NAVIGATE YOUR
WAY TO LEADERSHIP.
A leadership development program
to uplift leadership capability for every employee
NAVIGATOR

ACKNOWLEDGMENT OF COUNTRY

WE RECOGNISE ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES AS AUSTRALIA'S FIRST PEOPLES. WE ACKNOWLEDGE THE UNIQUE CONNECTION THAT FIRST NATIONS PEOPLES HAVE TO LAND, WATERS AND THE ENVIRONMENT. WE EXTEND THIS RECOGNITION AND RESPECT TO FIRST NATIONS PEOPLES AND COMMUNITIES AROUND THE WORLD.

This artwork was commissioned by Kevin Bynder, a proud Whadjuk-Yuet-Ballardong man. Woodside asked Kevin to paint what he saw and felt over the three-day Senior Leader Forum (part of the Navigator program). Kevin's artwork currently doing a floor tour of the Houston office, has now become a key part of the courage and leadership story at Woodside.

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Max. 3,984 words

EXECUTIVE SUMMARY

THE YEAR 2020 WILL BE REMEMBERED AS ONE OF THE MOST CHALLENGING YEARS IN AUSTRALIAN HISTORY.

Devastating bushfires ravaged the country, while the intense COVID-19 lockdowns in Australia resulted in unparalleled changes to both our society and the economy.

Simultaneously, the Australian energy sector was experiencing disruption. Against the backdrop of the bushfires, climate change had become a heightened public concern for Australians.

Energy sector leaders and the government were accelerating their efforts to find new energy solutions while balancing the imperative to fulfil current energy demands.

This dual impact was keenly felt by the team at Woodside Energy (Woodside), a global energy company founded in Australia.

Woodside's aim is to strive through the global energy transition, with a strategy to help its customers secure their energy needs and reduce their emissions.

As Woodside began to grow offshore, the Perth-headquartered organisation understood it needed to transition to a globally focused organisation with new ways of working.

Woodside purposefully concluded it must strengthen its leadership capabilities.

The first step was to create a framework to revolutionise the concept of leadership and uplift leadership capability. Woodside wanted every employee to identify as a leader and lead in their own way, no matter their role.

In 2021, Woodside partnered and co-created a leadership development program with the Australian Graduate School of Management (AGSM) at the University of NSW.

The program, 'Navigator', was designed for Woodsiders to uplift their leadership capability while empowering them to be more deliberate in developing themselves and the organisation into the future.

The commitment to date has been expansive. Since its inception in 2021, more than 2,600 employees across five countries have attended a Navigator immersion, and more than 2,500 have gone on to complete the next stage globally.

Leadership and inclusive leadership capability has been uplifted and the Navigator Framework has been leveraged as Woodside has successfully transformed operating models and completed a large merger with BHP's Petroleum business.

The partnership between Woodside and AGSM has flourished. Together, innovations have been introduced such as a coaching helpdesk, an AI-enabled and predictive analytics coaching platform and a digital twin 'Digital Woodsider' research study.

Navigator has expanded its global reach across Woodside's operations and projects in Australia, China, the USA, Trinidad and Tobago, and most recently in Senegal.

ABOUT NAVIGATOR

KEY FACTS

CEO AND EXECUTIVE LEADERSHIP TEAM

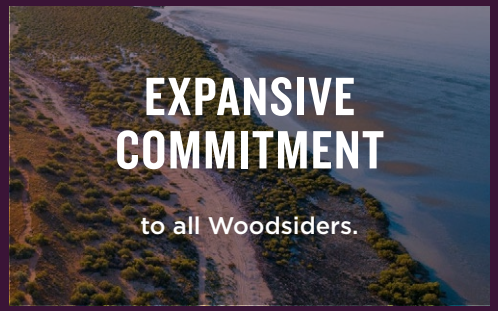
driven and owned.

Supports a continuous leadership learning journey.

DELIVERED GLOBALLY

Australia, China, the USA, Trinidad and Tobago, and Senegal.

Demonstrated leadership capability uplift.



EXPANSIVE COMMITMENT

to all Woodsiders.

DESIGNED TO FLEX

and be leveraged for all organisational developments.

SHARED PURPOSE & GOAL

between AGSM and Woodside.

MORE THAN 2600 EMPLOYEES

across all five countries have attended a Navigator immersion and 2500 Apply Learning experiences.

A program that

PULLED, NOT PUSHED

NAVIGATOR

is now a way of life and doing business for Woodside.

INTRODUCTION

INTRODUCTION.

Woodside is a global energy company, founded in Australia with a spirit of innovation and determination that aims to thrive through the global energy transition while providing energy to heat and cool homes, keep lights on and support the industry.

Back in 2020, Woodside recognised to remain competitive and be recognised as a leading global oil and gas company, as well as a new energy provider, a distinct type of leadership was required.

The challenge for Woodside became clear:

How does an organisation lead through a business transformation, an industry transformation and a global energy transformation simultaneously?

And Woodside's answer was this:

Redefine a whole business approach to leadership and uplift foundational leadership capabilities to deliver on the multi-dimensional transformation.

Click to watch the program in a nutshell

About Woodside Energy

A significant global energy company.

