

In Their Own Words

Separated Employees In The Oil And Gas Industry Talk About Partnering With Right Management On Their Career Transitions



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Management**[®]
ManpowerGroup



Outplacement services are critical in the oil and gas industry. Volatility in demand, economic uncertainty, and changing skill requirements mean that right-sizing is a fact of life. Whether that involves one or one hundred employees, prudent leaders understand that “doing outplacement right” is not only a smart business decision but also a social and fiduciary responsibility.

Exiting employees can either choose to engage with outplacement and look forward to the next phase of their careers or look backwards at their former employer with anger. How a separated employee perceives termination can flow out from the event like ripples across the organization, affecting morale, engagement, performance, recruitment and retention.

In this eBook you will find the stories of individuals who were separated from oil and gas companies that partner with Right Management for outplacement services, as well as insights to help you think through your own organization’s strategy and implementation of outplacement. In their own words, these workers talk about their experience, the insights and job-search skills they received from our coaches and consultants, and where their career journey has taken them.



CONTENTS

PART 1 - TESTIMONIALS

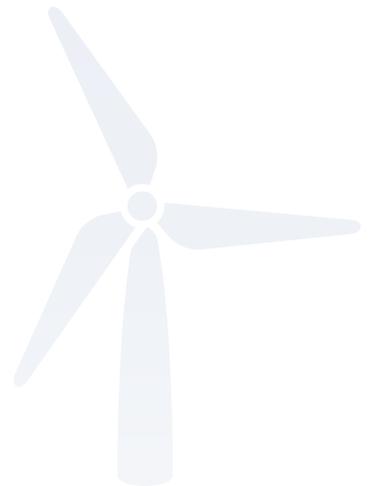
- 05 Translating a strong track record into a resume that attracts recruiters
- 06 Landing a highly specialized job in a tight job market
- 07 Moving beyond generic skills presentation to a tailored approach
- 08 Weighing options: retirement, consulting or contract employment?
- 09 Learning job search skills while gaining confidence
- 10 Knowing where to start is often the hardest step
- 11 Overcoming lack of experience and references

PART 2 - BEST PRACTICES IN OUTPLACEMENT

- 13 Is Your Severance Policy Strategic Enough?
- 14 The first 48 hours: Is your outplacement program up to the challenge?
- 15 Webisode: Best Practices in Outplacement and Organizational Effectiveness in the Oil and Gas Industry

PART 3 - TEN ENERGY SECTOR TRENDS AND THEIR IMPACT ON WORKFORCE MANAGEMENT

- 17 Price Volatility
- 18 Cost Escalation and Control
Mergers, Acquisitions, and Divestitures
- 19 Taking the Long View
Aging Workforce
Investment in New Technology
Competition For Reserves
Rise of the National Oil Companies (NOC)
- 20 Regulatory and Policy Pressures
Joint Ventures
Future Demand
- 21 Conclusion



PART 1



TESTIMONIALS



Translating a strong track record into a resume that attracts recruiters

Greg L.

Formerly: Operations Distribution Manager

Currently: Logistics Specialist

Situation: I had been with my company for 6+ years when I was laid off during a reduction in force. I was pretty optimistic because, in the past, I had moved from one job right into another. I thought all it would take was a little touch-up to my resume so that I could apply to jobs and contact recruiters. I was so wrong. I didn't understand today's marketplace and the necessity of using social media and networking to land a good position.

