

DEVELOPMENT OF MANAGEMENT AND LEADERSHIP SKILLS

The Company has a Corporate Management Academy that develops management and leadership skills among employees in a centralised and systematic manner. In 2015, the academy employed five module-based programmes for specialists of various levels – from line managers to senior executives. Gazprom Neft also develops and implements targeted programmes to solve urgent problems and achieve its strategic goals. For example, the Downstream Division launched the “Top Drive 2.0” programme in the reporting year to support the reorganisation of the regional sales model that began in 2013. The “Top Drive 2.0” programme was a continuation of the “Top Drive” programme that the Company developed jointly with the Stockholm School of Economics and Ernst & Young and targets managers of the Regional Sales Directorate. The training plan is compiled in accordance with the specifics of the sales unit and includes international experience from solving relevant business tasks based on best practices.

In 2015, the Company continued developing an organised coaching project and applying it at subsidiaries. As part of the project, managers learn non-directive coaching management skills – leadership that motivates employees to find solutions on their own. Training activities for management teams were carried out at a number of subsidiaries of the Upstream and Downstream Divisions. The Company also drafted a corporate training programme on non-directive management methods that enables managers to expand the arsenal of management methods they employ. Forty-two people underwent pilot training in 2015. The programme was incorporated into the corporate training matrix starting in 2016.

42 people
underwent pilot training
as part of the corporate training
programme on non-directive
management methods in 2015

“BOOST” INTEGRATION PROGRAMME

The Downstream Division developed an integration programme called “Boost” in 2015. “Boost” will encompass the maximum number of staff changes and support employees over their entire career path: hiring, promotion, moving to another region, undertaking a new role or functionality and lateral movement. The programme was established as a designer of adaptive tools that are grouped into four key sections: work environment, organisational environmental, professional context and management context.

The principle of the designer and module-based construction makes it possible in each case to select tools taking into account the individual conditions for integration, which helps employees to achieve a high level of efficiency in as short a time as possible in the event of changes to their professional status. The main goal of the programme is to provide information support to personnel in terms of understanding the tasks, strategy and mutual influence of the Division’s business areas on overall efficiency.

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“ The integration programme aims to establish a common HR space in which employees can see their prospects for growth both within an enterprise as well as within a division and the Company and know their role and impact within the common value chain”.