



Developing Managerial Capabilities in the Energy Sector: What talent is needed?

Insights and recruitment tips for students and graduates



The Council on Business & Society

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Developing Managerial Capabilities in the Energy Sector: What talent is needed?

This booklet is a summary of speakers' notes and speeches delivered, in the run up to the COP21 in Paris, at the Council on Business & Society Boston Forum *Energy, Business, and Society* in late September 2015. Compiled in the form of articles and point-by-point expert insights, the booklet is intended as a guide for students and graduates seeking employment in the energy sector.

With special thanks to the contributing speakers:

Ms Sarah Irving, Executive Vice-President and Chief Brand officer at Irving Oil

Mr Adam Bernstein, Managing Partner at New Energy Capital

Mr Peter Bogin, Senior Consultant for Spencer Stuart's Global Energy Practice

Mr Frank Madden, Chief of Staff at Ogin Energy.



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CONTENTS

	Page
Working for the energy sector – be excited about the future!	3
Recruitment Guidelines and tips	7
Of oil and energy: a fascinating business for fascinating people	9
Recruitment Guidelines and tips	13
Leadership in the energy industry	15
Recruitment Guidelines and tips	17
Know which way the wind blows – innovation and careers in the wind-energy sector	19
Recruitment Guidelines and tips	21



Working for the energy sector: be excited about the future!

Adam Bernstein, Managing Partner at New Energy Capital, speaker at the Council on Business & Society 2015 Boston Forum

Founded in 2004, NEC was one of the first private equity investors to focus on clean energy and infrastructure assets and has provided support and financing for many projects throughout the USA in solar, water, biogas, ethanol, biodiesel, landfill gas and fuel cells. Adam Bernstein, Managing Partner of New Energy Capital, was asked to speak on the subject of present and future management capabilities for the energy sector at the Council on Business & Society international forum in Boston, September, 2015.

When contributing, Adam Bernstein chose to articulate this article around two perspectives: recommendations for students and graduates seeking employment in the energy sector and what NEC sees and expects of management capabilities.

For students and graduates: Chance favours the prepared mind

From New Energy Capital's perspective, Adam Bernstein begins by urging students and graduates to foster intellectual curiosity. It is tremendously rewarding to work in such a multi-faceted field, and with endless learning opportunities. Energy is an erudite sector incorporating many disciplines that include science, technology, politics, markets, environment, finance, and global dynamics. "As Louis Pasteur said", quotes Adam Bernstein, "chance favours the prepared mind". Read and understand your power bills. Read your car owner's manual and your hot water tank instructions. Install your own light fixtures. Energy is a physical business that exists in real space: therefore, root your analysis of energy business problems in first understanding the physical parameters."

Starting up and starting out: the energy career path

Adam Bernstein sends an initial note of caution to would-be young hopefuls wishing to work in the energy sector, recommending that students be wary of working for start-up companies directly from school and encouraging them to get more industry familiarity first. "Unless it's a special situation that you're extremely familiar with and have a personal connection to, it can be difficult to really understand the risk/reward proposition you're signing up for at a start-up."

If students are MBA, it must be understood that most MBA entry positions in the energy sector are largely financial, either within a CFO reporting line, or working on business development/M&A. Energy companies are usually levered and highly structured entities. Adam Bernstein urges hopefuls to know their accounting for the job interview and hints: "be able to tell someone the difference between income and cashflow".

As a career in the energy sector progresses, former students will find that they'll be working less directly on models and numbers, and spending much more time dealing with government bodies: from local permitting agencies to the federal DOE and Treasury, and possibly also international bodies. A rule of thumb here is to avoid neglecting basic understanding of policy and regulation and seek relevant available coursework.

Be excited about the future

The past 10 years have seen an energy revolution in both fossils and renewables, says Adam Bernstein. Going forward, smart technologies will continue to reshape energy on even an individual level and it is interesting to think about questions such as the energy usage impact of being able to turn your thermostat up and down remotely from your smartphone. Be excited about the future, concludes Adam Bernstein.

From a company perspective: when the wind blows...

