

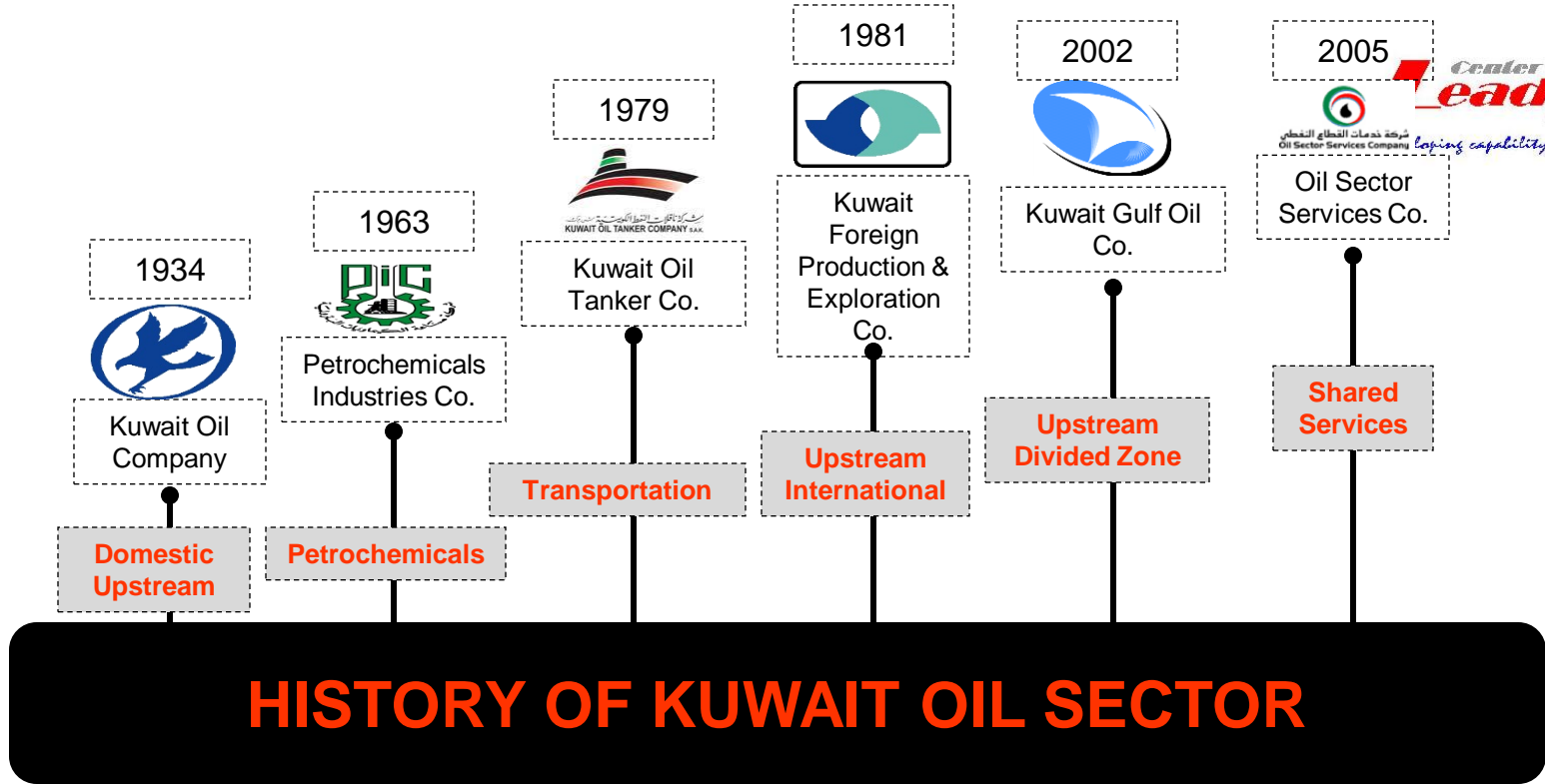
Coaching An innovative way to sustainability



