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Paper Title:

Delivering Outstanding Performance through Highly Engaging Quality Culture

(Focus area: Develop & Sustain the Quality Culture – Industry: Oil & Gas)

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Quality **2-** Organizational Culture **3-** Values and Behaviours**4-** Working Environment**5-** Vision
6- Business Performance

Abstract:

The nature of the production business of hydrocarbon products is quite complex work and contains high risks that must be managed effectively at all times, so the operators of refineries and gas plants need to stay vigilant and prevent any deadly mistakes that could harm the people, the Assets, the environment and the reputation of the Asset operator. This requires highly reliable production management systems to be developed and effectively managed.

These management systems are composed of several processes that require competent, well-trained, well-coordinated and highly motivated employees to manage/perform them effectively in order to produce the desired business results that would satisfy their stakeholders.

Such employees need to have a high level of commitment to achieve their company's business objectives, be capable of making valuable contribution to its success, experience a high level of satisfaction from their work and have a great level of engagement.

This paper aims to show (with a real life case study) how to develop and maintain a culture that is based on exceptional, remarkable and engaging values and behaviours that once people embrace and become committed to them, their company would be able to achieve excellent and sustainable performance. It explains how to engage people from various backgrounds and different parts of the world into such unique productive entity.

It defines the traits of such engaging culture and their relevant behaviours, shows the role of the Asset leaders/managers in creating and maintaining an environment where individuals thrive and teams perform to their full potential and explains the role of everyone in creating and sustaining that unique culture and how to reward and recognise the great performers.

INTRODUCTION

The oil and gas industry in the Middle East is a very vibrant and dynamic one; there are always projects ongoing for building new Assets or enlarging / revamping existing ones and this creates a need for qualified and experienced people to operate and maintain those Assets.

The oil and gas Assets operators' staff of in any of the Middle East countries usually consists of the local people and people from around the world. These people have different nationalities, backgrounds, values, local cultures, languages, habits and beliefs that guide the way in which they think, feel and act – quite often unconsciously **[1]**., thus this unique mixture of people presents a real challenge to the leaders of those Assets because these differences can become a reason for culture clashes, lack of harmony, lack of cooperation, lack of trust and poor team building.

However effective and enlightened leaders should have the power, the wisdom and the ability to create and maintain a highly engaging culture that would help them manage their Assets successfully. They could do this by ensuringthat they have an effective healthy working environment so that they canconsistently deliver on their commitments. Asstated by Deborah Hopen, editor of the journal for Quality and Participation in January 2015 "organizational culture is one of the most important drivers that has to be set or adjusted to push long-term sustainable success" **[2]**. But *how can they do that?*   This is what I will try to answer in this paper.

HOW CAN WE CREATE A HIGHLY ENGAGING QUALITY CULTURE?

When an organization comes into existence, its organizational culture is born with it, and evolves from the very first day until it becomes prevalent and visible. The leaders of the organization can decide the kind of culture they want and need to best help them effectively implement their company's strategy, achieve its business goals, accomplish its mission and realize its vision.

It should never be left to chance; because cultures can raise a company to new heights (*when it is adequately defined and effectively managed*) or sink it to deep dark depths (*when it is left unmanaged*)**[3]**.   So the enlightened leaders who have an ambitious vision do create and maintain a vibrant quality culture that would help them realize that vision.

The author believes that creation of a vibrant and thriving organizational culture progresses through five key phases (adapted from Diana Rivenburgh's approach to culture creation (or transformation) **[4]**)namely "Define, Communication, Assessment, Reinforcement and Monitoring" which are explained as follows:

Define	• **Define your desired future-state Quality Culture and describe the desired positive traits**
Communication	• **Rollout the culture traits and how they would affect behaviors to all staff at all levels**
Assessment	• **Assess your current culture and identify the existing gaps** • **Develop & implement action plans**
Reinforcement	• **Exercise effective leadership to reinforce the desired behaviors** *through communication, role-modeling, guidance, coaching, training and recognizing the right behaviours*
Monitoring	• **Continuously measure, monitor and regulate your culture**

1) Define Stage:

This stage begins with identifying a list the **traits of the culture** that you want to create (i.e. the cultural qualities needed to fulfil the vision and execute the strategy) and should instigate the behaviours you want your people to adopt and to be alignedwith.

The leaders of the company should discuss together and envision a company that is truly values people, the planet, innovation, creativity, transparency, and a good citizen of its local society as well as the global one.One that strives for excellence, ethical, profitable (*yet never compromise quality for the sake of profit alone*), respects and protects the environment, creates a great today and hope for a better future is considered as a great place to work by its employees and a preferred business partner by its stakeholders.

