Article Resources

Learning From the Past: 10 Lessons for the New Generation of Landmen

By Cranford Newell, CPL

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At some point you have probably heard the quote from George Santayana, "Those who cannot remember the past are condemned to repeat it." The core message of the quote can serve as a great lesson for the younger generation of landmen who are building their careers in our industry.

Let's take ourselves back in time about 30 years. The oil and gas industry was in the midst of one of the most drastic commodity-price collapses in history, and companies were struggling to stay in business. Likewise, landmen were losing their jobs and struggling to find work. Hundreds left the profession, and our industry faced a crisis of identifying future leadership.

Fast forward to current times as our industry met significant challenges in the form of a nationwide financial crisis in 2008-09. A few years later, a collapse in oil and gas prices triggered similar effects to those seen in the 1980s.

The landmen who continued to forge ahead in those times of uncertainty during the mid-80s learned valuable lessons that helped shape their careers. I interviewed a handful of senior landmen, and my goal in this piece is to share some of their lessons learned with the younger landmen who are beginning their careers and who are the future of our profession. Here we go:

1. **The devil is in the details**: It is imperative to learn the basics of the profession. It doesn't matter if you have a PLM, MBA, JD or any other initials. Establish your foundation so that as your career progresses, you can continue to add experiences and more advanced topics to your knowledge base.

2. **Pump the brakes**: Sometimes landmen get too trapped in the thought process that quicker is better. We all have bosses and external pressures that add to this line of thinking, but a lot of times mistakes come from trying to complete a task as quickly as possible instead of as accurately as possible. If you have a tight deadline, stay late or arrive early to the office to be able to put more time into your work. It will also help if you set realistic expectations with your boss or client.

3. **Listen to The Great One**: Wayne Gretzky once said, "I skate to where the puck is going to be, not where it has been." When working on a project, try and anticipate steps 2, 3 and 4. This will help you be more responsive and increase your efficiency.

4. **Six degrees of separation**: One of the greatest traits a landman can have is networking. Getting involved with groups like AAPL and your local association will give you access to hundreds of contacts you wouldn't have otherwise. You will be amazed how much establishing relationships with landmen around the country will assist you in your job and aid in your career development. NETWORK! NETWORK! NETWORK!

5. **You are not Francis Underwood**: This one is tough to avoid, but you will be better off in the long run if you avoid office politics. I hope all of you find yourselves in work environments

where everyone gets along and brings the best out in each other. Unfortunately, that isn't likely. Talking politics is a losing game. Work hard, surround yourself with a good team and your reputation and work product will do all the talking you need.

6. **A rising tide lifts all boats:** Surrounding yourself with a good team and developing positive working relationships will do wonders for your career. Don't have the mindset that you as an individual will receive promotions. Instead, remember that others — specifically your colleagues — will promote you in your career.

7. **Words of wisdom:** Among the best resources for young landmen are the experiences and advice of those who have walked in their shoes. Take time to ask questions, bounce ideas and learn from the senior landmen around you. Doing this is a sign of maturity and self-awareness that will garner respect from your colleagues.

8. **Failure can be a positive:** Spoiler alert — all landmen make mistakes and experience failure in one form or another. The main point is don't be afraid to fail. Retired Gen. Colin Powell said, "Success is the result of perfection, hard work, learning from failure, loyalty and persistence." Don't allow failures to discourage you; instead, use them as learning experiences that will make you a better landman.

9. **Look in the mirror:** Take time for yourself to reflect on where you are, where you have been and where you want to be. Self-reflection is important for personal as well as professional growth. It is vitally important to enjoy life outside the office. Work hard, but make sure you are taking time to unwind and recharge your batteries.

10. **The path less traveled:** Remember that there is not "one true path" for a landmen. Some will start in the field, some will start in-house, some will begin their careers with a small startup and others will begin with a supermajor. The point is landmen can choose from an infinite number of paths to achieve their career goals. Enjoy whichever path you travel, and don't be afraid to change directions. Fortune favors the bold.

Like many seasoned landmen, I've experienced what young people go through early in their careers. Several of these concepts were helpful for me, and I hope you will find them useful too. Our industry and profession will face even greater challenges over the coming years, and we will need robust, insightful leadership. I hope these points will help you prepare for those challenges and that 10 or 15 years from now you will be giving even better advice to the next wave of landmen. Remember what Louis Pasteur said, "Chance favors the prepared mind."

