



Achieving National Progress Through Coaching at OQ

The International Coaching Federation (ICF) each year honors organizations with coaching programs that meet rigorous professional standards. The [Coaching Impact Awards](#) celebrate the best of coaching and ICF through various categories that reflect the different facets of the profession.

OQ, a globally integrated energy company with roots in Oman, earned the prestigious ICF Coaching Impact Award for Emerging Organization in 2023. This recognition acknowledged OQ's use of coaching to elevate organizational culture during a period of major transformation. In doing so, the company achieved extraordinary goals, further empowered its staff, and made substantial contributions to Oman's national progress.

Formed in 2018 by merging nine companies into one, OQ faced a complex process that required significant upheaval to its systems, processes, and teams. Beyond logistical challenges, OQ needed to bring together nine different teams, each with distinct dynamics, values, and histories, into a single unified entity.

To align with its vision of becoming a global energy leader, the merged team needed to adopt a new mindset that emphasized leadership with a guiding governance model, departing from the traditional process-driven approach. Recognizing this need, OQ's leadership set out to build a unified company culture across its entire organization.

The concept of a coaching culture was a new one for most Oman professionals. OQ's leadership recognized that the unprecedented challenges stemming from their merger required a unique response. In 2020, they began building a coaching culture to empower employees at every level throughout the change management process and to develop the organization's future talent amidst navigating a rapidly changing market. Initially, OQ's coaching program focused on supporting employees and managers in achieving organizational goals and team objectives. OQ leaders were trained to lead cultural shifts, and internal coaches were introduced to sustain the culture.

Subsequently, OQ faced additional upheaval as Oman's government, a significant shareholder, announced its decentralization plans for 2022. In addition to re-creating the company into nine

entities under the OQ umbrella, the energy company now had to also navigate a volatile oil and gas market and a global pandemic.

"One of the areas we focus on at OQ is country value, and we have a continuous collaboration with the government. Their leaders knew about our progress and success through coaching and approached us for support. One of our programs there works on developing the internal capability of the government utilizing the ICF standard."

Salim Al Jabri, Lead Coach, OQ SAOC

Despite the challenges ahead, one thing remained clear: The groundwork they laid to instill a coaching culture had fortified OQ to confront this new phase of transformation and provide unwavering support to its employees.

OQ established a strategic three-year coaching roadmap, supported with a dedicated budget. The program engaged both internal and external coaches, all adhering to ICF's gold standard for coaching, and marked by memberships and credentials. The ICF Code of Ethics was strictly upheld and integrated into training and each coaching session.

As of 2023, this robust coaching program is promoted through educational videos on the internal company platform, enhancing accessibility and participation. Coaches cater to all employees, from leaders and senior staff to mid-level employees and interns. Senior leaders quickly became internal champions of the program.

86% of OQ senior leadership reported increased confidence in their leadership with their direct reports.

In the pursuit of excellence, coaching is meticulously monitored to ensure continuous improvement. By training 49 dedicated internal coaches, OQ has established a robust internal coaching community that fosters constant growth. External coaches of the highest caliber provide mentorship to internal coaches, further reinforcing best



practices and amplifying the program’s impact. Organization-wide pulse surveys are administered to measure program results.

Because of the coaching program, employee engagement increased, leadership development accelerated, and decision-making improved. Coaching is now embedded in the corporate value, “We Care.”

The clear coaching program benefits led to all enrolled leaders to request coaches for their teams and direct reports.

Direct Line Managers noticed an 85% improvement in performance among employees who engaged in the coaching program. Employees who received coaching reported a 92% self-satisfaction rate, particularly noting positive impacts on professional growth and overcoming obstacles in attaining goals.

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Additionally, by training and credentialing internal coaches, OQ saved \$500,000 USD by avoiding external coach expenses. Beyond their success in metrics, OQ was selected as a role model and asked to help establish a coaching culture in government units as a part of the nation’s 2040 vision. This support will be a component of the nationwide Vision 2024 initiative, working directly with the Ministry of Labor, igniting a coaching revolution that resonates throughout the nation.

Their unwavering commitment to coaching as a core value showcases their dedication to empowering their organization and the wider community—all borne proudly by their investment.

“When we discussed KPI’s at a recent OQ town hall, one of the main indicators in human resources along with the people, technology, and culture department was coaching. It is clearly identified as a top successful strategy.”

Salim Al Jabri, Lead Coach, OQ SAOC

Coaching has now become a prominent topic both within the company and the country, with staff and leaders championing the personal benefits they have gained and the positive influence on the entire organization. Furthermore, educational videos are being expanded into key Oman communities, especially in parenting, using a coach approach. The focus is now on extending the successful coaching culture model to benefit the country by implementing it within government units and sister organizations.