



WBC Training

Building Business Capabilities

CASE STUDY 3

MANAGEMENT DEVELOPMENT AT AN INDEPENDENT OIL COMPANY

CHALLENGE

OVERVIEW

The client, an exploration and production company with assets in the Middle East wanted to develop their local talent in the region, creating a cadre of highly capable local supervisors and managers as they embarked on major new projects. They also needed to identify and nurture high potential staff and improve collaboration between head office, regional and field staff. They wanted the group to understand what great managers do.

APPROACH

3 KEY STEPS WERE TAKEN

- Worked with the client to design a customized, very local flagship programme based on classroom delivery.
- Brought in a subject matter expert from the WBC associates who was familiar with both the industry and the region.
- Ensured the course was consistent with the company's other corporate training and talent development initiatives.

IMPACT

THE FOLLOWING WAS ACHIEVED.

- Demonstrated to staff and local government the client's commitment to localisation and succession planning
- Built new capabilities to support the company's growth plans.
- Provided the team with the confidence and the practical tools to drive for higher performance.

RATINGS

What impact do you think this course will have on your ability to do things better?



Would you recommend this course to your friends and colleagues?



TESTIMONIALS

*"I was very happy with the course directors."
"Excellent instructor, capable of delivering the message."
"Backed with real examples and stories and fun to participate>"*



CASE STUDIES

- 1) Facilitation of a Senior Leadership Team Building Event
- 2) Project Governance at an Engineering Contractor - Online
- 3) Management Development at an Independent Oil Company
- 4) Situational Leadership II® The Kurdistan Region of Iraq
- 5) Improving Industry Knowledge for a Leading Consultancy
- 6) CSR Capabilities for a U.S. Energy Company
- 7) Supervisory Skills at an Engineering Firm in Nigeria
- 8) Building Local Capacity
- 9) Bidding to Win
- 10) Developing the Team at a State-owned Company
- 11) Step Change in Financial Skills
- 12) Preparing for a Strategic Move Up the Vertical
- 13) Preparing for Market Entry
- 14) Finance at an Independent Operator in Azerbaijan
- 15) Petroleum Economics for a National Oil Company in Asia



CHALLENGE

OVERVIEW

The senior leadership team of a European investor with assets in the Middle East wanted to agree how team members would work together to achieve its strategic objectives. The meeting was about the “how” the team would work together rather than the “what” it was trying to achieve. Senior leadership teamwork needed to improve, and this required changing behaviours by all. The aim was to identify the behavioural norms for the team.

APPROACH

3 KEY STEPS WERE TAKEN

- Interviewed all the leadership team to gain support for the event; gather thoughts on the agenda; and identify any roadblocks to a successful outcome.
- Designed a customized agenda for the day and developed team activities, group exercises and team diagnostic tools specific to the event.
- Facilitated the event to ensure that the team’s desired outcome was achieved, and there was an open and frank discussion about teamwork.

IMPACT

THE FOLLOWING WAS ACHIEVED

- Greater self-awareness amongst team members who generated and agreed the expected behaviours that were needed to move the team forward.
- The practical steps to be taken to implement behavioural norms were agreed and captured in a team charter.
- Issues impacting the business were captured and fleshed out to provide a meaningful record with commitment to follow up.

RATINGS

Would you recommend that team development is continued in future offsites?



How do you rate the hotel venue and facilities?



TESTIMONIALS

“The start of a charter with common principles is a big step forward.”
“The imperative to work more closely as a team and communicate clearly and openly.”
“Improved communication and collaboration.” “Better teamwork.”



CHALLENGE

OVERVIEW

A global engineering contractor with an office in West Africa wanted to increase the capabilities of its project delivery teams and business development staff in clients' Project Governance systems, including the key differences of the various corporate approaches. It also wanted to improve its project execution by building project governance concepts into its management procedures and checklists. The training was to be delivered online.

