

# Women in Energy 2019

## Shape the future

### May 17, 2019

#### The Royal Netherlands Society of Engineers (KIVI)

Prinsessegracht 23, 2514 AP  
The Hague, The Netherlands





## Program overview

Time	Topic
08:30 - 09:00	Arrival and Registration
09:00 - 09:10	Welcome by host Safiyeh Salehi
09:10 – 09:40	Speech by Marit Brommer
09:40 – 10:10	Speech by Daniel Jeavons
10:10 – 10:25	Coffee break
10:25 – 12:00	Interactive panel discussion with: Marit Brommer, Daniel Jeavons, René Peters, Ellen Kroijmans and Mandy Brussaard Facilitator: Safiyeh Salehi
12:00 – 12:30	Lunch
12:30 – 12:50	Interactive Interlude: People Bingo
12:50 – 14:20	Workshops: 1 <sup>st</sup> session
14:20 – 14:35	Coffee break
14:35 – 16:05	Workshops: 2 <sup>nd</sup> session
16:05 – 16.15	Close out by host
16:15 – 18.00	Networking: Quiz Game and Drinks
Workshops	
<ol style="list-style-type: none"><li>1. Re-discover Your Career Path by Janneke van Baalen</li><li>2. Keeping Up Personal Energy by Yep Trainingen</li><li>3. Dare to Ask: Network with Purpose by Aletta Filippidou</li><li>4. From a Struggling Leader to a Confident Leader by Noa Brume</li><li>5. Change Your Lens by Merlijn Kutsch Lojenga</li></ol>	
<b>Photography: Froukje Vernooij</b> The event photographer will be taking professional portrait photos of participants during the coffee breaks and lunch.	



## FOREWORD Committee

Dear Participants,

Welcome to the sixth edition of the Women in Energy seminar!

With this year's theme "*Shape the future*", we want to focus our attention on the ongoing energy transition and digitalization the oil and gas industry embarks on to deliver more sustainable energy businesses and diversify their portfolio, while maintaining leadership position in the energy market.

The oil and gas industry went through substantial changes over the last few years. Significant reductions in the price of renewable energy technologies coupled with a political commitment to reduce CO<sub>2</sub> emissions following the Paris Agreement led to an increased focus from oil and gas majors towards adapting their traditional business models. Renewables are gaining more prominence in the energy mix and the optimization of energy usage has seen an increased deployment of artificial intelligence and cloud technologies.

As companies adapt to the energy transition, employees need to adapt as well. But what does that mean in practice? How should employees in the oil and gas industry look at and plan for the future? Is "cleaner energy" a threat to their employment?

The energy transition and digitalization also impact the ongoing transition towards a more diverse workforce in terms of both skills and D&I as compared to what the industry used to be. Older generation professionals are going into retirement and the industry welcomes a workforce dominated by "millennials", more diverse (more women) and flexible (dual career, informal caregiver) energy professionals driven by purpose. Is this new generation of energy professionals ready to *shape the future*?

These are some of the questions we aim to address during our seminar today. We are honored to welcome among us leaders from government, industry and academia. Truly inspiring speakers who will share their insights and knowledge with us.

We hope you enjoy the seminar and have a great day!

The WIE committee

[Womeninenergy.nl@gmail.com](mailto:Womeninenergy.nl@gmail.com)



## WIE 2019 Committee



**Justyna Przybysz-Jarnut**  
Shell Global Solutions  
International B.V.



**Maartje Struijk**  
TNO



**Maria Norman Novaes**  
Shell International B.V.



**Aletta Filippidou**  
Shell Global Solutions  
International B.V.



## FOREWORD SPE Netherlands Section

Dear Women in Energy attendees,

I grew up a tomboy. I remember that one day I got on the bus with my mom when I was probably about five years old and the bus driver greeted me saying “Hello, young man.” I liked that, because I had made an effort to make my hair look boyish. I share this with you to illustrate that for me it is a big step to be writing a contribution to a Women in Energy booklet.



