

## **Chief Executive Officer (Oil & Gas Infrastructure Company)**



### **Ability to integrate into the company**

Situation: Faced with competition from the largest engineering and construction companies in the world to provide an oil products export facility in Nigeria based upon a conforming scheme contained in an international tender.

Action: Led in the strategy to conceive and engineer an alternative direct loading scheme, along with a crude oil and product off-take financing arrangement to pay for the project that significantly reduced the time and cost to complete the work

### **Impact on the business / bottom line**

Convinced the State Petroleum Ministry to accept the alternative direct loading scheme and financing arrangement and the project was awarded with a value of US\$276.0Million and profitability in excess of US\$30Million.

### **Overall contribution / achievement of objectives**

By leading in the development of a clever engineering alternative, and convincing a State owned energy ministry to allow the alternative tender to be submitted along with the conforming bid, I negotiated a major contract award that contained a crude oil and product off-take financing arrangement, lower cost and shorter completion time resulting in massive savings to the client with a net present value of \$600.0Million

### **Working style**

As the leader of an organisation that has had continued success over time, Charles was great at making the people around him better. He knew that organisations only stay successful if their people are growing faster than the challenges they faced.

If one of the projects had a problem, then we all had a problem until it was fixed, because that's where the money was coming from. We worked hard and played hard, and made a lot of friendships that will last the rest of our lives. We thank you for that.

### **Leadership / people management skills**

Faced with an unwinnable conventional tender, Charles directed us to examine our paradigms, our tools, our skills and our resources to determine if we're approaching the problem in the right way. As a first step, he made us step back to make sure that we've correctly defined the problem. Then, based upon the evidence, it became clear that we required a new approach. The preparation he insisted upon enabled us to act successfully in the moment that the opportunity to submit a non conforming bid was agreed.

### **Any other comments about the executive**

Thanks for your inspiration and generosity during the time we worked together, ...hope we get a chance to work together again some day!

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