APPROACH

3 KEY STEPS WERE TAKEN

- Worked with the engineering contractor to develop an online programme that was specific to the sector challenges they faced.
- Brought in a WBC instructor and two associates to provide first-hand experience of the case studies discussed and governance in the contracting context.
- Included a moderated panel session to help explore how course insights could be best utilized within the contractor's operations.

IMPACT

THE FOLLOWING WAS ACHIEVED

- Understanding of project governance from the client's perspective that can be immediately utilized in marketing, pitches, proposals and project delivery.
- A good appreciation of the challenges faced by clients in effective project governance.
- An understanding of the similarities and significant differences between project governance systems across the sector and how to deal with them.

RATINGS

Would you recommend this course to your friends and colleagues?



How do you rate the online training technology and facilitation?



TESTIMONIALS

"It will greatly influence my work in taking decisions and also get me better guided having garnered so much insight."
"This course made me understand the project governance life cycle from the perspective of IOCs and NOCs."
"It is a very good course with very experienced trainers to deliver it."



CHALLENGE

OVERVIEW

The client, a Western investor with assets in the Kurdistan Region of Iraq, has a strong commitment to localisation and its ESG responsibilities. It wanted to develop its leaders to give their team members the right amount of direction for each task, at the right time. Leaders needed to be able to flexibly match each person's needs for support with the right leadership style.

APPROACH

3 KEY STEPS WERE TAKEN

- Worked with the client to assess Situational Leadership II® as a potential leadership development tool..
- Brought in a subject matter expert from amongst the WBC associates who is an accredited instructor in Situational Leadership II®.
- Condensed the 2-day Situational Leadership II® course into 1-day to better fit client learning objectives and schedule.

IMPACT

THE FOLLOWING WAS ACHIEVED.

- The client started to build a culture where people are clear and aligned on objectives so that they can achieve company goals faster.
- Leaders understood the key concepts of Goal Setting, Diagnosing, and Matching.
- Managers and team members shared a common language that builds trust and a sense of partnership.

RATINGS

Did this course meet your objectives?



Would you recommend this course to your friends and colleagues?



TESTIMONIALS

"It's a big help and great course. I learned a lot."

"It's a very good training course and contains a lot of good stuff to lead my team and how to communicate with different levels of the team."

"Good course that I advise for all team members."




WBC Training

Building Business Capabilities

CASE STUDY 5

IMPROVING INDUSTRY KNOWLEDGE FOR A LEADING CONSULTANCY

CHALLENGE	OVERVIEW <p>The client needed to develop much greater understanding of the fast-changing dynamics of the downstream & petrochemicals industry in order to be able to serve their own clients better and understand the challenges they faced. They also wanted greater familiarity with the processes, terminology and general trends that their clients dealt with on a daily basis. The course needed to be relevant for participants at both partner and analyst level.</p>
APPROACH	3 KEY STEPS WERE TAKEN <ul style="list-style-type: none">• Worked with the client to understand the key issues to address: strategic trends, value creation and destruction, decision-making, and digital transformation.• Selected a group of 5 subject matter experts with proven training experience from within the WBC network.• Designed, developed and delivered a highly acclaimed 5-day programme – “Best training I ever attended”.
IMPACT	THE FOLLOWING WAS ACHIEVED <ul style="list-style-type: none">• A newly energised team with greater confidence and motivation to build business in the sector.• Team ready to sell and deliver projects in downstream and petrochemicals.• Knowledge and understanding used to improve pitchbooks and presentations.• Improved knowledge of what it takes to run businesses with large and complex operations.
RATINGS	Has this course changed your understanding or your views of the industry or particular functions?  8.9 Would you recommend this course to your friends and colleagues?  8.5
TESTIMONIALS	<p><i>“Definitely a great head start for projects and proposals in the sector.”</i></p> <p><i>“Great background on industry and key insights required for consultants.”</i></p>



CHALLENGE

OVERVIEW

A US energy company operating in the Middle East was embarking on a major field development and needed to work closely with the local community, local and national government as well as ensuring they continued to meet all their obligations regarding the environment, health and safety. They needed to be confident that the project managers and staff could implement best practice in CSR initiatives to ensure the project's long-term success.