Other than having a boyish haircut, I don’t remember actually wanting to be a boy, but certainly growing up I have often been more one of the guys than one of the girls, which is convenient working in our male dominated oil, gas and energy industry.

Then I became Chair of SPE Netherlands. And I am no longer a tomboy-turned-woman working in the energy industry, I am suddenly the First Female Chair of the Society of Petroleum Engineers Netherlands. And other women have started to approach me. To confide in me. To share their stories.

It’s because of some of those stories that I want to use this space to raise the topic of Safety for women in energy. I am not talking about using your PPE and doing your offshore training. I am talking about feeling safe to go to work. Feeling safe to speak your mind. Feeling safe to say no. Feeling safe to have a drink with colleagues or clients. Feeling safe to wear what you want. Feeling safe to be a woman.

I think it is important to consider this aspect of safety when we talk about how companies and employees need to adapt. Of course, we need to talk about equal opportunities and about the importance of diverse teams. Of course, we need to address how we can protect an inclusive company culture and empower employees. But the results of these talks can be seriously impaired, if our industry is not safe on all fronts.

When I first attended a WIE event, in 2015, I was hesitant. I wondered whether it was really needed to talk with other women about concerns, hopes and fears. I found out it was and have since encouraged colleagues to attend. Now, as the First Female Chair of SPE NL, I have even more reason to support this event.

Today, you have the opportunity to meet new people, to compare notes, to share ideas and to have fun with a group of very bright people in the industry. I wish all of you, women and men, open and inclusive conversations to shape the future – of a safe industry and of your place in it.

**Femke Perlot-Hoogveen**

Chair Society of Petroleum Engineers – Netherlands Section



## FOREWORD KIVI

Dear participant,

Being a woman today is an opportunity to shape the future. At International Women's Day promising statements have been made like the fact that female DNA contains the ability to connect differing perspectives, to be generous in giving and sharing our talents. These skills are dedicated for the leadership styles of the future. Such as coaching, authenticity, inspirational, agile or grassroots leadership. So, women, what are we waiting for? The NVI embraces this year's Woman In Energy theme. Being a network for female engineers does not imply that we do not have an interest in the ideas, feelings and ambitions of men.



On the contrary! Being an equal part of the broad, pre-dominantly male KIVI network, enables us to share our ambitions and to achieve greater goals by combining our unique strengths. From our point of view, the first step towards gender equality is becoming aware of our individual strengths, to inspire, stimulate and create opportunities for ourselves and to do the same for our peers. We endorse a nuanced discussion, not from the perspective of philanthropy or clemency, but to create the conditions to realize the benefits of diversity and to continue to inspire women and men throughout their careers. Through events like the Women in Energy seminar we hope to achieve this ambition.

The NVI thanks this year's Women in Energy committee, the speakers, panel members and participants for each of your contributions. We wish you an inspiring and fruitful seminar.

**Ciska de Haan**

Chairman NVI, part of KIVI

Network of Female Engineers



## FOREWORD WE Network Shell NL

Dear Energy colleagues,

It is an honour to be a part of the 'Women in Energy' seminar again. This year's theme is very powerful in the times we are in: "Women in Energy: Shape the future".

Energy Transition is the reality we are working in today. We are all aware of the oil and gas journey the past 5 years. We have seen significant reductions in the price of oil, demand for renewable energy technologies, coupled with a political commitment to reduce CO<sub>2</sub> emissions following the Paris Agreement. The fervour that we notice in the demonstrations worldwide for reducing the impact on climate change is growing. We are not avoiding the issue as energy companies. We are trying to change and transform industries and personal lifestyles to a new world. This will take time, but the first steps are already in motion.

We know that new business models are being adopted. Green and renewable energy sources are gaining more prominence in the energy mix. While we gain a critical mass in the green and renewables sectors, optimisation of energy usage is key. Artificial Intelligence and cloud technologies are now part of our lives. The middle class is growing and the demand for appliances, cars, and necessities is not going away. The existing population needs energy. This is maintained by our current energy platforms while new ones grow and can replace the old. Similarly, while we are employed and must maintain processes and compliance, we must also find and invent new ways of working for the future. Employees need to develop and keep up with the new demands by developing relevant skills to maintain their employability.

