



DIALOGUE WORKSHOP FOR LEADERS (SHELL)

OVERVIEW

Communications facilitates experiential workshops that help managers learn to achieve business results through dialogue.

SOLUTION HIGHLIGHTS

“Appetite to Learn” Techniques

Help managers personally connect to the need for—and their role in—team dialogue.

Dialogue Planning Process

Show managers how to achieve desired business outcomes through communication planning.

Structured Dialogue Practice

Break dialogue into simple components that managers can easily digest and practice.

SCENARIO

- Shell expects managers to dialogue with staff about key priorities.
- Communications must equip managers for dialogue—an unfamiliar workplace activity for most.

COMPANY SNAPSHOT

Royal Dutch Shell

Industry: Oil & Gas
2008 Sales: U.S. \$367 Billion
Employees: 102,000

Shell is a global group of energy and petrochemicals companies operating in more than 100 countries and territories. Shell’s priorities for the future center on “more upstream and profitable downstream” in ways that reinforce environmental and social responsibility.

Communications delivers an experiential workshop to help managers initiate employee dialogue about business priorities.

- The workshop is specifically pitched as a means of improving business performance—not as an opportunity to improve general communication skills.
- Support materials include a staff engagement guide for leaders and a “Train the Trainer” manual for the facilitator.

“It’s important to give a brief explanation of how the course will benefit people and how it links to business events. You will be off to a difficult start if people turn up commenting ironically that this is supposed to be a communication workshop, but they really have no idea why they are here.”

Excerpt from Trainer’s Guide

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PRACTICE OVERVIEW

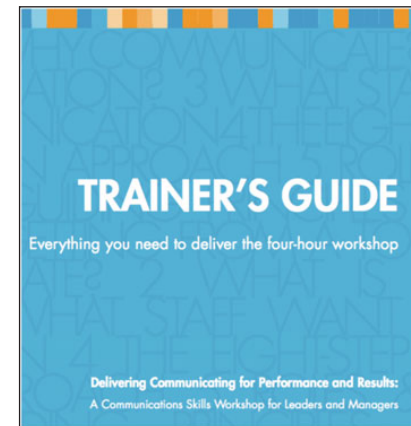
Shell’s Dialogue Workshop for Leaders

Goal: Increase Performance and Results



- **Intent:** Designed to help line managers build communication skills needed to deliver business results through their people
- **Time requirement:** Four hours
- **Attendee profile:** Anyone with some form of line management accountability
- **Number of attendees:** No more than 15
- **Facilitator:** Communications

Workshop Support Resources



Source: Royal Dutch Shell, Communications Executive Council research.

Help managers personally connect to the need for—and their role in—team dialogue.

- Through pre-reading and kickoff discussion at the workshop itself, managers recognize the importance of communication to their success.
- Managers automatically “lean in” upon hearing multiple references to themselves and what they need to accomplish.

“APPETITE TO LEARN” TECHNIQUES

Manager Engagement “Hooks”

Workshop Pre-Reading

CASE STUDY: LIFE-SAVING RULES

Our 12 Life-Saving Rules are the next step in our Goal Zero Journey. They help to make sure that rules are followed and people are protected. As a manager you have been asked to communicate Shell’s Life-Saving Rules to your team.

You are accountable for implementing these rules and ensuring compliance. If an investigation confirms a failure to comply with a Life-Saving Rule there will be appropriate disciplinary action. **Those, including managers or leaders, who fail to communicate the rules, or who create conditions for the Rules to be violated, will also be held accountable.**

Your current workload is high, and you are under pressure to communicate about many different projects from several different stakeholders. You are struggling to find sufficient time to communicate everything that has been asked of you as a manager...

1. Clear assignment of communication responsibility

2. Unambiguous consequences of inaction

3. Empathetic recognition of manager resource constraints

Workshop Kickoff: Key Points

- Communication is a process **you** can use to deliver results.
- **Your** business success depends on effective communication.
- **You** have a role to play in closing a communication performance gap.

Source: Royal Dutch Shell, Communications Executive Council research.

Exercise teaches managers how to plan communications to achieve desired business outcomes.

- The facilitator takes attendees through each step of the dialogue planning process, pausing along the way for group breakouts and discussion.
- Managers work together to plan a dialogue that will support their own workplace objectives.

DIALOGUE PLANNING PROCESS

Process Map: Planning a Productive Dialogue¹



Source: Royal Dutch Shell, Communications Executive Council research.

