

# 25 **WOMEN** IN ENERGY

INFLUENTIAL



HARTENERGY

2018

Oil and Gas  
Investor



## Portraits of Success

Congratulations to Pinnacle Award recipient Ramona Graves and the 25 honorees who so richly deserve recognition as *Oil And Gas Investor's* 25 Influential Women in Energy. The 100,000 professionals of Schlumberger celebrate your successful careers and wish you much continued success.

We are pleased to be the Black Diamond and Pinnacle Award sponsor for the inaugural Hart Energy Women in Energy luncheon.

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**Schlumberger**

# 25 INFLUENTIAL Women IN ENERGY

## Celebrating Excellence

**W**e are delighted to introduce you to some special women in the oil and gas industry through this report, 25 Influential Women in Energy. This special report throws a well-deserved spotlight on female geologists, engineers and financial whizzes who are all leaders. They are so talented, dedicated and optimistic that they would have succeeded in whatever career they chose—but fortunately for all of us, they chose energy, and they remain passionate about it.

*Oil and Gas Investor* launched the 25 Influential Women in Energy project in mid-2017. It's an effort we have discussed internally for a long time. As the industry has begun to recover from the recent downturn, we believed this was a good-news story whose time was right.

Our editors selected the winners through an informal nomination process from our internal staff and our close contacts. We generated some 125 nominees, and then selected the 25 honorees based on these criteria: outstanding accomplishments within their chosen profession, demonstrated leadership ability, and service to the community and to the industry.

Because these women exemplify the qualities we value, they truly check all the boxes.

As women who have covered the oil and gas industry for many years, we've met hundreds of talented people who make a difference for the oil and gas industry, and these strong, smart women represent the best among us. They were honored at a luncheon in Houston in February. In addition to reading about them here, you can see video presentations highlighting each honoree and photos from that event at [oilandgasinvestor.com/women-in-energy](http://oilandgasinvestor.com/women-in-energy). We think you'll agree that these women are inspiring role models for us all.



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**SHELLEY LAMB**

Vice President, Publishing,  
*Oil and Gas Investor*

# Now accepting nominations for the 2019



*We* invite you to nominate an exceptional industry executive for *Oil and Gas Investor's* 2nd annual **25 Influential Women in Energy**.

The nominees should represent those who have risen to the top of their professions, are currently active, and who have achieved outstanding success in the oil and gas industry.

A special gala luncheon celebrating the selected honorees will be held February, 2019 in Houston.

All honorees will be profiled in a special report that will mail to *Oil and Gas Investor* subscribers in April, 2019.

*The deadline for nominations is Friday, August 31, 2018.*

Visit: [OilandGasInvestor.com/Women-In-Energy](http://OilandGasInvestor.com/Women-In-Energy)

A Supplement to  
**Oil and Gas  
Investor**

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# 25 **WOMEN** INFLUENTIAL IN ENERGY

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**About the Cover: Artist Greg Evans** - "I try to capture the intensity, passion and emotion of people and nature. After a 35-year career as a landman, including a 25-year career with Texaco, I started painting oil and gas images in 1996 when Texaco commissioned me to paint a large painting for its lobby. I love to show the wonder of nature in harmony with drilling and producing, as in the "Sunburst" painting, featured here on the cover." **EvansArt.com.**

# 25 **WOMEN** IN ENERGY

2018

**Janeen Judah**  
Society of Petroleum Engineers/  
Chevron Corp.

**Regina Mayor**  
KPMG

**Helen Currie**  
ConocoPhillips

**Jennifer Hartsock**  
Baker Hughes,  
a GE Company



**Dorothy Marchand**  
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**Ann Massey**  
Wood Plc

**Nancy Jo House**  
Society of Exploration  
Geophysicists

**Janet Dietrich**  
Macquarie Group

**Lisa Stewart**  
Sheridan  
Production Partners

## Not Pictured:

**Dori Ginn**, Range Resources Corp.  
**Vicki Hollub**, Occidental Petroleum Corp.  
**Beth McDonald**, Pioneer Natural Resources Co.  
**Cindy Taylor**, Oil States International Inc.  
**Holli Ladhani**, Select Energy Services



# DRIVERS

**Alie Pruner**  
Tudor, Pickering, Holt & Co./  
Perella Weinberg Partners

**Kathryn MacAskie**  
Zarvona Energy LLC

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# MOVING THE GLASS CEILING

Hart Energy and *Oil and Gas Investor's* inaugural Women in Energy luncheon recognized the achievements of women who have risen to the top of the traditionally male-dominated oil and gas industry.

ARTICLE BY EMILY PATSY

**Hart Energy's Editorial Director, Peggy Williams, shared her early-career experiences with luncheon attendees while noting how far the industry has come regarding women.**

Among the tables in a Houston hotel ballroom, geologists, engineers, E&P founders, explorers and some of the most powerful executives in oil and gas watched images of themselves play on large video screens.

Accompanying narration and table cross-talk described them well: the first, the only, leader, competitor, warrior, woman.

Hart Energy and *Oil and Gas Investor's* inaugural Women in Energy luncheon was sponsored by Schlumberger and many other supporting companies on Feb. 6. This event showcased the accomplishments of 25 distinguished women who have influenced all aspects of the oil and gas industry, rising to the top of a male-dominated business.

More than 650 attendees turned out to honor industry powerhouses and hear from keynote speaker Amy Trask, a CBS Sports

analyst who broke ground as the NFL's first female CEO. Along with Schlumberger, top event sponsors included Tudor, Pickering, Holt & Co. and Preng & Associates.

Peggy Williams, editorial director of Hart Energy, opened the event by speaking about her own experiences as a certified petroleum geologist and the progress the industry and society have made regarding gender in the workplace. She began her career in 1972 as the first female geologist at a company that had been in business since the 1880s. At that time, her work was double-checked by male colleagues because "no one was sure a woman could actually tell shale from limestone," she said.

Women of that era were expected to marry well, not to achieve things on their own, she said, adding that attitudes and expectations have changed in the oil and



ALL PHOTOS: HART ENERGY



## HART ENERGY SUPPORTS MINES SCHOLARSHIP



**Pictured with Dr. Ramona Graves are, left, Dr. Paul C. Johnson, President, Colorado School of Mines, and right, Brian Owens, a Mines alum and vice president of domestic and international subsurface engineering, Occidental Petroleum Corp.**

**A**t the luncheon, Editorial Director Peggy Williams presented Ramona M. Graves, Dean, Colorado School of Mines' College of Earth Resource Sciences and Engineering, with a commemorative award and with the news that Hart Energy bequeathed \$10,000 to The Ramona M. Graves Endowed Scholarship Fund.

The scholarship was created in 2012 by alumni of Colorado School of Mines' petroleum engineering program who wanted to honor Graves' work as a professor at the college. The scholarship fund provides financial aid to undergraduate and graduate students in the petroleum engineering program.

gas industry due to the hard work of countless people.

One example of this is honoree Stacey Olson, president of Chevron Appalachia LLC, who recalled her career's beginning: fresh out of college she was assigned to a rig in the Gulf of Mexico as the "company man," a job title that no longer exists.

Another woman who has seen great change within the industry, Ramona M. Graves, dean of Colorado School of Mines' College of Earth Resource Sciences and Engineering, accepted Hart Energy's first lifetime achievement award, the Pinnacle Award, sponsored by Schlumberger.

She said she was struck by the amazing way this industry has changed in the 40 years she has been teaching and influencing her students. Reflecting on four decades at Mines, she said she has taught roughly 4,000 students.

"Wow, I have had at least a small impact on the industry. But not only think of what they have accomplished; think of the ripple effect of those they in turn have influenced."

The accomplishments of this inaugural group of women truly transcend gender norms. And as one of the honorees told Hart Energy so eloquently in an interview: "Success is not based on gender; it is based on your ability to provide value" to your employer, your team and your company.

While introducing the honorees, Leslie Haines, executive editor-at-large for Hart Energy, said the group of women is "a diverse lot," to say the least. She noted that among the 25 of them, they had jumped out of airplanes, served in Iraq and offshore Nigeria, made billion-dollar acquisitions, and one even recently took a company public through a successful IPO. □

**These snapshots of the luncheon, sponsored by Schlumberger and several other companies, convey the excitement around the event, which attracted more than 650 attendees.**



**25** **WOMEN**  
INFLUENTIAL **IN ENERGY**



# FROM 'GIRLIE' TO A SEAT AT THE TABLE

Amy Trask, once the highest-ranking woman in American professional sports, urged luncheon attendees to approach oil and gas careers and business in a gender-neutral frame of mind—so that others may follow.

ARTICLE BY  
MARY HOLCOMB

**Former Oakland Raiders CEO Amy Trask shared her experiences working for many years under legendary and polarizing team owner Al Davis, encouraging luncheon attendees to never consider their gender or any other factor in regards to their success as employees of their respective companies.**

Imagine being the highest-ranking woman in American professional sports, walking into an executive meeting and still being mistaken as the waitstaff. That was the reality for Amy Trask, the former CEO of the Oakland Raiders.

Like other female business pioneers, Trask endured gender bias throughout her nearly-30-year career in the National Football League (NFL). However, during her keynote address at Hart Energy's recent luncheon recognizing honorees of its inaugural 25 Influential Women In Energy program, she shared how her experiences in a male-dominated industry ultimately allowed her to thrive irrespective of gender. Trask offered advice that can translate from the sports boardroom to all levels of the oil and gas industry.

In all, Trask spent more than 26 years with the Raiders organization, where she became the NFL's first female front-office executive and primarily served as a close adviser for former team owner Al Davis.

Under the mentorship of Davis, who was known as a polarizing and uncanny figure in the sports world, Trask said she grasped that there's no such thing as a "woman's place."

"Also by way of encouragement, Al regularly offered what I referred to as his covered wagon story. 'When those covered wagons got to the Rockies, Trask,' he said, 'most stopped, but some of those people were tough and made it through to the other side.' He didn't want me to try. He wanted me to get my covered wagon through the Rockies."

—Amy Trask,  
from her book,  
"You Negotiate Like A Girl"

She said his indifference to gender was a lesson that became a key part of her philosophy, and the foundation of the advice she gave to the more than 650 luncheon attendees.

"I never spent one moment thinking about my gender. If other people wanted to waste their time thinking about the fact that I was a woman, [then] fine; let them waste their time," she said.

At the start of her NFL career, Trask entered her first deposition as a lawyer for the Raiders with Davis. The complainant's lawyer suggested Trask fetch lunch for everyone in the room—Trask told luncheon attendees that this same room held 15-20 men.

That day, before she had the opportunity to respond, Davis offered a retort to the lawyer requesting lunch. Instantly annoyed by the lawyer, Davis questioned why he would ask Trask to get lunch, since she didn't work for him while many other people in the room did.

Trask said that moment with Davis, along with many others, made her realize that she would only be regarded based on how hard she worked as an employee, and not as a woman.

"[Davis] did hire, fire, curse and swear, and treat everyone without regard to race, gender, ethnicity and religion—none of which had any bearing on whether anyone can do a job," she said.

At her first NFL owners' meeting as the Raiders' CEO, Trask again found herself taking orders for beverage service.

This time, a male NFL owner asked her to make him coffee. Instead of upbraiding him for his assumption of her position, Trask prepared his coffee just the way he liked it. A short time later, she took her seat at the table and began to lead the meeting.

The man went ashen with embarrassment, and the "gotcha" moment was what she takes pride in—not because of his reaction but in her choice to respond to him on her terms.

That owner, incidentally, went on to be a great ally of hers through her career in the

A woman with long brown hair, wearing a white jacket over a dark red top, is speaking at a wooden podium. The podium has a white sign with the text "Oil and Gas Investor". The background consists of a dark wall with several large, glowing purple oval shapes. A green plant is visible in the foreground at the base of the podium.

Oil and Gas  
Investor



**Luncheon attendees listened to Amy Trask recount colorful stories of her career and offer encouragement to those in the energy sector.**

NFL. During her keynote, Trask even joked that subsequently, not one meeting went by without him asking her how she wanted her coffee.

Trask also recalled that at another meeting for NFL owners, the owner of another team addressed her as “girlie,” a word Trask had only ever heard her grandmother use. When this man stood and said, “Listen, girlie!” Trask laughed out loud, and moved on—a response that she said some might disagree with.

“We each get to handle these situations as we choose to handle them. Don’t let anyone tell you how you have to handle a moment like that, handle it in a way you feel will be effective,” she told luncheon attendees.

In light of her experiences, the author of “You Negotiate Like A Girl: Reflections on a Career in the National Football League” advised young luncheon attendees to disregard any preconceived notions they have about the oil and gas industry’s environment, which they are entering at the beginning of their careers. “Enter with an open mind,” she said, “and take it from there.”

She followed up this advice with her key rules for a successful business environment that necessitates gender-neutral thinking. First, she wants women to stop thinking about

the fact that they are women. Trask said that if women fixate on their gender, how can they expect others around them not to do the same?

“If gender-neutral is what we want, then shouldn’t we act in a gender-neutral manner?” she asked.

Trask urged that neither young women nor men should enter a room assuming the worst. She finds it advantageous to not waste energy on worrying about how you will be treated based on gender, race or creed.

She went on to point out the importance of hard work. Trask told the crowd to “find a way to work harder, because hard work matters,” just at that point when they think they’ve worked their hardest. Trask polished off her speech with her “Four C’s To Good Business”: communicate, cooperate, collaborate and coordinate.

“Because if you do those four things, you are going to be in a pretty terrific spot to succeed.”

---

*Trask is currently an analyst for CBS Sports and CBS Sports Network. She appears regularly on “That Other Pregame Show,” serves as a panelist on the first-ever nationally televised all-female sports show “We Need to Talk,” and contributes to “The NFL Today” on CBS.*

# WOMEN BELONG IN OIL AND GAS

Project sponsors praised the inaugural honorees as inspirational, highlighting their impact on the industry as a whole.

ARTICLE BY  
ERIN PEDIGO

An honoree of the inaugural 25 Influential Women in Energy program, Myra Dria, recalled to Hart Energy that when she was a university student, a professor told the class, “Women do not belong in engineering and I will do my best to keep it that way.” Times have changed—women have a visible place in every field including engineering—and in the oil and natural gas industry.

Highlighting *Oil and Gas Investor’s* inaugural 25 Influential Women in Energy program, some sponsors of the program shared with Hart Energy why they think such a program is valuable.