Picking up on excitement, Adam Bernstein and NEC consider themselves very lucky when it comes to recruiting as talented employees, many of whom have cycled through various technologies to get there, are genuinely excited to work in the industry. "When I moved to the energy business 10 years ago," states Adam Bernstein, "wind was the growth employer, and today many people that started in wind are spread across the industry. For the past 5 years solar has been a huge driver of recruiting

and talent incubation within energy. "Storage may be the next growth technology", asserts Adam Bernstein when questioned on the probability of a future industry driver.



Success is turning chaos into energetic coherence and action

Above all, and from NEC's perspective, the company focuses on hiring Creators with a capital C: that is, both junior and senior individuals who can generate work production on their own without relying on experienced partners to micromanage workflow, a far removal from a "paint-by-numbers" approach that is sometimes the norm. "Employees should be able to impose structure on chaos and be able to turn a disorganized soup of information, people, and documents into a coherent thesis and action plan when working on deals", states Bernstein.

It can sometimes be challenging for companies to hire new MBA's. Whereas pre-MBA analysts can effectively undertake work such as doing financial models, reconciling portfolio company reporting, and gathering information, strategic decisions like negotiating deal

terms or advising portfolio company management has to be done by experienced partners. The challenge is for companies to give new MBAs work that doesn't ultimately reduce to translating emails from junior folks to senior folks. According to Adam Bernstein, for MBA graduates this typically means taking a core specialty skill, for example a certain technical expertise or a specific financial structuring expertise (i.e. tax equity structuring of ITC/PTC) from before business school, and building an in-house knowledge center around that.

Often a simple "I don't know" is a great answer to a question.

Equally, employees must learn healthy scepticism, pressing and challenging their information sources when the dots aren't connecting, and never resorting to guessing or hypothesizing answers to questions. Often a simple "I don't know" is a great answer to a question, insists Adam Bernstein: it accurately and concisely conveys New Energy Capital's understanding of a situation and yields a clear follow-up step. Build a culture of efficient precision when it comes to information, he recommends.

A rewarding sector to work in

Rewarding employees for intellectual rigor and adhering to process is very important in energy, maintains Adam Bernstein. Generally characterized as a large scale, project-oriented industry with a high level of workload and analysis, energy sector businesses that deploy capital ultimately produce a relatively small volume of transactions. Bernstein concludes from experience that employees may spend a lot of time on projects that aren't executed, but they'll be evaluated on their process quality.

Adam Bernstein
Managing Partner
New Energy Capital

For further information on the company, visit the [New Energy Capital](#) website:

STUDENT and GRADUATE TIPS: AT A GLANCE!

Overview of employment in the energy sector

1. The energy sector is characterized as a large scale, project-oriented industry with a high level of workload and analysis.
2. For the past 5 years solar has been a huge driver of recruiting and talent incubation within energy. Storage may well be the next growth technology.
3. Energy is an erudite sector incorporating many disciplines that include science, technology, politics, markets, environment, finance, and global dynamics.

Starting your career in the energy sector

1. Be wary of working for start-up companies directly from school: get more industry familiarity first.
2. If students are MBA, it must be understood that most MBA entry positions in the energy sector are largely financial, either within a CFO reporting line, or working on business development/M&A.
3. Energy companies are usually levered and highly structured entities: know your accounting basics for the job interview and be able to tell someone the difference between income and cashflow.
4. As a career in the energy sector progresses, former students will spend much more time dealing with local and national government bodies. A rule of thumb here is to avoid neglecting basic understanding of policy and regulation and seek relevant available coursework.

When in the job: mindset

1. Foster intellectual curiosity: it is tremendously rewarding to work in such a multi-faceted field, and with endless learning opportunities. Chance favours the prepared mind.
2. Be excited about the future: going forward, smart technologies will continue to reshape energy on even an individual level. Think about questions such as the energy usage impact of being able to turn your thermostat up and down remotely from your smartphone.
3. From NEC's perspective, the company focuses on hiring Creators with a capital C: that is, both junior and senior individuals who can generate work production on their own without relying on experienced partners to micromanage workflow.
4. Employees must learn healthy scepticism, pressing and challenging their information sources when the dots aren't connecting, and never resorting to guessing or hypothesizing answers to questions.

