



ORSC™ Case Study



LEADING GAS AND OIL SUPPLIER
November 2012 - 2014 | 2 years

Formats of Interventions:

Workshop (Team Coaching), Focus Groups, 1-1 Interviews, Coaching Training



INITIAL ASSESSMENT

Initial assessment of client's state that made them seek Relationship Systems work; Desired Outcomes that defined their Agenda

Since 2009, one of the main challenges faced by the Technology Center in Singapore was the high turnover of employees, especially in the Exempt group. The company operates a Technology Center to manage new product development, manufacturing, supply chain and product- sustaining activities on the island of Singapore. The Technology Center has an average of 950 employees who are divided into two groups i.e., Exempt and Non-Exempt. The Non-Exempt employees are eligible for overtime pay whilst the Exempt population, made up mostly of office-based staff, are not eligible for overtime. The ratio of Non-Exempt to Exempt staff in this Technology Center averages about 60:40.

The Agenda is to improve employee retention and satisfaction across the various types of employee groups. From the start of this effort in October 2012, the company chose to employ external professionals who specialized in management coaching and mentoring to be an active part of the program. The impartial approach adopted by the external coaches proved effective in winning the trust of employees and managers alike. This tactic resulted in valuable and relevant feedback to better understand factors which influenced employee satisfaction in the Technology Center.



INTERVENTION PROCESS:

What ORSC Competencies, Tools and Skills did you use and what was the outcome or impact of your intervention? Measure % stated improvement from Before to After training or engagement

Over the course of 2 years, we adopted a multi-pronged approach (along with the Technology Centre's unending efforts across various initiatives) to tackle the Agenda. We do this together in partnership with the stakeholders and sponsors of this organization; as human growth partners, On the ORSC and Coaching interventions, we:

- 1. Conducted a 2 day workshop which employed several ORSC tools, competencies and skills –**
 - a. Designing Team Alliance to create the right environment for trust, engagement and learning
 - b. Introducing RSI™ through strings exercise to share the importance of various ORSC and systems approach and mindset
 - c. Lands work – to uncover the different challenges and voices impacting employee engagement
 - d. Unfolding the 3 levels of Reality – To uncover the essence of what is the dream behind the complaints, understanding the essence of the work culture and identity and what's their current Consensus Reality
- 2. Focus group and 1-1 Interviews** – leaning on the metaskills of curiosity, heart, and deep democracy to uncover and unfold the various voices of the system that informs the Agenda and triggers impacting the situation.
- 3. Training on the skills of coaching and systems** – to offer a way of being and communicating and to understand the impact from me to we and a systemic approach to sustain their efforts and culture at work external professionals who specialized in management coaching and mentoring to be an active part of the program. The impartial approach adopted by the external coaches proved effective in winning the trust of employees and managers alike. This tactic resulted in valuable and relevant feedback to better understand factors which influenced employee satisfaction in the Technology Center.



OUTCOME

What was the noticeable return on investment (ROI) or Return on Expectation (ROE) or Return on Relationship (ROR)? In other words, in what way and to what extent did the issue for which they sought coaching, improve? Please be specific.

On feedback for the first intervention:

“A 2-day workshop, led and facilitated by external management coaches, allowed the task group to clearly identify immediate and root causes that affected work satisfaction and ultimately, employee resignations. This initiative also empowered the group to define actions and recommendations that would have a positive impact on the organization and employee morale.”

Over the course of 2 years:

Our coaching intervention, as well as the actions taken in the Technology Center improved employee retention by reducing the voluntary attrition rate by at 30-70% between 2012 and 2013. The continued focus on employee engagement also sustained the improved retention rate between 2013 and 2014 (YTD August).

Credit: Elf Coaching

For original abstract, visit:
<https://www.onepetro.org/conference-paper/IPTC-18195-MS>



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