Working with Right Management: I decided to take advantage of the services my employer had provided through Right Management. I attended every webinar and in-office event possible, and utilized the individual consulting as often as possible. I found out that my resume needed more than just a touchup, and my Right Management Coach helped me craft a targeted and forward-looking resume. I also met with a Job Resource Consultant who helped me strategize and improve my LinkedIn profile since I had no idea that LinkedIn could play such a key role in my search. I began interviewing but was getting eliminated early in the process, which was very frustrating. I realized I went in too smug, thinking that my strong track record was all they needed to see to hire me. I quickly learned that there is much more to interviewing. I used iView, a Right Management interviewing tool, to build my interviewing skills. I practiced continually until I was confident I could answer questions in ways that focused on what I could do for them, not on what I had done for someone else. I could not believe the difference! I also attended Right Management's weekly Power Networking Event to improve my networking skills while learning job search strategy. Before this, I did not like networking, so I had to learn a skill I now realize is critical to my career. This group helped me become comfortable with networking and I actually now enjoy it!

“The best result is that my compensation almost doubled and the benefits package is superior to any I've seen.”

Results: I was contacted by an internal recruiter at a global oil company, who found me on LinkedIn and wanted to interview me for a job overseas. Targeting my LinkedIn profile to marketplace requirements really paid off. What had drawn the recruiter to my profile was one specific phrase I used that fit their needs exactly. I went through a phone screen, and then a panel interview that was intense. The questions were very specific and technical, and there was little interaction. I thought I had done well. As it turned out, I was offered the job. My family and I are moving overseas and the company will take care of much of our living needs. I have two small children and their schooling will be in a top-ranked private school. The chance for them to have the international experience is priceless! The best result is that my compensation almost doubled and the benefits package is superior to any I've seen. I made some great new friends from the experience at Right Management and learned things I will use throughout my career.



Landing a highly specialized job in a tight job market

Clay C.

Formerly: Manager, Power Accounting

Currently: Finance Director

Situation: I was facing a tough market. There are a limited number of players in this region and even fewer jobs for someone with my experience, which is tightly specialized. The job market in my field was soft and companies were sitting on the sidelines with respect to growth and investment. My opportunities for a quick landing seemed limited.

Working with Right Management: Coaching from the consultants provided great insights and support. I always felt that my coach had my best interests at heart. In response to my questions he would impart “common sense” knowledge from his many years of experience. Now when I run into an issue, I think, “What would my coach say in this circumstance?” He also knew when to provide an empathetic ear and when to give a gentle kick in the pants. The interviewing course, using iView and personalized interviews, was invaluable – especially learning how to prepare for an interview and tailor my response to a job posting. Interactions with other candidates at the Weekly Board Meeting boosted my morale and kept me motivated. It felt good to help other candidates with my contacts and then also get that help in return.

“My coach knew when to provide an empathetic ear and when to give a gentle kick in the pants.”

Results: Right Management provided expert coaching, breadth of courses, website resources, and the opportunity to interact with other candidates – all of which played a role in helping me land my current position.



Moving beyond generic skills presentation to a tailored approach

Harris N.

Formerly: Development Coordinator

Currently: Exploitation Engineer

Situation: I had no idea that one's qualifications/experience alone wouldn't result in success and that I needed to have a Unique Selling Proposition. I was sending out generic resumes and filling online applications before Right Management guided me to a tailored focused approach.

Working with Right Management: Right Management taught me how important it was to align every form of communication with a prospective employer to the unique requirements of the job. This included everything from my cover letter and the key skills in my resume to my responses to interview questions, projected strengths and weaknesses, the networking interviews, and the thank-you letter.

Results: Two months into the process I ended up with two firm job offers, one tentative offer, and a great deal of interest in my professional services. Right Management works!

“I had no idea that one's qualifications/experience alone wouldn't result in success.”



Weighing options: retirement, consulting or contract employment?

Janet W.

Formerly: Manager, Consultation

Currently: Manager, Regulatory

Situation: Following a management layoff due to a re-organization, I faced several challenges. How did the change of employment affect me? Did I want to retire, become a contract employee, or work fulltime? Where did I want to live and would I be able to work from home? I was preoccupied with my change in employment because working is a significant part of who I am and where I wanted to go in the future.

