



## Case Study - Shell Finance

### Communication skills for leaders

Shell's Global Finance division is in the process of implementing a significant global change programme. With 11,000 people spread across over 100 countries around the world, Jo Alexander, Head of Communications for Global Finance, identified early on that the key to successfully involving and engaging Finance employees in the changes ahead would be the communication role played by senior Finance leaders.

HarknessKennett worked in partnership with Jo and her team, and fellow consultants Hinton and Co, to develop and deliver an Advanced Communication Skills programme for leaders in Shell Finance.

The programme has been designed to provide experienced leaders with an opportunity to strengthen and develop their understanding of how individuals respond to change, and focus on the skills and behaviours they need to motivate and engage their teams through the change journey.

At the heart of the programme is a two day workshop focused on leaders sharing their understanding and experiences and learning about practical tips and techniques for improving their change communication approach. The workshop provides them with an opportunity to work on real engagement issues within their own area of the business.

This 2 day workshop is supported by one to one support and coaching for the most senior leaders and follow up workshops focusing on specific areas of communication including developing team dialogues, and getting the most out of difficult conversations.

*"HarknessKennett has been a key contributor to the success of this learning programme, providing sound expertise and experience with regard to the role of communication in modern leadership. The real value of this programme is that it is based on providing practical advice and solutions to real life, real time issues, rather than focusing on theory and conjecture"*

Jo Alexander  
Head of Global Finance Communications  
Shell Finance