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Journey to Global Leaders: A Conceptual Framework for Maximizing Leader Development Process for Future Professionals in Energy Sector

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Abstract - *This study develops a comprehensive conceptual framework for maximizing the development of future leaders in the rapidly evolving energy sector. Utilizing a two-round Delphi technique with 16 senior industry experts, the research integrates the Leadership Growth Support System (Assessment, Challenge, Support), Leadership Development Levels (Achiever, Catalyst, Global), and various Leadership Development Methods. The framework aligns with millennial preferences for experiential learning, mentorship, and purpose-driven work, while incorporating the Direction, Alignment, and Commitment (DAC) model to ensure strategic alignment. Inter-rater reliability analysis demonstrated high consensus on leadership development framework. The framework addresses the unique preferences of millennial leaders, emphasizing the growth support system, experiential learning and alignment with the strategic organizational goals. This study contributes to talent management practices in the energy sector, highlighting the need for flexible, personalized approaches to leadership development that consider the dynamic challenges of sustainability, technological innovation and the evolvement of energy business landscape. The resulting framework offers a comprehensive roadmap for cultivating effective millennial leadership in the rapidly transforming energy industry.*

Keywords - *Future Leaders, Energy Sector, Leadership Development Model (LDM), Delphi Technique.*

I. INTRODUCTION

The professional landscape has undergone a significant transformation in recent years, largely driven by the influx of Millennials into key organizational roles. This generation brings with them a different set of values and preferences, such as casual work attire, reliance on mobile devices, and an emphasis on teamwork and open communication. Millennials are not only reshaping traditional norms in the workplace but also prioritizing skills and abilities over long-standing traditions. As they increasingly seek employment in organizations that align with their personal values and aspirations, their strong educational foundation, ambition and adaptability are becoming critical assets for companies looking to thrive in an ever-changing market. This shift is particularly noticeable in state-owned enterprises (SOEs) in sectors such as energy, where the development of leadership models that cater to Millennial preferences is critical to organizational success.

The purpose of this paper is to propose a new Leadership Development Program (LDP) tailored specifically to the unique characteristics of Millennial leaders, particularly in SOEs in the energy sector. As the energy industry faces disruptive changes towards sustainability and digital innovation, developing transformational leaders who can navigate these changes is critical. The proposed framework will integrate the Assessment, Challenge, and Support (ACS) model, which focuses on individual leader growth, and the Direction, Alignment, and Commitment (DAC) model, which ensures organizational alignment with strategic goals [1][2].

Ultimately, the proposed framework aims to bridge the gap in current leadership development practices, ensuring that Millennials are fully prepared to face the challenges of the modern business landscape while aligning their personal values with organizational goals.

II. LITERATURE REVIEW

Learning and Development Models

Learning and Development models play an important role in improving organizational

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performance by providing a structured approach to training and development. Five of the most commonly used models in the business world are the Kirkpatrick Model, ADDIE Model, Kolb's Learning Style Model, Blended Learning, and Gagne's Nine Events of Instruction.

Table I Learning & Development Models

Model	Individual Focus	Team Focus	Result Evaluation	Flexibility	Practical Application
Kirkpatrick (Kirkpatrick & Kirkpatrick, 2016)	Y	N	Y	N	Y
ADDIE (Branch, 2009)	Y	N	Y	N	Y
Kolb (Kolb, 2014)	Y	N	N	Y	Y
Blended Learning (Graham, 2013)	Y	Y	N	Y	Y
Gagne (Gagné et al., 2004)	Y	N	Y	N	Y
ACS (Gupta, 2019)	Y	N	Y	Y	Y
DAC (McChesney et al., 2012)	N	Y	N	Y	Y

Another important framework are The ACS Model (Assessment, Challenge, Support) and the DAC Model (Direction, Alignment, Commitment), while distinct, can be effectively combined to create a holistic approach to leadership development.