Working with Right Management: I participated in face-to-face and online training sessions, which provided valuable advice. The Right Management website gave me a number of resources, including how to draft a quality resume and cover letter; prepare for an interview and sell myself using effective marketing skills; respond to questions such as why I left my last position; and look objectively at the employment experience. Most importantly, I received one-on-one coaching - in person and by telephone - from two knowledgeable consultants. They help me move forward, asking the right questions to motivate my thinking, and providing guidance on my resume, cover letter, and contract negotiations. They also connected me with webinars on small business and contract options, social media such as LinkedIn, business and community networks and the one-minute (who am I) commercial.

“I am ‘living the dream’ at the lake, consulting in my preferred discipline and travelling.”

Results: One year later, I realize I was given a valuable opportunity to think and make decisions to support myself, my family and my career. I am “living the dream” at the lake, consulting in my preferred discipline and travelling. I have become a community volunteer, joined an organization and supported a variety of small business initiatives. In the last year I met with representatives from a professional association in Japan and received an international recognition award.



Learning job search skills while gaining confidence

Stacia L.

Formerly: Geologist

Currently: Senior Geologist

Situation: I was unaware that I was not communicating my abilities to the level that I had thought. I had never fully grasped how to best market my skills until I met the career coaches and instructors at Right Management. They helped me gain immense confidence. I knew it was time to put my hard work into finding the career of my dreams.

Working with Right Management: It was one of the greatest learning experiences in my career. They showed me how to properly write cover and thank you letters, create a captivating resume, and effectively network. Being taught how to negotiate an offer, including how to answer tough interview questions, was very beneficial.

The support from other Right attendees is also uplifting. In the weekly networking sessions, people share their experiences, thoughts, and suggestions. You develop new contacts who can help you in learning more about a company you're interested in or connect you with someone that is looking to fill a position.

Results: I was able to not only secure a terrific job, but also get an employment package I could not refuse. In addition, Right Management's "First 90 Days" course helped me prepare to excel at my new job. Anyone who wants to improve the success of their career, or are looking to transition to a new role would greatly benefit from seeking the expertise of Right Management.

"It was one of the greatest learning experiences in my career."



Knowing where to start is often the hardest step

Laura P.

Formerly: Geologist in Training

Currently: Geologist in Training

Situation: At the beginning of my transition, finding and securing a new job position seemed to be a stressful, daunting, and overwhelming task. One reason was my lack of a starting point to correctly initiate my search. I have searched for jobs before, but always in the comfort of knowing that I was currently in a stable position. So, to search for a new role without an idea of how my near future was to play out, overwhelmed my sense of confidence.

Working with Right Management: Right Management helped me understand how to identify what my job of searching for a job should look like. In addition to coaches who provide continuous moral and technical support, Right Management has a large database of information that is always accessible to a candidate in transition. Since they have helped countless professionals find ways to stand strongly on their feet, they are well prepared to expect the scared feelings that transition candidates experience. After meeting the career coach and other transition candidates I received a package that outlined the different resources Right Management had, the sequence recommended for their use, and where to find them. I dedicated the working hours in a day to learning Right Management's recommended strategy and more importantly, how to apply that to myself. The resources helped me identify the assets I have as a young professional and explained how to sell my strengths to my target industry and potential employers.

Results: Looking back on my transition, I see it as a period of exponential growth for myself. Right Management's techniques and their consultants me become confident in the skills and talents I have to offer my current employer and my future career colleagues.

“They helped me identify my assets as a young professional and explained how to sell my strengths to my target industry and potential employers.”



Overcoming lack of experience and references

Robert G.

Formerly: Project Engineer

Currently: Pipeline Engineer

Situation: I was facing a range of challenges. With only four years on the job, I felt inexperienced in comparison to other job seekers. My skills were field-based and I was targeting city-based jobs. And I lacked references from my previous employer.

Working with Right Management: I found the networking very helpful! I learned how to network effectively and reach out to people who were not my personal friends. I learned how to interact with people effectively and gained an understanding that it is not about putting out as many resumes as possible but tailoring your communications to the job.

