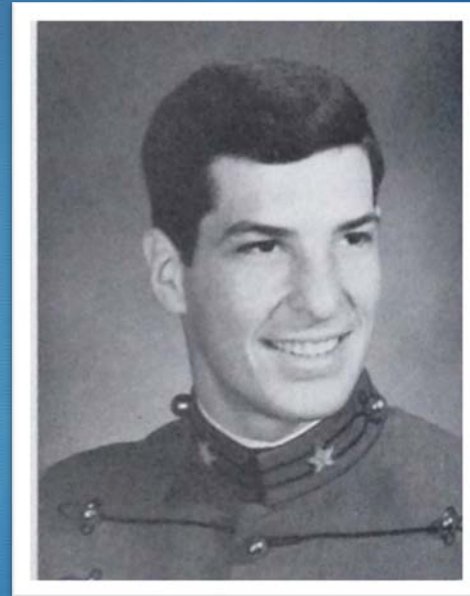


“NO FATE” LEADERSHIP

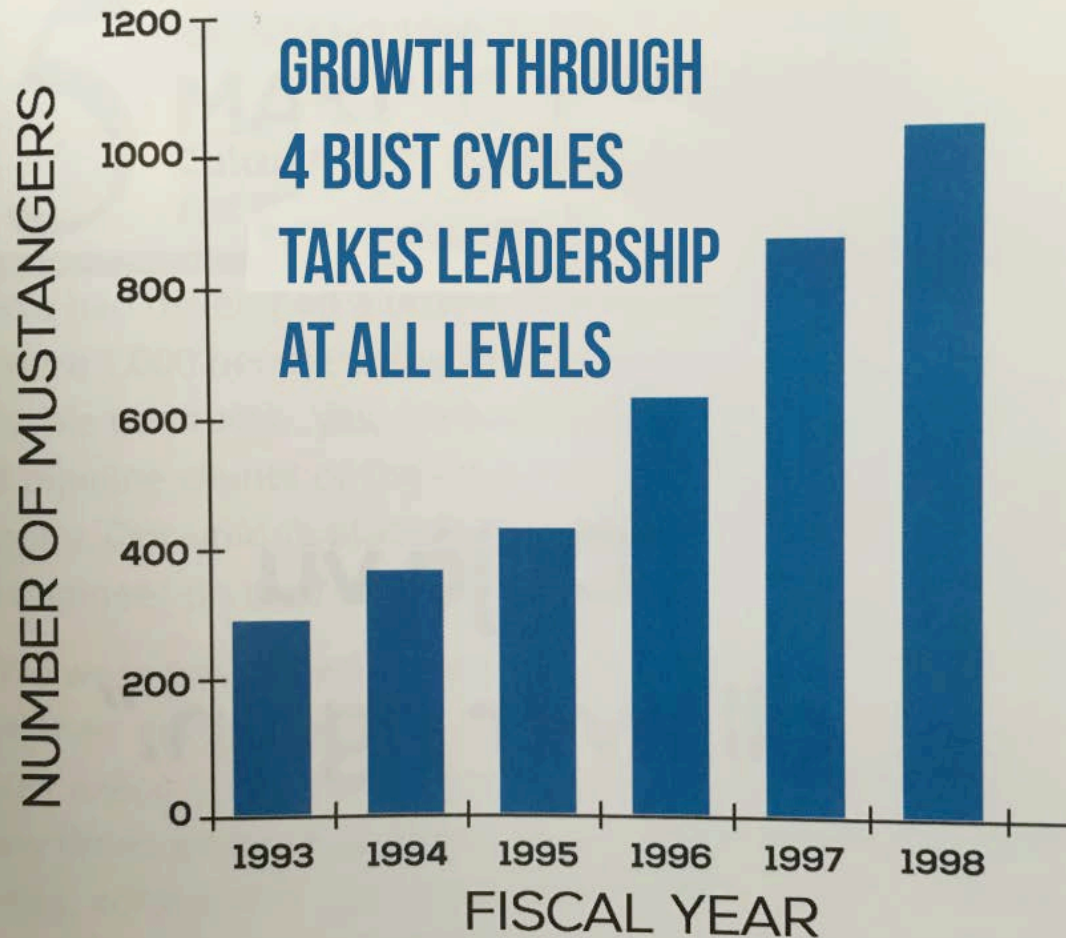
Creating a “Win-Win” Culture



Presented by Bill Higgs
Founder: Mustang Engineering
Author: *MUSTANG: The Story*

LEADERS BORN OR MADE?





