ENERGY SECTOR CASE STUDY

# Strengthening Collaboration & Managing High-Pressure Conversations

How a Brunei energy organisation built leadership capability through practical behaviour change

LEADERSHIP RESOURCES MALAYSIA

| 105 | 95% | 90.2 |
|---|---|---|
| LEADERS & INDIVIDUAL CONTRIBUTORS TRAINED | AVG WORKSHOP SATISFACTION | NET PROMOTER SCORE |

| | | | | | |
|---|---|---|---|---|---|
| INDUSTRY | Energy | LOCATION | Brunei Darussalam | ORG SIZE | ~200 employees |
| PARTNER | Leadership Resources Malaysia | PARTICIPANTS | 105 leaders and individual contributors | | |

## THE CHALLENGE

A leading energy organisation in Brunei recognised a critical need to strengthen leadership capability across all levels of its workforce. While the organisation's systems, structures, and strategies were firmly established, sustainable execution required something more – leaders who could manage themselves under pressure, align their decisions with the organisation's mission, and engage in high-impact conversations that build trust and accountability.

With a workforce of just under 200 employees operating in a high-stakes, complex environment, the organisation understood that technical competence alone was insufficient. The ability to lead with clarity, communicate with confidence, and collaborate effectively had become an organisational imperative – one directly tied to Brunei's broader national energy priorities.




Figure 1: Key leadership focus areas identified by the organisation

## THE SOLUTION

In October 2024, the organisation partnered with Leadership Resources Malaysia (LRM) to design and deliver a structured, organisation-wide leadership development journey. Over five workshops spanning October 2024 to June 2025, 105 leaders and individual contributors were equipped with two world-class behaviour-change programmes:

**FranklinCovey — The 7 Habits of Highly Effective People®**

Established a foundation of personal leadership by developing self-awareness, prioritisation, and accountability – empowering participants to lead from the inside out.

**Crucial Learning — Crucial Conversations® for Mastering Dialogue**

Deepened interpersonal capability by equipping participants with practical tools to manage emotions, stabilise high-stakes discussions, and foster psychological safety – skills critical in a demanding, high-pressure industry.

This culminated in an organisation-led **Leadership Forum in February 2026** – a milestone event featuring peer dialogue, panel discussions, personalised coaching sessions, and an interactive 7 Habits Gallery. The Forum reinforced a central conviction: that leadership development is not theoretical – it is behavioural, relational, and lived daily.

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## DEVELOPMENT JOURNEY TIMELINE




Figure 2: Five cohort workshops conducted over 9 months, each comprising 3 days of The 7 Habits® and 2 days of Crucial Conversations®, culminating in the Leadership Forum in February 2026

## WHAT CHANGED

The structured development journey helped participants translate leadership frameworks into verifiable daily behaviours. At the February 2026 Leadership Forum, leaders reported greater confidence in holding regular one-to-one conversations, navigating stakeholder complexity, and maintaining respectful dialogue in moments of disagreement. Participants engaged in personalised coaching sessions and an interactive 7 Habits Gallery – reinforcing that leadership development is a daily practice.

The energy throughout the Forum reflected maturity and commitment. Leaders spoke openly about strengthening collaboration, regulating emotions under pressure, and creating environments where people feel respected and heard – all in service of the organisation's national energy priorities.

## RESULTS AT A GLANCE

- ✓ **105 leaders and individual contributors upskilled** across five workshops over a deliberate nine-month implementation journey.
- ✓ **95% average workshop satisfaction score** achieved across all cohorts, reflecting an exceptionally high standard of delivery and participant engagement.
- ✓ **90.2 average Net Promoter Score (NPS)**, reflecting strong perceived value, organisational relevance, and participant willingness to recommend the programme.
- ✓ **Meaningful behavioural shifts** reported in collaboration, emotional regulation, stakeholder conversations, and personal accountability.

## PARTICIPANT VOICES

> *"This was profoundly enlightening and applicable to all aspects of my life – personal and professional. It was delivered well, incorporating different tools that reinforced the lessons."*
>
> — PARTICIPANT

> *"We are facing so many life challenges daily and this workshop gave me new perspective – a paradigm shift – and tools to improve myself and become a better person."*
>
> — PARTICIPANT

## LOOKING AHEAD

The Leadership Forum 2026 stands as a defining milestone in this organisation's ongoing commitment to building a strong, human-centred leadership culture – one where every individual, at every level, is empowered to lead with purpose, accountability, and excellence. By embedding leadership development as a daily behavioural practice rather than a one-off initiative, the organisation is well-positioned to cultivate a resilient, high-performing workforce capable of meeting the demands of Brunei's evolving energy landscape.

For more information on FranklinCovey and Crucial Learning development journeys, please contact Leadership Resources Malaysia at **info@leadershipresourcesmalaysia.my** or **+603 6205 5550**

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