But what are thesecultural traits that can create a very healthy, positive, enjoyableand engaging working environment?They can be extracted from the following working environment description:

A working environment that in which:

- **there is encouragement and support** for the people who consistently deliver the desired business results,

- its people are **eager to learn and develop** themselves continually,

- their energy and passion is high and visible, they are **responsible and accountable** for their business results,

- they are being treated fairly and treat each other with dignity and respect. **Everyone is valued**here,

- they are informed about all issues related to their job. **Honest and transparent**two-way communication is the norm,

- The leaders truly **care for their people**'s wellbeing and in return the people demonstrate their commitment to the success of the company,

- they are willing to take on more tasks, they go the extra mile,

- they are **learning from their mistakes**, because mistakes are seen as learning opportunities and quickly forgiven,

- their **capability is being constantly improved**,

- They are **rewarded and recognized** for their great performance.

Once the leaders of the company are clear about the working environment they want to create and maintain, then from this description (as the one shown above), they identify and describe in more detail the traits of the desired future state culture that they want to create (see the underlined words in **blue** fonts above).

These descriptions are necessary to help all staff to understand the new culture of their organization and also very important to clarify the type of behaviours they are required to comply with, so that the culture creation process becomes successful.

For instance, if we choose the traits of "Responsibility & Accountability, Everyone is Valued and Honest and Transparent Communication", they might be described as follows:

- ***Ownership and Responsibility to Deliver and Improve:****We get the right things done in order to deliver highly quality products within time. Our track record of achieving great results is well-established. We are accountable for our results and we continuously improve our capabilities. We are committed to operational excellence and continuous improvement.*

- ***Everyone is Valued:*** *Everyone is valued in our organization. We genuinely care for everyone and we show that we care. We Respect the dignity of every person and every role. We highly appreciate and recognize the contribution of our people.*

- ***Honest and Transparent Communication:*** *We are honest and transparent in our dealings with all of our stakeholders. We don't blame others or point fingers when things go wrong. We eliminate fear and create trust, so that our mutually-beneficial relationships remain strong.*

The leaders of the company should involve their employees in the description of the above traits, because their involvement in the development of the new culture traits promotes greater ownership and strengthens their commitment.The organization would become better with full cooperation and participation of each and every individual contributor.

In addition, ensure from the very beginning that the behaviour, comments, actions and decisions made by the leadership team of your company reflect the desired culture.

Therefore leaders must embody and promote the desired culture through their words and deeds. Disconnects between the walking and the talkingerode trust, foster cynicism, lower satisfaction, and raise employee turnover[3].

> *You cannot prevent a major catastrophe, but you can build an organisation that's battle ready, that has high morale, that knows how to behave, that trusts itself and where people trust one another. Peter Drucker.*

The internal working environment of any organisation comprises groups of people who have to work and interact with each other on a daily basis to offer products to the company's customers. If these groups work independently in silos, i.e. not cooperating and communicating with each other, then they have to shift their mind-set and see these silos for what they really are – they are actually relationships; relationships that aren't working. So if we want them to change, we have to start with the part that can be influenced which is "*people behaviours*" **[4]**. And then influence them through the traits of the desired culture that we want to create and maintain.

2) **Communication Stage:**

At this stage develop and implement a communication plan to rollout the traits of the new culture and extensively use all of the modern communication tools at your disposal, which may include:

- Design, plan and carry out workshops to all senior and middle managers about the traits of the desired quality culture and the behaviours that would best help in creating that culture. These workshops should cover all of the Asset staff such as operations, engineering, maintenance, procurement, HR, HSSE and Quality Assurance and Quality Control (QA/QC) staff.

- Carefully select some employees who really fit with the new culture and train them as coaches to assist in rolling out the culture traits/behaviours within their own departments/teams. This is necessary to ensure commitment from all department managers and production area managers and their direct reports and ensure ongoing compliance from everyone, so that the desired behaviours would be visible every day in their actions and attitude.
  The departmental coaches should also train any newcomers into their department/area. This can be done through running workshops which set up a role play where the attendees demonstrate the right and the unwanted type of behaviours.

- The Asset senior managers should send frequent messages to all staff explaining the purpose and importance of the new culture traits and what they expect to see from every one to demonstrate their compliance with them. Such frequent messages can show the company staff that their leaders are serious about creating and maintaining the desired quality culture.

- Create a symbol for each of the cultural traits and design and distribute flyers and posters that show description of all the defined culture traits.

