

Transforming & Future-Proofing Organizational Culture







Background

How do you transform a traditional oil and gas engineering company into a leader of the energy transition? It requires not only revolutionary technology, but also a fundamental change in the organizational culture towards innovation, agility, inclusion, and collaboration. This represents a significant cultural transformation, one that stands in contrast to the risk- and process-orientation of traditional oil and gas companies.

To solve this significant challenge, the company's senior leadership recognized the need to transform their culture. After a competitive bid process, the company selected RW3 CultureWizard to consult, design and deliver training on inclusion for the sake of collaboration to all of its 12,500 employees.

The French engineering and technology company featured in this case study is at the forefront of innovation in the energy and chemicals sector. Founded in 2021 as a bold spin-off, they are committed to "breaking boundaries together to engineer a sustainable future." Operating in 34 countries, they reported a revenue of EUR 6.8 billion in 2024 and is publicly traded on Euronext Paris.







Challenge

In order to achieve a transformation of the workplace culture, the organization needed to redefine how people should work together day-to-day. As if this challenge wasn't complex enough, this culture shift needed to be implemented across 34 countries, each with its own cultural values and work style preferences.

To do this, the corporate university partnered with RW3 CultureWizard to custom design and deliver **Inclusive Collaboration** workshops, which forms part of its **Future Ready Program.** The workshop focuses on capitalizing on diversity of thought and perspective to drive innovation, how to manage cultural and other biases to promote better gender representation, how to think flexibly, how to adapt one's style, and how to collaborate inclusively to achieve its business mission.



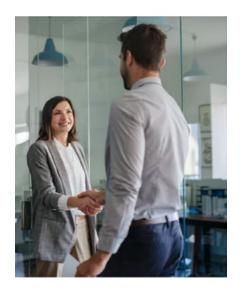
PHASE I: INCLUSIVE COLLABORATION WORKSHOPS



RW3 CultureWizard designed a highly bespoke, comprehensive, blended learning solution to develop the mindset and skills for inclusive collaboration. The solution was launched in June of 2024 and will continue through 2027, with the goal to reach 100% of the company's 12,500 non-manager employees.

In partnership with the corporate university, RW3 CultureWizard asked all employees to complete the **Global Inclusion Assessment**, a proprietary developmental psychometric assessment that measures the behaviors, attitudes and competencies critical to inclusive collaboration. Through RW3's Global Inclusion Analytics, an aggregate report and analysis of the results, RW3 pinpointed the workforce's strengths and developmental opportunities. This provided a data-driven, baseline need that the blended learning experience could address through a responsive design. This analysis will be conducted after all employees have completed the learning experience to track the aggregate development of the workforce and to measure ROI.





Simultaneously, RW3 CultureWizard conducted 20 one-on-one needs interviews with stakeholders across the globe. In combination with the assessment data, this total needs analysis approach enabled the design of a highly customized, full-day, face-to-face workshop with digital pre-work. RW3 CultureWizard believes in globally consistent, locally relevant learning, so they partnered with local facilitators to localize content and create culturally appropriate versions for each delivery location, in addition to translating into various local languages.

At the conclusion of the workshop, participants receive a development planner with 10 further learning activities to pursue through day-to-day workplace interactions plus digital learning resources on the CultureWizard learning platform.





This comprehensive effort requires a multi-year, globally coordinated plan, which includes delivery of workshops in multiple languages across Europe, the Middle East, the Americas, Africa, and Asia-Pacific. RW3 CultureWizard curated a seasoned



faculty of local facilitators who have been onboarded to represent not only the workshop but the Future Ready Program and the corporate university itself. To oversee this effort, RW3 CultureWizard identified project managers to create a detailed logistics playbook for distribution to local L&D stakeholders responsible and to encourage delivery excellence. This team of project managers also ensures that the project stays on schedule through a diligent approach to scheduling workshops across 34 countries, managing the timing of participant communications, auditing quality, and resolving local delivery challenges.



In year one, results exceeded expectations. The client's employees demonstrated significant growth in the competencies required for inclusive collaboration.

EMPLOYEE ENGAGEMENT SURVEY

Clients shared that results across D&I and teamwork questions in their 2024 engagement survey showed a marked improvement in comparison to the previous year, and attributed this in part to the impact of the learning experience.

63% responded favorably to: "There is effective cooperation across departments" (up from 61%)



83% responded favorably to: "My team has a climate in which diverse perspectives are valued" (up from 81%)



78% responded favorably to: "People at this company trust and respect each other" (up from 76%)



KEY METRICS

Overall Workshop Rating:



Would You Recommend this Workshop:

98.99% of participants would recommend the workshop to a colleague.