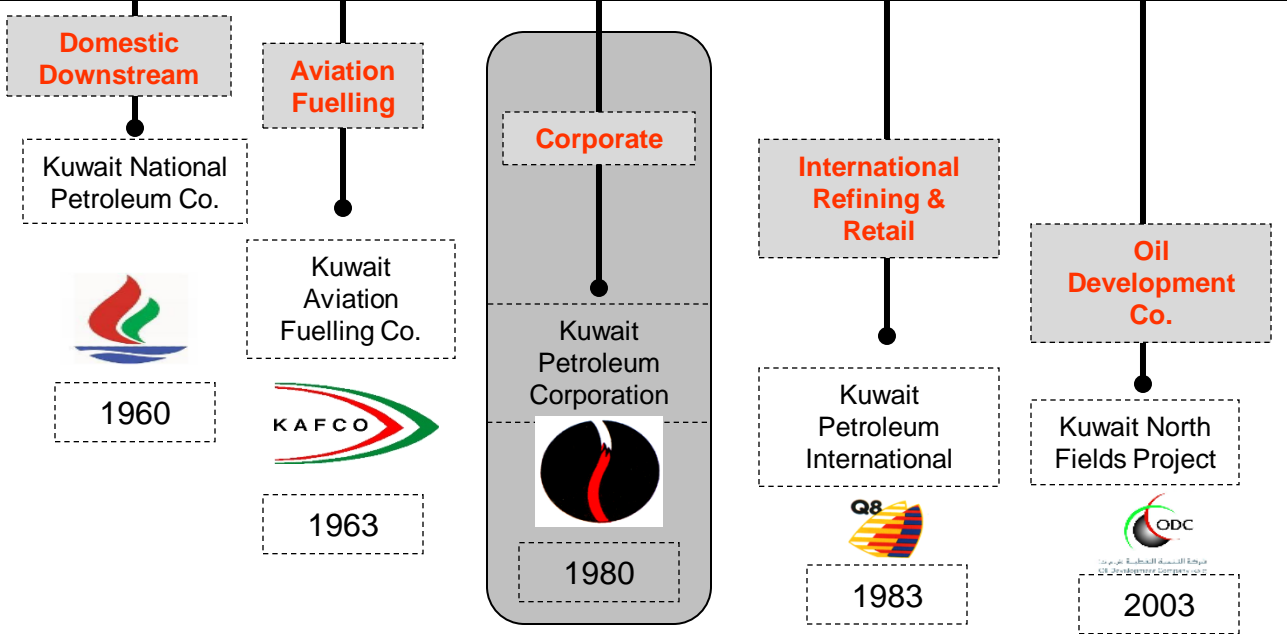
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1. Introduction



HISTORY OF KUWAIT OIL SECTOR



Introduction

Kuwait Petroleum Corporation



- State-owned entity
- Responsible for Kuwait's hydrocarbon interests throughout the world
- Supplies the world with its vital oil and gas needs