- The department and production area managers, with the help of their culture coaches, should ensure that a departmental culture traits yearly plan is developed and implemented to demonstrate their commitment to implementing those traits in their daily activities/tasks.

- Design, rollout and effectively implement a Reward and Recognition process in order to recognize anyone who demonstrates his or her commitment to any of the culture traits. This would require giving away recognition certificates to anyone who best exemplify the relevant culture trait in his/her daily actions, i.e. the role-models

The communication stage is very crucial in the beginning of the life of the oil and gas Asset's operation period in order to successfully introduce and maintain the desired engaging quality culture. However, it needs a lot of effort, investment and strong leadership to keep the momentum and sustain it for decades to come.

3) **Assessment Stage**

After a certain period of rolling out the desired cultural traits to all other staff, it would be very useful to measure the Asset staff's commitment to the quality cultural traits, as this would identify the strengths and weaknesses of the culture and would bring greater alignment with the company's vision, mission and strategy and focuses the efforts on where you are heading.Figure one below illustrates a typical assessment plan.
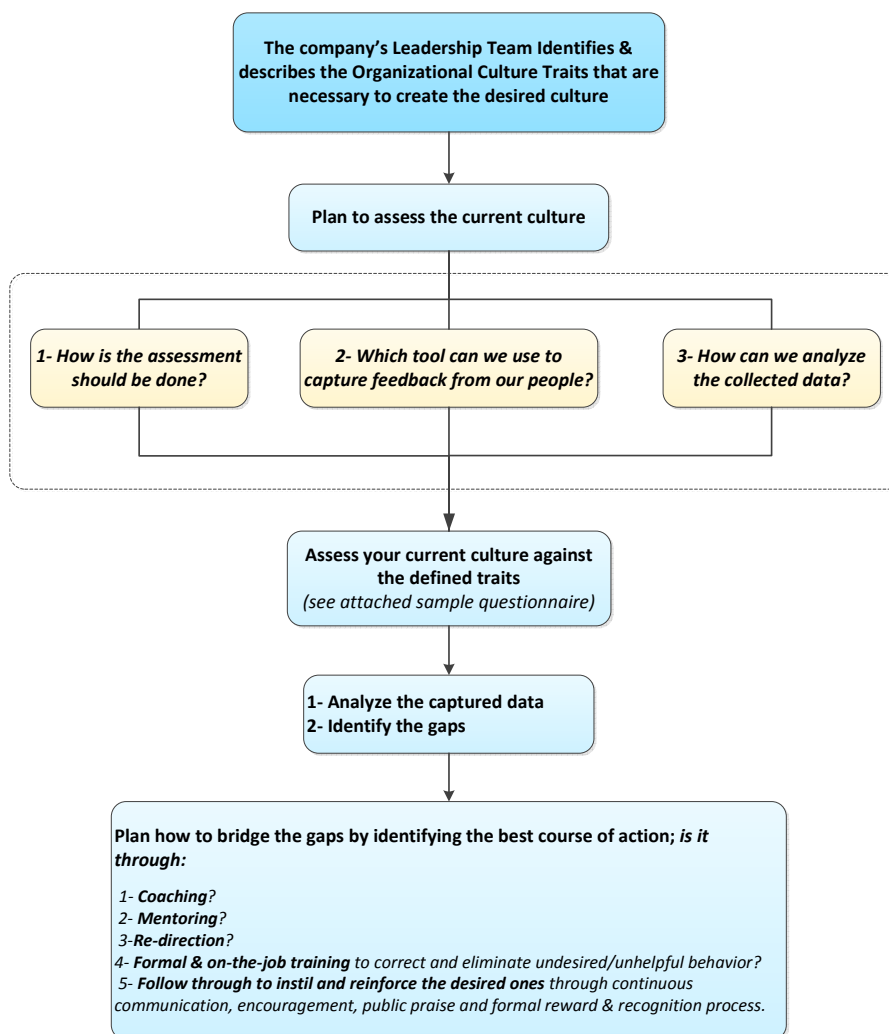
The company's Leadership Team Identifies & describes the Organizational Culture Traits that are necessary to create the desired culture

Plan to assess the current culture

1- How is the assessment should be done?

2- Which tool can we use to capture feedback from our people?

3- How can we analyze the collected data?

Assess your current culture against the defined traits
(see attached sample questionnaire)

1- Analyze the captured data
2- Identify the gaps

Plan how to bridge the gaps by identifying the best course of action; *is it through:*

1- *Coaching?*
2- *Mentoring?*
3-*Re-direction?*
4- *Formal & on-the-job training* to correct and eliminate undesired/unhelpful behavior?
5- *Follow through to instil and reinforce the desired ones* through continuous communication, encouragement, public praise and formal reward & recognition process.