We as energy professionals are part of this changing energy paradigm. We must look to advance together in our companies in collaboration with others. Inclusive leadership, new skills and quicker adoption of new ways of working, new habits and new patterns are a must as we strive for collective effectiveness. As our working environment keeps changing, we need to reinvent ourselves, find new directions towards our marketability. And we as women in energy need to realise the importance of this opportunity of growth and work hand in hand with our male colleagues to influence the future of work culture, thought process, energy transition and climate change to deliver a world of diverse opportunities and green energy with lower CO<sub>2</sub> emissions for our future generations.

I am delighted that the topic of this year's Women in Energy event is "Women in Energy: Shape the future". The organizing team has lined up a phenomenal program that strives to tackle the dilemmas that underpin the challenges we will face in this journey.

I look forward to this great opportunity to meet, share ideas, and learn together!

**Roberta Pacciani**

President of WE in Shell NL-gender balance means business  
C&P Manager Technology – Shell



## FOREWORD TNO

Dear Participants,

It is a pleasure to welcome you to this year's Women in Energy event. The theme of this year is one very close to my heart and very close to vision of ECN part of TNO. Women in Energy: Shape the future!

The energy transition and the climate goals we must reach are very ambitious. If we want to reach no more than 1,5°C in temperature rise by 2050 a lot of effort and innovation is needed. Every day at ECN part of TNO we work on novel energy concepts and implementation of new technologies that will help to shape our future energy system.

In the end it is our ambition to accelerate the energy transition together with knowledge institutions, companies and the government so that in 2050 the Netherlands and the World will have an energy regime free of CO<sub>2</sub> emissions.

As TNO we also see that working on such an important topic comes with a responsibility. We see the opportunities and advantages of diversity and making sure that everybody within TNO despite their gender or background gets the opportunity to make impact. But we also see that there is a world to be gained if it comes to the number of women bringing their bright ideas and their insights to the energy field. Therefore, we are actively committed to get a better balance within positions at TNO. With Woman@TNO we created a platform empowering women in the organization.

And by being part of this Women in Energy event we want to send the message that we want to work together with you to shape the future, empower women, bring bright minds to this challenge and change our energy system!

I hope you will enjoy the event!

Best regards,

**Soledad van Eijk**

Business Developer  
ECN part of TNO







## FOREWORD EBN

**Energie Beheer Nederland (EBN)** is an energy sector company whose shares are wholly owned by the Dutch State. EBN was founded 55 years ago to represent the Dutch State in the gas and oil industry. Since its foundation, EBN has contributed EUR 300 billion of natural gas revenues.

Today EBN is redirecting its activities towards a sustainable energy system, while making a significant contribution towards society's climate ambitions. EBN welcomes the task of helping to accelerate the energy transition in the Netherlands. To this end, the organization set its own internal transition in motion several years ago to focus increasingly on sustainable energy solutions, such as geothermal energy, CO<sub>2</sub> storage, hydrogen and green gas. Anyone who works for EBN thus makes a direct contribution to the renewal of the energy system in the Netherlands. As ever, the public interest remains our central concern: our work benefits Dutch society as a whole. And safety, sustainability and innovation always come first.

EBN plays a key role in the creation of public-private partnerships in the energy sector. By taking equity stakes in a wide array of companies, EBN has evolved into a highly experienced and financially robust player. Apart from providing capital, we also boast a unique knowledge base, comprising both of in-depth knowledge of the Dutch subsurface and wide-ranging knowledge of the energy system. Through our knowledge, capital and leverage, we can make an active and significant contribution to our sustainable energy system of the future and help to turn society's ambitions into reality.

That is what we do and that is our drive: **Energising the Transition.**



## FOREWORD BAKER HUGHES a GE company

**At BHGE we believe** our company is stronger when the diversity of our employees reflects the customers and people whose lives our technology impacts.

