



Leadership & HR

Development Responding to Management Strategies in Times of Change



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● Contents:

A. Overview of KNPC Core Business

B. KNPC 2040 Strategy

C. KNPC Talent Management Program

D. Change Management

E. COVID-19 Pandemic: KNPC Workforce Design and Virtual Organization

F. Conclusion





A. Overview of KNPC Core Business:

- Established in 1960, focused on Marketing initially
- Operates integrated two complex Refineries
- Refining capacity : ~ 900,000 BPD and after CFP 810,000 BPD
- Gas Plant capacity: 1518 MMSCFD and now 2485 MMSCFD
- New LNG Import Facilities operated since 2009
- ~ 6,500 Employees



**MINA AL-AHMADI
REFINERY
357 KBPD**

**4 GAS PLANT Trains
AGRPs Facilities at
MINA AL-AHMADI**



**MINA ABDULLAH
REFINERY
454 KBPD**



**LOCAL MARKETING
~ 44 Filling Stations
2 Depots Sabhan &
Ahmadi**

● B. KNPC 2040 Strategy:

OUR MISSION

We Add Value to Kuwait Hydrocarbons,
Producing High Quality Fuels to Meet Local and
International Demand

OUR VISION

To be a World-Class Refiner Through
Superior Operating and Financial Performance



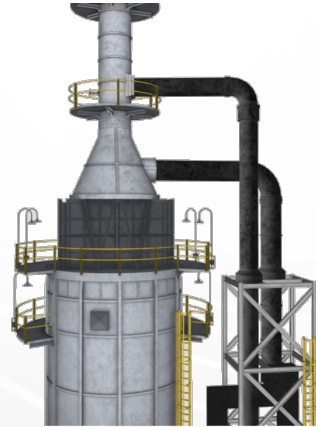
B. KNPC 2040 Strategy:

Carbon Reduction Programs at KNPC

KNPC has taken various initiatives to reduce Greenhouse Gas Emissions inline with its 2040 Strategy:



Leak Detection & Repair
(LDAR) Program



Heater Efficiency
Improvement Program



Flare Gas Recovery
System



Use of Renewable
Energy

C. KNPC Talent Management Program:

Trigger:



With the current accelerating changes, KNPC follows advanced concepts in management, refining technologies and other fields.



KNPC has realized the importance and value-added of Talent Management, therefore it has established a specialized individual division for this purpose.



Human Resources has a prominent role to play. A highly competent, quick solution-finder workforce is now necessary for every business.



KNPC creates an agile environment that provides employees the opportunity to enhance work-engagement and be satisfied.




The program objective is to create a pool of talented employees who drive the business to a higher level of sustained proficiency and achieve organizational excellence.




C. KNPC Talent Management Program:


A brief about the program:




Building on the foundations of the KPC HR 2040 strategy, KNPC has embraced Talent Management into its culture.



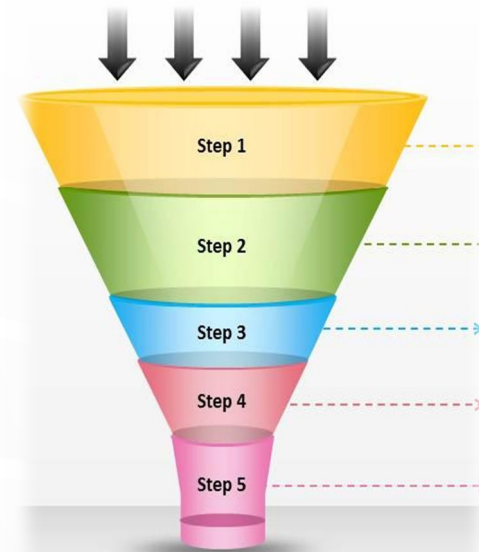
A mixed based learning approach was structured, and tailor made to suit KNPC's.



KNPC has launched the 4th wave of the program in FY 2022-23. Each wave is addressing organizational challenge.



Employees were selected based on a filtration process and exposed to intensive training programs and learning interventions.



C. KNPC Talent Management Program: Regular Happenings at KNPC:



How To Foster A Culture Of Innovation In Your Tech Team

Creating and developing a culture that foster innovation among team members, will lead the organization to thrive and flourish .

