



facilitators of organisational and personal transformation

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Leadership Development

Industry

- Oil and Gas Upstream and Downstream
- Global Oil and Gas Company

Category

- Training and development
- Supervisor and management training

By-line

The good oil on training

Context-Background

A long and successful partnership began in 1980 with this oil and gas business in Australia and grew into a global relationship based on the successful outcome of a feasibility study undertaken for the coal and syn fuels divisions on the Rundle Oil Shale project.

The entrée to the broader business came via the opportunity to conduct an audit of the production facilities in Victoria. The findings clearly demonstrated to the executive GM - production that the front line production and maintenance supervisors, the second level senior supervisors, platform supervisors, plant supervisors, superintendent level supervisors and managers were under equipped to lead and manage multi disciplinary teams and million dollar assets.

The Challenge

Design and develop supervisor development programs for supervisors, senior production and maintenance supervisors, platform supervisors, petroleum engineers and superintendents which would develop the organisation's leaders.

Design and develop management development programs for middle managers up to GM level, divisional manager and senior technical or function manager level for all Australian based staff and expats for upstream and downstream business.

The audience group had a reputation for aggressive rejection of theory based classroom programs and intolerance for time wasting and formal education.

Most supervisors had a trade or technical background and had learned on the job through off shore 'maverick' oil and gas operators.

Proud, down to earth and practical, they proved to be outstanding leaders and today populate the middle to senior management ranks of many global operating oil and gas companies

The Keogh Approach

- Participative design including focus groups and onsite interviews with potential participants and their managers
- Utilisation of a 36 variable SPQ - supervisors practices questionnaire that gave



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each participant a 360° view of feedback from their peers, boss and team

- Application of the 'bell curve' model to the selection of existing talent and high potentials

- Engagement in pre-work and post work program

follow up with the immediate manager

- Participation in the supervisor development program was linked to career development and global deployment program as a prerequisite for advancement

- The training and development of 16 internal line managers to co facilitate and lead the delivery of the supervisor development program

- Staffing of the supervisor development program consisted of two internal trainers and managers and one Keogh Consulting trainer/facilitator

- Use of experiential exercises and activities to bring the training to life and provide a practical forum for skilled application

- Team based activities and a program matched to the shift hours and off shore operating conditions

The Results

Throughout 1981 to 1993, programs were conducted 2 to 6 times annually with formal recognition for all graduating participants.

The program was so successful it produced complementary programs for the chemical, coal and minerals divisions.

Participants from all programs requested further and advanced training and were promoted.

The programs developed included

- Supervisor development and advanced supervisor development programs at superintendent level

- Management development programs at divisional and general management level

Today graduates from these programs are in leadership roles throughout oil and gas, coal, chemical and mineral businesses and maintain close knit alumni.