“I think it’s important for the next generation to see women who have excelled in an industry historically dominated by men. Each one of the honorees should be proud of what they have accomplished in their careers, and not because they are women who succeeded, but because of their impact on the industry as a whole,” Laura Preng, partner at energy industry executive search firm Preng & Associates, a sponsor, said.

Hart Energy thanks each of its program sponsors for their support of women within their companies, the broader industry, and programs such as STEM that can lead to jobs in the industry. Schlumberger; Tudor, Pickering, Holt & Co.; Energy XXI, Heidrick & Struggles, Kayne Anderson Energy Funds, The Society of Petroleum Engineers International (SPE), Superior Energy Services Inc., Wood, 1Derrick, E-Global Edge and PESA were sponsors. In addition, Colorado School of Mines, Enable Midstream Partners LP, Great Western Oil & Gas Co., KPMG, Porter Hedges LLP, Quorum Software, Scotiabank, Sidley, Pink-Petro and the Women’s Energy Network also were sponsors.

“We’ve reached a point where there are no limits to what women can achieve in our industry,” Mark Rubin, CEO of SPE, said. “I realize there may still be some obstacles, but the attitudes toward women in the industry have changed dramatically since I started out as an engineer in the early 1980s,” a comment that echoes what several honorees had to say of their own decades in the industry.

“Young women joining our industry today can thank these women and many others for doing much to level the playing field,” he added.

Paula Harris, director of Schlumberger Excellence In Educational Development and Community Affairs at Schlumberger, said that the sector now understands and accepts gender diversity better than it had in the past. She said that when she began her career in the field 30 years ago, Schlumberger stood out even then, being the only company, even among service providers and operators, that had women working in the field. Harris was one of them. “I can attest that Schlumberger has always been a leader in focusing on talent and not gender.”

Harris acknowledged that there is still a dearth of women in certain roles within the oil and gas industry. “We may not have the numbers of females we need in geoscience, engineering or landmen, but we make up for it in other professions that support our industries and our companies. The numbers of lawyers, accountants and managers that support our energy sector are growing,” she said.

Harris advised young professionals in the energy industry “to work hard—harder than your peers—communicate well and look for ways to add value. You must understand and master your field, but you must have some insight and training on the big picture and what is happening in your company.”

Preng also acknowledged the workforce gender gap. “Although we’ve seen an increase in the number of women in the energy industry, it is no secret that they make up just a fraction of the workforce, especially in technical roles.” Preng said that the inaugural 25 Influential Women in Energy program helps combat a misconception that could occur for young professional women, that growth opportunities are limited.

Preng offered her own advice, which underscores that growth opportunities are indeed possible for women: “Gain as many skills and experiences early in your career as you can. Take a risk, accept an assignment that may be out of your comfort zone. All these experiences will help develop and broaden your skills and make you a better leader.”



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## *Pinnacle Award Winner*

**RAMONA M. GRAVES, Ph.D.**

Dean, College of Earth Resource Sciences and Engineering,  
Colorado School of Mines

**W**hen Ramona Graves left home to pursue a doctorate in petroleum engineering at Colorado School of Mines, her father gave her a hug and said, “Gee honey, I hope you find a husband this time.”

That was life in rural Nebraska in the mid-1970s. Graves’ father was a farmer and rural mail carrier. His daughter was already unconventional, having left a career as a high school math and physics teacher to start a master’s degree program in chemical engineering at the University of Nebraska-Omaha.

Graves’ first day of the doctoral program at Mines was an introduction to an entirely new world: “I knew nothing about the industry other than what I’d read. I didn’t know any petroleum engineers; I didn’t even know anything about the school except that it was in Colorado, close to skiing,” she said. But despite this, Graves quickly became entranced with the discipline and with the oil and gas business.

“Once I got into petroleum engineering, my love for the field just continued to grow. It is the most exciting engineering discipline there is, due to the uncertainty, the risk and the creativity. It takes more science and engineering to drill a horizontal well than it does to put a man on the Moon.”

Teaching high school classes had convinced Graves that she did not want to pursue a career in education. While she enjoyed her students, Graves had little use for parents and school politics. After she received her doctorate from Mines, she went to work for a small independent.

As the 1970s yielded to the 1980s, the industry was booming and university faculty members were lured away to companies by tremendous salary increases. Graves’ dissertation adviser was one of them. Mines therefore needed an instructor to pick up his classes, and the department head approached Graves. He appealed to her loyalty as a Mines alumna and entreated her to take a leave of absence from her employer (also a Mines alum) to come help out her alma mater for a short time. Although she was less than excited about the opportunity, Graves acquiesced.

Conveniently, however, it fit well with her personal situation at the time, as she had a three-month-old baby and was expecting a second child. “When I got into the classroom, I discovered that I was as passionate—if not more passionate—about educating young petroleum engineers as I was about the petroleum industry. After one semester in the classroom I went to the department head and I said, ‘I want to do this forever.’”

He told Graves that he would pay her exactly half of what she was making at the oil company, and he would also guarantee that she would work twice as hard. “And I was okay with that,” she said. “That’s what I wanted to do.”

Her experiences inform the lessons she strives to impart to her students. Graves believes that opportunities are absolutely out there, and she urges her students to recognize when opportunities arise and to have the courage to take risks. "I'm not a good planner. I believe in serendipity. I never planned on being an engineer, much less a petroleum engineer, and I never planned on being a petroleum engineer educator. But that's what I've done throughout my life," she said.

That second lesson Graves shares with her students is to go with your passion, where your heart is. "It's not based on salary; it's not based on location. It's based on what you love to do."

Graves has followed a traditional academic career path, rising through the ranks from assistant professor to associate professor, full professor and department head of petroleum engineering. Today, she is the dean of the College of Earth Resource Sciences and Engineering. For the past 12 years, she has been heavily involved in shaping strategic policy for the university as a whole.

As dean, Graves oversees not only petroleum engineering, mining engineering, geology and geophysics, but also econom-

ics and business as well as humanities, arts and social sciences. Her college spans the spectrum from identification and extraction of natural resources to economics to public policy and the social license to operate. "All of these areas are combined into one college. It's a very unique organizational structure, and it facilitates the sharing and cross-fertilization of ideas."

This structure appeals to today's students. They are creative and many are looking for educations that go beyond old-school engineering into such areas as management and business training. Graves thinks that Mines prepares them perfectly for success in the world because it trains students to solve complex, real-life problems, whether they work for themselves, for companies, in academia or in government.

Graves stresses that she has not planned out her next steps in her career—that would not be her style. But she's interested in a role in which she could give back to the industry and particularly to Mines. A natural link would be to work in fundraising for the school, she said. "A lot of the CEOs of these independent oil companies have been my students. They're still a little bit afraid of me, I think. Maybe I could be a good fundraiser." □



# Meet The 25 Honorees

## DEBORAH BYERS

U.S. Oil & Gas Leader; Americas Industry Leader, EY, Houston



*“The world is changing, and it is important to be learning, networking and reinventing yourself.”*

Innate intelligence and insatiable curiosity have paved the road to success for Deborah Byers, the U.S. Oil & Gas Leader and Americas Industry Leader at EY in Houston.

Her interests are eclectic: She is an amateur astronomer, a culturally sensitive traveler, an aspiring golfer and a science fiction fan.

Not surprisingly, Byers' career has followed a path that was, in her words, “somewhat different.” She moved to Houston in the 1980s just as the oil and gas industry was bottoming out, but despite the financial climate, she remembers that time in her life as exciting.

There was enormous opportunity, but some of those prospects appeared to be off-limits because of “preconceived notions about what women were good at in public accounting.”

When colleagues told her women don't typically do M&A transaction work, her reaction was to evaluate the opportunity based on her own personal litmus test. Byers asked herself, “Is it interesting?” The answer was “yes,” and she jumped in.

This was the first step in what she calls a “broad plan” that has guided her career. “Every five years, I wanted to be doing something different in my role in the firm—taking on a new responsibility or new challenge.”

While she was looking for those career opportunities, she said there were some obstacles in the path because of her gender. A self-described “small, Asian woman,” Byers said, “I looked young long into my career. Clients treated me differently. I had to prove my credibility so people would process what I was saying instead of reacting to the ‘package.’”

Today as a 30-year veteran of EY, she credits the firm with recognizing biases in the workplace, making an effort to identify high-potential women and providing advancement opportunities. “That gender equity program morphed into a ‘best-in-class diversity inclusiveness program’ at EY,” she said. “Evolution has created a much more diverse work environment.”

Byers credits mentors and sponsors who helped her on her way up the corporate ladder.

“Marcela Donadio [former partner and Americas Oil & Gas Sector Leader at EY] took me under her wing, especially when I became a more experienced partner, and taught me about the industry itself. She was the oil and gas leader and a great mentor. She had great vision,” Byers said, and she offered sound advice as Byers developed what she calls “executive presence” and “softer skills.”

Mentors are great, Byers said, but she emphasized that having a sponsor is indispensable for someone who wants to move up in a corporation. “If you don't have a sponsor with a seat at the table, you are just not going to get the chances for advancement,” she said. “What doesn't get talked about doesn't get noticed.”

She found her sponsor in Randy Cain, vice chair and regional managing partner. “He was always in the room, very quietly behind the scenes. He was a terrific sponsor for me.”

Today, Byers draws on leadership lessons that she somewhat sheepishly said come from, among other things, observing the character Jean-Luc Picard of “Star Trek: The Next Generation” and advice from Tina Fey's book “Bossypants,” which prescribes the “Sesame Street approach” to problem solving: Over, Under, Around.

Always willing to think outside the box, she tells younger colleagues there is value in intellectual inquisitiveness and the openness to think about things differently. “Curiosity about the world is important. The world is changing, and it is important to be learning, networking and reinventing yourself,” she said.

Learning is motivating, and there is much to learn in this dynamic industry, Byers said. “I'm probably more excited about the industry now than at any other time in my career.”



## HELEN CURRIE

Chief Economist, ConocoPhillips, Houston

ConocoPhillips chief economist Helen Currie, who holds a doctorate, is as passionate about the energy industry today as she was when she entered it almost two decades ago.

Following prior careers in government, consulting and academia, Currie joined the trading and risk management team at Conoco in 2001 when she and her husband moved to Houston for opportunities in the energy business.

“It was a wonderful opportunity to walk into a company and immediately put to work skills I had used elsewhere in prior work experience or taught in the classroom,” she said. “The energy industry is fascinating for its scale, technical proficiency and importance to society.” It is rewarding to be part of because “we are working to affordably and responsibly find, produce and deliver energy that powers modern life.”

The skills Currie developed over the years led her to roles in commercial risk management, market analysis, business portfolio management and her current position, where she helps form and influence the company’s long-term business strategy and mission.

As chief economist, Currie’s role is providing ConocoPhillips’ executive team insights into the key factors driving the oil and natural gas markets in terms of supply and demand and, ultimately, where commodity prices are

“My challenge is to anticipate market moves or trends as early as possible, before the rest of the market sees them. That helps to position the company to be successful.”

going. “That’s the ‘value add’ I’m tasked with,” she said.

The challenge is that despite anyone’s best effort in this type of role, there is always an element of uncertainty. “The market is highly complex and subject to cycles, some of which are predictable, while others appear seemingly overnight; so you know that sometimes your outlook will not match how reality plays out,” she said.

The trick is to accept that and still strive for the best outcome.

“We look at different market scenarios and the steps we would take if any of them begin to emerge,” she explained. “My challenge is to anticipate market moves or trends as early as possible, before the rest of the market sees them. That helps to position the company to be successful.”

Taking on that challenge means using her experience and skills to do everything she can to the best of her ability, Currie said. And she holds herself to that same high standard outside the office, giving back to the community and investing in young people who will be the leaders of tomorrow.

Currie has developed student leadership organizations and coached MBA candidates and undergraduates through finance and economics curricula. She volunteers with and supports Conoco’s United Way programs, and channeled her passion for bicycling as motivation to support a Houston charity that builds and donates bicycles each year to primary school children who have fulfilled “contracts” with their teachers to earn a bike as a reward for academic performance.

Currie’s approach to her career and life is built in great part on advice she received many years ago from mentor, friend and former college professor Shirley Olson, who told her, “Always learn from whatever situation you’re in, and always look to what’s ahead of you.”

If you can balance those two things, Currie said, you can navigate anything.



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## JANET DIETRICH

Senior Managing Director, Macquarie Group,  
Houston

During the early days of Janet Dietrich's career, a high-ranking executive offered her some advice that she carries with her to this day. He said, "Whatever job you are doing, focus on doing the very best job you possibly can."

It might have seemed like a simple suggestion, but it resonated with Dietrich. Decades later, she does her best to heed the advice. And if her resume is any indication, she's succeeded.

Today, Dietrich is a senior managing director at Macquarie Group, a leading global investment banking and diversified financial services provider. She leads Macquarie's commodity sales business for its energy division, and co-leads the upstream oil and gas business in the Americas as well.

Prior to joining Macquarie, she worked in the global commodities division at J.P. Morgan. She served as senior vice president at Calpine Corp., and in 2001 was president and COO of Enron Energy Services.

Dietrich noted the importance, throughout her career, of staying immersed in all aspects of the industry. She has encouraged people just starting out, and as they continue their careers, to always stay in learning mode, to be proactive in meeting people and to offer to help out in other departments whenever possible.

"My most meaningful mentors have been individuals that impacted and influenced me early in my career," she said. "One in particular pushed me to learn above and beyond what I needed to for my particular position or whatever task I was working on. He encouraged me to understand the details and always answer the question 'Why.' He would bring me to meetings and into deal discussions even if it was outside of what I was working on."

Dietrich entered the industry after graduating from the University of Kentucky in 1988 with a degree in finance. She moved to Bartlesville, Okla., world headquarters of Phillips Petroleum Co., and joined the company as a contracts analyst.

She's come a long way since then, and said she continues to feel thankful to work in a sector that truly matters. "It is an incredibly important industry in the world and has a significant impact on people and economies. It is very rewarding to work with companies and entrepreneurs to help find solutions that have a positive impact on the growth and health of their companies and their employees."

Outside of the office, Dietrich is involved in two Houston-based charities. She is a foundation board member for The Hay Center, which



*“I am a strong proponent of women advancing through their careers that can make a meaningful and substantial impact in our industry, our communities, and in our world.”*

supports foster youth transitioning to adulthood, and helped found the Houston BARC Foundation, which supports Houston's only municipal animal shelter.

Dietrich is also a member of the International Women's Forum, which provides mentoring and leadership programs to support the training and growth of emerging women leaders.

