

GLOBALLY RESPONSIBLE LEADERSHIP

DEVELOPMENT PROGRAM



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1. CONTEXTUALIZATION

This document presents an initial draft of the **Globally Responsible Leaderships Development Program** – Programa de Desenvolvimento de Lideranças Globalmente Responsáveis – GRLI Petrobras, for discussion with professionals from companies members of the taskforce composed by technicians of Petrobras and Fundação Dom Cabral.

The objective is to systemize a project of development of transforming leaderships to meet the challenges of the sustainable business of Petrobras, based on principles of the GRLI.

2. PDL PREMISES

The conceptual model presented below contains some premises that define its foundations:

2.1. Target audience: The PDL is intended to various audiences managers of companies: professionals of strategic, tactical and operational level, in differentiated versions and hours of attendance, according to the specific objectives of each of the audiences.

2.2. The Globally Responsible Leaderships Development Program has its content organized in stages of a formative course.

2.3. According to the evolutionary stages of the leaders/managers: **Elementary, Engaged and Transformer** (proposed by CCSR), one can expect a type of decisional behavior based on conscience level. For each evolutionary stage, in relation to the principles of the GRLI, one proposes a scope, which contemplates the dimensions of **Time, Space of Performance and Form of Performance**, according to the **Conceptual Model** of this proposal. The stages are aligned to a growth of the Leader/Manager in relation to knowledge, decision power and scope of performance in Petrobras.

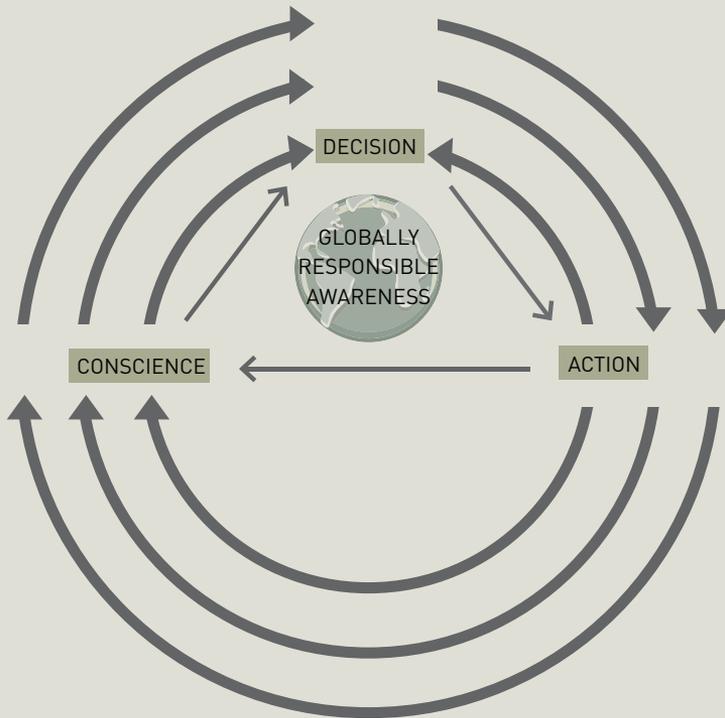
EVOLUTIONARY STAGES/DIMENSIONS	ELEMENTARY	ENGAGED	TRANSFORMERS
Time	Past	Present	Future
Space of Performance	Individual and of the Organization	+ Society	+ Humanity
Form of performance	Meets the legal standard Appropriates what has been resolved in the past, in current reality	Questions and denounces deviations to appropriate the existing potential in reality	Creates new realities to appropriate what is possible to be done, generating longevity and sustainability

2.4. In the Globally Responsible Leaderships Development Program, the GRLI principles: Honesty, Transparency, Freedom, Humanity, Tolerance, Responsibility and Solidarity are approved in the Dialog and Debate as leadership behaviors for the challenge of the formation of the globally responsible conscience.

2.5. Conscience is the point of departure for decision and action, as contemplated in the GRLI Primer.

These premises guide the construction of the Conceptual Model of the Program, detailed below:

3. CONCEPTUAL MODEL



Source: EFMD, 2005.

The level of conscience on GRLI principles evolved and interferes in the decision-making process, balancing the interests of the stakeholders, in consequent actions, which expand conscience even more, starting a new cycle in ever higher thresholds.

