

CIO

PERSPECTIVES

Making the Career Journey from CIO to Company President



Douglas S. Haugh
President
Mansfield Oil Company

Mansfield 101



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LEADERS

- Founded in 1957
- \$7 billion in revenue in 2011
- 210,000 barrels per day – 1250 Tanker Trucks per day
- Operate in all 50 States and 10 Canadian provinces
- 50th largest private company in US according to Forbes
- Recent Awards
 - 9 Time Finalist in Platts Global Energy Awards
 - CIO 100 in 2010 and 2011
 - InformationWeek 500, #1 in Energy and Utilities in 2010
- Year round commitment to MDA raising more than \$3M from over 25 annual employee led events

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The Most Important Questions



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- Do you want to?
- Do you have protégé's who are capably running infrastructure, applications, and business support?
- Are you clear on who will fully replace you?
- Do you have as much passion for the business as you have had for tech – ie do you love your industry or are you a technology guy?
- Do you have the right experience in developing revenues and earnings?

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Optimism is Required



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- **People will not follow you otherwise.**
- **A great many business decisions will require looking over the horizon with imperfect information and sometimes with no hard data.**
- **Customers and Employees will not stay with you if not convinced of your company's future success, convincing both and believing this yourself is the key and most important role you must play as President.**
 - **People, and all customers and employees are people last time I checked, make decisions based on expectations, not on current reality.**

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Be Prepared to be “Evil”



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- From cartoons to children’s books and in many classrooms you are now the source of all evil.
- The CEO/President of any large company has replaced the Russians, Satan, and The Reaper as the source of all evil – it’s apparently us and the space aliens.
- The “Occupy” movement is a result of what society is teaching our children.
- Consider what you will teach your employees and how you can build understanding and appreciation for what your company requires to be successful.

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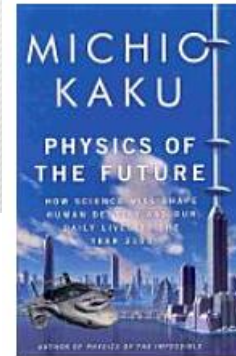
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Some readings to think ahead with Optimism and Realism



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