10 Tips for Successful Negotiating

By Ed Brodow

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The ability to negotiate successfully in today's turbulent business climate can make the difference between success and failure. Following are my top 10 negotiation tips for 2013:

1. Don't be afraid to ask for what you want. Successful negotiators are assertive and challenge everything — they know that everything is negotiable. I call this negotiation consciousness, and it is what makes the difference between negotiators and everybody else on the planet.

Being assertive means asking for what you want and refusing to take no for an answer. Practice expressing your feelings without anxiety or anger. Let people know what you want in a nonthreatening way. Practice "I" statements. For example, instead of saying, "You shouldn't do that," try substituting, "I don't feel comfortable when you do that."

Note that there is a difference between being assertive and being aggressive. You are assertive when you take care of your own interests while maintaining respect for the interests of others. When you see to your own interests with a lack of regard for other people's interests, you are aggressive. Being assertive is part of negotiation consciousness.

"Challenge" means not taking things at face value. It means thinking for yourself. You must be able to make up your own mind, as opposed to believing everything you are told. On a practical level, this means you have the right to question the asking price of that new car. It also means you have an obligation to question everything you read in the newspaper or hear on CNN. You cannot negotiate unless you are willing to challenge the validity of the opposing position.

2. Shut up and listen. I am amazed by all the people I meet who can't stop talking. Negotiators are detectives. They ask probing questions and then shut up. The other negotiator will tell you everything you need to know — all you have to do is listen.

Many conflicts can be resolved easily if we learn how to listen. The catch is that listening is the forgotten art. We are so busy making sure that people hear what we have to say that we forget to listen.

You can become an effective listener by allowing the other person to do most of the talking. Follow the 70/30 rule — listen 70 percent of the time and talk only 30 percent of the time. Encourage the other negotiator to talk by asking lots of open-ended questions — questions that can't be answered with a simple "yes" or "no."

3. Do your homework. This is what detectives do. Gather as much pertinent information prior to your negotiation. What are their needs? What pressures do they feel? What options do they have? Doing your homework is vital to successful negotiation. You can't make accurate decisions without understanding the other side's situation. The more information you have about the people with whom you are negotiating, the stronger you will be. People who consistently leave money on the table probably fail to do their homework.

4. Always be willing to walk away. I call this Brodow's Law. In other words, never negotiate without options. If you depend too much on the positive outcome of a negotiation, you lose your ability to say no. When you say to yourself, "I will walk if I can't conclude a deal that is satisfactory," the other side can tell that you mean business. Your resolve will force them to make concessions.

Clients often ask me, "Ed, if you could give me one piece of advice about negotiating, what would it be?"

My answer, without hesitation, is: "Always be willing to walk away." Please note that I am not advising you to walk away, but if you don't even consider the option of walking away, you may be inclined to cave in to the other side's demands simply to make a deal. If you are not desperate — if you recognize that you have other options — the other negotiator will sense your inner strength.

5. Don't be in a hurry. Being patient is very difficult for Americans. We want to get it over with. Anyone who has negotiated in Asia, South America or the Middle East will tell you that people in those cultures look at time differently than we do in North America and Europe. They know that if you rush, you are more likely to make mistakes and leave money on the table. Whoever is more flexible about time has the advantage. Your patience can be devastating to the other negotiator if they are in a hurry because they start to believe that you are not under pressure to conclude the deal. So what do they do? They offer concessions as a means of providing you with an incentive to say yes.

6. Aim high and expect the best outcome. Successful negotiators are optimists. If you expect more, you'll get more. A proven strategy for achieving higher results is opening with an extreme position. Sellers should ask for more than they expect to receive, and buyers should offer less than they are prepared to pay. People who aim higher do better. Your optimism will become a self-fulfilling prophecy. Conversely, if you have low expectations, you will probably wind up with a less satisfying outcome.

7. Focus on the other side's pressure, not yours. We have a tendency to focus on our own pressure, on the reasons why we need to make a deal. It's the old story about the grass being greener in the other person's backyard. If you fall into this trap, you are working against yourself. The other side will appear more powerful. When you focus on your own limitations, you miss the big picture. Instead, successful negotiators ask, "What is the pressure on the other side in this negotiation?"
You will feel more powerful when you recognize the reasons for the other side to give in. Your negotiation power derives in part from the pressures on the other person. Even if they appear nonchalant, they inevitably have worries and concerns. It's your job to be a detective and root these out. If you discover that they are under pressure, which they surely are, look for ways to exploit that pressure in order to achieve a better result for yourself.