“NO FATE” LEADERSHIP



LEADERSHIP HOW-TOS

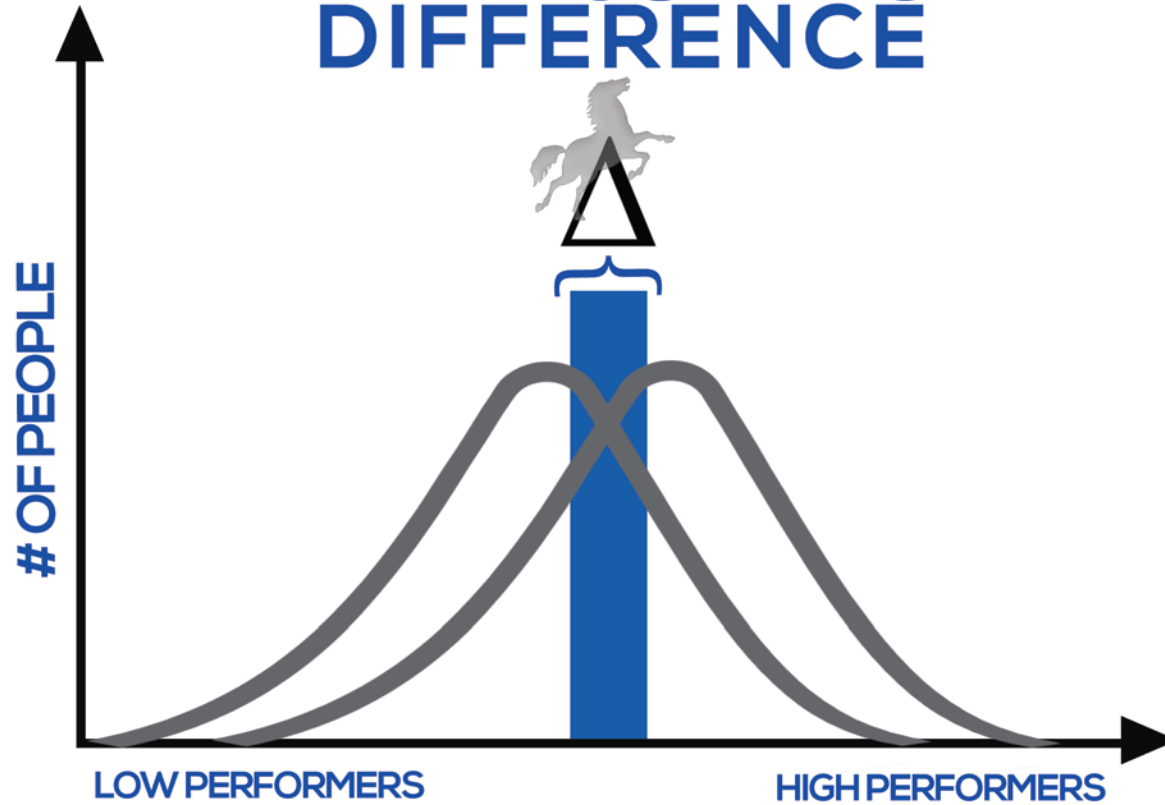
1. VISION & VALUES
2. PLANNING FOR TASKS & DOLLARS
3. WORKING THE ORGANIZATION

Open up communication with your team.

All problems are communication problems.

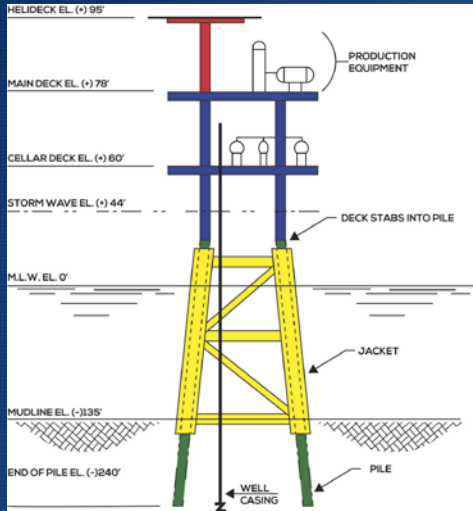
Create a win-win culture.

THE MUSTANG DIFFERENCE



Don't limit your options.





VISION

Our quest is to embody a culture
that inspires super-motivated
people to make heroes of
Clients, Partners, Vendors
and Mustangers!

VALUES

Safety
Integrity Customers
Mustangers Quality
Teamwork Profitability
Innovation

*“More than Expected...
Better than Expected.”*



THE ORANGE JUICE TEST



PLANNING

Plan the work...work the plan.

Failure to plan is planning to fail.

If you can measure it, you can improve it.

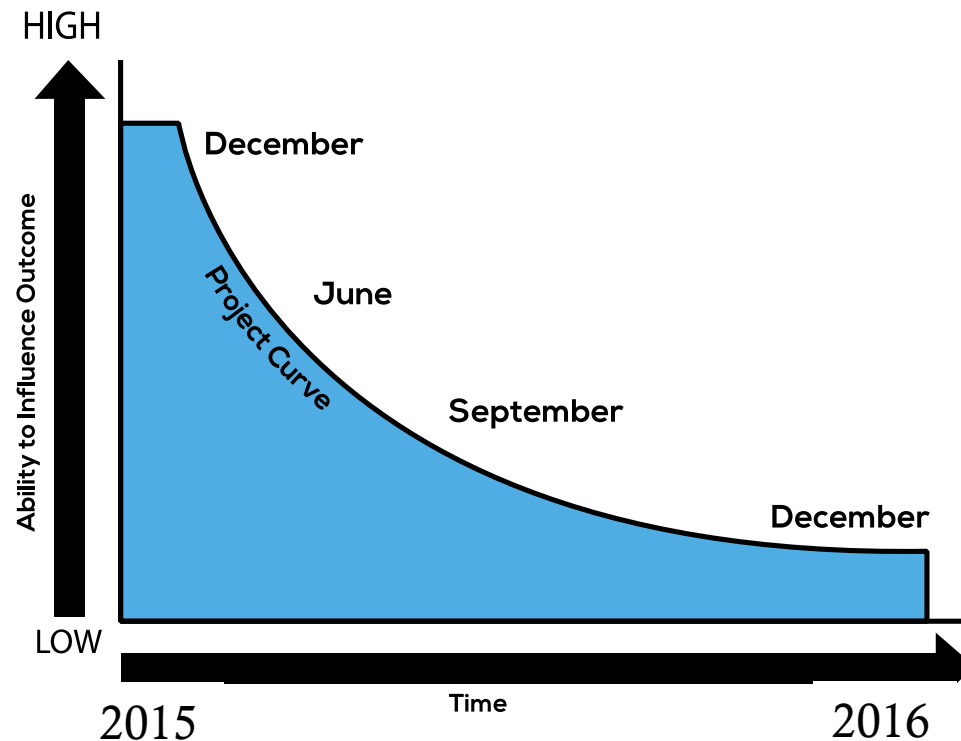
The plan will set you free.

PLANNING

- SWOT (Strengths, Weaknesses, Opportunities, Threats)
- CRITICAL AREAS
 - K.I.S.S. – Keep It Super Simple
 - S.M.A.R.T – Specific, Measurable, Achievable, Resource, Time bound
- INCOME & EXPENSE PLAN
 - Assumptions
 - Reforecast

CREATE A YEARLY RHYTHM

PLANNING PROJECT INFLUENCE CURVE



Ability to influence company performance in delivering KPIs.