**Our vision** is to create a workplace atmosphere without bias. We work and live in an inclusive environment where all employees are visible, engaged, developed and able to bring their whole authentic selves to work.

This is critical for our business to succeed. Lorenzo Simonelli, president & CEO of BHGE said: "In this environment where disruptive change is the new normal, the ability to look at a situation from different perspectives can help us see around corners and anticipate outcomes... We serve customers in all parts of the world, on virtually every continent. To succeed with our customers, it helps if we look like our customers. It gives us a competitive advantage."

### **Balancing the equation**

Closing the gender gap, especially in technical fields, is an imperative for our business. Without more women in technology and manufacturing, the talent pipeline will not be enough to meet the needs of the energy and software sectors. The promise of the digital-industrial revolution makes the stakes even higher.

BHGE will contribute to Balance the Equation, GE's goal of having 20,000 women to fill STEM roles at GE by 2020. BHGE will also adopt GE's employee programs and benefits that make it easier for women and working parents to balance their careers and families, including flexible work options and a permissive approach to time off.

At BHGE women can find resources to advance and grow, develop their skills and empower each other across the entire span of their careers. Strategic partnerships with universities and other organizations attract more women to BHGE's leadership development programs. We foster new ways to mentor and coach women to fuel future technical career paths, building a leadership culture that addresses unconscious bias and attracts and retains the best and brightest female talent.



## HOST: Safiyeh Salehi Mobarakeh

### Safiyeh Salehi Mobarakeh

#### Conference moderator & public speaker

Safiyeh has moderated high-level energy related conferences where she introduced and interviewed leaders of state, senior government figures and business officials. She is a skilled presenter on energy (transition) matters, having moderated international oil&gas/energy conferences among which two notable technical sessions at the renowned Offshore Energy Exhibition & Conference (OEEC) in Amsterdam. Safiyeh also acts as public speaker, of which her talk at TEDx Marrakesh (March 2019) is a recent example.



#### MENA-NL Liaison

Being an intercultural connector with a passion for identifying synergies, Safiyeh specialises in liaising between The Netherlands and the Middle East. In her capacity of business consultant, Safiyeh guided Dutch offshore companies on exploring and entering the Iranian Oil&Gas market during the post-sanctions period (2016-2018).

As MENA-NL liaison Safiyeh currently advises social impact innovation, blockchain & cyber security organisations and multi-stakeholder initiatives on enhancing (business) relations between the Netherlands and the MENA region. Her diverse background allows her to manoeuvre effortlessly between Dutch, Persian and Arab cultural contexts.

**Co-Founder ZINC Foundation** – Zero Invisible Children, Digital Identities through blockchain technology “Turning invisible children into invincible ones”

As co-founder and Chair of the Board of ZINC Foundation Safiyeh aims to raise awareness for the 290 million invisible children worldwide and provide these children with resilient digital identities through blockchain technology. Safiyeh acts as ZINC Foundation’s spokesperson and ambassador, combining her extensive relevant network, liaison qualities and public speaking background to generate awareness and create sustainable partnerships for the foundation.

[www.safiyeh.nl](http://www.safiyeh.nl)

<https://www.linkedin.com/in/safiyehsalehimobarakeh>

<https://zinc.foundation/>

**“Shaping a future in which diversity is the new standard requires a shift in paradigms; an inevitable transition that will impact the lives of generations to come. By letting my voice be heard I aim to contribute to a new definition of diverse and inclusive leadership.”**

Safiyeh Salehi Mobarakeh



## SPEAKER: Marit Brommer

### **Marit Brommer**

#### **Executive Director of the International Geothermal Association (IGA)**

Marit took her seat in April 2017 coming from the Oil and Gas sector with a decade of experience in technology deployment and geoscience portfolio management. Marit is a passionate geologist with a Masters from the Free University in Amsterdam and a PhD from TUDelft. She is dedicated to transition the IGA into a professional body renowned for its geothermal expertise, networking opportunities and global presence. In addition, she is keen to strengthen the activities with Renewables Energy partners with a commitment to make Geothermal Energy play a substantial part in the future Energy Mix.



