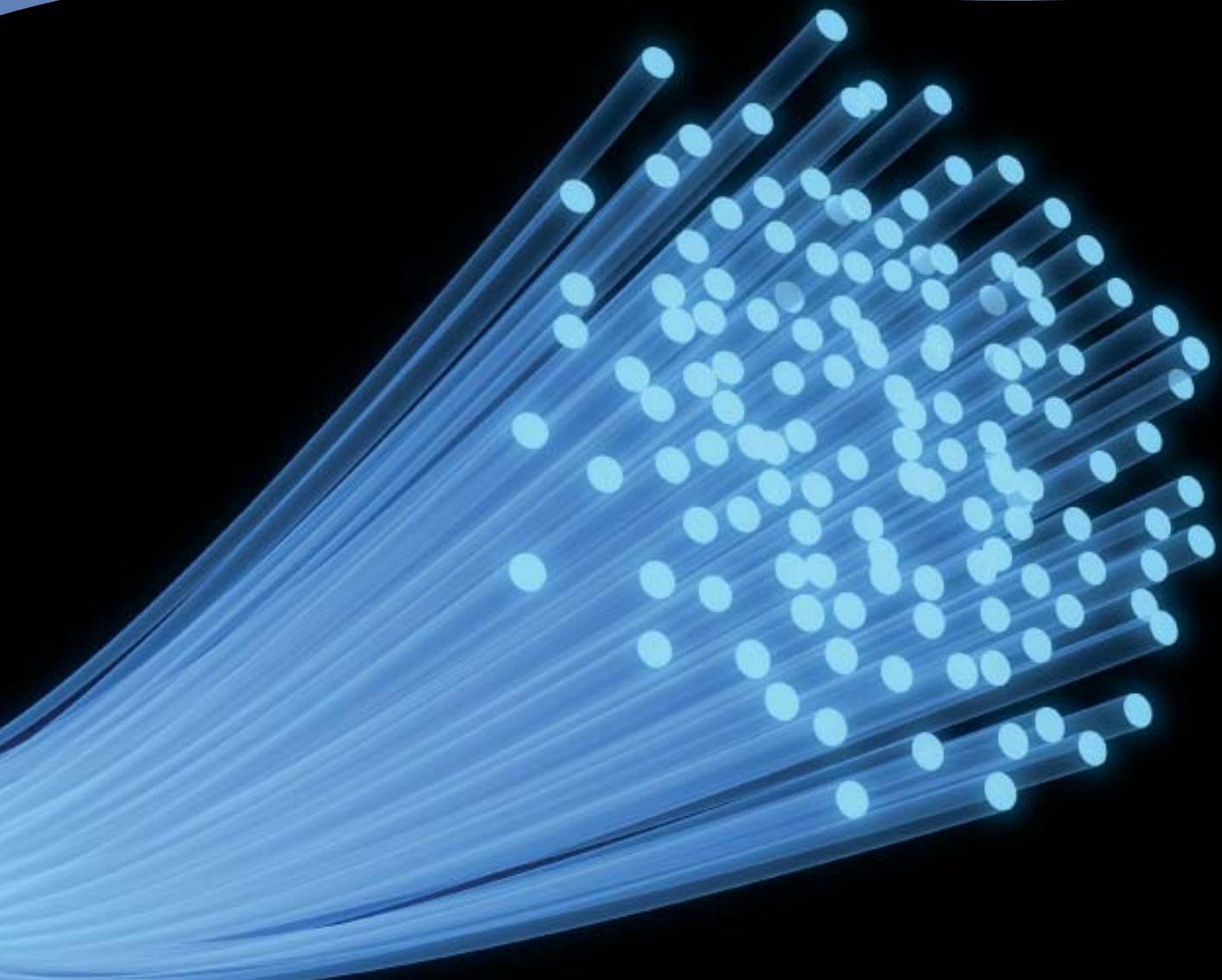


# Case Study

GDF SUEZ E&P UK



## Leading change: GDF SUEZ E&P UK invests in current and future leaders

### Situation

GDF SUEZ is the foremost independent energy provider in the world and is the leading supplier of energy to cities and businesses across Europe. It is active across the entire energy value chain, in electricity and natural gas, upstream to downstream. The Group is also one of the world's leading suppliers of environmental services. It employs 200,000 people worldwide and achieved revenues of €83.1 billion in 2008.

'Exceeded my hopes and expectations. Very useful, enjoyable and stimulating.'

GDF SUEZ E&P UK has experienced significant growth in recent years, both organically and through acquisition. In Spring 2008, GDF SUEZ E&P UK Ltd adopted a new business strategy to strengthen the organisation's role as a project operator and increase production and reserves.

Once the strategic direction had been determined the business established a number of working groups to examine in detail the impact on the business and to identify the changes required to achieve these new objectives. It was recognised that good leadership was crucial and senior members of staff needed to be equipped to take an active role in achieving these challenging strategic objectives.

'The future success of the business depends on our ability to motivate our current and future leaders. We seek to inspire high levels of performance to achieve the objectives that inspired the programme,' explains HR Manager Barry Page.

The group chose Henley Business School to develop a customised leadership programme for current and potential leaders in GDF SUEZ E&P UK. Forty people, including the Management Committee, the Leadership Team and a handful of high potential staff and contractors were identified as key participants.

