

## **CASE STUDY**

# **CHALLENGING CLASSROOM CONVENTIONS**

*A newly merged leader in oil and gas needed to develop a new kind of pipeline – for tomorrow's talent*





## CASE STUDY

When French-owned Technip and US-owned FMC became TechnipFMC in 2017, the oil and gas industry was changing almost as rapidly as the newly merged business.

A combination of digital disruption and new competitors meant TechnipFMC needed to rethink many things – from its customer experience and the solutions in its portfolio, to the way teams worked across borders.

Clients expected new services too. Services that were fast, agile and digital.

A new way of working called for new kinds of leaders who could challenge convention. But TechnipFMC didn't have them.

Yet.

### We defined what it meant to be a “purple leader”

Agreeing competencies and creating new role profiles.

### We uncovered promising talent

Using the Korn Ferry Assessment of Leadership potential to find tomorrow's leaders.

### We brought emerging leaders closer

Using virtual reality and social learning to create an innovative nine-month Emerging Talent Program that would get future leaders working as one, wherever they were in the world.

Today, 84 promising leaders are on the Emerging Talent Program. And a new wave is preparing to enroll in 2020.

## How TechnipFMC got there

“With Korn Ferry, we have designed and delivered a global program to develop young and promising leaders [...] The return on investment is there: we now have more agile and digitally fluent young leaders, who can lead and actively contribute to the digital transformation of our company.”

**Vincent Cavelot**

Global Talent Management Director  
Corporate HR

# STEP 1

## Mix red and blue to make purple

TechnipFMC’s CEO wanted everyone in his new organization to step away from ‘red’ and ‘blue’ ways of doing things (the colors of the legacy company logos) to work as one company.

Choosing purple (a perfect mix of red and blue) as the company’s brand color was a good start. But people are harder to change than logos.

Vincent Cavelot, the global talent management director, set us a challenge. He wanted to understand the talent he had in the business today and agree what skills the business should nurture tomorrow. In short, could we define what it meant to be a “purple leader”?

## Our part in the story

### Defining what it meant to be a “purple leader”

We knew that TechnipFMC wanted to develop innovation further in the face of disruption. So, we agreed competencies and traits for “purple leaders” that focused on fast, agile working and developing the right mindset and skills for making TechnipFMC’s services more digital.

Then we assessed TechnipFMC’s promising people against those competencies. This gave Vincent and his team a clear picture of the skills and behaviors enterprise leaders would need to stay ahead of the competition.





## STEP 2

### Find tomorrow's leaders

The business needed agile, digitally savvy leaders who'd be able to step up to new and bigger challenges. Those leaders needed to look beyond their own teams to solve problems across the whole organization. But internal people reviews showed that the business simply didn't have a sufficient pipeline of promising enterprise leaders it wanted.

The global talent management director set us another challenge: find as many young potential leaders as possible from within the business. If we could find enough people with promise and start developing them now, TechnipFMC would soon have a pipeline of leaders who could accelerate change in the business.

### Our part in the story

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#### Assessing to find emerging enterprise leaders

We set to work, using the Korn Ferry Assessment of Leadership Potential to assess over 160 promising young people in the organization. We looked at the drivers, experiences and learning agility of each person. And we looked at their skills, leadership traits and whether there was any risk they'd derail the business later in their careers. By the time we'd finished, Vincent had a detailed picture of the promising talent he already had. And he knew where people still needed to develop.

At the end of the process we'd found 84 emerging leaders, all aged between 28-38. They were based in 19 countries and five continents around the world.

# STEP 3

## Develop a faster, more agile, digital business

Now Vincent and his team knew where the most promising young people (or 'Emerging Talent' as we called them) was, it was time to turn them into the business' next enterprise leaders. But the 84 people we'd chosen were based all over the globe. This created another challenge: could we develop a program that was practical, cost effective and lived up to the business' convention-challenging way of working?

### Our part in the story

#### Partnering with Manzalab to develop virtual training

In the long run, we knew flying 84 people around the globe for training sessions wouldn't be sustainable. So, we learned from Technip FMC and challenged convention.

We partnered with a virtual reality digital experience designer called Manzalab to design an immersive social, and virtual reality-based Emerging Talent Program.

The program would run for nine months. And it would include a comprehensive set of virtual activities and real-world assignments to close skills gaps we'd found during our assessments, thanks to a comprehensive set of various virtual activities, as well as assignments to complete. Specifically, it would help young leaders:

- have better focus to prioritize and make decisions
- drive engagement to get superior performance from their teams
- have an innovative mindset to support and develop new services and ways of working
- drive change to boost strategy execution.

The program began face-to-face, at an Emerging Talent Convention the business had already organized for promising talent and the Executive Leadership Team. Here, we ‘scanned’ each emerging leader to create their lifelike learning avatars. Then we gave them Oculus Go VR headsets to take back to their offices.

We taught the virtual elements of the program to groups of 18-20 young leaders at a time, inside a virtual classroom. Just like a real classroom, learners could choose where to sit, work in groups and have discussions with their tutors. It was a great way of breaking down global barriers and bringing participants closer.

While developing the technology was an investment, it could save the business tens, if not hundreds of thousands of dollars each year by not flying participants around the globe for training.

What’s more, because participants are studying in their offices, they can put their learning into practice and start experimenting with new ideas as soon as each class ends. Early feedback (as well as evidence from those experiments) shows this approach is already having a positive impact on the business.

The nine-month program is still under way and the emerging leaders are building up to complete a full 360-degree assessment. This will be a chance for Vincent to see which young people really have the agility and digital fluency to succeed as future TechnipFMC leaders.

Digital is transforming learning for TechnipFMC’s emerging talent. It’s giving them an opportunity to learn across borders, break down silos, challenge existing services and work in whole new ways.

We hope it won’t stop there. Continuous learning is rapidly becoming part of the “purple leaders” culture. A second cohort of emerging talent will go through the program in 2020, and senior leaders could soon take part in more advanced development programs, too.

### At-a-glance stats

- 160 young people assessed using Korn Ferry’s Assessment of Leadership Potential
- 84 emerging talent selected and developed
- 50 HR talent managers certified to run our Korn Ferry Assessment of Leadership Potential assessments in future

### More about TechnipFMC

Technip FMC is a leading oil and gas company. It formed in 2017 following a merger between French-owned Technip and US-owned FMC. Today it employs some 37,000 employees across 48 countries. Together, they’re enhancing the performance of the world’s energy industry.





## **ABOUT** **KORN FERRY**

Korn Ferry is a global organizational consulting firm. We help clients synchronize strategy and talent to drive superior performance. We work with organizations to design their structures, roles, and responsibilities. We help them hire the right people to bring their strategy to life. And we advise them on how to reward, develop, and motivate their people.