

## **The task of cultural change in the transformation of PDVSA Services**

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*“ If there is no transformation inside each of us, all the structural change in the world will have no impact on our institutions.” Peter Block*

### **“ 2. The change in BEHAVIORAL manifestations**

The change in behavioral manifestations cannot be limited solely to the organization members' change in observable behavior. This behavior must be the result of a coherent scheme of thought and attitudes that is totally focused on effective service, aligned consistently with the business vision.

In the search for a means to power the organization with a drive engine that ensures it will not get bogged down at any stage of its development, no matter how successful its progress may appear to be, PDVSA Services decided to implant the Work-Education System©. Using the technology developed by Venezuelan researcher María Elena Marroco. The System has, as ultimate aim, that of getting the organization to learn permanently.

It begins by accomplishing, through the application of certain dynamics in approaching the task, motivational changes in the individuals' attitude and behavior, so as to directly impact on their performance in work teams. These gradually integrate into a single net, entering a spiral of productive growth. The performance of the net is continuously measured through the use the Balanced Indicators System, designed on the basis of a cause-effect diagram that represents the interaction of all processes that take place in the organization.

The implanting of the Work-Education System© implies a considerable effort, due largely to the natural tendency of groups to return to traditional forms of behavior, but the results obtained in other areas of PDVSA where it has been used show the value of persevering in this direction. The cases of the Puerto La Cruz refinery, of Production Maintenance of the eastern Venezuela oil fields and of the Gas department nationwide, have been sufficiently documented, and are eloquent of the degree of success that can be achieved.

The various elements of the Work-Education System© act on behavioral

manifestations in a comprehensive manner, and are intended to boost the members of the organization, making use of their previous training and capabilities, to make them more thoughtful, creative, perceptive, intuitive and ethical human beings, equipped with a highly developed systemic way of thinking, and with an excellent analytic capability. However, it poses the need to also boost managerial action so that, besides permanently increasing the efficiency and performance of the business, it can also resolve interdepartmental dissonances, as a way of integrating the net already mentioned.

In brief, it creates in all members of the organization the consciousness that a gap will always exist between the present situation and that, closer to the organization's vision, which can be achieved, This consciousness is what will drive permanent growth forward. As it can be seen, emphasis has been placed on what can indeed be achieved, without stopping to analyze carefully the behaviors currently in place, already fully commented on and criticized by other authors.

The enormous investment made to date by the Corporation on personnel training will be capitalized when the Work-Education System© is massively implanted, since each of the organization members will then enjoy a more suitable environment for the application of knowledge and the development of competencies. This will require each leader or manager to develop a very open mind, with great empathy and a distinctly systemic way of thinking, besides putting to work the competencies already mentioned, which they will have to share with the members of their respective work teams."

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We have excerpted above in an English translation, point 2 of the complete article which appeared in the arbitrated or peer reviewed journal "Asuntos" Year 3, Number 6, November 1999. "This was the international publication of the International Center of Education and Development (CIED) of Petroleos de Venezuela (PDVSA)" now disbanded. If you are interested to read the entire article In Spanish or English please contact us and we will send it to your e-mail.