



## **PRACTICAL GUIDE TO DEVELOP AND STRENGTHEN A CULTURE TO OPERATE**

*SUPERA Proposal to Evolve from Unconscious Sabotage to  
Conscious Engagement in Extractive Companies*



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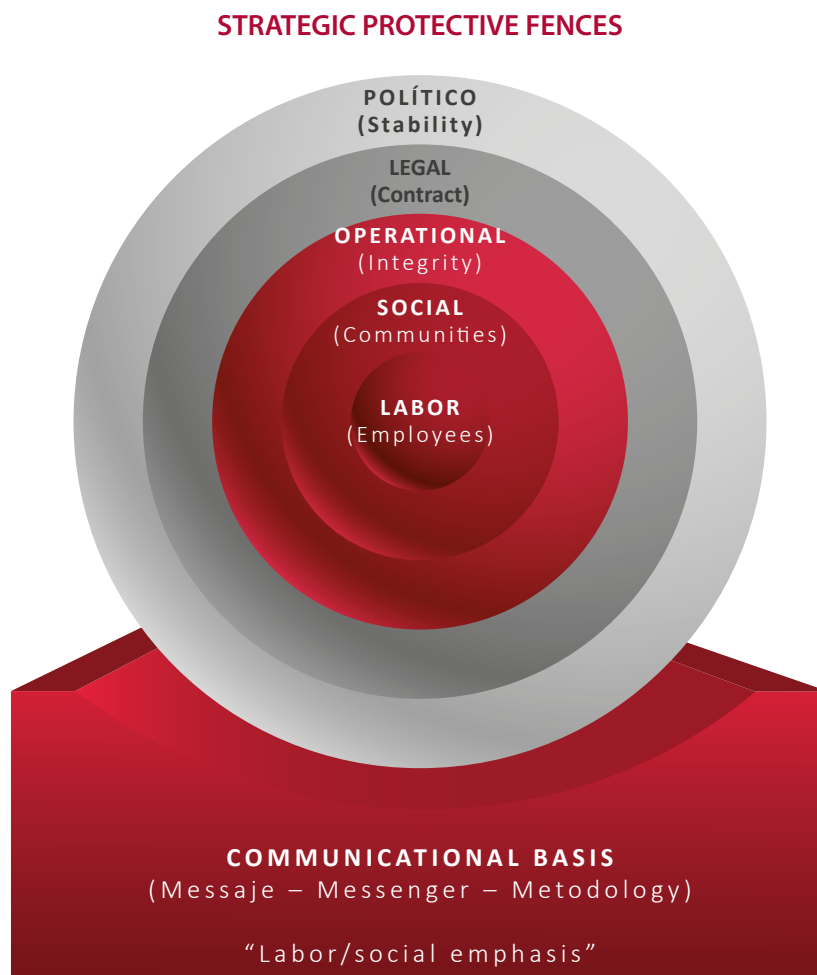
# STRATEGIC FENCES

## MODEL

Every company, in analogy, is like a "valuable castle" that needs to be protected from its "enemies" by strategic "moats" that surround and guard the castle. These moats, which in their deepest essence are functional strategic alliances between the different stakeholders, must be as wide and deep as possible to prevent their enemies from storming the castle. Some of these moats, which from now on we will call "fences," are more critical than others due to their nature of being able to be managed by the leaders of the extractive industry, critical fences that become more relevant than ever in a global environment loaded with multiple challenges such as geopolitical uncertainty, climate change, cybersecurity, generational plurality, stakeholder engagement

and integrated sustainability reporting, to mention a few.

In this context, the modern extractive company should ideally have Strategic Fences of Protection to strengthen its competitive advantage, protecting its operations from those who wish to exploit its activities illegally. In the second master scheme, we show a proposal for a Strategic Fence Model that any extractive operation/company can implement to ensure its integrity and operational continuity over time.



The following is a summary of the intrinsic characteristics of each of the Strategic Fence of protection proposed for the modern extractive industry of the 21st century:

1

The **POLITICAL FENCE** is the first and most unstable defense fence due to its lesser management power. A common mistake in traditional extractive mining is believing it is the only fence to manage or the most important one.

2

The **LEGAL FENCE** is the traditional EIA fence transferred to the Operational Fence. Legal management needs to be "human" in terms of communication within and/or outside the organization.

3

The **OPERATIONAL FENCE** is the third defense fence, whose strength is given by protecting critical assets" and avoiding technological obsolescence of equipment and processes thanks to a culture of innovation and continuous improvement.

4

The **SOCIAL FENCE** is the fourth defensive fence, whose strength is given by the level or degree of acceptance of the Operations by the direct and indirect influence communities.

5

The **LABOR FENCE** is the fifth defense fence, whose strength is given by the Employees' Sense of Belonging. It is the most important fence because it is the "core" of value creation projected to others.

6

The **COMMUNICATIONAL BASIS** is the "water" that unites all the moats (fences) facilitating its functionality and effectiveness. The choice of Messages, Messengers, and Methodology is transcendental.

After a brief analysis of each of the fences and the communicational base, which we will later call the communicational ring, we find that there is an excellent opportunity for the leaders of the extractive industry to expand their traditional vision towards a more holistic vision by incorporating a Strategic Fence Model of protection in the day-to-day management of their operations, and in particular the management of the Labor Fence, as the first and most crucial management because it represents the Culture to Operate (CTO) as it represents the "central core of value creation" that will be projected to all the other strategic fences mentioned above.

In this great context of significance, today we find important extractive projects and/or operations with serious cultural problems that are often invisible to the eyes of the top management of the organization, because they have been assumed as "normal" when in fact they are "dysfunctional," creating favorable conditions to create a dysfunctional culture absent of conscious commitment, which affects not only the solidity of the Labor Fence, but also the solidity of the Social Fence (as inside so outside), and the Operational Fence, an almost "normalized" circumstance characterized today by:

1. Strikes with motivations whose emphasis is essentially economic, in a commodity industry whose weakness is the inability to manage prices and where cost leadership is imperative for long-term survival.
2. Collective bargaining with "premium payments" at the close of negotiations, in a context where sometimes a large percentage of the members have debts and/or child support proceedings, creating conditions conducive to the development of a dysfunctional culture of "pressure" benefits that in the long run may generate problems of sustainability of the operation, putting at risk the long-term labor stability of the members themselves.
3. Deterioration of people's Sense of Belonging in the organizational structure creating the conditions for a Culture to Operate (CTO) absent of conscious commitment, which generates a loss of people's desire and creativity to improve the organization's competitive advantage.
4. Amplified dissatisfaction of people due to the lack of conscious leadership and culture, given the impossibility of climbing the promotion ladder due to the few spaces available given the very nature of the organizational structure in an extractive operation/company.
5. Dysfuntionality of the strategic decision-making process due to the absence, in some cases, of emotional intelligence to connect/communicate with critical stakeholders: Employees and Communities. There is an excellent opportunity to complement the tremendous rational intelligence to think/decide and the great motor intelligence to act/correct typical of the extractive industry.
6. Impact on the Social License to Operate (LTO) of operations and projects due to dysfuntionalities of the CTO within the corporation and/or operation itself.