The decision to combine the ACS and DAC models into an enhanced framework was driven by the need to address both individual and team-based leadership development. By integrating these models, the framework ensures that leadership growth is balanced, promoting self-development while also aligning leadership actions with the broader organizational goals. The combination of ACS, which focuses on personal growth, with DAC, which emphasizes strategic alignment and team collaboration, provides a holistic approach to leadership development. This allows organizations to cultivate leaders who are not only self-aware and adaptive but also capable of driving their teams toward shared objectives, making it especially effective in dynamic industries such as the energy sector.

III. METHODOLOGY

The research methodology employed for adapting and refining the Leader Development Models (LDMs) for millennial leaders in the energy sector followed a structured, iterative approach that combines traditional leadership frameworks with the modern demands of agility and strategic alignment. Building upon the insights from the gap analysis, the next stage involved Expert Identification and Panel Formation. A diverse panel of experts, including leadership specialists, senior leaders from the energy sector, and millennial representatives, was assembled to provide a wide range of perspectives for the Delphi process.
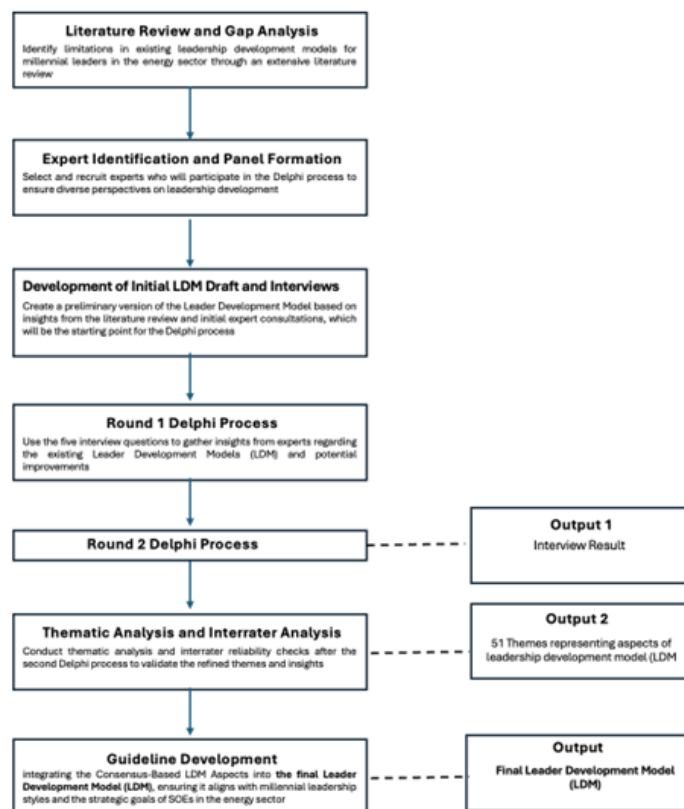

Figure 1 Research Methodology

Data Collection and Analysis

The Delphi technique was chosen for this study due to its effectiveness in exploratory research, especially for developing leadership competency frameworks where pre-existing data is limited [3] [4]. This technique is highly regarded for gathering consensus from expert panels and is often employed when addressing complex issues requiring expert judgment [5]. The expert panel consisted of high-level executives, including directors, vice presidents, and senior managers, all of whom have over 20 to 25 years of experience in the industry (Table II).

Furthermore, to gather rich and contextually relevant qualitative data, the STAR (Situation, Task, Action, Result) interview approach was employed as

the primary method for conducting in-depth interviews.

Table II Participants on Two-Round Delphi Process

	No.	Name	Age	Years Experience	Responsibility Level
Round 1	1	Interviewee No. 1	> 50 year	> 25 years	Director, Commissioner
	2	Interviewee No. 2	> 50 year	> 25 years	CEO, Commissioner
	3	Interviewee No. 3	> 50 year	> 25 years	Director, SVP
	4	Interviewee No. 4	> 50 year	> 25 years	Director, Commissioner
	5	Interviewee No. 5	> 50 year	> 25 years	Director, SVP
	6	Interviewee No. 6	> 50 year	> 25 years	Director, VP
	7	Interviewee No. 7	> 50 year	> 25 years	VP
	8	Interviewee No. 8	> 50 year	> 25 years	VP