Fig 1 - Details of the new culture's assessment stage

A good practice for assessing the new culture can start with a survey using a questionnaire specifically designed to measure the company people's opinion about how they think their own line managers, supervisors, their colleagues and themselves are committed to and demonstrating the defined cultural traits in their daily actions, decisions and behaviours.

The questionnaire might look like as the one attached in appendix 1 (*the attached example is developed for the traits of "Responsibility & Accountability, Everyone is Valued and Honest and Transparent Communication" which are described in page 4 above – this is for guidance purpose only*).

The questionnaire can be used at the company level or even at the department level. Itcan be sent by email to staff and then each individual submit his or her answers anonymously i.e. without writing any names in order to encourage them to give their true unbiased opinion and without fear of any consequences. The completed questionnaires can be collected in a box prepared for this purpose to be located, for instance, in each department secretary office. Alternatively it can be done online as a monkey survey questionnaire.

When it is done at the department level, then the department culture coach should collect the responses, analyse the data and share the results transparently with all department staff members.

Following the review of the assessment results, the department manager with the help of his culture coach should identify the management practices that don't support building the culture theywant to create, i.e. such as malpractices that:

- need to be changed,
- Eliminated from the management system or,
- The ones that need to be created to replace the unhelpful ones.

Thendevelop an action plan to bridge the gaps by utilizing the most suitable method such as coaching, re-direction, guidance, on-the-job training in order to instill,align and reinforcethe right behaviorsthat are aligned with the desired cultural traits.

4) <u>Reinforcement Stage:</u>

And as stated above under the communication stage that strong visionary leadership armed with a carefully thought out communication program is essential to reinforce the right behaviours in all staff at all levels until they all become a living example of the desired cultural traits. Different communication tools and techniques may be utilized for this purpose such as:

- Sending frequent messages to all staff about the meaning and importance of the company's cultural traits.

- Sharing success stories of individuals who demonstrated the cultural traits / behaviours in their daily activities through the company's internal email system and also by using visual management aids such as using company TV in the corridors, in the canteens etc.

- Create "Culture Trait Moments" in the departmental weekly meetings to share success stories with the rest of the team

- Develop Culture Traits board for each department and use

- Reward and recognize the quality culture role-models, be creative in your recognition techniques. Recognize the best examples in public preferably in town-halls, and in department meetings. Jack Welsh stated in his short video about Mission, Values, and Strategy**[6]**that:

  "*When you see what you like, be sure you recognize it and reward it, both in the soul and in the wallet. And when you do that – it's called role-model management – it will make your job…it's worth more than ten speeches. Every time you highlight a behaviour you see that you like and make it real for the people who believe that they saw it too – and you recognized it – it's worth 10, 50 speeches, that behaviours are important in fulfilling the mission*".

5) <u>Monitoring Stage:</u>

In order to ensure that new desired culture grows and matures, the company leaders (senior and middle managers) should continuously monitor the health of the company culture through regular measurements, guidance and coaching to maintain its strengths and take the necessary action to improve any detected weaknesses or decline. The Leaders continuously keep their fingers on the pulse of the company, its culture, level of employee engagement and continue to role-model the desired behaviors.This would ensure that the engaging quality culture exists not only as words, but as the way the company run its business.

In addition, each and every employee is responsible for acting in accordance with the identified cultural traits and behaviours and to help each other understand what that means in practice.

How Can Leaders Assure Continuous Employee Engagement that Strengthens the Desired Vibrant Quality Culture?

Smart leaders recognize the importance of "**employee engagement**"that strengthens the desired vibrant culture, because it results in a highly motivated, self-aware, self-developing, continuously improving, creative, innovative, proactive and productive workforce**[3]**. Gallup study conducted in 2012 **[8]** confirmed that engaged employees go above and beyond expectations to invest extra time, effort, and thinking into their work. They continuously learn, seek innovative solutions, produce better quality work, identify opportunities, and recognize potential risks.

But what does employee engagement mean? How can it happen? How can it be maintained andenhanced? What causes employees disengagement from their daily work and the jobs that they like? So we will try to answer these important questions as follows:

Employee engagement is the extent to which employees are proud to work for their company, identify with and inspired by its values and goals and commit energy and creativity to its sustained success.