Discipline

*Thoughts become words, words
become actions, actions become habits
and habits create your destiny.*

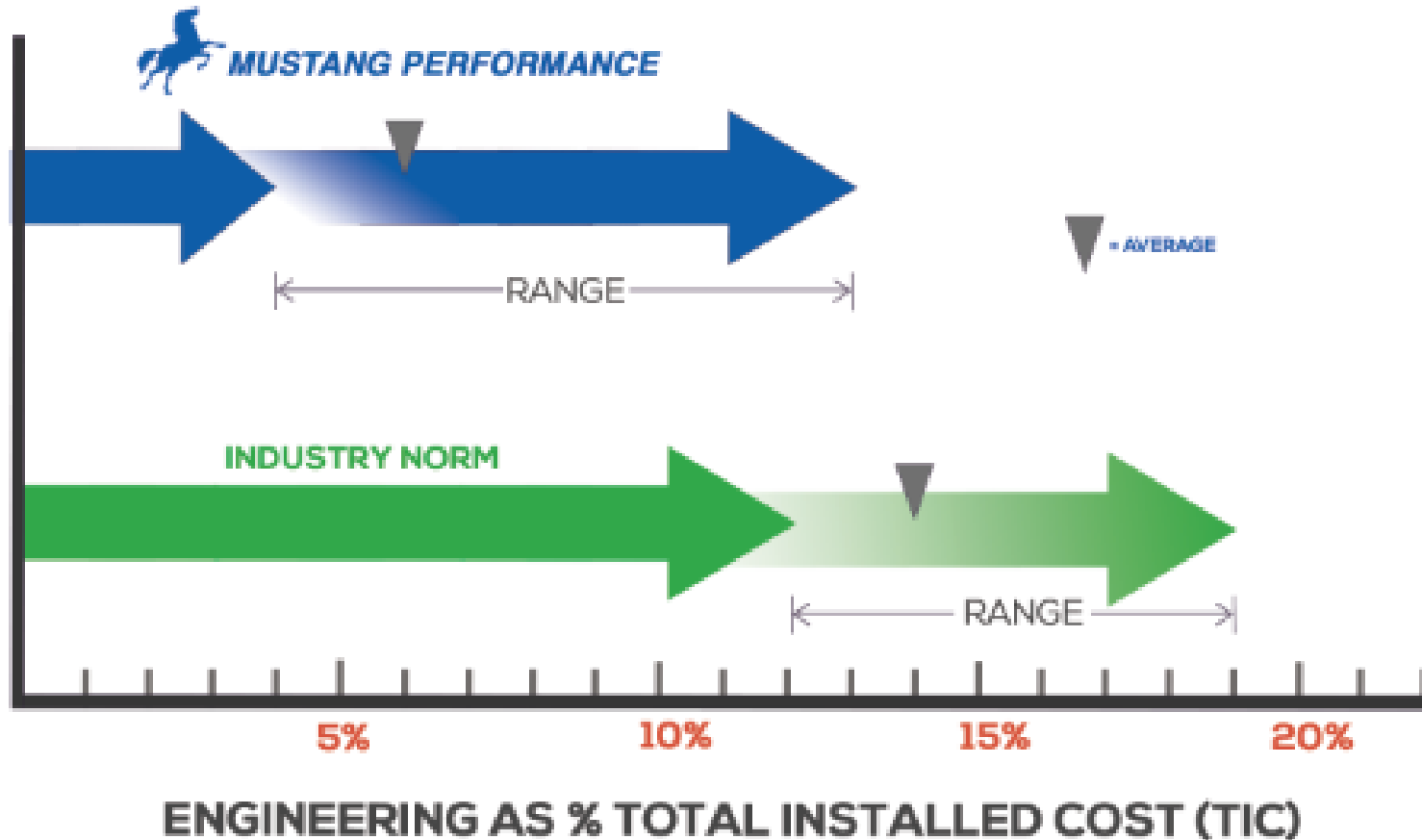


ORGANIZATION

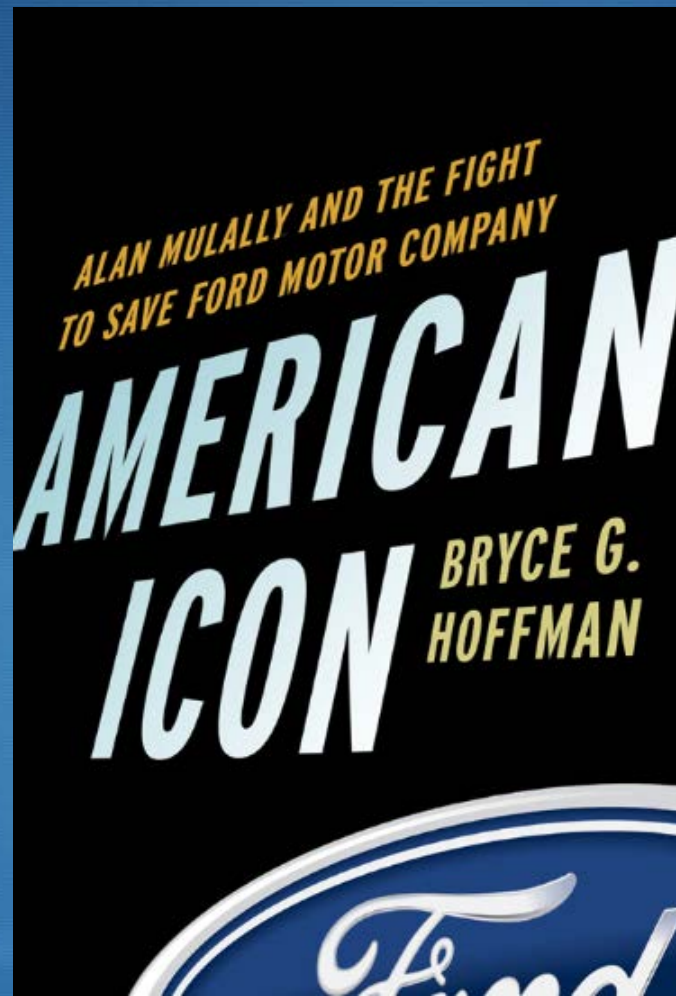
- Move, Shoot and Communicate.
- Cross-train
- “Other-oriented”
- “Silo Busting”



