



PESA News

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IN THE NEWS

Varco Founder Beni Reinhold Passes

Walter Benjamin Reinhold, 85, passed away Aug. 2. Beni, as he was known by his many friends, led an extraordinary life as a traveler, pioneer of the offshore oil industry and California Senior Surfing Champion. After serving in World War II, he joined his father's company, where he remained until retirement in 1998.

In the fall of 1969 he took over the company and changed the name to Varco. During the 1980s, a very difficult time for the industry, Beni encouraged his engineers to introduce a revolutionary drilling method called a top drive drilling system. By the end of the 1980s, almost all the offshore drilling rigs in the world had been converted to top drive drilling rigs and Varco prospered. Beni retired from Varco in 1998. He had built his father's company from less than 100 employees to over 3,000 employees.

His ashes were scattered on Sunset Beach, Oahu on Sept. 4.

— George Boyadjieff

National Oilwell Varco (retired)

EVENT CALENDAR

Legal Seminar

Sept. 28, 2010
8:00 a.m. to 3:30 p.m.
Norris Conference Center at CityCentre, Houston

CID Annual Meeting

Oct. 13-15, 2010
Omni Bayfront Hotel
Corpus Christi, Texas

Oil 101

Oct. 25-26, 2010
Norris Conference Center at CityCentre, Houston

Supply Chain Seminar

Dec. 7, 2010
11:00 a.m. to 3:00 p.m.
JW Marriott, Houston



PESA's Foreign Service Officer training program has graduated 447 representatives of the U.S. government over eighteen years. This year's class spent a week touring a number of PESA member companies as well as both of Houston's top higher education institutions.

Here, Mike Larronde, President of Weatherford's Advantage R&D Center, explains a downhole tool's capabilities. For more on FSO Training, see Pages 6 and 7.

FSO Training 2010

Analyst weighs industry issues, calls for bullish oil, bearish gas

Price. Demand. Oil spill. LNG. Shale. Consolidation.

Energy has so many issues, and so little time, says Dan Pickering, Co-President and Head of Research for Tudor, Pickering, Holt & Co., LLC.

Beginning with commodity pricing, Pickering ran through eight major issues facing the oil and gas industry now and in the near future.

"Trading is very simple right now—it's tightly correlated with economic sentiment, so if the stock market is up, oil also is up," says Pickering. "We're not peak oil people, but we think that while oil supply can grow, demand can grow faster, and that means price has to back out demand. Price will be bullish."

Also affecting the price long-term is the Gulf oil spill. Prior



The FSO Membership Dinner's three presenters were Dan Pickering, PESA Chairman Bill Coates, and U.S. Department of State's Mohammed Motiwala.

to the spill, the area had 33 rigs running, now zero. While he says the cut in production doesn't matter in a macro sense right now, it will.

"We think oil will be \$90 long term for three main reasons," he says. "It isn't easy to produce physically and politically, we're pushing out additional supply a little bit with the oil spill, and demand is growing faster than supply. We think \$90 is where demand starts to throttle back."

For natural gas pricing, the

international markets follow oil prices for the most part. Domestically, oil and gas BTU parity is gone.

"Gas is a local commodity and we have too much of it and shale is the reason," he says. "We're more bullish than the current price, but not to the sky. Price always matters on the demand side and the current \$4.50/mcf is not sustainable. We think gas will be \$6/mcf in the long term."

■ See Pickering, Page 5

Fantastic meeting schedule set for fall and winter

PESA's Committee Chairmen are planning a number of excellent meetings for the coming months.

For September 28th, Corporate Counsel Advisory Committee Chairman Brad Eastman (Cameron) and committee member Mark Wolf (FMC Technologies, Inc.), have put together a great agenda including: Foreign Joint Ventures for Local Content; Managing Outside Counsel: Adding EBIT to Your Company's Bottom Line; Current Antitrust Issues for Petroleum Equipment Suppliers; Caveat Emptor: Why and How FCPA Due Diligence Should Be Conducted Prior to Mergers and Acquisitions, and an Update on Indemnities and Warranties. Attendees are eligible for five hours of Continuing Legal Education credit.

PESA's Manufacturing Committee, led by Chairman Bob Funk (Norriseal) is planning a seminar in November that will center around the theme, "A Manufacturing Perspective: Building Cultures that Meet Our Customers' Needs." The program will include presentations on risk management, leading in crisis/change, and effective cultural transformation.

