

Devon International

Case Study

NATURE OF ENGAGEMENT: A talent identification and management programme focusing on the role of Country Manager. Worked with the Executive Team of Devon International to calibrate the role of Country Manager, create an internal talent pool of country managers, assess candidates for their potential of becoming Country Manager and create a PDP to support it, and helped the Executive Board to make appointment decisions regarding opening in the role on various global locations.

KEY CHALLENGES: Devon Energy is a \$10B oil and gas exploration company. One of the most pivotal roles for its international arm is that of a Country Manager – The person that sets and heads up the operations in a hosting country. The shortage of quality Country Managers initiated a study of profiling the core qualities and competencies of Country Managers.

STAKEHOLDERS: The President of Devon International and his Executive team

TEAM DEPLOYED: Dr Tuvia Melamed handle this assignment solely. Delivered as part of the Quo Group.

METHODOLOGY: Dr Tuvia Melamed developed a 5-phase Talent Identification framework:

- **Research** – Articulating a global Country Manager model, accounting for variations in hosting countries and stage of oil exploration – production continuum
- **Nomination** – Identifying potential Participants to enter the talent pool using a structured approach of nomination
- **Success routes** – Deploying of Psychometric Profiling to explore whether Participants have one of 3 profiles of Personal Attributes associated with success
- **Validation** – Assessing Talent Capability and Talent Fit of candidates using a 1-day Executive Assessment to thoroughly validate match with the Global Country Manager model
- **Talent Pool** – Creating a Country Manager talent pool using integrative decision making, and agreeing development plans and platforms to members of the talent pool

Following the establishment of a Global Country Manager model, Devon International identified a pool of managers within the business who put to the test to find out their suitability for the Country manager role.

IMPACT: The findings from these assessments served the basis for decisions regarding mobility and movement of key personnel within the business, and for creating a development plan for each manager.



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