The one-on-one coaching sessions really helped me to focus on my situation and drove home the lessons I learned in the webinars, seminars, and resume writing clinics. Lastly, but importantly, the face time in Right Management's offices helped get me out the door and back into society.

“The face time in Right Management's offices helped to get me out the door and back into society.”

Results: I am now working as a pipeline engineer. The job was not advertised. I found it through my friend/business network. It is a change of pace and scope of work as I come from an owner background and now I am in a EPCM environment. I accepted the role because it provides relevant experience for my long term goal of working in a management role. Other benefits include flexible work hours, and a collaborative, growing team.



PART 2



BEST PRACTICES IN OUTPLACEMENT



Is your severance policy strategic enough?

Severance policies are similar to life insurance policies. Both focus on the departed yet how you build the policy and craft its provisions significantly impact those left behind. Given the role your talent plays in driving innovation and performance — not to mention productivity and overall engagement — a well-crafted severance policy is an essential component of your company's broader workforce strategy.

In a study of **Severance Practices Around the World** conducted by Right Management, 75% of respondents said their companies have formal, written severance policies. The question is whether that policy is strategically effective from a workforce management perspective and aligns to your overall business strategy around engagement and retention. Does it go beyond the legally mandated requirements in your area to become a positive force in helping you attract and retain high-value talent? Or is it just the bare minimum according to local geography/country employment laws and indicative of an employment brand that says, in effect, "There are plenty of unemployed people – we can always find others to work here."

Here are some issues to consider. Do the severance practices outlined in your policy:

- Send a positive message to remaining employees?
- Enable you to rebuild productivity especially after a large restructuring?
- Align to your corporate values and culture?
- Enhance your company's brand image?
- Position your company as an employer of choice?

Reading the study, you'll discover how more than 1,800 senior executives and human resource professionals from 19 countries and 19 industries are designing, managing, and communicating their severance policies – with commentary from Right Management experts. This research-based report can help you benchmark your organization's severance practices and identify opportunities for improvement.

Your severance policy is one of the keys to ensuring that employee departures have the best possible outcome for the individual while speeding the company's return to productivity, profitability, and employee engagement. Now is a good time to make sure it supports those objectives.

Download a copy of the Severance Practices Around the World Report.



The first 48 hours: Is your outplacement program up to the challenge?

The first 48 hours after an employee is let go is the make-or-break time for any outplacement program and often directly ties back to the success of that individual's subsequent job search efforts.

During those early days, exiting employees make a crucial decision. They can either choose to engage with outplacement and look forward to the next phase of their careers or look backwards at their former employer with frustration and often anger. That choice can have serious repercussions for the organization, for while you can cut professional ties with an employee, you can't sever their personal relationships with others in the workforce. How the separated employee perceives the termination can have a ripple effect across the organization, affecting morale, engagement, performance, recruitment and retention. In short, your employment brand.

Ensuring that "the first 48" are as positive as possible is significantly influenced by how you choose to exit the individual, the available notification support and manager coaching provided by your outplacement partner, and the quality and scope of outplacement services you provide. Right Management conducted a global research study to understand **Why Organizations Rely on Outplacement**. With input from more than 1,700 business leaders and HR professionals in 10 countries, the report reveals how organizations structure their outplacement programs and the services they utilize most.

One finding that speaks directly to this issue is the high value placed on personalized coaching for exiting employees. According to the study, 87% of buyers of outplacement services rank individual one-on-one coaching as the most important service they offer for workforce transition. Previous Right Management studies have consistently shown that the individuals also value one-to-one coaching more than any other aspect of services delivered, with an average ranking of 4.00 on a scale of 1 to 5.