Before & After Competency Improvements:









PARTICIPANT FEEDBACK

- I would recommend this workshop for everyone. Before this workshop I thought I was very strong in the areas of inclusive collaboration, but after the workshop it was clear to me that there are plenty of areas where I can improve."
- This workshop is unique, practical, and it helps us understand what inclusion means, and knowingly or unknowingly how it affects our work."
- I'm more aware of inclusive collaboration and understand how to be intentional in creating an inclusive environment."
- This workshop gives you a different perspective of diverse cultural working styles and how to maximize them for the benefit of our teams."



Stakeholder Testimonials

- The RW3 CultureWizard team demonstrates real partnership in their approach to working with us. They took time to understand our business needs and challenged us when needed. Our relationship is truly collaborative and is built on trust and transparency."
 - GLOBAL LEARNING & DEVELOPMENT LEADER
- Partnering with RW3 CultureWizard has been an exceptional experience. Their expertise in Diversity and Inclusion, combined with their collaborative and thoughtful approach, has greatly exceeded our expectations.

From the very beginning, they committed to understanding our unique needs and challenges, which was crucial in developing an outstanding global learning program that promotes inclusive collaboration within our organization.

The RW3 team was an absolute pleasure to work with, consistently engaging with us at every stage of the process. They were always receptive to our feedback, ensuring that the solutions provided were perfectly tailored to our requirements.

I highly recommend RW3 for their dedication, professionalism, and personal commitment to making a difference and fostering an inclusive culture."

—LEARNING AND DEVELOPMENT PROGRAM MANAGER





Cultivating Champions of Organizational Culture

The client was so impressed with the results of the **Inclusive Collaboration** workshops that it commissioned RW3 CultureWizard to develop an additional, innovative, tailored learning experience, titled "Championing a Culture of Inclusion".

This workshop has the distinct goal to empower and equip internal influencers to drive transformation through an expanded repertoire of strategies to influence culture change, intervene in moments that matter to show why and how inclusion is an important path to high quality collaboration.



PHASE II: CHAMPIONING A CULTURE OF INCLUSION (CONTINUED)

Objectives of the Workshop

- Harness collective wisdom and shared experiences of the Champion community to foster a culture of inclusive collaboration.
- Identify and seize opportunities to drive meaningful dialogue on inclusive collaboration.
- ✓ Learn how to apply intervention strategies in moments that matter to achieving inclusive collaboration.

This workshop was delivered to 150 participants during November and December 2024, and is currently under consideration as a permanent feature of the onboarding experience for the People & Culture team.

Results

KEY METRICS

Overall Workshop Rating:

Would You Recommend this Workshop:

 100% of participants would recommend the workshop to a colleague.

Before & After Competency Improvements:

 29% average perceived performance improvement across Confidence, Competence and Clarity of the subject matter.



8.7 out of 10 rating

100% recommended



29% improvement



PARTICIPANT FEEDBACK

- I would recommend this workshop because I am strongly convinced that with time and with everyone's contribution our progress in the domain of 'Championing a culture of Inclusion' will be reached. Many people are not aware of their lack of collaboration and this training will awaken some employees and make them think again about their actions."
- These trainings are important because sometimes we only talk about diversity and not about how we can become more inclusive."
- I would recommend this workshop because it is practical, realistic, relevant and engaging. The external facilitator knows our company very well. That helps."
- Session has great content and was well managed by having more activities and opportunities to connect with people at different locations and thoughts."
- Having this session brings the employees awareness of inclusivity in the work place, and how this could harm the organization. I believe it's good to have knowledge and awareness, so we can embed the inclusivity in daily life to all employees."



Conclusion

The **Inclusive Collaboration** and **Championing a Culture of Inclusion** workshops are driving our client's mission to "break boundaries together to engineer a sustainable future." Through these efforts, the company has successfully cultivated a culture where inclusion is valued for the sake of collaboration, and teams capitalize on diverse perspectives to innovate and lead the energy transition.

With clear evidence of success, including competency development, high participant ratings, and widespread endorsement of the program, the client's workforce is better prepared to lead the energy transition. As the program progresses, RW3 CultureWizard will provide an analysis of pre- and post-measurement (Global Inclusion Analytics Report) that will show how participants amplified their capacity for inclusive collaboration through its psychometric Global Inclusion Assessment. This report will provide further insights on the long-term impact of this work, implications for further culture change work and a demonstration of the ROI of the program.

The partnership between RW3 CultureWizard and this leader of the energy transition exemplifies how customized, data-driven learning experiences can future-proof a workforce, drive innovation, and support the transformation of organizational culture to achieve its mission, and in this company's, to engineer a sustainable future together.



"Break boundaries together to engineer a sustainable future."

Contact RW3 CultureWizard Today

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