	No.	Name	Age	Years Experience	Responsibility Level
Round 2	9	Interviewee No. 9	< 45 year	> 20 years	Director, VP
	10	Interviewee No. 10	< 45 year	> 20 years	VP
	11	Interviewee No. 11	< 45 year	> 20 years	VP
	12	Interviewee No. 12	< 45 year	> 20 years	VP
	13	Interviewee No. 13	< 45 year	> 20 years	Senior Manager
	14	Interviewee No. 14	< 45 year	> 20 years	Senior Manager
	15	Interviewee No. 15	< 45 year	> 20 years	Senior Manager
	16	Interviewee No. 16	< 45 year	> 20 years	Senior Manager

This structured narrative process facilitated the collection of comprehensive data, allowing researchers to delve into individual leadership experiences and competencies as they manifested in real-world contexts. The STAR method has proven invaluable across various fields, including leadership development, where understanding the decision-making process and situational responses is critical. The key interview questions that guided the STAR technique can be seen in Table III.

Table III Interview Questions – Leader Development

No.	Questions
1	Could you describe your experience when participating in the Leader Development Models (LDM) at the company?
2	What are your views on the relevance, adequacy, and effectiveness of the current Leader Development Models (LDM) in facing VUCA conditions?
3	What have you experienced, and what suggestions do you have regarding the Leader Development process for Millennials?
4	What have you experienced, and what suggestions do you have regarding the Leader Development process for Millennials?
5	What are your suggestions for improving the Leader Development Models (LDM) in the new era of the company and their relevance to the company's strategy, vision, and mission?

Each transcript was carefully reviewed and coded to ensure consistency, with NVivo ensuring that key themes were captured accurately and comprehensively. To ensure consistency in coding, each transcript was reviewed by multiple coders. Interrater reliability was calculated using Cohen's Kappa.

IV. FINDINGS AND DISCUSSION

Round 1 Delphi Process

In Round 1 of the Delphi Process, Figure 2 illustrates the most frequently mentioned keywords, with leadership, organization, growth, development, alignment, and support standing out as the most prominent terms.

Figure 2 Word Cloud of Leadership Development

Gap Analysis of Current LDM

This gap analysis focused on identifying mismatches in existing leader development models, particularly regarding strategic alignment and millennial engagement in the energy sector. The traditional LDMs was found to lack the flexibility needed to engage millennial leaders, who prioritize

purpose-driven work, social impact and continuous feedback [6].

Round 2 Delphi Process

In Round 2 of the leadership development evaluation, key aspects of existing LDM were examined, revealing critical gaps that hinder long-term leadership growth and alignment with organizational goals. Table 4 presents a detailed breakdown of these findings, highlighting areas such as the lack of structured support in mentorship programs, gaps in continuous development opportunities, and the insufficient focus on real-world leadership challenges.