2. Business Challenges

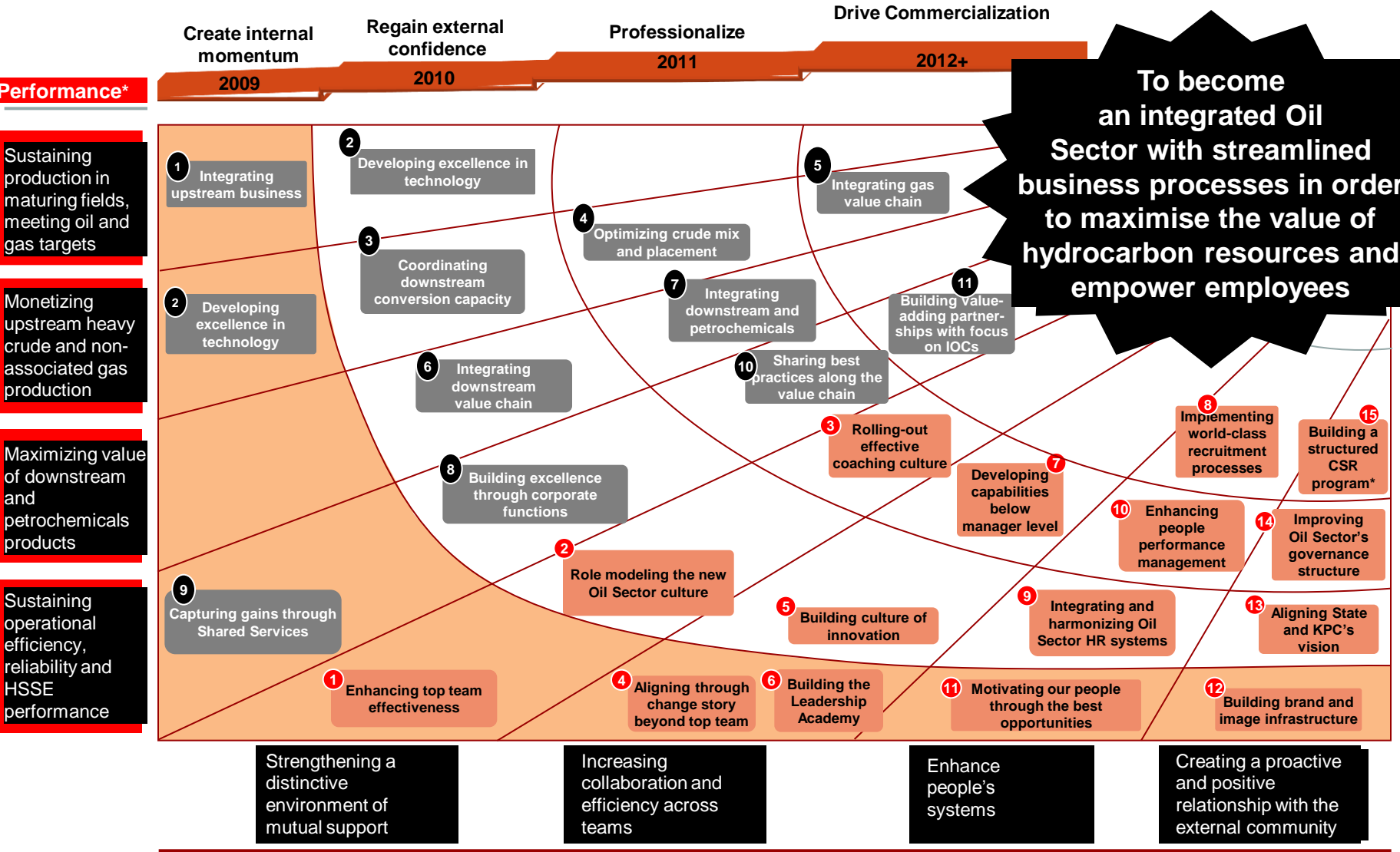
KPC Strategy

- The KPC Strategy states that we are an organization that is “**world class**”;
- It also says that we are “**ambitious and day, developing our capacity, make our ventures**”

Operationally; this is all inspiring; the question remains how do we get there? and who is going to make it happen?



Transformation journey



* Performance: what an enterprise delivers to stakeholders in financial and operational terms

** Health: the qualities, attributes, and actions taken today that help sustain performance tomorrow

Performance versus Health

Performance

- Upstream & downstream integration
- Value-chain synergy optimization
- Efficiency improvement
- Technology upgrade
- Health, Safety, Security & Environment Sensitivity

Performance versus Health

Health

- Collaboration & Teamwork
- Knowledge sharing
- Human Capital Development
- Leadership Pipeline
- Talent retention

3. Leadership Challenge

The Challenge

- Lack of a formal leadership development program.
- Management was often faced with challenges of finding leaders ready for assuming more responsible roles.
- Our system was unable to tap into available talent across oil sector due to lack of unified & formal leadership development process.

So how did we go about it to tackle these challenges?

Establishment of CLD

Center for Leadership Development was created to help:

“Identify and develop competent and talented leaders to support KPC, vision, mission & strategic directives” by:



Mapping talent supply against oil sector demands.



Developing/organizing tailor-made training activities to suit the requirements of the oil sector as well as individual needs.



Institutionalizing and facilitating a formal process of succession planning.

Fact Finding

- Some senior leaders spoke of the Kuwait Oil Sector ‘golden era’.
- What leadership traits did leaders of the “golden era” demonstrate that helped ‘leave a legacy’?
- What would make a model Kuwait oil sector leader?
- Where are we now against that model?

Most importantly:

- How are we going to bridge the gaps?

Why the Leadership Model?

- Explicitly set expectations for both current and potential future leaders.
- Introduce objectivity on how to succeed in the organization
- Provide guidance to assessors on how to assess leaders' performance and guide their progress
- Focus on the full set of leadership attributes needed for performance of the organization.

