

CLIENT CASE

Shaping leadership in an engineering-driven world



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Shaping a leadership, management and feedback culture in an engineering-driven world

Challenge

SBM Offshore traditionally focused on its entrepreneurial culture and its “technology creates value” motto. However in 2010, SBM Offshore wanted to make its leadership culture stronger and started a collaboration with Krauthammer. The challenge was to enable the transformation of the company from a very technology-driven perspective into a more robust leadership value-based culture. The top management supported the cooperation with Krauthammer by recognising the need for a structured leadership and management development, in order to create a critical mass of leaders and managers who would support this new culture, while conducting major change programmes throughout the organisation.

Solution

Krauthammer responded by designing a tailor-made leadership programme (LMD) that was aligned with the company strategy. The target group was 20 SBM leaders coming from various locations.

The selection of the participants was based on a talent review process by which key leadership skills were assessed. The 4-month journey consisted of a 361° analysis, a mentoring process and 3 two-day training sessions that were presented using a bi-cultural approach.

The first framing of this international cross-border leadership programme was intended to address the top 100 job holders, but it evolved very quickly to 160 senior leaders. An additional 450 managers were enrolled in a similar training process but in this case the participants were in groups of 10. The management programme (MDP) was deployed locally and taught by local Krauthammer consultants.

After 4 years of intensive collaboration, SBM Offshore implemented a new worldwide leadership competency model to re-address their talent management and leadership development activities. Krauthammer accompanied the launch of this new HR initiative as a strategic partner and reviewed both programmes (LMD and MDP) in this new light.

The new design resulted in a “Leadership in Action” programme, 100% embedded in the new leadership competency model, driven to accompany SBM in the face of a challenging and unstable industry environment.

Results

The programme was perceived as an important cultural signature event that helped to bond people while the oil & gas industry was facing turbulent times.

As a result of the two first programmes (LMD + MDP), more than 3,000 actions were captured and reported. An intermediate analysis was conducted on a sampling of those reports. Here are two highlights:

- ✓ 50% of participants reported saving time, energy and stress
- ✓ 36% of participants reported improved team productivity and motivation

About SBM Offshore

SBM Offshore N.V. is a listed holding company that is headquartered in Amsterdam.

SBM Offshore provides floating production solutions to the offshore energy industry, over the full product life-cycle. The company is market-leading in leased floating production systems with multiple units currently in operation and has unrivalled operational experience in this field. The company’s main activities are the design, supply, installation, operation and life extension of floating production, storage and offloading (FPSO) vessels. As of mid-2017, SBM Group companies employ approximately 4,750 people worldwide.

About Krauthammer

Bringing out the best in people ... *with an extra smile from within*

Our learning journeys create lasting behavioural change and amplify your people’s level of engagement

Visit www.krauthammer.com for more information and contact details.