

Case study

SEMBCORP INDUSTRIES Ltd: Teamwork Fujairah UAE

SEMBCORP INDUSTRIES (SEMBCORP) is a leading Singapore-based conglomerate providing Utilities, Marine and Offshore Engineering, Environmental Management, and Industrial Parks in Singapore, the United Kingdom, the Middle East and the region.

SEMBCORP is further growing its Middle East presence. Its Fujairah plant – which is also one of the largest desalination plants in the world – is positioned as a major facility supplying power and water to meet the rising needs of the region. Developing a dynamic workforce well-equipped to contribute to business growth is critical.

The Challenge

CELSIM was asked to design and deliver a team development workshop for managers at the Fujairah plant to ensure sustainability and unity of cohesion and effort, improve communication, generate team spirit and move the team from individual potential to team performance.

Using our GAINMORE™ Development Needs Diagnosis Framework, three key issues facing the team were identified:

1. Teamwork: recognise personal strengths and weaknesses and the power of team diversity and synergies of individual contributions.
2. Develop Trust: establish an open communication platform that engenders trust in each other, create platform for ongoing discussion and continuous refinement.
3. Shared Situational Awareness: develop unity and cohesion of effort towards stated goals, break down any silos and provide a compelling motivation to share.

The Solution

In partnership with Lilian Lee, Senior Vice President Group HR, we designed a one day Teamwork workshop – combining pre workshop GAPPS self and team leadership roles assessment, a highly interactive decision game, and role plays – to address the team challenges. These included:

- Exploring team role preferences and behaviours that affect personal styles and choices, culminating in exercises to tailor concepts to own experience and improve teamworking.
- A management decision game to encourage knowledge sharing, team problem solving, and provide a compelling motivation to share.
- Developing clarity, achievement orientation and flexibility of approach to motivate and inspire self and others to move from conflict to agreement and cooperation.

The Results

The Teamwork workshop provided SEMBCORP managers at the Fujairah plant with an engaging platform that encouraged the development of self-awareness and the affects of behaviour and fostered a spirit of teamwork, sharing and open dialogue in a fun collaborative environment.

Abdel Hadi Aljawhari (Senior Commercial & Technical Manager, Emirates SembCorp Water & Power Co.), a participant on the workshop commented, *“The workshop was tailored nicely. Coaching session was good to point out the strengths and areas for improvement. The detailed discussion with John on my GAPPS report helped me understand myself better. The use of Lego was well thought out and useful in delivering the proper concepts. We had a good chance to practically see how to improve communication / eliminate barriers.”*