4. Leadership Model

Collating results of MD interviews with DMD workshops brings forth Four core themes for KPC's leadership model

Themes	Evidence from DMD workshop	Evidence from MD interviews
Focuses on people	<ul style="list-style-type: none"> • Team worker • Motivator • Empowers people / delegates and supports • People developer 	<ul style="list-style-type: none"> • Inspires trust and builds relationships • Nurtures talent • Empowers people • Mobilizes and builds teams • Ability to motivate and inspire
Creates integrated value	<ul style="list-style-type: none"> • Communicates and persuades • Stakeholder manager • Takes an integrated view • Enterprise first mindset • Shares vision / aligned with objectives 	<ul style="list-style-type: none"> • Ability to communicate / delivering message upwards and downwards • Communicates / takes people along with ideas • Communication with stakeholders • Strategist • Takes an integrated view • Corporate responsibility • Value creation • Understands business and provides direction
Takes ownership & Drives performance	<ul style="list-style-type: none"> • Performance driven • Accountable / takes responsibility • Decisiveness • Courageous 	<ul style="list-style-type: none"> • Performance driven • Perceived as transparent / image of person • Ownership • Assertive
Drives performance	<ul style="list-style-type: none"> • Innovator / thinks out of the box • Initiative taker 	<ul style="list-style-type: none"> • Business innovation • Insightful

Think 'K' Leadership Model

Think K

Takes Ownership

- Holds self and others **accountable** for delivering results
- Demonstrates **assertiveness, optimism** and **composure** at all times

Focuses on People

- Is a supportive **coach** who **nurtures talent** and creates growth opportunities for **people**
- Energizes and builds highly motivated **teams**

Drives Performance

- Sets and achieves SMART ambitious **business targets**
- Promotes **innovative** ideas for continuous **improvement**

Creates integrated value

- Collaborates across **value chain** functions and businesses
- Communicates with and engages **stakeholders** for impact

Proficiency Matrix

Takes Ownership

Drives Performance

Creates Integrated Value

Focuses on people

Category

Development

Emerging

Effective

Exceptional

Is a supportive coach who nurtures talents and creates growth opportunities for people

- Avoids giving feedback or gives feedback that is not specific, constructive and/or helpful.
- Does not share experiences as developmental/ coaching tool
- Does not take people development needs in consideration when making decisions

- Provides advice or specific helpful suggestions and meaningful feedback
- Shares own experiences and expertise
- Does acknowledge need for people development but fails focus on it

- Provides specific behavioral feedback and models those behaviors
- Willingly shares experiences to encourage others.
- Ensures each person has development plan and reviews individual progress against plan on a regular basis. Is focused on people development and provides guidance on optimal training opportunities for career progression.

- Is actively sought out by colleagues for his/ her coaching skills
- Encourages and engages others to learn from his/her experiential learning experiences
- Takes complete ownership of specific development needs of subordinates, finds or structures special assignments to promote people's development and provides hands on coaching to ensure success on development targets. Develops talent pipeline for future growth.

Energizes and builds highly motivated teams

- Does not fully recognize the value of teamwork. Tends to focus on individual success rather than success of the team
- Has difficulty motivating people to action without the use of direct command and formal authority

- Recognizes the value of teamwork and creates some sense of shared objective; assigns meaningful roles to team members
- Ensures people understand their role within a team and lays out clear first steps for others' actions

- Builds teams around shared purpose and a sense of collective contributions. Recognizes team and individual contributions
- Creates drive around shared goals and uses multiple ways to get team's buy-in to ideas and actions; delivers positive and reinforcing messages to motivate people

- Builds teams that exceed expectations. Participation is viewed by team members as a privilege and a growth experience
- Provides clear direction and guidance to individuals and teams. Consistently takes into account levels of motivation of various team members and takes corrective action to motivate those with low-energy levels