***"Therefore, we believe that any company in the modern extractive industry that wishes to strengthen its competitive/comparative advantage over time needs, with a great sense of urgency, to strengthen all the Strategic Fences described above."***

# NEW PARADIGM OF THE LABOR FENCE

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Traditionally, it is said that the fundamental objective of any business is to strengthen its competitive advantage to differentiate itself from its competitors, thereby ensuring not only production growth but also the sustainability of the profitability and reserves of the extractive business model.

Warren Buffet classifies all businesses into two types: businesses with competitive advantage and businesses without competitive advantage. Buffet recommends that all CEOs always focus on strengthening long-term competitive advantage to ensure profitability on a sustainable basis.

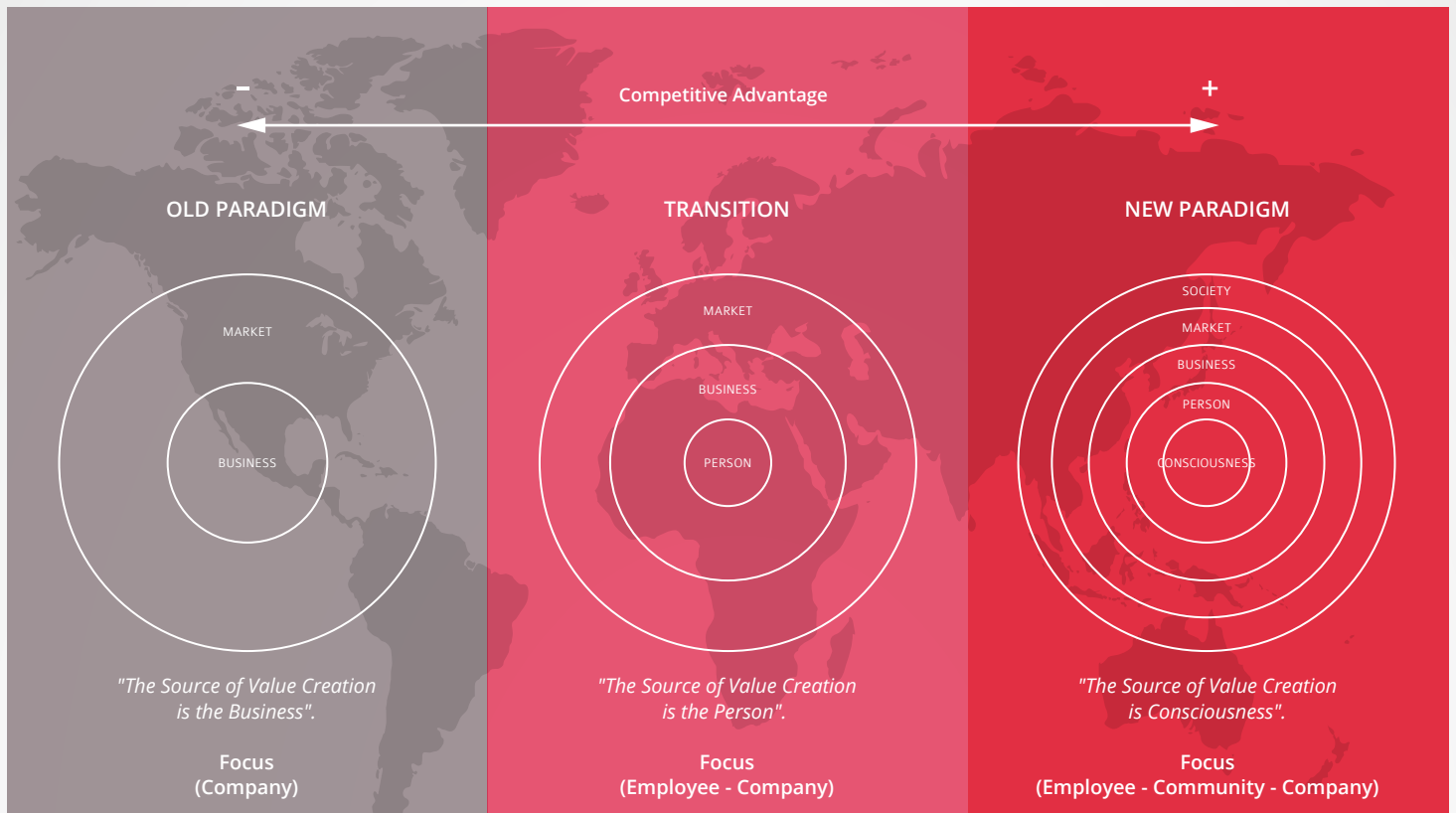
The proposed new paradigm places "people's consciousness" at the center of operations management, because it is the level of consciousness of the person that has the absolute power to mobilize energy and transform reality from the inside (Labor Fence) to the outside (Social Fence) in a sustainable way.

Tim Cook, CEO of Apple, points out that the key to the success of the most valuable company in the world is its culture, a culture where people love what they do, love doing it at Apple, and live innovating to create more and more value for users, that is, a culture aware of its higher purpose: to improve the quality of life of society-humanity.

In that sense, we need to go beyond person-centered management; we need a transcendent management focused on the awakening and development of the person's consciousness because it is human consciousness and its primary functions (usually unknown): awareness, attention, understanding, that can awaken the desire and creativity to improve the quality of life and economic productivity sustainably. Awareness is the source of sustainable value creation. Having highly competent people in our ranks, but with a dormant conscience, does us no good. Consciousness first, competence later.

