

## Case Study – World Fuel Services

# Building a world-class organisation through management development

A strong, reliable energy supply chain is critical for the growth of commerce and the well-being of people throughout the world. But the sector is confronted by highly complex market conditions and continual evolution in products, logistics, services, technologies, socio-economics and the environment. Bringing order, reliability and stability to this often chaotic space is an ongoing challenge.

### Driving sustainable growth through a high performance culture

World Fuel Services is a global leader in the downstream marketing and financing of aviation, marine, and ground transportation fuel products and related services

Building on their fundamental principles of problem-solving, people and performance, World Fuel Services’ vision is to build a world-class organisation that drives sustained growth through a high performance culture and entrepreneurial agility.

### Why a management development programme?

Due to a sustained period of multiple acquisitions and product diversification, the company recognised there had been little or no management development to support rapid organisation change. In order to build a pipeline of leaders and develop consistency in behaviours and skills, World Fuel Services selected Talent for Growth to design and deliver a management development programme for first line managers.

### Selecting the right partner

Caroline Lark, Managing Director of Talent for Growth, worked in partnership with Derek Scott, VP HR, EMEA and Sile Kierans, HR Manager, EMEA to design and deliver seven one day workshops for a group of selected first line managers from across Europe. Some of the design criteria included:

- Creating an internal network of future leaders to build collaboration for the future;
- Blending theory with pragmatic, applicable tools for easy transfer of learning;
- Inspiring participants to take ownership for their learning and development.

Sile Kierans said: **“World Fuel Services views Caroline as a partner to WFS; someone who is able to listen to our learning and development needs and, in partnership, design excellent programmes and workshops that truly fit the needs of the business.”**

### The management development programme in practice

The seven one-day workshops were run over 3 events over six months in 2014. Each workshop was designed to be highly interactive, using a wide range of learning approaches and methods, to focus on building self-awareness and reflective capability. They brought together a range of people managers from different business sectors and countries.

Caroline Taylor said: “All modules were tailored to World Fuel Services and were, wherever possible, related directly to the day to day issues and challenges of

### Goals

Develop a pipeline of future leaders and develop consistency in skills and behaviours through focused management development.

### Approach

Design and deliver a management development programme of seven one-day workshops for selected first line managers focusing on:

- self-awareness
- developing leadership style
- coaching skills for managers
- managing performance and teams

### Results

- Built a strong network of future leaders for World Fuel Services.
- Additional 2 day workshop to cement learning and continue development took place, as requested by the original cohort of participants.
- A second programme is being run in 2015.

### About World Fuel Services

World Fuel Services is a global leader in fuel logistics, specialising in the marketing, sale and distribution of marine, aviation and land fuel products and related services. With revenues of \$43.4bn in 2014 and over 4,000 employees worldwide, World Fuel Services deliver innovative fuel solutions and logistics at more than 8,000 locations in 200 countries and territories worldwide.

Combining global strength with local presence, World Fuel Services respond to each customer’s unique business needs with personalised service, leveraging their local professionals’ market and specialised expertise. Globally, they are valued as market makers by customers and suppliers, made possible by their financial strength, long-term presence and solid reputation.

participants.” As such and where appropriate, participants were encouraged, as part of preparation, to bring real work issues and challenges to work on.

The key topics included:

- Understanding and managing yourself;
- Developing your leadership style;
- Coaching skills for managers;
- Managing performance and teams.

## Programme feedback

Derek Scott and Sile Kierans met with each participant to gather views and evaluate the programme. Participant feedback from these meetings included:

- **“Caroline really listened to the feedback of the group, more than anyone I’ve experienced before.”**
- **“My best course to date, Caroline is wonderful and easy to listen too.”**
- **“Best course I’ve ever done, Caroline was fantastic.”**
- **“Caroline created an environment of trust for us and the group really shared their experiences.”**
- **“I really like Caroline’s free style way of teaching, no power point was used; it was a lot more engaging.”**
- **“Caroline has a very trusting nature, she created a very relaxed environment and she wants to work with you.”**
- **“Caroline gave us great tools to work with.”**
- **“I really liked Caroline’s style, she created trust and the group experiences were great.”**
- **“So many aspects of the training will apply to everyone; it would be a great idea to open it up to everyone.”**

## Programme success – outcomes to date

World Fuel Services considered the programme to be a great success and is running a further programme in 2015. An enhancement will be the inclusion of a bespoke 360 feedback process before the programme starts. Consideration is also being given to running the individual modules as open programmes for the broader organisation.

The original cohort also requested a further two-day workshop to cement their learning, continue their development and keep the momentum going. This ran in April 2015.

Caroline Lark said: “A key element in the design of this programme was to enable the building of a strong network of future leaders for World Fuel Services. The bonds formed and the commitment to support each other has been a real testament to the success of that objective.”

**“As a facilitator of the Manager Development Programme, Caroline’s style of helping develop the individuals was highly praised by the group. Caroline is patient, flexible, creative, organised and passionate and her commitment to the team and the programme was outstanding”.**

*Sile Kierans, HR Manager, EMEA*

**“This is the most relevant and practical course I have ever attended and this was undoubtedly made even better by having such an engaging facilitator. I think all those attending have bonded extremely well and we have all committed to keeping this “alive” through on-going contact and sharing of ideas, experiences and best practice. It is a privilege to be part of these training sessions and for that I am extremely grateful for being selected to take part.”**

*Simon Campbell,  
Customer Services Manager,  
Participant*

### About Talent for Growth

Talent for Growth is a global, flexible and innovative consultancy focused on developing leaders and teams to optimise business performance. We are development experts, but we are also pragmatic, business driven individuals – everything we do ties back to supporting the strategy of the organisation.

We offer:

- depth and breadth of knowledge and expertise in leadership development and team effectiveness
- a focus on collaboration and sustainable solutions
- international experience
- absolute adherence to our commitments

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