"There are still too few women in leadership in business and in positions of influence," she said. "I am a strong proponent of women advancing through their careers that can make a meaningful and substantial impact in our industry, our communities, and in our world."

One significant barrier to female leadership is a lack of role models, Dietrich said. She's calling upon the industry to change that.

"More leaders need to sponsor highly qualified women and be advocates and use their influence intentionally to help women advance," she said. "Relationships matter."

# Meet The 25 Honorees



## MYRA DRIA

President, CEO, Pearl Resources LLC, Houston

**M**yra Dria, who holds a doctorate in petroleum engineering, is an accomplished energy executive who serves as president and CEO of Pearl Resources LLC. But her journey to the top has not been an easy one. Rather, Dria encountered numerous speed bumps as a woman in the industry, and said she's felt that discrimination throughout her career.

"Without question, I was treated differently as an engineer than my male coworkers. The attitudes driving this hit home in one of my first university engineering courses, when the professor announced on the first day of class that 'women do not belong in engineering and I will do my best to keep it that way.'"

The gender bias continued when Dria accepted her first engineering job and was tasked with answering her manager's phone calls in addition to performing the other duties engineers were required to undertake. She also noticed a significant pay gap between genders and said she was afforded fewer opportunities than her male counterparts. She also said she was targeted for layoffs, too.

But all of that didn't stop the resilient Dria, who always found a way around those aforementioned speed bumps.

Before starting Pearl Resources in 2011, she served as president and CEO of Ristra

*“In order to survive in this industry as a woman you need to be tough, but more importantly, to remain optimistic and confident in your abilities and past success.”*

Energy LLC and founded Opal Resources LLC. In fact, she founded all three of those companies. Dria previously held high-ranking positions with Royal Dutch Shell Plc, Western Atlas Software, Schlumberger Geoquest, Amoco and BP Amoco. Her inextinguishable optimism helped fuel her professional growth. "In order to survive in this industry as a woman you need to be tough, but more importantly, to remain optimistic and confident in your abilities and past success," Dria said. "Without a doubt, the frustrations will be many. And that is the single component that continually gets to me the most. One can endure these issues over the long haul, but they can mount until they become too much of a burden. Then you need to work toward finding, as quickly as possible, a time and place to recharge and renew.

"I can deal with speed bumps. But when they get to become a mountain—and they will—you need to reach out for help."

It's crucial for women to have a strong support network and surround themselves with people who can keep them confident and optimistic, she said.

Dria entered the industry in the mid-1970s after earning a bachelor's degree in polymer engineering from Case Western Reserve University. Shortly after beginning her engineering career, she returned to school to earn her doctorate in petroleum engineering from the University of Texas at Austin.

Outside of engineering, Dria was once an international competitor for the U.S. in figure skating, placing second in the U.S. national ice dancing competition.

Though she's encountered discrimination throughout her career, Dria said she's optimistic for the next wave of female engineers.

"Hope is on the horizon," she said. "Many more men are becoming aware of the barriers presented to their wives, partners and daughters. This creates a population of sensitized and sympathetic male leaders to these issues."



## CLAIRE FARLEY

Vice Chair, Energy & Advising, KKR & Co. LP;  
Independent Director, Anadarko Petroleum Corp.,  
Houston

It was the early 1980s when Claire Scobee Farley accepted her first job as a Gulf of Mexico geologist with Texaco Inc. The energy behemoth had snapped her up during an on-campus interview at Emory University, where she was preparing to graduate with a bachelor's of science degree in geology.

"I always felt like they threw me into the deep end and told me to swim," recalled Farley, noting this was standard practice at the time. "[Things were] not different for me. I went offshore just like the guys and bunked in the same room."

In the long run, Farley didn't just swim—she became fully submerged in an industry she would eventually come to dominate.

Today, Farley juggles a number of highly respected positions. She's an independent director at Anadarko Petroleum Corp. and is vice chair of energy and advising for KKR & Co. LP's energy group. Additionally, she is a director of LyondellBasell Industries NV and TechnipFMC Plc.

Throughout her 37-year career, Farley said, she's remained inspired through a love for geology and an insatiable desire to learn more about a global business that powers the world. When she had questions along the way, she always found people willing to answer them and share their own insights. Curiosity helps fuel success, she said.

"Ask candid questions," she said, offering some advice for the next generation of leaders. "Give as much as you get from the conversations and you'll be surprised at what you learn."

Farley's work experience began with that 1981 position at Texaco, where she remained until 1999. She held numerous positions at the company, including as president of worldwide exploration and new ventures. She was also president of North American production, and served as CEO of Hydro-Texaco Inc. She also was CEO of Intelligent Diagnostics Corp. from 1999 to 2001, and led Trade-Ranger Inc. from 2001 to 2002.



Incredibly, she said she never set personal goals.

Through the years, Farley learned first-hand about the cyclical nature of the business. Young professionals looking to enter the sector should brace themselves for highs, lows and constant change, she said.

"It's a cyclical business, but not unlike many other sectors. Our business constantly evolves, quickly, as we react to the cycles. If you like change, reinventing, lots of science and lots of data, risk taking and big responsibility early in your career, this is the business for you."

Today, Farley lives in Houston with her husband, Mike; they have two grown sons. While juggling work and home life has been a challenge, she said exercise and healthy sleep habits have helped her manage the stress. She also tries to take a lighthearted approach to life.

"Don't wait to become the person you want to be. That to-do list will never become shorter or less urgent. Get sleep, exercise and never lose your sense of humor. Remember, there's nothing better in life than your family and friends."

*“Our business constantly evolves, quickly, as we react to the cycles. If you like change, reinventing, lots of science and lots of data, risk taking and big responsibility early in your career, this is the business for you.”*

# Meet The 25 Honorees



## DEANNA FARMER

Executive Vice President, Chief Administrative Officer, Enable Midstream Partners, Oklahoma City

Deanna Farmer, executive vice president and chief administrative officer at Enable Midstream Partners, laughingly revealed that she entered the oil and gas industry because she thought she was landing in a stable business. “Where I grew up in West Virginia,” she said, “Columbia Gas Co. was a backbone in the area. It had stature and respect in the community. Getting a position with ‘the gas company’ meant you had arrived!”

Walking through the door to Columbia Gas the day after college graduation, Farmer soon discovered that this “stable business” was anything but predictable. Instead, she came face to face with the rollercoaster ride of working in the oil and gas industry.

Surprisingly, she said, instead of the nature of the business being frightening, she found herself attracted to it by the challenges and uncertainty.

“It proved to be quite the paradox,” Farmer said. “Ultimately, what has kept me tied to oil and gas is the constant change and the learning and growth opportunities that have come with it.”

There have been ups and downs over the years and a few stumbling blocks along the way, but Farmer is philosophical in her view of the obstacles she has overcome.

*“Being a leader is about me helping others, not about who has the powerful position.”*



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# Meet The 25 Honorees

At one “defining point” in her career, Farmer realized that success in a predominantly male industry meant doing things in ways that took her out of her comfort zone. “It was a motivator, not a demotivator,” she insisted, explaining that it allowed her to set and achieve some personal goals. “I decided I was going to earn credibility and respect, and find my voice so it would be heard and I could contribute in meaningful ways,” she said.

Farmer credits her personal success to the ability to follow advice given to her early on by a mentor; she now shares this advice with others. “Be true to yourself,” she said, but don’t accept limitations.

There are many people today who have benefitted from her guidance. As Farmer has moved through management and leadership roles, she has made it a point to develop others. “I believe in servant leadership,” she explained. “Being a leader is about me helping others, not about who has the powerful position.”

Farmer, who enjoys beekeeping as a hobby, points to lessons from the book “Survival of the Hive: 7 Leadership Lessons From a Beehive,” as guiding principles for being a servant leader. The role of the queen bee is

not to be served, she said. Instead, the queen is a servant who keeps a highly efficient and effective organization.

According to Farmer, if she does her job well, she develops other great leaders. “That’s how I best serve the organization.”

Service is at the heart of Farmer’s approach to organizations outside the office as well. She has served on the board of the Oklahoma City Chamber of Commerce, and two years ago helped found a local chapter of Women’s Energy Network (WEN) that expanded within a year to more than 800 members. This, she said, “showed the tremendous need from women in this area.” She continues to serve on the WEN advisory board as well as the board for Oklahoma Women in Technology. Less than two years after its inception, the organization has attracted more than 1,000 members.

“This is almost a calling,” she said. “I feel a real desire to help other women.”

Fortunately, Farmer has found a lot of ways to do just that. In her leadership roles, she has worked diligently to lead by example. “I love growing leadership, shaping culture and watching people in organizations grow—envisioning what is possible and helping to nurture and guide that process.”

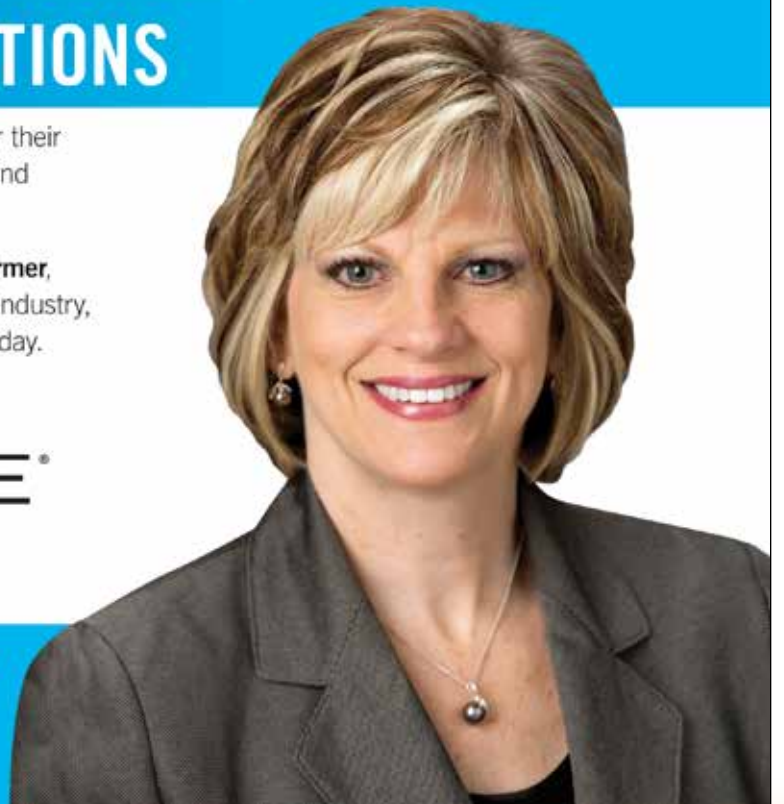
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to all the women being honored for their leadership and success in the oil and gas industry.

Thank you to our own, **Deanna Farmer**, for all you do to make Enable, the industry, and our communities better every day.



**Deanna Farmer**  
EVP and Chief Administrative Officer





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## ANN FOX

CEO, Nine Energy Service Inc., Houston

Ann Fox, president and CEO of Nine Energy Service Inc., who volunteered for three combat tours of duty in Iraq, is not a typical veteran and not an average CEO.

The product of parents who refused to view her through a “gender lens,” Fox said she has never seen life in terms of limitations. “I never was unable to do what I wanted because I’m a woman.”

Instead of trying to change her mind, Fox’s parents opened doors.

“When I was younger, my dad took me out of figure skating because I wanted to play hockey, and I played on the boys’ team,” Fox said. The only girl in the lineup, Fox worked hard to be a contributing member of the team, an indication of how she eventually would take on other nontraditional roles and fill them in exceptional ways.

After high school graduation, Fox moved on to college at Georgetown. “I’ve always been intrigued by conflict,” she said. “That is what led me to the foreign service school, and it wasn’t a far leap for me to join the Marine Corps.”

While for some, the “logic” that led Fox to go from earning a bachelor’s of science degree in diplomacy and security to signing up with the Marine Corps is not apparent, for Fox, it made perfect sense.

The daughter of a Green Beret, she said she has been passionate about serving her country since she was six years old.

Fox opted to join the Marines because they offered infantry training for women. Though she excelled, however, graduation brought her face to face with disappointment. As a top graduate, Fox explained, “you get your top choice of career options.” Unfortunately, despite her performance, gender reduced those options to “four crummy choices.”

“I never had been restricted before,” Fox said. “That was very hard because my love of country is so deep. I was disappointed.”

Turning her disappointment into determination, she resolved to do the best she could. War offered opportunities, and Fox took advantage. While serving in Iraq, she met and reported to Gen. David Petraeus, a man who remains a key mentor and inspiration.

The Marine Corps provided a welcome and valued way for Fox to serve, and after a third tour of duty in Iraq, she returned to civilian life and a very different world.

Fox was at loose ends when she got the chance to work with L.E. Simmons, chairman and founder of private-equity firm SCF Partners, whom she credits for making a place for her there. “I didn’t know anything about energy,” she said. “I was almost like an apprentice for two years.”



“The Marine Corps taught me the importance of leading a valuable life. I try to leave people better than I found them.”

That learning opportunity eventually led to more responsibility and to her first private-equity deal in 2010 in the Bakken Shale, where she met the entrepreneurs who laid the foundation for what is now Nine Energy Service, an oilfield service company that went public in January.

“They gave me a new sense of purpose and a renewed sense of mission,” Fox said. “They were the American Dream, embodying all the virtues of conscious capitalism.”

The entrepreneurs who laid the groundwork for Nine Energy Service were the people who invested in her, championed her and ultimately supported her appointment to the CEO position, a role she likens to the servant leader positions she filled in the military.

With all these accomplishments to her credit, Fox remains exceptionally grounded. “The Marine Corps taught me the importance of leading a valuable life. I try to leave people better than I found them,” she said.

Just as in the military, Fox said, as CEO, “The most important thing to me is that I’m doing my best every day.”

# Meet The 25 Honorees



## DORI GINN

Senior Vice President-Controller, Principal Accounting Officer,  
Range Resources Corp., Dallas/Fort Worth

Executives should never underestimate the power of positive thinking—at least that’s a belief held by Range Resources Corp.’s top accountant. When Dori A. Ginn talks about overcoming life’s barriers, it all circles back to indisputable optimism.

“The best advice I’ve received was to think positively and execute every day,” said Ginn, who cites Norman Vincent Peale’s “The Power of Positive Thinking” as a personal doctrine.

Ginn’s upbeat attitude has taken her miles. She joined Range Resources in 2001 as a controller. She was later promoted to principal accounting manager, where she was tasked with overseeing Range Resources’ entire accounting staff. The numbers whiz climbed to

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# Meet The 25 Honorees

the top of the department in 2014 when she was named senior vice president-controller and principal accounting officer.

