

DEVELOPING TOMORROW'S E&P LEADERS

Developing Tomorrow's Leaders

Leading teams in today's upstream oil and gas industry requires a rare combination of technical expertise and management skills. In a business that involves technology and geopolitics, risk and uncertainty, capital investment and international finance, corporate leaders must understand the strategic drivers as well as the functional aspects of their work.

Many E&P managers are highly qualified in their specialist function, but as their careers develop and they take on wider responsibilities, they need a broader understanding of the industry's complexities.

Warren Business Consulting delivers a range of courses to help them develop this understanding, providing delegates with a strategic perspective of their industry, as well as improving their management and leadership skills.

We have a particular focus on oil and gas companies operating in emerging markets, where there is an increasing need in NOCs, IOCs and independent operators to develop local capabilities in E&P management and leadership.

"Given me a helicopter view on the oil and gas industry. Will help my work, career and personal life decisions"



"[Course was]..critical to the growth of my company"

Oil & Gas in 2016

A low oil price and a changing geo-political landscape all make for a highly challenging market in 2016. E&P companies will continue to cut back activity and seek to reduce costs.

As companies adjust to a new world, aggressive cost cutting, including mass lay-offs, has dominated corporate planning while portfolio optimisation, asset trading and increased M&A activity take a secondary role. Exploration in technically and politically more challenging regions has been reduced, and for some firms – especially services – the emphasis is on survival rather than growth.

In response, E&P companies will develop new strategies and that means that their people will need to have new capabilities.

Research shows that before the oil price collapse, many firms were concerned about the lack of leadership skills in the industry and a looming skills shortage. Despite the loss of jobs, it's clear this problem remains, and will be an increasingly tough challenge as the recovery begins.

Far-sighted E&P companies see **management and leadership development** as the key enabler to drive the future growth of their company.



Creating Corporate and Personal Value

Whatever the growth strategy of the business, the practical application of management and leadership skills is more important than ever. These skills are now seen as the key enabler for success for both individuals and organisations.

Maintaining investment in training, with a partner who takes time to understand and respond to the requirements of each client, is essential if staff are to flourish in the highly competitive E&P world.

Our goal is to ensure that both the individual and the employer see a return from the investment of time and money in training. The business will see improved performance and effective use of resources; the individual will benefit from enhanced career prospects and personal development.

Specifically, course delegates will:

- Understand the key dynamics shaping the petroleum business today
- Improve capability to identify opportunities and make better decisions
- Have greater impact in dealing with senior executives
- Be more effective in working with colleagues and stakeholders

"I will be much more confident in my understanding of the business"

"Will let me take better decisions for my company"



ExxonMobil



western**ZAGROS**

Schlumberger



PETRONAS

Highly Rated Courses

We deliver both public and in-house courses. Focused exclusively on the E&P sector, all courses are underpinned by our comprehensive knowledge of the whole petroleum industry value chain, and delivered by experienced course directors with a full range of supporting material.

Our programmes are highly interactive, and networking during and after the course is a key feature of our approach. Delegates award our programmes with consistently high ratings in course evaluations.

In-house courses are developed and delivered according to each clients' needs.

We currently run six public courses, held in London, Erbil, Houston, Istanbul, Lagos, Jakarta, and Bali:

- 3 Day MBA in Oil and Gas
- 5 Day MBA in Oil and Gas
- Oil and Gas Contracts and Negotiations
- Risk Management in Oil & Gas
- Project Governance and Delivery
- Procurement & Supply Chain Management
- Leadership in Oil & Gas



"I learned a lot.
It was way above expectations"

"Excellent course that
exceeded expectations"



Benefits of Our Programmes

Client Sector

Oil, Gas and LNG

Upstream and Midstream

Majors, Independents and Startups

Government Ministries and NOCs

Oilfield Service Companies

Financial Institutions

Professional Services Firms

Our Training Expertise



Benefits

Improved Capital and Cost Efficiency

Improved Gov't Relations

Attracting and Retaining Talent

Improved Staff Morale and Career Development

Value Creation

Better Decision Making

Capacity Building

Leadership in E&P

Strategy

- E&P opportunities and dynamics
- Overview of the business environment
- The E&P competitive landscape
- Setting strategy and engagement

E&P Investment

- The shareholders' perspective
- Investing in E&P projects
- Capital and operating efficiency
- Interpreting financial statements
- Geopolitics and international business

Contracts and Negotiations

- Company culture and relationships
- Negotiating strategy and tactics
- Commercial structure
- Developing empathy
- Contractual structure

Working in Joint Ventures

- Operated versus non-operated
- Negotiation of JV agreements
- Decision making processes
- NOCs and IOCs in joint ventures
- Relationships, Stakeholder Management

Risk

- Decision making
- Portfolio optimisation
- Mitigating actions
- Opportunities for value creation
- Country risk



