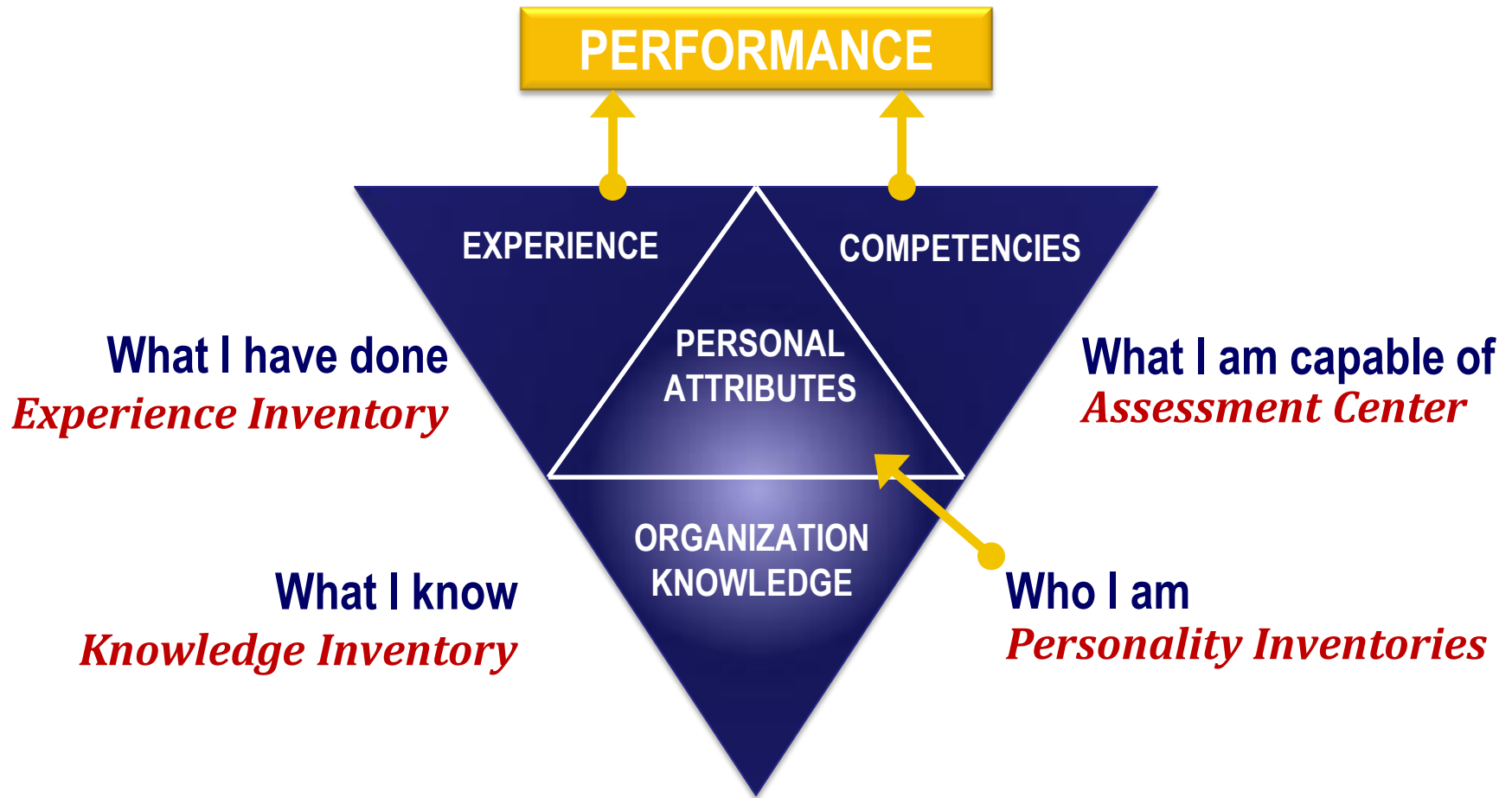


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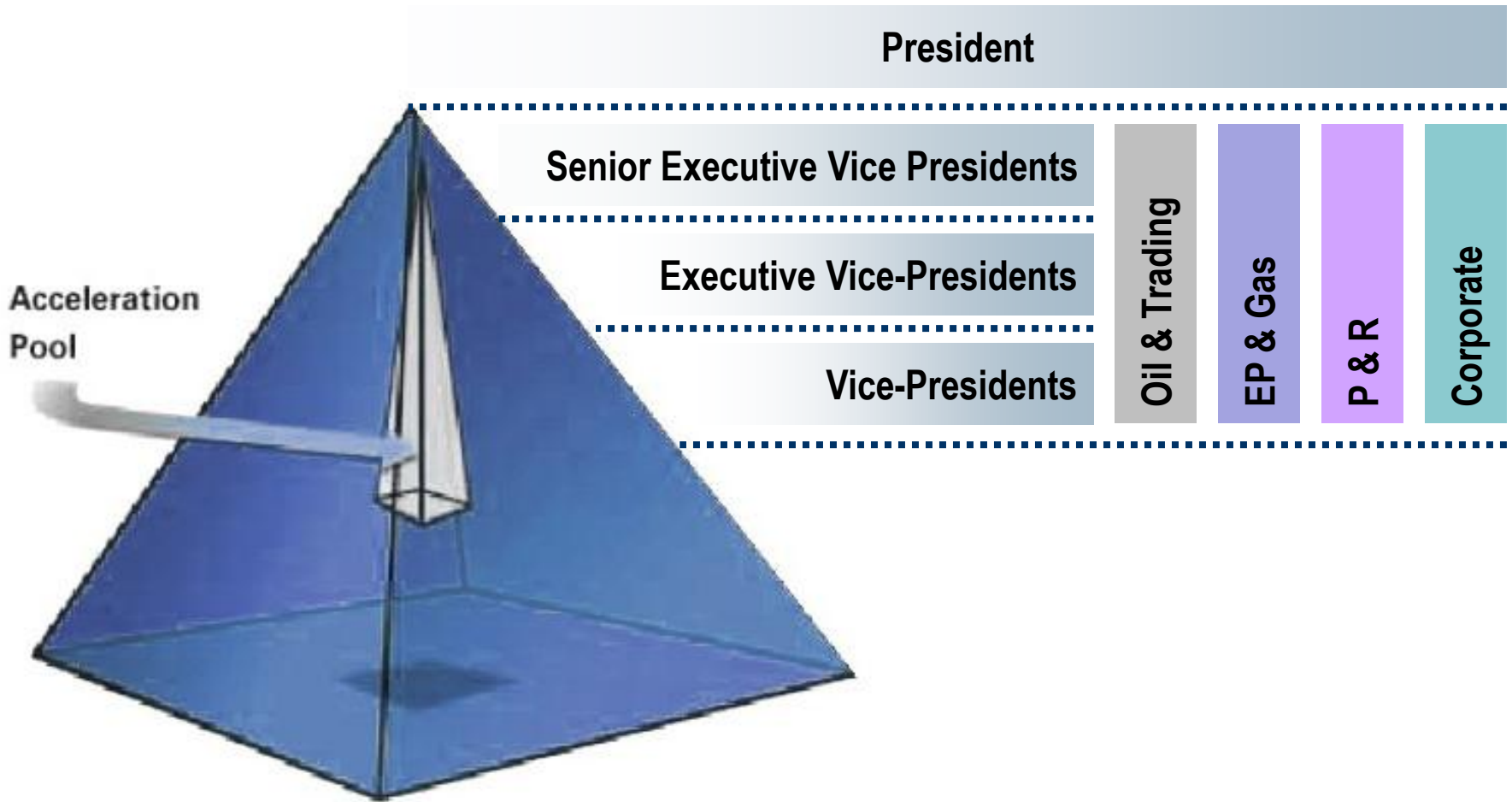
## *Linking Business and Cultural Priorities to Leadership Imperatives*

COMPETENCIES	BUSINESS DRIVERS					
	Enter New Domestic Markets	Enter New Global Markets	Drive Profitability	Integrate New Organization Structures	Create Alignment and Accountability	Build High Performance Culture
Entrepreneurship	Primary	Primary	Primary			
Global Acumen		Primary				
Business Acumen	Primary		Secondary			
Operational Decision Making			Primary			
Change Leadership	Secondary	Secondary		Primary		
Establish Strategic Direction				Primary	Primary	
Team Development				Secondary		
Driving Execution					Primary	
Empowerment / Delegation					Secondary	
Building organization talent						Primary
Driving for results						Primary
Coaching / Teaching						Secondary

## *The Success Profile*



## *Profiles and Talent Pools*





## *Leadership Potential Factors*

S U S T A I N E D P E R F O R M A N C E



### LEADERSHIP PROMISE

- Propensity to Lead
- Brings Out the Best in People
- Authenticity

### BALANCE OF VALUE AND RESULTS

- Culture Fit
- Passion for Results

### PERSONAL DEVELOPMENT ORIENTATION

- Receptivity to Feedback
- Learning Agility

### MASTER OF COMPLEXITY

- Adaptability
- Conceptual Thinking
- Navigates Ambiguity



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G R O W T H I N T O L E A D E R S H I P R O L E S

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- ➔ **Executive Assessment and Development**
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Assessment  
Center

## “A Day in the Life” Assessment

Include activities such as:

- Executive Interview
- Decision Challenges
- Case Analysis and presentation
- Business Partnering
- Selling a Vision
- Customer Crisis
- Coaching Intervention

