Private Equity Guy

Link to LinkedIn profile +1.201.555.1222

Hartford, Connecticut 06555 PEG@alumni.HBS.edu

**EXECUTIVE PROFILE**

Proven executive in the oil and gas industry, possessing a rare combination of leadership, operational, capital sourcing and allocation, strategic, and technical expertise. Known as an authentic leader, team builder, trusted mentor to top-tier CEOs, and effective board member. Key competencies include:

**Leadership, Leading Teams**

* Leading Management Teams. Lead CEOs and management teams via hands-on, day-to-day interaction and mentorship. Mentor on issues such as strategy, capital sourcing and allocation, financing, organizational capability, mergers and acquisitions, and operations. *Private Equity.*
* Enrolling Management Teams. Convince very talented, type-A people to work with the firm, as opposed to competitor firms; build trust to the point where they grant de-facto control of their companies, and collaborate constructively and aggressively in achieving good investment outcomes. *Private Equity.*
* Setting the Vision and Strategy. Play a leadership role in setting the vision and strategy for the firm. From day one, positioned and established company as: (a) valuable partners and mentors for top-tier CEOs and management teams, (b) thought-leaders in managing risk and allocating capital against this risk, (c) exceptionally good at picking teams and deals, and (d) unparalleled experts in the macro-economics of the oil & gas business. *SCF.*
* Leading a Large Operational Team. Led a large team that handled exploration in the Gulf Coast and Gulf of Mexico, Anadarko’s largest region at the time, with about $1.2 billion in lease-level income. During tenure, region drilled numerous wells and acquired over $1.0 billion in assets in three major transactions (Shell, Chevron, Cobalt). *Anadarko.*
* Leading a Turn-Around. Fixed a large, broken division (information technology) on short notice at the request of the CEO, Steve Farris. *Anadarko.*
* Extracurricular Leadership. Demonstrate leadership through chairmanship of USC Petroleum Investments Committee, membership on the Advisory Board for USC School of Earth Sciences, and a leadership role in the Order of Art, a prominent charitable organization.

**Executing for Results**

* Day-to-Day Execution. Interact constantly with and mentor CEOs on operational, strategic, and financial matters. *Private Equity.*
* Reporting that Drives Execution. Collaborate with management teams to develop operational and financial reporting packages that are meaningful and drive results. At Anadarko, developed the reporting package (“Scout”) that is still used company wide. *Private Equity.*
* Operational Intervention. Intervene with portfolio company in the Eagle Ford to transform “okay” operation results to tier-one results. Support company in the Mississippian to facilitate bringing LOEs into line. *SCF.*

**Domain Knowledge**

* Commercial and Technical Domain Knowledge through Direct Experience. Gained solid familiarity with the following U.S. basins: South Texas (particularly the Eagle Ford, Buda, Georgetown, Pearsall, Austin Chalk, Frio, Vicksburg, Yegua), Permian Basin (primarily Wolfcamp), Fort Worth Basin (Barnett), Anadarko Basin (Morrow, Springer, Mississippian, Woodford, Marmaton, Cleveland, Tonkawa), Arkoma Basin (Fayetteville), East Texas (Haynesville/Bossier, Woodbine), Gulf Coast (Eocene and Miocene), Gulf of Mexico (Shelf, Deepwater, Sub-salt, Flex-trend), and Rockies (DJ Basin, San Juan Basin, Green Basin, Williston Basin, Powder River Basin). Also familiar with many international plays, as well as the latest technologies that have commercial impact. *SCF, RockWork, Anadarko, Texaco.*
* Commercial and Technical Domain Knowledge through Networking. Work closely with numerous portfolio companies that are in, or have evaluated, many of the basins worldwide. Garnered detailed information on breakeven economics, the location of sweet spots, operational challenges and costs, and operator performance on these basins. Derive similar competitive intelligence from deal flow and persistent networking. *Private Equity.*

**Relationships, Influence**

* Network. Grow and maintain an effective network, particularly in Houston, Denver, OKC, and Midland. Sourced all SCF companies through networking relationships. *Private Equity.*
* Relationships through Common Heritage. Stressed networking as a top priority, yielding placement of a disproportionately large number of people in leadership roles. *Anadarko and Texaco.*
* Extracurricular Relationships. Chair the USC Petroleum Investments Committee, serve on the USC Earth Sciences Advisory Board, stay in touch with other HBS Fellows, and provide service through the Order of Art. All are means for maintaining a strong network.

**Setting Strategy**

* Setting Strategic Direction. Continuously strive to update views on oil and gas prices, the relative economic performance of oil and gas plays, the M&A market and financial markets. *Private Equity.*
* Responding to a Strategic View. Realized early that natural gas prices were heading lower and acted quickly to sell investments in the Gulf Coast and Gulf of Mexico, Eagle Ford gas leg, and Haynesville. Ceased work on a major deal in the Barnett. Similarly, recently drove strategic move to pursue select shale plays internationally (specifically, the Middle Magdalena Basin in Colombia). *SCF.*
* Corporate Strategy. Tackled important strategic issues as an “Advisor to the President” or “quiz-kid” for company the CEO & the Board Director. Analyzed whether Anadarko should hedge (this project was published as a case by the Harvard Business School), the commercial attractiveness of various countries, how to optimize Anadarko’s supply chain and procurement processes. *Anadarko.*

**PROFESSIONAL EXPERIENCE**

SCF Partners, LLC, New York, NY **2013 – Present**

*A New York-based private equity firm led by Howard Hughes, former Vice Chairman of Citibank and a founding investor in at least five successful Exploration Companies. SCF uses the build-and-hold approach to investing, as opposed to the leveraged-buyout and quick-flip approaches.*

**Managing Director and Partner**

Serve as hands-on investor, board member, mentor, and advisor to portfolio-company CEOs and senior executive teams. Oversee sourcing, due diligence, structuring, financing, risk management, and operational effectiveness for portfolio companies. Collaborate with fellow company partners in developing the firm’s macroeconomic views and the strategy and tactics for exploiting these views.

