

# Drive Your Talents

## A client's story

### Introduction

Oracle Consulting Netherlands (OCNL) is a division of the Oracle Corporation and focuses exclusively on the provision of consultancy services with regard to Oracle products. In May 2005, the decision was taken to merge two Dutch divisions of Oracle Consulting, both of which focus on the provision of consultancy services with regard to Oracle's technology products, into one large division consisting of around 160 people. This reference has been provided by Coen Bos the Division Director for Oracle Consulting Netherlands at the time.

### Rationale

When the two divisions merged, it became clear that each of the two divisions had its own culture, which meant that there were explicit differences between both divisions, which were resolved by allowing scope for both cultures within the organisational structure.

Each division suffered with various forms of demotivation and dissatisfaction among employees regarding their current job or customer assignment, and there was a feeling among management that they were not utilizing the consultants' talents to the best of their ability.

The word "entrepreneurship" was used a great deal within the organisation itself, but unfortunately, only a few employees felt that they too could be real entrepreneurs. It was therefore up to management to ensure that these situations were resolved!

### The programme

With all of the aforementioned problems in mind, OCNL began talks with Communicum. After successfully delivering programmes in relationship management, strategy workshops and teambuilding Communicum NL were tasked with delivering a programme to meet these new challenges. No out-of-the-box solution was available. The decision was taken to bring in two employees from the Oracle organisation, so that together with Communicum, they could develop an overall programme. Bringing knowledge and experience from within the Oracle organisation together with Communicum's enthusiasm and experience in the field of personal development and the development of talent turned out to be the winning combination. Standard components such as De Bono's Six Hats methodology, Belbin's team role analysis and Stephen Covey's range of ideas were combined with new components such as Energy measurement, the Personal Energy Plan, Coach-the-Coach and the Buddy programme. The overall programme was named "Drive Your Talents" and officially got underway!

In total, we held 12 sessions, each with a maximum of 16 people. The two-day programme included an overnight stay in order to facilitate some "evening teambuilding" and during the dinner, the director of the division was in attendance throughout (Management commitment to this was crucial!). Whilst the programme was being implemented, we continually amended it in line with experiences gained from the preceding sessions. I believe that Communicum is an example of the flexible yet mainly pro-active organisation that goes the extra mile to enable a large programme such as this to succeed!



## **The result**

The programme was received very positively from day one. The opportunities that we gave each individual to discover and develop his/her own talents were already sufficient to make everyone realise that creating motivation and energy is 90% up to the individual him/herself. The other 10% is based on the organisation giving its employees the opportunity to develop.

The main theme of the programme was “moving closer to the driving seat”, or in other words, the fact that each individual is responsible for driving forward his/her own career path. For the majority of people, this approach was a revelation, certainly in view of the fact that it had been made clear that management here were completely behind it and (within the framework of the company), wanted to offer scope for this development.

The facts speak for themselves. After the programme, 95% of employees said that they no longer had plans to leave Oracle for another employer, compared to 85% before the programme. Employee turnover within the division decreased from 14% before the programme to 8.5% after the programme. In the annual Employee Satisfaction Survey, the overall satisfaction figure rose from 3.2 to 3.7 (on a scale of 1 to 5).

Now, after almost two years as former director of this division, I am still spoken to regularly by people who are very grateful for the programme. The programme has allowed people to consider their career, energy, talents and also their self image in particular in a different light and has helped many people to do their daily work with more energy (and therefore more pleasure)!

## **Collaboration with Communicum**

Our collaboration with Communicum can best be described as a very personal collaboration that is based on mutual trust and a high degree of intense contact. Without this intensive collaboration, it is almost impossible to turn a programme of this magnitude into a success.

Communicum has a great deal of experience in the business world and is therefore quickly able to relate to any problems that an organisation may be facing.

Communicum also possesses a set of training modules that focus very strongly on the personal development of the individual and the development of talents.

This combination makes Communicum a unique company that can help organisations move forward by fully considering the personal contribution that each individual makes and by taking account of the culture of the company. Communicum also provides them with the means to guarantee this on a permanent basis.

Communicum’s approach stands in sharp contrast to companies that specialise in providing basic, one-size-fits-all training courses which, after a month, are often just a memory.

Coen Bos  
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