

## CASE STUDY 3: RESOURCE SECTOR

### BACKGROUND + CONTEXT

A global energy company was dealing with an ineffective employee feedback system. The system was intended to be a way for employees to report unsafe practices or conditions, so that measures could be taken to fix things. It had become clear that the current system was flawed and was not being used to its full potential.

A diverse task force was constructed to pull together an action plan to develop a new, more effective system. It was hoped that the new system would eventually be rolled out to the entire company. This new system would be counted on to maintain the safety of employees, and to protect the 20 billion dollars in capital investments of the company.

Because this system would affect every single employee of this large company, it was necessary that the task force consist of a representative sample of the workforce. It included both employees and contractors, from senior management to the front line.

ProActive was called in to ensure that all voices could be heard, all concerns could be brought to the table, effective solutions were agreed upon, and a specific action plan could be developed.

### THE PROACTIVE RESPONSE

ProActive was invited to conduct a **Facilitated Dialogue for Solutions** (FDfS) session with the involved parties.

The goal of a FDfS session is to use the Dialogue for Solutions (DfS) structure to conduct a meeting and come out with a concrete action plan with delivery timelines. By using a ProActive facilitator, the meeting stays within the structure of the DfS model and on track for resolution. The DfS model involves five steps: gathering information about the issue, identifying all problems and determining the "Primary Problem", identifying possible solutions and coming up with a "Primary Solution", identifying the actions needed to implement the "Primary Solution", and finally, executing the agreed upon actions.

In this case, DfS was being used to ensure that every voice was heard at the task force meeting, and that a concrete action plan with realistic implementation timelines was developed. By the end of the meeting, problems had been identified that some members of the task force didn't even know existed. By working through the process, a number of solutions were proposed and action plans were developed to address the issues.



## THE RESULT

The senior manager responsible for this important initiative noted that:

*"The dialogue for solutions enabled the group to uncover truly eye opening problems with the existing system and to develop ground breaking solutions that the management team would never have realized without a skilled practitioner leading the discussion."*

Within three months of the facilitated session, the company has had their new program accepted and approved by the necessary decision makers. The session has resulted in an organized new pilot program to be rolled out over the course of the next year.

### PROACTIVE PRODUCTS USED IN THIS CASE

**Dialogue For Solutions (facilitated session)** helps groups share information and arrive at decisions effectively. The ProActive facilitator involves all group members and ensures all contributions are heard. The process is particularly useful for complex or divisive issues. The discussion is clearly focused around gaining members' commitment to create and execute a clearly defined action plan.