APPROACH

4 KEY STEPS WERE TAKEN

- We worked with the client to understand specific requirements and challenges of the project and identified the key issues that needed to be addressed.
- We developed a CSR course specifically for the oil and gas sector and adjusted the content to reflect the client's needs and location, bringing in a course director familiar with local community issues.
- We ensured the course content and material was consistent with company plans and initiatives already in place.
- Arranged the local logistics to deliver a highly engaging and interactive course.

IMPACT

THE FOLLOWING WAS ACHIEVED

- The company was better able to engage successfully with the local community and establish stakeholder engagement policies.
- The course helped to enable government funding .
- Operational cost savings.
- Maintaining a "licence to operate" in a challenging region.

RATINGS

Would you recommend this course to your friends and colleagues?



How do you rate the training venue and facilities?



TESTIMONIALS

"Significant impact to practice what I have learned."



CHALLENGE

OVERVIEW

The Lagos office of a European engineering firm wanted to improve supervisory skills as part of their local talent development programme and succession planning. They wanted their managers to understand what good leadership is and develop new capabilities around coaching, communications, collaboration and influencing.

APPROACH

3 KEY STEPS WERE TAKEN

- Worked with the client to develop a programme that was specific to the sector challenges the client faced.
- Used WBC's long track record in Nigeria to ensure the course content reflected the local political and cultural context.
- Ensured the course was consistent with, and built on, other company talent development initiatives.

IMPACT

THE FOLLOWING WAS ACHIEVED

- Delivered demonstrable support for localisation and succession planning.
- Created a group of motivated leaders with capabilities to drive higher performance.

RATINGS

What impact do you think this course will have on your ability to do things better?



How much of what you learnt on the course do you think you are likely to use or apply on a regular basis?



TESTIMONIALS

“Basically, this training has made me a better person.”
“I will start using all I learnt from the training in the activities of the department immediately.”



CHALLENGE

OVERVIEW

A small U.K.-based independent oil and gas company was seeking to assist the government of a South American country with the development of local officials in key aspects of the oil and gas industry. The country's oil and gas industry was at a very early stage of development.

APPROACH

3 KEY STEPS WERE TAKEN

- Met with client to understand the local government's specific needs.
- Proposed a specific training programme on the key aspects of the oil and gas industry including emphasis on government policy and granting instruments.
- Designed, developed and delivered a specific training course at the client's location in South America.

IMPACT

THE FOLLOWING WAS ACHIEVED

- The government – IOC relationship was enhanced.
- The IOC demonstrated its commitment to the development of the country's oil and gas industry.
- The successful programme generated significant local interest, including an opening address by the President and closing remarks by the Permanent Secretary to the Ministry of Natural Resources and Environment.

RATINGS

Did this course meet your objectives?



Would you recommend this course to your friends and colleagues?



TESTIMONIALS

*As a government regulator the course provided an excellent overview of all aspects of oil and gas
Very informative course, will be applying much of what was learned to my function
Huge impact because it opens up a whole new way of looking and assessing in our everyday activities*



CHALLENGE

OVERVIEW

A services company in the Middle East was seeking to leverage the region's increasing attractiveness to the international oil and gas community by putting in place a leading sales force able to engage both local and international companies and win profitable business.

APPROACH

4 KEY STEPS WERE TAKEN

- Met with client to understand the opportunity and client specific needs.
- Proposed a specific training programme to introduce the client's professionals to an established sales methodology applicable throughout the sales cycle, from lead identification to bidding and negotiation.
- Used client's most pressing challenges as case studies within the programme.
- Designed, developed and delivered a specific training course at the client's location.