The Globally Responsible Leaderships Development Program has as its result to gradually increase the level of conscience, enabling more assertive decisions, based on the GRLI principles, and deriving actions which contribute to the sustainable development of the business.

3.1. Types of Educational Solutions

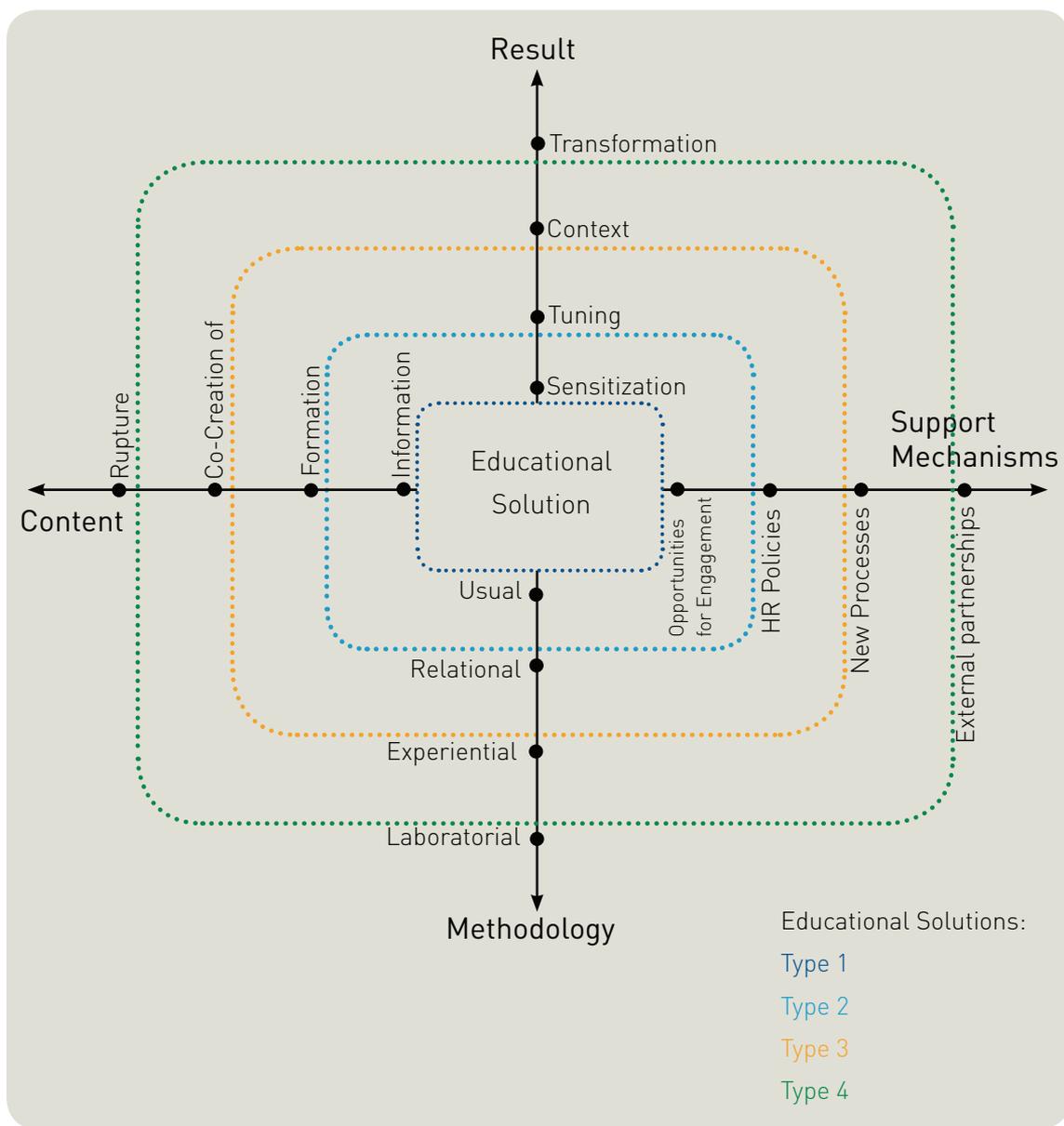
Four type of independent but integrated Educational Solutions are proposed:

Type 1, Type 2, Type 3, Type 4, detailed below, in their four axes, namely:

Results, Content, Methodology and Support Mechanisms, to be established by Petrobras, to create the conditions

necessary to the development of Globally Responsible Leadership.