ENGINEERING % TIC







FORD TURN AROUND

*“Engineering is a necessary
evil to get to purchasing
and construction.”*

“Unobtainium”

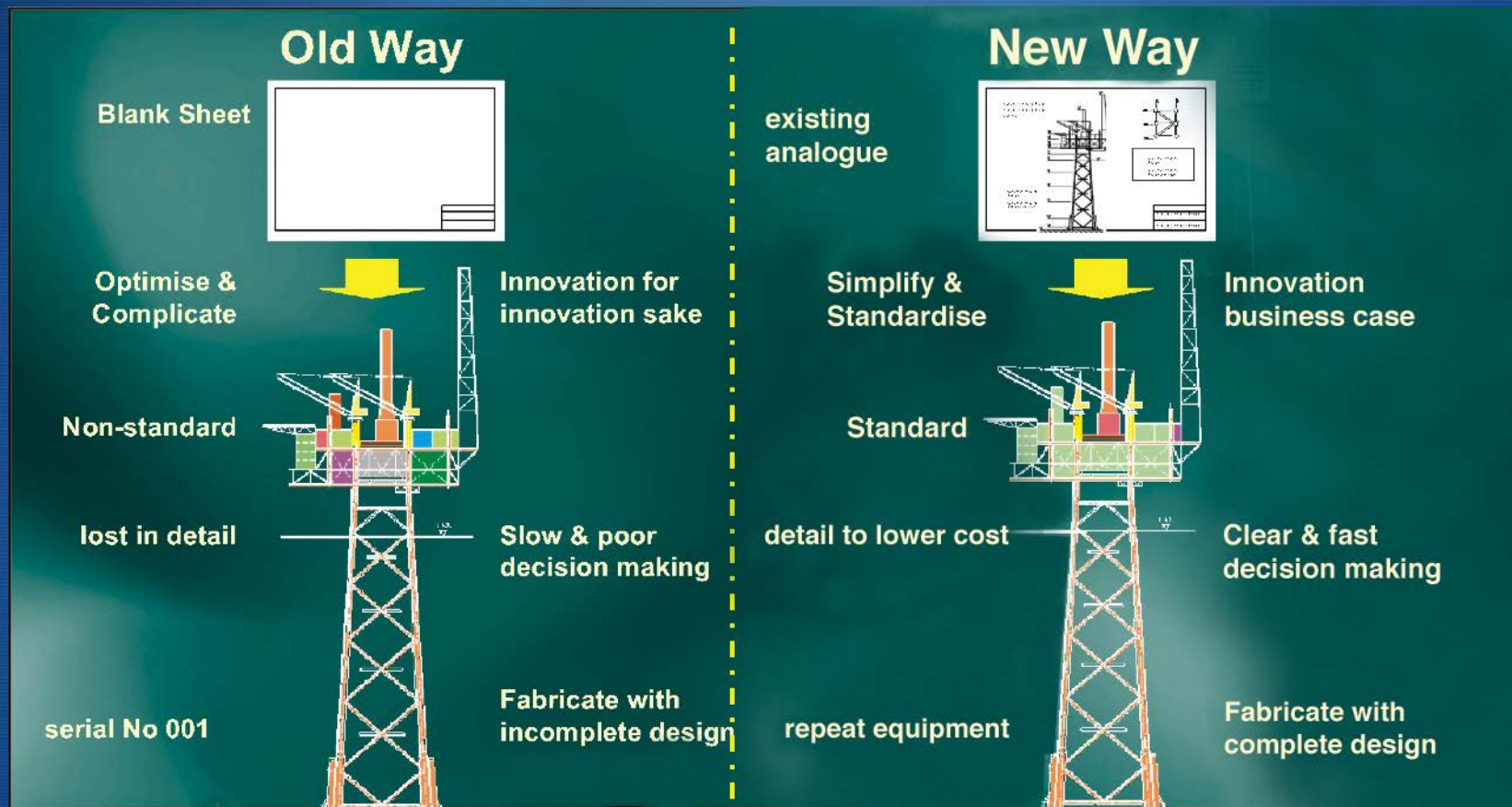
Periodic Table by Article Value																		
1 H Hydrogen								Quality				5 B Boron	6 C Carbon	7 N Nitrogen	8 O Oxygen	9 F Fluorine	10 Ne Neon	
3 Li Lithium	4 Be Beryllium								High	Mid	Low							
11 Na Sodium	12 Mg Magnesium								Views	High	Mid	Low	13 Al Aluminum	14 Si Silicon	15 P Phosphorus	16 S Sulfur	17 Cl Chlorine	18 Ar Argon
19 K Potassium	20 Ca Calcium	21 Sc Scandium	22 Ti Titanium	23 V Vanadium	24 Cr Chromium	25 Mn Manganese	26 Fe Iron	27 Co Cobalt	28 Ni Nickel	29 Cu Copper	30 Zn Zinc	31 Ga Gallium	32 Ge Germanium	33 As Arsenic	34 Se Selenium	35 Br Bromine	36 Kr Krypton	
37 Rb Rubidium	38 Sr Strontium	39 Y Yttrium	40 Zr Zirconium	41 Nb Niobium	42 Mo Molybdenum	43 Tc Technetium	44 Ru Ruthenium	45 Rh Rhodium	46 Pd Palladium	47 Ag Silver	48 Cd Cadmium	49 In Indium	50 Sn Tin	51 Sb Antimony	52 Te Tellurium	53 I Iodine	54 Xe Xenon	
55 Cs Cesium	56 Ba Barium	57 * La Lanthanum	72 Hf Hafnium	73 Ta Tantalum	74 W Tungsten	75 Re Rhenium	76 Os Osmium	77 Ir Iridium	78 Pt Platinum	79 Au Gold	80 Hg Mercury	81 Tl Thallium	82 Pb Lead	83 Bi Bismuth	84 Po Polonium	85 At Astatine	86 Rn Radon	
87 Fr Francium	88 Ra Radium	89 ** Ac Actinium	104 Rf Rutherfordium	105 Db Dubnium	106 Sg Seaborgium	107 Bh Bohrium	108 Hs Hassium	109 Mt Meitnerium	110 Ds Darmstadtium	111 Rg Roentgenium	112 Uub Ununbium	113 Uut Ununtrium	114 Uuq Ununquadium	115 Uup Ununpentium	116 Uuh Ununhexium	117 Uus Ununseptium	118 Uuo Ununoctium	
* 58 Ce Cerium	59 Pr Praseodymium	60 Nd Neodymium	61 Pm Promethium	62 Sm Samarium	63 Eu Europium	64 Gd Gadolinium	65 Tb Terbium	66 Dy Dysprosium	67 Ho Holmium	68 Er Erbium	69 Tm Thulium	70 Yb Ytterbium	71 Lu Lutetium					
** 90 Th Thorium	91 Pa Protactinium	92 U Uranium	93 Np Neptunium	94 Pu Plutonium	95 Am Americium	96 Cm Curium	97 Bk Berkelium	98 Cf Californium	99 Es Einsteinium	100 Fm Fermium	101 Md Mendelevium	102 No Nobelium	103 Lr Lawrencium					