IMPACT

THE FOLLOWING WAS ACHIEVED

- The client wins more profitable business.
- The client's success ratios improved.
- Operating margins of the client widened.
- Customer satisfaction increased.

RATINGS

Did this course meet your objectives?



Would you recommend this course to your friends and colleagues?



TESTIMONIALS

"This will be very good for our company as we realised all the things we do right and all the things we lack or need to improve."



CHALLENGE

OVERVIEW

A European state-owned oil and gas investor was seeking to build oil and gas capabilities within its professional staff, particularly the key dynamics of the business and global trends. A secondary objective was to help with team building within the organisation.

APPROACH

4 KEY STEPS WERE TAKEN

- Met with client to understand the opportunity and client specific needs given the wide range of seniority in the class.
- Proposed a specific training programme to enhance the client's professionals' understanding of the oil and gas business.
- Brought in a WBC subject matter expert according to the client's needs.
- Designed, developed and delivered a specific training course at the client's location.

IMPACT

THE FOLLOWING WAS ACHIEVED

- The client's staff have a better appreciation of their own and each others' roles.
- A common language was established which helped bring the various functions and staff together.
- The client has a more engaged and effective staff.

RATINGS

Did this course meet your objectives?



Would you recommend this course to your friends and colleagues?



TESTIMONIALS

"I know much more about the whole business. The teamwork was very good, giving many good discussions I have learned a lot from."
"I know more about the industry from start to end. The group work was really good."



CHALLENGE

OVERVIEW

A Sub-Saharan state-owned company had a newly-established auditing department, with many members new to the function and to the industry. With a significant growth plan for the company, it was clear that it was not enough simply to develop technical expertise in exploration and drilling and production: functions such as auditing needed to have the right expertise to support the growing business

APPROACH

3 KEY STEPS WERE TAKEN

- Worked with client to understand the opportunity and client specific needs.
- Proposed a specific training programme to introduce the team to industry financial auditing methods and practice.
- Brought in a WBC subject matter expert according to the client's needs. Designed, developed and delivered a specific training course.

IMPACT

THE FOLLOWING WAS ACHIEVED

- The participants learnt how to apply concepts and knowledge used by auditing professionals around the world.
- The client gained efficiency and productivity improvements, with a motivated team.
- The role of government in oil and gas was clarified, giving delegates a better appreciation of their own role.

RATINGS

Did this course meet your objectives?



Would you recommend this course to your friends and colleagues?



TESTIMONIALS

“The course has been very helpful, I think that as internal auditors we will have to review our audit methodology.”

“This course will have a big impact in my daily work.”

“Excellent because I learnt some new audit techniques which will be relevant in future audits. Essential to enhance my duties.”



CHALLENGE

OVERVIEW

A major South-east Asian state-owned firm with a mid and downstream focus had a subsidiary going through rapid expansion and growth into the upstream sector. It faced formidable competition from an incumbent upstream focused state-owned company and needed to improve the knowledge of its staff on the strategic dynamics and decision making in the international upstream business.

APPROACH

3 KEY STEPS WERE TAKEN

- Worked with client to understand the opportunity and client specific needs.
- Customised an in-house course to suit the specific client needs and focus on particular topics of interest.
- Designed, developed and delivered a training course for 20 delegates at the client's location using case studies and SE Asia examples.

IMPACT

THE FOLLOWING WAS ACHIEVED

- The client ensured that their staff had a common understanding of the company's upstream oil and gas strategy.
- Teamwork improved in the company, with an understanding of colleagues' roles, responsibilities and challenges for implementation of the new strategy.
- This focus on the commercial aspects of the oil and gas value chain was particularly well received.

RATINGS

Has this course changed your understanding or your views of the industry or particular functions?



Would you recommend this course to your friends and colleagues?



TESTIMONIALS

"Big impact, on thinking outside of the box, risk assessment, modelling and statistical aspects."

