



Case Study

Change Management

The Task

A refinery belonging to a major global energy company needed to significantly improve its performance in order to win investment and secure its future. The management team wanted not just to improve, but to make the refinery the best of its type in the world. This programme involved around 700 staff.

The Programme

Our team of six consultants worked with refinery staff on a change management programme called the "Challenge Programme" which lasted four years.

This included:

- Researching and designing the change management programme
- A series of 40 different training assignments including team building, leadership skills, communication skills and conducting appraisals
- Training refining staff to be trainers
- Facilitating workshops that resulted in 4,000 ideas as to how the refinery could improve
- Establishing six employee task teams to look at the vast number of suggestions.

The Results

- The refinery won £120m of funding
- A business with potential was revitalised
- A new spirit of management and employee co-operation was created
- Training skills were transferred from our consultants to the refinery staff
- The refinery's parent company appointed Benson Payne to assist its exploration and chemical divisions.