***"Therefore, we believe that those CEOs in the extractive industry who place Conscience at the center of the Business Model will not only be exercising a more Conscious Leadership that will directly impact the Improvement of the Quality of Life of all their employees but will also be creating the conditions for Sustainable Profitability."***

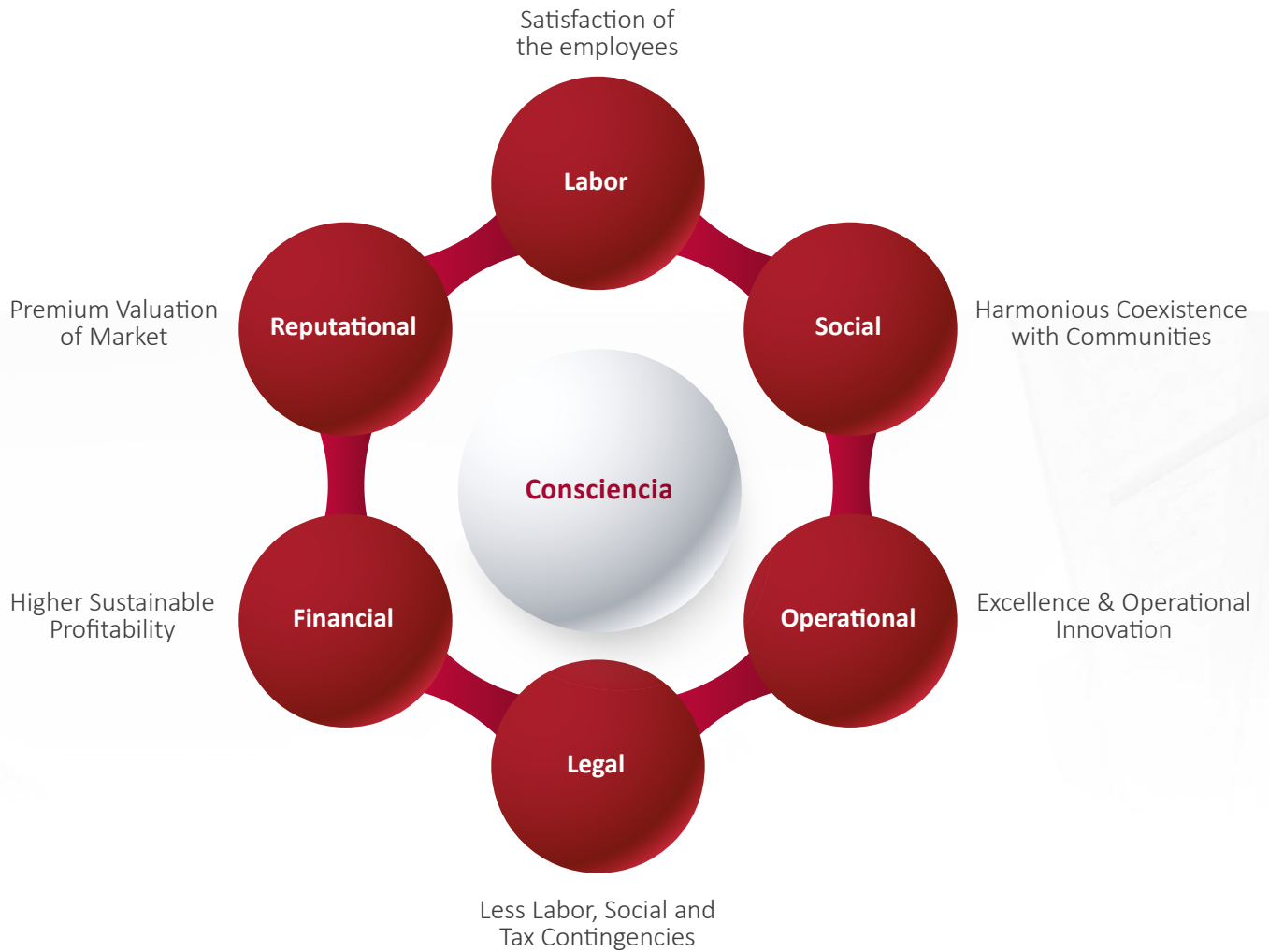
Therefore, the evolution of the paradigm towards the "awakening and development of consciousness" at the center of the Business Model of the extractive operation/company, implies a change of focus from Shareholders to Stakeholders: Employee-Community-Company, which will naturally generate a strengthening of its Competitive Advantage thanks to the strengthening of its Labor Fence (Employee), Social Fence (Community) and Operational Fence (Company) as can be seen in the following master diagram:



However, before continuing, we believe it is pertinent, for this proposal, to define what we mean by Development of Consciousness:

1. **To develop human self-knowledge**, that is, the knowledge of oneself as a central axis for improving the quality of life and economic productivity, at individual, group and/or business levels. He who does not know himself cannot know what he wants, or as W. Buffet emphasizes: "the best investment, is the investment in oneself."
2. **To develop the critical and self-critical capacity**, i.e., the self-reflexive ability to link with the reality principle. This reality is permanently changing, generating a continuum of friction points that question our consciousness, for it is not enough to be aware, we need to be aware of our own "lies."
3. **Develop the essential codes of knowledge**, i.e., understanding not only the codes of human nature but also the codes of the nature of business Creativity and the capacity for innovation arises from the desire and the desire for understanding. "Understanding something demands understanding a hidden code." Therefore, we embody and promote a new paradigm for conscious extractive companies, which place social welfare as the supreme goal, the market at the center of society, the company at the center of the market, the person at the center of the company, and consciousness at the center of the person.

The benefits of awakening and developing people's awareness at all organizational levels are enormous, covering all areas of the business: Labor, Social, Operational, Legal, Financial, and Reputational:



**"Therefore, we believe that Awakening and Developing Consciousness should be considered a strategic priority by the Board of Directors and Senior Management of extractive companies, because of the enormous benefits it brings to the extractive operation/company and society in general."**





# LABOR FENCE MANAGEMENT MODEL

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First, we must understand by modeling the abstraction of a functional operating system that sustainably produces a result, in our case Culture to Operate- CTO. In our experience, we have found that only some extractive companies have a functional model that is easy to understand, assimilate and implement in daily operations.

Therefore, after traveling the world and studying functional models in depth, we found that the best CTO model is the one that springs from the following formulation:

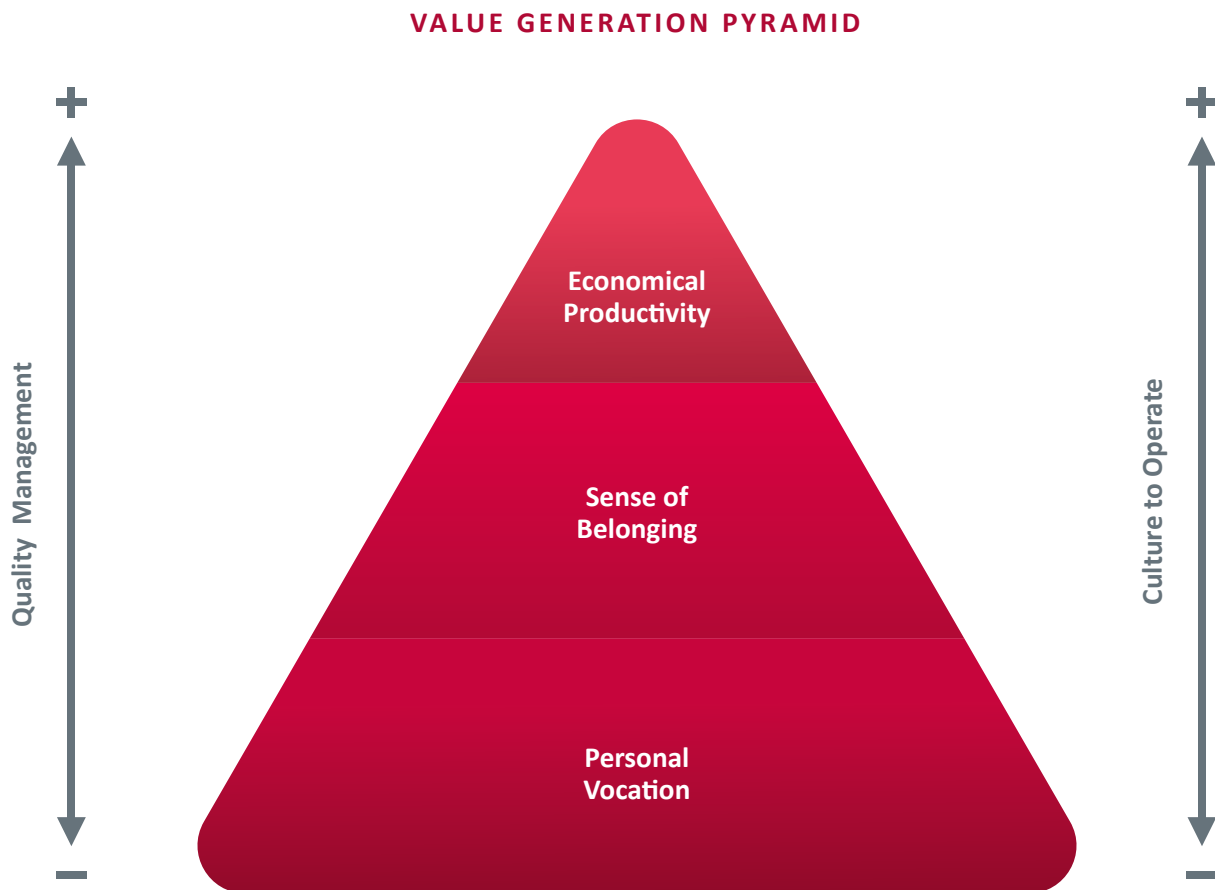
## FORMULA FOR SUCCESS IN LABOR FENCE MANAGEMENT



From this, we can conclude that CTO is the natural consequence of two fundamental management processes: **vocation management and sense of belonging management**. However, it is crucial to understand the following:

1. In mathematics, the order of the factors does not affect the product, but in labor fence management, it does, and very much so. Labor fence management fails when promoting benefit programs for people who do not love what they do.
2. Vocation is the sustenance of belonging. If there is no vocation, there is only occupation. In occupation, personal fulfillment and fulfillment will never be achieved. There will be no culture of pleasure and enthusiasm, there will be a culture of pain and effort, which will demand more and more "compensation mechanisms," usually economic, which will never be enough. The absence of vocation in a person generates a psychological "black hole" where nothing that is given will ever be enough. Living in Vocation implies "loving what one does."
3. The fullness of the sense of belonging is the lifeblood of the CTO. Every company in the extractive sector must understand that managing the sense of belonging implies that the person "loves to do what he/she loves in the company." In this sense, the objective is to learn how to manage people's sense of belonging once they live their vocation.

In short, firstly, to live the **vocation**; secondly, to develop a **sense of belonging**; thirdly, to maximize **productivity**. This helps to clarify that the quality and sustainability of the CTO will depend directly on the quality of the vocation (talent-position match) and the quality of the sense of belonging, as depicted in the following diagram:



Therefore, business leaders need to understand that sometimes taking the shortest path of solving problems with an emphasis on the economy only lengthens the road because it deteriorates the CTO. The management of vocation and sense of belonging is a longer, sustainable, and much more profitable path than the path of recurrently dealing with people lacking conscious commitment at different levels of the organization. The following expression may sound high-flown but our experience is that it is true in many corporations: "Hidden enemies are not outside, but inside" due to their appetites for fame, power, and money that are based on the low level of consciousness, which should not be confused with the level of competence, because the worst thing that can happen to a company is to have on its staff people with power, great competence but a low level of conscience, for their destructive capacity of the greater good.



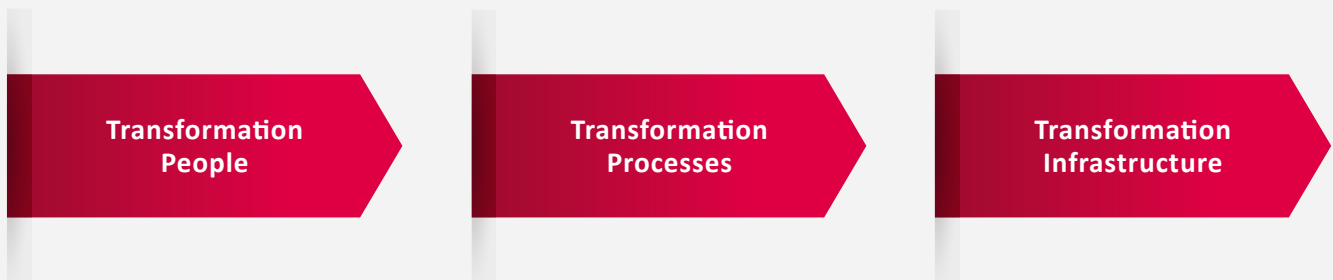
# LABOR FENCE

## INFORMATION SYSTEM

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First, we must understand a system as the functional information that yields a dynamic structure in motion and whose abstraction gives rise to a management model. In our experience, we have found that few extractive companies have an information system or critical KPIs that are easy to understand, assimilate and implement in the daily operation **of labor fence management**.

The Labor Fence Management measurement system, detailed in the following pages, is based on a natural process of transformation: The transformation of people precedes the transformation of processes, and the latter precedes the transformation of infrastructure.



Therefore, the first thing that must be transformed is leadership, towards a more Conscious Leadership, because only in this way can the CTO be transformed. The transformation of leadership towards an even more conscious leadership necessarily implies that employees can perceive a minimum degree of admiration towards their leaders thanks to their **exemplarity, capacity, and love for what they do** because only admiration can awaken personal inspiration and inspiration based on example is the secret to personal transformation. In a company with little or very little admiration for its leaders, its capacity for creative self-transformation in a volatile, uncertain, complex, and ambiguous environment such as the one facing the world and the extractive industry is very reduced. In this context, the proposed quantitative measurement system of Labor Fence Management is:

1. A structured measurement system of the occupation vs. vocation of the organization at all organizational levels. Will there be any difference between two organizations that have the same number of employees, but in one 80% live their vocation (love what they do) and only 20% live in occupation (only want the economic income), while in the other 80% live in occupation and only 20% in vocation? Of course, there is!
2. A structured measurement system of people's "capacity for creative self-transformation" based on the "power of admiration" for leaders, primarily in operations, as a source of inspiration and transformation.

