

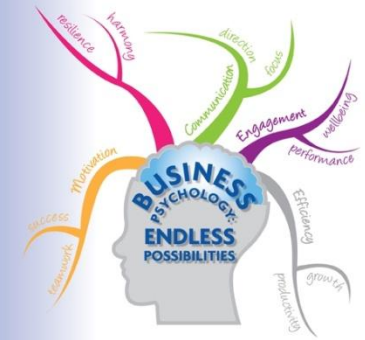


10th Annual Conference

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Robinson Executive Centre Wyboston MK44 3AL

www.theabp.org.uk



Business critical psychology in Shell: Talent identification, leadership development, and employee engagement

David Wigfield
Shell

Overview



- Profile of Shell – history, dimensions, goals
- Shell and Business Psychology
- Case studies
- Q&A



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Shell today

- Active in over 90 countries, 100,000 staff worldwide
- Produce 3 million barrels of oil per day
- 44,000 petrol stations
- Sell transport fuel to 10 million customers a day
- Active in alternative energies
- Committed to environmental sustainability



In 2009...

- Generated income of \$12.7 billion
- Invested \$31.7 billion in capital

In 2010...

- Q1 income of \$4.9 billion (compared to \$3.3 billion for Q1 2009)

Where can psychology add value?

- Given Shell's maturity and aspirations, where do you think psychology can add value?
 - Small group discussion, then share



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Shell & Business Psychology

- A partnership for over 40 years. Key research started in late 1960s still resonates.
- HR has real influence, a strategic business partner at the highest levels. Tools & processes are owned by the line and seen as business critical.
- 30 Psychology postgraduates (MSc / PhD) in specialist HR disciplines:
 - Assessment, Learning, LD, OE, Recruitment, Talent
 - Houston, London, The Hague
- Shell Learning designs the tools, leads the thinking, manages the programmes, leads the interventions:
 - Spot talent, develop leaders, build teams, strengthen D&I, design organisations, build and manage learning curricula...
- Outward-in thinking: partnerships with PDI, Sirota, CLC, Hackett, INSEAD, others...

Shell & Business Psychology

Some of the thinkers who have influenced Shell since the 1960s...

Geert Hofstede



- Cultural Dimensions

Elliot Jacques



- Requisite Organisation
- Stratified Systems Theory

Chris Argyris



- Ladder of Inference
- Advocacy & Inquiry

Peter Senge



- Fifth Discipline
- Dance of Change



Dave Ullrich

- HR Business Partner Model



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CAR Model - identifying global talent



Capacity	<ul style="list-style-type: none"> • Analysing & Strategic Thinking • Decision Making
Achievement	<ul style="list-style-type: none"> • Delivers Results • Learning & Adaptability
Relationships	<ul style="list-style-type: none"> • Builds Relationships • Teamwork & Values Difference

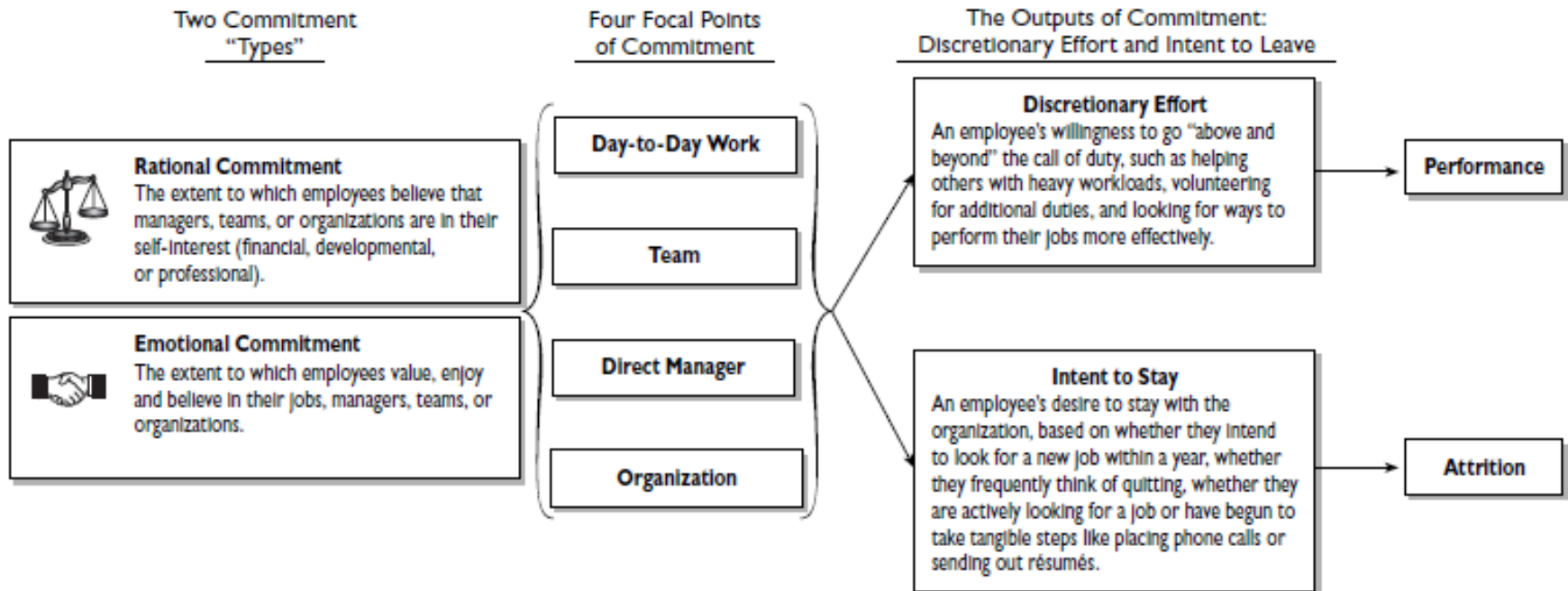
How high can you fly?

SE	Senior executives
LC	Global business leaders
JG1-2	Business leaders / specialists
JG3-5	Individuals contributors / team leaders
JG6 & below	Admin staff below Graduate intake



Understanding Employee Engagement

Engagement is the extent to which employees commit to something or someone in their organization and how hard they work and how long they stay as a result of that commitment



In summary...

- Business psychology is a key enabler in Shell's journey towards its strategic goals, through enhancing:
 - Talent identification: leaders and professionals, global sourcing & standards
 - Leadership development
 - Learning
 - Organisational excellence: structures, processes, teams
 - Dialogue between organisation and individuals



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How do you like to add value as a consultant?

- When engaging with large organisations like Shell, what do you see as the pros & cons of internal vs. external consulting?

	Internal Consultant	External Consultant
Pros	<ul style="list-style-type: none">•Stakeholders: Access to key people & networks.•History: Knowledge of tools, approaches, what's been tried before.•Opportunities to influence: right place, right time.	<ul style="list-style-type: none">•Breadth of experience: Diversity of organisations and cultures.•Credibility: Value add based on market knowledge, attractiveness of supplier.• Flexibility: More choice of interesting projects?
Cons	<ul style="list-style-type: none">•Set ways: Socialised into standard ways of thinking & behaving.•Imposed horizons: Risk of being pigeon-holed, difficult to re-invent self.•Less credible: Greater value may be placed on external consultant.	<ul style="list-style-type: none">•Big players only: Difficult to win work unless employed by a recognised supplier.•Don't belong: Treated differently, can be excluded, left out of key projects.•Invisible results: Lack of opportunity to see long-term outcomes.

Which do you prefer: influencing *from the inside* or *outside-in*?