**“Until we have reached real equality in the workforce, as a woman you have to learn the rules of the game, accept that there are (un)conscious biases, adapt to them, and continue to set your own goals and ambitions regardless of what your cultural context predicts (for) you.”**





## SPEAKER: Daniel Jeavons

### **Daniel Jeavons**

#### **General Manager Data Science, Shell Global Solutions UK**

Dan has led the multi-award winning Data Science Centre of Excellence (CoE) at Shell group (Shell) since its inception in 2013 and has grown the team to about 130 individuals. The team is now part of Shell's Technology organisation and is accountable for shaping a significant part of Shell's digitalisation agenda focussed on artificial intelligence under the banner of **Shell.ai** ([www.shell.ai](http://www.shell.ai)). In 2018, the CoE was recognised externally, receiving the Hackett Group Digital Analytics Award for its pioneering work in the areas of machine learning and artificial intelligence.



The work of the CoE on projects such as autonomous well drilling, machine vision, predictive maintenance, smart charging and seismic data processing has been referenced in a series of high-profile articles published by Forbes, the Economist, the Wall Street Journal and the Financial Times.

Dan has been a significant contributor to the development of Shell's digital and data platforms and has been recognised as one of the top 50 data leaders in the UK. In the same year, he was shortlisted for a Supernova Constellation award. He is a regular keynote speaker - most recently at Spark Summit in the UK in 2018, and C3 Transform in San Francisco.

Dan is passionate about the impact artificial intelligence can have in the energy transition. He is married to Anne (a barrister) whom he met at university, and has 2 children, Joshua and Isaac. He enjoys travelling, scuba diving and is a keen guitarist. He enjoys being able to apply expertise acquired within Shell in a charitable context.



## PANELIST: Mandy Brussaard

**Mandy Brussaard**  
**Senior Management Consultant Energy**  
**BMC – Yacht Group**

Mandy is a senior management consultant with a solid track record in the public sector. She is especially effective in the field of road and waterworks, sustainable energy, real estate and civil engineering. Mandy is experienced in local, regional and national economic, spatial and sustainability issues and able to translate and implement these issues into substantiated programs of action. In the past 20 years she worked for 20+ municipalities, knowledge institutions and companies.

For more than 15 years Mandy translates national issues (such as implementation of administrative mergers, the introduction of the Environmental Code and sustainability/energy transition) into practical solutions at the local and regional level.

Mandy makes cross connections between current themes and local and regional administrative agendas and she knows how to commit various parties to this, whereby each party takes responsibility as an equal partner. Mandy has worked with various regional assignments which have been tackled effectively and successfully through programmatic collaboration.

Mandy is experienced with sustainability programs ranging from constructed living environments (climate adaptation, energy saving, heat supply) to electricity (generation and infrastructure).



**“The energy transition means transformation of the socioeconomic system. For this to happen we need better decision making by refreshed leadership consisting of all genders, origins and backgrounds.”**



## PANELIST: René Peters

### **René Peters**

#### **Business Director Gas Technology at TNO**

René is responsible for innovation in gas at TNO, the Research and Technology Organisation of the Netherlands ([www.tno.nl](http://www.tno.nl)). This includes research on production of gas, gas transport and storage, biogas, LNG and hydrogen. He is leading the North Sea Energy program of system integration in offshore energy ([www.north-sea-energy.eu](http://www.north-sea-energy.eu)). He received his PhD degree from the Eindhoven University of Technology in 1993. He started his career at Shell Research (1993 – 1998), after which he took on several technical, commercial and managerial positions at TNO since 1999.