What resources does your company have in place to ensure that departing employees receive individualized support as they cope with the stress and uncertainty of transition, especially in the critical early days? Is this support coupled with job search tools to help individuals gain traction in the job market and get back on their feet emotionally? And how are those services communicated to the rest of the workforce in order to maintain productivity and protect your valuable employer brand?

To learn how other companies are addressing these and other challenges, be sure to download our global report on outplacement trends. Right-sizing is a fact of life these days and whether that involves one or one hundred employees, prudent leaders recognize that doing it right is a smart business decision not to mention a social and fiduciary responsibility.



Webisode: Best Practices in Outplacement and Organizational Effectiveness in the Oil and Gas Industry

Join us for a quick 10 minute webisode to learn best practices on outplacement and organizational effectiveness in the oil and gas industry. Statoil's commitment to their company values and their employees, as well as working with an experienced partner, made the process of realigning to the business strategy a success.



PART 3



TEN ENERGY SECTOR TRENDS AND THEIR
IMPACT ON WORKFORCE MANAGEMENT



The fortunes of the energy sector in the United States and Canada have been changing dramatically as the industry has transformed its trajectory from decline to growth and opportunity. According to a report from the American Petroleum Institute, from 2009 to 2011 the energy industry added more than 600,000 new jobs and contributed 6.3 percent of the total U.S. labor income in 2011. Prior to the recent decline in prices, the impact of the shale revolution on U.S. gross domestic product (GDP) was estimated to double over the next decade, rising from \$284 billion in 2012 to an estimated \$533 billion in 2025.

Thus, just a year ago, we were talking about the looming shortage of skilled workers in the energy sector. In 2014 the U.S. shale oil and gas industry directly and indirectly employed 1.7 million people. By 2015, talent needs were expected to rise by 50 percent to 2.5 million jobs before reaching 3 million jobs by 2020. Additionally, these are jobs that paid higher than average wages and offered an important boost to our middle class prosperity.

Now we see a precipitous drop in oil processes, a decline in drilling and exploration, and recent layoffs being announced by the hardest hit in the shale play areas – highly leveraged drillers as well as oil field services companies whose customers are looking for savings everywhere they can. Earnings are down for companies that have made record profits in recent years, forcing them to decommission rigs and sharply cut investments in exploration and production.

In addition to challenges related to commodity price swings, energy companies face longer term trends related to workforce capabilities and talent development. How do leaders manage this downshift yet also anticipate the longer trajectory of energy innovation, sector growth, and impending workforce supply gaps that will ensue? Here are 10 major trends that we see in the energy sector and some of the most pressing strategic implications for talent management.

Price Volatility

The energy sector is no stranger to ups and downs and booms and busts. Every worker in the industry, from the oil field to the executive suite, needs to understand the global context of the sector; otherwise current conditions can appear as a buzzing confusion of random events, and lead to a sense of helplessness among those who have not weathered the price drops of the late 80s, or as recently as 2008.

This a complicated question, but it boils down to the simple economics of supply and demand.

United States domestic production has nearly doubled over the last six years, pushing out oil imports that need to find another home. Saudi, Nigerian and Algerian oil that once was sold primarily in the United States is now competing for Asian markets too, and the producers are forced to drop prices. Canadian and Middle East production and exports are rising year after year. Even the Russians, with all their economic problems, manage to keep pumping. On the demand side, the economies of Europe and developing countries have slowed and vehicles are becoming more energy-efficient. So demand for fuel is lagging a bit.

This situation places great demands on operational leaders. In effect, an operations leader in the energy sector has never been a pure engineer, but also a risk manager. Although technical skills remain critical, leaders must also be able to deal with economic uncertainty, regulatory issues, geopolitical risk, and supply excesses/disruptions that drive volatility in oil and gas prices. So what is the impact of this volatility on leadership and workforce management?