"Have great references for supporting job."

"Relevant to my daily work." "Very good."



CHALLENGE

OVERVIEW

A national Asian oil company had been expanding overseas, largely through foreign-operated joint ventures, while the domestic business focused on the home market and market entry to it by foreign companies. In order to compete in a global market and to support its international ambitions, the company recognised that their domestic team needed to increase their knowledge and understanding of overseas market entry. In particular they wanted to improve their ability to negotiate complex agreements with multiple stakeholders. Only limited time was available: as part of a week-long training visit to Europe.

APPROACH

3 KEY STEPS WERE TAKEN

- Worked with client to understand client specific needs and desired outcome.
- Designed a one-day course based around a specific and relevant case study and selected two course directors with extensive international experience and also direct experience of the case study in question.
- Fitting in with their tour schedule, we delivered the course in Aberdeen, combining case study presentations with interactive exercises, keeping the audience engaged throughout.

IMPACT

THE FOLLOWING WAS ACHIEVED

- The case study's particular relevance meant that delegates were immediately able to relate it to their business and see how it would apply to their work in the future.
- Delegates went away more confident in their understanding of the process involved in new market entry.
- What they learnt during an intensive day would help them in their dealings with international investors at home and would apply to future negotiations at home and abroad.

RATINGS

Did this course meet your objectives?



Would you recommend this course to your friends and colleagues?





CHALLENGE

OVERVIEW

The client, an onshore, mature oil field operator in Azerbaijan, wanted to bring financial rigour to its operations. This meant the leadership team needed a shared understanding of the financial risks and opportunities facing the business. The CEO wanted his reports to: learn how financial management can support better decision making; understand how finance can be leveraged to create value in O&G businesses; and learn how actions can affect the financial outcome.

APPROACH

3 KEY STEPS WERE TAKEN

- Appointed a subject matter expert in O&G finance from amongst the WBC associates.
- Designed case studies, worked examples and breakout sessions that provided attendees with a customised experience that reflected local O&G realities.
- Worked with a translator for those attendees who were not English speaking.

IMPACT

THE FOLLOWING WAS ACHIEVED.

- A step change in financial awareness of the CEO and leadership team.
- A shared language for discussing and communicating financial issues in the business.
- A common purpose for addressing the financial challenges of the business, and how this can help with better decision making.

RATINGS

What impact do you think this course will have on your ability to do things better?



Has this course changed your understanding or views of the industry?



TESTIMONIALS

“An excellent insight into business decisions and valuation.”
“This course increased my awareness about the way the finances work.”
“I now have a better understanding of the financial world and terms.”



CHALLENGE

OVERVIEW

A national oil company in Asia wanted to invest outside its home country. A key aspect of this initiative was building the capabilities of its project managers, analysts and economists in international petroleum economics. A broader understanding of global fiscal systems was also required, with a deep dive into countries of specific interest.

APPROACH

3 KEY STEPS WERE TAKEN

- Worked with the client to develop a programme that was specific to the challenges that they faced in expanding internationally.
- Brought in a WBC associate that has deep subject matter expertise in petroleum economics and the petroleum regimes of interest to the client.
- Researched specific fiscal systems of interest to the client in Asia, South America and The Middle East.

IMPACT

THE FOLLOWING WAS ACHIEVED

- Understanding the significance of petroleum economics analysis in decision making, valuation and managing risk.
- A practitioner’s perspective of the various tools and techniques that underpin robust petroleum economics analysis.
- Knowledge of fiscal systems in selected countries and the opportunities and risks these countries present to investors.

RATINGS

Would you recommend this course to your friends and colleagues?



Did this course meet your objectives?



TESTIMONIALS

“This course gave a huge insight on the contracts and fiscal systems. Thank you very much.”
“Thank you so much for your time. This course brings a wide perspective on the industry.”
“This course introduced me to many different examples of economics that I will try to use back at my work.”