

## “Occupy your position”

Desiree Vroegop is a regular visitor offshore. Since March 2005, she has been spending at least a week ‘out there’ every month, where she is responsible twelve hours a day for the training programme in Coaching Management. This training was first provided to the HMIs and now the Seniors are undergoing this tough, sometimes confronting training programme, but the reactions are very positive.

“My company IVPO primarily provides training to technical managers, and within that field, my specialisation is offshore workers. The work is very intensive, but great fun. Most people offshore are very sociable, and although some of them show initial resistance, they all very much want to know how they can best improve their management and communication skills. I provide two workshops a day and ‘walk alongside’ the participants while they are at work. In that way I am also present at the coaching interviews they hold with their workers, and I provide them with feedback. It can of course be quite confrontational. What is the most important piece of advice I give,

on a regular basis? Occupy your position! Offshore, colleagues interact in a different way that makes being a manager more difficult. Workers on the shop floor often accept a promotion as a given fact (authority is there by appointment) but the new managers often have a different experience. They need time and practice to get used to their position. My task is to help them, and provide them with the tools they need to be able to occupy their new position, and create a new level of partnership with the other managers.

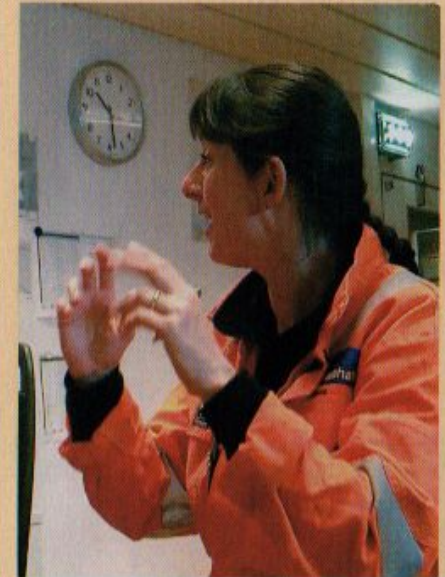
### Surprising final presentations

The process is concluded with a final pre-

sentation by the participants, also attended by the Production Supervisors and the Production Manager. In the final presentation, they talk about how they intend to put into practice what they have learned. And some of the presentations are truly excellent. I was recently surprised by a presentation about negative workers, in which one senior drew a comparison between a negative attitude and a photographic negative. His conclusion was: if you hold up old negatives to the light, they sometimes once again become positive. A truly marvellous metaphor for what a little bit of attention can do to change a negative attitude amongst employees!”

One of the spin-offs of the training programme in Coaching Management is the series of coaching programmes for offshore workers. In particular Leo Tiggelers (assisted by Gerard Quaak) has been making a contribution to these programmes, right from the start, and has proven the advantages of the process in practice, thereby encouraging others. Desiree continued, “More and more organisations

**“More and more organisations are realising that their employees make the difference”**



### Gaz How?

are realising that their employees make the difference, and are the decisive factor in the company's competitive position. GDF SUEZ E&P Nederland B.V. is a frontrunner when it comes to on-the-job training for managers. I am proud to be able to make a contribution, and I hope to be able to also play a role in the after care process once the training cycle for Seniors has been completed.” ☺