When in the job: behaviours

1. Root your analysis of energy business problems in first understanding the physical parameters: Energy is a physical business that exists in real space. Read your car owner's manual and your hot water tank instructions; install your own light fixtures!

2. Employees should be able to impose structure on chaos and be able to turn a disorganized soup of information, people, and documents into a coherent thesis and action plan when working on deals.
3. Often a simple “I don’t know” is a great answer to a question: it accurately and concisely conveys understanding of a situation and yields a clear follow-up step.
4. Build a culture of efficient precision when it comes to information.

Progressing in your career

1. Whereas pre-MBA analysts can effectively undertake work such as doing financial models, reconciling portfolio company reporting, and gathering information, strategic decisions like negotiating deal terms or advising portfolio company management has to be done by experienced partners.
2. MBA graduates should take a core specialty skill, for example a certain technical expertise or a specific financial structuring expertise (i.e. tax equity structuring of ITC/PTC) from before business school, and build an in-house knowledge around that.
3. Employees may spend a lot of time on projects that aren’t executed, but they’ll be evaluated on their process quality.

Adam Bernstein
Managing Partner
New Energy Capital

ACTION

Think of: Professors, alumni, social networks, job fairs, friends and family, websites, internship contacts, former employers, clubs and associations – and work that CV!
Use the Action planner tool at the end of this booklet.



Of Oil and Energy: A fascinating business for fascinating people

Sarah Irving, Executive Vice-President and Chief Brand officer at Irving Oil of Irving Oil, speaker at the Council on Business & Society 2015 Boston Forum

Sarah Irving, Executive Vice-President and Chief Brand Officer at Irving Oil, was guest speaker in the panel discussion *Developing Managerial Capabilities: what talent is needed?* at the Council on Business & Society International Forum in Boston, September, 2015. In the following article she focuses on the dynamics of the oil industry, talent acquisition at Irving Oil within the marketing

function, and provides tips to students and graduates wishing to work in the sector.

Irving Oil: A refined track record in the energy business

Irving Oil brings together 3,500 people who refine and market high-quality petroleum products so that our customers in Eastern Canada and New England can enjoy clean, reliable and safe products and exceptional service.

"It's a fascinating business," says Sarah Irving, "and probably one of the most dynamic industries to be a part of – it's always evolving, challenging, exciting". The energy business is sustained by a wide range of professions including engineering, environment sciences, finance, operations, communication, HR, government relations, community affairs, legal, compliance, and marketing.

Today, Irving Oil operates Canada's largest refinery in Saint John, New Brunswick along with distribution and transportation facilities in regional markets throughout Atlantic Canada, Quebec and New England. Founded in 1924, the company is shaped by its Atlantic Canadian roots and values.

Marketing has its place in oil

As Irving's Chief Brand Officer, Ms. Irving oversees the brand and marketing initiatives across the retail, wholesale and commercial business lines. Ms. Irving insists it is crucial to understand each of these distinct businesses, as well as the diverse geographies in which the company operates because customer preference and brand perception differs by market.

"Marketing any commodity product is an interesting challenge," she continues. "It is an extremely competitive market and there is a need to differentiate in order to succeed. As a business, Irving Oil has to focused on our customers and not only meet, but anticipate and exceed, their needs."

Customer insights is the important first step and companies need a good understanding of direct and mass marketing, retail programs, promotions, the ever more important presence of loyalty in the retail space, and the role of technology. It is also essential to bring to the marketing role an understanding of the different markets in which a company such as Irving Oil operates, as well as awareness of the diversity of competitors and the reliability of supply and distribution.



The brand and communication perspective

According to Ms. Irving, today is an interesting time in the industry. Social license and reputation are playing a critical role in the success of major projects, as is the case with Energy East, a proposed 4,600 km pipeline in Canada that will transport approximately 1.1 million barrels of oil per day from Alberta and Saskatchewan to Irving Oil's refinery in Saint John, as well as to other refineries in Quebec. The energy sector, like any other competitive industry in the 21st century, is also subject to the age of social media and immediate news with an imperative to react quickly. As an organization, Irving Oil recognizes the importance of brand and reputation, both internally and externally, and is currently working on this as a company-wide initiative.