Prior to joining Range Resources, Ginn held numerous accounting positions with Daskocil Manufacturing Co. and Texas Oil & Gas Corp. She's a graduate of the University of Texas at Arlington, where she received a bachelor's of business administration degree in accounting.

Ginn was born in Ajo, Ariz., a desert town bordering Mexico. It's a place known for its high-grade copper mines—not the fact that it did not have oil and gas fields. Though Ginn wasn't familiar with the latter industry, she spotted a lucrative chance to enter it following her 1980 graduation.

"The timing of my graduation coincided with a boom in the industry, and based on the college recruitment I participated in, the oil and gas industry was offering the highest salaries," she recalled. "I am most proud of my career progression. Some might counsel accounting graduates to start in public accounting if your goal is to become a controller at a public oil and gas company. I went a different route by always working in the industry."

Through the years, Ginn has remained modest but resolute. She's learned about the

importance of hard work, personal development and being adaptable. She advises the next generation of leaders to do the same.

"Work hard and always volunteer to learn something new even if it is outside of your responsibilities," she said. "The industry is always trying to reinvent itself with new technologies, new discoveries and innovative ways to deliver the energy we need and use every day."

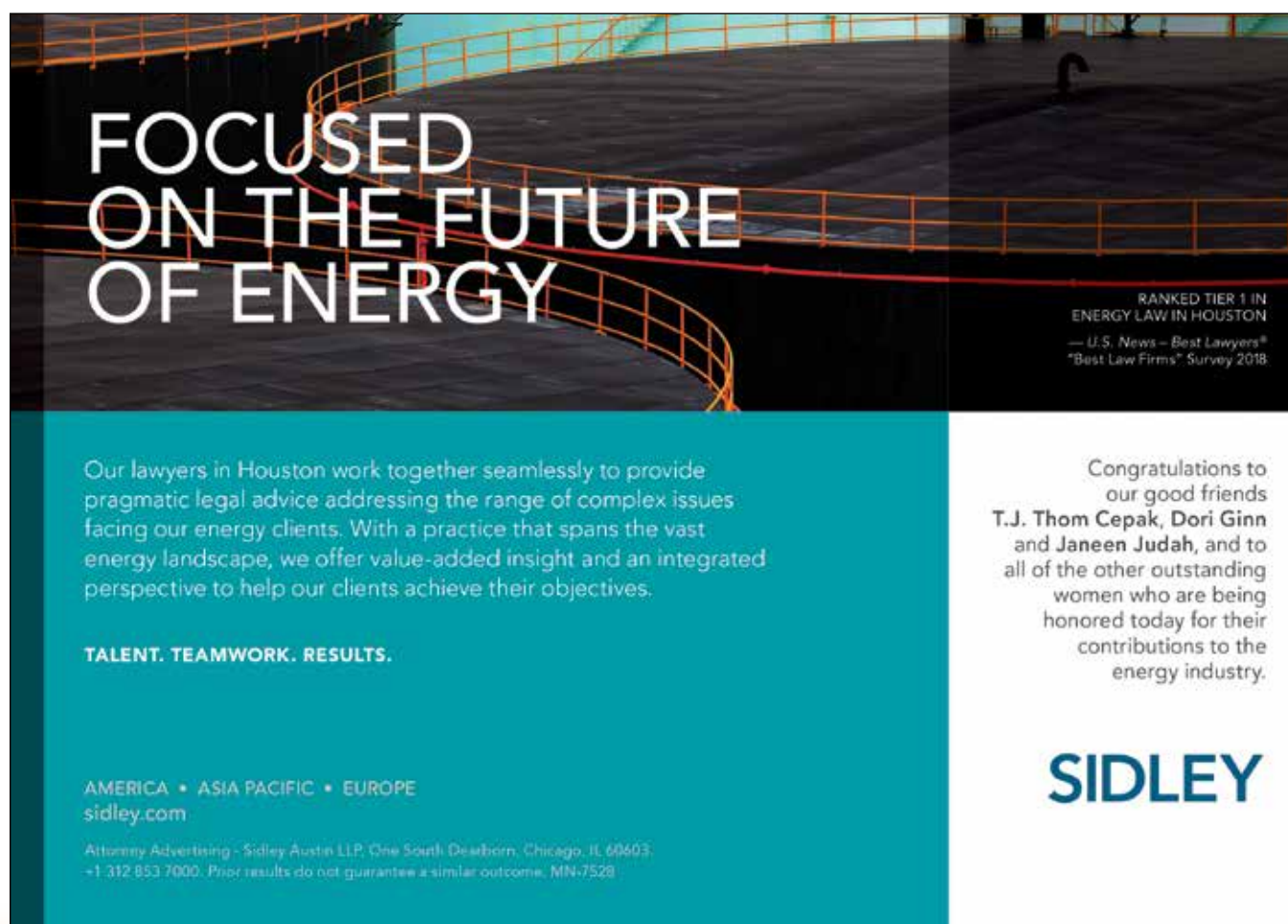
"Success is not based on gender. It is based on your ability to provide value," she added.

When Ginn was beginning her own career, she found success by developing emotional resilience and showing the value she brought.

"Early in my career, I worked for someone who was very detail-oriented and had a challenging personality," she recalled. "While my time there was very stressful, I learned the most from someone who had the highest expectations."

Of course, today Ginn's expectations are as high as ever. When things get overwhelming or stressful, she stays calm by opening up her old standby book, "The Power of Positive Thinking."

"It has helped me not only in my professional life, but personal life as well."



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## JENNIFER HARTSOCK

Chief Information Officer, Baker Hughes,  
a GE Company, Houston

When Jennifer Hartsock reflects on her career, she's overcome with humility. Throughout her 20-year career, she rose from being an intern at Caterpillar Inc. to an executive leader for numerous industry giants including Caterpillar, Cameron International, and GE Oil & Gas. Today, she serves as chief information officer at Baker Hughes, a GE company (BHGE), but the sense of accomplishment Hartsock feels doesn't just stem from her own resume.

"None of the milestones I've achieved would have been possible without a fantastic network of mentors and sponsors. I am so fortunate to be able to look back with pride on so many things that teams I have been a part of have made possible," Hartsock said.

"From major transformation deliveries and complex merger and acquisition integrations to team development, I have been blessed to work with some phenomenal people who have delivered unbelievable outcomes while having fun. What's not to be proud of?"

In 2015, Hartsock departed Caterpillar to accept a position as Cameron's chief information officer. She counts her move to Cameron as one of her greatest career milestones.

"Certainly, my career experiences at Caterpillar and the development I received there helped me compete for the role at Cameron," she said. "I had great roles that allowed me to develop my leadership brand—from application developer to global leadership roles. My personal 'board of directors' advised me as I mentally prepared to take a leap into a new industry in an incredible role. The Cameron leadership team also challenged me throughout the selection process and personally invested in my success. It was truly an 'it takes a village' story of success."

In 2006, Hartsock moved on from Cameron after accepting a position with General Electric as chief information officer for GE Oil & Gas.

Despite taking this career path, however, Hartsock wasn't always set on working in the oil and gas industry.

"I had so many of the dated biases that the industry wasn't ready for digital transformation and didn't respect the value of information technology."

A mentor, Randy Krotowski, introduced her to the opportunities technology held for the oil and gas supply chain. He encouraged her to challenge her perception. Now, Hartsock encourages other young professionals considering working in oil and gas to do the same.

"Be passionate about what we do. In the everyday lives of people around the world, from cellphones to transportation to energy, our industry is fundamentally critical."



*“Be passionate about what we do. In the everyday lives of people around the world, from cellphones to transportation to energy, our industry is fundamentally critical.”*

"Use your voice to dispel the perceptions and biases that you know don't represent who we are and what we make possible. Thank goodness someone did this for me—it's why I'm here today," she added.

When Hartsock is not working, she enjoys cooking, running, reading and travel. The Illinois State University alumna is passionate about literacy and education programs, particularly those targeting STEM or Steam (Science, Technology, Engineering, Arts and Mathematics).

Of course, Hartsock is enthusiastic about the energy industry, too.

"We have such incredibly talented and diverse teams in oil and gas," she said. "We're global like nothing I have ever seen before. At a company like BHGE, with a commitment to invent safer and more productive ways to bring energy to the world, the possibilities are remarkable."

# Meet The 25 Honorees



## VICKI HOLLUB

President, CEO, Occidental Petroleum Corp.,  
Houston

Vicki Hollub might not have become Occidental Petroleum's CEO and president if some honest feedback in college had not rerouted her from music to engineering.

It did force her to change plans. Departing from the school of music, Hollub suddenly needed a new career goal. Her first plan of becoming a mining engineer met a hasty end when she made her initial trip down into a coal mine. But after visiting an offshore drilling rig, she told Hart Energy, "I knew petroleum engineering is what I wanted to do."

A summer job offshore with Gulf Oil Co. sealed the deal. When she left the University of Alabama with a bachelor's degree in mineral engineering (petroleum option), Hollub was sure she was on the right path.

The first stop along that road was Occidental Petroleum, where she found a good fit. As a woman who had navigated a male-dominated engineering school, there was not much

difference when she started her career, she said. "I was fortunate both in school and with my job to work with quality people who, in my view, respected diversity."

Among those people were several who helped her on her way. "I was fortunate to get the opportunity to work for good leaders within Oxy, so I learned from all my managers," Hollub said. Two at the company stand out, however, because they "took risks to put me in positions that were a stretch for me at the time." The first was Glenn Vangolen, who gave her the opportunity to manage field operations in the jungles of South America in 1998. The second was Steve Chazen, the company's former CEO, who gave Hollub the opportunities that later helped her to become CEO.

These two positions were significant milestones in her career, she said, noting that passing the exam to become a registered professional engineer was a gratifying achievement, as well, because it validated what she had learned in college and in her career.

When asked about her leadership style, Hollub's answer reflected her roots. A dyed-in-the-wool Crimson Tide fan, she said she learned most of her leadership principles from successful athletic organizations, namely University of Alabama football. The University of Alabama's is among the most decorated programs in the history of college football.

"I've learned that the first selection criterion for a successful employee must be integrity/character, followed by the ability to learn, then the passion to win as a team—not as an individual," she explained. The final quality is perseverance, the dedication to maintain a work ethic that beats the competition.

"My favorite quote is from [Paul William] 'Bear' Bryant," the University of Alabama football coach who led the Crimson Tide to win six national championships, Hollub said. Bryant said, "It's not the will to win that matters—everyone has that. It's the will to prepare to win that matters."

Part of that "will to prepare" is the commitment to getting as much exposure to new experiences as possible.

Hollub's advice to young people entering the oil and gas industry is to see and do as much as possible to prepare for the future. She also said to take the long road, which means not changing jobs too frequently. "Employees can have new experiences in their current job by thinking about how to do things better and differently," she said, like trying new evaluation techniques, using existing technology differently and collaborating to find new ways to solve industry challenges.

In the end, they might find, as Hollub has, that the company they champion has championed them.

"I love this industry and Oxy," Hollub said. "I am passionate about our success."

*“I’ve learned that the first selection criterion for a successful employee must be integrity/character, followed by the ability to learn, then the passion to win as a team.”*

## NANCY JO HOUSE

President, Society of Exploration Geophysicists,  
Greater Denver Area

Nancy Jo House is a trailblazing geophysicist working to help strengthen The Society of Exploration Geophysicists (SEG). She recently began a one-year term as SEG's president-elect—a rare accomplishment for women in the field. House is only the second woman to assume the president's office in the organization's 87-year history.

"It is quite an honor," House said. "It's a little bit sad at the same time, because we're just now being able to get the demographics. Only 2%-3% of geophysicists in my age demographic are women. The younger members there appear to be 20%-30% women. Hopefully, what this means is that we can bring more enlightenment, in terms of diversity and inclusion issues, to SEG."

House was introduced to geophysics as a little girl. Her father was a petroleum geologist at Double Eagle Petroleum and Mining, which he founded with three other geologists in the late 1960s. She accompanied him to sites across the world. When she was 13, she took her first job at Double Eagle, filing well completion cards for 50 cents per hour. She quit the job within a few weeks after realizing what little profit she was making.

"The experience didn't drive me into the field," she recalled to Hart Energy. "But I did enjoy the people and the work."

House earned a bachelor's degree in geology in 1976 from the University of Wyoming. She later graduated from Colorado School of Mines with a master's degree in geophysics. House was the only female graduate student for first-year geophysics at Mines in a class of 90. She joined SEG in 1978 when she was still a student.

Through the years, she's served the society in a number of capacities. She has volunteered on its membership committee, where she helped enhance global membership, and was involved in its international affairs committee.

Additionally, House served as SEG's secretary-treasurer from 2011-2012 and led the SEG Women's Network committee from 2012-2013. She chaired SEG's finance committee from 2012-2014.

House's career has focused on the application of leading-edge geophysical interpretation. She has worked for energy behemoths such as Exxon, Encana Corp., Chevron Corp., Repsol SA and Mobil. Ironically, she also returned to Double Eagle Petroleum to work as a geophysical project manager from 2002-2003.

Of all she's accomplished, House counts a Mobil promotion, which resulted in her advancing into a second-tier technical position, as a career high point.



*“We entered the field at a time when women weren't allowed on drill rigs because we were bad luck.”*

"It was, first, recognition of my technical ability," she said. "To receive the promotion, you have to be recognized across the company, not just by a few people. It was a career recognition and significant promotion but not widely publicized. You don't get an award, but all the managers knew and I knew it."

Today, women are believed to account for up to 40% of geophysicists entering the field. House is pleased to see the gender divide closing, but notes it wasn't always that way.

"We call ourselves pioneers in some ways," she said of women who entered the field around the time she did.

"We entered the field at a time when women weren't allowed on drill rigs because we were bad luck. There were times when I needed to go out to a well site to do a geophysical survey and I was cautioned that there weren't any facilities for women. I was told that I couldn't go.

"My response was, 'Excuse me, but this is my work and I will go.'"

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## JANEEN JUDAH

President, Chair of SPE Board of Directors; Chevron Corp., Houston

Janeen Judah's list of achievements is long and impressive. Currently the president and chair of the board of directors of the Society of Petroleum Engineers International (SPE), she has worked in a range of roles in the oil and gas industry. At press time, Judah was on sabbatical from Chevron Corp., where she has worked for more than a decade.

The positions she took in the oil and gas industry allowed her to put her bachelor's and master's degrees in petroleum engineering—as well as her master's in business administration degree and her law degree—to practical use.

