

RWE

POWER

LOOKS

GOOD ON YOU

#1 ISSUE

Cultivating  
confidence

Make your presence felt.  
That's very important.

MONICA

Head of Project Delivery, APAC





POWER LOOKS GOOD ON YOU. Monica Liu, Head of Project Delivery APAC, RWE Offshore, Taiwan.

# Pick-up trucks, cultural insights and finding the confidence to speak up.

**Monica Liu** tells us how she continues to forge her own path at RWE.

**Meeting her via the magic of Teams before our in-person shoot, I can already sense Monica is a positive force to be reckoned with. She's eager to share advice that helps aspiring women in the energy sector.**

**Where did you start your journey?**

I completed my graduate programme in Civil Engineering at the University of Toronto. After that, I knew I wanted to go into Construction Management.

I began working in oil and gas, before embarking on my journey in renewables.

**What were your early challenges?**

As a young female Engineer, I had to work extra hard to demonstrate that I knew what I was doing. That I deserved the same respect and treatment as my male colleagues. I had to get used to joining heated discussions, which were common with the rest of the team.





**How did you find the confidence to raise your voice?**

Honestly, the confidence, I mean there was not enough confidence at the beginning! I had to inject confidence in myself. To behave in a way that made me feel empowered.

Especially when it came to discussions, there were huge cultural differences. At meetings I asked myself, "Are they fighting?". For me, because of my Asian upbringing, these impassioned conversations seemed impolite. But delving deeper, I discovered they were always about business. Actually, colleagues in the midst of heated debates would seamlessly transition to sharing beers after work!

**"I had to inject confidence in myself. To behave in a way that made me feel empowered."**

That observation became a very valuable lesson. Even today, I feel I'm a really good observer. It means I get another perspective on situations before responding to them.

**How do you continue to assert yourself?**

There's a powerful talk by Amy Cubby: "Your Body Language May Shape Who

You Are" – and it's played an important role in my career.

I got promoted to Project Manager in a construction project. At that time, I was in my late 20s and five months pregnant. It was a typical North American company, mainly made up of middle-aged white guys. They also had bigger body sizes. I mean, they were BIG. Me showing up on site as a tiny, young Asian woman!? To them, I was like a new graduate.

That's when Amy's presentation helped me. Your body language changes the way you behave and how you're perceived. If you sit in a meeting with your arms crossed, you look tiny. So, you have to expand yourself.

**So, how did you navigate the transition to project manager while pregnant?**

I think personal and professional growth accelerates when we're put into uncomfortable situations. Basically, you don't have another choice, you have to forge ahead.

After I got promoted, the construction site was three hours from my home. But I travelled there every week just to attend our weekly meeting. I even drove a powerful pick-up truck.

**I can imagine you owning your power in a massive truck.**

[Monica laughs]

It was really fun. I enjoyed it.

I was making my presence felt – that was very important. As the team observed my commitment, they acknowledged my competence and authority.



**"If you sit in a meeting with your arms crossed, you look tiny. So, you have to expand yourself."**





**“I want young women facing challenges to know that we have weathered similar experiences. And I want to share my personal journey to inspire and guide them.”**



**Can you tell us about a pivotal moment in your career?**

My turning point was when I assumed larger responsibilities; I realised people were counting on me.

I moved from Toronto to Taipei seven years ago and spearheaded the offshore wind projects for the island. I had to establish a team, overcome cultural barriers, navigate regulations, and manage stakeholders. We started with six and we left with a team of over 85 people from 20 different cultural backgrounds.

**How is bridging cultural gaps important in your role at RWE?**

We're involved in offshore wind projects across over 30 diverse markets – so it's paramount for success. We do it in lots of different ways. We have cultural sensitivity training, interactive workshops, exchange programs, and even a buddy system.

**How do you use cultural insights to make a business impact?**

That's actually my new role at RWE. It's something I'm very proud of. We didn't have a role for it previously, but we began to see the supply chain bottleneck in Europe – so we were forced to look at the Asian market. I thought “This is something I could do,” because of my background and experience. So, I pitched the role to our leaders, and they all came on board.



## “I see RWE as more than an employer – I see it as a partner in my ongoing journey of growth, self-discovery, and meaningful contributions.”

### Tell us about your role as a mentor.

I've been a mentor for many in Taiwan, especially female mentees. Because some of the challenges I faced were from being a visible cultural minority, but other issues that seemed significant weren't as daunting in hindsight.

Part of my job is to create a secure environment, so my team share their thoughts willingly. It's good to remind myself "What was I thinking when I was that age?", "What do they need?"

I want young women facing challenges to know that we have weathered similar experiences. And I want to share my personal journey to inspire and guide them.

### How do you help others speak up?

I back them in taking the stage, ensuring their voice is seen and recognised – not just within our company but the broader community. This helps them gain confidence, and it underscores our commitment to diversity.

### How did it feel to be named on the Women's Power list?

The truth is it felt fantastic!

Also, I want to expose some of my vulnerabilities. At the time, I was experiencing a difficult period.

My five-year project had entered a new stage. I had a diminishing sense of visibility, and my voice seemed muted.

And then recognition came at that moment. It was a powerful validation from the industry.

A boost of courage, precisely when I needed it most!

It wasn't just a professional accolade, but a personal one. I'm a mother of two girls, eight and ten years old. When I moved to Taiwan, they were just one and three. In those years, I sacrificed a lot. I was always travelling, always working and I didn't spend much time with my family. But I wanted to be their role model – so that has been a driving force in my career. Being listed provided the tangible evidence that staying true to my values leads to impactful recognition.

### How has RWE helped you further your goals?

RWE has played a pivotal role in shaping my career. Everything RWE does aligns with my commitment to being a role model for my two daughters. What's more, the company's dedication to Diversity Equity and Inclusion has helped me make a real difference in the sector.



## “Everything RWE does aligns with my commitment to being a role model for my two daughters.”

The expected way to end this interview would be to say: “Who knows where the wind industry will take Monica next?”. But Monica is far from expected. She is the powerful force behind her career journey, and she decides where it will go. We know she'll continue to forge her own path at RWE, using her unique skills to empower more talented voices like hers.