His current position is Director Gas Technology, where he is also managing the Dutch National Innovation Program on Geo Energy. Peters is a chairman of the European Forum on Reciprocating compressors ([www.recip.org](http://www.recip.org)) and he is leading the EERA Joint Program on Gas in Transition since 2013. He is an advisor to the Dutch Government as a member of the “council of experts” for the Ministry of Economic Affairs, and he is a board member of the IRO branch organization for the supply industry for offshore oil and gas and renewable industry since 2016.

In his current role in TNO, René is working on Orchestrating Innovation, i.e. setting up public-private partnerships in innovation in order to accelerate the energy transition. In these consortia, private companies and public organisations are working together with knowledge institutes and universities on long term mission oriented innovation programs.

One example of such a program is the North Sea Energy program ([www.north-sea-energy.eu](http://www.north-sea-energy.eu)) in which 23 organisations are collaborating on system integration of offshore wind and offshore oil and gas in the North Sea to grasp opportunities for reuse of existing infrastructure for CO<sub>2</sub> storage and hydrogen production.

Contact:

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Twitter: @renepeters

LinkedIn: <https://nl.linkedin.com/pub/rene-peters/4/b59/64a>



## PANELIST: Ellen Kroijmans

### **Ellen Kroijmans**

**Director of Global Project Office at SBM Offshore**

**General Manager of the SBM Offshore Schiedam Office**

Ellen was born in Monaco from Dutch parents, which allowed her to be bilingual in French and Dutch.

Ellen started her career with SBM Offshore more than 18 years ago in the Monaco Office where she fulfilled project manager roles for 15 years, being responsible for the execution of Deep Water Buoys, Turrets and complex FPSO EPC projects. During this period, she was expatriated to EMEA and continued to travel within West Africa, the Pacific Rim and South America.

During 2016, Ellen was appointed the General Manager of the SBM Offshore Schiedam Project Office and settled, with her two daughters and husband, in the Netherlands.

Subsequently, Ellen's responsibilities were extended to the Global SBM Offshore project community, where she became accountable for the overall performance, processes and tools including the Kuala Lumpur, Schiedam, Monaco and Houston offices.

In the current Energy & Digitalization transition, people development, job evolution and performance are topics Ellen is dealing with on a daily basis.



*Ellen is a strong advocate that diversity, culture and gender, is fundamental for a strong organization within our industry. Women are crucial to the success of any organization, however attracting women within the energy industry remains a challenge.*

*In addition, Ellen believes we must listen to the younger generations who have a different approach and view towards employability. A healthy Work/Life balance is becoming increasingly more important. In addition, Younger generations can offer innovative ways of thinking adding value to our Transition and Digitalization.*





## WORKSHOP: Re-discover Your Career Path

### Janneke van Baalen

Given the energy transition, your working environment will probably change. You will have to reinvent yourself, move in a different direction, which could range from a small shift in your role, your work field or your responsibilities, to a big change implying a total career change.

In any case, whether it involves big or small adjustments, you will have to prepare yourself for the future.

This workshop is an invitation to re-discover yourself, to grow and to move in a direction which truly suits you. In this process an important question might pop up: What kind of work makes you happy?

Quite often, people have thought this question through, but still do not find their answer because their heart and head tell them different things. Can you stay connected with yourself and feel what is the right direction for you?

To help you a bit, this one big question can be divided into three smaller ones, which are the typical basis of a career quest:

1. Who am I?
2. What do I want?
3. What am I good at?

Even smaller sub questions could be: What are my values? What gives me energy? And what drains my energy? What are my preferences? What are my passions? What are my competences? What are my points for development? What type of person am I and what kind of working environment would suit me?

In this workshop, I will give you an idea of how a path towards career development might look like, and we will approach two of these questions to help you get started with your quest: What gives me energy? And what drains my energy?





## WORKSHOP: Keeping Up Personal Energy

**Yep Trainingen, Sarah van der Vlerk**

I am excited to facilitate two workshops at the WIE Seminar 2019! Join the stress workshop if any of the following statements reflect how you feel:

"I'm lacking energy to do fun things after work."

"I sometimes feel there aren't enough hours in a day."