50

U b

Unobtainium

CHANGING NORTHSEA EXECUTION



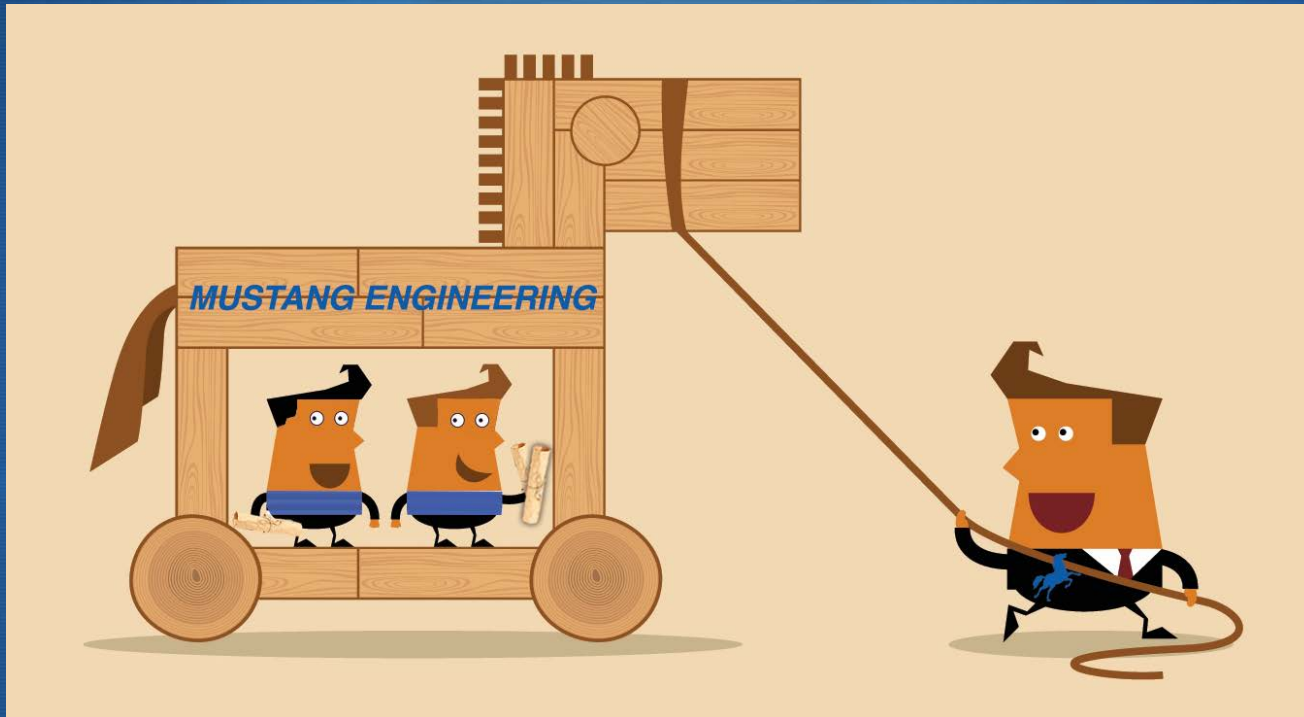
“HAVE THE PROJECT 30% DONE BY KICK OFF”

KICK-OFF MEETINGS



- Go-bys
- Lessons Learned
- Hold points
- Checklists
- Standards

OPERATION HORSETHIEF



“FIND THE 5 BEST...”

ACTION ITEM LISTS

[illegible]

THANK YOU NOTES



“Culture eats strategy for breakfast.”

*“There’s a little bit of
HELL in every project.”*



MUSTANG

Engineering's two remaining founders, Bill Higgs and Paul Redmon, are looking to open a London office next year to help the group expand its operations and take the duo's working philosophy to a global level.

BLAKE WRIGHT
Houston

Higgs, Redmon and fellow engineer Felix Covington got together in the late 1980s with a plan to launch a venture based around their belief that culture is king.

Throughout the next decade, the company gained an industry-wide reputation as a top independent solutions provider and a unique place to work.

When Covington opted for retirement in 2000, Mustang found itself looking for a larger company to step in and help open new doors to the international marketplace.

With that, Higgs and Redmon launched what came to be called the company's adopt-a-parent programme and, in 2000, they sold Mustang to Scottish oil services giant Wood Group.

"Because of our culture, if we got the wrong owner, all of our people could go to work some place else tomorrow," says Higgs. "We picked Wood Group because they were a services company. When we got down to our shortlist, we had services companies and E&C companies. We went the service route because they understand the people part of the equation a lot better."

"The problem we had is that in 2000, when we sold, we were in the process of doubling in size because we had the deep-water, our downstream and pipelines units had big projects," he adds.