Table IV Key Aspects Of Leadership Development

Quotation	Code	Theme
While mentorship programs and peer networks help build strong leadership foundations, the current model lacks structured support for ongoing coaching.	Mentorship Programs, Peer Support Networks	Support
Competency evaluations track growth, but there's a gap in continuous development opportunities and addressing specific skill gaps.	Competency Evaluation, Skill Gap Analysis	Assessment
Challenges in leadership roles help develop leaders, but there's limited focus on structured problem-solving exercises tailored for real-world scenarios.	Leadership Role Challenges, Problem-Solving Exercises	Challenge
Strategic planning is included, but the current model doesn't fully align long-term leadership development with organizational strategy.	Goal Setting, Strategic Planning	Direction
Performance reviews provide insights, yet they lack integration with forward-looking leadership development frameworks.	Performance Review	Assessment
Project-based assignments give hands-on experience, but the current model falls short in providing continuous, varied leadership challenges.	Project-Based Assignments	Challenge
Learning to lead others is emphasized, but there's insufficient focus on self-leadership development in the current model.	Leading Others	Achiever Leader
Global leadership is discussed, but the existing LDM lacks a comprehensive framework for developing leadership with sustainability and purpose at the forefront.	Leading Organization, Leading for a Sustainable Future	Global Leader
Strategic initiatives drive leadership, yet the model fails to account for continuous leadership development in response to market changes.	Strategic Initiatives	Long-Term Strategy
The alignment between leadership development and organizational aspirations is vague, limiting the vision for future leaders.	Organizational Aspirations	Vision
Core values are discussed, but the current LDM doesn't sufficiently integrate them with operational leadership practices.	Core Values	Mission
Resource coordination is necessary, yet the model lacks clear mechanisms for aligning leadership efforts with broader team collaboration.	Resource Coordination	Alignment
Mentors and peer learning partners offer guidance, but the current model doesn't fully leverage these relationships for leadership development.	Mentors, Peer Learning Partners	Developmental Relationships
Feedback-intensive programs help, but the LDM lacks frequent and varied feedback loops to foster continuous leadership improvement.	Feedback-Intensive Programs	Formal Programs
Catalyst leaders step up to lead functions, but the model doesn't focus enough on fostering leadership at multiple levels.	Leading Function	Catalyst Leader
Temporary assignments broaden experience, but the current model doesn't ensure these are integrated into a long-term leadership development strategy.	Temporary Assignments	Developmental Assignments
Action learning projects offer practical skills, yet they are not sufficiently aligned with broader leadership goals in the current model.	Action Learning Projects	Developmental Assignments
360-degree feedback provides perspectives, but the feedback is not consistently incorporated into leadership growth plans.	360-Degree Feedback	Feedback Processes
Job rotations help leaders gain varied experience, yet the model lacks follow-up mechanisms to ensure this experience translates into leadership development.	Job Rotations	Developmental Assignments
Formal education, such as university programs and skill training, is available, but the current LDM doesn't integrate these with practical leadership opportunities.	University Programs, Skill Training	Formal Programs

Code Categorization

The key themes were organized into a hierarchical chart to visually represent the relationships between each theme and sub-theme, illustrating how different aspects are interconnected (Figure 3). This chart not only serves as a tool to highlight the structure of the analysis but also provides a clear depiction of the layered nature of insights derived from the interviews [7].
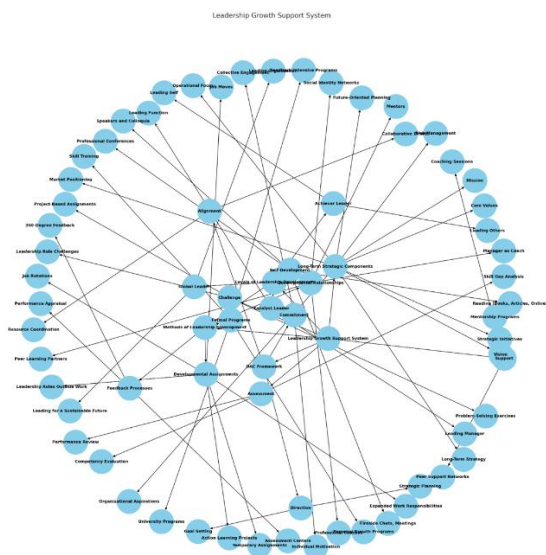

Figure 3 Leadership Development Hierarchy Chart
(adopted from Li & Zhang, 2022)

In this study, the concept of Inter-Rater Reliability (IRR) is emphasized, drawing from primary sources that highlight the importance of IRR in ensuring consistency among raters when assessing research subjects [8]. The following table presents the results of the inter-rater agreement for the LDM aspects, illustrating the level of consensus among the raters in evaluating key leadership competencies and ensuring the reliability of the overall framework (Table V).