Founded in Australia in 1954, Woodside has a distinct spirit of innovation and determination.

Woodside now has 5,000 employees.

The company has three business pillars: oil, gas and new energy

Woodside's values (see "Our Values" Appendix) sit proudly at the heart of all leadership practices and activities.

About the Australian Graduate School of Management (AGSM)

Located at the University of NSW (UNSW) Business School

Established over fifty years ago.

The Executive Education Team offers Custom and Open leadership development and development programs

Programs designed and facilitated by industry thought leaders and faculty to build individual and organisational capability.

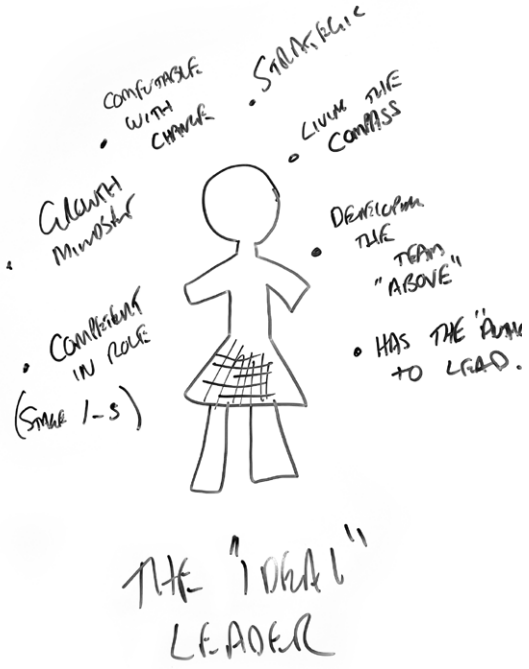
The AGSM Team collaborates and delivers across all sectors in Australia and globally.

1. THE CHALLENGE

THE BUSINESS CHALLENGE WAS FORMULATED BY THE CEO AND EXECUTIVE LEADERSHIP TEAM WITH SHARED OWNERSHIP FROM ALL INVOLVED.

Woodside had traditionally been an organisation that relied very much on its superior engineering and technical skills. This needed to remain core. There was however recognition from the previous CEO and leaders that Woodside also **needed to transition to a truly international organisation and grow its new energy business** while retaining the uniqueness that had made them successful.

Leveraging every employee's ideas and energy, Woodside embarked on a creative process, deploying a series of half-day hackathons. Woodsiders were asked what change was needed, what leadership capabilities would be required for both now and into the future and what was the ideal leadership development experience for them.



Initial input to the leadership development program

From the outcomes of the hackathons, Woodside created a vision:

BY 2026

Woodside will have a proud and high performing organisation, an inclusive and diverse workforce and an outstanding leadership talent pipeline.

Woodside will have an adaptive culture and organisation with agile and innovative employees.

BY 2030

THE LEADERSHIP FRAMEWORK.

To achieve this vision, a **Leadership Framework was to be created,** approved and launched by 2021 and embedded within the HR capability and talent processes.

The CEO and the Executive Leadership Team asked the Human Resources Team to drive the development of the Leadership Framework, entrusting the Organisational Capability Team to be bold on expectations, timeframes, and design. The Organisational Capability Team was the custodian of the Leadership Framework.

The first task in the Framework design was to determine four key objectives guiding its development:

Be a leadership practitioner.

Engage, enable and develop individuals and teams.

Demonstrate inclusive behaviours to create and sustain high-performing and healthy team cultures.

Understand and perform by leadership behavioural expectations.

Leadership Expectations were developed by Woodside and spanned every role across the organisation.

Alongside the Leadership Expectations, a vital part of the Framework would be the launch of a leadership development program providing a leadership learning journey for every employee of Woodside.

2. THE COMMITMENT

AGSM WAS APPOINTED TO CO-CREATE AND DELIVER THE LEADERSHIP DEVELOPMENT PROGRAM.

"We appointed AGSM because we saw them as an organisation empirically grounded and one prepared to own the program alongside us. They displayed the passion and tenacity we were looking for to co-create the program and to take us into the future".

Scott Marshall
Global Head of Organisational Capability & Talent

Reflecting on the early conversations with Woodside, Tracey Flynn, Executive Director of Executive Education AGSM, recalls,

"We saw in Woodside an organisation genuinely committed to transitioning and who would empower us to bring our best."

Tracey Flynn
Executive Director of Executive Education AGSM

When first coming together, Woodside and AGSM decided they would role-model the organisation's Leadership Expectations. Immediately the new partnership focused on building a sustainable team culture.

Woodside and AGSM collaborated across co-creation workshops to understand current capability by involving 150 employees.

Woodside was largely a technical/ engineering company. A key finding of the conversations was that managers were being put into leadership roles without necessarily having leadership skills. Leaders in leadership roles needed to **uplift fundamental leadership capability.**

All data collected was **distilled into six Learning Themes.** These threads would be woven through every element of the Leadership Development Program, ensuring consistency and cohesiveness in a program impacting every Woodsider.

LEARNING THEMES

INSPIRING HOW WE WORK AND LEAD

LEADERSHIP IDENTITY

You develop your own narrative.
You find your own place and you navigate to the future.