During more than three decades in the industry, Judah accomplished many personal and professional goals and learned a lot along the way. As a seasoned leader, she understands the importance of sharing her personal experience with others. As a result, "I've stepped up my game and invested in doing more coaching and mentoring," she said.

A catalyst for Judah's efforts was recognizing that women need leaders to look up to. "There were very few women in technical roles when I started working," she explained. "The women in the workforce were 'tokens' at that time. We didn't help each other because we were competing against each other."

Applying an engineer's desire for simplicity, Judah distilled the elements she believes

are at the heart of her own success and that of other effective leaders. She calls them "The three E's for career success"—Excellence, Endurance and Empowerment. All three are critical, but they are not equal in importance.

Superiority in execution is a differentiator, she said, but excellence alone is not enough. Without commitment and the willingness to share what they know, very capable people limit their own success, "and that is limiting for the company," she said.

While it might be surprising to some, "Perseverance often matters more than being smart," Judah insisted.

It is easy to overlook the adversity successful people had to overcome to achieve their goals, but powering through hardship is the reason great achievements are made. "Successful people have failures, times that work was hard or life was hard," she said. It is how people face those failures and difficulties that determines their success.

She points to Elon Musk and Jeff Bezos—globally recognized leaders—whose failures brought them to the brink of ruin. "These guys are two of the most visionary business leaders, and both almost went broke and were within days of losing their companies." Their grit and determination kept them going, and that endurance led to their success.

The third "E" is the willingness to champion younger coworkers and help them navigate the company to find their own avenues for advancement. "It is important to empower others by mentoring and creating good karma in the world," Judah said. The result of those positive actions is a ripple effect that is immensely impactful.

Although this advice is universal, and the building blocks for success are the same for women and men, there are roadblocks that are unique to women. Unfortunately, "Women are rarely sponsored by those in power, are held to higher standards and pay a greater price for mistakes," she said.

Judah addresses women's challenges in an article, "The Woman Question," that she wrote for SPE. The article, available on the SPE website, is a must-read for female professionals. In it, Judah presents personal experience along with data from recent research to outline issues women face in the workforce.

While it is impossible to summarize this wealth of knowledge in a few words, it is possible to share one of the significant messages. "Developing people should be an accountable metric for all business leaders."

Achieving this objective could literally change the face of industry, she said.

*“It is important to empower others by mentoring and creating good karma in the world.”*



## HOLLI LADHANI

President, CEO, Select Energy Services, Houston

In the rollercoaster world of oil and gas, Select Energy Services' president and CEO Holli Ladhani is riding a career high. After all, the company she leads recently completed a merger that Ladhani says created "the undisputed leader in provision of water-related solutions to the unconventional U.S. shale industry." When Ladhani spoke with Hart Energy, she was fresh off Select's first post-merger earnings call, where the company reported a 108% increase in year-over-year revenue growth.

Of course, Ladhani knows the good times won't last forever.

"This has always been and will always be a cyclical business," she said during a mid-November 2017 interview. "It's the nature of the beast."

It's a beast Ladhani knows well. She began her career as an auditor for PwC, where she worked from 1992-2000. She held various positions with PwC and was ultimately promoted to senior manager in the audit sector. She went on to become president and CFO of Dynegy Inc. before joining Rockwater Energy Solutions during its 2011 formation. She began serving as Rockwater's president and CEO in 2015 and was named its chairman in February 2017.

*"I had always been an 'operational' CFO who enjoyed understanding the drivers of the business, our customer relationships and the execution in the field."*

When Select completed its stock-for-stock merger with Rockwater in November 2016, Ladhani became president and CEO of the combined company.

Though reaching executive-level success has been a great feat, Ladhani said it wasn't her most meaningful accomplishment. Instead, she found the move from CFO to president of an operating division to be more momentous.

"I had always been an 'operational' CFO who enjoyed understanding the drivers of the business, our customer relationships and the execution in the field," she said. "This wouldn't have been possible without the support of my CEO and board of directors, so I'm especially grateful to them. This turned out to be critical to my success in making the transition from finance to operations and is what positioned me to be a better chief executive."

Ladhani has been immersed in the oil and gas industry since childhood. She grew up in Baytown, Texas, where her father worked for Brown and Root Industrial Services. Her mother worked for Exxon Mobil Corp.

Ladhani received her bachelor's of business administration degree in accounting from Baylor University and earned her master's of business administration degree from Rice University, where she was a Jones scholar. When it came time to begin working, Ladhani said, the energy industry seemed like a logical place to start.

Today, as she continues growing as a leader and professional, she said she's learned to appreciate the value of authenticity, intellectual curiosity and being a good listener.

"As you progress in your career, it's easy to convince yourself you're the smartest person in the room," she said. "If that ever becomes a reality, you're in the wrong room. I learn so much from the people I get to work with and they make me a better professional."

## KATHRYN MACASKIE

President, CEO, Founder, Zarvona Energy LLC,  
Houston

It hasn't always been easy to be a woman in the oil and gas business. Just ask Kathryn S. MacAskie, an industry veteran who encountered her share of obstacles on her path to executive-level success.

"I was treated differently in the early stages of my career and it is much more obvious to me looking back than it was at the time," MacAskie recalled when she spoke with Hart Energy. MacAskie graduated from Rice University with a bachelor's of science degree in civil engineering. "In the late 1970s, female engineers were considerably more rare than they are today, although we still have a long way to go.

"I believe the industry status quo was ill-prepared to interact on a technical level with female professionals, and during that time, I observed and experienced behavior in the workplace that would not be acceptable today, nor should it have been 30 to 40 years ago."

Though she was occasionally offended, MacAskie said she had no choice but to carry on professionally. She worked her first energy job as a junior engineer while still attending college. She knew she would need to focus and work extremely hard to prove her value as an engineer.

Despite facing obstacles, MacAskie did more than persevere. She excelled.

Through the years, she rose to the top of a male-dominated field. Today, she serves as president and CEO of Zarvona Energy LLC, which she founded in 2010. It's a title she earned after more than 30 years of involvement in the evaluation, acquisition, management, development and divestiture of oil and gas assets.

Her impressive resume includes a position as senior vice president of EV Energy Partners, an upstream MLP. Under MacAskie's acquisition leadership, the company acquired about \$900 million in oil and gas assets.

MacAskie counts founding Zarvona as her greatest professional achievement.

"When I started, Zarvona had a single employee—just me," she said. "It now has more than 35 employees based in Houston, with field offices in Woodville and Andrews, Texas. We operate more than 450 wells and produce 13 Mboe/d in Texas, Louisiana and Oklahoma. Building Zarvona into the organization that it is today while generating positive returns for our investors is my [and our] greatest achievement and something that I am extremely proud of."

MacAskie believes that this achievement has been attainable largely due to her organization. "Since I've been the CEO of Zarvona, I can say with certainty that a leader at any



*“Since I’ve been the CEO of Zarvona, I can say with certainty that a leader at any level within an organization is only as successful as her or his direct reports.”*

level within an organization is only as successful as her or his direct reports.”

MacAskie lives in Houston with her husband, Don MacAskie, who recently retired from managing oil and gas funds for foreign investors. Their son, Robert, is Zarvona's CFO, vice president of acquisitions and chief compliance officer.

When not working, MacAskie enjoys working out and socializing with her friends and family.

While the industry has improved in terms of women in technical and leadership roles, more change is needed, she said.

"Women are still very much underrepresented and the time frame for this change has been at a very slow pace compared to so many other professions. For females to take on more leadership roles, they need to represent a more significant proportion of technical talent in a business that, at its core, is based on technical skills and innovation," she added.

"The greatest challenge for the next generation of female leaders is to not be labeled 'a female leader' but 'a leader.'"

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*“It is critical to stay on top of technological changes as well as to establish a broad network of peers across the segments of the industry.”*

## DOROTHY MARCHAND

Managing Director, Head of Energy Division, Compass Bank, Houston

Dorothy Marchand’s natural affinity for energy banking has taken her to great professional heights. Until recently, she was managing director and head of oil and gas finance at BBVA Compass, a leading U.S. banking franchise. But three years after serving as division leader—and seeing the company through natural disasters, financial crises and market downturns—Marchand is preparing to start a new phase in her career. At press time, she had retired from her position at Compass in January, but will remain in the industry.

She is excited about what the future might bring, though she does not know yet what it holds.

“I am at a professional crossroad,” Marchand said. “I’m looking forward to my next chapter and applying my knowledge of energy finance in an expanded capacity.”

Marchand joined Compass in 1995 as a relationship manager. Soon, she was promoted to Compass’s energy lending manager, where she led a team of bankers and financial analysts engaged in upstream and midstream finance. A decade later, she reached the peak of her career when she was named head of BBVA Compass’ energy division.

Though she considers the appointment a career milestone, Marchand said her promotion brought with it a fresh set of obstacles.

“I assumed my position as head of energy in January 2015—quite the timing,” she said. “It [was] a challenging three years, but I am pleased to have steered the team through this quite turbulent period, holding hands with clients and internal risk partners to make it through to a more stable environment. 2017 [was] a highly profitable year for our group, so we survived the crisis and came back stronger and more knowledgeable with solid client relationships.”

Before joining Compass, Marchand worked in the energy banking group at Bank One Texas, where she managed a portfolio of clients. Her first industry-related job was working as a credit analyst, supporting the energy division, at Bank of the Southwest.

Marchand was introduced to the energy industry in the early 1980s while attending graduate school at Louisiana State University. She had a friend who took it upon himself to teach her about the business and even arranged for her to tour his family’s oil and gas operations in South Louisiana.

Soon after, when Marchand found herself moving through credit training at Bank of the Southwest, she discovered she was a natural at energy banking.

“A combination of obtaining an industry specialization, the unique characters in this business, the science and technology involved, as well as the risk profile of oil and gas lured me to energy finance,” she said.

As Marchand looks to launch the next phase of her career, she offers some advice to millennials preparing to start their own careers.

“Regardless of whether your career is in industry or finance, it is critical to stay on top of technological changes as well as to establish a broad network of peers across the segments of the industry,” she said.

“But, mostly, enjoy the gratification of being in the middle of the universe in terms of powering the world.”

A silhouette of a construction worker wearing a hard hat and pointing towards the right. The background is a city skyline at sunset, with several cranes and buildings. Three bright circles are visible in the sky above the worker. The overall color scheme is purple and blue.

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## ANN MASSEY

CEO, Environment and Infrastructure Solutions,  
Wood Plc, Atlanta

Ann Massey, CEO of environment and infrastructure solutions at Wood Plc (the result of the recent merger of industry giants Wood Group and Amec Foster Wheeler), said her insatiable curiosity led her to study geology, but it was dogged determination that kept her working in the oil field.

She describes herself as “one of those curious children who bugged my mother to death asking questions.” When Massey took her first geology class at Tennessee Technological University, she said, “It was like a light came on, and all of my questions got answered.”

As interested as she was in the subject, Massey said she was ill-prepared for the environment she encountered when she graduated and went to work in the field in the early 1980s. “It was the first time I realized there was definitely prejudice toward women in the oil field and in business in general.”

It was at that point that Massey heard and heeded what she said is some of the best advice she ever received. A friend told her, “You’re going to have to toughen up or you’re never going to survive.”

And that is exactly what Massey did, persistently doing her job to the best of her ability and slowly but surely making inroads. “I continued to hear the comments on the job site, but eventually gained respect and learned how to communicate with the men I was working with,” she explained. “I became effective verbally.” And in the process, she not only transformed her work environment—she transformed herself.

Today, she looks back at her experience as a wellsite geologist as one of the most valuable experiences of her career. “I enjoyed every bit of that experience and made great friends,” she said, noting that the same people who in the beginning questioned why she was there were the coworkers who became most protective of her.

“It was challenging. There’s no question,” she said, but it was a tremendous learning experience and it led to the development of skills that have served Massey along the way.

“One of the skills a good leader has is the ability to talk with everyone, not just peers,” she said.

“My experience in the oil field gave me the opportunity to develop that ability, and my upbringing in a small town makes me comfortable with people of all walks of life.”

Another critical leadership skill Massey developed is the ability to identify people with potential and to mentor them in their development. “I’ve been very good at selecting extremely talented people to work with me,” she said.

Once she finds them, Massey invests in and challenges those people. Her advice to them is, “Work hard, stay focused, go the extra mile and develop communication skills.” And having shared that advice, she actively mentors people to help them stay on track.

“I tell my teams to tell me what they are going to do and then do it,” she said, encouraging them to develop the ability to see potential problems and find ways to mitigate the risk that those problems will affect their ability to deliver.

Massey also pushes her teams to develop others as they develop themselves, to create a succession plan that eliminates a vacuum left when they move up.

She is the type of leader who inspires people by example, and she is unabashed about her enthusiasm for the industry.

“There is something about the oil industry,” Massey said. “It’s hard to describe. It gets in your blood. And once it’s there, it’s always there. I love the business and I always have.”

“There is something about the oil industry. It’s hard to describe. It gets in your blood. And once it’s there, it’s always there. I love the business and I always have.”

# Meet The 25 Honorees



## REGINA MAYOR

Global and U.S. Energy Sector Leader, KPMG, Houston

Regina Mayor credits a series of incongruous events for her arrival in Houston and subsequent ascent through the ranks to become global and U.S. energy sector leader at KPMG.

Her circuitous route to Texas began with an unlikely ROTC scholarship that took her from her hometown of Pearl City, Hawaii, to Cornell University.

Not only had an ROTC scholarship never crossed her mind, she explained, “It was not something I would have ever thought I could have conquered. I was president of the debate team and active in theater. I was a performer and first runner up in Hawaii’s Junior Miss pageant,” Mayor said. “I was pretty prissy.”

But conquer the scholarship she did, to earn a bachelor’s of science degree in communications and government and then move on to Harvard University, where she earned a master’s degree in public policy from the John F. Kennedy School of Government.

Celebrating her Harvard graduation came with a twist because it coincided with her mother’s completion of an advanced degree. “My mom, the oldest of four girls and a single parent, was the first person in our entire family to go to college—and she earned a Ph.D.,” Mayor said.

Mayor’s own accomplishments reflect a similar grit and resolve.

Military service, required by the ROTC scholarship, brought with it some unique experiences that tested her determination. “I challenged myself in the military. I jumped out of airplanes. I figured out how to

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“I’m committed to the industry. It’s exciting and innovative and has attracted some of the most technically savvy and entrepreneurial people in the world.”

survive, to focus on things I was good at—weaponry and munitions, teambuilding and collaboration. I found ways to cope and thrive in a male-dominated, incredibly difficult and physically challenging environment.”