Table V Interrater Result

LDM Aspect	Theme	Code	P1	P2	P3	Agreement (%)
Leadership Growth Support System	Assessment	Competency Evaluation	81,1	84,2	77,4	80,9
		Performance Review	78,13	77,21	76,23	77,2
		Skill Gap Analysis	86,47	85,79	77,58	83,3

LDM Aspect	Theme	Code	P1	P2	P3	Agreement (%)
	Challenge	Problem-Solving Exercises	86,39	78,89	81,18	82,2
		Project-Based Assignments	81,4	83,81	84,03	83,1
		Leadership Role Challenges	83,76	81,72	79,21	81,6
	Support	Mentorship Programs	85,24	75,15	83,89	81,4
		Peer Support Networks	78,17	84,26	81,35	81,3
		Coaching Sessions	85,33	77,77	79,08	80,7
Levels of Leadership Development	Achiever Leader	Leading Self	75,29	81,04	78,61	78,3
		Leading Others	86,42	85,71	79,14	83,8
	Catalyst Leader	Leading Manager	76,03	78,01	83,18	79,1
		Leading Function	81,4	85,62	84,88	84,0
	Global Leader	Leading Organization	76,11	81,36	83,52	80,3
		Leading for a Sustainable Future	84,5	76,25	82,19	81,0
Methods of Leadership Development	Developmental Relationships	Mentors	83,89	82,35	77,05	81,1
		Professional Coaches	76,2	77,32	78,22	77,2
		Manager as Coach	76,27	83,49	82,76	80,8
		Peer Learning Partners	78,7	82,1	80,66	80,5
		Social Identity Networks	78,73	86,01	80,75	81,8
		Communities of Practice	82,14	85,33	82,74	83,4
	Developmental Assignments	Job Moves	77,55	78,37	75,05	77,0
		Job Rotations	85,14	85,52	76,27	82,3
		Expanded Work Responsibilities	83,99	86,47	79,61	83,4
		Temporary Assignments	79,74	81,54	85,82	82,4
		Action Learning Projects	78,33	78,69	79,53	78,9

LDM Aspect	Theme	Code	P1	P2	P3	Agreement (%)
		Leadership Roles Outside Work	78,96	82,97	79,02	80,3
	Feedback Processes	Performance Appraisal	81,59	84,73	75,48	80,6
		360-Degree Feedback	75,3	81,72	79,11	78,7
		Assessment Center	85,72	86,34	76,36	82,8
	Formal Programs	University Programs	80,27	82,87	85,59	82,9
		Skill Training	80,02	75,49	78,64	78,1
		Feedback-Intensive Programs	84,92	83,81	86,97	85,2
		Personal Growth Programs	76,52	76,92	78,35	77,3
	Self-Development	Reading (Books, Articles, Online)	85,71	86,79	81,71	84,7
		Speakers and Colloquia	85,29	83,29	76,11	81,6
		Professional Conferences	84,52	86,85	81,9	84,4
		Fireside Chats, Meetings	80,81	83	80,88	81,6
DAC Framework	Direction	Goal Setting	75,75	85,03	84,32	81,7
		Strategic Planning	79,28	77,55	85,58	80,8
	Alignment	Resource Coordination	78,28	83,1	77,57	79,7
		Collaborative Efforts	80,7	80,32	83,88	81,6
	Commitment	Individual Motivation	80,05	76,49	77,39	78,0
		Collective Engagement	79,58	86,14	85,33	83,7
Long-Term Strategic Components	Long-Term Strategy	Strategic Initiatives	82,31	77,18	85,08	81,5
		Market Positioning	80,76	75,14	83,89	79,9
		Risk Management	76,64	81,48	82,42	80,2
	Vision	Future-Oriented Planning	85,45	78,19	81,53	81,7
		Organizational Aspirations	80,83	86,99	86,5	84,8
	Mission	Core Values	81,99	76,76	83,64	80,8

LDM Aspect	Theme	Code	P1	P2	P3	Agreement (%)
		Operational Focus	84,73	86,54	82,55	84,6
		Final Agreement				81,25

The coding analysis involved assessing several themes related to leadership development, support, and performance across various categories. The agreement between coders (P1, P2, and P3) was generally high, with most codes reaching a 100% agreement, such as in "Skills assessment," "Leading self," and "Mentorship programs." A few areas, such as "Performance review," "Coaching sessions," and "Collective engagement," showed slight discrepancies, leading to partial agreement rates of 85% or 90%. Despite these variations, the overall agreement remained strong, with an overall agreement rate of 81.165%, indicating consistent and reliable coding across the evaluated themes.

