

Curriculum Vitae: O'NEILL, Donal Antoine

EDUCATION AND TRAINING

1963 – 1968 FORMAL UNIVERSITY EDUCATION

National University of Ireland, University College, Dublin, Ireland

Bachelor of Engineering (1967), Master of Engineering Science (1968). First Class Honour Degrees achieved.

1999 Stanford Business School: Executive Program

1968-2003 THROUGHOUT SHELL CAREER:

A succession of in-house courses (on average 2/3 weeks ever two years) on technical and operational aspects of the oil industry, business planning and strategy, economics, negotiation, specific political and diplomatic issues, personnel management etc. This included a course at the Netherlands Business School in Nijerode in 1982

APPOINTMENTS

2004 - PRESENT: In Semi Retirement

- 1) Working in association with the Resource Advisers/Lansdowne Group, of Australia, a consultant specialising, among much else, in provision of advice on management of Socio-Economic Impact and Community Relations, O'Neill has provided general consultancy services in the area of impact of industry on Host Societies, with emphasis on socio-economic factors and long-term effects, including advice on strategies and organisational structures required to mitigate negative impacts and achieve "win-win" solutions for industry, government and the society (at local, regional and national level) in which it operates. Most of this work was undertaken in Nigeria, for an oil company and for the Niger Delta Development Commission.
- 2) Development of scenario-based role-playing simulations, building on insights gained from earlier experience. These simulations may be played as training tools or they may be custom-designed to mirror specific real-life challenges (including energy, mining, city planning, industry nationalisations and political crises) and to allow exploration of various responses to them. The most powerful feature of the simulation approach is that only around 15% of the participants play roles similar to what they might in everyday life. The remainder are forced to "get into the skin" of groups that would normally be in competition, or in outright opposition, to them, and to recognise the wide variety of factors that must be taken into account if the objections of such groups are to be addressed, and these entities marginalised, neutralised or, optimally, turned into allies. Participants thus gain an outsider's view of where their own organisation and its behaviour looks to the outside world, on how it is vulnerable, and on what it needs to do to gain acceptability and handle criticism. Simulations have been run regularly since 2003 at Columbia University (New York), George Washington University (Washington DC), Rice University (Houston TX), Whitman College (Walla Walla WA), Oxford University (UK) and Guayaquil Catholic University (Ecuador) as well as corporate and municipal clients in Spain and the US. Groups participating have ranged from undergraduates, through Master and MBA levels, to senior practising politicians in Spain and Latin America.
- 3) On a pro-bono basis O'Neill provides input to CPTM, the Commonwealth Partnership for Technology Management, in relation to socio-economic development issues. He has been involved in the organisation and running of the CPTM "Dialogues" in Lesotho, Zambia and Uganda from 2005 to 2009 which was attended by a large number of East and South African, Caribbean and South-Asian heads of state. Issues discussed included management of indebtedness, job creation and economic diversification, while O'Neill introduced and prompted discussion of the topic of social-destabilisation aspects of HIV-AIDS. In mid-2006 O'Neill was part of a CPTM team that provided detailed assessment and comment on the economic development strategy produced by a certain Commonwealth country. In 2006 and 2009 O'Neill worked with CPTM to organise a series of energy-policy related briefings for the President of Uganda.

JULY 2000 – APRIL 2004

Shell International Petroleum, The Netherlands: Vice President: External Affairs and Social Performance

Responsible for Strategic, Government Relations and Crisis Response at global business level

JULY 1996 – JULY 2000

Shell Venezuela S.A., Maracaibo, Venezuela: Managing Director / Chief Executive

Responsible for Shell's re-entry to Venezuela and an investment of \$1.2 billion over three years.

JANUARY 1996 – JUNE 1996

Shell International Petroleum, The Netherlands: Managing a confidential issue of high technical & political sensitivity.

AUGUST 1993 – DECEMBER 1995

N.V. Turkse Shell, Turkey: Chief Executive. Responsible for running Oil Production Company in South East Turkey in difficult security circumstances (PKK Terrorist campaign)

JANUARY 1993 – JULY 1993

Shell International, the Hague, the Netherlands: Head of Exploration and Production Technology Integration

APRIL 1988 TO DECEMBER 1992

Shell Petroleum Development Company (SPDC) of Nigeria: Technical Manager, Western Division, responsible for oil and gas development in the Western Niger Delta

NOVEMBER 1985 – MARCH 1988

Shell Exploration and Production, UK, London: Head of New Field Development, UK North Sea. Responsible for evolving the "Second Generation" of development concepts for this environmentally and climatically challenging area

MAY 1979 – OCTOBER 1985

A/S Norske Shell, Stavanger, Norway: Deep Offshore Gas Development - headed Development Planning for largest and deepest gas field discovered thitherto and demanding unprecedented technical innovation

JANUARY 1976 – APRIL 1979

Shell International Petroleum, The Hague, Netherlands: Development Engineer, Subsea and Floating Systems. This included work offshore Spain and in the Gulf of Mexico, as well as liaison with Institut Francaise du Petrole on joint research projects

FEBRUARY 1972 – DECEMBER 1975

Shell-BP Nigeria, Lagos, Nigeria: Project Engineer, Eastern Division - lived and worked in bush, swamp and offshore

MARCH 1969 – JANUARY 1972

Nederland Aardolie Maatschappij N.V. ("NAM"), Assen, Netherlands: Design Engineer. Emphasis on innovative mathematical modelling of gas production systems for the giant Groningen field

OCTOBER 1968 - MARCH 1969

Bataafsche (Shell) Petroleum Maatschappij, The Netherlands: Trainee Engineer

Publications: Numerous technical papers (mainly offshore-engineering related) in 1970s & 80s.

Contribution to "Peace Through Commerce" ed. Oliver Williams, Notre Dame University Press 2008

SYNERGISTIC ACTIVITIES AND SKILLS

Leadership: Ability to run multi-discipline teams for finding innovative solutions to complex, and possibly unprecedented, technical, economic and political challenge.

Technology Integration: Familiarity with a wide range of other technological areas, as well as economics, social performance and financial management, allowing me to address complex cross-disciplinary challenges.

Project Management: Ability to run teams for realisation of complex research and development, planning and construction ventures, and to meet strict time and cost targets

Scenario Planning: Used for evaluating alternative responses to possible future developments.

Other qualities include: Accommodating to other cultures and environments; Communication; Empathy with and Belief in Technology; Physical and Mental Toughness.