

Helping leaders to create a greater level of engagement & motivation
#exploringcareers #engagingyourpeople

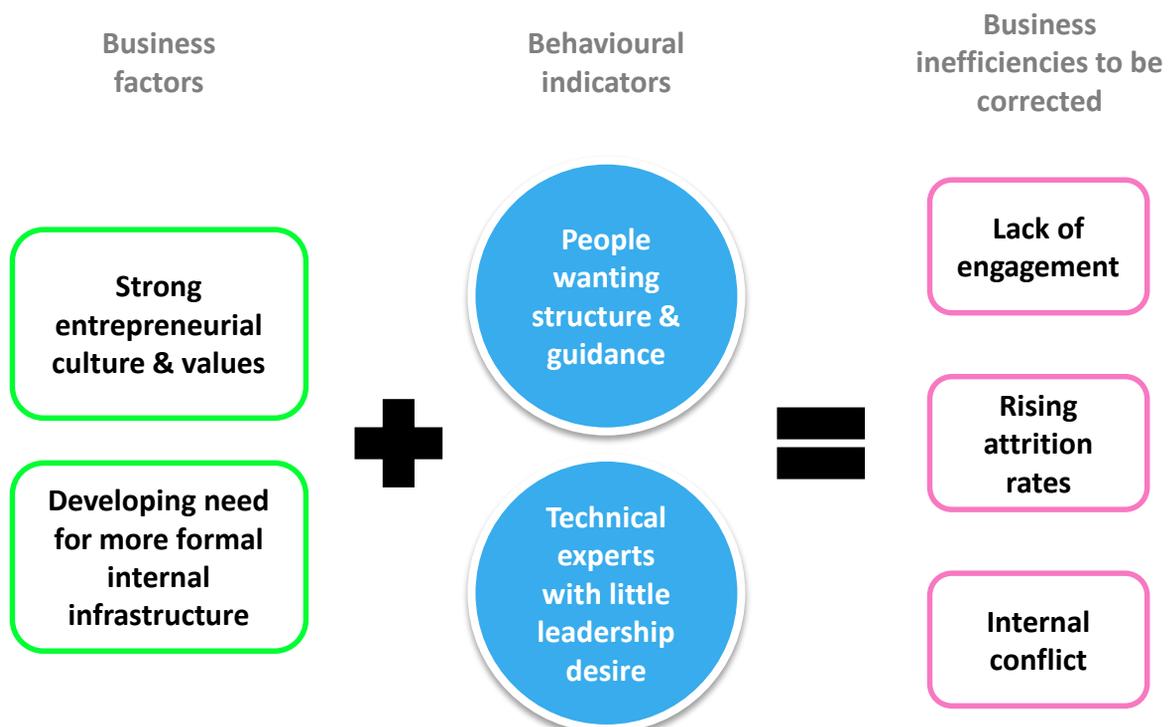


The client

Tullow Oil is a leading independent oil and gas exploration and production company whose focus is on finding and monetising oil in Africa and the Atlantic Margins. With headquarters in London, Tullow Oil overseas a portfolio of over 120 licences spanning 22 countries. Tullow Oil has originated in a small Irish town called Tullow in 1985 and has grown to employ over 2000 staff and generate more than \$2bn of revenue per year.

The brief

Tullow has always been a business with an entrepreneurial spirit and grew rapidly throughout the 2000's. Exceptional discoveries and a commitment to creating value meant that between 2010 and 2012, Tullow's revenues doubled and its headcount expanded by 50%. With such a success story, Tullow had no problem in attracting talented employees from established oil & gas majors. They did, however, have a problem engaging and retaining them. Recognising a need to adopt more structured HR & Development processes whilst not curtailing the fundamental values and entrepreneurial culture, the internal HR team devised a flexible PDP (Personal Development Planning) process. Catseye were asked to engage and upskill employees and their line managers about how to have productive and motivational development conversations that led to meaningful (and commercially aligned) personal development.



The solution

Catseye partnered directly with the HR team at Tullow to fully understand the business culture and the context for the change. It transpired that many senior employees had joined Tullow to be valued for their technical specialisms and not through a desire to lead and manage others. There was a disconnect between this and the desire of many junior staff (predominantly Gen-Y) to be heavily mentored and fast tracked through the company. The solution was to identify the pockets of people who were keen to really live the entrepreneurial culture of Tullow and tap into the desire that it created within them. Catseye devised a series of “People Development Skills” masterclasses to equip line managers and function heads with tools and techniques to develop an emotionally intelligent, ‘coaching’ style of leadership. Alongside delivering these sessions in the UK, Catseye advised Tullow HR leaders in Africa on how to set-up and deliver equivalent programmes in their local offices.

The results

Whilst Tullow made the PDP process optional, they experienced a huge uptake in the teams and functions of leaders who had attended the Catseye sessions. Not only did they note an increase in motivation and engagement amongst the junior staff, but this was also replicated for the team and function heads themselves, who felt that they had been invested in and helped to become even better leaders.

Increase in
engagement
scores in annual
engagement
survey

Increased
retention of key
staff

Improved
pipeline of talent
with better
alignment to
corporate culture

Better
communication
between team
leaders and
members

Contact

Chris Helm was the superb lead consultant for this project. To catch up with him or anyone else on the team, just email info@catseyedev.co.uk and we'll get you a response as quick as a flash.

OUR VALUES & GUIDING PRINCIPLES

What does Catseye believe in?

Real change

The merit of every individual

Doing the right thing

Being even better every time

CONTACT US

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