"Mustang was going nicely. So for about two years we pretty much ignored Wood Group. We were just trying to cover what we had. In 2003 we started trying to work more cross-fertilisation



Raising the tempo: Mustang Engineering's co-founders Paul Redmon (left) and Bill Higgs believe their culture of excellence is at the heart of the group's success story

Photo: M2STWAG

Kings of culture raising the flag

out a financial institution that would not only listen to the proposal, but offer the needed loan to

ure is not an option-type people is what got us through. Adopting a parent in 2000, growing staffing

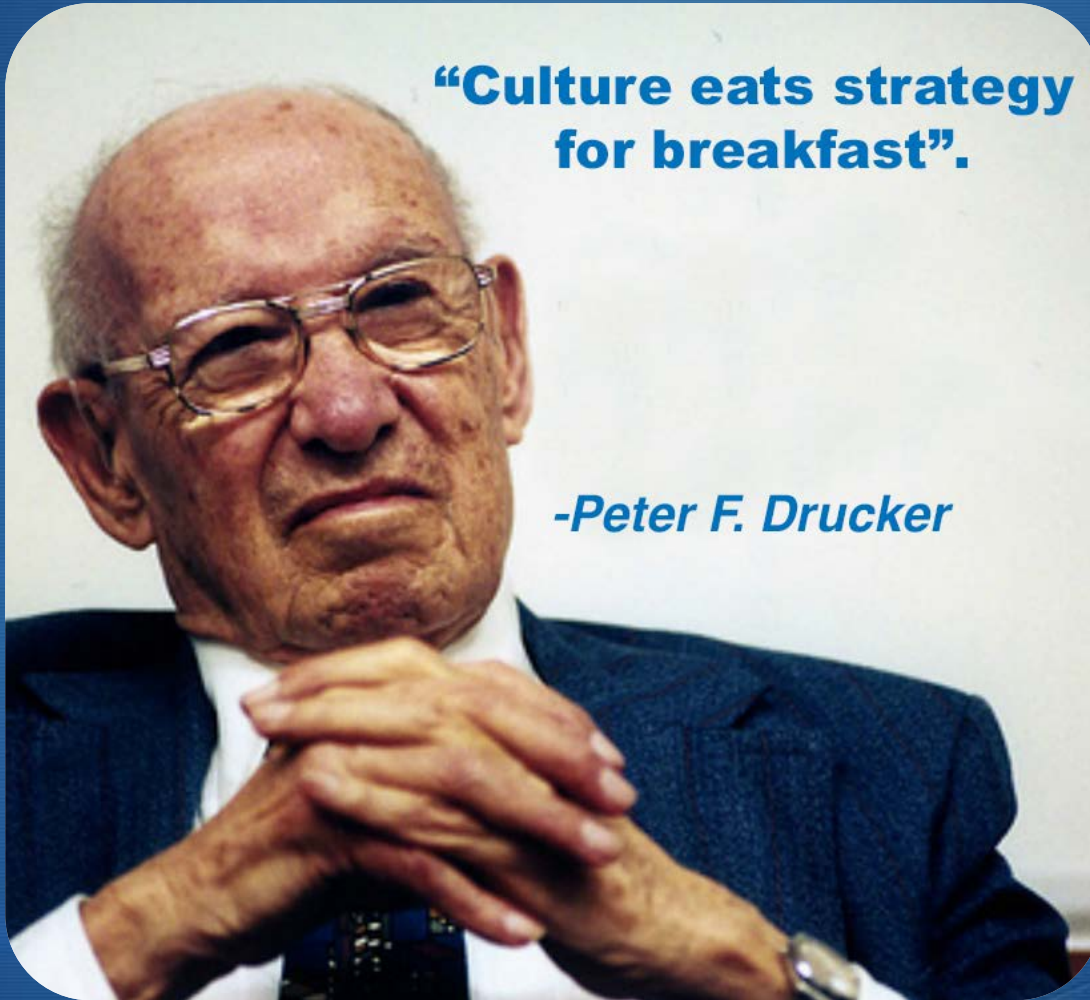
from 7% to 30% of the group's workforce.

"It was a little different for our

there, which gives us huge potential," says Redmon. "With Wood Group's support and the

