

Step 1: Think.

Step 2: Lead.



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As a company leader, you are responsible for defining and executing your company's business plan – finance, operations, business development and people.

We all wonder if it could be that easy. **Step 1:** Think. **Step 2:** Lead. Executives in today's oil and gas industry are spending more time thinking strategically about three main areas: their company's culture, leadership succession planning, and accountability and communication.

Company Culture

Many of the industry's growth companies began either as a family business or an entrepreneurial startup. In some cases, they have grown from a mom-and-pop shop to a national or multi-national organization with a global service footprint.

Successful companies manage to define, live and preserve their true company culture while integrating new markets, new acquisitions, new teams and new team members.

Here is a quick company culture quiz that you can give your leadership team:

- Does our company have a culture that is driven by a clearly defined set of values?
- Are company decisions made in accordance with these values every time and not just when convenient?
- Are we successfully preserving our culture as we grow?

Succession Planning and Leadership

Top-performing companies are continuously at work identifying key leaders across the organization. These next-in-line leaders are being prepared through in-house or external leadership development programs, coaching, mentoring and experiential learning so they are ready to step up when needed. For family businesses, extra planning and company culture considerations are required to prepare for a generational transfer of leadership.

Here is a quick succession planning and leadership quiz that you can give your leadership team:

- Are we prepared if our leadership line-up changes next week or next month?
- Have we identified and prepared the 'next' executive leaders of our organization?
- Is our leadership line-up deep enough to back-fill open positions created by leadership promotions?

Accountability and Communication

In today's complex environment of new technologies, expanding geographic markets and a multi-generational workforce, the oil patch has become increasingly sophisticated in many areas – including leadership. Progressive companies are ensuring that their key leaders and teams are clear about what is expected of them and understand the metrics by which success will be measured.

Many companies across the oil and gas industry have discovered that versatile or situational leaders, rather than those who only employ a command and control approach, are more aligned with their corporate values. Accountability for results, including production and safety, requires leaders who build trust with their employees and use strong communication skills to ensure everyone knows what they are supposed to do.

Here is a quick accountability and communications quiz that you can give your leadership team:

- Do our leaders understand what is expected of them and how their success will be measured?
- Do our leaders have the leadership skill set to achieve expected results?
- Is there clarity on all of our teams about WWDWBW (Who Will Do What By When)?

Our industry is in an exciting transformation – especially in the area having to do with people. The more intentional your leadership team is about developing company culture, succession planning, leadership and accountability for results, the easier and more successful that transformation will be. ●

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