

KETS DE VRIES INSTITUTE

Leadership Interventions: Energy Sector

Client 1: A leading energy company

- Background** An integrated energy company with 6000+ employees. The Head of Production was heading the biggest project in the company which involved partnering up with other organisations in the US and China. He had put together a new team which comprised mostly of new members from the US and Chinese partner organisations, along with a couple of members of his old team. KDVI was contacted to help in team development and alignment.
- Objectives** To help align members of the team so that they could function as a high performing team in order to meet the project's objectives, which had to be fulfilled in two years.
- Format** Three interventions, one with the Head of Production's old team and two with the new team of between 10-11 senior leaders. Each intervention followed a two-module 360° feedback and group coaching approach and was delivered by 2 KDVI Faculty.
- Process** The GELI, PA™ and Leadership Audit were used as preparatory instruments, the latter to identify challenges in their way of working together and their role as a leader and as part of a team. The first day started with a half day of lectures and discussions, leadership exercise, self portrait, introduction to 360° feedback and receiving their feedback reports. This was followed by 2 full days of group coaching and a half-day to draft a commitment to individual action plan.
- The second module took place 6 months later with a follow up using the LAQ™ as well as an examination of organisational culture and high performance organisation. This culminated with a follow up with HR person and Head of Production on workshop outcomes.
- Outcomes** The coaching facilitated *team alignment* and contributed to the *completion of the project* in time and meeting of its objectives. Following KDVI's intervention, a more *systematic leadership development programme* is now under development.

Client 2: An independent oil and gas exploration company

- Background* An independent oil and gas exploration company with 1300+ employees. One of the KDVI coaches had an ongoing coaching relationship with the CEO. Through their coaching conversations, issues related to the top management team emerged. A decision was made to provide a group coaching intervention to the top management team.
- Objectives* The goals, as identified by the CEO, were to give attention to individual top management team members, build group dynamics so they could become more effective as a team, and build a feedback culture within the team so they could more easily access and communicate with each other.
- Format* A single intervention involving a two-module group coaching intervention with the top team conducted by 1 KDVI Faculty member.
- Process* The top team was taken to a remote location in order to provide a space for them to reflect outside their everyday working lives. The workshop started with a discussion on individual leadership; what each of them wanted to do as a leader. Group coaching was conducted with KDVI's proprietary instruments (GELI), with each individual spending a couple of hours in the "hot seat" in a deep discussion of their leadership behaviours and challenges. Although there was no formal action plan at the end, each leader had to commit to themselves and to the team to change something in their behavioural repertoire.
- A 2nd module served as a follow up to previous commitments as well as an exploration of team dynamics using the LAQ™.
- Outcomes* The intervention resulted in the top management team knowing one another more deeply, developing thicker relationships, improving the ability to talk more candidly and courageously with each other, allowing them to call each other out on things and to have difficult conversations, improved individual and team effectiveness and helped the CEO to understand team and individuals better as well as provided others an in-depth look at other members of the team.