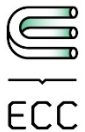


# Optionality / Standardization: Opponents or Allies?

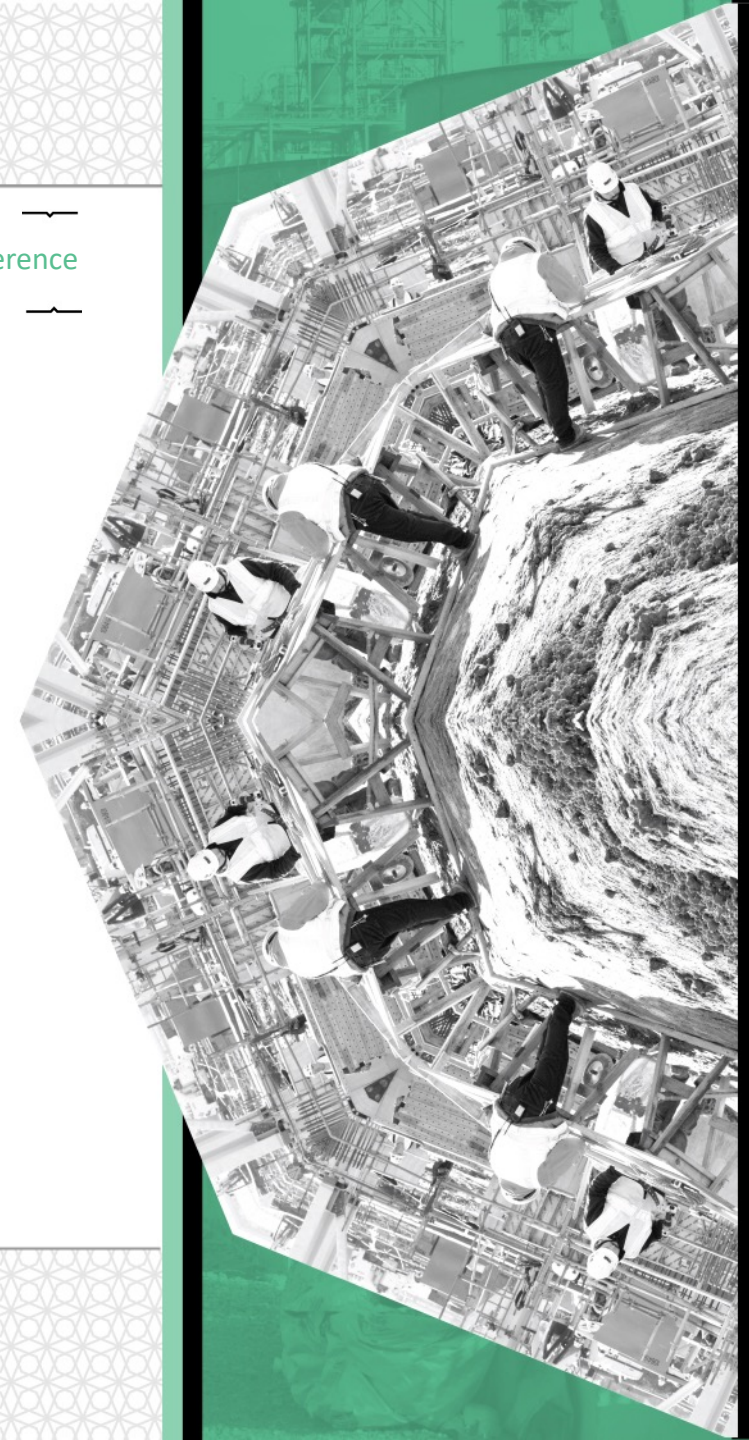
*There will be audience polling through Crowd Compass – please make sure you have the App downloaded to participate.*