- Does your scenario planning include “black swan” events? The conditions for unlikely scenarios are ripe given the global complexity of the market and the pace of innovation.
- Are you taking a long-term view of your talent pipeline to manage supply and demand? One reason the talent shortage in the energy sector became so acute in the last few years was the reduced

hiring during the 1980s and earlier. The delayed impact coincided with the burst in exploration activity –many in the energy workforce were aging out just as the sector needed these managers the most. This shortage could reappear in the next couple of years if oil prices rise to \$70 barrel, which many experts feel is a possibility.

- How do you maintain high employee engagement during slower periods? How can you hold on to key talent who may feel insecure and jump for a safer ship during stormy weather? Those companies that appear safer during a downturn likely have business models that integrate upstream, downstream and chemical business so they can weather the commodity price cycles. Identify your talent at risk for leaving and make sure they have the full picture on when and how things can get better and the advantages to staying where they are.

Cost Escalation and Control

The high cost of capital combined with lower prices, tighter cash flows and rising costs are putting the squeeze on energy sector companies.

- What options do you have for part time work, flexible work models, or job redeployment to retain key technical talent during this challenging time? My clients tell me it can take between nine and 18 months to train a worker with seven or eight years of oilfield experience and shift them into work that involves hydraulic fracturing. If you have to reduce your headcount, do it carefully and strategically.
- How are you aligning cost containment objectives to performance management at the individual employee level?
- What steps can you take to instill greater accountability in front-line leadership?
- What cost-saving synergies are possible by increasing collaboration and eliminating organizational silos?

It's critical to engage your employees in how they can individually contribute to maintaining financial strength and flexibility during the downturn while preserving long-term growth options. This balance of short and long term thinking fosters the agility that is crucial for success in the energy sector.

Mergers, Acquisitions, and Divestitures

Warren Buffet said “only when the tide goes out do you discover who’s been swimming naked.” Companies that came late to the shale play and paid a premium for shale assets are experiencing difficulties. Now they are the most at risk for being acquired or bested by vertically integrated companies with more staying capacity. Before the price drop, oil and gas companies were seeking to divest non-core assets to increase shareholder return, while increased competition is forcing consolidation among independents and oilfield service companies. Although slower now given the volatility, M&A activity in the oil and gas industry is expected to regain momentum largely driven by energy companies seeking some form of “reset.” If your company will experience an organizational restructuring:

- Are you taking steps to speed the cultural integration of all workers to realize desired synergies?
- Have you built a strong communications plan into your change process?
- What training programs are in place to develop core competencies?
- Have you identified your key talent that must be retained?



Taking The Long View

The top three trends above are occupying today's headlines now. Yet, lest we be unprepared for the next shift, we need to be watching and anticipating seven other trends that are sleeping giants in terms of their impact.

Aging Workforce

The Society of Petroleum Engineers estimates that up to 50 percent of skilled workers in the energy sector could retire within the next five to seven years, presenting an immense challenge to the industry.

- Have you inventoried the critical skills and experience that are due to walk out the door?
- When did you last update succession plans for top managers and technical personnel?
- Are you putting programs in place to facilitate knowledge transfer? Considering options like flexible work models to retain staff?

Investment in New Technology

- Technology innovation remains a critical component to achieve and sustain leadership in all energy sectors, from wind and solar to petroleum exploration and production operations. The development of emerging technologies and the integration of existing technology into the energy industry are game changers for nearly all job roles. Rapid advances in technology impact not only the talent needed, but how employers compete for available talent. How are you developing “cross-platform” skills in workers to transition to emerging and unconventional technologies?
- Does your culture place as much value on innovation and critical thinking as the willingness to follow the chain of command?
- Do you have the right assessment processes to uncover talent who can flourish in a collaborative, knowledge-based environment?
- Are you anticipating what technology skills and internal training programs allow career transfers, from the contracting, coal or construction industries to emerging energy solutions?

Competition for Reserves

The search for oil reserves is intense, forcing companies to drill in increasingly remote, inhospitable locations – making it even more difficult to attract and retain workers.