The Quality Management expert David Hoyle **[9]** says that:"*we can use the analogy of a gear box of a power train to explain the meaning of engaged employee, although itis not intended to imply that employees are expected to behave as if they were parts of a machine.   When gears mesh, they all move together, but when gears are disengaged, they do not move the other adjacent gears or if they are weakly connected, they might create drag through friction and cause the power train to slow down.   Thus the engaged employee's thinking move in the same direction and at the same pace as their leaders.*"

Employee engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform at work.   It can be seen as a combination of commitment to the organization and its values and a willingness to help out colleagues (organizational citizenship).

It goes beyond job satisfaction and it's more than involvement, because involvement is just one of the elements that affect either positively or negatively the level of employee engagement,   e.g. if people have not been involved in a management decision that directly affect their jobs, they would be frustrated and that would reduce their engagement level, but in other cases, they may not be involved in a certain improvement project/initiative, because may be they are already busy with other activity or task, so their lack of involvement here would not affect their engagement.

Emotionally engaged individuals will see their occupation as being fulfilling and genuinely contributing to the purpose of the organization. "Meaning" is the term that best defines emotional commitment and is the essence behind long-term retention.

An employee's willingness to go "above and beyond" the call of duty such as helping others with heavy workloads, volunteering for additional work duties and looking for ways to perform their jobs more effectively. This would result in higher productivity, better quality and superior customer service, which together shape the highly engaging quality culture.

Engaged employees care about the future of the company and they invest extra effort to see that it succeeds, but…

Why should managers and workers care about engagement?

Because

1. A high engagement workplace is one in which people want to work and want to be highly involved because self-interest and organizational interest are closely aligned.

2. Workplaces in which employees have a high level of self-interest invested in the organization's success will be highly productive. This fact is supported by research.

3. High levels of employee engagement lead to lower turnover rates, since there is a close link between company image and individual self-image in highly engaging workplaces.

4. *Extensive research done around the world revealed that there is a high correlation between innovation and workplaces with high levels of engagement (Gallup Reveals the Formula for Innovation, 2007).*

And here is what engaged individuals look like and how they add value throughout the organization:

The typical **engagedemployee**:

- Shares common values and inspired by the company's vision[10],

- Integrates the firm's mission into his / her own,

- Is competent, dependable, eager to learn and grow in his job, and very conscious about the quality of his deliverables.

- Is devoted and committed to "go the extra mile" to complete a task,

- Is honest, sincere, focused and secure,

- His initiative is high and always willing to share his experience with his colleagues,

- His energy and passion for his job is very clear,

- Asks for feedback and gives only constructive feedback to others,

- Managing his time efficiently and very productive.

However at the opposite side, **actively disengaged employees** erode an organization's bottom line, while breaking the spirits of colleagues in the process, because they become disgruntled; feel outcast and inferior and have a low self-esteem.   Therefore they would not focus on their jobs.

The job would become just a tick in the box exercise for them mainly to get the pay check at the end of each month until they find a way out for another one.   Therefore, if we really want to create and maintain the desired engaging vibrant quality culture, the company leaders need to reduce the negative effect of actively disengaged employees by creating and maintaining an engaging, enjoyable and healthy working environment.

Line Managers, who focus on the negative aspects of employee performance, micromanage their employees, disrespect them, hide information or seek only to boost their own status at any cost, would only create disengaged, dissatisfied and disgruntled employees **[5].**

Both of these cases are presented in more details in what we call "*Employee Engagement Model*" shownherein under. This model has been inspired by Marlene Chism's engagement model [4]. <u>It is not created for measurement purposes</u>, but rather a good indicator to realize the level of employee engagement from his / her own attitude and behaviour while executing the daily tasks and activities and while interacting with other stakeholders from the very first day he/she joins the company.

So as explained by Marlene Chism in her book *No-Drama Leadership: (How Enlightened Leaders Transform Culture in the Workplace):*

"If a person is showing up for work every morning, there is at least a baseline of interest. When someone is a model employee with regard to attendance, appearance, and work product, he/she has a higher level of interest in keeping and performing a good job. Now move to the right side of the model (see figure 2 below) and you will notice better engagement level. Initiative happens when an employee shares an idea or does something without being asked. Initiative is about using more *mind-energy* to do something that benefits the company. Then move another step to the right and see higher level of engagement. Now the employee has put some heart, mind and soul into his/her initiative and is fully engaged. This might show up as being a chair of a committee or asking to be mentored or volunteering to mentor someone else … etc."

