

# ELLIOT UMOLE

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## EXECUTIVE SUMMARY

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Operations Leader with 20+ years of global leadership in oil and gas, specializing in enterprise transformation, operational excellence, and sustainable performance. Directed \$1B+ OpEx and \$224M P&L while leading 1000+ personnel across joint venture assets, overseeing ~1 BCF/D gas and 250 KBD oil production. Consistently delivered efficiency and scalability through global reorganizations, technology adoption, and cross-functional transformation.

Strategic impact includes reducing incident rates by 99%, cutting compliance fines by 95%, and saving \$50M through safety and compliance redesign. Advanced decarbonization strategies reduced carbon emissions by 70% and methane intensity by 80%, while converting flared gas into \$60 million in revenue and eliminating \$300 million in liabilities. Elevated partner alignment with governance forums that increased satisfaction by 40% and secured board approval for long-term energy transition goals.

Recognized for building resilient organizations, strengthening workforce engagement, and positioning enterprises as leaders in operational excellence and sustainability. Proven ability to align diverse stakeholders, integrate innovation, and drive measurable outcomes in profitability, regulatory standing, and competitive advantage.

## KEY AREAS OF EXPERTISE

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Operations Leadership | Enterprise Transformation | OpEx Management | Safety & Compliance Strategy | Decarbonization & Sustainability | Technology Adoption | Cost Optimization | Stakeholder & JV Management

## PROFESSIONAL EXPERIENCE – HIGHLIGHTS

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### Independent Consultant & Searcher – Canada | April 2025 – Present

- Directed due diligence, integrations, and growth strategies across energy, industrial, and manufacturing sectors in North America and Africa; evaluated 15+ targets, enabled a \$1.8B transaction, and integrated two mid-sized acquisitions.
- Implemented management systems, maintenance strategies, and compliance programs for energy and mining enterprises; trained 900+ leaders on governance, best practices, and change management.

### General Manager – Joint Venture Operations – ExxonMobil, Nigeria/U.S. | 2023–2025

- Directed \$224M P&L and \$1B OpEx across multi-asset JV operations, leading 1000+ personnel to deliver ~1 BCF/D gas and 250 KBD oil production, while boosting productivity 10%, reducing attrition 50%, eliminating \$300M in asset liabilities, and converting flared gas into \$60M in new revenue.
- Assumed leadership following a 30-day labour shutdown that left the workforce demoralized and trust in management fractured; prioritized re-establishing labour relations, rebuilding credibility, and restoring operational stability.
  - Implemented transparent communication, active engagement with union leaders, and joint problem-solving structures that addressed long-standing workforce concerns and reduced conflict.
  - Delivered rapid organizational turnaround by increasing productivity 10%, reducing attrition 90% within six months, and restoring \$15M in monthly workforce capacity; cut absenteeism and overtime 95%.
  - Elevated enterprise resilience by embedding sustained engagement systems, improving employee satisfaction scores by 45%, reducing safety incidents 90%, and generating \$45M in annual savings through a strengthened culture of accountability and respect.

- Established quarterly JV Executive Forums, raising partner satisfaction by 40% and strengthening alignment on strategic investment decisions.

#### **Business Transformation Manager – ExxonMobil, U.S. | 2023–2024**

- Spearheaded a \$100M+ enterprise-wide reorganization, consolidating core functions into GBS centers, reducing costs 30%, improving efficiency 25%, and centralizing 80% of critical processes across 10 departments.
- Reengineered organizational structures to align with long-term strategy, securing 100% stakeholder alignment, standardizing workflows to cut process times by 40%, and training 300+ employees to accelerate adoption.

#### **GM – Operations Excellence, Health Safety & Environment – ExxonMobil, U.S. | 2021–2023**

- Assumed leadership amid escalating regulatory failures, including a 30% year-on-year increase in fines and fees, and launched a deep-dive review of compliance workflows to assess risk exposure.
  - Introduced proactive monitoring, digital tools, and external legal counsel for intelligence gathering, while reorganizing teams into asset-focused units supported by a centralized function.
  - Instituted a regulatory engagement strategy that clarified expectations, aligned integrity engineers, and established quarterly forums with regulators, facilitating the closure of outstanding compliance issues.
  - Reduced compliance concerns by over 90% and fines by ~95%, generating \$50M in savings, while securing approval for risk-based inspection methodologies.
- Transformed the organization’s approach to safety and regulatory compliance following a fatal fire incident and record compliance failures.
  - Introduced transparent leadership, rigorous root cause analysis, and simplified processes that reshaped trust, credibility, and culture.
  - Delivered a ~99% reduction in Total Recordable Incident Rate within 12 months, securing the safest operational year in company history and positioning the business unit as an industry benchmark.
- A differentiated leadership approach centered on simplification, a growth mindset, and workforce empowerment, fostering long-term cultural transformation across the enterprise.

#### **General Manager – Operations Technical Engineering – ExxonMobil, U.S. | 2020–2021**

- Directed \$100M OpEx and 150 staff across five global sites, aligning technical operations to enterprise strategy, standardizing global safety systems, and reducing engineering backlogs by 60% and cutting operating costs 8%.
- Launched a “Technology as a Service” model generating \$8M in internal revenue, while negotiating \$12M in gas commercialization contracts and implementing innovative shut-in strategies to optimize asset value and strengthen portfolio performance.

#### **Functional Engineering Manager – ExxonMobil, U.S. | 2018–2020**

- Oversaw \$25M OpEx and 46 staff while directing a \$200M digital transformation and \$650M reliability portfolio, eliminating 200K+ labour hours, increasing uptime 25%, and reducing project overruns by 30%.
- Escalated risk exposure to senior leadership across 150 pipelines and assets; restored compliance and risk visibility without incurring significant CAPEX.
- Liquidated 25 Category 1 pipeline risks within one year, eliminating \$450M in planned CAPEX for pipeline retrofits, strengthening regulatory confidence, and positioning the business unit as a pioneer in technology-enabled integrity and asset stewardship.

### **EDUCATION**

**MBA – Sloan Fellow, Innovation & Global Leadership | MIT Sloan School of Management- Cambridge, MA**

**MSc – Oil & Gas Engineering | Robert Gordon University - Aberdeen, Scotland**

**BSc – Chemical Engineering | University of Benin - Nigeria**