- What workforce mobility and relocation strategies will help you staff up in critical locations?
- Are you considering ways to develop in-country talent and reach out to new populations (Gen-Y, women) to widen the labor pool?
- What technologies can be harnessed to create more attractive working conditions?

Rise of the National Oil Companies (NOC)

Private sector links to NOCs have become increasingly important. According to the World Bank, NOCs control approximately 90 percent of the world's oil reserves and 75 percent of production, with similar numbers applying to gas.

- Are you developing in-country leadership talent to service as trusted advisors?



- How are you enhancing your company's global mindset and instilling cross-cultural competencies in the workforce?

Regulatory and Policy Pressures

Issues like the Gulf of Mexico spill, hydro-fracking water concerns and global climate change have underscored the need for energy companies to exhibit strong leadership skills, operational integrity, and environmental stewardship.

- How are you helping key managers improve their skills related to transparency, collaboration, and open engagement with stakeholders?
- Are you paying enough attention to alternative scenario planning and operational agility?
- Are you building an employment brand that puts safety and environment first to attract the right talent?

Joint Ventures

To gain access to reserves or service opportunities in many countries, energy companies must increasingly rely on joint ventures to share risk and capital.

- Are you moving quickly enough to develop local leadership and a local workforce in countries of interest, supported by cultural understanding across the organization?
- What steps can you take to deepen your understanding of geopolitical risk and local regulatory environments?

Future Demand

This industry tends to work on a 15 to 25 year time horizon because of the size and complexity of the investment projects. Slides in oil price need to be understood against the likely long term trend. Yes, global demand has slowed relative to the recent increase in supply from the U.S. and Saudi Arabia's lack of willingness to cut production. As a result, oil prices have dropped almost 50 percent in the last six months. However, demand for energy is still increasing at 2 percent a year (though slowing) and there will come a time when the market will reach an equilibrium that encourages that new investment and growth. Future markets are betting that the oil price will be \$90 barrel by the early 2020s. Some countries expect a doubling – even a tripling – in production from 2010 to 2030. The U.S. is uniquely positioned to leverage the shale drilling revolution and has an edge in competing to fill surging Asian demand for natural gas. We should not allow the current downshift to disproportionately affect our long term view and success. And, when the demand situation does turn around:

- Are you prepared to handle increasing competition for skilled employees?
- What steps will you take to retain your best talent?
- Are you maintaining connection, respect, and loyalty with severed employees so that you may bring them back when demand returns?
- Do you have detailed data to forecast labor demand and identify potential talent gaps?

As we move into the second decade of the 21st century, our energy clients talk frequently about the importance of an innovative workforce and developing a corporate culture with the agility to manage change and drive growth under dynamic conditions. Examining your workforce strategies in light of these 10 trends can be a good litmus test to evaluate your preparedness for the challenges ahead.





Conclusion

These stories, and the advice shared on best practices, demonstrate what an enormous impact outplacement services have on the lives of both your former and current employees. Time and again, seeing departing colleagues being treated with respect and dignity increases the productivity and effectiveness of remaining employees.

As more businesses right-size their organizations and realign talent to compete in the global marketplace, having a partner that understands your industry and the unique needs of your employees can make all the difference. We, at Right Management, want to be that partner to ensure that your organization works through these turbulent times to come out stronger.

To learn more about the great work we've done in the Oil and Gas Industry, [click here](#). We have plenty of case studies and information to share. If you'd like to have someone contact you right away, [click here](#).





About Right Management

Right Management is a global leader in talent and career management workforce solutions with Manpower Group. We design and deliver solutions to align talent strategy with business strategy. Expertise spans Talent Assessment, Leader Development, Organizational Effectiveness, Employee Engagement, and Workforce Transition and Outplacement. With offices in over 50 countries, Right Management partners with companies of all sizes - including more than 80% of the Fortune 500 - to help grow and engage their talent, increase productivity and optimize business performance.

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