



The Culture Turbine

A new engine for margin growth: are oil, gas, petrochemicals and refining having their culture moment?

Refining executive and Evolve Advisor Bob Kent observed, "interesting that the equipment and processes used in this industry are essentially the same and available to everyone, but the results achieved by each unique organization can be very different." Although each segment of the energy and petroleum value chain has its unique challenges at this juncture, all are realizing that there is both a compelling need and opportunity to achieve growth through their people.

A number of years ago, I was working with a client on a major business transformation focused on achieving growth and reliability with little or no capital expenditure. The company's strategy was to "sweat the assets" to maximize the return on capital, and in doing so, create compelling economics for future capital expansion. This company had the foresight to realize that this was fundamentally all about the people - how they led and interacted with each other and with the kit. As part of that program, we developed an "innovation turbine" - a catchy name for a system to generate, vet and execute ideas from across the enterprise on how to generate more value.

Is the oil, gas, petrochemical and refining segment now having its [culture moment](#)? Have people realized that capital will only get you so far (and there is much less capital)? Is there a frustration that we seem to be on a cycle of fix and drift? Is there a recognition that due to recent organizational changes and market disruptions, there is a unique opportunity to shape culture? Do we feel we have the tools, but can't seem to put them together consistently, or continuously have to work the same issues every few years?

Culture is the norms of behavior - how we do things around here. It is very difficult to change culture - it's intended to be a constant. An organization cannot change culture by working on it directly. You can declare the culture you seek, but you have to practice and reinforce the desired behaviors by working on the business - the work processes and decision-making systems that people use every day.

Is your organization having a culture moment? Please give me a [call](#), if you would like to explore the concept of "culture" and the implications for your organization.

Best,



[Seth Tyler](#)
COO

[Evolve Partners](#) is a global implementation-focused consulting firm that helps Energy and Process industry clients achieve practical, sustainable results by unlocking their ability to learn faster. As a result, people flourish, changing their beliefs about what's possible and learn to get better at getting better.



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