THE LEADERSHIP PRACTITIONER

You're a leader by example.
You focus on behaviours,
and you help accelerate transformation.

INCLUSIVITY

Small behavioural changes can have a big impact on job performance.

SELF AWARENESS/ EMOTIONAL INTELLIGENCE

The more you learn about yourself, the better your job performance.

SYSTEMS THINKING

Including change leadership

We're developing collective mental modules to help make good decisions.

LEARNING MODE

Being in constant learning mode helps create honest conversations and feedback.

NAVIGATOR WAS BORN, AND EVERY EMPLOYEE WOULD EMBARK ON A NAVIGATOR LEADERSHIP JOURNEY.

The leadership development program became a key part of Woodside's Leadership Framework and was named Navigator.

Appropriate governance processes were put in place, and a project team operating rhythm was established. To minimise obstacles, resources and time, the organisation's learning budget was centralised within the Capability Team.

To ensure commitment did not lag, the Executive Leadership Team members were appointed sponsors of the various program phases, and the Global Vice President of Human Resources was appointed as sponsor with **the current CEO strongly driving the program** as program owner.

The program scale and vision are unique in Australia.

Woodside made an immense commitment over three years that every person would embark on a leadership journey. This approach was designed to prepare leaders to be skilled and ready to lead, as well as uplift the capability of current leaders. It also included individual contributors, recognising their capacity to be leadership practitioners.

It is rare in Australia for an organisation to demonstrate a **commitment to bring every employee to an immersion** program (primarily residential ranging from 3-4 days) to discover who they are as a leader, support them with coaching and ask them to demonstrate uplifted inclusive leadership and leadership capability.

The creation of a single program for the whole organisation, enabled alignment across all levels of the organisation with the creation of a consistent leadership language and understanding of what constitutes great leadership. This was regarded as a foundational requirement for the sought behavioural change.

THERE WAS A SUSTAINABLE AND BALANCED PARTNERSHIP FROM THE ONSET.

From kick-off, the Woodside and AGSM team came together as one Navigator team.

"My Woodside team colleagues feel like my everyday team members. Working with Woodside has been highly empowering, and the partnership is now between an organisation and a trusted learning partner".

Eva Freedman
Adjunct Associate Professor &
Navigator Design Lead

"Together with AGSM, we have forged a long-lasting, collaborative, cohesive, integrated and trusting relationship. Our organisations are committed to developing ethical and responsible leaders by empowering Woodside employees to lead us through change and transform how we do business"

Ruth Lyall
Regional Head
of Human Resources

Regional Head of Human Resources Ruth Lyall recognises the strength of the relationship,

Both organisations have been there for each other in moments that matter, such as when AGSM supported Woodside through critical incidents, project interventions and through the merger.

THE NAVIGATOR STORY

INSPIRING HOW WE WORK AND LEAD

INCEPTION

Navigator was created to help our people develop the skills needed to meet tomorrow's challenges.

CO-DESIGN OF NAVIGATOR

Over 500 Woodsiders were involved in the design of Navigator, collaborating with AGSM to create the curriculum.

NAVIGATOR

Over time, Woodsiders are enrolled in cross-functional cohorts to begin their Navigator journey.

Annual review and improvement of Navigator curriculum.

AGSM BECOME PARTNERS

Following a formal tender process, AGSM was selected as our partner in program design and delivery.

Executive committee members selected for phase sponsorship.

Venues and accommodation chosen for immersions

PILOT PROGRAMS LAUNCHED

Over 100 Woodsiders across the teams and functions participate in Navigator pilots to test delivery.

Supplementary courses available at any time.

THE PARTNERSHIP HAS GROWN AND DELIVERED INNOVATION.

From the onset, Woodside wanted AGSM to bring all it had as a university.
This has included a digital twin research study focused on leadership career acceleration.

As the partnership has grown, **there has been experimentation.**
A good example is the **AI-enabled coaching platform** powered by predictive analytics.
The **trust** built between AGSM and Woodside has delivered business outcomes.

3. THE INITIATIVE

THE NAVIGATOR LEADERSHIP PROGRAM WAS RIGOROUSLY DESIGNED.

PHASE 01

INDIVIDUAL CONTRIBUTORS

Introduce the Woodside way for
Foundational leadership principles *and*
Non-managers with core discipline expertise

INFORMAL LEADERS

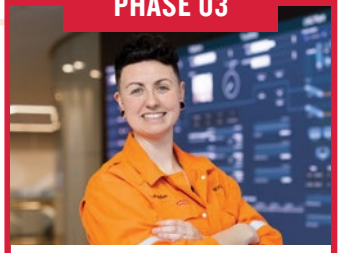
PHASE 02

TEAM LEADS

Skill development and practice for
Leaders of individual contributors and teams *and*
Senior discipline professionals

FRONTLINE LEADERS

PHASE 03

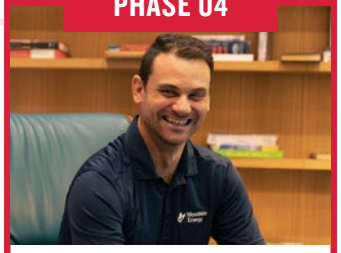


MANAGERS

Leading and enabling for
Leaders of leaders *and*
Discipline authorities

FUNCTIONAL LEADERS

PHASE 04



SENIOR MANAGERS

Integrating an aligning for
Leaders of the business activity *and*
Chiefs of discipline

BUSINESS LEADERS

PHASE 05

EXECUTIVE

Strategic and visionary for
Leaders of corporate strategy *and*
Global discipline experts

CORPORATE LEADERS

The Leadership Framework objectives, the Leadership Expectations and Our Values were distilled to develop Phase outcomes.

