



Driving C-Level Succession Management at a Leading Oil and Gas Company

Leadership Development

Client and Industry

Energy. Scope/Size: HK\$22,426M. Leading Energy Supply Company in the greater China region.

Situation

The client, a leading oil and gas company faced with the impending retirement of 5 out of 6 C-Level executives over the next 5 years sought to put in place a systematic program to evaluate the potential and accelerate the readiness of their next talent. To ensure a sense of continuity and support their business growth, the organization strongly desired to identify successors from within. A critical first step in the initiative was to meet with key stakeholders to get a clear sense of the business strategy while also defining what C-Level leadership success looks 5-10 years into the future.

Workforce Solution

A series of one-on-one interviews were arranged with the incumbent C-Level executives to gain a clear understanding of the organizational strengths and challenges. The results of these discussions were aggregated into the themes report and leadership success profile that serve as the benchmark for all participants in the program. These were shared with the executive committee members to ensure that the initiative was fully aligned with the company business strategy.

Right Management provided an evaluation form to assist the strategic talent review process. The evaluation form was derived from Right Management's High Potential Framework and enabled an objective discussion around whether the participants possessed the foundational factors for executive leadership success. It also provided a common language and set of standards through which all participants would be evaluated before being nominated into the program.

Ultimately, 26 participants were nominated to participate and each nominee received a personal invite from the company chairman. The Right Management-designed Leadership Evolution Center was used as a comprehensive executive assessment and development process. It enabled participants to experience a day in the life of a C-Level executive. The assessment includes:

- Ravens Advanced Progressive Matrices
- Hogan Assessment Suite
- Career Aspirations
- Achievements
- Knowledge and Experience Questionnaire
- 1-Day Business Simulation



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Right Management Consultants evaluated and scored each participant. The participants were observed by two separate assessors to provide an opportunity for calibration and multiple perspectives. Each participant then received their feedback in two, one and a half hour coaching sessions.

The Right Management's coaches delivering the feedback provided an opportunity for the participants to prioritize focus points to close some of the leadership gaps while capitalizing on identified strengths.

The intention of these sessions was to elevate self-awareness against the Executive Leader Success Profile and to develop a personal strategic plan that would allow participants to drive behavioral change in their leadership approach.

In addition to one-on-one feedback with participants, a strategic talent review session took place to discuss aggregate level results. Individual development needs and strategies were agreed upon and participants were categorized according to three readiness levels: Less than 3 years, 3-5 years, 5 or more years and development in place.

Results

Right Management is currently working with this organization to institute longitudinal tracking mechanisms to measure success and ensure successful deployment of candidates into C-Level roles as openings become available. Feedback from the Executive Committee Member Team and 26 participants has been extremely positive.

As a next step, the company has provided various levels of one-on-one coaching support to the participants to ensure sustainable and positive behavioral change. Five participants were identified to be ready in less than 3 years' timeframe and have each received 3 months of Executive Coaching in addition to targeted competency development workshops.

Testimonial

"I was a bit skeptical of the initiative but now having reviewed the results and depth of insights I was able to gain, I'm committed to the process and am now championing the rollout to other levels and geographies within the organization."

- The Chairman of the Executive Committee

As the talent and career management experts within ManpowerGroup, the global leader in employment services, Right Management creates and delivers workforce strategies that help companies grow talent, reduce costs and accelerate performance. Our expert capabilities in Talent Assessment, Leader Development, Organizational Effectiveness, Employee Engagement, and Workforce Transition and Outplacement help clients align their talent and business strategy.