

Mobil Oil

Reference: Marleah Rogers,
former HR Leader. 919-680-0308

For five years things had gone from bad to worse at this \$750-million business unit of Mobil Oil.

It was trapped in vicious cycle; Poor performance was met with decreased investment from corporate—which restricted growth opportunities, which in turn hampered performance even further. The situation was complicated even more by internal divisiveness. A culture of mistrust and parochialism undermined efficiency and effectiveness within the organization. To become competitive in its marketplace and to retain a place in Mobil’s multinational enterprise big changes were imperative.

The Change Challenge:

This organization of 1,200 people needed a rapid turnaround. Leaders wanted to get the whole organization aligned and committed to measurable action as quickly as possible.

They choose to work with us because:

- They collaborative RTSC approach was the way they wanted to work together in the future.
- They could make the future happen rapidly.

“It’s a premise of RTSC work that if you get the right people in the same room asking the right questions, they’ll come up with the right answers for their organization.”

A key component of their full-scale change effort was a three-day, roll-up-your-sleeves RTSC event for 1,000. “Large-scale events are where our RTSC principles are most powerfully illustrated,” says Robert “Jake” Jacobs. “It’s a premise of RTSC work that if you get the right people in the same room asking the right questions, they’ll come up with the right answers for their organization.”

Fast-track Implementation:

RTSC created the rapid alignment this organization required. And even more important, it gave people the skills to take rapid action. In RTSC work, what gets said, gets done.

Fifteen months from the word “go,” the now focused and committed business unit had achieved:

- Improved performance and profits.
- Return on fixed assets increased 15 percent (9 percent adjusted for price).
Cycle time reductions saved \$30 million. Capital spending overage dropped from \$70 million to zero. A new business in selling and sharing services generated \$12 million and also reduced a recurring expenditure by 30 percent. Five deep-water leases were signed—a first for the business.

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Mobil Oil (Continued)

*Reference: Marleah Rogers,
former HR Leader. 781-564-9640*

- **Complete redesign of organization and core processes.**
The new structure—focused on six core processes and a portfolio management approach—was fully implemented, including newly negotiated and well-understood roles and responsibilities for all teams and employees.
- **A collaborative culture.**
Morale turned from dispirited to enthusiastic. People learned to reach consensus and remained committed—individually and collectively—to the future direction they had helped shape.

Real Time Strategic Change Highlight:

RTSC work at large-group events is both messy and exciting.

It took a sizable budget and intensive logistics—before, during, and after the event—to get 1,000 people working together on the floor of the New Orleans Superdome. It took courageous leaders to share power with a discouraged and divided workforce.

The risks paid off. The large group reached consensus and aligned with the new way of doing business. Leaders, who anticipated resistance to change, heard instead, "Good. We've been waiting for something like this." Coming together in the big event created tremendous opportunities for rapid change.