The skills honed navigating that environment served her well in her career, moving from an internship at the Pentagon to a unionized refinery in rural Kentucky, where she learned “where gasoline actually comes from” and making her way in a role that placed her in meetings with the company and union presidents as well as refinery workers, whose poker games she regularly joined in.

“When I look back,” she said, “one of the things I’m most proud of is the ability to navigate all those levels successfully and genuinely.”

When Mayor relocated to Houston and started working as an energy consultant, she realized that while her career interests had focused on international relations, foreign policy and national security policy, she had found her niche as an energy consultant instead.

“I’m committed to the industry. It’s exciting and innovative and has attracted some of the most technically

savvy and entrepreneurial people in the world,” she said.

According to Mayor, part of her current role is to be “a passionate advocate of the industry,” but it is also to be “the one who holds up the mirror every day and asks, ‘Are we making the right choices and doing the right things?’”

When it comes to doing the right thing, Mayor places investing in people, particularly military personnel, at the top of the list. One of the accomplishments she is most proud of is being a cofounder of KPMG’s national Veterans Network.

“By being co-founder of this network and co-chairing it for four years, I have helped raise awareness of the importance of our veterans and service members and have worked to make sure they are reintegrated and given opportunities—to honor them for the sacrifices they’ve made and legitimize that within the context of KPMG.”

For Mayor, investing in this program is a way of giving back in a meaningful way. “I never felt I gave as much to the military as it gave to me,” she said. These efforts help balance the scales.

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We’re proud to salute all of the women who are being honored as Oil and Gas Investor’s 25 Influential Women In Energy, especially Regina Mayor. All of whom can be considered distinguished leaders with vision.

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# Meet The 25 Honorees



## BETH MCDONALD

Vice President, South Texas Asset Team,  
Pioneer Natural Resources Co., Irving, Texas

She's a professional engineer, mentor and motivational leader. Beth McDonald is also vice president of Pioneer Natural Resource's South Texas asset team, a title she earned after many years of tireless work within the industry. McDonald has faced plenty of obstacles on her path to success, but her largest hurdle might be surprising: the greatest barrier to reaching female leadership? Herself.

"As women, we tend not to believe we can achieve a high level of success in our careers and thus we hold ourselves back from fully reaching our potential," McDonald said. "There are statistics that show that women will not apply for jobs they can do unless they meet all of the qualifications and men will apply when they meet only half. I give speeches on this very topic in order to empower the women around me, but also to remind myself.

"I think this is very similar to what Sheryl Sandberg mentions in her book 'Lean In,' when she is empowering women to sit at the table. It's a very simple gesture, but it's a good reminder to all of the women that we play a very important role in our companies and in the industry."

McDonald began working in the industry after earning a petroleum engineering degree

from Texas A&M University. Her resume paints a clear picture of her consistent ascent to leadership, beginning with a junior engineering position at Total. From there, she worked as a reservoir engineer at Hess Corp. before joining Pioneer in 2005.

There, McDonald was initially hired as a reservoir engineer, but was promoted to senior reservoir engineer within about six months. By 2007, she was working as a business analyst for Pioneer's worldwide operations. She was later named vice president of Pioneer's South Texas asset team in March 2017.

"My most recent promotion brought the largest career milestone for me, achieving the title of asset team leader," McDonald said. "This was a goal that I set early on in my career, and while I did not know the path that would lead me there, I kept working toward gaining skillsets and knowledge that would enable me to lead a team of that size. When I think about who helped me get there, it's an easy answer: my team. I did nothing alone. My team enabled me to succeed and reach my goals, but it was clearly a joint effort from many."

Throughout her journey, McDonald said she's learned there are three fundamental elements that can help a person reach his or her potential. She said young professionals can find success by recognizing their value, preserving their character and prioritizing their time.

"Each person who enters the industry has his or her own story," McDonald said. "Every story defines an individual's experiences and makes it unique from someone else, which turns into value by adding a distinctive perspective. We all may have the same degree or similar jobs, but we have different strengths and life experiences which allow us to bring different value to the company and industry."

*"I kept working toward gaining skillsets and knowledge that would enable me to lead a team of that size. When I think about who helped me get there, it's an easy answer: my team. I did nothing alone."*

## MELODY MEYER

President, Melody Meyer Energy LLC; Founder, Women With Energy LLC; Non-Executive Director, BP, AbbVie, NOV, Houston

Melody Boone Meyer has an extraordinary career in the energy industry. She recently retired after 37 years of distinguished service with Chevron Corp., as one of the top women in the industry advancing to the highest levels in line management. She has extensive leadership expertise in global upstream operations, strategy and business planning, major capital projects, technology development and in delivering superior financial results.

As she moves into the second phase of her career, she continues to advocate for the advancement of women in the energy industry. Today, Meyer is promoting the advancement of women in the energy industry through one of her companies, Women with Energy LLC, which supports young professionals and established women in executive positions.

“We have too few women in senior, C-suite, executive and board positions. I want to help change this,” she said. “My generation of pioneering leaders is retiring early and there is a large gap behind us. The recent 2017 assessment by McKinsey and [Lean-In.org] is that women have stalled out in advancement—we need to change this.”

Meyer was literally “born in the Bakken,” in an oil camp in North Dakota. As she grew up, dinnertime discussions with her petroleum engineer father revolved around the three Ps: porosity, permeability and pore pressure. Meyer didn’t know it then, but such industry-centric conversations would dominate her life.

Meyer helped blaze the trail in the late 1970s when she entered the industry as one of the few female engineers. She’s advanced tremendously since her first job as a facilities engineer on West Africa projects for Gulf Oil, which was later purchased by Chevron Corp. During her career with Chevron, Meyer was president of two major operating divisions, Asia Pacific Upstream and Chevron Energy Technology Co., and also worked as vice president of Midcontinent and Gulf of Mexico and worked across 17 countries.

Today, she serves as a non-executive director of BP Plc, pharmaceutical R&D company AbbVie, and National Oilwell Varco. She’s an executive adviser to Cairn India Ltd., and serves on the Trinity University Board of Trustees, and as a director at The National Bureau of Asian Research.

She has three grown children and lives in Houston with her husband.

During her professional rise, Meyer learned the importance of having role mod-



els and routinely advocated for the advancement of other women in the industry. She also began to constructively challenge bias to help other women succeed.

“The largest obstacles for women to overcome are bias and lack of honest feedback,” she said. “Bias has many forms, from blatant to unintended to discreet. The worst bias is discreet, where leaders deliberately and discreetly work to ignore, undermine or view advancement of women as ‘being tested.’ Both men and women need to work together to eliminate bias. Women need to continually seek feedback and self-assess their leadership strengths and weaknesses to close gaps.

“Today it is definitively proven and there is no doubt, that diverse leadership adds significant value to company performance.”

“Today it is definitively proven and there is no doubt, that diverse leadership adds significant value to company performance.”



## STACEY OLSON

President, Chevron Appalachia LLC,  
Greater Pittsburgh Area

Stacey Olson's incredible 28-year career with Chevron Corp. has brought her to all corners of the world. She's managed fields offshore Nigeria and conducted strategic planning in Venezuela. In Indonesia, she was responsible for all operations related to the Duri Field Steam Flood, the world's largest steam flood project. Today, Olson is president of Chevron Appalachia LLC, where she leads Marcellus and Utica shale operations.

"I love being a part of this industry," Olson said. "This industry enables progress and unlocks economic potential for countries and people all over the world. This industry enables light, heat, medical devices, mechanized agriculture, transportation, everyday household products.... The list goes on. It's hard to think of many other industries that can say they play such an important role in human progress.

"This is a complex and high-tech business, and I like being a part of it."

Olson told Hart Energy that she's also a problem-solver who loves working on complex issues—particularly those that appear unsolvable. She loves working as a team and succeeding as a team.

"That's what my company does every day," Olson said. "We bring together talented and diverse teams to solve complex challenges. It's fun and motivating."

Born and raised in New Orleans, Olson comes from a family of lawyers and has no familial roots in the state's sizeable oil and gas industry. A family friend who majored in petroleum engineering encouraged her to enter that same field, and she took the advice. In 1986, she graduated from Louisiana State University with a bachelor's degree in petroleum engineering. She later earned a master's of business administration degree from Tulane University.

Olson joined Chevron in 1989, kickstarting an exciting relationship with the company. She's spent 20 years working abroad and has undertaken seven international assignments.

"In my career, I've found that it's important to build a strong network. I don't think you're ever going to find one mentor who has all the answers," Olson said. "But I think it's essential to have a diverse network of peers, supervisors and role models who can give you great guidance throughout your career. You do that by moving around a lot—either to different teams or different locations.

"For me, one of my key role models has been my mom. She is a highly accomplished woman. She holds an MBA and a JD, and served for nine years as an elected judge. She showed me from a young age that I could accomplish anything I wanted."

It's a message Olson, a married mother of three, now imparts to the next generation of female leaders, including her two daughters. Today, both are university students pursuing STEM-related fields.

"I truly believe women can aspire to do anything and be successful in any role," she said. "Look at fields like the military, medical care and government. We have examples of incredibly successful women in all these fields. There's no reason women can't make a significant impact in the energy industry, too."

*“This industry enables progress and unlocks economic potential for countries and people all over the world.”*



## ALIE PRUNER

CFO, Partner, Tudor, Pickering, Holt & Co.; Perella Weinberg Partners, Houston



For Alexandra (Alie) Pruner, the energy industry never gets boring, tiresome, or tedious. Instead, throughout her 30-plus-year career, it's proved to be a place that continues to motivate, fascinate and inspire.

"The ingenuity of the professionals in our industry—from geologists to financiers to engineers to the leaders who can innovate with technology—is truly invigorating," said Pruner, partner and CFO of Tudor, Pickering, Holt & Co. and Perella Weinberg Partners.

"The energy industry achieves technological feats on par with NASA and I am truly grateful to get to work among folks with such a pioneering spirit."

Pruner always suspected her path in life would lead to the energy industry. It was a hunch that proved true in 1991 when she landed a job with NUI Corp., a multistate gas utility.

Her professional rise led her to jobs at The Houston Exploration Co., PetroCosm and Gulf Publishing Co.

In 2007, she was the second employee at predecessor firm Tudor Capital, which later became Tudor, Pickering, Holt & Co., and earned a significant promotion when it combined with Perella Weinberg Partners in 2016. The combination gave the firm a global platform and access to a broader array of services for clients.

"This was a key milestone in the growth of our firm, but also allowed me to become CFO of the

combined entity," said Pruner, a Brown University economics alumna. "Combining the best of both firms was definitely a team effort and all of us continue to work together to serve our clients throughout the globe."

During the course of her career, Pruner said, she learned not to take setbacks personally. Instead, she views obstacles as an opportunity to solve problems collaboratively.

"Every leader should possess the ability to listen to countering views, take input, process information and make decisions," she said. "Another important trait is having the ability to affirm team members and enable them to shine."

Pruner's professional accomplishments aren't all she has to be proud of. She said she has made a conscientious effort to be a supportive mother and wife.

"To that end, I am pleased to report that I've been married for 32 years and we have two great children who both had graduations last spring from college and grad school, respectively, and are well on their ways," she said. "In addition to family and work, I try to devote time to nonprofit endeavors and I encourage others to do the same."

Pruner volunteers as president of the Houston Symphony Endowment and is a member of the Houston Symphony executive committee. She's chair of the United Way Board of Greater Houston's audit committee. She also chairs the advisory council for the economics department at Brown University.

Volunteering "allows me to support, contribute to and help strengthen these communities," Pruner said. "But it also provides an avenue for learning new leadership skills, more about my community, how these groups interact within the community ... and the importance of civic responsibility."

She offered some inspirational words for up-and-coming energy professionals.

"Be open to change. And don't worry about charting out your next three promotions. Just work hard and good things will come. Ask for new opportunities and don't fear rejection."

Passionate about promoting women in the workplace, Pruner founded the Women's Global Leadership Conference 15 years ago and frequently speaks on the topic.

"Companies are meritocracies and therefore should reflect the full spectrum of talents and views," she noted. "As managers, it is important we provide pathways for success for the next generation. And, as businesspeople, it also just makes good economic sense—diverse views generate better results."

*“Be open to change. And don't worry about charting out your next three promotions. Just work hard and good things will come. Ask for new opportunities and don't fear rejection.”*

# ALEXANDRA PRUNER

CHIEF FINANCIAL OFFICER, PARTNER  
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CONGRATULATIONS TO ALEXANDRA PRUNER  
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## LAURA SCHILLING

Superior Energy Services, Pumpco Energy Services President

Laura Schilling has an unimpeachable track record of helping upstream oil and gas companies succeed. Throughout her 15-year career, the ambitious executive has led global commercial strategies, managed investor relations and helped corporations win difficult contracts. In 2013, she was named Halliburton Co.'s district manager of the year after helping it become the Niobrara's market leader. Now, Schilling serves as president of Pumpco Energy Services at Superior Energy Services Inc.

"The role I have today is an exciting milestone," Schilling said. "A village of sponsors and mentors helped put me in roles that provided the technical, commercial, operations and profit and loss experience needed to pursue my goal of running an oilfield business."

Schilling entered the industry after graduating with a master's of business administration degree from Rice University. She had previously earned a bachelor's of science degree from the University of Houston. Her first job took her to Halliburton, where in 2003 she began as a marketing manager. During her 14-year run with the company, Schilling consistently climbed the corporate ladder, and ultimately served as its global

*"The more authentic and comfortable you become in your voice, then the more people will respond and be inspired."*

business development manager of production solutions focused on well intervention services. In that role, she helped develop commercial strategies for market growth, and increased the profitability and penetration of new technologies across 20 countries.

Schilling's years of experience taught her the importance of being focused and adaptable. She's learned the value of trying new roles, gaining a diverse set of experiences and stepping away from her comfort zone.

"I am fortunate to have had a wonderful mix of men and women as mentors at different points in my career," she said. "Two key pieces of advice stayed with me. First, take the hard jobs that no one else wants. A lot of people shy away from assignments to go where the business may be faltering or something is broken, but those roles are where leaders can make a tremendous impact and it forces you to grow. Second, find your voice as a leader.

"The more authentic and comfortable you become in your voice, then the more people will respond and be inspired."

Looking forward to the industry's future, she said leaders such as she will be tasked with finding and developing the talent pool for the next chapter of growth.