Our 2010 CID Annual Meeting is scheduled for October in Corpus Christi. This year's theme is "Managing Credit through Global & Economic Uncertainty."

In November, Charlie Jones (Forum Oilfield Technologies) will chair this year's reception honoring the recipient of the 2010 PESA Explorers Award for Leadership and Innovation. And on Dec. 7, Burk Ellison (National Oilwell Varco), PESA's Supply Chain Committee Chairman, will moderate our annual supply chain seminar.

This is a great line-up of meetings. We hope all you will arrange your schedules so you can attend these functions, which will feature some of the best speakers in the industry and address current issues and trends for the oil field service and supply sector. We look forward to seeing you soon.

—Sherry Stephens
PESA President

Moratorium stakes too many jobs

PESA was founded on the notion that the industry and government can and should work together and share information on our nation's strategic manufacturing capabilities and workforce.

While our role in working with the government has diminished somewhat over the decades, we felt that the recent

drilling ban in the Gulf of Mexico deserved our full attention. Pat Bond (Smith International), Charles Currie (Schlumberger) and I drafted a letter to Secretary Ken Salazar and every member of Congress.

PESA can and will respond to situations like this in the future. Should members feel that an issue warrants the association's action, please contact Sherry at the PESA office.



WILLIAM K. COATES
SCHLUMBERGER
CHAIRMAN, PETROLEUM EQUIPMENT SUPPLIERS ASSOCIATION

June 28, 2010

The Honorable Ken Salazar
Secretary of the Interior
U.S. Department of the Interior
1849 C Street, NW
Washington, DC 20240

Dear Secretary Salazar:

The Petroleum Equipment Suppliers Association (PESA) represents 190 companies, some big, some mid-size, and some small. We supply the equipment, the technology, and everyday services and supplies that are needed to produce oil and gas. With few exceptions, these are American-owned and operated companies rooted in the Gulf Coast. PESA member companies employ more than 400,000 people, have 200,000 suppliers and support directly or indirectly more than 1 million jobs. We operate in 37 states and nearly every major technological advance that has impacted the oil and gas industry in the past 30 years has originated from within a PESA member company.

Like everyone, we are shocked and saddened by the Deepwater Horizon accident and want the leak stopped and oil cleaned up as soon as possible. We believe that effective and timely improvements in safety systems can be put in place to ensure that such an accident does not happen again.

In response to the Deepwater Horizon event, however, the Department of Interior (DOI) instituted an offshore drilling ban for all wells in water deeper than 500 feet. We understand the circumstances that led to the moratorium, but are concerned that inadequate time and analytical effort was spent understanding its consequential impacts. While the Gulf Coast states of Louisiana, Texas, Alabama, and Mississippi will see an immediate impact through the loss of industry jobs, our country will suffer from delayed and lost production of oil and gas as well as the potential movement of critical industry talents to overseas opportunities. Make no mistake, the experience and technical abilities of the oil and gas workers of the Gulf Coast are world class.

Layoffs have already started and many of our companies simply do not have the resources to survive a six-month drilling ban. In short, American oil and gas production—its jobs and tax base in tow—will be compelled to move overseas, and perhaps permanently so. There are simply too many jobs and too many American companies at stake to leave a broad offshore drilling ban in place.

We urge the DOI to reconsider both the scope and purpose of the deepwater moratorium and are willing to discuss reasonable alternatives that allow our member companies to put people back to work.

Sincerely,

1240 BLALOCK SUITE 110 HOUSTON, TEXAS 77055 (713) 932-0168 FAX: (713) 932-0497



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Immediate PESA Past Chairman Robert Workman (National Oilwell Varco) gave the keynote speech for the Executive Address Series on Aug. 10. His topic was "My Perspective on Leadership."

You lead by producing results; leaders are there for everyone else

Editor's note: This essay is based on Robert Workman's presentation on what it takes to be successful, to lead people, and produce results. Workman has led a 20-year career with National Oilwell Varco and is Group President, Distribution Services.

I come to work with one purpose every day—to make my team successful. That's it. At the end of the day, leaders are there for everyone else.

This is my perspective on leadership, and no two people do it alike. But before you can lead a team, you have to demonstrate the qualities of a leader. It's not about industry experience—most of my team didn't grow up in the oilfield as I did. It's not about your degree—I didn't have a degree when I first led this business unit. It's not about age—I was 32 when I took over Distribution Services.