Communicating a Vision

- Setting clear boundaries and standards
- Leadership actions and behaviours
- Leading tasks, processes or people
- Motivating you and your team, coaching
- Leading through periods of change

Management

- Goal setting, performance management
- Delegation and empowerment
- Organisational performance
- Managing expectations
- Performance metrics in E&P companies

Project Management

- The E&P project management life cycle
- Project scope
- Managing resources and stakeholders
- Benchmarking and monitoring progress
- Managing project risk

Functional Awareness

- Working with other functions
- E&P finance leadership
- E&P technical development and innovation
- E&P commercial leadership

Bus. Dev and Sales

- Engaging with E&P companies
- Sales methodology to E&P companies
- Leads, bidding and negotiation

Working With Us

We are always looking for experienced partners and associates to work with us on business development and course delivery.

- **Joint venture companies**, who can market our courses in specific locations and if appropriate provide logistical support to course delivery
- **Partners**, who will help design and deliver courses on an exclusive basis, and will be closely involved in the development of the business
- **Associates**, who are experienced course instructors, who are able to deliver our courses and in some cases, their own courses as part of our programmes

For more information on working with us, please contact Peter Smith at: peter@warrenbusinessconsulting.com



2016 Calendar

Contact Us

2016 Courses	Location	Date
3 Day MBA	London	11- 13 April
3 Day MBA	Houston	9 – 11 May
Risk Management	Jakarta	16 -17 May
Risk Management	Houston	6-7 June
Leadership in Oil & Gas	London	27-29 June
3 Day MBA	Bali	3-5 August
Risk Management	Lagos	7-8 September
Project Governance	Lagos	26-28 September
Risk Management	London	12-13 October
5 Day MBA	Istanbul	10-14 October
Leadership in Oil & Gas	Lagos	12-14 October
3 Day MBA	Lagos	17-19 October
Project Governance	Jakarta	17-19 October
3 Day MBA	London	7-9 November
Leadership in Oil & Gas	Jakarta	7-9 November
Project Governance	Lagos	14-16 November
Oil & Gas Contracts	Lagos	28-30 November
Risk Management	Istanbul	28-29 November
Contracts & Negotiations	London	28-30 November
Oil & Gas Contracts	Jakarta	12-14 December
3 Day MBA	Houston	12-14 December

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Selected Case Studies

1. Building Local Capacity
2. Selling Oilfield Services
3. Developing the Team at a State-owned E&P Company

Case Study – Building Local Capacity

Challenge

A small U.K.-based independent oil and gas company was seeking to assist the government of a South American country with the development of local officials in key aspects of the oil and gas industry. The country's oil and gas industry was at a very early stage of development.

Approach

Four key steps were taken:

- Met with client to understand the local government's specific needs.
- Proposed a specific training programme on the key aspects of the oil and gas industry including emphasis on government policy and granting instruments.
- Designed, developed and delivered a specific training course at the client's location in South America.
- Followed up with ideas on managing and implementing further local training courses.

Benefits

The following was achieved:

- The government – IOC relationship was enhanced.
- The IOC demonstrated its commitment to the development of the country's oil and gas industry.
- The successful programme generated significant local interest, including an opening address by the President and closing remarks by the Permanent Secretary to the Ministry of Natural Resources and Environment.

Case Study – Selling Oilfield Services

Challenge

An oil field services company in the Middle East was seeking to leverage the region's increasing attractiveness to the international oil and gas community by putting in place a leading sales force able to engage both local and international companies, and win profitable business.

Approach

Four key steps were taken:

- Met with client to understand the opportunity and client specific needs.
- Proposed a specific training programme to introduce the client's professionals to an established E&P specific sales methodology applicable throughout the sales cycle, from lead identification to bidding and negotiation.
- Used client's most pressing challenges as case studies within the programme
- Designed, developed and delivered a specific training course at the client's location.

Benefits

By applying the course concepts and techniques:

- The client wins more profitable business.
- The client's success ratios improved.
- Operating margins of the client widened.
- Customer satisfaction increased.

Case Study – Developing the Team at a State-owned E&P Company

Challenge

A European state owned oil and gas investor was seeking to build oil and gas capabilities within its professional staff, particularly the key dynamics of the oil and gas business and global trends within E&P. A secondary objective was to help with team building within the organisation.

Approach

Four key steps were taken:

- Met with client to understand the opportunity and client specific needs.
- Proposed a specific training programme to enhance the client's professionals' understanding of the oil and gas business
- Brought in a WBC subject matter expert according to the client's needs
- Designed, developed and delivered a specific training course at the client's location.

Benefits

By applying the course concepts and techniques:

- The client's staff have a better appreciation of their own and each others' roles.
- Individuals have an improved understanding of other functions, giving efficiency and productivity improvements for the client.
- The team dynamic improved.
- The client has a more motivated and effective staff.