"We lost a lot of experienced people through the market downturn," Schilling said. "Our industry is competing for engineering talent with Amazon, Tesla and Google. Millennials will not wait 10 years before they can be put on projects that let them make an impact, and they look for more work flexibility over time.

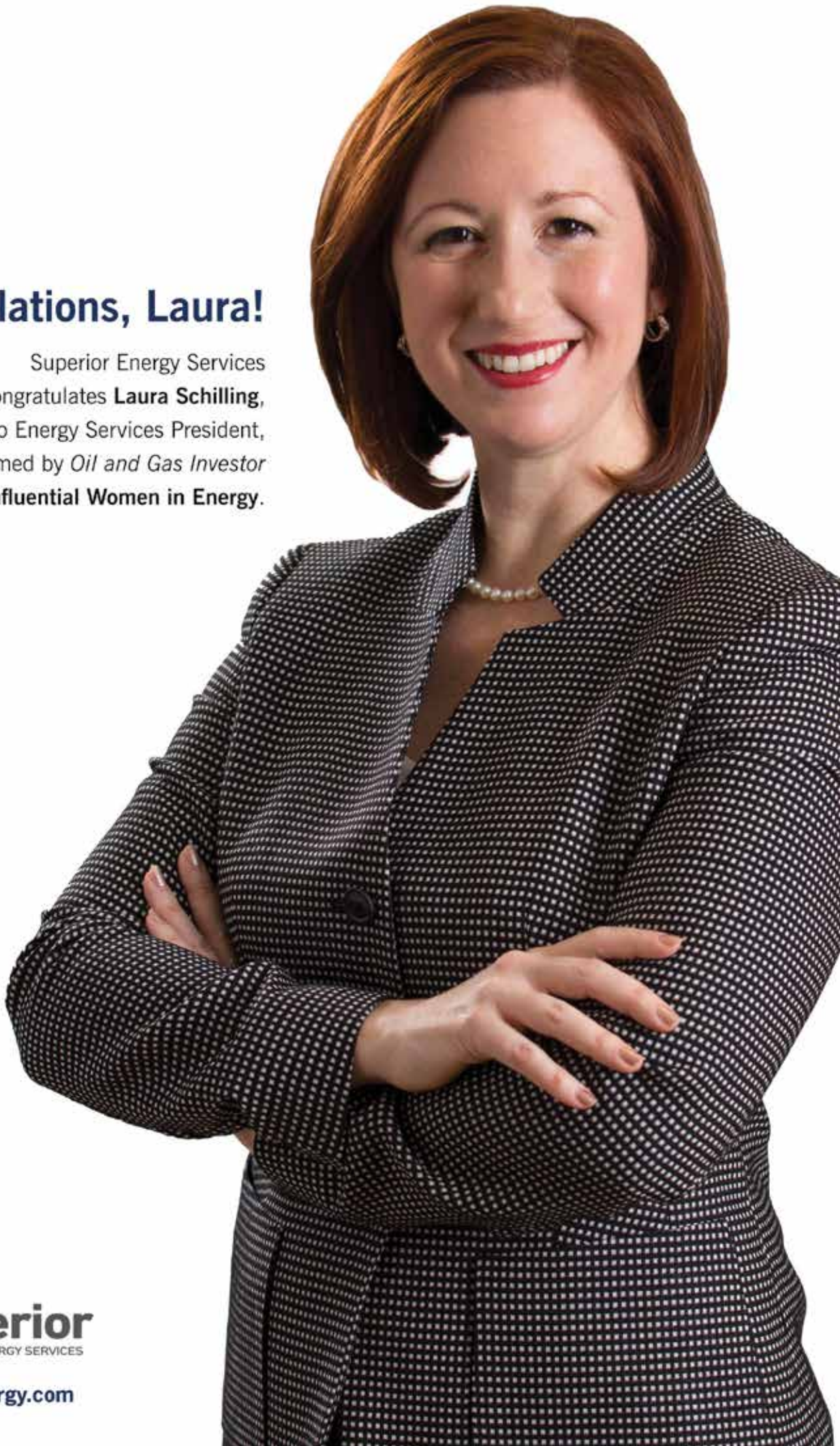
"We have to think differently about how we retain talent and develop career lattices that keep young leaders engaged while developing their technical depth and leadership skills."

Outside of the office, Schilling said, she's passionate about supporting military veterans as they transition out of the service branches. She supports The Yellow Ribbon Fund, which assists injured veterans and their families in treatment at Walter Reed National Military Medical Center, and The Folded Flag Foundation, which provides scholarships to children in Gold Star families.

Schilling and her husband of 17 years have a three-year-old son.

## Congratulations, Laura!

Superior Energy Services  
proudly congratulates **Laura Schilling**,  
Pumpco Energy Services President,  
on being named by *Oil and Gas Investor*  
as one of the **25 Influential Women in Energy**.



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## LISA STEWART

Chairman, Chief Investment Officer, Sheridan Production Partners, Houston

Growing up, Lisa Stewart loved accompanying her father to work. He was a drilling engineer, and she delighted in visiting the rigs with him. “I always thought it was exciting and adventurous,” she recalled, decades later, when she spoke with Hart Energy. But when it came time for Stewart to start her own engineering career, her father discouraged her.

“He was old-school and didn’t think women belonged on the rigs. [He thought] they were bad luck,” Stewart said. “Obviously, I was a little hard-headed.”

Stewart’s determination to work in the industry led her to The University of Tulsa in Oklahoma, where she earned a bachelor’s degree in petroleum engineering. From there, she became an unstoppable force.

Today, Stewart serves as chairman and chief investment officer of Sheridan Production Partners, a privately owned oil and gas operating company she founded in 2007.

Previously, from 2004-2006, she served as executive vice president of El Paso Corp. and as president of El Paso E&P. Her leadership was instrumental in turning the once-struggling company around. She helped El Paso Corp. restructure itself and focus on profitability rather than simply on production growth.

Prior to working for El Paso, Stewart spent two decades working for Apache Corp., where she rose through the ranks to become an executive vice president. She left the company in 2004.

She also served as a Talisman Energy Inc. director from 2009 until its May 2015 acquisition by Repsol SA. She’s now a director of Cimarex Energy Co.

Throughout her 30-plus-year career in the field, Stewart has enjoyed a number of remarkable achievements. She counts founding Sheridan as a career milestone.

“It was a big change from working for large independents,” she said. “The support my mentors gave helped me take the risk and convinced me I could do it.”

“I had a number of mentors—some were direct supervisors and others were senior people in the organization. They weren’t all technical, so I got a lot of help on the financial side of the business. Clearly, the most instrumental mentor was [former Cimarex chairman] Mick Merelli, who had a way of making the business simple and clear. His advice when I started Sheridan was, ‘Just do what you know is right.’”

This was one of many lessons Stewart learned along the way. Through the years,



“Understanding the whole business is much more rewarding than having a specific specialty.”

she’s learned firsthand about the importance of staying calm, objective and focused. Self-confidence and humility are also important, she said.

“It is a delicate balance,” Stewart said. “People look to leaders to make decisions, so being confident in your direction is important. But it is also important to admit when you’ve made a mistake.”

She has some advice to impart to young professionals entering the sector, too. She encourages all recent college and university graduates to have intellectual curiosity. This is a trait that’s taken her far in the business.

“If you don’t understand something or it doesn’t make sense, don’t just accept things the way they are—make change happen,” she said. “Understanding the whole business is much more rewarding than having a specific specialty.”

When she’s not leading Sheridan, Stewart enjoys cooking and gardening. She and her husband have three children and one grandchild.



## Where Excellence Meets Recruitment



## CINDY TAYLOR

President, CEO, Oil States International Inc., Houston

Oil States International Inc. president and CEO Cindy B. Taylor's willingness to step up to a challenge led to her entry into the oil and gas industry and her eventual ascent to the C-suite.

Having requested an assignment in financial and entrepreneurial services as a novice public accountant at Ernst & Whinney, she instead was asked to fill a role in the energy sector. "My response was, 'I work for you. Of course, I will,'" she said. "It was no more intentional than that."

And that day, her career took off in an unplanned direction.

In her years in public accounting, Taylor was exposed to nearly every aspect of the energy industry, serving clients that ranged from E&P companies to trading, manufacturing and service organizations. She even performed royalty audits on American Indian tribal reservations.

Had she planned to move into an executive role, Taylor said, she would have intentionally followed the path she actually took, gaining deep industry knowledge through diversity of experience—public accounting, industry leadership, private-equity work and Wall Street—and following the advice of great mentors.

"These were critical steps along the way that I wouldn't trade for anything," she said.

Those steps led to Taylor's greatest career achievement to date, her current role as CEO of a public service company. "It was a great milestone," Taylor admitted, "though I didn't realize at the time I was the only female public-company CEO in the city of Houston." In fact, she is one of only 50 female CEOs among the Fortune 1000 companies today.

While Taylor's professional accomplishments are extraordinary, she counts her personal milestones among her most cherished achievements. She has three sons, who she laughingly said are "all Aggies;" and she recently celebrated 32 years of marriage to her husband, Allan.

She acknowledges the family's "group effort" that allowed her to pursue her career, and credits her husband for being a "true partner" in enabling and encouraging her success.

Drawing on personal experience, Taylor said, "The best piece of advice I can give is, marry well. Find someone who shares your goals and supports you and your aspirations." Having done that, she said, be ready to perform a balancing act. "People talk about juggling priorities. I think I juggled with both hands and both feet!"

Philosophically, she said, the foundation of her personal and professional achievements is the same: "an incredibly positive outlook on life."



*“We’re in a cyclical industry, so I have to remind myself, if it weren’t for the cycles, this business wouldn’t be nearly as interesting.”*

In the face of uncertainty, she said, there has to be a focus on how to create a positive outcome. "The best thing you can have is a roadmap," she explained, conceding that the ability to develop that map "is acquired knowledge, not innate."

A successful leader sets strategy, develops cohesion and company culture, and constantly communicates, leading with character and integrity, she explained. "Your reputation is the resume you take with you through your career."

Taylor also emphasized that creating stability in the midst of uncertainty is vital. "We're in a cyclical industry, so I have to remind myself, if it weren't for the cycles, this business wouldn't be nearly as interesting."

In this changeable environment, Taylor challenges herself to deliver results in the form of revenue, EBITDA and share price growth. "It's like getting a report card. I was always a straight-A student, so I want that report card to be very good."

"We can't change the fact that this is a hard business," she said, "but this industry provides so much good for people in terms of quality of life, efficiencies and cost of living," advantages many people in underdeveloped countries do not enjoy.

"You fall in love with it for all those reasons," Taylor said.



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## TIFFANY (TJ) THOM CEPAK

CFO, Energy XXI Gulf Coast; Board of Directors, Patterson-UTI Energy Inc., Houston

For Tiffany (TJ) Thom Cepak, the CFO of Energy XXI Gulf Coast, the impressive professional milestones she has reached would not have been achievable if she had not built them on the positive energy in her personal life. “I’m an eternal optimist,” she said, explaining that her strength and creativity draw from deep roots in what truly matters—faith, love and optimism.

While it may not follow “conventional wisdom” for business women, she said her husband and their four children form the cornerstone of her achievements.

Cepak laughingly explained, “I didn’t get here by being Superwoman. Working extremely hard and being confident in your abilities are important, but it’s not enough. At the end of the day, the happiness of a true support system at home allows you to face the challenges outside those doors.”

Although she acknowledges that “finding the right person is not easy,” she is convinced that the power that comes from that sort of grounding makes all the difference in the world.

A look at her impressive achievements illustrates exactly how she has transcended challenges during her career. Cepak assumed her first CFO position at offshore operator EPL Oil

& Gas Corp. at the age of 38, and she credits her mentor, CEO Gary Hanna, for giving her sound advice. She immediately began optimizing operations and eliminating inefficiencies to position EPL for growth.

Her background in engineering, and a master’s of business administration degree, allowed her to understand the complexities of the business, she said. She explained that as an Exxon-trained engineer, she had a firm grasp of operations and the criticality of supporting operations financially.

Cepak was part of a team that rapidly grew EPL prudently and responsibly, rebuilding every aspect of the organization. “We really tried to strike the right balance of acquisitions and exploitation while lowering costs and not over-levering the company.”

The result—EPL grew from \$280 million to an organization valued at \$2.3 billion. It was acquired by Energy XXI. Perhaps as significant as the growth of the company was its sale just before the downturn.

“It was absolutely perfect timing,” she said.

Immediately after the sale, Cepak joined the board of Patterson-UTI Energy Inc. and took on the challenge of helping set strategy for the \$5 billion multiservice oilfield company. And in the meantime, she teamed up with Hanna again and investment firm KLR Group to form an energy special purpose acquisition company that launched the publicly traded company Rosehill Resources through what she calls “an answer for well-run private companies that needed capital funding during the downturn.”

As if that wouldn’t be enough to keep her busy, she became a board member of Yates Petroleum Corp., working alongside CEO Doug Brooks to figure out how to unlock the asset value of this 75-year-old E&P company. The end result was an impressive multibillion-dollar sale of Yates to EOG Resources Inc. in 2016.

Throughout these achievements, optimism has been Cepak’s foundation. “People want to work for winners. Employees are looking for direction, and they can’t find that in an executive team that is downtrodden because of volatile markets. It’s amazing what that little bit of optimism does for the entire organization.”

Not surprisingly, Cepak is positive about the future despite current market conditions. “The industry is reinventing itself,” she said, pointing as an example to the technologies that enabled the shale revolution. “Now, we’re less dependent domestically on the world oil market. But softened oil prices mean, as leaders, we have to dig deeper to find synergies and consolidation opportunities within this new global reality.”

It is that transformational setting that keeps it exciting, Cepak said. “Our industry is fascinating in the way it’s able to evolve, and we get to witness and hopefully impact it.”

“People want to work for winners. Employees are looking for direction, and they can’t find that in an executive team that is downtrodden because of volatile markets.”



## A CONVERSATION WITH TWO PIONEERS

These professionals have made their mark as role models with books, patents, leadership and more.

ARTICLE BY  
LESLIE HAINES

**R**obbie Gries and Eve Sprunt fell in love with earth sciences early on and made geology and geophysics their careers, respectively. To this day, they are still fascinated by earth sciences. They entered the energy industry in the 1970s when women began joining the oil and gas workforce in more meaningful numbers. Originally, both thought they'd probably become teachers or researchers, but the lure of the lab, R&D, fieldwork or finding oil and gas proved to be more powerful incentives.