5. Assessment of Gaps

Mapping talent supply against oil sector demands

LEADERSHIP MODEL

Identified what makes an Oil Sector leader

ASSESS

Select tools to measure our talent gaps

DEVELOP

Develop our leaders & bridge the gaps



Mapping talent supply against oil sector demands

Assessment Tools

360 degree feedback

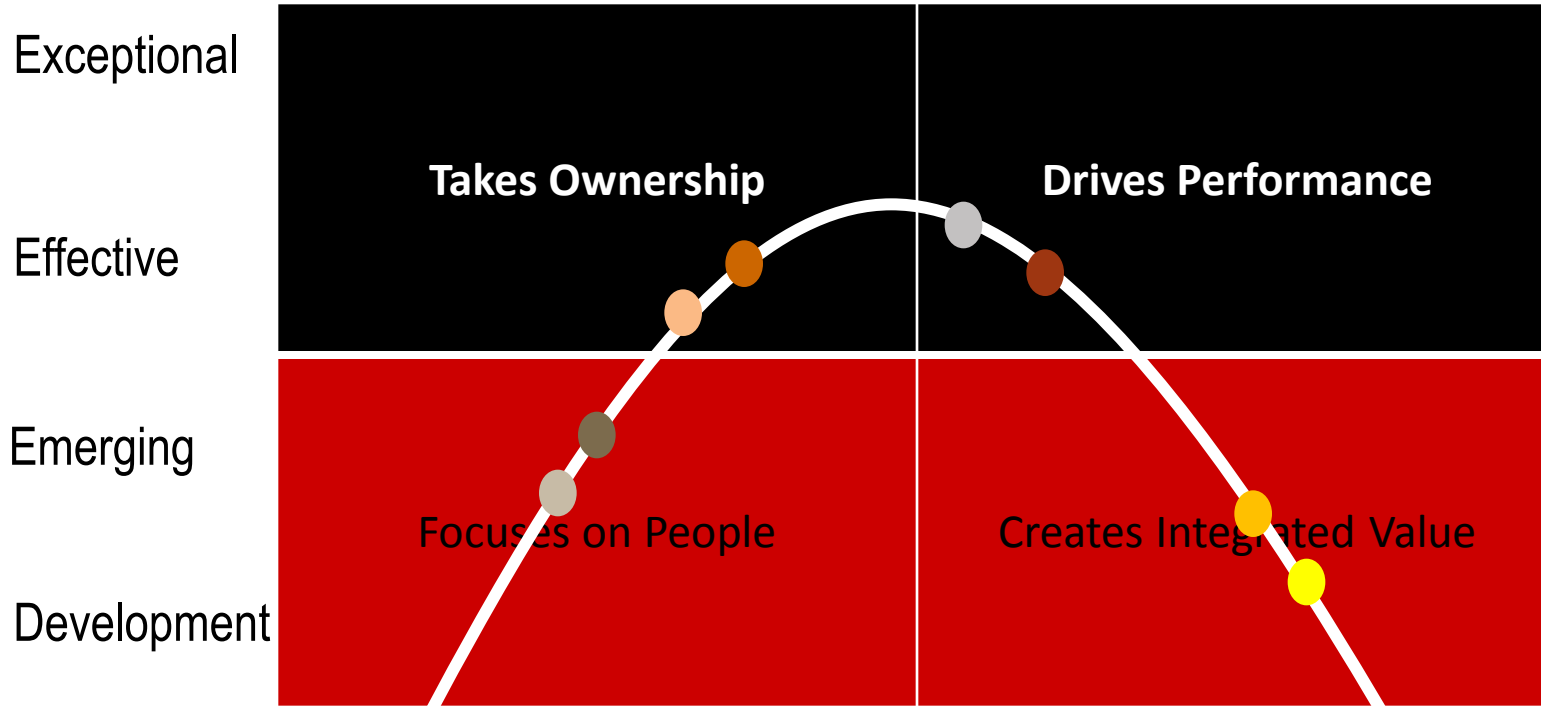
Boss and Boss's boss assessment

One-to-one panel Interview

External 3rd Party Assessment

3 years operational targets average (Sr. management annual incentive plan)

Assessment Findings



Holds self and others **accountable** for delivering results

Is a supportive coach who nurtures talent and creates growth opportunities for people

