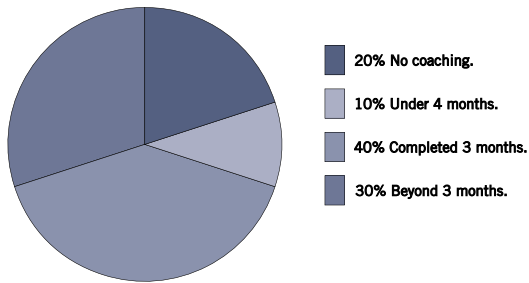


Case Study

Grid with Follow up Coaching, OilCo.

Between September 2001 and June 2002, 179 senior and middle level executives at OilCo participated in the Leadership Grid Program and were offered follow up coaching. (Coaching was on a confidential and voluntary basis.) 70% of course participants completed at least three months of coaching. (For the 84 top executives the enrollment rate was 85%. Among managers/technical team members, the rate was 60%):



A team of 11 professional coaches (each with personal Leadership Grid experience) was formed.

Telephone coaching was the primary vehicle used. VP's received three 45-minute sessions per month, managers/technical team members received three 30-minute sessions per month.

Early in 2003, the coaching team compiled a list of the major shifts taken by their clients who had participated in more than three months of coaching. This was not meant to be comprehensive of all behavioural changes, nor did it cover individuals who elected less than three months of coaching.

Results

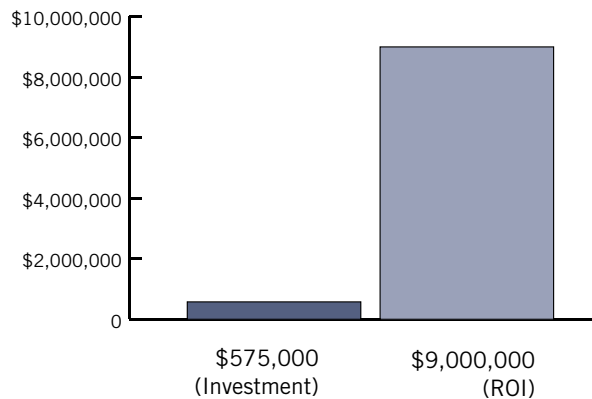
This process identified 14 decisions relating to the acquisition of gas and oil bearing properties or other decisions with direct financial benefit to OilCo. The total profit impact of these decisions exceeded \$ 9 million. Direct calls to the decision-makers at OilCo confirmed that these benefits were real and, in their judgment, would not have happened without the Grid/coaching process.

32 additional instances of significant, but non-quantifiable benefits were identified in the areas of improved team effectiveness, promotion and retention of employees.

The cost of the Grid plus coaching program for OilCo. to date is approximately \$575,000. The cost of one executive completing Leadership Grid and 6 months of coaching is \$4,375 each.

OilCo is continuing to expand and reinforce the Grid/coaching approach to performance improvement through culture change. An additional 70 executives will begin the program in June 2003.

Bottom Line: 1,500% ROI



Source: Hawthorne Group/DMC Ltd