8. Show the other person how their needs will be met. Successful negotiators always look at the situation from the other side's perspective. Everyone looks at the world differently, so you are way ahead of the game if you can figure out their perception of the deal. Instead of trying to win the negotiation, seek to understand the other negotiator and show them ways to feel satisfied. My philosophy of negotiation includes the firm belief that one hand washes the other. If you help the other side feel satisfied, they will be more inclined to help you satisfy your needs.
That does not mean you should give in to all their positions. Satisfaction means that their basic interests have been fulfilled, not that their demands have been met. Don't confuse basic interests with

positions/demands: Their position/demand is what they say they want; their basic interest is what they really need to get.

9. Don't give anything away without getting something in return. Unilateral concessions are self-defeating. Whenever you give something away, get something in return. Always tie a string: "I'll do this if you do that." Otherwise you are inviting the other negotiator to ask you for additional concessions. When you give something away without requiring them to reciprocate, they will feel entitled to your concession and won't be satisfied until you give up even more. But if they have to earn your concession, they will derive a greater sense of satisfaction than if they got it for nothing.

10. Don't take the issues or the other person's behavior personally. All too often negotiations fail because one or both of the parties get sidetracked by personal issues unrelated to the deal at hand. Successful negotiators focus on solving the problem: How can we conclude an agreement that respects the needs of both parties? Obsessing over the other negotiator's personality — or over issues that are not directly pertinent to making a deal — can sabotage a negotiation. If someone is rude or difficult to deal with, try to understand their behavior and don't take it personally.

You can go pretty far with these basic ideas. If you want to dig deeper, read my book, *Negotiation Boot Camp*, and — better yet — invite me to speak at your organization's next meeting or convention.

About the Author:
Ed Brodow (www.brodow.com) is the best-selling author of *Negotiation Boot Camp* and the negotiation guru on PBS, ABC News, Fox News and *Inside Edition*.

Flexible Schedules, Working Remotely Can Empower Employees to Be Their Best

By Britney Crookshanks, CPL

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We are so much more than just employees now. I am your secretary of AAPL, vice president of land for Infinity Natural Resources, an entrepreneur, treasurer of Michael Late Benedum Chapter Foundation and board member of MLBC; however, that only covers my professional world. I am also a wife, mom of three, sister, daughter, niece, aunt and best friend. This is a lot, but this is exactly how I want to live my life — to the absolute fullest. I love when my days are so full that it's a constant run and well-choreographed juggle. I wake up in motion and carry that momentum until crashing out at bedtime, but that is what happiness looks like to me.

I am not alone in this desire for a fulfilled, busy lifestyle. There are many other professionals who also strive to achieve personal, family or community aspirations while simultaneously thriving in their professional lives and achieving career goals. We live in a world where the roles of the parents are more blended than ever before. This is such a positive evolution; if society had maintained the more traditional, clearly defined roles, one of us would be missing out on some of life's most amazing memories in both our personal and professional worlds. Most families share the responsibilities of taking care of the family and household while balancing working full time. Every Sunday my husband and I plan out our week by color coordinating our calendars with work, children, community and household obligations. We try to plan everything in advance to help with the day-to-day flow of duties and to ensure we are organized. The biggest advantage we have in our lives — and the direct connection to our being able to chase our dreams — has been supportive and forward-thinking employers.

We are both fortunate to work for employers who support a flexible work schedule and offer the option of working remotely. Working remotely is not an opportunity to watch Netflix at home or get out of work assignments; it is a supportive tool companies can provide as a resource to their employees to help balance their personal and professional lives. Not only does a flexible work schedule afford the opportunity for my husband to coach my son's T-ball team and for me to be at my children's school programs, but it also allows my co-workers to care for aging parents, live a healthy lifestyle by exercising in the middle of the day or attend a course to help obtain a master's degree. The flexible work schedule helps employers to support their people as individuals with personal and professional demands — not just as employees of the company.

In 2008, I ran a title due diligence crew during the boom of the Marcellus Shale exploration in Appalachia and had a terrific landman who wanted to continue his work while he went back to school to finish his law degree. I didn't want to see him sacrifice his goals or inhibit his ambition, so we worked together to create a schedule that allowed him to attend classes during the day and work on his assignments in between classes and on the weekends. Because of the support he received, he was able to successfully balance his education ambitions while remaining the highest producing landman on the project for two years despite working unconventional hours.

