



Rescuing a Petrochemical giant from crisis through HR and cultural transformation.

The client...

One UK petrochemical site. 2000 personnel. German parent company intent on “blaming and shaming” into solution!

The issue...

Dramatic change became a necessity borne out of crisis, characterised by:

- Serious Health and Safety problems
- Low productivity; Silo mentality
- Poor company image (low quality employees) leading to stagnant recruitment and turnover
- Ineffective culture

We were asked to lead and manage a change process to feature downsizing and re-structure, with delivery of smarter working processes.

What we did...

Our approach was to:

- Design and deliver Assessment Centres for leadership team
- Measure against re-designed competences for leadership - not management; de-selection of existing low management talent
- Establish Development centres, featuring performance related objectives with incentives
- Provide re-structure advice and support in move to matrix management, de-layering into self-managing teams
- Introduce Continuous Improvement and knowledge management ethos/mind-set

What happened as a result...

- Successful transition through redundancy and threat of site closure
- Effective, but leaner workforce (efficiency measures)
- Levels of productivity sustained through difficult times
- Improved communication via consultative processes (staff attitude measures)

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