You become a leader by consistently producing extraordinary results. If you can do this, you can rise through the ranks and be given all the opportunities to advance your career. You can't be reliable if you're inconsistent, so you can't hit it out of the park for six months and then strike out for six months.

Be honest, have integrity and be a team player—sometimes you have to make a sacrifice that's not so great for your group, but it's the right call for the larger organization. Set impressive goals and exceed expectations—setting a shallow goal and meeting it means nothing. And have a succession plan—some people I know are perfect candidates for career path growth,

but what holds them up is an innate fear of building a team that is more capable than they are. It's difficult to promote them because someone else will have to make a sacrifice to move them up. If you've got people who can perform as well or better than you, you're easy to promote.

Leading is producing results through others.

Build a High Performing Team

Never take a risk on leadership team members. I've done it in the past—hired someone who had a great resume or just interviewed well—I had to eventually part ways with them. If you make a mistake, address it. The alternative is that you can burden yourself and do everything you can to get them up to speed. Nine times out of ten, it won't work and you've cost yourself years of progress.

Team members will fail if they're not trusted, regardless of their skills. On the flip side, if they aren't open, honest and trustworthy, move on.

High-performers aren't motivated by money—this is an indisputable fact. That said, if they're producing extraordinary results and you're not rewarding them, they will leave you. But if you have someone on your team that isn't producing and you convince yourself that changing their compensation or setting up an incentive plan will change their results, it won't. High performers take pride in their work, and they won't produce bad work because they don't like their income.

Inspire the Team

You've got to give your team a compelling vision of the future. That doesn't mean you set an impossible or vague goal, but you set a goal that feels like a stretch that they believe they can reach.

Find out what motivates each person and act on it; and find out what demotivates them and remove it. It's not a broad brush approach because every individual is different. Some people, like me, enjoy a good debate. Others are great team members, but would be demoralized with an open debate.

What motivates some will not motivate others. It's your job to treat them individually. There is one person on my team, a top producer, who if I stuck my nose in his business he would see that as me not being happy with his work. So I wait for him to come to me with questions and until then, I leave him alone. There are others that need an hour a day. That's fine if my commitment of time in that area produces a great result. If you have someone who is taking a disproportionate amount of time, you have to know where to draw the line.

You have to celebrate your successes—this is very important, but I'm very bad at it. When my team achieves something, I'm already thinking about the next big thing and what may be going wrong. You need to take time out to recognize time and effort. Stop, take a breath, celebrate, and refill the tank for the next big animal.

Create Conditions for Success

I am the boss, but we don't act that way while tackling a problem. When we get together to talk about something, we're a group of individuals on the same team pulling in the same direction and there's no hierarchy with respect to how we work together. In order for that to happen, I—or you as a team leader—have to lose your ego and level the playing field.

You've put a lot of time and effort into putting together this team because you wanted their skill sets and capabilities. If you don't create a space for them to be able to just spew out what they want to spew out with respect to whatever you're debating, then you're not getting out of them what you went after in the first place. They can't sit in a room feeling like the conversation is a performance appraisal. Create a space where they can say something extremely stupid or very smart, but either way there's no repercussions for them.

You have to allow for a noisy system. We're noisy, we're passionate, we want to win, and you can hear it. We're not disrespectful to each other, because we understand the difference between talking passionately versus something else that makes someone uncomfortable.

Milby students preview careers

PESA members host high-GPA externs from energy academy

This summer was a preview of the oil industry in 2015 for 51 students and eight companies.

For three weeks, students from Milby High School's Academy for Petroleum Exploration and Production Technology worked as externs with industry companies, often attending executive meetings, testing equipment, and getting a sense of how the industry operates.

To qualify for participation in the externship program, students had to maintain a grade point average of at least 3.0.

"It's given kids a vision of the future and it's the type of partnership that any organization ought to be very pleased with—I know we are here at HISD," says HISD Superintendent of Schools Terry Grier. "It's critical to ensure that our students are college or career ready. What this program does is open windows to the future and exposes kids to jobs and careers that frankly they've never thought of."

Upon completion of the program, PESA hosted an awards gala for the students and their families at Brady's Landing in south Houston. The gala's featured speakers included PESA Past Chairman Galen Cobb (Halliburton), Houston Mayor Annise Parker, and Terry Grier. Each student received a certificate of completion and a \$1,000 scholarship from the companies where they worked.