Demonstrates **assertiveness, optimism** and **composure** at all times

Energizes and builds highly motivated teams

Sets and achieves SMART ambitious business targets

Collaborates across value chain functions and businesses

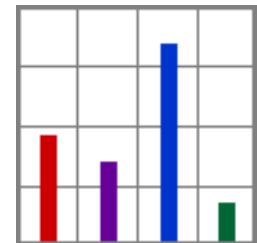
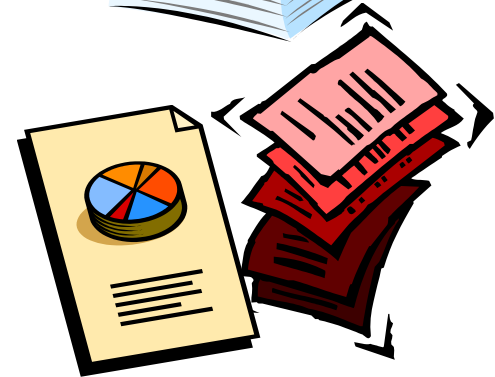
Promotes innovative ideas for continuous improvement

Communicates with and engages stakeholders for impact

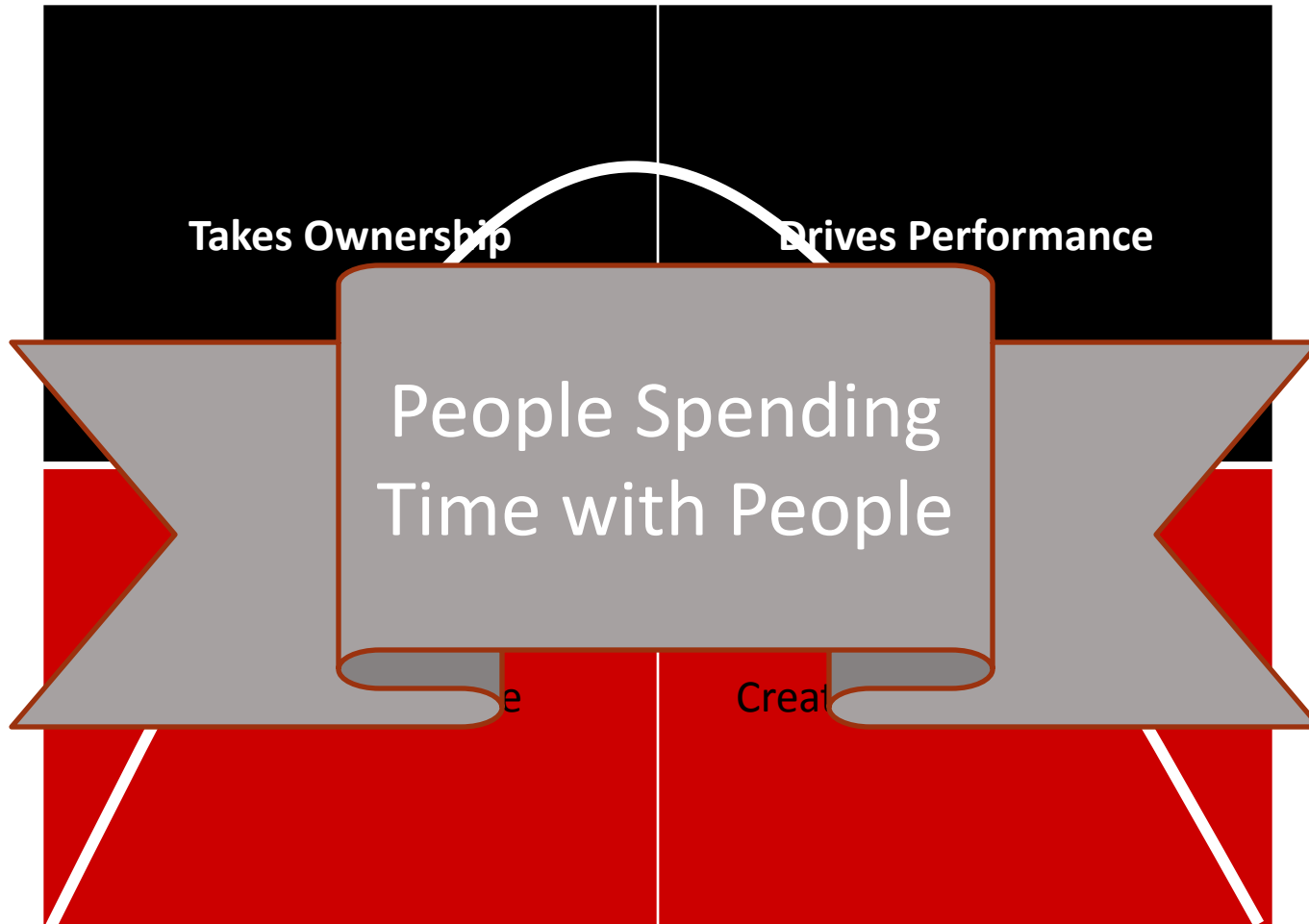
Assessment Findings

- Operationally and Technically sound, capable population
- Highlighted gaps in leadership capabilities particularly “Focus on People” and “Create Integrated Value”
- A large group of experienced and knowledgeable senior management approaching retirement, taking with them a wealth of knowledge.