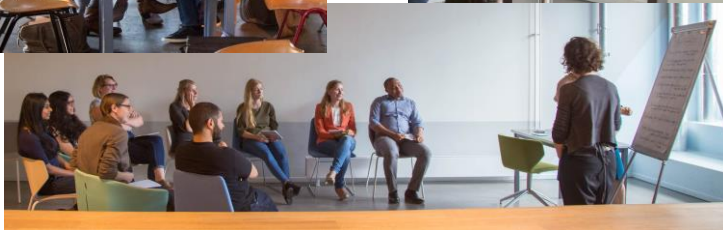
"I have inconsistent sleep patterns."

"It can be hard to find a balance in combining work life, social life and family life."

"I worry about not meeting deadlines."

"I think everybody feels stressed out from time to time."

At the end of the workshop, you will have more tools in dealing with stress and you will be one step closer to a more balanced lifestyle and experiencing more flow in your work.



**Yep Trainingen** is a training agency that helps young professionals thrive in their work environment. We provide tailored Talent Programs, workshops and training sessions that improve personal and professional efficiency. This includes subjects as communication, presentation, teamwork, co-creation and time management.



## WORKSHOP: Dare to Ask: Network with Purpose

### Aletta Filippidou

How effective is your network right now?

Who can support you to achieve your goal, whatever that may be?

What can you do to stop dreading going to a professional event and feeling “obliged to network”?

Understanding your current network, building it solid and maintaining it, is an essential skill in a professional environment. Research shows that there are cultural, personality- and gender-specific differences in the way we meet, engage and build professional relationships with people.

In this practical and interactive workshop we will establish an understanding about the value and power of your current network by mapping it. You will learn how to further build it and maintain it. You will also learn a range of personality- and purpose- dependent ways to make contact with others and how to successfully promote yourself and your goal while maintaining your values and authenticity. With a bit of wit and lots of energy, this workshop is meant to give you real-life tips that work and challenge the way you think about networking.



#### Target audience:

This workshop is intended for anyone who wants to deal with their network more: effectively, efficiently, comfortably. No previous expertise nor a specific background is required.

### Aletta Filippidou

A Germany-born, Greece-raised, Aletta, who has worked in 5 countries and travelled 40 more on all continents, knows a couple of tricks when it comes to meeting and connecting (with) people.

Aletta has a PhD in Geophysics, has been working on Shell projects for 15+ years and has been on several boards. She is the cofounder of a pro-bono boutique coaching and mentoring group as well as cofounder of a platform that promotes gender diversity in decision making positions to enable energy transition.



## WORKSHOP: From a Struggling Leader, to a Confident Leader

### Noa Brume

#### **From a struggling leader, to a confident leader:**

#### **The things you can do to become a liked leader who loves to lead.**

Women can be great leaders. So why do so many of us refrain to be seen as leaders, or when we do, don't feel comfortable in our "leader shoes"?

There's an explanation and a solution to that, says our guest-trainer Noa Brume. In this interactive and inspiring workshop, Noa will explain what to look for and what to connect to when in a position of leadership and how to connect to the leader inside us.

We will each end up with our personal and unique "picture" of the things we each should focus on when leading, so if we ever question ourselves or our leadership, we can quickly refocus and reconnect.



**Noa Brume** is a trainer and coach, and fascinating public speaker, who has given training in various international settings like TEDx, the UN, Shell, IKEA and more.

Noa has the ability to engage her audience and inspire them. Her lectures and workshops are filled with stories, real examples and humour, and are authentic, educational and empowering.

Noa realised early in her life that she's a leader: The kind who speaks up her mind and starts small revolutions which lead to big changes. Although she never dreamt of being an entrepreneur, after years of teaching the profession of Coaching and Counselling, she recently opened the ICCI: her own International Coaching and Counselling Institute; a home for professional helpers and those who wish to become one. She sees helping people to become professional helpers who then empower others and help reduce suffering in this world as her mission.