Talent acquisition at Irving Oil

"Irving Oil is fortunate to have long tenured employees with average tenure being above 10 years, more than double the Fortune 500 average," said Ms. Irving. The very nature of Irving Oil's operations means the company operates in smaller urban and rural centers. Irving Oil's challenge is to hire the best local talent and give them opportunities to learn from doing business with great global partners. We offer exceptional professional learning opportunities to employees with the added benefit of the company being located in a region they love and call home.

Irving Oil hires based on culture and attitude, looking for collaborative and flexible problem solvers. Training initiatives are also encouraged, with continual investment in talent development opportunities, both with formal training, as well as extensive on the job training. In addition, the company places a high emphasis on team work and cross-company collaboration, always aiming to reduce silos and layers in both the organization and project teams. Project teams are increasingly used to solve problems and kick-start initiatives before moving the solutions or new products into Irving Oil's day-to-day business.

"We focus on finding ways for our people to advance in the company by taking on new challenges. This is a great retention strategy and also helps us have a long lead to prepare for succession and retirements," said Ms. Irving.

Recent and significant investment has been made in *Workday*, a leading cloud-based HR system, to help increase the consistency, ease and data analytics of all the company's people processes. As with many companies boasting a high retention rate, Irving Oil is faced with an aging workforce. Subsequently, a renewed focus has begun on adding new talent directly from colleges and universities, which entails working with schools tailoring programs for our needs – such as refinery



technicians – as well as increasing opportunities for students with company sponsored co-op programs and work terms.

Drilling for tips: preparing students for work in the energy business

"When we think about the study of energy in schools today – and the preparation required for students to be successful - we look first and above all else for good thinkers and good problem solvers, which is critical for our business," said Ms. Irving.

Irving Oil specifically looks for individuals who are customer focused and willing to personally invest in the success of the company. Irving Oil's recruitment strategy is a long-term approach for employees to develop a broad perspective based on a good understanding of the industry as a whole; the social, cultural and regulatory issues; and a basic understanding of the financial principles, especially in volatile market conditions. This broad perspective requires long-term employee investment and time to acquire experience.

When aiming for the job interview...

One of the most underrated skills is communications. Communicating internally, as well as externally with key stakeholders, especially at a senior leadership level, is crucial to our business success. An applicant can really stand out by demonstrating strong collaboration, creative problem solving, natural curiosity and a real passion for the industry. "We are undergoing a lot of change whether its technology, market conditions, or the supply chain – and we need people who can challenge assumptions and show a new way to tackle problems," said Ms. Irving.

Ms. Irving believes that as a student it is important to recognize the incredible opportunities the energy industry presents, such as the ability to apply knowledge from a multi-disciplined background and make a real contribution to an ever evolving industry. She advocates being part of a wave of change and urges students to take time to understand the broader business.

"The more you understand about the business and about the industry, the more opportunities you will have to grow within the company and be respected for this knowledge. And this will help you in whatever role you choose to do."

Sarah Irving
Senior Vice-President and Chief Brand Officer
Irving Oil

For further information on Sarah Irving and her company's activities visit the [Irving Oil website](#)

[Careers](#) at Irving Oil

STUDENT and GRADUATE TIPS: AT A GLANCE!

Oil is a business: the rules of marketing apply

1. Customer preference and brand perception differ by market: it is crucial to understand each of the following distinct businesses – retail, wholesale and commercial business lines
2. Oil companies work in an extremely competitive market and there is a need to differentiate in order to succeed

3. Focus on customers and not only meet, but anticipate and exceed, their needs
4. Customer insights is the important first step: companies need a good understanding of direct and mass marketing, retail programs, promotions, the ever more important presence of loyalty in the retail space, and the role of technology
5. It is essential to bring to the marketing role a) understanding of the different markets in which an oil company operates b) awareness of the diversity of competitors and the reliability of supply and distribution.

