



case study

Shell manufacturing services



Programme Title:

Project Pace - Transformational Leadership Development Programme.

Organisational Context:

Working with Shell and its West African Client to help develop the transformational leadership behaviours required to support a major change programme being implemented across the business.

The existing business and operational environments were not conducive to exploiting the opportunities available within a newly deregulated market.

Multiple change projects across the whole business began in May 2004. These projects aimed to transform particular parts of the business in order better exploit these new market conditions.

Mission was brought in as a specialist leadership development organisation to design and deliver a series of leadership and coaching workshops across the business.

Sample business issues:

- Missions brief was to support the behavioural changes required of the leaders to initiate and drive the change in all other aspects of change programme
- Sustainable results and real change would not be achieved unless key leader attitudes and behaviours changed
- Traditionally leadership and management positions were seen as self serving and unmeritocratic with little or no attempt by the leaders to neither empower nor inspire their employees
- Missions brief was to help develop these attitudes & behaviours in all leaders in the business.

The solution:

Beginning with detailed design and consultation which included:

- A bespoke leadership 360 survey aligned to key leader attributes defined by the client
- A bespoke 2 day leadership workshop programme
- Advice and consultation on the selection and utilisation of key psychometric profiling tools to be used on the programme
- Bespoke performance management templates to record and manage learning and progress beyond the formal elements of the programme
- A bespoke coaching format designed to support the implementation.

Programme interventions:

- Mission delivered over 10 regional leadership development workshops and 34 regional coaching workshops over a 18 month period for a target audience of over 500 people nationwide

- Mission consultants travelled in excess of 30,000 miles to deliver these programmes.

Programme Content Theoretical Input:

- Mission leadership 360 degree surveys
- Mission's model of LSO „ Leading Self and Others
- Mission's model of High Performance Team Work (CCI)
- Mission's Performance Challenge modules, specifically First Storm: leading through change and crisis
- (LIFO) Life Orientations - psychometric profiling and feedback
- (PLAP's) Personal Leadership Action Plan methodology
- Mission's PERFECT,, model of coaching.

Activated by:

- Interactive delivery style
- Unique facilitator experience (www.missionspeakers.co.uk)
- Bespoke experiential activity provided by catalyst global.

Results - Quantative (a selection):

- Level 1: (Kirkpatrick) 90% satisfaction rating to Outstanding
- Level 4: (Kirkpatrick) significant behavioural changes and key associated actions:
 - Safety procedures improved
 - Empowered supervisors
 - More effective short and informal meetings
 - Increased punctuality
 - Improved coaching and mentoring.

Results - Qualitative (a selection) :

All would recommend this course to their colleagues

- "Staff now see me as a colleague"
- "Everybody now speaks in my meetings"
- "A reduction in the blame culture"
- "I put a suggestion box in the control room and got nothing for months - now people just tell me".

Shell rated this programme as the most successful in the history of change projects in the region. It was a difficult project and involved Mission's facilitators travelling to remote and dangerous areas of the country delivering with rudimentary resources in a variety of local venues, from HQ's to refineries to Nissan huts in the middle of the bush.

Next Steps:

Mission will be working with Shell to take this successful model to other clients with similar challenges.

A reference for this programme is detailed on the next page:

21st April 2007

To Whom It May Concern: Regarding Mission Performance

Shell Global Solutions utilizes Mission Performance in the delivery of a Transformational Leadership Development Programme (LDP), to our client, a major player in the African Oil Industry. The LDP roll out has involved challenging delivery, to a senior and well educated target audience, at multiple locations throughout Nigeria. The programme was launched 18 months ago and will continue until at least December 2007.

The aims of the LDP are that our client management will, as individuals and as teams, through leading by example, role modeling good commercial behaviour and acting out organizational values, develop the capability to:

- Build a following through effective communication
- Handle conflicts, crises and risks
- Initiate, manage and specifically implement change
- Build effective peer networks
- Imbibe trust in superiors through performance, clear expectations, appropriate involvement and truth.

Mission Performance has been involved from the early design stages, through to the joint delivery of the week long LDP workshop itself to 240 Middle and Senior Executives and is currently heavily involved in the implementation Coaching Workshops. The Coaching Workshops ensure the learning and change behaviours are embedded post programme and transferred into actions for the leaders.

The programme has received excellent feedback and is widely referred to by our clients executive community as the “best Shell product” on the PACE Project. The feedback has achieved a 4.5 average out of a possible 5 consistently since launch.

Mission Performance are a team of highly experienced, credible and passionate training consultants who have the ability to engage, inspire and empower their target audience at all levels. The Mission portfolio is always practical and useable and is brought to life by inspirational first hand accounts of often extraordinary events. This makes for a high impact learning experience, which in turn helps achieve the programme objectives. In my view, this is a winning combination.

We continue to partner with Mission Performance and would recommend their services to other global organizations without reservation.

Geert De Vries
Programme Manager
Shell Global Solutions

 m i s s i o n

Mission Performance Ltd.

Lakeside Studio, Carron Row Farm,
Segensworth Road, Fareham, PO15 5DZ

Telephone: **01329 841652**

Fax: 01329 849430

Email: info@missionperformance.com

www.missionperformance.com