**“Culture eats strategy
for breakfast”.**

-Peter F. Drucker



Transitioning Into The Next Millennium

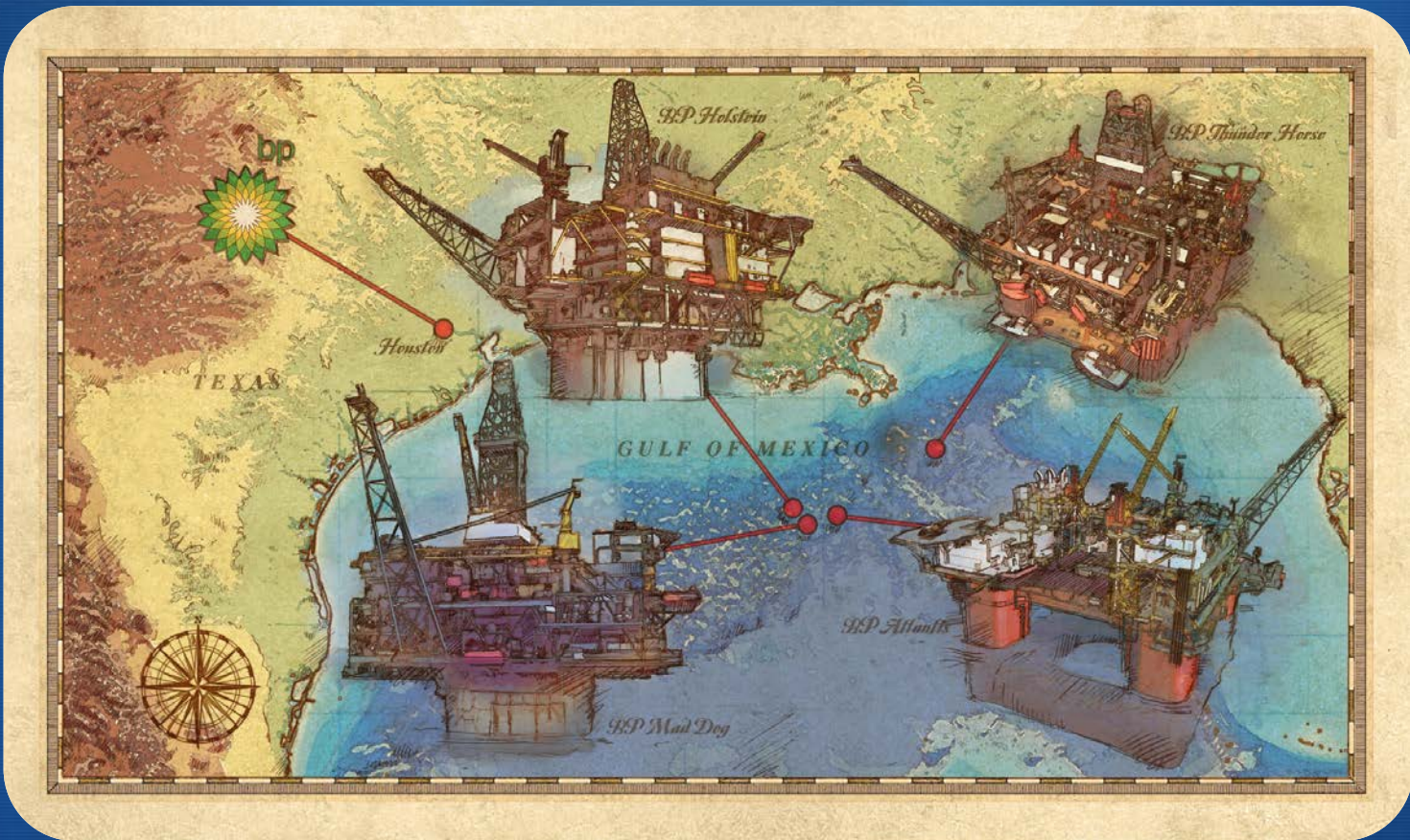


MUSTANG ENGINEERING, INC.
INTERNAL MEMO

10/4/99

Selective Present Projects

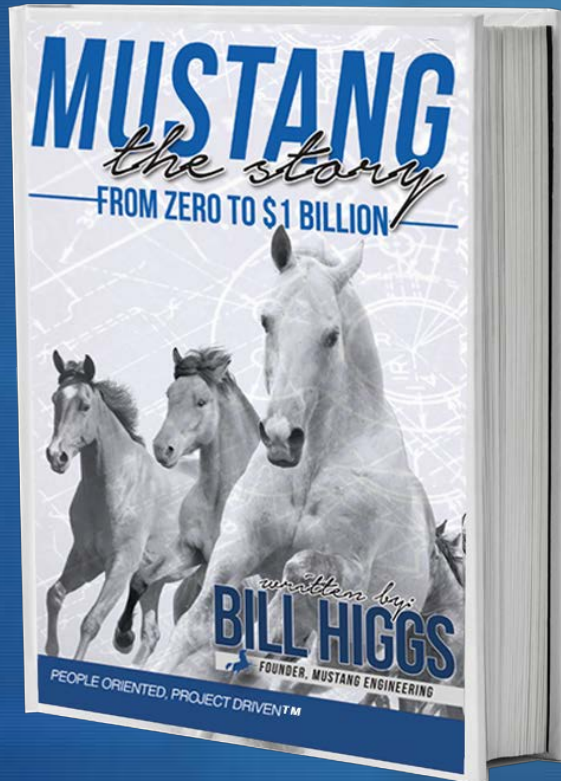
- Unocal, W. Seno** - Preliminary engineering for EPC bid package deepwater, offshore Indonesia (60,000 BPD oil)
- Conoco, Belanak** - Concept screening study and preliminary engineering for EPC bid, offshore Indonesia (40,000 BPD oil, 140,000 MMSCFD gas)
- Conoco, Belut** - Field study for field development, offshore Indonesia (5,000 BPD oil)
- Conoco, West Natuna** - Preliminary engineering for EPC bid package, offshore Indonesia (200 MMSCFD gas)
- Shackleton** - Conceptual design and costing study for compliant tower in 2100 feet of water, Gulf of Mexico
- Conoco, Frade** - Front end study for deepwater (3000+ feet) for U-type structure and FPSO, offshore Brazil
- Conoco, Aghami** - Conceptual design and cost estimate for field development, offshore Nigeria, 5000 feet of water (350,000 BPD oil, 1 MMSCFD gas) Two SPAR-type structures and U/LCC tanker revision to FPSO
- Conoco, Espadarte "A"** - Front end design for platform, offshore Brazil
- Conoco, Angola Block 15** - Screening study and subsequent detailed engineering of topsides for DDCV wellhead platform and 4000 feet (200,000 BPD oil, 160 MMSCFD gas)
- Conoco, Starhorn** - Conceptual study for compliant tower option, 2700 feet of water, Gulf of Mexico - Mississippi Canyon
- Albacora Leste** - Conceptual screening study for topsides on options for deepwater Brazil
- Conoco, Benguela** - Conceptual study for compliant tower option, 1300 feet of water, Brazil
- Diana/Hoover Fields** - Design and procurement for DDCV in 5000 feet of water. It will be the GOM's deepest facility (100,000 BPD oil, 325 MMSCFD gas)



BE A LEADER BY:

1. LIVING YOUR VISION & VALUES
2. COMMUNICATION & PLANNING
3. BUILDING LEADERS AT ALL LEVELS

“Energy and enthusiasm is a force multiplier”