### The approach

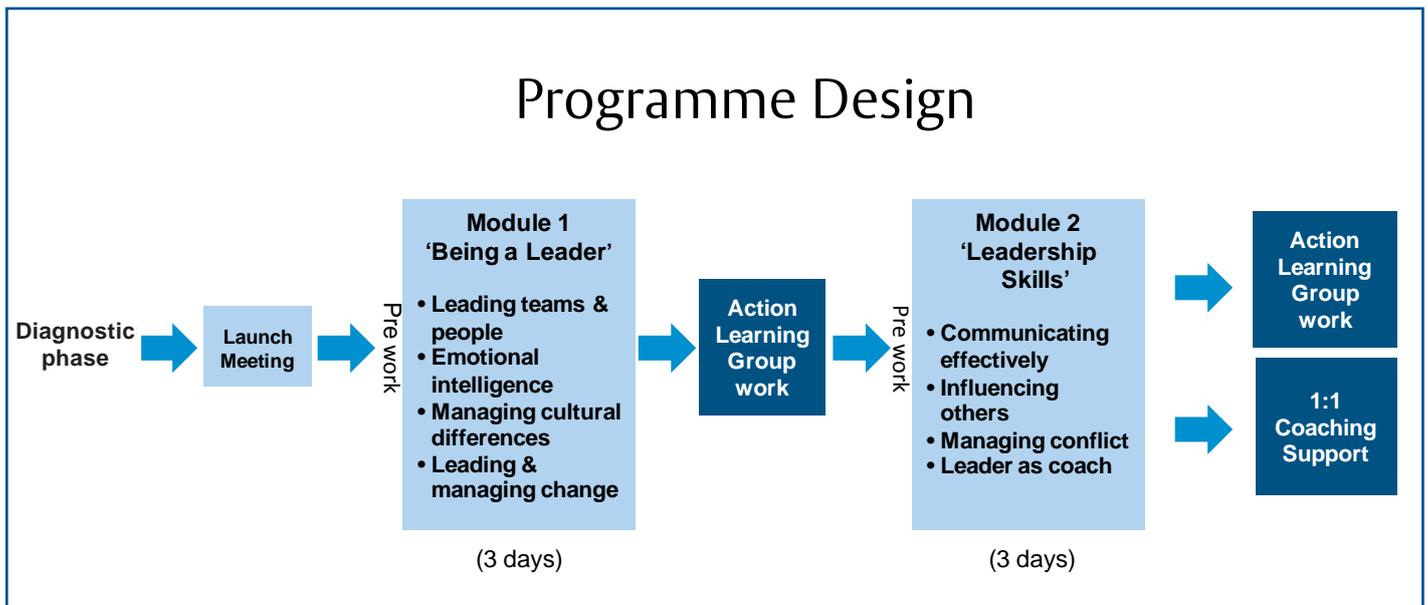
The objectives of the programme were both to support the senior team as they worked to deliver on challenging objectives and to aid succession planning. Specific outcomes were required of Henley such that participants should be able to:

- inspire and lead for greater team engagement
- be role models as proactive managers of change
- demonstrate improved communication through more positive conversations and be better able to manage cultural differences
- understand the potential limitations of their own leadership style and understand how to adapt that style to influence others more effectively
- improve stakeholder influencing capability through increased self awareness / emotional intelligence.

Representatives from Henley consulted widely with employees from business units, Head Office and other parts of the GDF Suez Group to ensure that the real needs of the wider business would be met. According to Barry, the feedback was constructive and helped focus the programme development.

‘The comments we received indicated that there were a few key areas for improvement, including giving and receiving feedback, improving communication, and prioritisation,’ he explains. ‘We decided that the best way to address these areas would be through an interactive development programme.’

The programme comprised two 3-day modules with a focus on leadership and communication skills. Participants engaged in classroom learning, discussion groups and group exercises, with plenty of feedback from colleagues along the way.



‘Action learning groups allowed participants to confidentially discuss job-related issues and take advantage of the group’s knowledge, creativity and support. Post-programme one-on-one sessions with an executive coach helped to enhance performance back in the work context.’

### Results

This programme was measured on an evaluation framework which included; efficiency, learning, individual behaviours and collective behaviours. Measurement techniques included module feedback forms and behavioural and business impact questionnaires completed by participants and the management committee.

Results against this framework have been impressive with module scores averaging above 4.1 out of 5, with particularly positive feedback for the Faculty.

# Evaluation Approach

Evaluation to both **steer** and **check**

## Efficiency

Deliverables met  
Reaction data on

- Administrative support
- Facilities
- Faculty

## Learning

Feedback from

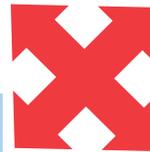
- Participants (at end of module and on-going)
- Management Cttee

## Individual Behaviours

- Demonstration of desired outcomes

## Collective Behaviours

- Transferring
- Sharing
- Transforming
- Championing



### Participant comments really tell the story:

'It was one the most enlightening and useful courses I have been on. To say it changed my life is perhaps going too far, but it has permanently changed the way I look at the world and the people in it.'

'Enjoyable, lots of learning, lots of new experiences. Excellent facilities, very slick delivery. Good value.'

'Exceeded my hopes and expectations. Very useful, enjoyable and stimulating.'

The Management Committee also recognise the change in behaviours brought about by the programme:

'...this was so large in terms of impact'

'There is a 'knowing wink' when people recognise they are doing a 'Henley behaviour''

GDF Suez is now planning a 4th cohort, a 1 day follow up and a series of 1- 3 day master classes on subjects such as strategy, risk, finance, advanced leadership and coaching.

'We decided that the best way to address these areas would be through an interactive development programme.'

## Case study: GDF SUEZ E&P UK

 For more information, please contact:

**Gemma Kay**

Henley Business School

Greenlands

Henley-on-Thames

Oxfordshire, RG9 3AU

exec@henley.com

Tel +44 (0)1491 418 767

[www.henley.com/open](http://www.henley.com/open)