"It's all about showing how the industry works and encouraging a career in the oilfield—I think I'm going to be a part of it," says Alejandro Gonzalez, a Milby student who worked at



Houston Mayor Annise Parker (at podium) and HISD Superintendent of Schools Terry Grier (right) were among the featured speakers for a gala celebrating 51 Milby High School students completing a three-week externship at PESA member companies and other energy giants.



Lisbeth Lara, an extern with Smith International, spoke during the gala and said the externship made a lasting impression—she will pursue a mechanical engineering degree after she graduates from Milby High School next year.

Halliburton. "We got to help test tools under pressure and vibration to see how and if they would fail."

Grier says the extern program is an incredible opportunity for students to job shadow in some of the world's largest

companies and interact with industry leaders.

"I can promise you that this is one of the best programs of its type in the country and we're appreciative of all the companies involved," says Grier. "The students had an

opportunity to interact with top executives and it's exciting."

Each of the 51 student externs will be seniors this fall and expect to major in engineering, geology, or geophysics at a four-year university. Many will be the first in their families to pursue higher education.

"I met a couple of people at Smith International who got me interested in becoming a mechanical engineer," says Lisbeth Lara. "We got to examine dual grade bits and PDC cutters so we can tell what happened to the bit and we can improve the tools in the future."

Mark Esquivel, who served his externship at El Paso Corporation, says he plans to attend Texas A&M University to become a geologist.

"The people were fantastic—they gave us the benefit of their job experience," he says. "It's a once in a lifetime opportunity that they've given us."

The companies that hosted externs this year are El Paso Corporation, FMC Technologies, Inc., Halliburton, Marathon Oil, National Oilwell Varco, Schlumberger, Shell Oil, and Smith International.

PICKERING*Continued from Page 1***Demand**

Pickering presented a demand chart plotting OECD and non-OECD annual growth rates by decade from 1990 to 2000 and 2000 to 2010. Developed countries have grown slower in the current decade, and developing countries have grown faster than the previous decade.

"If you look at 1990, OECD demand was 42 million barrels, and non-OECD was 25 million barrels," says Pickering. "Fast forward to 2010 and the OECD 42 million has turned to 46 million, and the non-OECD 25 million has turned to 41 million."

In essence, the developing world is now half of demand up from one third only a decade ago.

"There's a reason why people talk about China, India, and developing countries—that's where the action is," he says. "From 1990 to 2010, world demand grew at a rate of about 1 to 1.5 percent. The forecast from 2010 to 2020 by the IEA is 2.3 percent per year. That's 110 million barrels per day, and that isn't going to happen, period."

Gulf Oil Spill

Once the amount and impact of the Gulf spill became clear, the public became angry and essentially called for an end to deepwater production, says Pickering. But, he says that deepwater exploration is too important politically and economically to be gone forever in the U.S.

"The reality is that we produce over 1 million barrels a day, and that's supposed to double in the next five or six years, and that's 1.5 to 2 million barrels a day that we can't afford to not have," he says. "There is no way, in our opinion, to get around the fact that deepwater is important and that it needs to be done better."

There will be ripple effects from the spill. There will be more regulations that will aim to make deepwater production safer. In the meantime, there were 33 rigs running but are no longer running, and a few have already contracted to leave the Gulf.

"By the time operators get ready to ramp back up, we think we'll be down to about 15 rigs—from an activity perspective, the damage is done."

Economics will clearly get worse in the Gulf, he says. He estimates that a pre-spill well that cost \$100 million to drill, may cost \$120 million or more going forward.

"That means bigger wells and less liability protection, which means the little guys will be forced out," he says. "Gulf players will have to be bigger, and joint venture contracts will get much thicker, and they're going to define the operating parameters much more

**Dan Pickering**

distinctly. There will be an element of self-regulation moving forward."

Global Gas & LNG

The global gas market has been growing at twice the rate of oil for the past ten years. In a 300 bcf market, LNG is 25 bcf a day and is growing at 7 percent per year.

"What was once a stranded asset has turned into something price-relative to crude," says Pickering. "The market will continue to grow aggressively—it's now globally the oil and gas business."

Shale

Shale is the real deal, period, says Pickering.