Fast forward a few years to 2015 when I found myself in a situation where I needed my company's support and flexibility. My dad was battling a very aggressive cancer and I needed to be with him in North Carolina. My manager was understanding and knew that if she gave me the opportunity to work remotely, I wouldn't miss a beat and we would continue to clear wells. I fulfilled my personal need to support my dad while following through with my commitment as land manager. When I returned to the office, I was more dedicated and more personally connected to my commitment to the company than ever before. In both scenarios, a flexible schedule resulted in employees who were more devoted and driven to support the companies and employers they felt support from.

As a manager, I build my team with people who are confident, loyal, capable and team oriented. I want to hire people who want the entire company to succeed and who understand and support the company's community and culture. When employees have more control over their schedule and work environment, they feel empowered. It can give them the opportunity to engage their entrepreneurial spirit and make them more productive and more confident in their success. When we treat our employees like people and care about their well-being and happiness, we create dependable, community-centered employees.

Through the advancements of technology, you can be in the room with anyone in the world at any time. There are levels of communication that can get lost through written words in emails or through phone conversations, but now with the advancements and clarity of video calls, you can accomplish the same connection with people as you would sitting in a conference room together. Infinity's main office is in Morgantown, West Virginia; however, we have partners in Dallas, Texas, and Greenwich, Connecticut, with whom we video chat daily. It provides a similar connection to being in the same space while allowing us to live and work in different geographic locations.

Working remotely can also help the company by reducing overhead and expenses. For example, when you allow your employees to work from home, it cuts down on the number of permanent workstations you need available in the office. I have seen companies that have been able to cut out their office expense completely or downsize significantly by allowing their employees to work from home or from other remote locations. This has allowed many companies to weather the storm we are all in right now.

Independent landmen have been managing their own schedules and working remotely since the beginning of exploration for oil and gas. As an independent landman, I had to be ready and able to negotiate a lease or a deal anywhere — from a board room with executives to a kitchen table with the entire family. I remember hauling around a printer in the trunk of my car to ensure I could print documents on the spot once the negotiations were finalized. As an independent landman, you are trusted to complete your responsibilities and your project within a certain time frame, but most of the time you set your own agenda and schedule. We should be providing that same trust and respect we enlist in our independent landmen to our company's employees.

Creating policies that address flexible work schedules is a smart way for companies to retain the needed mechanisms to hold people accountable for their responsibilities and to ensure productivity does not suffer due to environment or schedule changes. Clearly identifying expectations for utilizing flexible work schedules or working remotely will help ensure employees are successfully following the guidelines and parameters established by the company.

Zenefits, a human resource and payroll services firm, conducted a survey in 2018 of hundreds of small businesses to compile a benchmark report titled "The State of Flexible Work Arrangements." This report dives into small businesses offering flexible work benefits and provides insight into the advantages and disadvantages of these policies. The report concluded:

- 67% of small businesses offer some form of flexible work arrangements.
- 73% of employees said flexible work arrangements increased their satisfaction at work.
- 77% of employees consider flexible work arrangements as a major consideration when evaluating future job opportunities.

In addition to this report, numerous TED Talks and business journal articles explore the advantages of flexible work schedules and the ability to work remotely as a growing business trend that benefits both employees and employers. As technology continues to advance and the industry evolves to appeal to the next generation, leading companies that are open to new policies with more flexibility will help us to attract better talent and maintain superior employees.

AAPL Responded to 'Social Distancing' With Free Access to Remote Resources

By Stacey Garvin, CPL

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The COVID-19 health crisis has affected everyone in this country — and in the world. For our members, who rely on our energy industry as a primary source for their livelihood, there is even more of an impact due to the economic effects of the virus. AAPL responded with expanded access to our robust assortment of online professional development resources.

In recognition of the financial and social distancing challenges that COVID-19 created for our membership, AAPL launched free on-demand webinars on numerous topics:

- Due Diligence
- Ethics and America's Landman
- Keeping the "Independent" in Independent Landman
- Minerals Management
- Negotiating Oil and Gas Leases
- Oilfield Economics
- Petroleum Geology
- Principled Leadership
- Regulatory Permitting
- Understanding Negotiations

As members began self-isolating and working from home, many turned to AAPL's webinar platform and online learning resources to stay relevant on important industry topics, advance their continuing education goals and keep their membership active and their professional certification requirements up to date.