3. A structured measurement system of the Sense of Belonging based on Conscious Leadership is characterized by its exemplarity, capacity, and love for what it does, which allows for sustainably creating the conditions for individual and group productivity.

Finally, it is essential to note that the expected results of Labor Fence Management have a behavior similar to that of a curve of diminishing returns, i.e., as it improves, it will demand more intelligence and analysis to continue consolidating its solidity. Therefore, an exploratory investigation within the organization should be planned, executed, and reported at least once a year and in some exceptional circumstances up to twice a year to implement the corresponding awareness-action plans to strengthen the most important Strategic Protection Fence of all the fences described above: Labor Fence.

### Calculation Methodology

To calculate the creative self-transformation capacity of the Labor Fence, the following aspects must be considered beforehand:

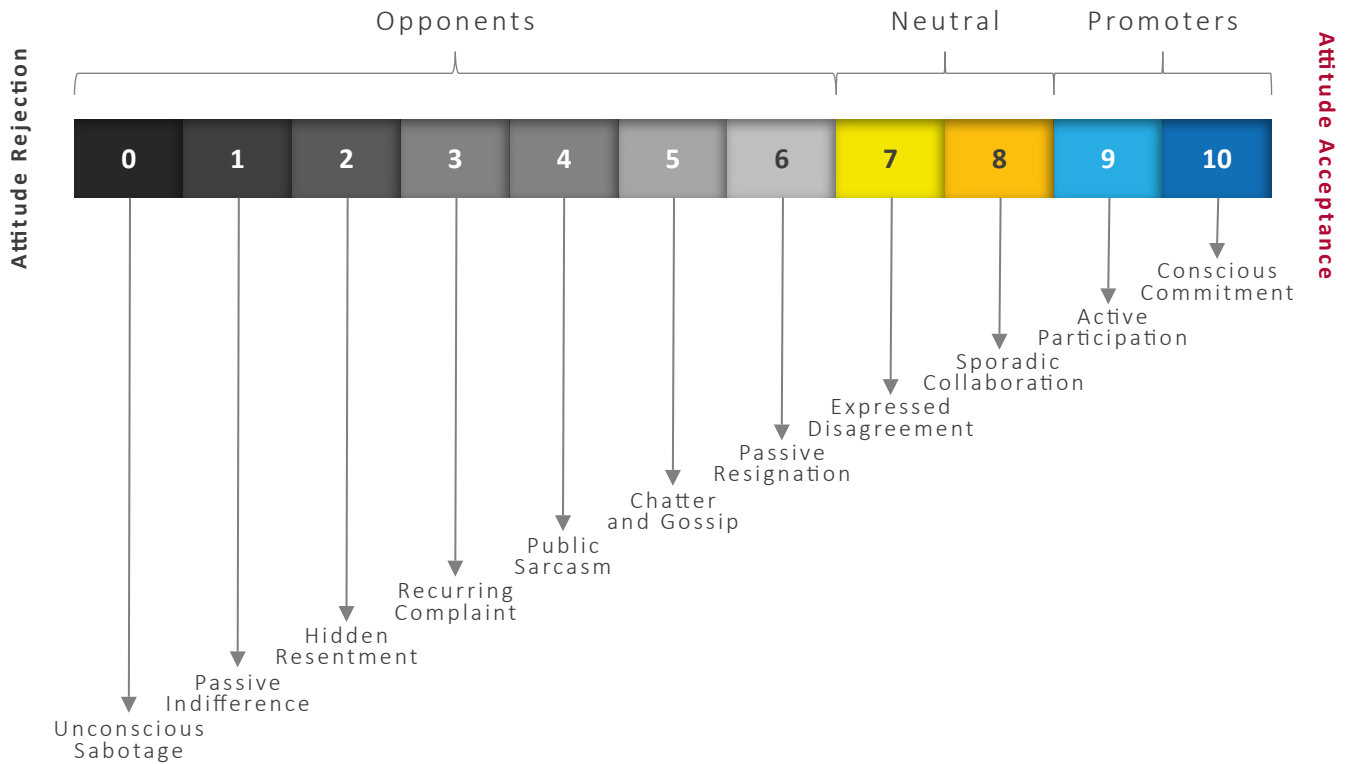
- a) The measurement result is a key indicator that measures the evolution of people's level of commitment: From Unconscious Indifference to Conscious Commitment.
- b) The measurement system has a scale ranging from 0-10 because using binary notions such as Non-Commitment and Commitment in human attitudes and emotions is impossible.
- c) The measurement system categorizes the scale into: Detractors or "Judases" (0-6), Passives or "Pilates" (7- 8), and Promoters or "Apostles" (9-10). The latter represents the true agents of change and transformation of an organization, and one of the strategic objectives of every leader should be to maximize the number of apostles in your operation.



## Semiological Decoding

To decode the scale, SUPERA, based on more than 20 years of experience serving in more than 10 countries, and on its semiological knowledge of human signs and codes, proposes the following decoding scale:

### SEMIOLOGICAL DECODING SCALE FOR LEVEL OF COMMITMENT



The implications of decoding this proposed semiological scale are:

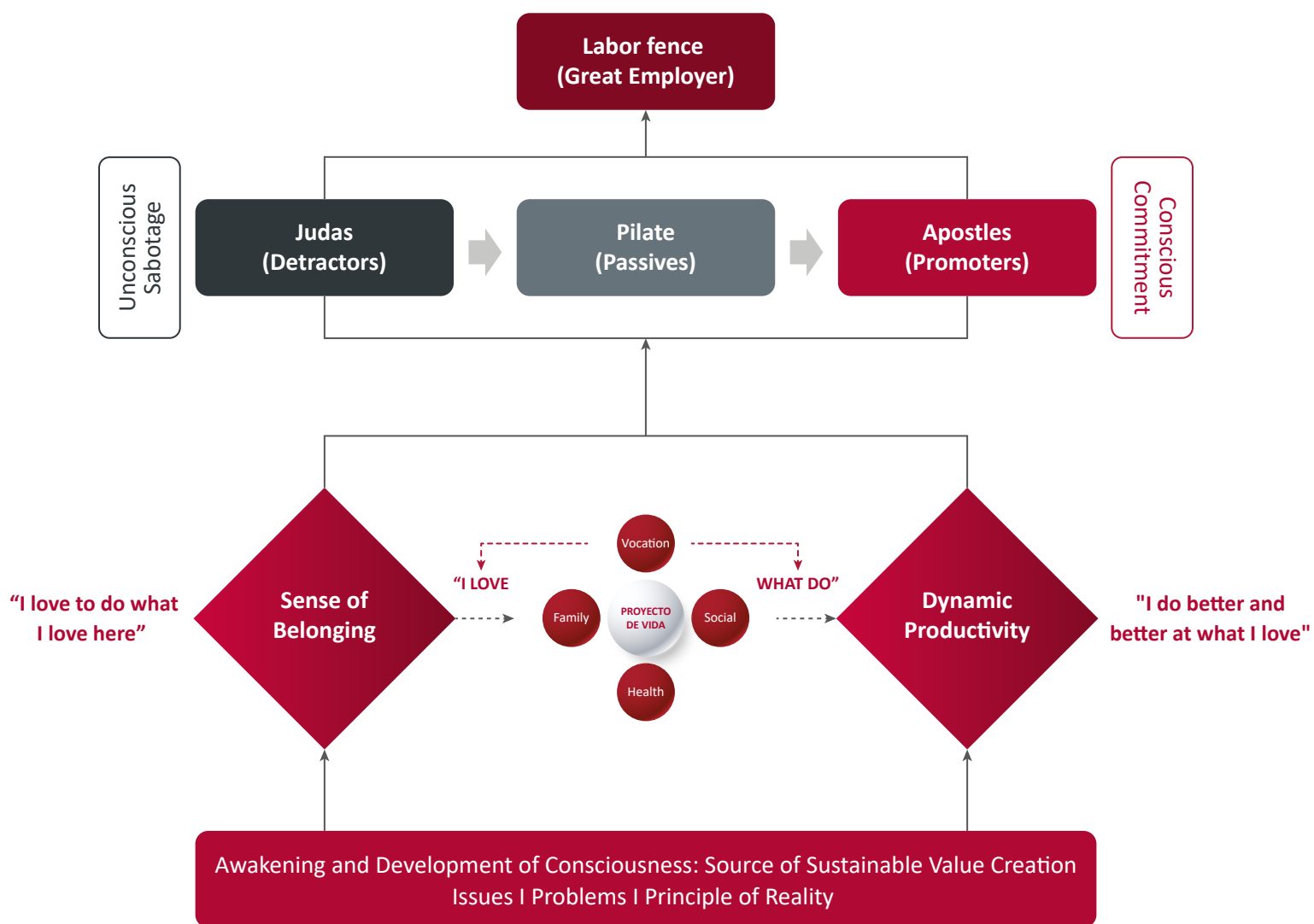
1. Moving from **unconscious sabotage to conscious engagement** is a process and not an event, requiring a process of an internal cultural transformation of attitudes, which in some cases can take up to three years due to leaders' mental models regarding Labor Fence management.
2. The central dynamic of attitude transformation is to quantify the shift to the right: **detractors: "Judas" to passive: "Pilate" and from passive to "promoters: "apostles,"** until reaching the maximum % of promoters possible: The ideal within the possible. An ideal percentage of promoters in an extractive operation/company would be 50%-60%.
3. The strategy for each "bag of attitudes" is different and must be approached very intelligently by the operations leaders with the support of people management. First to build loyalty among the "apostles," second to inspire the "pilates," and finally in an ideal situation to convert as many "judas" as possible at least into "pilates," being aware that we will never achieve 0% detractors or judas. An ideal maximum percentage of detractors is between 10%-15 %.

4. monitoring the distribution of the numerical % is fundamental to evaluating the progress of the strategy of the management of the Labor Fence. It is not the same to have "50% detractors, with 80% concentrated in number 1 (active sabotage) than to have "50% opponents, with 80% concentrated in number 5 (public sarcasm).
5. In labor fence management, selecting people for leadership positions is extremely critical. There is an excellent opportunity to improve future leaders' selection process by incorporating emotional intelligence into the industry's rational and motor intelligence characteristics. Remember, in selecting future leaders, it is the first level of awareness, then it is competence, and never the other way around. The destructive power of selecting a person with a low level of consciousness for a leadership position is enormous. Beware!
6. The management of the labor fence falls largely under the umbrella of the Directorate General of Operations (DGO), since the operations area concentrates most of the headcount in any extractive company. However, the DGO must have the full support of all other support areas, especially the Human Resources Department, to facilitate the sustainable management of the Labor Fence. A traditional mistake is that the DGO does not get involved in the management with the unions, and leaves everything to the legal area.



# DYNAMIC STRUCTURE OF THE LABOR FENCE

First, we must understand a structure as a notion that allows us to understand the relationship between the parts and the whole. There is an excellent opportunity to clarify the structure that underlies the management of the Labor Fence, which is why we propose below a holistic structure that will allow us to understand the related links of the CTO, as a natural consequence of the ideal management of the Labor Fence to become a Great Employer sustainably:



In the following, we will share the essential decoding of the above master diagram to understand the relationship elements of the dynamic structure of the Labor Fence that underpins the CTO of an extractive operation/company:

1. The awakening and development of the conscience of people and in particular of the leaders is the source of value creation of the operation/company and of the solidity of the Labor Fence, which will have a snowball effect on the other fences already studied: Social, Operational, Legal and Political, as well as on the Communicational Ring that holds them together.
2. Every person has a life project comprising four spheres: **Health, Vocation-Work, Family Life and Social Life**, which should be as harmonious as possible to maximize integral productivity at the individual and group levels.
3. The strategy of any lucid extractive company should be to ensure that most of the people who work in the operation love what they do, that is, live their vocation, which is why incorporating people into the operation for reasons unrelated to their vocation, just to give them a job, is a grave mistake that will gradually deteriorate the CTO and consequently the strength of the Labor Fence.
4. Vocation means "I love what I do." Sense of Belonging means "I Love Doing It Here." Dynamic Productivity means "I do it better every time."
5. To ensure sustainable Dynamic Productivity, a functional Life Project is required that maintains the maximum balance and harmony of the spheres of a person's life: Health, Vocation-Work, Family Life, and Social Life, creating a great context of satisfaction for the management of the Sense of Belonging.
6. The final result of the awakening and development of consciousness, vocation management, sense of belonging, and dynamic productivity, bring as a result of the evolution of unconscious sabotage towards conscious commitment, allowing the development of a great CTO that will strengthen the Labor Fence of the operation/company.





# KNOWLEDGE CODES OF THE LABOR FENCE

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First, we must understand code as a set of signs that allow us to understand something. All knowledge is codified. To access the knowledge of something is to access its code.