These Phase outcomes and the learning themes were used as the basis for designing curricula. There was also an extra focus on inclusive leadership, working with a global mindset, working with sustainability and ways of working.

The content, tools and experiential activities were then developed. Each Phase had a different learning journey aligned to Phase outcomes.

EACH PHASES FOLLOWS A STRUCTURE OF 3 STAGES:

IMMERSE,
APPLY AND EXTEND.

PHASE 01

IMMERSE

An Immersion Phase sees every employee complete a Capability Uplift Tool (180-degree baselining) and development plan discussion with their manager.

This is followed by an immersive learning experience, usually residential (flexible options exist for those unable to undertake a residential) ranging from one to four days. Immersions focus on fundamental leadership development content. The immersion creates a cohort learning environment outside the workplace, enabling focus on development. The immersion is critical in bringing together different people from across the organisation to support new ways of working and innovation.

To aid the transfer of learning, post the immersion, all participants access small group coaching and phases 2+ access one-on-one coaching. All Woodsiders have access to our Navigator coaching help desk.

This 24hr coaching service, supports participants in applying their learnings back on the job, and can be accessed to work through challenges.

PHASE 02

APPLY

Apply encompasses continuing development and a deep dive into leadership fundamentals supporting individual development plans. Apply courses offer both e-learning and face-to-face learning.

- Trust and Psychological Safety
- Self-Awareness and Emotional Intelligence
- Foundations of Emotional Intelligence
- Lead Through Change
- Building Trust
- Goal Setting & Accountability
- Resilience
- Collaborating for Outcomes
- Motivating Others to Achieve
- Inclusivity
- Constructive Challenge
- Negotiation Essentials
- People Managers
- Effective Coaching and Mentoring
- Presentation for Impact

These are just 15 of the 54 apply courses available

PHASE 03

EXTEND

Extend integrates capability and succession planning processes to provide stretch development, role-relevant exposure experiences and external connection events.

PROGRESS HAPPENED QUICKLY.

The well-received pilot immersions **created momentum.** The evaluation outcomes that asked about the learning experience were above what was expected for a pilot.
Many of those early participants have become advocates for the program.
The program moved into delivery mode in November 2021 across all five phases.

NAVIGATOR SUPPORTS WOODSIDE THROUGH ORGANISATIONAL DEVELOPMENTS.

An excellent example of how Navigator was **deployed to support organisational developments** was the Australian Operations - Leadership Enablement for a New Way of Working, which kicked off in 2022.

The Australian Operations team, most of whom worked in remote areas of Western Australia, significantly changed their business model, calling for a new leadership shadow where decisions were made by the right people at the right time and new ways of working.

Navigator content, activities, and tools were deployed to align to a tailored design. A change plan, complemented by tools, was implemented on the job by leaders, with outcomes reviewed and further embedded during small group coaching sessions.

The program also offered leaders a range of on-demand and highly impactful learning activities, resources, providing the launch pad for our 24-hour coaching support.

LEADERSHIP ENABLEMENT PROGRAM FOR A NEW WAY OF WORKING.

- Leadership Self-Assessment
- Development plan
- Facilitated small group coaching

All weeks include on demand learning and online resources, and coaching help desk.

WEEK 1-2

Outcome

Making sense of change at individual level
Determining the leader I want to be
Working through what to sustain, stop start
Engaging with my team.

WEEK 3-4

Outcome

Surface what is working and not working
Frameworks that support mindset shift
Change management tools and techniques
Working with team on clarity and purpose

WEEK 5-6

Outcome

Surface what is working and not working
Frameworks that support mindset shift
Team forming for leaders
Leveraging Diversity of Thinking

WEEK 7-8

Outcome

Continued channel for sharing what is working and not working
Case study of similar successful change
Embedding HOP Principles

WEEK 9-10

Outcome

Continued channel for sharing what is working and not working
Seeking feedback
Effective team decision making

WEEK 11

Outcome

Continued channel for sharing what is working and not working
Develop an understanding of team feedback
Empowering the team

WEEK 12

Outcome

Continued channel for sharing what is working and not working
Action plan for next steps
Influencing for collaboration

NEXT 90 DAYS

Outcome

To embed learning of previous 90 days
Align ways of leading with the Navigator Program

NAVIGATOR

Navigator supported Woodside through one of its most significant business transitions:

merging BHP Petroleum and Woodside Petroleum to create Woodside Energy, establishing a new chapter in the history of this global energy company. Woodside Energy was now a global company listed on the ASX with secondary listings on the LSE and NYSE.