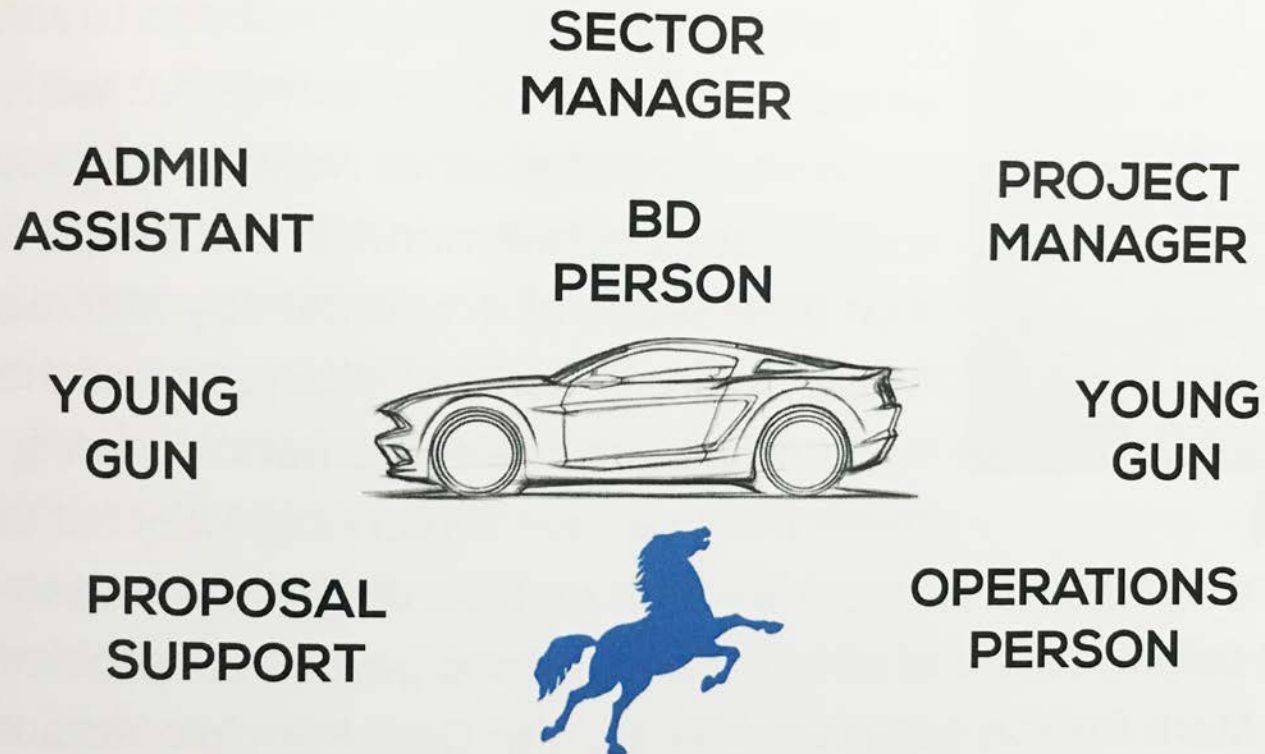
Bill Higgs on Twitter @MustangHiggs
Facebook: /MustangtheStory

Bill Higgs
Founder: Mustang Engineering
Author: *MUSTANG: The Story*



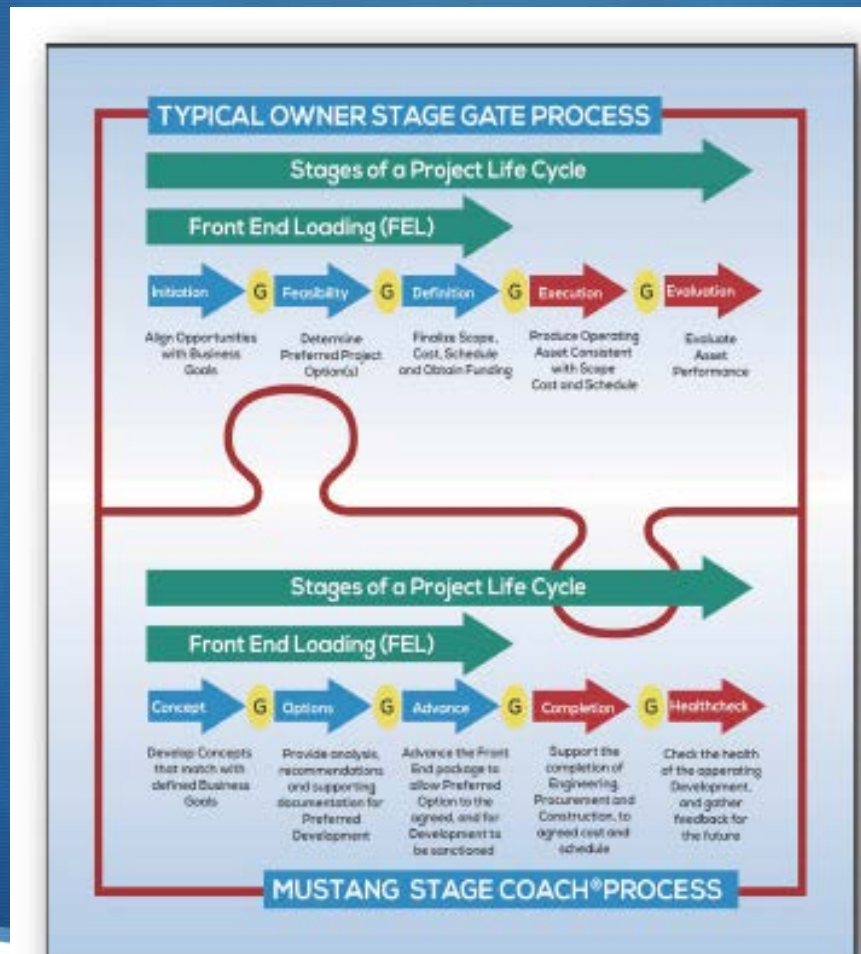
Q&A REFERENCE SLIDES

FULL THROTTLE



Full Throttle - "Driving Your Destiny"

STAGE GATE



Unobtanium, Same sentence sales, **job on the corner of the desk**,
Young Gun Mentoring, **vendors are part of the team**, Don't expect what you
don't inspect, good things happen when you make sales calls, **silo busting**,
Adopt a Parent, Antenna up, **beating the drum**, brain turned on, buy a slice,
checklists, corporate spots, crunch numbers, earned value, efficiency factor,
exposure means casualties, flywheel effect, glass ceiling, high grade, joined up thinking,
just do it, **matrix organization**, no fate, order prevention group, piling
sand, phantom stock, rubber ball management, **scope equals cost**,
sharpening the sword, squeeze handoffs, **stage gate**, strike while the iron of
courage is hot, three bids and a buy, through cycle results, timesheets, trial by fire, win
the tie, win-win, **work breakdown structure**,