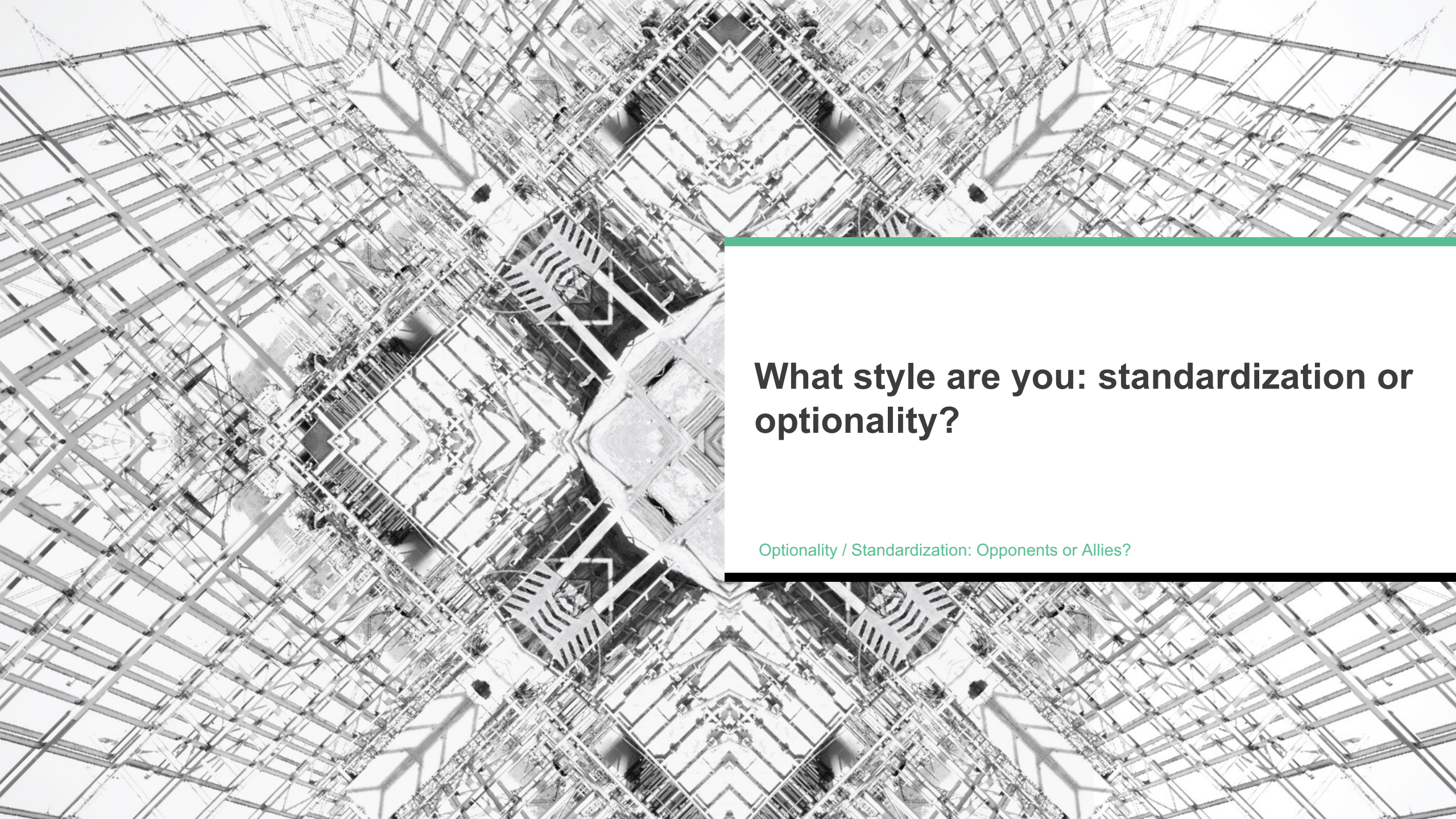
Team Members:

**Roger Laing, Ryan Malone, Jose Pires**

Presented: **September 10, 2021**







# What style are you: standardization or optionality?

Optionality / Standardization: Opponents or Allies?



# Results

- [placeholder for polling results]





**Optionality...**

**Thinking *Inside* The Box?**

Optionality / Standardization: Opponents or Allies?