The Navigator Framework was leveraged to design the highly successful Senior Leader Forum bringing the top global ninety leaders in the newly merged organisation together for the first time. Over three days they **connected to strategy and purpose, the customer** and the Navigator program.

Consistent and effective communication equals consistent and effective engagement. To support seamless accessibility to Navigator, learning materials, enrolments, curricula, tools and learning pathways for all five phases are housed in an online Learning Portal.

Participants can **access their learning journey dashboard** anywhere in the world. Leaders receive regular information on their team members' participation.

All Woodside communication channels are leveraged, showcasing participant stories and celebrating successes. Navigator updates and information sessions are regularly held to ensure the framework remains live and evergreen.

Navigator is now successfully delivered in Perth, Sydney, Houston, China, Senegal and Trinidad and Tobago.

3. THE IMPACT

WE HAVE SEEN AN UPLIFT IN LEADERSHIP CAPABILITY THROUGH BOTH QUANTITATIVE AND QUALITATIVE MEASURES.

Uptake of Navigator has been very strong with now **over fifty per cent of the organisation attending an immersion.** Woodside employs over 4,503 people across Australia, North America, Asia, Africa, the Middle East and Europe. To date, more than 2,600 employees across all locations have attended a Navigator immersion, and more than 2,500 Apply Learning experiences have been completed globally.

Evaluation has delivered outstanding learner experience ratings.

Navigator Immersions received an average user experience rating of

★★★★½

4.5 out of 5

"I have made more close connections and value adding networking connections in these 3 days than in the previous several years."

Course Participant

"The stories and lessons were all impactful and I will hold these for the rest of my journey in both my career and personal life."

Course Participant

"Thank you to all the facilitators for the entire immersion experience. It was well done, and I enjoyed meeting all the people that participated."

Course Participant

IMPACT.

Qualitative Interviews show development of fundamental leader behaviours.

We have conducted a series of qualitative interviews each year since Navigator launch. All participants have commented on their increased confidence and authenticity due to Navigator participation. Most individuals talked about how they approach their role with more of a growth mindset and self-efficacy. This is **leading to better learning and collaboration.**

Many spoke about the development of new leadership fundamental behaviours, better engagement with team members, improved listening and questioning, empowerment, devolved decision-making, providing feedback, and **willingness to constructively challenge.** For some, this was also positively impacting their relationships outside of work.

The Journalling Project shows participants are identifying as leaders and are more productive and effective.

Several Woodsiders were asked to journal their reflections each week for six months post attending their Navigator Immersions.

They provided qualitative data demonstrating they were applying what they had learnt back at the workplace. It could be seen there were significant improvements in their leadership practice **resulting in better relationships, better inclusiveness practices, more engaged and empowered staff and better productivity.**

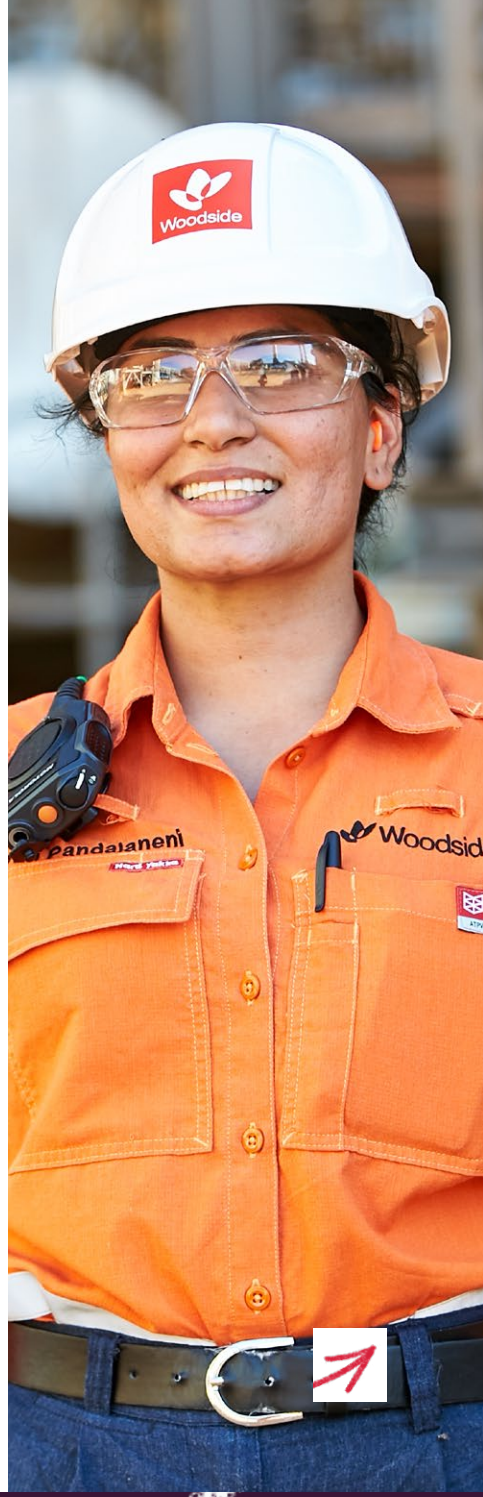
Participants were identifying as leaders and developing their leadership practice. The participants reflected on their growth journey, noting confidence, leadership skills, and emotional intelligence improvements. They reflected this resulted in the **development of better relationships with stakeholders and their teams.**

Participants were engaging, enabling and developing individuals and teams. The participants demonstrated improvement in their leadership practice by **supporting and empowering their team members.** They focused on creating a psychologically safe environment, providing feedback, and supporting others' growth and development.