The brand and communication perspective

1. Today, social license and reputation are playing a critical role in the success of major projects
2. The energy sector, like any other competitive industry in the 21st century, is also subject to the age of social media and immediate news with an imperative to react quickly
3. Recognize the importance of brand and reputation, both internally and externally.

Preparing for your job search in the oil sector

1. When we think about the study of energy in schools today – and the preparation required for students to be successful – we look first and above all else for good thinkers and good problem solvers, which is critical for business
2. Recruitment (at Irving) focuses on individuals who are customer-focused and willing to personally invest in the success of the company
3. Develop a broad perspective based on a good understanding of the industry as a whole: social, cultural and regulatory issues
4. Develop a basic understanding of the financial principles, especially in volatile market conditions
5. One of the most underrated skills is communications: communicating internally, as well as externally with key stakeholders, especially at a senior leadership level, is crucial to business success
6. An applicant can really stand out by demonstrating strong collaboration, creative problem solving, natural curiosity and a real passion for the industry
7. The sector is undergoing a lot of change whether its technology, market conditions, or the supply chain – and people are needed who can challenge assumptions and show a new way to tackle problems
8. As a student it is important to recognize the incredible opportunities the energy industry presents, such as the ability to apply knowledge from a multi-disciplined background and make a real contribution to an ever evolving industry
9. Be part of a wave of change: students should take time to understand the broader business of the oil company they aim to work in
10. The more you understand about the business and about the industry, the more opportunities you will have to grow within the company and be respected for this knowledge: this will help you in whatever role you choose to do.

Sarah Irving
Executive Vice-President and Chief Brand Officer
Irving Oil

ACTION

Think of: Professors, alumni, social networks, job fairs, friends and family, websites, internship contacts, former employers, clubs and associations – and work that CV!
Use the Action planner tool at the end of this booklet.



Leadership in the energy industry

Peter Beglin, senior consultant at Spencer Stuart's Global Energy Practice focuses on potential senior-level applicants to the energy consulting sector.

Founded in 1956 and privately owned, Spencer Stuart is one of the world's leading executive search consulting firms, often cited as the adviser of choice

for organizations seeking guidance and counsel on senior leadership needs. Spencer Stuart works across a range of industries, from the world's largest companies to medium-sized businesses, entrepreneurial startups and non-profit organizations. Peter Beglin's specific practice – Global Energy – works with clients with a vested interest in energy such as financial institutions, large industrial concerns and the oil, gas and utilities industries.

The challenges involved for executives

'Energy sector companies have a large technical component with technical skills are very pertinent even at the executive level,' states Peter Beglin. 'The challenge is finding people whose leadership talent is equal to their technical talent.' This is true in every role where there is a managerial or leadership component and includes CEOs but also CFOs overseeing a large finance division, or a Chief Legal Officer overseeing a large legal division. The dearth of good talent at the intersection of leadership and technical/execution skills is a significant challenge for companies and an opportunity for those who excel at each. 'If business schools could supplement their teaching in one area,' says Beglin, '*leadership* would not be a bad choice.'



'Another challenge the energy industry faces is diversity,' declares Peter Beglin. 'It compares poorly with other industries in its promotion of females and non-Caucasian males. There are significant exceptions but overall the record is far from stellar.'

A third challenge the energy industry faces is in its ability to compete for talent, not least born of the fact that the industry has not always excelled in portraying itself as an attractive career. Oil and gas is perceived as an old and dirty business, while utilities are viewed as sleepy or even boring; even the solar sector is increasingly viewed simply as an installation business. There is not one energy industry, there are many. 'Yet,' states Peter Beglin, 'some form of cooperation between the different branches of energy is required to highlight the attractiveness of and the opportunities in energy.'

Things have changed and are changing

'A major change we are witnessing in our industry is the growing role Private Equity has in the formation of companies and in the selection of leaders,' maintains Beglin. PE firms have a preference for executives, whatever the position, to have a firm grip on financial performance and metrics, and an understanding of the economic drivers. There is also a focus on doing more with less, and some executives struggle with the move from large organizations with large support structures, to those where they are doing much more of the tasks they previously delegated to assistants and back offices.