Sprunt and Gries both cited the important contribution that oil and gas makes to the world's economy and people's well-being as a powerful motivator as well. They knew their work in the industry would be meaningful. Hart Energy took the time to gain insight from both women.

### A love of data

Gries, who grew up on the Texas Gulf Coast, said she always loved science, especially rocks, from an early age, but the impact of one of her first geology professors was substantial, reinforcing that enthusiasm and changing her career aspirations. She became the first woman to graduate with a degree in geology from Colorado State University, and then earned her master's degree in geology at the University of Texas. Later on in 2001-2002, as the first female president of the American Association of Petroleum Geologists (AAPG), she visited student chapters from Azerbaijan to Nigeria to Indonesia, focusing on empowering young people. In 2012, she received the Michel T. Halbouty Outstanding Leadership Award, one of AAPG's highest awards.

Sprunt said she "enjoys playing with data" and has recently been analyzing a survey of the attitudes of faculty and students regarding relationships with people of the opposite sex in university academic departments. The bottom line, she emphasized, is that having women in academic leadership roles makes a positive difference.

She holds 23 patents, powerful proof of an inquisitive mind. Sprunt was the first woman to earn a doctorate in geophysics from Stanford University, having already earned a bachelor's degree and a master's degree from MIT. A professor, who was also a mentor, once helped Sprunt get a research job at a Shell R&D lab, and she absolutely loved it.

### Their own

In addition to their oil and gas achievements, advocacy for women in the earth sciences has been a special calling for Gries and Sprunt, and this is shown by their roles as authors. Gries wrote "Anomalies: Pioneering Women in Petroleum Geology 1917-2017," to help mark the 100th anniversary of the AAPG. After retiring from Chevron Corp., Sprunt wrote "A Guide for Dual-Career Couples: Rewriting the Rules," in 2016. She had long observed that combining a career with marriage and family remains a challenge for men and women in every profession.

Both Sprunt and Gries managed their own work-life balance while reaching the highest echelons of the oil and gas industry. Sprunt was employed by Mobil Oil Corp. for 21 years, then with Chevron as business development manager for Chevron Energy Technology Co., among many other titles and duties including heading up worldwide university recruiting and philanthropy, before retiring in 2013.

Early in her career, she observed invasion of whole drilling mud into core samples from the Arun gas field in Indonesia and demonstrated that both cores and logs were being adversely affected. Sprunt then proved the presence of an additional 2.2 trillion cubic feet of gas at Arun, thereby justifying another LNG train to be added to the project.

Also, she pioneered the use of shear acoustic anisotropy to determine *in situ* stress direction to optimize hydraulic fracturing, just one of many technical achievements. In 1985, Sprunt founded the Society of Core Analysts. Twice, she was a distinguished lecturer for the Society of Petroleum Engineers International (SPE),



**Robbie Gries, author, founder of Priority Oil & Gas LLC and first female president of the AAPG.**

# Legends In Achievement



**Eve Sprunt, former executive with Chevron Corp. and former SPE president, holds 23 patents.**

and in 2006 she was the organization's president. She received SPE's highest recognition, honorary membership, in 2010.

Gries, who was CEO of her own E&P company in Denver, Priority Oil & Gas LLC, loved working in the field for many years. She is noted for having proved that the San Juan Sag in the San Luis Basin of Colorado and New Mexico is a hydrocarbon-bearing basin, at a time when the United States Geological Survey and other conventional wisdom did not think so. Along the way, she was very active in the AAPG, among many other professional achievements. She founded Prowess (Professional Women in Earth Sciences), a group within AAPG.

It's important to note that these role models, though they are high achievers, did not start out with the intention to be "firsts"—they just loved oil and gas, were deeply engaged with their professional societies, jumped at opportunities and rolled up their sleeves. Over time, however, they did much more than figure out how to produce oil and gas or map the subsurface.

What's more, they are still doing so for their industry and for young women even though both are technically retired. Today, Sprunt is the president of the American Geosciences Institute, a grouping of 52 member associations, based in Washington, D.C.

Gries is the president-elect of the Geological Society of America (GSA), taking office July 1. When she spoke with Hart Energy, Gries was already working with the executive committee to develop a 10-year strategic plan for GSA. Although the association has previously been much more appealing to academics, she said she'd like to reach out to more geologists in the industry as well as prepare students to begin careers in the industry.

She said Priority Oil & Gas is still producing some natural gas fields in Kansas, but is not exploring. She entered the industry in 1973, the first year that the federal government compelled oil companies to develop a diversity hiring plan if they wanted access to federal offshore leases. It was also the year oil prices soared thanks to the Arab oil embargo and hiring took on what she called "a frenetic pace." Affirmative action was critical, she said.

Hart Energy has provided highlights from its conversation with both women.

**Hart** Robbie, what was the impetus for your book about the first 100 women in AAPG?

**Gries** Years ago, I realized that the few older women geologists in our business were dying, so I wanted to interview them to capture their stories. Then, when the AAPG was planning its 100th anniversary, I thought that would be the right time to do it. You know, the AAPG was formed in 1917 and the first woman joined it in 1919. The first woman hired as a geologist was in 1917, so that's 100 years

of hiring us into the oil and gas industry! The AAPG has thousands of member cards in their basement and when the team dug into them, we were totally blown away as we uncovered our history and how deep it is. This was an incredibly enriching project.

**Hart** How did the Prowess group evolve?

**Gries** It evolved from AAPG's diversity committee I started in 2001. The first major project for the committee was a survey about 13 years ago, to outline why the industry does not retain women, why don't we have more of them when so many are hired and trained. This also speaks to Eve's current passion.

**Hart** What did you learn by researching this history?

**Gries** All eras of women have had their special challenges...World War I, the '20s and '30s. But the women post-World War II—before affirmative action—really tugged at my heartstrings. They worked against great odds and were so courageous and admirable. They found jobs when it was most discouraging. Most, if not all, had to do menial chores for two or three years before they were allowed to do any geology. They were phenomenal and they endured, even though they were always paid lesser salaries.

I found it significant that before World War II, in 1920-1921, it was three women who discovered and applied the new science of micro-paleontology, which was a big advance as we didn't have seismic or well logs yet.

This was quite an economic breakthrough; within a few years every oil company had a micro-paleo department and it affected 70% of the wells drilled.

**Hart** What sort of challenges do you see female geologists facing today?

**Gries** About 20% of the geologists who belong to AAPG are women, even though many university geology departments have about 50% females graduating. We don't know why [there is the] discrepancy. The petroleum industry has a better reputation for equitable salaries and advancement for women than academia has, by the way.

When women take time off from their careers to have a family, we find that many of them don't re-enter the industry. Also, for women who are in dual-career marriages, it takes a lot of effort to maintain their career if they are moving around a lot because of his career.

**Hart** Eve, you've made this issue the core of your book. Tell us why.

**Sprunt** When I was coming up, I knew universities had time lines about getting tenure, but I didn't understand that in effect, companies have de facto time lines, too. If you had children, whether or not you left the company for a while for motherhood, it adversely impacted the company's view of you and your career time line. Even now,



# Legends In Achievement

“Things are changing and there has been phenomenal progress. But there are still intergenerational perceptions we have to deal with. There’s no doubt the glass ceiling has moved up since I joined the oil industry.”

—Eve Sprunt

young women often are not aware of the unwritten rules out there.

One thing that energizes me now, in terms of what I want to work on, is this question of dual-career couples. If society is going to invest a lot of money to educate both people, then we also have to give them equal work experiences and opportunities for advancement. The focus has to be on what an executive can do for you now, male or female, and not on how long they took to get to where they are, or whether their domestic partner is the primary homemaker.

**Hart** What about the progress you’ve seen?

**Gries** No one questions beginning compensation for geologists, male or female, and it seems opportunities for advancement are pretty equitable today. The challenge is training women for management roles. Some men have been very good at mentoring women; some have not.

An interesting note is that women really engage in their professional societies. The last two presidents of GSA before me were women, and their first woman president was a couple of decades ahead of AAPG. Though women are only 20% of AAPG’s membership, they form a much larger percentage of committee leadership. Women are leaders and workers.

**Sprunt** Things are changing and there has been phenomenal progress. But there are still intergenerational perceptions we have to deal with. There’s no doubt the glass ceiling has moved up since I joined the oil industry. I was told then that a younger woman couldn’t supervise older men, so I was given responsibility over technical projects, but not people.

Now, many women are moving into middle management. However, when they have children and reduced geographic mobility, too many of them feel they’re hitting a glass ceiling.

At this point I’m trying to identify systematic barriers such as paternalism, which can hold women back from opportunities. Don’t put women on a pedestal. For example, if it’s safe for a man to go offshore, it should be considered safe for a woman, too. It’s the opportunities that are not offered to women by management because someone made an assumption that she might not want to do that, that hold women back. We need to recognize that every woman is different; every situation is different.

We have so many more ways to work these days. We tend to work around the clock and often, remotely. Younger male spouses are more willing to assume a larger share of childcare. Modern ways of working make combining a family and a career easier.

**Hart** What kind of battles do women still fight?

**Sprunt** I thought women had it made today because so many are being hired and are in lower and middle management positions. I thought, “The battle’s won.” But what I’ve found is that today’s younger women are fighting different battles.

It’s this issue of dual-career couples and who can accept a transfer. People are being asked to commit to being geographically mobile before being offered specific career-building roles. Often you are not considered high-potential unless you do commit, yet all the good jobs go to the “High-Pos.” I advise people to not share geographic restrictions they might have until they are presented with a relocation offer and know what they might gain or lose. We all make sacrifices for opportunities that are particularly attractive to us. Unfortunately, if a woman doesn’t commit to being geographically mobile, she never gets offered those tantalizing career-making opportunities.

**Hart** What’s the solution?

**Sprunt** It’s only when management accepts that somebody can be very valuable to the organization and yet make compromises that things will normalize. In the past, it wasn’t that a woman could or could not afford childcare or household help—it was management’s perceptions that a full-time homemaker was essential to being an executive. They didn’t want women who have equally ambitious partners. They refused to see that women could manage both a high-powered career and a family without a house-husband.

**Hart** You mentioned the importance of women having not only a mentor, but also a sponsor. What is the distinction there?

**Sprunt** A mentor can teach you many things, but a sponsor will speak up for you and help you get positions. A sponsor plays a larger role in terms of who gets promoted if there is competition for a job and can tip the scales for you. I didn’t know any of this early in my career. Early on, my boss at Mobil, who was an engineer, suggested I join SPE—which I did. That changed everything. Unbeknownst to me at first, several influential men sponsored me within SPE, notably Aziz Odeh, a senior scientist at Mobil, so SPE kept giving me opportunities that I couldn’t get within Mobil. With SPE I had a series of positions of increasing responsibility, and that volunteer work ended up shaping my career and my life. □



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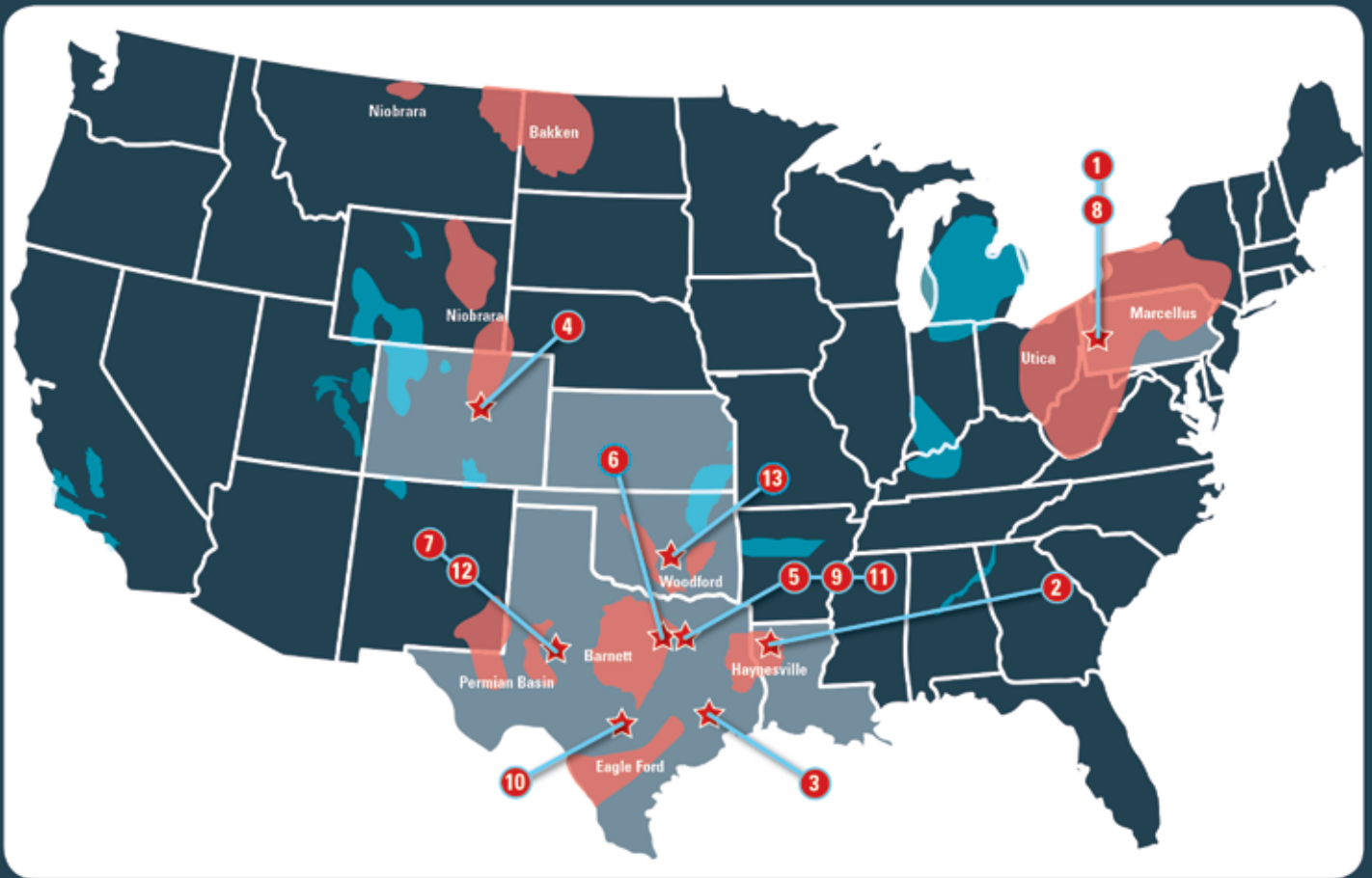
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