In this regard, we enthusiastically share the following CTO management knowledge codes, which we have structured into six families:



## Universal Management Codes

- 1.** The CTO must always seek the awakening and development of human consciousness, as it is the only lasting source of value creation. Where there is no consciousness, there will be competition and not collaboration. Competition for power, fame, and money will destroy the CTO of the organization. The pursuit of personal good rather than the greater good will prevail.
- 2.** The awakening and development of human consciousness is the foundation of improved quality of life and sustainable economic productivity. The quality of life is not improved because people receive more economic income due to profits and/or collective bargaining agreements. In many cases, it worsens the quality of life. If a person cannot handle an ice cream with one snowball, is it wise to give them one with two snowballs?
- 3.** Consciousness is cooked over low heat. The awakening and development of consciousness is a process that takes at least two to three years to transform an organization, a transformation that must take place "top-down" and not the other way around. Any transformation process that does not start with top management will fail.
- 4.** The Culture to Operate (CTO) and the Social License to Operate (LTO) are intimately related as two communicating vessels. As inside is outside, so outside is inside. There are no surprises. Thus, for example, if the management of the LSO has been based on relational linkages with great emphasis on political leaders and little emphasis on direct linkage with the social base, it is most likely that the management of the CTO is an "innocent mirror," i.e. it has been based on relational linkages with great emphasis on union leaders and little emphasis on direct linkage with the worker base.
- 5.** The strength of the Labor Fence is the mathematical consequence of the number of apostles, pilates, and judases that an operation/company has. In many cases, the real problem is not outside but inside the organization. Statistically speaking, based on more than 20 years of experience in more than 10 countries, we can state that on average a company has between 10%-20% Apostles, 60%-70% Pilates, and 10%-20% Judas in its ranks, which creates an excellent opportunity for the industry.
- 6.** One of the biggest dysfunctions of the Labor Fence and consequently of the CTO occurs when the operation is at the service of the corporation, instead of the corporation being at the service of the operation, in many cases unfortunately due to the appetite for power.

Experience shows that the corporation that makes this mistake will seriously endanger the operation, which instead of strengthening its Labor Fence, Social Fence, Operational Fence, Legal Fence, Political Fence, and Communicational Ring will have to use its Energy to be able to function within the prevailing dysfunctionality.

## Vocation Management Codes

1. Vocation is not invented. Vocation is discovered, assimilated, and implemented. Every person has a vocational horizon to discover. In this sense, letting go of a person who is not living his or her vocation is a generous act because, deep down, by living in an occupation for fear of losing his or her economic income, we are contributing to the person living in a culture of effort (suffering). Vocation means "I love what I do."
2. Human desire and creativity can only dwell in those who love what they do, that is, in those living their vocation. They are the only ones who can transform effort into enthusiasm because they are the only people experiencing their innate talents in the right place. In that sense, when there is little capacity to innovate in an organization, it is probably because few people are living their vocation.
3. A conscious CTO places the person at the center of its management, the conscience at the center of the person, and the vocation at the center of the conscience since awakening and developing the conscience implies that the person can live his/her vocation in daily life so that he/she can experience Fullness of BEING and Personal Realization and consequently satisfaction and pleasure when performing within the organization.
4. Any extractive operation/company that yearns to have a great Labor Fence must ensure Vocation and avoid Occupation, otherwise it will be creating the right conditions for permanent and recurrent dissatisfaction of people. A person in occupation will live in a culture of pain and effort and will never feel full or fulfilled. Nothing of what he receives will be enough, because we are trying to fill from outside an "internal emptiness" that can only be filled when the person lives in vocation.
5. Vocation management involves two steps: First, the management of selecting the ideal person (need-talent) for a given position within the organization, and second, the management of selecting the person in a meritocratic way (the best talent). When merit is absent in the selection processes, the consequences devastate the Labor Fence and the CTO.
6. Paying "favors" with supported employment opportunities should be avoided as much as possible. In the long term, we are destroying the strength of the Labor Fence, since we are destroying the exemplary culture of merit and adding more people with a "black hole" attitude, where nothing they receive will be enough.



## Belonging Management Codes

1. Every human needs a Sense of Belonging because without it he/she loses the Ontological Confidence essential to transcend life's challenges. The operation/company must understand that symbolically it acts as the new "womb" for the person, and consequently working is a source of pleasure. The sense of belonging means: "I love doing what I love here."
2. The sense of belonging is managed by delivering three essential salaries every person must receive, three "nutrients that the womb" must provide functionally. The three wages are Economic Wage, Emotional Wage, and Spiritual Wage. The existence of a vocation sustains the functionality of these three salaries. If there is no vocation as a precondition, even if there is extraordinary management of the sense of belonging, there will be no fullness or personal fulfillment.
3. The **Economic Wage** is related to the human reptilian brain that manages the primary instincts of survival. If the most basic economic conditions do not exist, survival is not assured, and the person automatically activates the reptilian part of his brain. There are levels of consciousness so low that they live permanently in the reptilian realm, unable to improve the quality of their life because they inhabit the realm of survival. The flywheel of the economic wage comprises fixed remuneration, variable incentives (bonuses and profits), and benefits (health, discounts, travel, etc.).
4. The **Emotional Salary** is related to the human mammalian brain that manages the bonds of affective relationships. It is here, where our emotions live and human suffering is stored. Therefore, the emotional wage will be reduced without healthy bonds at home and at work. In an industry such as the extractive industry where there is a large amount of family dysfunctionality, the quality of the relationship bonds becomes even more transcendental, especially with those people who symbolize the archetype mom-dad, which is why the boss-subordinate relationship will be transcendental for the functionality of the emotional salary. The flywheel of the emotional wage is constituted by: affection/treatment, support, and recognition.
5. The **Spiritual Salary** is related to the human neocortex brain that manages thought and the deep meaning of life. Here, the capacity of synthesis and analysis for conscious decision-making is managed. Therefore, more money for profits or collective negotiations, which satisfy the reptilian brain in the short term, does not necessarily generate long-term welfare for people, because people not only lack good relational links but also lack the essential codes for the conscious management of the money received, proper of the neocortex brain. In many cases, the high income received from the extractive activity has not improved the quality of life, but quite the opposite: divorces, alimony lawsuits, indebtedness, family conflicts, etc. The flywheel of the Spiritual Wage is constituted by: a Sense of Connection/Communication /Collaboration, a Sense of Growth, and a Sense of Contribution to a Transcendent Higher Purpose.
6. The Assessment and Diagnosis of the Sense of Belonging is essential within an operation/company if we wish to strengthen the Labor Fence and the CTO. If we do not know what nutrients we lack, we will have to settle for people's reptilian management, which we already know covers only the most basic survival instinct.