Conceptual Framework

The conceptual framework builds upon the findings from the interrater analysis, seamlessly integrating the key aspects of the Leader Development Model (LDM) into a structured approach for leadership growth. The identified aspects, such as Strategic Thinking, Leadership Agility, and Emotional Intelligence, align with the core elements of the Leadership Growth Support System, which emphasizes Assessment, Challenge, and Support. These aspects evolve as leaders progress through different levels of development, from Achiever Leader to Global Leader, reflecting their increasing responsibility and influence within the organization. The framework also highlights various Methods of Leadership Development, including Developmental Assignments and Feedback Processes, which directly nurture the identified LDM aspects. Additionally, the foundation of Direction, Alignment, and Commitment (DAC) ensures that leadership actions remain strategically aligned with the organization's long-term goals, reinforcing the importance of elements like Stakeholder Engagement and Change Management. The following conceptual framework visually synthesizes these elements, providing a roadmap for effective leadership development tailored to the evolving needs of the energy sector.
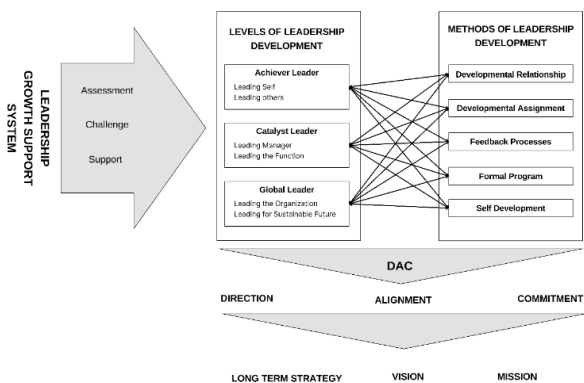
Figure 4 The conceptual framework integrating the key aspects of the Leader Development Model (LDM) into a structured approach for leadership growth

The Leadership Growth Support System is the cornerstone of the conceptual framework, emphasizing the essential elements of Assessment, Challenge, and Support. These three pillars serve as the foundation for leadership development, ensuring that leaders are evaluated on their current capabilities, exposed to new and challenging environments, and receive the support needed to grow. This approach helps leaders to address real-world challenges and develop the skills needed for sustainable growth.

At the heart of the framework are the Leadership Development Levels, which categorize leadership into three distinct tiers: Outstanding Leaders, Catalytic Leaders, and Global Leaders. These levels correspond to different stages of leadership responsibility and influence within an organization. Achiever Leaders focus on leading themselves and small teams, ensuring that personal leadership skills are developed. Catalyst Leaders step into managerial roles, responsible for leading teams and driving functional performance. Finally, Global Leaders represent the highest level of leadership, where individuals are responsible for guiding the organization as a whole and ensuring its long-term success.

The framework also emphasizes the importance of Leadership Development Methods, which include Development Relationships, Development Assignments, Feedback Processes, Formal Programs, and Self-Development. These methods give leaders the tools and experiences they need to develop. Development Relationships, such as mentorship, help leaders gain insights from experienced professionals. Similarly, Developmental Assignments expose leaders to challenging situations that require them to apply their skills in real-time, thus fostering resilience and adaptability. The feedback process provides continuous learning opportunities, allowing leaders to reflect on their actions and make improvements. Formal programs, such as structured leadership training, offer leaders a more organized environment

to learn. Lastly, Self-Development encourages leaders to take ownership of their own growth,

The foundation of the framework is the Direction, Alignment, and Commitment (DAC) model, which ensures that leadership development is aligned with the organization's overall strategy, vision, and mission. The Direction aspect ensures that leaders are focused on long-term goals and have clarity about the path forward. Alignment focuses on ensuring that the actions and decisions of leaders are aligned with the values and goals of the organization. Finally, Commitment highlights the need for leaders to be dedicated to the organization's mission, ensuring that they remain focused on achieving long-term success.