For those who are attracted to the energy industry: make yourself a better candidate

Peter Beglin finishes by providing five tips for leaders in the energy sector:

- Think broadly: be familiar with all parts of the energy value chain.
- Think ahead: the industry will be different in 10 years. How are you preparing for this?
- Be a better leader. Are you motivating your people? Do they want to come to work in the morning and perform? Do they feel a stake in the company's success? Do they see themselves as cogs in a wheel or as an essential component of the organization's success? Ensure that they will be rewarded when success is achieved.
- At the more senior level, is your succession a priority? Are you building talent, creating a bench? Do you hold your direct reports accountable for creating their succession, their bench strength?
- How do you answer the question, "What have you done to make your current company a better place than when you arrived?"

Peter Beglin
Senior Consultant Global Energy Practice
Spencer Stuart

Read more about [Peter Beglin](#) and [Spencer Stuart Consulting](#)

STUDENT, GRADUATE and EXPERIENCED CANDIDATE TIPS: AT A GLANCE!

The challenges and opportunities

1. Finding people whose leadership talent is equal to their technical talent.
2. The dearth of good talent at the intersection of leadership and technical/execution skills is a significant challenge for companies and an opportunity for those who excel at each.
3. Diversity: The energy sector compares poorly with other industries in its promotion of females and non-Caucasian males.
4. The sector's ability to compete for talent: the industry has not always excelled in portraying itself as an attractive career.
5. Some form of cooperation between the different branches of energy is required to highlight the attractiveness of and the opportunities in energy.
6. A major change in the industry is the growing role Private Equity has in the formation of companies and in the selection of leaders. PE firms have a preference for executives, whatever the position, to have a firm grip on financial performance and metrics, and an understanding of the economic drivers.
7. Some executives/consultants struggle with the move from large organizations with large support structures, to those where they are doing much more of the tasks previously delegated to assistants and back offices.

Ready for the move? Make yourself a better candidate

1. Think broadly: be familiar with all parts of the energy value chain.
2. Think ahead: the industry will be different in 10 years. How are you preparing for this?
3. Be a better leader. Are you motivating your people? Do they want to come to work in the morning and perform? Do they feel a stake in the company's success? Do they see themselves as cogs in a wheel or as an essential component of the organization's success?
4. Ensure that people will be rewarded when success is achieved.

5. At the more senior level, is your succession a priority? Are you building talent, creating a bench? Do you hold your direct reports accountable for creating their succession, their bench strength?
6. How do you answer the question, "What have you done to make your current company a better place than when you arrived?"

Peter Bogin
 Senior Consultant Global Energy Practice
 Spencer Stuart

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Know which way the wind blows – innovation and careers in the wind-energy sector

Frank Madden, former Tuck MBA graduate and Chief of Staff at Ogin Energy, a U.S.-based manufacturer of wind turbines with a mission to make affordable, clean energy available to everyone.

Innovation is in Ogin's DNA

Responsible for strategic planning, risk management and operational execution at Ogin, Frank Madden describes the company as a venture-backed wind manufacturer and developer with innovation at its heart. 'By using proprietary aerodynamic technology to accelerate the flow of air, we can double the velocity of wind at the turbine rotor plane and in the process bring utility-scale economics to much smaller mid-scale turbines,' states Madden.

Focusing on smaller wind turbines allow Ogin to go where traditional wind turbines can't, including distributed, repower and any other application where large turbine height, space requirements, noise, radar and environmental impacts may prevent development.

2015 saw Ogin recently begin commissioning turbines at its first commercial project in Palm Springs, California, with plans to begin installing behind-the-meter projects in Europe in the coming two years. When asked about the future of wind-generated energy, Frank Madden asserts that not only are there great opportunities for traditional wind solutions globally, but that Ogin sees an even bigger long-term opportunity in distributed applications closer to load. Ogin's record seems to support this conviction: since 2010 the company has grown from 10 employees to over 80, including for Tuck alumni, with headquarters in Boston and additional offices in Western Massachusetts, California, Denmark and China.

Talent needed: Frank Madden's tips into a career in the wind-energy sector

'As an early stage company,' professes Madden, 'we certainly value individuals who have demonstrated the ability to be versatile leaders while working with diverse, global teams of people who aren't MBAs. Energy/wind experience is great, but not always critical.'

