Catseye
Leadership Development

Example POC's

The illustrative POC's here are based on a major oil & gas company looking to invest in developing their middle managers (approx. 50 individuals) to lead their teams more effectively.

The business POC was created through a Catseye facilitated focus group. The group members included the Operations Director, CFO and HR Director.

The individual POC was written by one of the middle managers identified as the target audience for future development activities. All 50 middle managers wrote their own POC.

This then informed all of the stages the leadership programme as per the Catseye Consulting Model.

BUSINESS - POC worksheet	**O&G	LEADING TEAMS**

The purpose of this worksheet is to help you to identify the business "Purpose", "Outcomes" & "Commitment" (POC) for helping **our middle managers** be more effective at **leading their teams.**

Purpose
What are the key reasons why you want them to improve their skills in this area? How will an improvement benefit the business? What will be the business impact if nothing changes?

Quite simply, something needs to change. As the business expands into new areas and new team members are onboarded, productivity is falling dramatically. Our middle managers are leading diverse teams, from experienced contractors to people on our graduate rotation scheme. Staff attrition has reached its highest level in the last 10 years and profitability has fallen across almost every business unit. Our last engagement survey gave only a 32% confidence that team and department heads were leading effectively. Currently, it costs an average of £50,000 ($73,500 USD) when a staff member leaves the business. This includes new hiring fees, training & onboarding costs and loss of productivity.

An improvement in our middle managers' ability to lead teams will improve staff retention rates, productivity and profits and will help us attract better and more talented staff in the future. It will also contribute to our ability to promote from within rather than spending big to hire in experienced leaders from outside the organisation, who also carry a risk of lack of cultural fit.

If we don't invest in this, our profitability will continue to suffer, from exploration and development through to downstream and distribution. Costs to produce will continue to rise and our profit margins will disappear. In a market where our competitors are continuing to experience year-on-year growth, this is unacceptable and we are eroding shareholder value on a daily basis. An undervalued takeover bid should not be unforeseen…

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Outcomes

What do you expect them to achieve by being better in this area? What medium to long term outcomes are you looking for in terms of skills acquired and actual achievements attained? Describe specific milestones and measures of success. Link into business KPI's as appropriate.

Expectations of middle managers becoming better leaders

- Increase staff engagement scores in annual engagement survey
- Better staff relations and higher retention rates
- Better job satisfaction for leaders and team members

Medium to long-term outcomes

- More effective delegation
- Better project management ability and flagging up of issues before the existence of a business interrupting event
- Fewer staff 'performance measures' in place
- Internal talent moving towards executive level
- More joined-up approach across teams within the business
- Team leaders being promoted to 'Head of Department' role

Milestones & measures

Next engagement survey (9 months from now)
- o overall engagement score up 5 percentage points
- o Increased confidence rating in team leaders

Staff retention (12 month targets)
- o 'Performance measure' cases reduced by 20%
- o Fewer contractors and more full time staff (measured on departmental level)
- o Staff attrition reduced by 30% to be in line with rest of industry

Profits
- o Increased by 10% (adjusted for market factors and hedging ineffectiveness)

Business interruptions
- o Reduction in days of production lost through predictable and preventable business interruptions

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Commitment

How much do you want them to achieve these outcomes? What will the business do to support them as they try new things out (including making mistakes)? Who specifically will support them and what additional time are they going to put in? What are the potential risks, opportunity and actual costs to the business? How willing are you to adapt your own approaches to help them?

As a business, we are committing £240,000 to this development, which represents a spend of over £4,500 per individual (52 identified to date). We will also support each person by giving them direct access to a divisional board member (acting as a mentor) on a monthly basis.

The business is prepared to authorise up to 10 days in the next 12 months for each person to undertake the relevant development activities. This equates to an opportunity cost of between £5,000 and £10,000 per person.

Where upskilling courses or development centres are run, we will provide key people from HR, Finance and Operations to support these.

Sam Wells (HR Director) and Simon Callaghan (CFO) have agreed to be the programme sponsors and the budget is signed off and committed. Sam is chair of the Group Talent Committee and will report to them on a quarterly basis.

The risk of mistakes is always high. That said, there is an inherent lack of leadership in these departments and changes need to be made. We are prepared to be supportive where the selected managers encounter difficulties or problems arise. After all, it is in all our interests.

TREVOR SEMPLE - POC worksheet	**O&G | LEADING TEAMS**

The purpose of this worksheet is to help you to identify your personal "Purpose", "Outcomes" & "Commitment" (POC) for being more effective at **leading teams**. Take your time and provide as much detail as possible.

Purpose

What are the key reasons why you want to improve your skills in this area? Why is it a relevant skillset for you to build? How will improving these skills benefit you personally?

I was promoted 18 months ago largely on the strength of my technical skills as a geologist (11 years in this field). Now I lead a team of 18 geologists in different global locations and feel I don't always get the best from them – quality of work can be variable, deadlines missed, and two of the team have left since I took over and I've had to interview and induct their replacements. Personally I get frustrated by the amount of time and effort I put into the softer side of managing them and want this to be easier for both them and me so we can concentrate on delivering consistently high quality outputs. My longer term ambition is eventually to become a head of department but I now realise what a big step this may be.

Outcomes

What do you expect to achieve by being better in this area? What medium to long term outcomes are you looking for in terms of skills acquired and actual achievements attained? Describe specific milestones and measures of success.

- Not lose any more team members
- Have a better working relationship with Ray Stavrou (field geologist in W Africa)
- Go home on time on Friday evening and go light on my blackberry / other work over the weekend
- Reduce the amount of time spent re-writing / tweaking my team's reports (would be interesting to have a way of measuring this accurately)
- Generate more connections / good will / mutual support in my team
- Deliver on my key business objectives

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Commitment

How much do you want to achieve these outcomes? What will keep you going even when you find it difficult? Who will support you? Why is it worth working hard and persevering to develop in this area?

I am not enjoying work as much as I used to and am going home feeling stressed at times. I really wanted the position of senior geologist and am really keen to make it work. I recognise this will take effort and change on my behalf but am willing to put this in. Sometimes I feel a bit isolated so would appreciate more support / mentoring in general to help me through some of the tougher moments. This could come from my boss – with whom I have a good working relationship (and I am not just saying that because she'll be reading this!) or maybe others who are facing / have faced similar challenges to me. If I get this right the quality of my team's work will rise which will be a better reflection of my high standards, and I will feel much happier.