We now had a
wealth of data on
our talent pool



The Best Innovative Approach



Moving Forward

- Our findings revealed that traditional training approaches were not enough to bridge these gaps.
- We needed something that was a portal for:
 - Knowledge sharing
 - Emphasis on the importance of “Focus on people spending time with people.”
 - Creating Integrated value
 - Culture change

COACHING

The solution?

6. Coaching – Our Experience

“Before you are a leader, success is about growing yourself.
When you are a leader, success is all about growing others”

- Jack Welch

Why Coaching?

Coaching
for
change

- Change is inevitable. People must constantly learn and adapt quickly.
- Employees want to grow.
- If you are not changing you are not growing.

The difference between transformation by accident and transformation by a system is like the difference between lightning and a lamp. Both give illumination, but one is dangerous and unreliable, while the other is relatively safe, directed and available.

Coaching .. the paradigm shift

- Laid the ground for leaders to develop “talent-mindset”.
- As a leader, it’s no longer about ‘you’.
- Realization that success as leaders, is in the growth of those we are leading.
- The future lies in the hands of the next generation, and as a leader; that’s the legacy you leave behind.

Coaching .. the paradigm shift

Our Coaching Model focuses strictly on behavioral change and personal development and was built on five strategies:

- **Forge a partnership**
- **Inspire commitment**
- **Grow skills**
- **Shape the environment**
- **Sustain culture change**

We regarded Coaching strictly as *a facilitative process for personal development.....*

Zakat Ma'arifa

What is Coaching?

Coaching Defined

- Coaching is a process of equipping people with the **tools**, **knowledge** and **opportunities** they need to develop themselves and become more effective
- Coaching **fosters self-awareness** that helps people develop
- Coaching **helps people help themselves**
- Coaching is **a continuous process** & not an occasional conversation

What is Coaching?

Essentials of Coaching

- Working one-on-one – the process is a direct, personal & focused approach to help someone overcome blocks, change attitude, avoid fears and negative thoughts.
- Getting people to learn themselves – a facilitative approach to let people recall experiences and learn from them.
- Orchestrating resources, learning & development opportunities and fostering the right atmosphere.