Most of the people in Ogin are engineers: structural, software, electrical, controls, supply chain, and quality, to mention but a few. Turning towards MBA candidates, Frank Madden states that the typical MBA jobs at Ogin have been through the CFO's office where he himself started, business development, and the supply chain organization. However, Frank Madden asserts that by working in a smaller-sized energy provider, newcomers can quickly leverage their success to take on broader responsibilities.

'The more capable you are as a cross-functional leader,' maintains Madden, 'the better your chances of advancing your career. Be intellectually curious – know what you don't know, and don't be afraid to ask dumb questions!' Frank Madden adds a reassuring note that asking questions will lead to most colleagues being only too happy to help, with the result that they will respect you more for it in the long run.

Choosing the right academic track



Frank Madden maintains that an MBA program might not be able to exactly replicate everyday industry experience that is so precious, but providing opportunities for students to work on real-world projects is a great start. For students interested in the energy industry, a first-year project or Tuck global consultancy project focused on some part of the energy industry is a tremendous opportunity to broaden students' knowledge base, get a better feel for how people in energy think about the challenges facing their industries, and, going forward, give students something to talk about in networking and job interviews.

'Increasing the degree of cooperation across graduate programs could increase that even further,' insists Frank Madden, speaking from experience. 'If you're at Tuck that could mean auditing a class at the Thayer School of Engineering or finding a new product idea from one of the graduate schools to help develop.'

Frank Madden
Chief of Staff
Ogin Energy

Read more about Frank Madden and [Ogin Energy](#)

[Careers](#) at Ogin

STUDENT, GRADUATE and EXPERIENCED CANDIDATE TIPS: AT A GLANCE!

Talent guide for a career in the wind-energy sector

1. As students, aim for projects, internships or field experience in some part of the energy sector
2. Build your network among players in the energy industry
3. The ability to be versatile leaders while working with diverse, global teams of people who aren't MBAs.
4. Energy/wind experience is welcome, but not always critical in the recruitment phase
5. A technical background with an MBA ensures quick entry into the sector

6. Broader responsibilities and success can be rapidly acquired by aiming for a smaller-sized energy company
7. The more capable you are as a cross-functional leader, the better your chances of advancing in your career
8. Be intellectually curious
9. Don't be afraid to ask dumb questions – they foster rapport, build trust and gain respect!

ACTION

Think of: Professors, alumni, social networks, job fairs, friends and family, websites, internship contacts, former employers, clubs and associations – and work that CV! Use the Action planner tool at the end of this booklet.

Recruitment Action planner

The following 9-step planner is based on a standard, self-coaching goal-setting tool and helps you by planning, assessing, checking and tweaking the path towards effectively reaching your goal.

Step	Notes
1) What type of post / sector in energy do you hope to obtain?	I want:
2) Check that goal: can you see yourself in the post / sector? What are you doing? What do you see and feel? Note: if the feeling isn't right, and the picture you come up with isn't exactly what you see yourself really doing, return to step 1 and re-orient your goal.	
3) Start + maintain: What can you do to start the reaching of that goal? What can you do to maintain the effort?	
4) Others: What do others want (family, friends, loved ones, teachers, present employers?) Should/can you combine these wants with yours? To what extent can you continue alone?	
5) The context: When do you want this job to happen? When not? With whom? And without whom?	
6) Loses + gains: What will you lose by striving to reach your goal? What gains will you achieve? What past assets can you take with you into the future scenario?	
7) Resources: What resources do you need to reach that job (time, motivation, networks, studies, money, materials, people, etc.)?	
8) Ecology: What wider purpose will obtaining your goal serve? How will it benefit others (people, environment, society, etc.)?	
9) Step: What steps can you take to ensure reaching that goal? Choose THE first step to take – and do it!	

Students be Council on Business & Society Ready!

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The Council on **Twitter**: CB&S

Website: councilonbusinessandsociety.com



*Why not shine
in the energy
sector?*

The Council on Business & Society



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 TUCK



MANNHEIM
BUSINESS SCHOOL