"However when we look at the left side of the model, we see only negative engagement i.e. *engagement in the wrong direction*. Because when people are not respected, their needs are ignoredand they are treated as machines, cogs in the wheel and when they themselves do not have a vision or a purpose, when they become unexcited and lack initiative, and when they are not involved by their leaders, their engagement is flowing in the negative direction which usually results in creating a very negative working environment hence the undesired unhelpful organizational culture is created". This is exactly not what any enlightened leader wants to happen in his organization.

Engaged in the right direction

Fully Engaged

| +8 | +9 | +10 |

Energetic, going the extra mile, putting their heart, mind and soul.
Strong performer who regularly operates at a higher standard than most.

Engaged

| +5 | +6 | +7 |

Care for his / her job, building good relationships, helpful, committed to quality, passionate about the job and taken time to develop his skills further. Meeting expectations of his line manager

Getting Started

| +1 | +2 | +3 | +4 |

An employee is getting started in the company, showing interest to learn and understand, willing and offering to help, developing the necessary skills / capability. Meets most expectations, but there is room for improvement.

Interest

| 0 |

Lack of interest

| -1 | -2 | -3 |

The employee does not show interest in his job, comes late and leaves early, does not share ideas, barely doing the minimum to survive, has no initiative and does not show any interest in training and development.

Moaning & complaining

| -4 | -5 | -6 | -7 |

The employee is moaning and complaining a lot, criticizes others, does not complete his job on time or to quality. Not learning from his mistakes and shows highly uncooperative behaviour.

Employee whose lack of performance is a concern and needs to be provided with counselling and assistance.

Destructive (Actively disengaged)

| -8 | -9 | -10 |

Employees who show extremely bad behaviours, not only unhappy, but they also undermine t their colleagues' accomplishments.

Engaged in the wrong direction

What causes and enhances Employee engagement?

A working environment that is characterized by the following traits is very supportive to employees' engagement:

- Helpful and efficient systems and structures
- A work place that is full of encouragement and support for the people who deliver the desired business results.
- Positive and easy two-way communication. People are informed about issues that are directly related to their jobs.
- People share their knowledge and focus on looking for and leveraging one another's strengths.
- People are learning from their mistakes, because mistakes are seen as learning opportunities and quickly forgiven.
- Positive energy and positive people. The spirit of teamwork is very strong.
- People are willing to take on more tasks - they push boundaries.
- People are eager to learn and their capability is being constantly assessed and improved through an effective training and development process.
- Creativity and innovation is strongly encouraged.
- People are treated fairly by their managers and they treat each other with dignity and respect.
- Quality work is recognized and rewarded.
- High loyalty and strong commitment to deliver a successful project.
- Very cooperative, close relationships characterized by true caring and friendships.

What causes people disengagement?

A working environment that is characterized by the following traits is very damaging to employees' engagement:

- Aggressive line managers who demonstrate their Lack of respect to their employees.
- Unclear role and responsibility combined with unrealistic, unachievable objectives.
- Lack of guidance and direction by the line managers.
- Lack of openness and honesty which creates mutual distrust, hence constant worrying and suspicion becomes the norm.
- Lack of knowledge and experience sharing.
- Excessive time wasted defending positions and decisions. Hostile, energy-draining behaviors (yelling, blaming, accusing) i.e. strong blame culture.
- Intense political atmosphere and disregard to cultural differences.
- Ignoring people training and development.
- Favoritism.
- Lack of recognition.
- Painful micro-management and bureaucracy (unhelpful management system).
- Creativity and initiative are neither encouraged nor appreciated.
- The individual's own negative behavior, way of thinking, values and what work actually means to him/her contribute to his/her lack of engagement.

Figure 2 Employee Engagement Model.

Mustafa Ghaleiw

Case Study: An Attractive, Distinguished, and Engaging Workplace

The Gas to Liquids (GTL) Asset located in the industrial city of RasLaffan in Qatar is the largest one of its kind. Because of its vast scale and complexity, its operator needed to develop a vibrant organizational culture based on engaging values and principles in order to achieve an outstanding and sustainable performance.

Thedesired level of performance requires competent, efficient, well-trained, and well-led employees.Those employees have diverse cultural backgrounds,and come from different parts of the world. There was a real challenge to have them work together towards a common goal to "deliver safe and reliable production every day", one of the plant mottos.

So the leaders of the GTL plant operator company defined six cultural traits (known Pride in Production (PiP) Behaviors), namely

- Openness and Honesty,
- Empowerment and Ownership,
- Passion and Energy
- Learning from experience,
- Leadership at all levels and
- Being Connected and Valued

These cultural traits are actually about how people work together to create an environment where individuals thrive and where teams perform to their full potential in order to deliver excellent results.

