



# FRANK'S INTERNATIONAL

## Aligns Its Talent Worldwide with a Proven Leadership Development Program

Since 1938, Frank's International has been setting the bar in tubular and oil and gas services worldwide. Born in Frank Mosing's garage more than 80 years ago, Frank's International has emerged as a leading global provider of highly-engineered tubular running services, tubular fabrication, and specialty well construction and intervention solutions. Frank's U.S. headquarters are in Houston, Texas, and the company has more than 3,000 employees across its global network of locations.

Building on its legacy of innovation, safety, and quality service, the organization draws its strength from its One Frank's company culture and values, which have fueled its competitive advantage. However, aligning a corporate commitment to excellence across approximately 50 countries and 6 continents requires exceptional leadership.

### THE CHALLENGE

While Frank's had a long-standing commitment to learning and development, it created a global Leadership and Management Development program to better align leadership development opportunities worldwide. "As part of our One Frank's initiative, we are now providing enterprise-wide learning and development opportunities to our employees and connecting our leaders in a more closely knit, well-aligned global management team," says Meta Rousseau, director of corporate learning and development.

The new One Frank's Leadership and Management Development program includes well-designed practical, interactive, and relevant learning experiences through which it develops and supports a competitive, multiskilled, and internally motivated workforce. This program became the first such solution implemented enterprise-wide, serving Frank's International across geographical and organizational boundaries.

When launching this new program, Frank's International looked for a partner that could support a global rollout. "As we planned to implement this program worldwide across Frank's, our primary concern was excellence. We wanted to provide our employees with relevant, meaningful, and enjoyable learning experiences through which we could strengthen our culture and build a well-integrated body of managers across the organization," Rousseau says. For such a large endeavor, Frank's needed a strong partner with proven content, a global footprint, and skilled facilitators.

"We did not want just a long-arm vendor," she adds. "We wanted a true partner, a knowledgeable advisor who is clearly committed to continuous improvement and who would be willing to listen, adjust to our requirements, and give us the best they could."

"The proposal from AMA was head and shoulders above the rest," Rousseau says. "We knew what we wanted, and it was



clear that AMA paid close attention to our requirements and made sure that they could meet them. Proposals are often just a canned response, but AMA's proposal was crafted for us and it made an important difference.... They asked questions, listened and advised, engaged in brainstorming, and fine-tuned everything to meet our criteria."

Frank's requirements included:

- A strong partner, globally recognized for consistent excellence
- A world-class, stable, and proven leadership and management curriculum
- Global delivery capabilities
- A pool of seasoned facilitators who could provide experiential learning
- Public, open-enrollment classes available to supplement the initiative

### **AMA PROGRAMS OFFER CONSISTENCY AND SCALABILITY**

Organizations are often hyperfocused on finding learning solutions that solve problems in the now. Frank's had the foresight to engage a partner who could support them in their future needs as well.

One of Frank's partnership requirements was learning that could be delivered consistently, worldwide, and with

flexible curriculum offerings to accommodate future growth. Frank's also wanted content and best practices that could be offered internally through the Leadership and Management Development program as well as through public classes, so that if somebody missed a workshop or had an immediate need, they could attend a public class, enjoy the same quality learning experience, and receive credit for the learning experience in the Frank's Learning Management System.

AMA offers learning in a variety of formats to best fit an organization's needs and learner schedules. Offerings include classroom and virtual facilitator-led training as well as digital microlearning and on-demand webinars across both public and corporate delivery platforms. Consequently, AMA is able to meet Frank's requirements today and in the future.

"Excellence is important to us, and we consistently aim to provide only the best to our employees," Rousseau says. "AMA courses are implemented across a wide range of industries and organizations, in different countries and cultures around with world, and continuously refined in the process. This is an important benefit for us."

### **REAL LEARNING NEEDS TO BE RELEVANT TO EVERYDAY WORK**

"Lecture and discussion could be effective," Rousseau says, "but it is just one instructional strategy and not always the best or the most successful way of learning.... I think 90% of the success of our Leadership and Management Development program is the way in which our workshops are delivered, and that's where AMA is a tremendous partner for us. We were looking for professionals that know how to facilitate learning, how to combine a variety of instructional strategies to maximize impact, and who would not be content to simply talk to a captive, passive audience."

### **THE RIGHT PARTNER FINDS THE RIGHT TALENT FOR BEST RESULTS**

Finding the right facilitators is not just a matter of identifying subject matter experts or specialists in experiential learning. Every organization is unique, with a distinctive corporate culture and different challenges, nuanced by local cultures, relationships, and personalities. Finding the right fit requires a commitment to excellence, a sincere interest in the organization and its people, and an understanding of ways in which the curriculum can support and sustain long-lasting behavioral change.

Rousseau explains, "The facilitators that AMA provides for us are now part of our One Frank's team, and we are sincerely grateful for the value that they are adding to our organization."

"While our workshops are well-focused, the atmosphere is relaxed and comfortable. We enjoy working and learning

# Participant Response to the AMA Experience Is Overwhelmingly Positive

“Engaging, real-life scenario role-playing very helpful in learning to apply leadership style and development strategies.”

“Great techniques shared in a dynamic class.”

“Extremely worthwhile tools that I will be able to use in my everyday work.”

“I really enjoyed the course and the informal, fun approach to presenting the material. The facilitator is a wonderfully engaging presenter, very easy to listen to, and the course was just the right mix of theory and practical demonstration.”

“This has more than met my expectations. Everything discussed was relevant, engaging, and memorable.”

“The ideas, tools, and information given to us were very valuable.”

together, and we learn as much from each other as from the facilitators,” she adds.

AMA drafted leader guides for each session to ensure consistent delivery by facilitators regardless of location or time. The agendas outline the goals, learning objectives, and instructional strategies that enable participants to reach these objectives. Small group exercises and scenario-based activities such as role-plays are typically preceded by brief information-sharing discussions and followed up with small group reports and collaborative evaluation of solutions and findings. “This is the rhythm that we follow in all of our workshops, which means that most of the time is spent in small group work. It is engaging and meaningful because people learn as much from each other as from the facilitator,” Rousseau says.

## SETTING A HIGH BAR FOR LEARNING AND DEVELOPMENT

Frank’s and AMA created a global Leadership and Management Development program with progressive levels to meet the needs of Frank’s employees:

- Leadership and Management Fundamentals
- Finance and Accounting for Non-Financial Managers
- Leadership and Finance for Senior Management

Plus, specialized content such as:

- Virtual DISC Training for the Global HR Staff
- 360 Implementation

Frank’s new Leadership and Management Development program is the first global learning and development initiative rolled out across the organization. It set new standards for excellence through its focus on participatory, interactive learning. Not only do the Frank’s workshops consist largely of experiential small group work, they also allow Frank’s to move away from printed materials and toward the use of open laptops and digital content. Participants can annotate and personalize their learning materials for quick reference and reinforcement post-workshop.

Due to the positive response by employees, Frank’s is now moving toward greater interactivity in additional curriculum areas. Managers who attended the AMA workshops are supporting a wider variety of instructional strategies and are asking for engaging exercises that enable employees to work and learn together.

“It is a privilege to work with a strong partner,” Rousseau says. “It’s all about relationships and understanding what the customer wants. When we encounter difficulties, we work through it toward common solutions. I’m sincerely grateful for the way we are able to work together with AMA across One Frank’s.” [AQ](#)