The four types of Educational Solution are defined from the relationship among the four axes:



3.1.1. Content Axis

This axis indicates the type of document to be worked on.

Information: refers to business commitments assumed by PETROBRAS: covenants, agreements, targets, principles of action, internal policies, business definitions, codes which guide the processes of Social Responsibility and are related to GRLI.

- **Formation:** refers to the events, decisions and technical-operational actions and business management, which provide the basis for the roles Globally Responsible Leaderships.
- **Formation of co-creation of value:** refers to events, decisions and technical actions and business management actions for co-creation of value, among the various players of the internal and external social network, based on GRLI principles.
- **Rupture:** refers to the development of new knowledge, whether technical or management, which promote rupture of the current standards of decision and action, contributing to higher thresholds of sustainability of the business.

3.1.2. Result Axis

This axis indicates the type of result that one wishes to achieve.

- **Sensitization:** construction of shared vision on definitions relating to Social Business Responsibility, as well as commitments by PETROBRAS to all of its stakeholders; identification of the role of Globally Responsible Leadership in view of these commitments.
- **Tuning:** enhancement of management practices qualifying operational leaderships for the use of knowledge that enable efficient and effective decisions in the internal processes of the company, having the GRLI principles as base for action.
- **Context:** expansion of shared vision, making dynamic an innovative attitude and internal and external co-creation of value, generating more adequate responses to demands of the context, considering for such the GRLI principles.
- **Transformation:** estimate the future and accelerate knowledge, based on dialogue with external partners, resulting in articulation among technical models available and the reality of the company, considering the GRLI principles as main focus.

3.1.3. Methodology Axis

This axis indicates the methodologies and strategies of teaching-learning and technologies applied in function of expected contents and results:

- **Usual:** set of methodologies, strategies and tools of more frequent use geared to business efficiency and effectiveness. E.g.: case studies, learning agenda, PDI, achievements portfolio, basic platform of EaD, MBTI®, diagnostic evaluation, etc.
- **Relational:** are those that establish a direct dialogue between the reality of the company and the theoretical approach addressed at its processes. E.g.: future search, appreciative inquiry, work based learning, transdepartmental projects, action learning, etc.
- **Experiential:** are methodologies that build and produce knowledge that open different possibilities and which are justified by being appropriated by the company. E.g. practice community, learning community, problem based learning, action-reflection-action, reflection-action-reflection.
- **Laboratorial:** are methodologies that intentionally seek to create knowledge, in social research or technical projects, aimed at the prevention of problems in the wider context of action of the company. They are possible through partnerships with multiple actors, combining different competences. E.g.: Research communities, study groups and collaborative learning, etc.

3.1.4. Support Mechanism Axis

In this axis are systemized the organization's development actions (DO), which must be aligned to the development of individuals (DI), to support, follow up and assess this development.

- **Engagement opportunities:** the organization shall create new collective or individual projects, associated to the practice of the GRLI principles, permitting that participants of the Program become engaged in them, making dynamic the formative journey: from conscience to decision and to action.
- **HR Policy:** are internal guidelines that guide and define the practices in the organization for transposition of

learning to action. E.g...: performance assessment, agendas of commitments assumed, principles and rules related to sustainability, assessed in relation to compliance with them, internal accepted provisions, such as codes of conduct, associated to GRLI.

- **Processes:** are new sustainable modes of making new products and services, created and enabled from the Program, accompanied and reported to all the audiences involved, reinforcing and expanding learning where the GRLI apply.
- **Partnerships:** are social, political, economic, interdepartmental networks that aim at establishing and strengthening points of connection for co-creation of solutions to the company's problems, based on GRLI.

4. INITIAL PROPOSAL OF MODEL

Below are presented the four types of programs possible, within the conceptual model and according to the pre-established premises. It is an initial draft to be discussed with the company.

For all **Type 1** managers audiences, with the informative objective, duration of 4 hours, such as a module coupled to the pre-existing programs of Petrobras at the Corporate University.