The operator company's senior managers articulated a description for each of these organizational culture traits and created symbols foreach of them. The sixtraits, their meaning and their application were rolled out to all staff at all levels including the contractors through numerous workshops sponsored and directed by the company's leadership team.

The rollout program started during the commissioning stage of the plantin January 2011 and continued for one year.

A carefully selected team of trained PiP coaches was established to support and guide all senior managers, department managers and frontline employees on the meaning and daily application of the PiPbehaviors; that was done with the conviction that they would create a great place to work leading to the desired outcome –"*an organization that sustainably delivers outstanding performance*".

A process of Reward and Recognition was established and effectively implemented in parallel to rolling out the PiPbehaviors.

The culture creation process which was kicked off in the beginning of 2011 proved to be very successful.Thecompany not only met its production goals in December 2014 -but it also did it safely and efficiently.

The company reached 30 million hours without a Lost Time Injury (LTI) ,with zero product nonconformity, with the best environmental performance since the startup of the plant and achieved ISO 14001 certification for its management system.Such a great performance makes the company people proud of what they do every single day*****.

(** used by consent from Qatar Shell GTL Ltd.)*

How can each individual contribute to creating and maintaining the desired engaging quality culture?

Through his / her role each individual in the company can contribute to creating and maintaining the desired engaging quality culture by making sure that his/her behaviours are aligned with the desired cultural traits. Such a personal pledge can greatly help:

I will be committed to do the following:

- study the meaning of each of the cultural traits to realize their importance in creating and maintaining a highly effective and productive organizational culture;

- understand what is expected from him/her by developing a clear objectives and targets with my line manager and be committed to deliver on his / her promises;

- to develop a meaningful development plan that is aligned with my company's objectives and attend the training that improves my skills and knowledge

- Apply the knowledge and skills I gain from training course(s) in my daily activities and tasks

- well-represent his / her department whenever interacting with other stakeholders, and

- be a behaviours role model by demonstrating the following on a daily basis with everyone:

  - I do not compete with my colleagues;   I cooperate with them
  - I do not find faults with my colleagues;   I help them
  - I do not criticize my colleagues;   I support them
  - I do not lie to my colleagues;   I'm open and honest with them
  - I do not ridicule my colleagues;   I respect them
  - I do not label my colleagues;   I accept them as they are
  - I do not to hide things from my colleagues;   I share my knowledge & experience with them
  - I do not to negatively challenge my colleagues;   I synergize with them
  - I do not "*just do my part*";   I collaborate with them

CONCLUSION

People who operate the oiland natural-gas processing facilitiesin the Middle East work long hard hours in tough arid environment particularly in the long summer months in continuous day shifts and night shifts. Theirline managers should demonstrate that they care about their well-being by establishing and maintaining a healthy working environment in which they can be able to perform and deliver effectively.

They should never be treated like replaceable parts as that would definitely disengage them from their work, hinder their productivity, lower their morale, inhibit their initiative, prevent their cooperation, create an environment of suspicion and distrust and increase the risk of fatal incidents, because they would not be able to perform at their best.

All the research done on organizational cultures and employees engagement during the last 2-3 decades confirmed that engaged employees go above and beyond expectations to invest extra time, effort, and thinking into their work. They continuously learn, seek innovative solutions, produce better quality work, identify opportunities, and recognize potential risks. However that did not happen by chance.It needed a lot of time, investment, training and strong and committed leadership, but the results showed that they worth the effort.

The process of establishing and maintaining an engaging quality culture is a "top-bottom" one, sponsored and led by the senior managers. However it can never and will never be successful without input from everyone in the organization. The two together (i.e. the leadership team and the rest of the workforce) are what make it a successful journey.

Appendix – 1 Cultural Traits Assessment Questionnaire:

1. Honest and Transparent Communication

We are honest and transparent in our dealings with all of our stakeholders. We don't blame others or point fingers when things go wrong. We eliminate fear and create trust, so that our mutually-beneficial relationships remain strong
On a scale of 1-5 (where 1 is the lowest and 5 is the highest) where would you score XYZ department in terms of "Honest and Transparent Communication" trait?   Please score each row independently and then calculate the average.