The Long-term Strategy, Vision, and Mission component underscores the framework's focus on organizational sustainability and growth. This element ensures that leaders are not only effective in the short term, but are also able to guide the organization towards a sustainable future. In summary, this conceptual framework integrates the Leadership Growth Support System, Leadership Development Levels, Leadership Development Methods, and the DAC model to form a cohesive approach to leadership development. The framework ensures that leaders not only grow personally but are also aligned with the organization's broader goals of long-term sustainability and success. By integrating real-world challenges, feedback mechanisms, and developmental relationships, the framework provides a roadmap for cultivating effective leadership in industries like energy, which are undergoing rapid transformation.

The Leadership Growth Support System, which consists of Assessment, Challenge and Support, is an important cornerstone in this framework. This finding is in line with the Assess, Challenge, Support (ACS) model which emphasizes the importance of assessing leaders' strengths and weaknesses, providing challenges to encourage growth, and support to guide them. This approach is particularly relevant to the preference of millennial leaders who tend to develop through experiential learning over traditional training methods [9].

The identified Leadership Development Methods, such as Developmental Relationship, Developmental Assignment, Feedback Processes, Formal Programs and Self-Development, provide a variety of approaches to develop millennial leaders' competencies. This is in line with previous research that emphasizes the importance of mentorship [10], experiential learning [11], and structured development programs to prepare leaders for complex challenges. The DAC (Direction, Alignment, Commitment) model is the foundation of the framework to ensure alignment of leadership development with the organization's strategy, vision and mission. This is crucial in the context of the energy industry, which is undergoing a

transformation towards sustainability and technological innovation [12]. The development of competencies such as agility, resilience and complex problem solving will equip millennial leaders to face the dynamic challenges in the sector [13] [14].

The findings from this study also have important implications for talent management practices in the energy sector. Organizations need to align their recruitment, retention and employee development strategies with the preferences and values of the millennial generation [15]. Creating an organizational culture that supports work-life balance, personal growth and social impact can help attract and retain top millennial talent [16]. The resulting conceptual framework integrates key elements of existing leadership models, such as ACS and DAC, with the specific needs of millennial leaders in the energy sector. This comprehensive approach is expected to maximize the potential of millennial leaders and align their development efforts with the organization's strategic goals for sustainable growth.

V. CONCLUSION

This research presents a comprehensive conceptual framework for developing millennial leaders in the rapidly evolving energy sector. The study's findings underscore the importance of a multifaceted approach to leadership development that aligns with the unique preferences and values of the millennial generation. The Leadership Growth Support System, incorporating Assessment, Challenge, and Support, provides a robust foundation that aligns well with millennials' preference for experiential learning and continuous feedback. The tiered leadership development levels (Achiever, Catalyst, and Global) offer a clear progression path, while diverse Leadership Development Methods provide a flexible toolkit for organizations to tailor their strategies. The integration of the Direction, Alignment, and Commitment (DAC) model ensures that leadership development efforts remain strategically aligned with organizational goals, particularly important in an industry undergoing significant transformation.

This study contributes significantly to talent management practices in the energy sector, offering a roadmap for organizations to cultivate a new generation of leaders equipped to drive sustainable growth and innovation. The framework's emphasis on sustainability, technological innovation, and adaptability addresses the unique challenges faced by the energy sector, preparing millennial leaders to navigate complex, evolving landscapes. By implementing this framework, energy companies can better attract, develop, and retain millennial talent, fostering a leadership pipeline that is both competent and aligned with the industry's future needs. Future research could focus on longitudinal studies to assess the long-term impact of this framework on leadership effectiveness and organizational performance in the energy sector, as well as exploring how this model might be adapted for the upcoming Generation Z workforce.

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