There was clear evidence of new and **better inclusive practices and behaviours.** Their leadership practice encompassed elevated collaboration and empathy and good examples of interpersonal inclusive behaviours.

Participants were focused on their ongoing learning.

The participants prioritised ongoing learning and development, setting goals for completing Navigator courses and seeking opportunities for growth and advancement within Woodside.

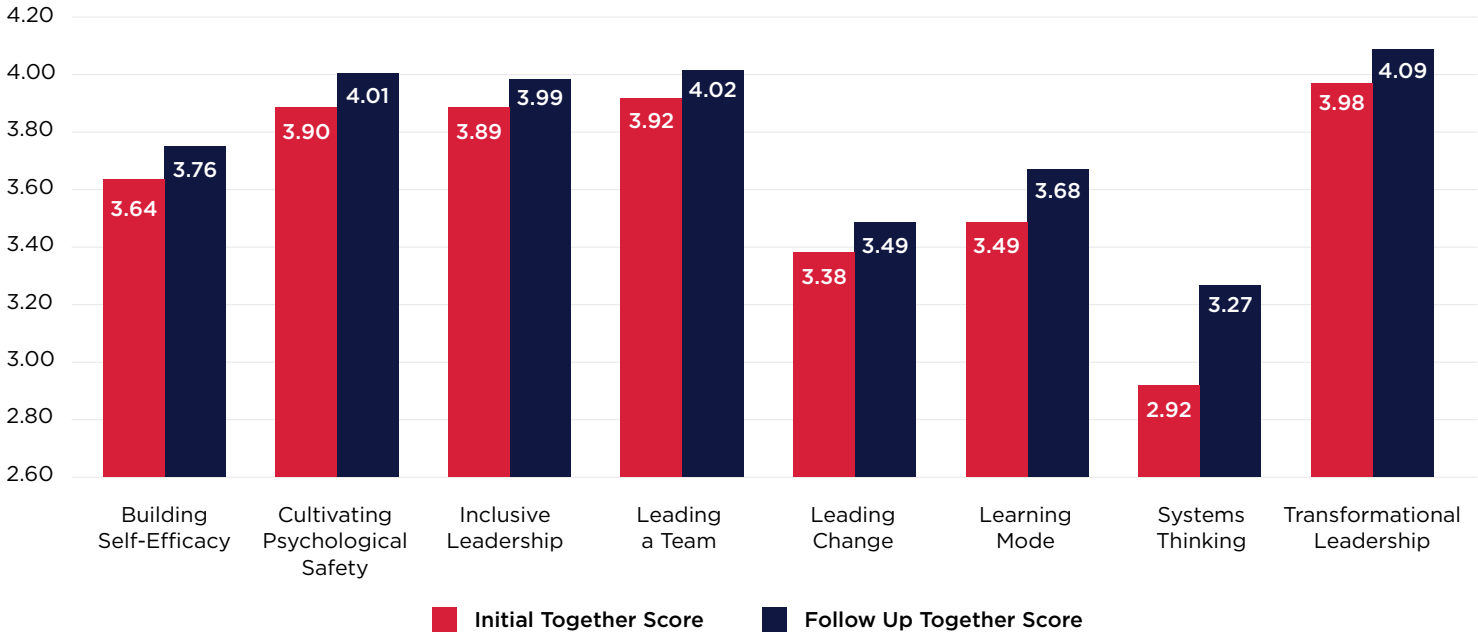


THE CAPABILITY UPLIFT TOOL DEMONSTRATED CAPABILITY UPLIFT ACROSS ALL DIMENSIONS.

Completing the **Capability Uplift Tool** (CUT) is an opportunity for the participant and their leader to evaluate, reflect and assess their skills and capabilities across several dimensions, serving as a benchmark for their abilities going into the program.

This requires the individual to complete the CUT and then, together with their leader, finalise the combined assessment and create a development plan.

The Capability Uplift Tool demonstrates capability **increases have been most significant across Transformational Leadership, Building Self-Efficacy, Learning Mode and Systems Thinking.**



*An **increase across all indicators** within the Phase 3 Capability Uplift Tool is noted.*
*The greatest increases were seen within **Systems Thinking** and **Learning Mode** which is a longstanding trend.*

THE PEOPLE SURVEY DATA SHOWED THERE WAS SIGNIFICANT IMPROVEMENT IN LEADERSHIP PRACTICES FOR NAVIGATOR PARTICIPANTS AS SEEN BY TEAM MEMBERS.

Woodside conducts a six-monthly people metrics survey. The data from the survey tells us at a global level across the organisation, Inclusive Leadership has become one of the highest scoring categories, displaying continued improvement over the past eighteen months.