We've created a very user-friendly process. When a member selects an on-demand webinar, they will receive an email with a link to the webinar video. Once the member logs in to the AAPL website, they will have access to the webinar for one year. Included at the bottom of the webinar page are instructions on how to enter the code to receive the member's recertification credits after the webinar has been viewed.

Also as a reminder, AAPL has established a Professional Development Assistance Program that reduces education event registration fees up to $300 annually. The program is designed for Active Members in good standing for at least two years who have not received Professional Development Assistance more than twice in the past calendar year. The $300 member benefit can be applied for AAPL education programs including:

- Institutes
- Seminars
- Workshops
- Oil and Gas Land Reviews
- Annual Meeting
- NAPE Global Business Conference (including the Job Fair and networking Icebreaker)

The program benefit is limited to two programs per year, including AAPL education seminars and online webinars that are available. If you are requesting assistance for the RPL/CPL exam, your application must already be approved by the Certification Committee.

We hope you continue to utilize the AAPL online education benefits available with your membership and know that the AAPL staff is here for you. For the latest listing of available resources, visit landman.org.

Survey Says: Gender Gap Is as Prevalent as Ever

By Le'Ann Callihan

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The gender pay gap generates significant political and social debate, and in the world of the landman, the same rings true. The imbalanced ratio of men to women in the oil and gas industry and the disparity in compensation in the land profession raise red flags as leadership looks to the future. While the AAPL has made significant strides in recognizing women who lead, our brand audit and compensation survey show there is still much work to be done to equal the playing field.

Results from AAPL's numerous landman compensation surveys indicate that females have been unable to close the gap since AAPL began gathering data more than 25 years ago. Already significant at $25,597 in 2010, the pay gap increased for female exempt employees to $33,622 in 2017. The difference in the independent female landman category is $22,079. This large and unexplained inequality in compensation remains a mystery, but AAPL leadership is looking for ways to solve it.

When the medians were compared between male and female landmen with similar experience in three brackets (0-5 years, 6-10 years and 11-15 years) and similar educational background (bachelor's degree only), males earned in excess of $10,000 more than females. Even more alarming was the huge gap in the 16-20 years of experience bracket, where males earned $70,000-plus more than females (excluding cash bonuses, stock options, cash value of overriding royalty interest, royalty interest or working interest grants).

Some experts attribute the difference in this experience bracket to the smaller number of females who reach a director or executive role. According to a report from PayScale.com, there not only is a gender gap, but there is also an opportunity gap — with relatively few women at the top of organizational charts. PayScale's data shows that at the start of their careers, men and women tend to work at similar job levels, most often entering the workforce at the individual contributor level: 72 percent of men and 74 percent of women in the 20-29 age group are in individual contributor roles. Over the course of their careers, men move into higher-level roles at significantly faster rates than women. By midcareer, men are 70 percent more likely to be in executive roles than women. By late career, men are 142 percent more likely to be in VP or C-suite roles.

On the flip side, women are more likely than men to remain in individual contributor positions over the course of their careers. By midcareer, 60 percent of women are in individual contributor positions versus 52 percent of men. By late career, 59 percent of women are still in individual contributor positions compared with 43 percent of men.

AAPL is looking for ways to balance the scale by offering more opportunities for its female members. At our next NAPE Summit, a special event will provide a unique and exclusive opportunity on the expo show floor for women in energy to hear from industry leaders and network with professional peers. Named "Connections and Conversations for Women in Energy," this event is designed to spark conversation on thought-provoking topics for business professionals, such as negotiation skills, closing multimillion-dollar deals, leading a team from prospect generation to drilling the well and much more.

At the 2019 Annual Meeting & Conference in Pittsburgh, AAPL is debuting a special breakfast event for female landmen. In addition, the AAPL Education Committee is slating several top female executives as speakers for the education program at the Annual Meeting as well as our regional institutes and various educational workshops throughout the year.

Last but not least, AAPL leadership has committed to providing compensation data to landmen via a detailed survey and analysis each year. The compensation survey results and executive summary contained with this issue of the *Landman* magazine is a great tool and benefit of membership for both men and women in AAPL. Use it, share it and complete the next survey questionnaire when it hits your inbox. The only way we can make a difference is to continue to collect, review and present relevant data.

The road is not easy, but it's a great journey. As women of the 21st century and as representatives of the land profession, let's be determined to have the courage to continue to try to pave the way, close the gap, raise the ceiling or whatever else we need to do to equalize and help future generations.