As **basic content** proposed, the following subjects may be discussed:

- Petrobras and its strategic option for the sustainability of its business;
- business commitments assumed (Global Covenant, GRLI, Millennium Targets, Values, Action Principles, Corporate Policies, Management Committees – Social and Environmental Responsibility, Mission, Vision, Corporate Strategy, Code of Ethics – principles X, XI, XII, Commitments of Conduct of the Petrobras System – 6, 7, 8, among others);
- sustainable projects in the exploitation, refining and distribution of oil, gas and energy;
- professional commitments (reflection): at team level, at the organization level.

As **methodology**, specific films may be used on projects of Petrobras, business depositions, analyses of documents, discussion, case study of other companies, of the sector or not, etc.

As a **resulted**, we will have a **sensitization** for the GRLI theme.

For **Type 2** Operational Level Managers, with formative and tuning objective, duration of 24 hours, such as a specific program for each business, the pre-requisite is participation in version 1 module.

As formative content proposed, the following subjects may be discussed:

- the role of operational Leader/Manager for the sustainability of Petrobras, in relation to commitments assumed by the company: the role of Leader/Manager of Changes, of Leader/Manager of Relationships and of Leaders/Manager of Tasks;
- technical questions involved in connection with the business (extraction, refinery, distribution of oil, gas and energy, petrochemical, etc.);
- knowledge, decisions and actions of the operational Leader/Manager in relation to GRLI principles;
- professional commitments (to be followed up on by the superior) in each business.

As methodology, all those of version 1 may be used, plus a cases study and successful projects in the business, Line of Ideas, Commitments Agenda, GRLI Primer in action.

As a result, we will have a formation of managers, systemized good practices (technical and sustainable, material for construction and management of knowledge in each business, committed followed up on and assessed).

For **Type 3** Tactical Type Managers, with formative objective and objective of co-creation of value, duration of 48 hours, in two stages of 24 hours, specific in each business, the prerequisite is participation in the version 2 Program.

As formative and co-creation of value content, the following subjects may be discussed:

- the Tactical Leading/Manager Role (Changes, Relationship and Task) for the sustainability of Petrobras, with respect to commitments assumed by the organization;
- co-generation of value with internal and external stakeholders for the construction of sustainable business (methodologies and processes);
- knowledge of other fields (economic value networks, social networks, new energies, development of projects, community company), decisions and action of the tactical Leader/Manager in relation to GRLI principles;
- professional commitments to be followed up on and assessed by the superior in each business);

As **methodology**, all the versions 1 and 2 may be used, plus elaboration of specific Application Projects in each business, of interdepartmental and multidisciplinary nature, for co-creation of economic, social and environmental value in the business, based on Action Learning.

As a **result**, we will have actual projects which unfold in the different areas of the business, with indicators, with contracted, followed up and systemically assessed targets.

For **Type 4** Strategic Level Managers, with the objective of rupture in relation to the business, the prerequisite is participation in the version 3 Program or equivalent.

As formative and rupture content, the following subjects may be discussed:

- the role of Strategic Leader/Manager (change/relationship and task) for the sustainability of Petrobras;
- rupture of internal and external processes to reach higher thresholds of sustainability in each business (methodologies for innovation in sustainable products and services);
- success cases of rupture of processes, redesign of products and services (internal and external) based on GRLI principles;
- projects of the Petrobras Strategic Map in each business, which shall be elaborated, implemented, followed up on and assessed, in their internal and external consequences, which involve the creation with other partners of new knowledge in areas of interest to the company.

As **methodologies**, those which build knowledge may be used, such as problem based learning, practice communities, learning communities, future search, work based learning, among others.

As a **result achieved**, we will have actually constructed projects with partners of national and international knowledge, and with the managers of Petrobras of maximum competence in the themes required. These projects shall be established according to the needs of Petrobras; therefore, the content and methodologies are aligned to it.

Thematic seminars may be held according to the demand of each project.

5. FINAL CONSIDERATIONS

This proposal, still in its preliminary stage, establishes the logic of a growing domain of knowledge, derived from expanded levels of conscience, generating decisions and actions to apply the GRLI principles.

The conceptual model as well as the description of four types of Programs evidence the convictions of FDC on change of behavior, take time, required capacitating contexts, created by the organization and begin when one expands the conscience in relation to Social Responsibility questions. Decision and action result from this new understanding of the Company's Reality. Sharing, follow up and assessment reinforce the behavior of change. The Globally Responsible Leadership calls to itself the challenge of the Globally Responsible Conscience.