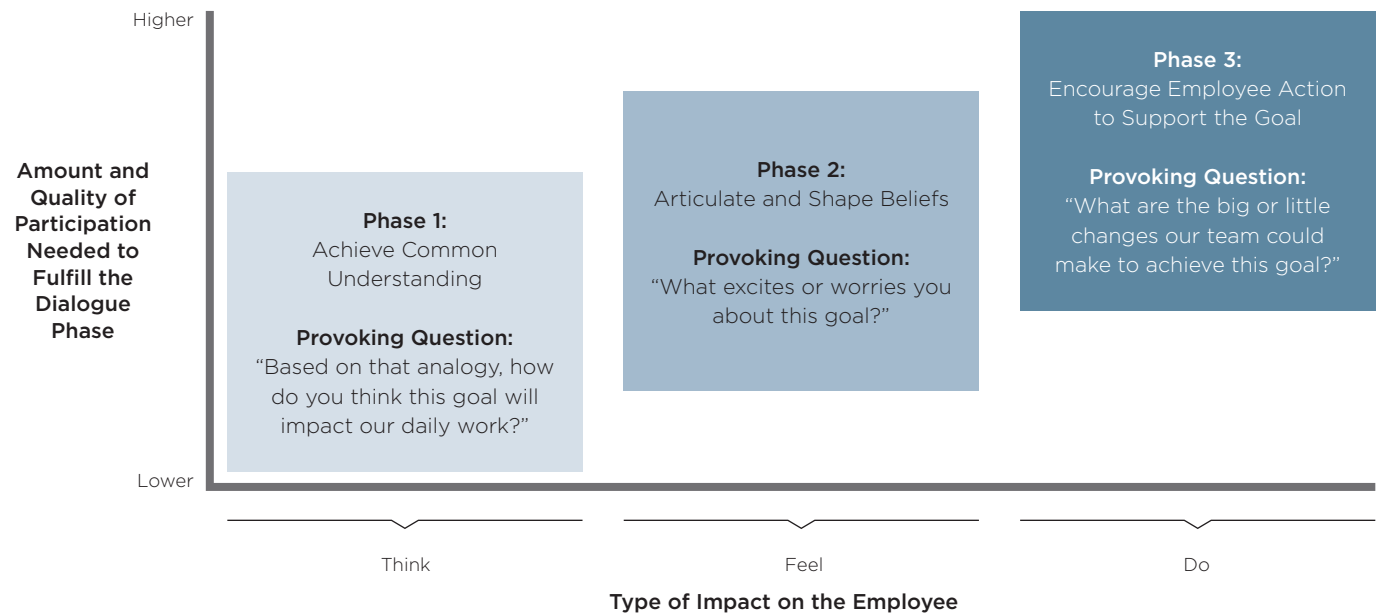
¹ Additional detail provided on the next page.

Break dialogue into simple components that managers can easily digest and practice.

- Managers learn that different types of provoking questions and the use of specific dialogue techniques can help them manage productive conversations.

STRUCTURED DIALOGUE PRACTICE

Framework: Managing a Good Discussion¹



General Tips for Dialogue Management

Encourage participation—Create an open environment where people feel comfortable sharing their thoughts.

Listen actively—Don't interrupt. Summarize what you hear and build on it.

Address questions directly—Be clear if you don't have complete information or aren't in a position to discuss everything you know.

Acknowledge uncertainty—Don't be afraid to talk about mistakes, mid-course corrections, or lessons the organization must work through.

Check in regularly—Keep a pulse on participant engagement in the dialogue, modeling the posture you want to see (e.g., good eye contact, open body posture, energetic sharing of thoughts).

Show appreciation—Express sincere appreciation for staff contributions and ask for feedback on the dialogue afterward.

Follow-through—If you make a promise, follow through with action, even if the action ends up being an explanation of why the promise can't be enacted.

Source: Royal Dutch Shell, Communications Executive Council research.

¹ It is necessary to fulfill each phase before pursuing the next degree of employee impact. Based on the business objective at hand, it may not be useful or practical to pursue all three phases in a single dialogue.

Managers give high praise for a workshop that deconstructs dialogue into simple parts and practice.

- Workshop gets raves reviews for relevance, applicability, and “promotability.”

“This is most definitely the best of the communication workshops I have attended over my time.”

Workshop Attendee, Finance

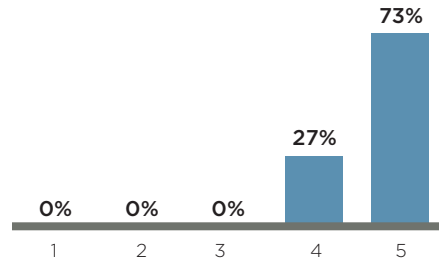
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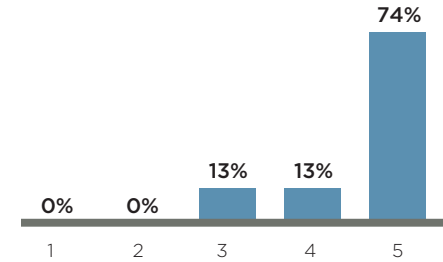
RESULTS

Feedback from Pilot Course

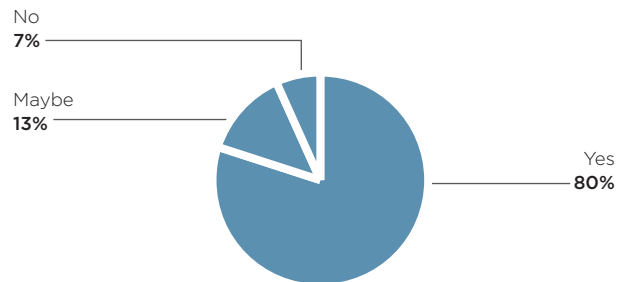
Was the workshop's content relevant to your job?
(1=Strongly Disagree; 5= Strongly Agree)



Will you invest more time in preparation and communication as a result?
(1=Strongly Disagree; 5= Strongly Agree)



Would you recommend this workshop to your colleagues?



Source: Royal Dutch Shell, Communications Executive Council research.