

Alberta's Energy Leaders: THE NEW REALITY

Alberta's energy industry is facing a leadership talent crunch. It is no longer enough to simply market your organization as a top employer or to promise shiny employee programs. Conquering today's battle for top senior management and executive talent requires companies to exceed the expectations of today's leaders. Given this new reality, Conroy Ross Partners recently surveyed both industry leaders and human resource professionals to determine what considerations are critical to attracting, developing and retaining leadership talent in Alberta's energy industry.

ATTRACTING LEADERSHIP TALENT

When contemplating joining one of Alberta's energy organizations, leaders reported focusing upon the potential employer's social characteristics and ability to provide rewards over the long term. All surveyed leaders weighted corporate culture, the collective values and demonstrated behaviors within an

organization, as their primary attractor. They also place a great deal of value on the opportunity to advance their careers within an organization and the potential future rewards for their loyalty. Accordingly, long term incentives and career and succession planning are the number two and three key attractors for leaders in the industry.

When asked "Which factors do you take into consideration when joining an organization?" respondents reported the following*:



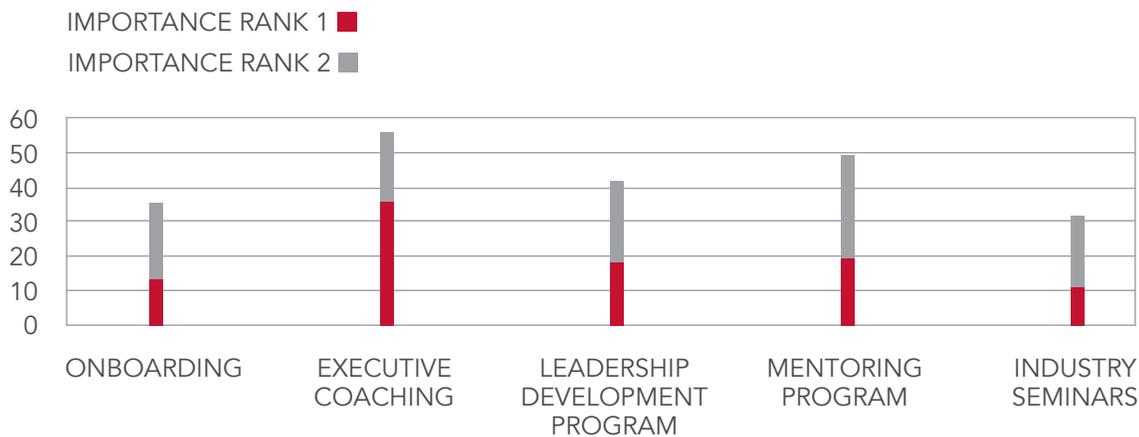
Our survey of human resource professionals asked what they highlight when trying to attract leadership talent. They responded the same way leaders did, indicating that corporate culture, career and succession planning and long term incentives are their top three attractors. When it comes to attracting top talent, organizations and potential leaders seem to agree; a pleasant work environment, where leaders feel valued, are rewarded and have room for growth, is what appeals the most.

DEVELOPING LEADERSHIP TALENT

The attraction phase is just the beginning. Organizations must then demonstrate that they understand individual employee expectations by offering the right tools and development programs. Survey results reveal that these training and development opportunities are best focused on the individual's leadership related goals, through programs such as executive coaching. Leaders are looking for individualized training and development tools to

increase their success. In fact, these tools are most relevant for over 56% of all surveyed leaders. Almost 50% of all survey respondents indicate that mentoring, a regular exchange with a more experienced person that focuses on personal development, would enable them to be more successful. More structured and generic tools, such as onboarding and industry seminars, are ranked as less important.

When asked "Which training and development tools would be, or would have been, necessary for you to be more successful in your current role?" respondents said:*



*Note: Percentage of respondents ranking each training and development tool as either 1 (= most important) or 2 (=important)

Current human resources strategies show that employers in the energy industry are less focused on individualized training and development tools. Survey results reveal that companies rely primarily on traditional training and development tools like onboarding and industry seminars. Executive coaching is currently offered by only 35% of all surveyed companies and mentoring plays an additionally reduced role in developing talent, offered by only one out of five companies. Looking forward, companies articulated their support in offering individualized training and development tools. Between 30% and 40% of all surveyed companies state that they are planning to introduce Executive Coaching and Mentoring programs in the future.

Our survey results suggest that there is an opportunity for organizations to differentiate themselves in the competition for leadership talent, by offering individualized training and development tools and programs, focused upon leadership.

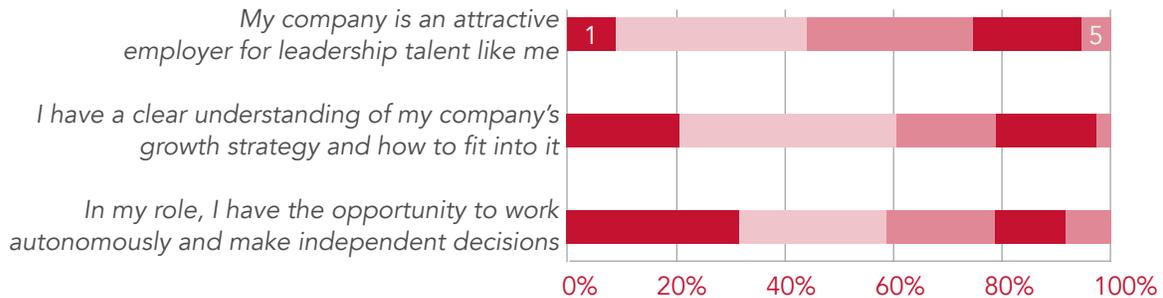
RETAINING LEADERSHIP TALENT

Surveyed employers are confident about their ability to engage and retain leaders. Results show that over 90% of all surveyed companies believe that they are an attractive employer for leaders, clearly communicate their growth strategy and offer an autonomous and independent work environment.

Only after joining an organization can leaders see behind the curtain and evaluate fit. Our survey results indicate that, contrary to the employer's view, leaders do not always perceive their current employer as positively as they might think. In fact, over 20% of all surveyed leaders disagree that their company is

an attractive employer for leadership talent. Similar amounts of survey respondents felt that they were not part of their company's growth plans, or that they did not have the opportunity to work autonomously and make independent decisions. The result? One out of five leaders in the industry reported dissatisfaction with their current employment situation. This would suggest that they may be more willing to consider opportunities with other employers. For employers, delivering on the promises they made in the attraction phase is critical to having engaged and satisfied leaders with a greater propensity to remain with the organization for the long term.

When asked to "Provide your level of agreement or disagreement to the following statements" survey respondents answered*:



*Note: Percentage of respondents for every score of a Likert scale ranging from 1 (= strongly agree) to 5 (= strongly disagree)

ABOUT THE LEADERSHIP TALENT SURVEY

In May and June 2012, Conroy Ross Partners administered two unique surveys to industry leaders and human resources professionals in Alberta's energy industry. Data was collected from 112 leaders and 42 human resources professionals. Both surveys were focused on the employee life cycle of attracting, developing and retaining talent. Every level of a company's management structure from the Manager to the C-Suite level were represented within the survey respondents, as were all sub industries in Alberta's energy industry from exploration and production to power generation.

ABOUT CONROY ROSS PARTNERS

Conroy Ross Partners is a leading Business Advisory and Retained Search firm serving clients across North America from our offices in Calgary, Edmonton and Regina. We help our clients achieve their goals by selecting the right leaders, building effective teams, and enabling growth.

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