## Attitude Management Codes

- 1.** An attitude is a "crystallized emotion" that dwells in people's memory and can be evoked through internal/external stimuli. Consequently, we can identify two types of attitudes: functional which manifest themselves in daily life through positive emotions, and dysfunctional which manifest themselves in daily life through negative emotions. The strength of the Labor Fence can be observed in the emotions people evoke when their direct boss, manager, director, or company is mentioned to them. Remember, a gesture (emotion) speaks louder than 1,000 words.
- 2.** The transformation of attitude precedes the transformation of aptitude. Attitude transformation precedes the transformation of the altitude a company can and wants to reach. Attitude transformation management is something that some companies need to remember or pay attention to because their emphasis has been on the Economic Wage (Survival Instinct), neglecting the Emotional Wage (Relationship Bonds) and the Spiritual Wage (Sense of Purpose).
- 3.** The triangle of attitudes is made up of the System of Thoughts (rational convictions), the System of Beliefs (intuitive certainties), and the System of Values (affective preferences) of individuals. Consequently, transforming an attitude implies transforming the System of Thoughts, Beliefs, and Values, a skill that conscious leaders must develop.
- 4.** Any crisis that affects the stability of the Labor and/or Social Fence requires understanding the differentiation between Issue, Problem and Reality Principle. A Problem by definition has a solution. A Problematic is a dysfunctional attitude toward the issue. A Reality Principle is a fact, not an issue. Consequently, a Problem demands a Practical Solution. A Problem demands a Change of Attitude. A Reality Principle demands Genuine Acceptance. On many occasions, the problems that affect the Labor and/or Social Fence that end up decanting in the Operational Fence are not solved because what has not been solved is the underlying Problem, that is to say, the "dysfunctional human attitudes." conscious leaders must develop.
- 5.** The strength of the Labor Fence and the Culture to Operate lies in its ability to transform attitudes, a notion that not only encompasses the lower echelons of the organizational structure but also, more importantly, the upper echelons of power, since it is in the "Olympus" where a dysfunctional attitude of someone with power can have the capacity to destroy much value for the organization's Stakeholders.
- 6.** The strength of the Labor Fence is determined by the quality and functionality of the attitudes of the people that make up the operation/company. We cannot expect a functional positive attitude from the communities of influence, if there is no functional positive attitude inside the organization, because the communities' attitude towards the operation/company is the "innocent mirror" of the internal attitudes inside the organization. Remember, that the glass is cleaned first inside and then outside; more than evident reason to sustain that the Labor Fence is the most important fence of all because it embodies the Culture to Operate, a culture that transcends to all the other Strategic Fences proper of the proposed Model: Social, Operational, Legal, Political, including also the Communicational Ring.

## Communication Management Codes

- 1.** Some extractive companies have underestimated the potential and usefulness of communication. It is believed that communicating is talking. Communication demands the existence of a dynamic process where a sender becomes a receiver, and vice versa, to transmit a message, but always within a communication context. In this sense, weak and/or dysfunctional internal communication weakens the strength of the labor fence.
- 2.** Effective interpersonal communication demands the prior existence of human "connection." You cannot "download information if you are not first connected to the wi-fi." Human connection demands the development of emotional intelligence, which is why the extractive industry, characterized by rational intelligence to think-decide and by motor intelligence to act-correct, has the opportunity to create the right conditions for the development of a better emotional intelligence that allows it to connect with people inside and with the communities outside the organization.
- 3.** Employees and/or communities have not sufficiently valued the countless initiatives of the extractive industry due to the lack of a communication strategy to accompany the initiatives. Remember that there is a big difference between "real and perceived." The difference lies in the quality of communication. A small initiative with an excellent communication strategy can increase the perceived value by 10X. In contrast, a giant initiative accompanied by a bad communication strategy can reduce the perceived value by 0.1X.
- 4.** The choice of Messages, Messengers, and Methodology is transcendental to maximize the communicational impact. Messages must be simple but powerful. The Messengers must be credible and the Methodology must be under the context of the reality experienced in each operation. A recurrent mistake is to try to "copy-paste" at the communication level. Be careful!
- 5.** Communication is the "water" that links all the Strategic Fences, particularly the Labor Fence (Internal Communication). Consequently, communication is simultaneously strategic, tactical, and operational. When a company falls into the temptation of believing that communication is only operational, it invests few resources in it, and the natural consequence is the weakening of the Labor Fence and consequently of the Culture to Operate.
- 6.** Some extractive companies make the serious mistake of disarticulating internal and external communication. Communication is a single "skeleton" but has different "muscles" according to the receiver's profile. When we separate internal communication from external communication, we create the conditions for the weakening of the Labor Fence and the Social Fence and consequently of the Operational Fence.

## Union Management Codes

1. There is an excellent opportunity for unions to become true agents of change in developing people's consciousness and consequently improving their members' quality of life.
2. The most visionary unions seek to understand the root cause of the problems and issues that affect the life project of people in their daily lives: low level of awareness, deterioration of physical health due to deterioration of mental health and emotional health, family conflicts, lack of knowledge to create, treasure and multiply economic wealth, etc. and thus be able to propose genuine solutions that impact the improvement of the sustainable quality of life of people.
3. Unfortunately, we also find some union leaders, as well as functional leaders, with a low level of consciousness that only crave power, fame, and money, due to "unhealed emotional wounds" that lead them to sustain dysfunctional attitudes that do not allow them to evolve towards a transcendent leadership genuinely oriented towards service.
4. When union leaders and functional leaders of an operation/company possess high conscientiousness, there is no reason for conflict. On the contrary, relational bonds, characterized by gratitude and mutual generosity, create the ideal conditions for co-creating even more value for individuals and society.
5. When union leaders have a low level of conscience (without essential virtues such as honesty, humility, honor, humanity, etc.), labor legitimacy, credibility, and trust are lost in any negotiation or decision-making process. An "innocent mirror" of what often happens in the political arena, where we increasingly find people who hold temporary power but lack social legitimacy due to their low level of conscience.
6. The most conscientious union leaders work as a team with their company's operations leaders to strengthen the competitive/comparative advantage of their operation, because they recognize that the operation has a finite lifespan and that the extractive industry business model follows a natural cycle of "lean and fat times. " Consequently, if they do not work as a single team to strengthen the Labor Fence, the Social Fence, and the Operational Fence, they not only put at risk the viability of the operations but also, the possibility of launching other projects and with it the opportunity to create more and better jobs for thousands more people.



SUPERA World is a boutique consulting firm focused  
on the development and strengthening of the  
**Culture to Operate (CTO) and Social License to Operate (LTO)**

Finally, we would like to thank all our clients, who for more than 20 years have trusted us and helped us to fulfill our purpose: Helping to Improve the Quality of Life from the Development of Consciousness, and especially those who inspired us to materialize this practical guide for the extractive industry.



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Version 4.0