Description of the lowest	1	2	3	4	5	Description of the highest
At times, there's a mismatch between what we think and what we say, and between our actions and our values.						**What we say and do is what we really think and feel; we consistently "walk our talk ".**
We are not fully transparent in our dealings with others. We do hide information when we disagree with others.						**We are very transparent in our dealings with others. No one has hidden agendas and we don't hide information from each other.**
We sometimes justify telling "white lies," misrepresent people or situations, or "spin" the truth to get the results we want.						**At every level, we are thoroughly honest in our interactions with others.**
We don't listen to different views and we don't encourage dialogue; we actually pretend listening. We are not keen on maintaining good relationships with each other.						**We effectively listen to others and we have fruitful dialogue with them. We maintain great relationships with each other.**
People like to catch others making mistakes and mistakes are used as weapons. Blame culture (it's your fault) is very strong.						**Mistakes are seen as "learning opportunities" and quickly forgiven. People understand that mistakes are system-related and they are really abolishing blame culture.**
			Average Score :	#####		

2. Ownership and Responsibility to Deliver and Improve

We get the right things done in order to deliver high quality products within time. Our track record of achieving great results is well-established. We are accountable for our results and we continuously improve our capabilities. We are committed to operational excellence and continuous improvement.
On a scale of 1-5 (where 1 is the lowest and 5 is the highest) where would you score ME department in terms of "Ownership and Responsibility to Deliver and Improve" trait?   Please score each row independently and then calculate the average.

Description of the lowest	1	2	3	4	5	Description of the highest
We have a difficult time setting and achieving personal goals or commitments. Breaking promises is normal.						**We are able to consistently make and keep commitments to ourselves and to others. We have clear and measurable goals. Keeping promises / commitments is essential.**
We just do what's required from us. We are not motivated to do more.						**We push the boundaries of our responsibilities. We take ownership of what we do.**
We cannot speak up when we don't understand our work, its related policies / rules or when we have issues / problems. We are afraid of consequences.						**We can easily speak up our mind when we don't understand anything related to our job or when there is a work-related issue or a problem.**

Appendix – 1

Cultural Traits Assessment Questionnaire(Continue):

2. Ownership and Responsibility to Deliver and Improve

We get the right things done in order to deliver high quality products within time. Our track record of achieving great results is well-established. We are accountable for our results and we continuously improve our capabilities. We are committed to operational excellence and continuous improvement.

On a scale of 1-5 (where 1 is the lowest and 5 is the highest) where would you score ME department in terms of "Ownership and Responsibility to Deliver and Improve" trait? Please score each row independently and then calculate the average.

Description of the lowest	1	2	3	4	5	Description of the highest
We don't keep a track record of our achievements, because no one cares about our contribution.						**Our track record of previous achievements / results clearly gives others the confidence that we will consistently achieve the desired results.**
We don't care much about product and service quality. We cut corners to save money and time.						**We are very Quality conscious. We don't compromise quality of products and services on cost or schedule.**
We don't speak up when we see opportunities for improvement, because we believe no one will care about our initiatives						**We are always looking for better ways of doing things. Being proactive is highly regarded here.**
We don't feel we are trusted to do our job. The Supervisors act like they trust their staff, but they really don't.						**There is a high trust and accountability in our company.**
				Average Score :		

3. Everyone is Valued

Everyone is valued in our organization. We genuinely care for everyone and we show that we care. We Respect the dignity of every person and every role. We highly appreciate and recognize the contribution of our people

On a scale of 1-5 (where 1 is the lowest and 5 is the highest) where would you score your team in terms of "Everyone is Valued" trait? Please score each row independently and then calculate the average.

Description of the lowest	1	2	3	4	5	Description of the highest
We are not recognized for what we do at work, we feel that we are not valued here.						**People in our department genuinely feel that they are valued for their contribution. There is an effectively implemented reward and recognition process in our department**
People are not seriously interested to develop their competencies and Line Managers only pay lip service to their development. Training is seen only as a cost.						**People are actively seeking opportunities to enhance their competency, knowledge and experience and their Line Managers are really committed to their development.**
We don't invest time in building relationships at work.						**We do invest time in building relationships at work. Quality of relationships with our managers and co-workers means a lot to us.**
Respect for individuals is very low, in most cases it is faked or shown selectively. actually we are being bullied by our managers here. They are very aggressive and unkind.						**Mutual appreciation and respect is very visible and for everyone. We are being treated with respect by our colleagues and managers. It is very clear in their daily behaviors.**
				Average Score :		

Appendix – 1 Cultural Traits Assessment Questionnaire (Continue):

Score Definition:

Score	Description
1	**Lots of work to be done** to improve
2	**Trying to improve**, but not there yet
3	**Neutral** - (i.e. Average - could do better)
4	**We are nearly there**, but there is still a room for improvement
5	**Strength** - We are there, Maintain & Sustain

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