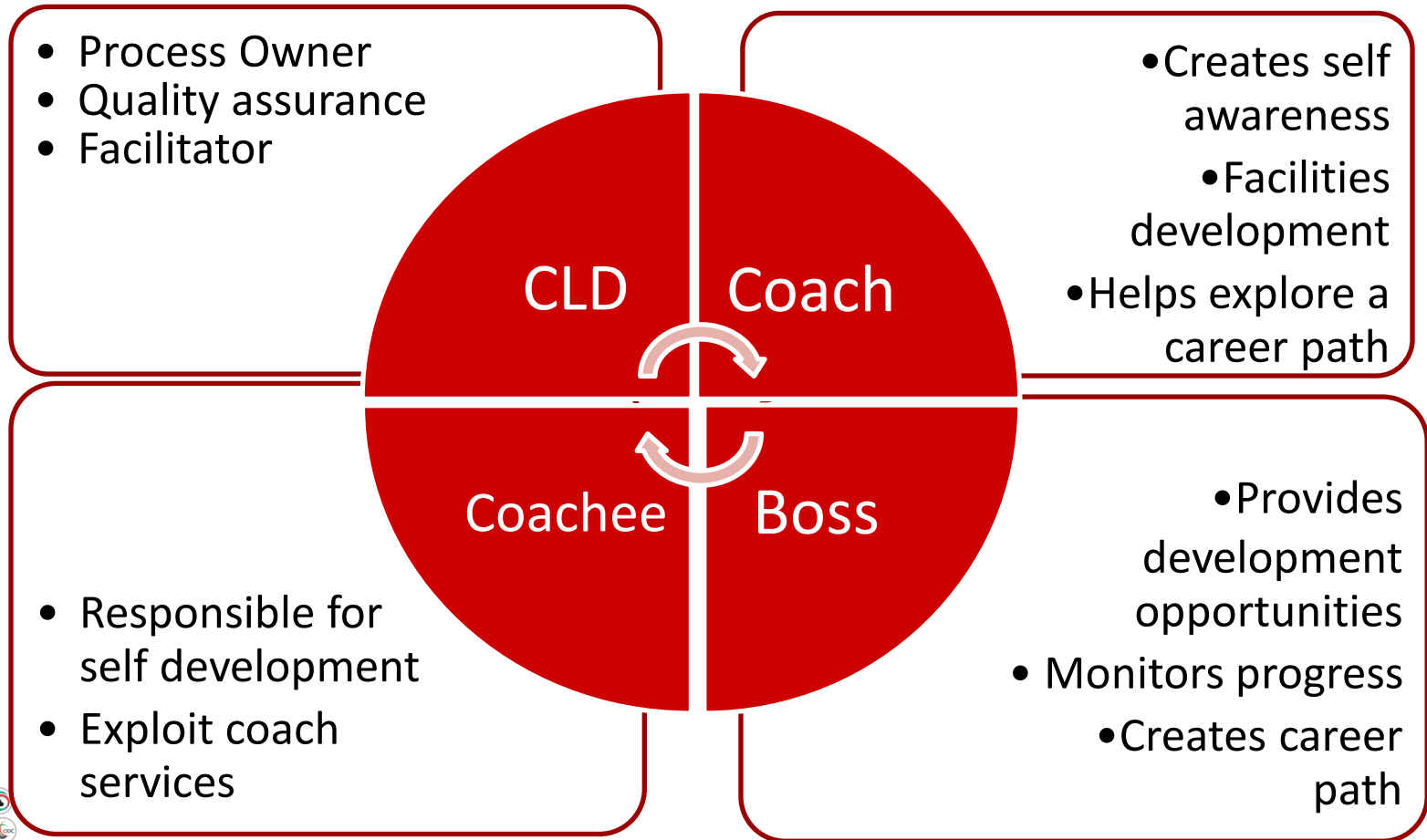
What's in it for me?

Benefits for the Coach

- Privilege of being a **Role Model**
- Leave a **legacy** behind
- **Personal satisfaction** of helping someone build confidence and self-esteem
- Gain **cross-functional** understanding
- Help better understand **sub-ordinate perspective**
- Opportunity to **give back** to the organization
- Opportunity to **touch somebody's life**

Institutionalization

Coaching Paradigm



Coaching .. Our Challenges

- Building trust and buy-in for the potential benefits.
- Some felt that the Boss/coach/coachee triangle was not defined effectively.
- Quality assurance was a problem.
- Some potential coaches resented the time required to be invested in the process.
- Few leaders felt they lacked the skills to be coaches.

Coaching Challenges – Post Implementation

- Inconsistent application of coaching tools resulted in varying coaching experiences.
- Coaches felt they exhausted the coaching tools after a few meetings... *and then what?*
- Not enough collaboration between boss and coach
- Absence of any reporting process resulted in the perception of loss of momentum

Success Stories- Coachees

- If it wasn't for my coach, I would have resigned.
- I've struggled with my subordinates' attitude for years; his coach has helped us both move beyond that.
- I've never had a performance discussion with my boss, thanks to my coach; my boss meets with me now regularly.
- As a coach to operational technical staff; I've learnt to understand and appreciate their challenges more and learnt as much from them as they have from me.
- The best training course I ever went on was recommended by my coach.

Success Stories - Coaches

- Self fulfilling prophecy.
- Provided opportunity for me as a coach to pay back to the organization.
- I am making a difference.
- Provided referent power.
- To touch and change lives creating long lasting impact.

8. Moving Forward

Moving Forward

Sustainability through Coaching

1. Sustain organizational change through a dynamic coaching process.
2. We adopted a unique approach of growing internal coaches to nurture a “focus on people” culture; moving forward we are now engaging external coaches for Top Tier executives to acquire a more global leadership perspective.
3. **Make coaching our distinctive talent mindset throughout the organization.**