1- Balance Collaborative and Individual Tasks

Balancing collaborative and individual tasks can boost productivity and maintaining team engagement for the long run.

2- Encourage Experimentation

Workplace experimentation improves employee's communication. Employees who are enabled to share ideas and perspectives create a culture where thoughts may flow freely.

3- Establish A Culture Based on Learning

Innovation is fostered by continuous learning. The variety of skills sets, and perspectives are beneficial contributors for the team despite its size and its capabilities. In order for team members to succeed, it is crucial to provide the essential tools and training opportunities to create an innovative culture and lead the team to excel in their respective roles.



“Creativity is thinking up new things. Innovation is doing new things. ”

Theodore Levitt

D. Change Management:

How to Manage a Complex Change:



Managing Complex Change

Vision	+	Skills	+	Incentives	+	Resources	+	Action Plan	=	Change
	+	Skills	+	Incentives	+	Resources	+	Action Plan	=	Confusion
Vision	+		+	Incentives	+	Resources	+	Action Plan	=	Anxiety
Vision	+	Skills	+		+	Resources	+	Action Plan	=	Resistance
Vision	+	Skills	+	Incentives	+		+	Action Plan	=	Frustration
Vision	+	Skills	+	Incentives	+	Resources	+		=	False Starts

Adapted from Knoster, T., Villa R., & Thousand, J. (2000). A framework for thinking about systems change. In R. villa & J. Thousand (Eds.), Restructuring for caring and effective education: Piecing the puzzle together (pp. 93-128). Baltimore: Paul H. Brookes Publishing Co.



E. COVID-19 Pandemic: KNPC Workforce Design and Virtual Organization:

1- Workforce Adjustment:-

In response to Kuwait Health Authorities, KNPC has reduced the total number of working employees reaching 0% with the Full Lockdown “excluding Onsite Essential Operating Staff (working 24/7)”.

The Organization has developed a Business Continuity Plan in order to sustain Operations in acceptable safe levels to meet customers’ expectations.

KNPC has launched Remote Working Practice during the pandemic.

E.g., Conducting Virtual Meetings via MS Teams, Provide Online Training Courses, Attend Online Conferences...etc.



E. COVID-19 Pandemic: KNPC Workforce Design and Virtual Organization:

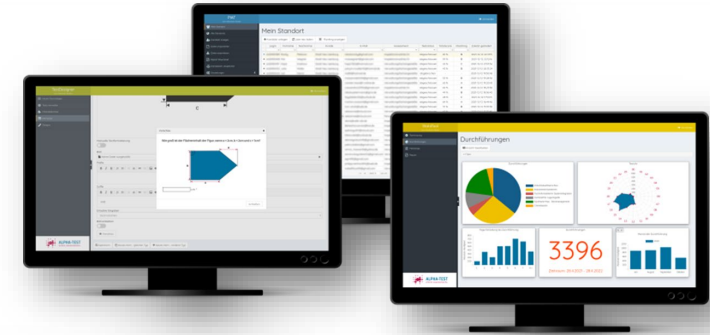
2- Inspection of Equipment:-

Kuwait Health Authorities decided to close Kuwait Airport in 2020 which has led to absence of essential contractors working on equipment inspection.

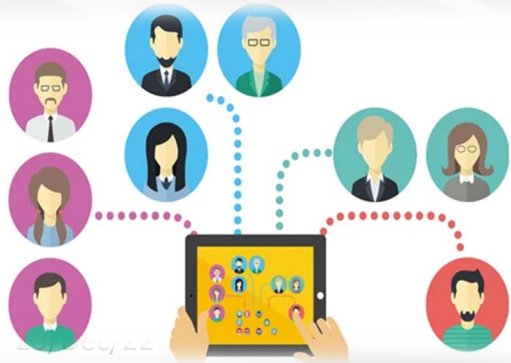
KNPC staff has accomplished crucial Inspection of Equipment during the Pandemic that's been done virtually along with specialized contractors' stuck abroad.



F. Conclusion:



In order to be agile to change, organization needs to have required enablers and talents that can co-op with the change without disturbing the business.





Thank You...