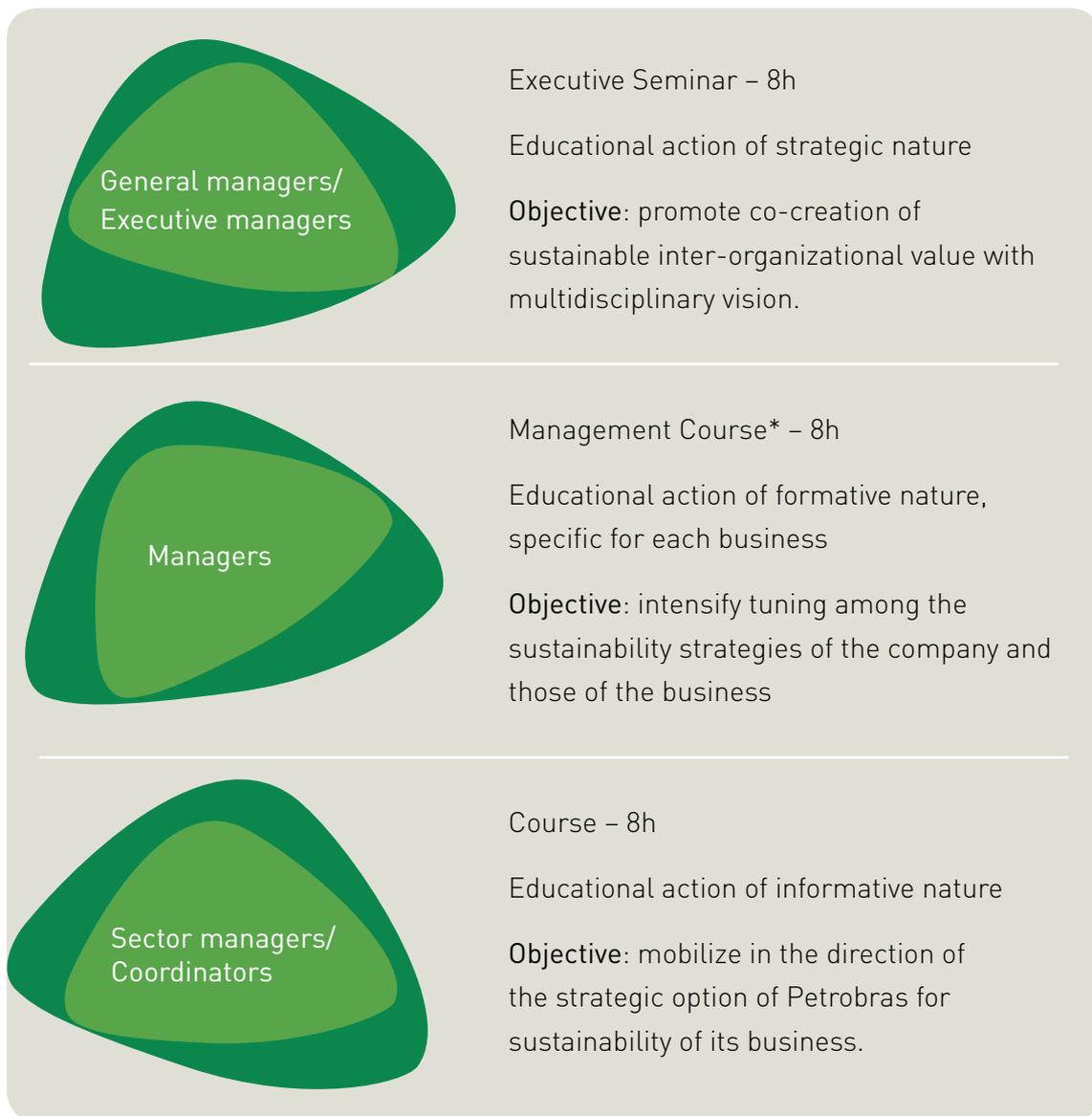
This is a formative journey that the Program outlined here will help us to travel.