"If you look at July of 2009, we were producing roughly 9 bcf a day out of all shale formations, and over the next four years we think that will increase to 20 bcf a day," he says. "The learning curve has been rapidly scaled and we're adding activity on the cheap end, and pushing activity out on the expensive end."

On the other hand, he says that the industry has been almost too successful in developing shales, which is the reason gas is \$4.50.

"The only thing that could be bad for shale is the anti-frac lobby ... people who are concerned that there's environmental damage caused by fracing," he says. "I don't think that's technically valid, but a lot of people are afraid of it and it's getting attention."

Internationally, Pickering says that there is no question that there is a lot of shale in areas like Eastern Europe, Germany, Australia, and Asia. There's an incentive in Europe to reduce their dependence on Russia and LNG and grow their own domestic production. The problem is that Germany is not West Texas and 10-acre spacing is a foreign concept.

"If you grow up in an energy culture, 10-acre spacing is fine, but if you don't, it's not

fine," he says. "So when you look internationally for shale, the availability of rigs and services is not particularly high and governments don't know how to handle it. International shale won't be the same kind of story as the U.S. for quite a while."

Carbon & Alternatives

Though it fits the green agenda in Washington, carbon trading is simply too hard to get done right now, says Pickering.

"It makes conventional energy more expensive by a bunch, and that cost goes back to the consumer. Right now, reaching into Joe Sixpack's wallet for another 10 percent on his energy bill won't work. But it won't go away, it will come back."

For alternative energies, he says it's going to be a booming business for a long time off a tiny base.

"There are lots of subsidies and dollars spent to support alternatives—the costs are getting better, but still not economic without subsidies in most cases," he says. "It will be big eventually because it has to be, but hydrocarbons will be king for decades."

Consolidation

There are fewer public service companies than before due to consolidation. The oil services sector is a global business and scale has its benefits, but most of the big, obvious deals have been done, says Pickering.

"Baker Hughes didn't have a frac business, and if you want to be in shale, fracs are a big deal, so they bought a frac business—that's an obvious deal," he says. Plus, the Department of Justice is tougher than they have been historically. Consolidation was a much bigger deal in the past than it will be in the future."

Wall Street

As commodity prices go, so goes enthusiasm for the sector. When oil went to \$100 and above, the weighting in the S&P 500 for energy stocks went from 7 percent to about 17 percent. Wall Street is less excited now.

"What we've seen is that people are bullish on oil, bearish on gas, and energy has been a market call for the past six months," says Pickering. "Shale mania is gone and fatigued because it's working and there's too much gas."

On the other hand, he says that many investors sold energy stocks on the margin in the wake of the oil spill.

"We think energy stocks are generally underweighted and the spring is coiled because commodity prices tend to have an upside bias," he says. "Folks are underinvested in equities in general and energy specifically, and at some point a green light will go off and oil prices will go up. We're bullish on energy stocks over the next few years."

FSO Training 2010: A Photo Essay



Left: Tracy Hester, Director of the University of Houston Law Center's Environment, Energy and Natural Resource Center, discussed litigation in the Deepwater Horizon blowout and climate change liabilities.

Middle Left: The Foreign Service Officer Training class of 2010.

Middle Right: Durell Ashby, Global Account Leader for Halliburton's Security Drill Bits & Services, explains a PDC drill bit before a manufacturing tour.

Lower Left: Marshall Adkins, Managing Director, Oilfield Services for Raymond James & Associates delivered an oil and gas market forecast.

Lower Middle: Tom Standley, Director of Vocational & Technical Training for FMC Technologies, Inc. explained how to drill a typical well.

Lower Right: Craig Pirrong, Director of Energy Markets, Global Energy Management Institute, University of Houston, discussed the impact of national oil companies on prices and practices in the industry.





Upper Left: Steve Barrett, General Manager, Subsea Systems for FMC Technologies, Inc. discussed the basics of the subsea business before a manufacturing tour.

Upper Middle: Schlumberger's Walter Luckett highlighted the drilling cab of the company's Genesis rig in Sugar Land.

Upper Right: Kenneth Medlock III, Research Fellow in Energy Studies for Rice University, discussed domestic and international shale gas and geopolitics of the global gas market.

Middle Left: Foreign Service Officers Charles Reynolds and Nisha Desai take notes during a presentation at the University of Houston.

