



Stream: Optimizing the Business – Human Resources Now and Tomorrow

Building Resilient Teams at Weatherford

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Summary

Resiliency is founded on learned skills that differentiate leaders who manage well in difficult times and flourish in recovery. At Weatherford we saw an urgent need to help our leaders avoid taking a wait and see approach to current challenges, or worse still, to feel incapable of making positive change. Resiliency is the foundation we see as necessary to developing empowered and accountable leaders.

Introduction

Like other firms in the energy sector, Weatherford is faced with enormous challenges in response to lower energy prices. Our global workforce has been reduced by 14000+ employees since 2014 and we have contracted the number of manufacturing bases, and the number of countries we operate in. We rely on our employees to innovate under tight constraints, finding efficiencies and optimizing our processes so we can continue to deliver high value to our customers.

Weatherford's history is based on growth, while the current market requires us to build new skills and bolster employee confidence in the face of complex change and ongoing uncertainty. We believe that building resiliency is fundamental to our short and long term success.

Theory and/or Method

Leaders with high resiliency cope more easily and recover more quickly from adverse change and setbacks. They aren't super human or immune to pressure. In fact, they may not even be the high achievers we see prosper in times of growth. At Weatherford we've identified 2 primary qualities of resilient leaders that we are working to develop as the foundation for other leadership skills. Our approach is based on helping our leaders develop, apply and model the qualities that differentiate high achievers.

Examples

The qualities that differentiate high achievers all walks of life including business, the military and with primary school children include learned skills such as the ability to stay on track with a meaningful long-term goal, and to incorporate negative feedback as a routine part of learning new skills. In fact, these learned skills are a stronger predictor of success than IQ, EiQ or an Ivy league education.

Conclusions

We recognize that developing and sustaining resiliency is one part of a larger endeavor to equip our leaders with the skills and knowledge they need to manage effectively in hard times and flourish in recovery. We started this change knowing it's a long term commitment. Early feedback indicates we're on the right track and that resiliency is a valuable tool in the leadership tool belt.

Acknowledgements

Our approach is based on research by:

Linda Graham and Rick Hanson: Bouncing Back

Karen Reivich and Andrew Shatte: The Resiliency Factor

Carol Dweck: Mindset

Angela Duckworth: GRIT

Matrin Seligman: Learned Optimism