Served as Lead Partner on: Defiance Partners (liquids-rich plays in the Permian Basin), HardRock Production Company (oil leg of the Eagle Ford, primarily in DimHBS and La Salle Counties, Texas), Happy Energy Partners (Mississippian oil play in Sumner County, Kansas, and La Luna Shale oil play in the Middle Magdalena Basin, Colombia), Bluff Resources (Pierre Shale oil play in Colorado, Pennsylvanian oil in eastern Colorado and Jurassic oil play in north-central Montana), Mystic Oil & Gas (oil plays in the Anadarko Basin), Dallas Exploration (natural gas in the Gulf Coast and Gulf of Mexico), and Deep Water Drilling (deep water oil and gas in the Gulf of Mexico).

RockWork Corporation, Greenwich, CT **2008 – 2013**

*The oldest and largest private equity firm specializing exclusively in the energy industry.*

**Director and Partner**

Led sourcing and structuring of energy industry transactions and monitoring of portfolio companies. Focused on enrolling, leading and mentoring high-caliber CEO talent.

* Served as Lead Partner on several E&P companies.
* Provided supportive leadership, sourcing and allocating capital, acting strategically and decisively upon well-developed macro-economic views, and building value with a sense of urgency.

Anadarko Corporation, Houston, TX **2001 – 2008**

**Director, International Exploration & Business Development** (2008)

Areas of focus directed were Libya, Russia, Latin America and Asia.

**Director, Russia New Ventures** (2006 – 2008)

Held responsibility for BD activities in Russia. Reported directly to CEO and Chairman.

**Region Exploration Manager, Onshore Gulf Coast & Offshore Gulf of Mexico** (2005 – 2006)

Managed exploration & development drilling, as well as the asset teams generating drilling locations for Anadarko’s biggest region ($1.2 billion in annual lease-level income). During tenure, Anadarko acquired $1B+ in assets in the region in three major transactions (Shell, Chevron, Cobalt).

**Director of IT and e-Business** (2004 – 2005)

Oversaw IT and implementation of e-businesses and technology as an executive development assignment. Gained familiarity with the back office of an E&P company (accounting and land systems/processes).

**Advisor to the President** (2003 – 2004)

Selected for this executive development assignment. Formulated Anadarko’s hedging strategy that was subsequently published as a Harvard Business School case, and worked on numerous other strategic and operational issues.

**HBS Fellow/MBA** (2002 – 2003)

Fully sponsored to earn an MBA in general management, innovation and entrepreneurship.

**Geophysical Technology Coordinator** (2001 – 2002)

Texaco Corporation, Houston, TX **1994 – 2001**

*A global, integrated O&G company with $50B market cap and $36B in revenues prior to 1998 merger with Chevron.*

**Senior Geophysicist, Offshore Business Unit** (2001)

Led business development and exploration in the deep-water Gulf of Mexico.

**Senior Geophysicist, Mid-Continent Business Unit,** Growth Team, Anadarko Basin (2000)

3-D seismic exploration for deep gas in the mid-continent.

**Senior Geophysicist, Southern Rockies Business Unit,** Fractured-reservoir Team (1998-2000)

Tasked with making returns from tight-gas reservoirs economic through 3-D seismic in San Juan Basin.

**Research Geophysicist to Senior Research Geophysicist** (1994 – 1997)

Research supported natural gas plays in the Rockies using 3-D and shear-wave seismology and AVO.

**EDUCATION**

Harvard Business School, Cambridge, Massachusetts

* MBA, Masters of Business Administration, June, 1999

University Of Southern California, Los Angeles, California

* Ph.D., Doctorate, Geophysics, September, 1993
* M.S., Master of Science, Geophysics, April, 1989

University of California Santa Barbara, Santa Barbara, California

* B.A., Bachelor of Arts, Geophysics (honors), January, 1988

**BOARD MEMBERSHIPS**

* Member, Board of Directors, USC University Petroleum Investments Commmittee, 2001 – present. Executive committee, 2012 – present. Chairman, 2014 – present.
* Member, Advisory Board, USC School of Earth Sciences, 2014 – present.
* Current and former board member of SCF and RockWork portfolio companies.
* Former board member and chairman of the audit committee, GeoWorks International, Inc. (an energy-technology firm based on innovations from USC in geomechanics; company acquired by FMC Technologies).
* Former board member, Wave Pulse Inc. (an energy-technology company based on innovations from USC in time-lapse seismic imaging; company was acquired by IHS).

**PROFESSIONAL AFFILIATIONS**

National Association of Corporate Directors (NACD)

Fellow, Geological Society of America (GSA)

Society of Exploration Geophysicists (SEG)

Society of Petroleum Engineers (SPE)

American Association of Petroleum Geologists (AAPG)

Houston Producer’s Forum

**HONORS & DISTINCTIONS**

Fellow, Geological Society of America, 2006–present.

Senior Lecturer (equivalent to adjunct professor), HBS School of Management, June 2006–2010.

Invited Lecturer on Energy Finance, USC University Petroleum Engineering Department, 2006–2012.

HBS Fellow, HBS, 1998–1999.

Member, American Mensa, Ltd. (I.Q. in top 2% of population), 1998–present,

Invited Judge, Rice Business Plan Competition, Jesse H. Jones Graduate School of Business, Rice University, 2003–2013.