The Our Voice survey shows an even greater positive impact when looking at the results for leaders of large teams. Improvements in leadership capability take time to become evident at the team level, as leaders demonstrate their enhanced leadership capability gradually as new situations arise in the workplace and they learn to hone their skills. To assess the long-term impacts on leadership behaviours, Our Voice results for leaders who attended our immersion programs in 2021 and 2022 were analysed. In comparing their results over time, leadership behaviours are being embedded and having an impact as leaders try out and embed their new behaviours.

In comparing the results of leaders with teams large enough to generate a personalised report, improvements in questions reflecting core elements of the leadership capabilities built in the Navigator program were found, including psychological safety, inclusion and empathy. The table to the right highlights the considerable improvements over twelve months on scales related to staff satisfaction, engagement, empowerment and general leadership behaviours. The table outlines the positive impact of those whose scores improved or remained stable over time.

These results demonstrate **80% of leaders with large teams who have attended a Navigator immersion have seen an improvement** (defined as reflecting an improved score or remained stable over time) in staff satisfaction, 73% in the number of staff who would recommend them as a manager to others and 70% in staff feeling safe to speak up. These results clearly demonstrate a strong positive impact for the Navigator program over time.

The People Survey data showed there was significant improvement in leadership practices for Navigator participants as seen by team members.

Survey Category	Survey Question	% Leader Sample*
Satisfaction	Working at Woodside?	80.49
Manager	Recommend my manager	73.17
Speak Up	Free to speak without fear	70.73
Inclusive Leaders	Values different perspectives	65.85
Empowerment	Empowered to make decisions regarding work	83.41
Leader Empathy	Leader responds with empathy, curiosity and provides adequate support.	60.98
Mental Wellbeing	Confident talking to my line leader about workplace issues affecting my mental wellbeing or that of a colleague.	58.54

**The % of leaders in the sample reflects those whose scores improved or remain the same.*

IN A SURVEY OF 90 PARTICIPANTS, ALMOST ALL PARTICIPANTS SAID THAT NAVIGATOR PARTICIPATION HAS RESULTED IN BETTER RELATIONSHIPS AND HIGHER PRODUCTIVITY.

Navigator has resulted in business impact; participants have better performance and productivity.
The uptake by the business suggests Navigator is valued. Immediately post the merger, the Navigator Framework was harnessed to deliver team workshops with new, senior teams who were meeting face-to-face for the first time. The business continues to ask for follow-up workshops.

Through the qualitative interviews and journaling undertaken, participants are reporting the **learning has impacted their productivity** through their willingness to embrace new responsibilities, opportunities, and discretionary effort.

The digital twin research indicates Navigator participants have improved performance with a positive correlation between performance and Navigator participation. While there have been other factors influencing business performance during that time, this is certainly a strong indicator Navigator has contributed to Woodside's high-performing business outcomes.

AN IMPACT SUMMARY TABLE.

What	Question to answer	Outcomes
Learning Inputs	*How do I feel about the learning experience?*	• Consistently good evaluation results. 4.5/5 • Uptake of Navigator: 2600 employees across all five countries have attended a Navigator immersion and more than 2500 undertaken an Apply Learning experience • Business uptake of Navigator e.g. across business model transformations and to support merger
Capability uplift seen back at work	*What improvement has there been to my capabilities?*	• 180 Capability Uplift Tool capability increases particularly across Transformational Leadership, Building Self-Efficacy, Learning Mode and Systems Thinking • People Survey shows significant improvement for Navigator participant leaders in inclusiveness, empowerment and speaking up • People Survey shows much improved engagement for Navigator participant leaders and their employees recommending their leader to others
Behaviour change seen back at work	*How has my leadership practice changed?*	• People Survey highest and most improved leadership capability inclusive leadership (key focus on Navigator) • Qualitative work (six month journalling and interviews) show significant improvements inclusive leadership and supporting employee development resulting in better relationships, more engaged and empowered staff and better productivity
Team and business results	*How well is the organisation using learning to improve performance?*	• Successful merger (supported by Navigator) realising business outcomes • Contribution to Business Growth and New Energy Business Growth • Two thirds in survey reported higher productivity due to Navigator • Digital Twin Research study shows positive correlation between participation on Navigator and performance ratings

NAVIGATOR CREATES FURTHER PATHWAYS TO LEARNING.

Through successful completion of Navigator elements, employees receive points towards an **AGSM Certificate in Executive Management and Development** *(CEMD)*, providing a **unique bridge** between Navigator and postgraduate degree programs, including an MBA. We are also working with other Universities to **recognise Navigator** for credit towards recognised learning pathways.

Global Head of Organisational Capability Scott Marshall said it is remarkable the impact we are experiencing in the development of people.

"The externally certified program, recognised by UNSW also gives our people confidence that development at Woodside goes beyond our internal process and is a high value addition in support of their lifelong learning journey, should they choose."