Improving D&I is Good for Business, Good for Relationships

This article first appeared in Landman*, July/August 2020.*

Diversity and inclusion are not buzzwords. They are part of the foundation for sound business practices that build stronger organizations and better products and services. But how do you ensure your company is embracing a commitment to diversity and inclusion? We asked AAPL member Stefanie P. Hines, a former landman and certified petroleum lease and title analyst, to weigh in.

After beginning her land career as an independent in 2003, Hines served as a team lead in the Appalachian Business Unit at Noble Energy, manager of land administration at Murex Petroleum and land administration and land supervisor at EQT. In 2017, she joined West Virginia University as a teaching assistant professor in Energy Land Management, where her teaching focuses on ethics and negotiations, strategic planning, nontechnical issues, title and heirships, and professional experience. Hines also has been a speaker at a national affinity leadership conference on how to engage upper management in D&I.

AAPL: How long have you been involved in D&I efforts?
SPH: For the past eight years, I have had the great pleasure and frustration of being involved with diversity and inclusion efforts and initiatives. It is my passionate desire to live in a world that embraces all races, all religions, all genders and all cultures. I am incredibly passionate about the need for not only diversity but ultimately for inclusion of all types of people.

AAPL: Where does that passion come from?
SPH: As a Chinese American, as the daughter of a first-generation mother and as the mother of an autistic child, I have a very personal interest in making sure we have an inclusive society. I know from these experiences that having a truly diverse group of people to work with and in my social circle helps me to become a better person and better at connecting with the world around me. My life and work experiences have also encouraged me to fight for these causes. It is a personal crusade for me to help to create a better environment that will grow and create a more diverse and inclusive experience. However, it is frustrating that the work is challenging, slow and often met with resistance — much of which comes from lack of understanding.

AAPL: What exactly does D&I mean?
SPH: The definition of diversity is a variety. The application and concept behind diversity in the workplace or academic context is about the recognition of value of all different people whether it be difference in race, gender, sexual orientation, ethnicity, veteran status, education or physical ability. At some companies other factors may be included as well. Diversity therefore has come to mean valuing the authenticity of each individual person and believing each person can be a valuable contributor.

Inclusion is the incredibly important part that takes diversity from just being a mix of people and makes them into successful teams, business partners, friends, mentors, social acquaintances, and more. So often when we speak about diversity and inclusion, we are really talking just about diversity and we forget the crucial inclusion piece.

AAPL: Can you give an example of inclusion?
SPH: I recently watched the movie *The Express: The Ernie Davis Story*. It is the tale of Ernie Davis, who was the first black football player to win the Heisman Trophy in 1961. The movie depicts a scene that takes place after the Syracuse football team wins the Cotton Bowl. They are invited to receive their trophies at a country club, but the catch is the star player and game MVP — Ernie Davis — cannot attend simply because he is black. The team chooses to instead eat at a local restaurant.

My own grandparents experienced similar treatment in the 1960s. My grandfather was a doctor from mainland China living in small town America, where he would often be invited to speak at the local country club medical meetings and other civic groups. Amazingly, he would be the keynote speaker, but could not stay to eat. He also could not become a member of the country club.

Inclusion is when you are part of the group — not just a number or a statistic — but when you go from being part of a "different" group to being part of the team.

AAPL: Why is diversity and inclusion important?
SPH: Having diversity and inclusion as part of your life and at work or school allows people to be their authentic selves. It allows people to think and act freely and comfortably, therefore allowing them to be productive, happy and participatory. It also can open doors for learning, growth, better social interactions, improved negotiations, enhanced networking, and becoming a more well-rounded person who is more open to the world. Studies have shown that organizations that have good diversity and inclusion practices see less turnover, more productivity, happier members and innovations that drive business and learning. They also are highly attractive to top-talent. And of course, good practices are impactful from an interpersonal relationship standpoint which in my opinion is incredibly important.

AAPL: Can you elaborate?
SPH: When I teach my students about negotiating, we take the time to learn about different cultures, perspectives and concepts. I spend time explaining the need to be open to new ideas and people — especially in the land industry. In this profession, they will need the ability to relate and connect immediately with people who are strangers from all over the nation, perhaps world. It is also very important to create respect for all different types of people and their cultures.

