

Re- establishing Strategic Leadership for a Global Energy Company

Client Needs

Supporting pre-demerger leadership talent hiring through a consolidated Strategy, Sustainability & CEO's Office mandate

A global energy major, following the decision of a demerger from its parent conglomerate, sought to reintroduce a strategic leadership role — *Head of Strategy, Sustainability & CEO's Office* — reporting directly to the MD. The role had been previously decentralized, but with the need to sharpen India's strategic direction, ESG alignment, and innovation, the company reinstated it to bring cohesion across business units. The aim was to provide dedicated support to the MD & CHRO in steering the organization through transformation and growth.

Taplow Solution

Taplow India led a robust Executive Search process within India, mapping leadership talent with expertise across corporate strategy, exposure to the Energy sector, and to driving sustainability agendas. We pursued a cross-sectoral approach targeting candidates from:

- Core and adjacent energy sectors (especially transmission)
- Management consulting professionals with deep exposure to energy sector projects
- Conglomerates with integrated Sustainability and Strategy & Transformation functions

The search required balancing multiple skillsets — strategy, sustainability, PMO, and executive stakeholder management — while also delivering on diversity expectations, which emerged midway through the mandate.

We implemented a four-round screening and assessment model, collaborated closely with HRBP, TA Head, CHRO, and the MD, and kept stakeholders aligned despite evolving role expectations. As candidates understood the expanding scope of the role through discussions, compensation alignment became a challenge. Additional filters such as diversity, location preference (Delhi NCR), sectoral familiarity, and stakeholder gravitas further narrowed the pool.

Recognizing the strategic value of this search for the client, Taplow India simultaneously developed an in-depth **talent trends study** and is authoring a white paper summarizing hiring dynamics across the energy sector for similar leadership roles. These assets were created not just to add value, but to provide clarity for future strategic workforce planning, both for the Client as well as for the sector at large.

Executive Search

Challenges Faced

- Combining skills across strategy, sustainability, CEO office management, and PMO within a single profile
- Finding candidates sector-specific experience with Energy, especially in transmission business and with a strong India content
- Managing compensation expectations in line with the expanded scope of the role
- Navigating multiple internal stakeholder expectations with a high level of confidentiality and rigour

Outcome

We have successfully closed the search after having navigated a demanding set of expectations and changes in scope. To add further value and demonstrate the depth of our work, Taplow has undertaken a comprehensive talent trends study and has developed a white paper analyzing the landscape of leadership talent in the Strategy function within India's Energy sector.

This project not only reflects our core strength in executive search but also showcases our commitment to **thought partnership, market intelligence, and stakeholder alignment**—reinforcing our position as long-term advisors to our clients.

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