Her website: [www.NBmove.com](http://www.NBmove.com)



## WORKSHOP: Change Your Lens

### Merlijn Kutsch Lojenga

The Energy Industry faces key challenges:

- Global challenges: on the one hand climate change, demographic changes, resource scarcity, shift in global economic power while the demand for energy is ever increasing;
- Business challenges: technological breakthroughs like robotics, (remote) sensing, digitalisation, nano-technology, changed business models;
- Individual challenges: existing jobs are disappearing and/or transforming.



Most traditional companies are too small for the big challenges, and too big for the small challenges. We need to transform our businesses and explore new models. What does this transformation require?

It asks for change makers/innovators: people who are willing to “re-frame their lenses” and to look for opportunities. It asks for an open mind, the courage to step out of the comfort zone and take new actions.

To see the possibilities beyond these challenges, we can benefit from a systemic approach. We give meaning to the world by our own frames and context. Our vision controls our perception and our perception changes our individual and organisational reality. By design, our vision, and hence our organisations, have blind spots. These blind spots are based on our individual and collective habits of thoughts. We can reframe our lens by:

- Trying to understand our individual and organisational daily routines;
- Detecting, accepting and adapting our new environment; and
- Identifying the interests and needs of our stakeholders: seeing our organisational systems as part of the larger whole.

In the workshop we will mainly focus on the first step to change our lens. I will share with you my understanding of individual and organisational “frames” and how they determine our daily actions and blind spots. Via a number of interactive exercises we will explore our own frames and set a first step to see new future possibilities!

**Merlijn Kutsch Lojenga**, Director: Quality & CPI at Fluor, with experience in the Energy industry for 25 years. She cooperated with many local and international organisations and governments. Her career included roles in Supply Chain, Investment Strategies, Project Operations. Merlijn focus on human, team and organisational behaviour and execution processes. Curious to learn. Exploring new perspectives. Loves to experiment. Connect, coach, facilitate, align, listen, observe, and analyse. Driving for results. Transforming from within the system.



Photography: Froukje Vernooij

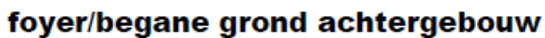
F R O U K J E V E R N O O I J  
F O T O G R A F I E

PORTRAIT AND DOCUMENTARY PHOTOGRAPHY

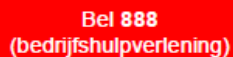
*I look at the beauty and the unique in people, events,  
environment and light. With my photos I try to capture that.*

*[www.froukjevernooi.nl](http://www.froukjevernooi.nl)  
[info@froukjevernooi.nl](mailto:info@froukjevernooi.nl)  
06 19 630 230*





KIVI, Prinsessegracht 23, Den Haag





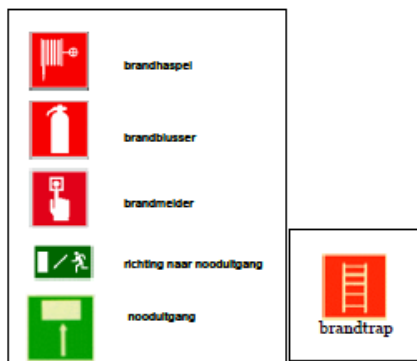


## ESCAPE ROUTES 1 floor



### 1<sup>e</sup> verdieping voorgebouw

KIVI, Prinsessegracht 23, Den Haag



**Bij brand/ongeval:**

**Bel 888**  
(bedrijfshulpverlening)



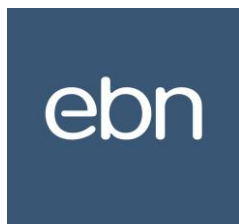
## WIE 2019 Committee Members Wanted

We hope you had an inspiring day and that you have met new and interesting people. Maybe you would like to organize the WIE in 2020? We are looking for volunteers to join the committee.

Please let us know if you are interested at [womeninenergy.nl@gmail.com](mailto:womeninenergy.nl@gmail.com).



Thank you to our Sponsors:





# NOTES



# NOTES



# NOTES



## NOTES