# Panelists



## ● Ryan Malone

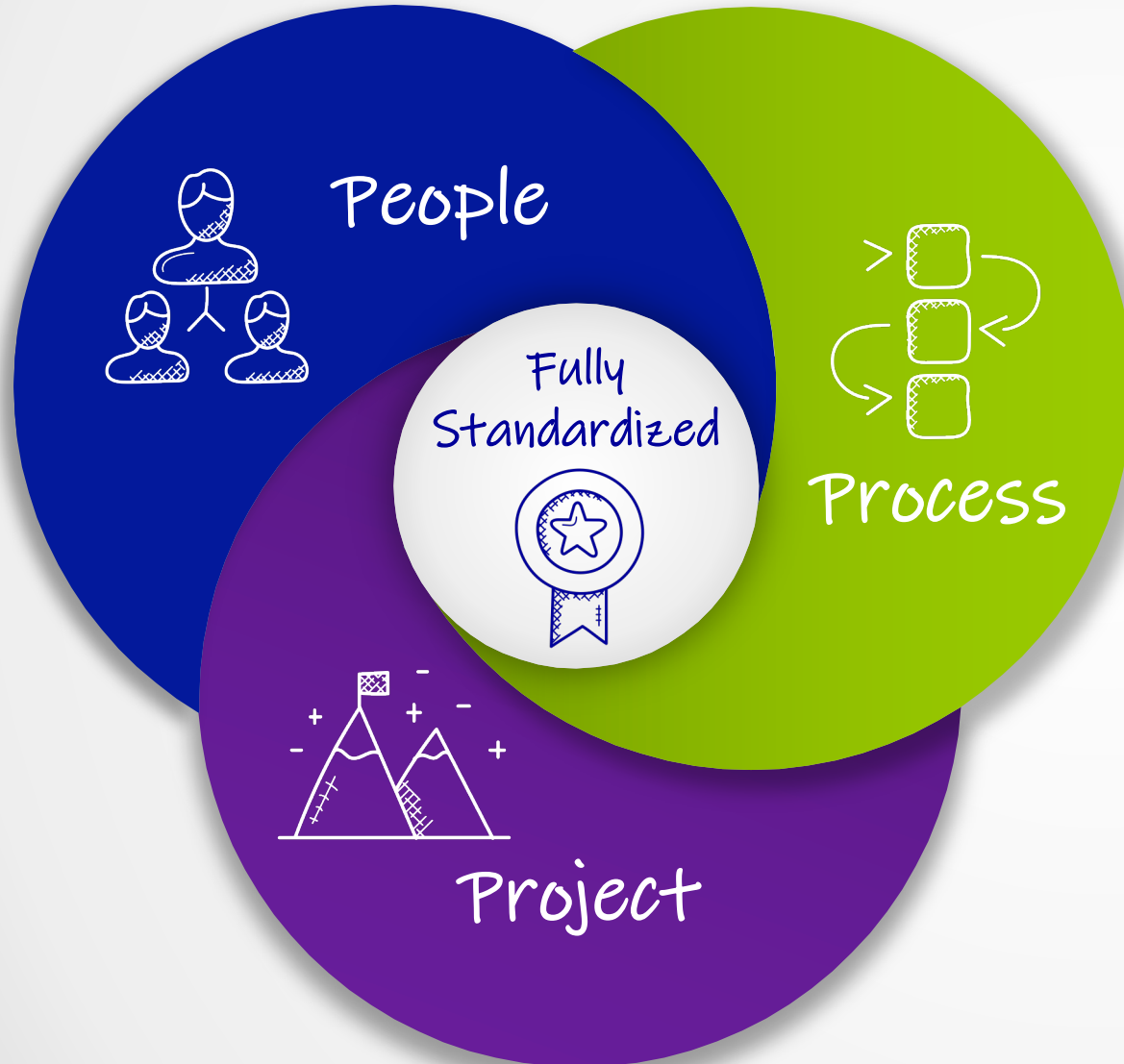
- Ryan Malone is the Sustaining Capital Portfolio Manager and is responsible for recommending capital investment choices across BP's 7 global refineries, 9 production regions, and across the building alternative energy portfolio. Ryan joined BP in 2002 and has held a number of posts in operations, projects, as well as centralized corporate roles.
- Ryan's career with BP began as an operations engineer in Onshore USA and then led to a number of project engineering and management roles. Ryan was Executive Assistant to the COO - Global Projects, where he helped in the creation of BP's global projects organization (GPO), and most recently, Ryan was the Head of Projects for BP's Gulf of Mexico and Canada joint business.



## ● Jose Pires

- José Pires serves as Excellence & Innovation executive leader and advisor for companies ranging from startups to Fortune 50, guiding executives and high-performance teams on the journey to award-winning cultural, business, and digital transformations for value creation.
- He has held Excellence & Innovation and Business Transformation leadership positions across multiple industries, including electronics (Sony), semiconductors (Cymer-ASML), food (Nestlé), energy / water / telecommunications infrastructure (Black & Veatch), and oil & gas / energy (Andeavor-Marathon Petroleum)

# Standardization delivers Predictability through...



## People

- Globally connected
- Centralized and deployed
- Adapt to regional/business drivers

## Process

- Globally consistent
- 'What', not the 'How'
- Scalable based on complexity and risk

## Project

- Built around the 'value' of the investment
- Programmatic approach; 'design one, build many'
- Supplier-led solutions

# Optionality, Innovation, and the Pursuit of Greatness...

Optionality – The Whirlwind of Our Day Jobs – Different Perspectives – Disciplined Innovation  
Ideas – Methods – Technologies – People – Purpose – Passion – Discipline – Resilience  
Innovation Execution – Collaborative Leadership



Horses – Cars – Value Creation – Structure – 20% Time – Motorola – GE – Google – Andeavor

Mastery of Contradictions – AND World – Blend, not Balance

José Pires





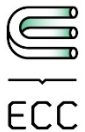
# Panel & Audience Discussion

Optionality / Standardization: Opponents or Allies?



# Optionality / Standardization: Opponents or Allies?

*Thank you for joining us!*



Team Members:

**Roger Laing, Ryan Malone, Jose Pires**

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