Scott Marshall
Global Head of Organisational Capability & Talent

The Digital Twin Research Study is extending our insights so we can **evolve Navigator.** Strengthening our partnership, Woodside and AGSM are taking the opportunity to draw on the data that has been collected and connect it with organisational data to build a **predictive, evidence-based analytical model of leadership development – the Digital Woodsider.**

This study is already **enhancing the Navigator Framework,** delivering predictive analytics based on modelling of **developmental trajectories** as well as identification of **high potentials,** healthy and productive teams, and forecasting the likely outcomes of various organisational interventions.

WHAT DO KEY WOODSIDE STAKEHOLDERS SAY ABOUT NAVIGATOR.

Navigator Delivery Lead Asia Pacific, Kelly Haughey, says Navigator has clearly adapted to the changing environment.

"Through the merger, Navigator proved a successful Framework to draw upon, with various business areas taking up the opportunity to use Navigator learning to support them through the change.

It proves time and time again to be a Framework that can be drawn upon, whether it is through offering additional and/or bespoke courses or tailoring a program to suit a particular business area's need."

Kelly Haughey
Navigator Delivery
Lead Asia Pacific

Regional Head of Human Resources Ruth Lyall recognises the excitement and enthusiasm of every employee focusing on their personal development.

"Feedback from our internal tools and surveys shows many participants feel they now have the knowledge, skills and capabilities to instil in their roles, achieving great visible results. Together with AGSM, we have forged a long-lasting, collaborative, cohesive, integrated and trusting relationship. Our organisations are committed to developing ethical and responsible leaders by empowering Woodside employees to lead us through change and transform how we do business."

Ruth Lyall
Regional Head
of Human Resources

LESSONS LEARNED

LESSONS LEARNED.

Sustaining momentum and engagement has been a key challenge for the Navigator team for over two and half years.

After the launch of Navigator, initial feedback showed Woodside employees felt they needed permission to develop themselves and instead chose to keep focused on their work, primarily through the period of integration following the merger. Employees also indicated they needed to understand how Navigator applies to them and what value it might take in their day-to-day role and future. The resolution was to develop continuous, clear, and engaging communication, especially in a large, geographically dispersed organisation undergoing constant change.

Another discovery has been the deployment of data analytics. Data has been leveraged, in a variety of ways to elevate Navigator including providing leaders with leader boards to understand their team's participation, using people survey data to understand impact and for the Digital Woodsider study to support Navigator evolution.

We have also seen the value of a more networked organisation with participants reporting they now know and say hello to people on their floor. The triads that were kicked off at the immersion and coaching groups are continuing to informally meet and learn from each other.

Navigator had not just been a program but a key element in a unique whole of organisation leadership development approach.

Navigator is now ready to evolve, continuing to support Woodside's vision and transition into the future.

APPENDIX

APPENDIX I - OUR VALUES

OUR VALUES

One team

We are inspired by our common purpose.

We challenge, respect, and back each other.

We are inclusive, value diversity, and can be ourselves.

We care

We keep each other safe.

We listen and respond with humility.

We respect the environment, operate responsibly, and care for communities.

We adapt to the world's expectations of us.

Innovate every day

We explore ideas, find creative solutions, and try new ways of doing things to provide the energy the world needs today and low-cost, lower-carbon energy for tomorrow.

Results matter

We go after opportunities and show courage by taking the right risks and learning from our mistakes.

We spend and invest as if it's our money.

We are proud of our achievements.

Build and maintain trust

Trust takes time and effort and will not be taken for granted.

We nurture relationships and act with integrity - doing what we say and doing it well.

Woodside Energy

APPENDIX 2 - ACKNOWLEDGMENTS

Head of Organisational Capability, Woodside Energy, Scott Marshall
Regional Head of Human Resources, Woodside Energy, Ruth Lyall
Navigator Delivery Lead Woodside Energy Australia, Kelly Haughey
Navigator Delivery Lead Atlantic Woodside Energy, Lauren Miller
Learning Manager Woodside Energy, Linda Vos
The AGSM Executive Education Team including
Tracey Flynn, Eva Freedman Drew De Mullich, Renata Iraha and Samantha Azzopardi,
Matrika Tamang, Louise Carmichael, Bryony Dye, Emma Neal
The Navigator Academic Team including Professor Nick Wailes,
Professor Peter Heslin, Patrick Sharry, Ben Pronk
The Navigator Facilitation Team including Mark Hales, Lauren Hancock, Amy Conacher, Howard Thomas,
Lacey Filipich, Andrew Williams, Shanie Atkinson, Jo Woolley,
Rebecca Mahony, Nicole Hefferman, Amy Douglas, Byron Hanson, Denise Weinreis
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Executive Director Executive Education
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Talogy including Cyndi Sax, Theresa Sheets, Lindsay Coy
Amazon Web Services including Eric Starling and Angela Howie

APPENDIX 3 - KEVIN BYNDER

These words were used by Kevin Bynder, the artist at the Senior Leader Forum, to describe what he felt about leadership at Woodside.

"Courage is standing up for who you are and who you stand for. Stand up for your friends, family and for those who are too scared or not in a position to speak for themselves.
Courage is my ancestors and elders who stood up to racism discriminations and the system that has labelled us.

Because of my ancestors, I am courageous"

Kevin Bynder
Artist
Tribes: Whadjuk Yuet Noongar & Widi Badimia Amangu Yamatji

NAVIGATOR