Nova Lima, August 25, 2008

FUNDAÇÃO DOM CABRAL

ATTACHMENT

Globally Responsible Leadership Development Program



* specific to each business

Target audience: General managers/Executives

Duration: 8h/a

SYLLABUS	
KNOWS	Morning – 5h
	<ul style="list-style-type: none"> • Presentation/Integration • Documentary • ConversATION <ul style="list-style-type: none"> . Challenges of the business context . Challenges of learning and new knowledge . Leadership challenges for sustainability . Innovation challenges . Conceptual contributions . Pollination of knowledge . Synthesis of knowledge and decisions
DECIDE	Afternoon – 3 h
	<ul style="list-style-type: none"> • Prioritization of an action decision: individual and corporate
AGE	<ul style="list-style-type: none"> • Structuring of an action– 5W2H

* Previous activity: Reading of the GRLI Manual .

Target audience: Managers (formation of class by business desirable)

Duration: 8h/a

SYLLABUS		
	Morning – 4h	Afternoon – 4h
KNOWS	<ul style="list-style-type: none"> • Presentation/Integration • Film • Exposition in Dialogues <ul style="list-style-type: none"> . Challenges of contemporary scenario . Sustainability in business . Commitments of Petrobras to GRLI sustainability and Code of Ethics . Leader/Manager of Changes of Relationship and Tasks for business sustainability 	<ul style="list-style-type: none"> • Sharing of findings
DECIDES	<ul style="list-style-type: none"> • Case studies of sustainable projects in the different businesses of Petrobras 	<ul style="list-style-type: none"> • Round of telling of stories of decisions on the application of GRLI principles in the day-to-day of work at PETROBRAS
ACTS	<ul style="list-style-type: none"> • Integrating synthesis <ul style="list-style-type: none"> . Leadership Roles . Context analysis . Relationship with stakeholders . Business related technical questions . Decision and action of leader/manager . GRLI Principles 	<ul style="list-style-type: none"> • Action to be implemented with a stakeholder sustained by an argument

* Previous activity.

Target audience: Sector Managers/Coordinators

Duration: 8h/a

SYLLABUS		
	Morning – 4h	Afternoon – 4h
KNOWS	<ul style="list-style-type: none"> • Presentation/Integration • Film: Where do things come from?* • Exposition with dialogue <ul style="list-style-type: none"> . Challenges of contemporary scenario . Business sustainability . Commitments of Petrobras with GRLI sustainability and Code of Ethics 	<ul style="list-style-type: none"> • Sharing of findings
DECIDES	<ul style="list-style-type: none"> • Case studies of sustainable projects in the different businesses of Petrobras 	<ul style="list-style-type: none"> • Manual Disclosure Plan of GRLI to teams
ACTS	<ul style="list-style-type: none"> • Integrating Synthesis <ul style="list-style-type: none"> . Leadership Roles . GRLI Principles . Relationship with stakeholders . Findings 	<ul style="list-style-type: none"> • Collective record of individual commitments

* Previous activity.

It was only possible to prepare this Manual by compiling work done at Petrobras, at Fundação Dom Cabral, and at GRLI.

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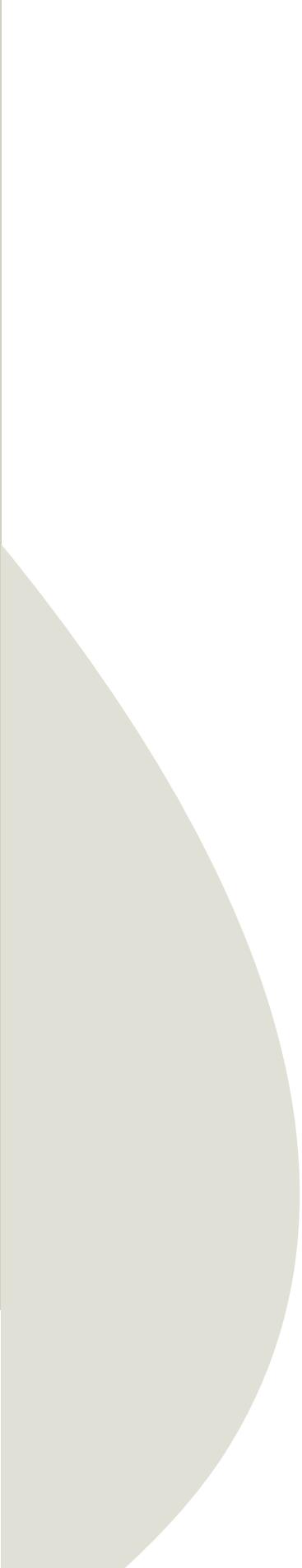
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