Middle Right: Steve Jacobs of Decision Strategies, Inc. presented a history of the oilfield as well as some of the top technologies that are shaping the industry today.

Left: Mike Hessel, General Manager, High Performance Cables for Oceaneering, explained the intricate manufacturing process for ROV cables and umbilicals.

U.S. Oil and Gas Field Equipment Exports

Top 15 Destinations for Q2 2010

(in U.S. \$1,000)

	APR	MAY	JUN
Singapore	60,026	107,932	101,700
Korea	90,050	110,512	57,342
Brazil	27,824	46,574	47,639
Colombia	75,039	22,133	21,544
U.K.	26,984	27,604	30,901
Russia	27,026	20,690	33,218
Saudi Arabia	20,261	17,204	32,953
China	29,377	25,468	13,661
U.A.E.	18,684	20,556	21,615
Canada	11,240	12,072	14,229
Egypt	9,255	13,138	14,404
Nigeria	5,309	14,344	15,755
Spain	282	331	29,953
Thailand	6,250	1,800	16,825
Guyana	152	15	16,202

Subtotal:	407,758	440,371	467,941
All Other:	228,528	310,058	221,369
Total:	636,286	750,429	689,310

Source: U.S. International Trade Commission

PESA News

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LEADERSHIP

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I can pick out two times in my career where I was nervous, and my team was nervous, because we felt that if we didn't get something figured out, we're jobless. We'd get out of the office, lock ourselves up in a room, and work 12 to 14 hours a day trying to find a solution. Every time we've done it with a sense of urgency, we've exceeded our own expectations.

A guy named Barnaby who used to run E&I in Italy had a great analogy for that: if you're doing a fire drill on a platform, you can tell everyone to jump in the water and only a few will do it. Or you can set the platform on fire and everybody will know what they're supposed to do. Why do you have to wait for a fire in your business to produce results that are extraordinary? You, as a leader, can create that sense of urgency and energy to do something extraordinary.

Remove Roadblocks

There are times you have to put your foot down, but if there's not a reason to burn a bridge, don't. I've had employees become customers, employees became vendors, vendors become customers—something might happen and you'll end up relying on that person in the future.

I try to work from a position of everyone is pulling in the same direction because I prefer that outcome. However, there will be times when three people don't agree with the

other eight, and your job as a leader is to make a decision and move on. You didn't get to where you are as a leader in your group by accident—you have a track record of producing results, and sometimes you have to go with your instinct. While that might make some people uncomfortable, nine times out of ten you're going to be right.

Keep your Team Healthy

Employees that are not happy at home are not happy at work. You can't control everything from that standpoint, but what you can do is make your team understand that family comes first. If you know one of your employees has been called to an important meeting, but his daughter is in a play, make sure he goes to the play. You can work through the work stuff later.

Focus on your team's strengths, not their weaknesses. Sidebars and performance appraisals are venues for discussing weaknesses, but if it's part of your routine, you'll demoralize that person. Always remember people are your only true assets. Make sure you reward them and take care of your top performers. And invest in leadership development for you and your team—the day you think you're there as a leader, you've failed. You're never as good as you could be at leading.

Never Stop Leading

You have to stay plugged into your organization. I grew up in this business and have worked up the ranks from the

warehouse, but every time I visit the field I find pertinent information about the organization. It's the same with your customers—you'll find out things about how they're serviced, treated, or what they're being told when you visit them.

Your team's attitude will reflect what they see in you. Sometimes something goes wrong and I'll be depressed about it, and will be moping and will notice people looking at me. People feed off your attitude. If you want to pout, go shut the door to your office and pout. But if you're in public with your team, you need to act the way you want them to act—if they feel like they're winning, they'll produce better results.

And don't get discouraged, because sometimes timing is everything. We've sat in conference rooms before and have come up with the best, slam-dunk plans and they failed. There were other times where none of us felt great about a particular solution, and it was amazingly successful. Sometimes you can't beat timing, and sometimes timing can cover your weaknesses.

Finally, leaders don't assume people will follow because they report to them and can fire them; they go out and earn followership. It's a much different scenario to earn followership than to assume it will be there or demand it. If I want to make a decision, I don't go in and tell them what to do. I go in and influence, which might take awhile, and it may be painful—and sometimes I come out corrected—but at the end of the day, you want to be on the same page.

If you're leading and have made your team successful, you're successful and your career path will be unlimited.