## Strengths

### Global Top Strengths

Operational Decision Making



Driving for Results



Communicating with Impact



### PTT's Top Strengths

Operational Decision Making



Empowerment/Delegation



Driving for Results



## Development Areas

### Global Top Development

Coaching/Teaching



Building Organizational Talent



Empowering/Delegation



### PTT's Top Development

Coaching/Teaching



Building Organizational Talent



Global Acumen



## Enablers

### Global Top Enablers

Ambition



Learning Orientation



Adjustment



### PTT's Top Enablers

Learning Orientation



Inquisitiveness



Prudence



## Derailers

### Global Top Derailers

Impulsive



Attention Seeking



Eccentric



### PTT's Top Derailers

Risk Averse



Avoidant



Eccentric

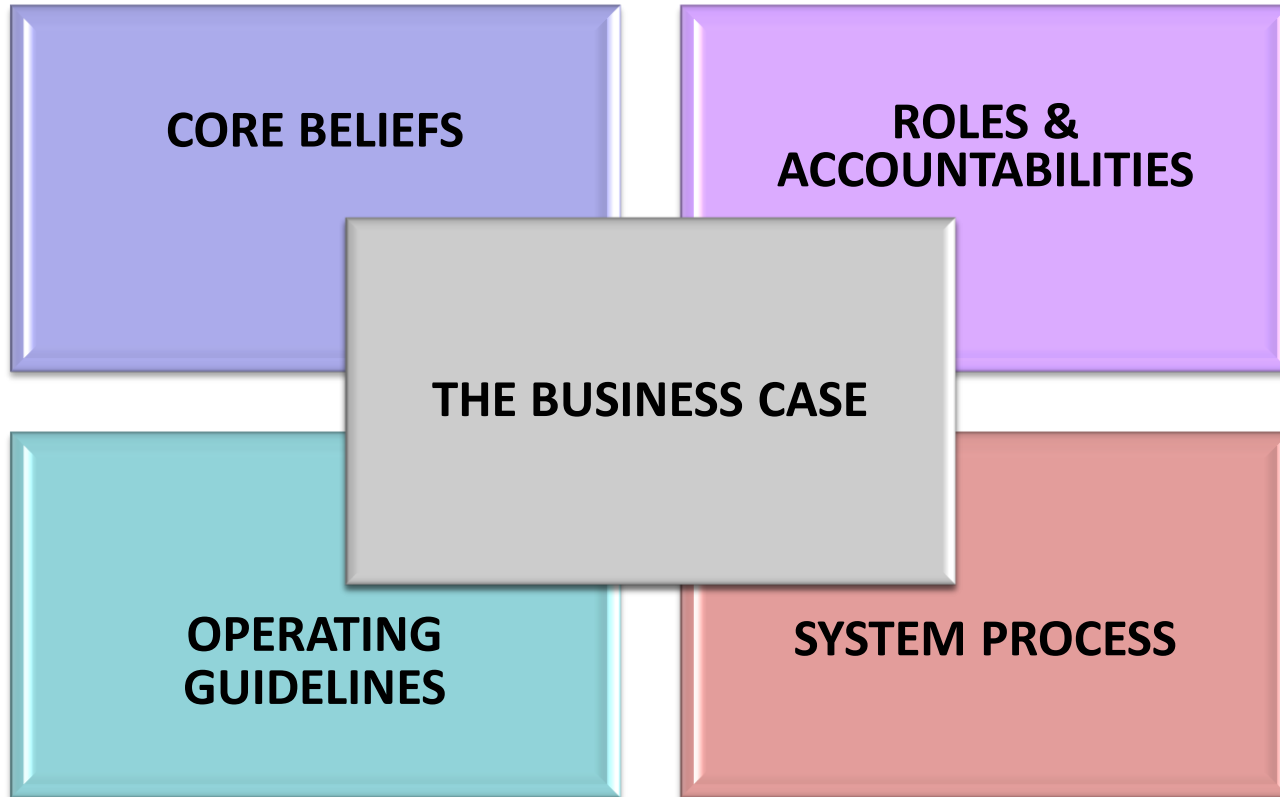



































## Focus by Business Drivers and Roles

Role	BUSINESS DRIVERS					
	Drive Profitability	Enter New Domestic Market	Enter New Global Markets	Integrate New Organization Structure	Create Alignment & Accountability	Build High Performance Culture
Head of Company	Entrepreneurship			Est. Strategic Direction		
	Business Acumen		Global Acumen	Team Development		
	Op. Decision Making	Change Leadership				
Business Driver Ranking	1	2	3	4		
Head of Strategy and Commercial	Entrepreneurship			Est. Strategic Direction		
	Business Acumen		Global Acumen	Team Development		
	Op. Decision Making	Change Leadership				
Business Driver Ranking	4	1	2	3		
Head of Corporate Support Functions				Establishing Strategic Direction		Building Org. Talent
				Change Leadership	Driving Execution	Driving for Results
				Team Development	Empowerment/Delegation	Coaching / Teaching
Business Driver Ranking				2	1	3

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 	<p><b>PAILIN CHUCHOTTAWORN</b> President &amp; Chief Executive Officer</p>	 	<p><b>SUKRIT SURABOTSOPON</b> Senior Executive Vice President, Petrochemical &amp; Refining Business Unit, PTT</p>
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 	<p><b>PEERAPONG ACHARIYACHEEVIN</b> Senior Executive Vice President, Gas Business Unit, PTT</p>	 	<p><b>ATIKOM TERBSIRI</b> President, IRPC PLC.</p>
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THANK YOU