I teach my students about interpersonal relationships and how important it is to build trust and rapport, to value what the other person is saying and telling you. I often have guest speakers who espouse the same lessons that each person you interact with can teach you something, is of value and should be listened to. These are the things that successful landmen already know. Successful landmen are already applying many of these concepts. Great landmen are open to listening to all types of people regardless of race, ethnicity, socioeconomic status, disability, veteran status, etc.

AAPL: What are some other benefits?
SPH: Having diverse people in your organization and social circles gives you an insight into communicating and working with people from across the broad spectrum of humans in the world. It gives an ease and comfort to being in new situations and also allows for human connections that come more easily. In my negotiation class I tell the students to scan headlines from all different news organizations and to consider joining clubs or other campus organizations that might be outside of what they normally do so that they can broaden their horizons and learn to connect with people who wouldn't normally be in their circles.

AAPL: What are some tips for improving an organization's D&I practices?
SPH: I think that too often organizations focus solely on the number of diverse candidates versus inclusion efforts. Too often where the diversity "numbers" look good — that is, they never increase or decrease — what that really means is that you are not retaining diverse talent, and there is a revolving door. In other words, talent comes in and talent goes out. The goal should be to create an environment where diverse talent and students feel welcomed, valued and encouraged to take on leadership roles, training and other opportunities. This is a conscious effort that starts at the top, but it has to be an effort from all parts of the organization. Inclusion means that everyone has to get on board. People must recognize bias that exists and make conscious efforts to create a real process.

I make an effort at WVU to extend out past just my program. I work with different groups on campus and off campus to change the perception that energy land management is a major for just men or just people of a certain political stance. I actively engage with groups outside the typical circle. I have made an effort to create relationships with student organizations and partnerships with different groups to create a space where students feel comfortable to be 100% authentic. We have made a conscious effort over the last three years to encourage diversity and to foster the acceptance of all people. The results have been a steady increase in diverse students, especially women.

I also try to participate in panel discussions/speaking events so that people can get to know me and understand that there are all sorts of different types of people in the oil and gas industry. Leaders who really want to change the culture have to make a concerted effort to create opportunities for open discussions and bias training, and everyone in the organization must truly take on the belief that all people of all types have value and should be respected. In many ways, you can improve D&I practices through education of everyone involved.

Many organizations have employee resource groups or something similar. When these are run well, they can be a great opportunity to create openness, sharing, education and a sense of community, while providing an opportunity to create a line of communication directly to leadership. I think these groups can be a great asset, especially when all people in the organization are involved and the leaders also participate and encourage their reports to do so.

AAPL: In your experiences, what are some typical challenges to improving D&I and how do you overcome them?
SPH: The biggest challenge is the idea that diversity is the only step taken and that once you hire diverse candidates or once the students are recruited, the work is done. I compare this to planting a garden but forgetting to weed and water it; it needs to be nurtured, cared for and encouraged to grow. It is very difficult to overcome the mentality that if you have diverse talent, that is enough — the end.

What is needed most is a fully supported program that addresses bias, respect, openness, change of power dynamics and diverse leadership. So often diverse talent is hired and then never promoted. Or an attempt to hire diverse talent would fail because highly qualified people would look at the organization and see that while there are diverse people who are working there, there are no people of a diverse nature in any leadership roles or with any hope of advancing. Equity in opportunity is such an important factor that it cannot be overlooked. I also think that taking a one-size-fits-all approach is troublesome. I think each organization needs to look at all the factors and carefully examine what it can do to make improvements or changes.

In addition, I should mention the need to think outside the box. It is difficult to keep up with everything, especially when everyone is busy, but I have found that things like introducing new technology, updating curriculum and thinking consciously about including all people through events, training, and leadership are the most beneficial to making cultural changes.

Finally, we have to be brave. People need to have to the courage to call each other out on behaviors that exclude and be brave enough to be themselves and to learn new things.

AAPL: You've said you like to teach and practice the platinum rule. What is that?
SPH: The platinum rule states that we should "treat others as they want to be treated, and not how we want to be treated." The golden rule was good-natured, but it teaches us to look at everyone from an egocentric perspective, whereas the platinum rule asks that you take time to learn about the other person.

AAPL: How can that apply to being a better landman?
SPH: To me this is really the crux of a good negotiator and landman learning and listening to the person or people you are working with. The platinum rule requires us to take a minute to help fix cultural misunderstandings and to lessen misunderstandings based upon our differences, and rather than letting differences separate us, we can allow them to bring us together. People who are different have had different life experiences. If we surround ourselves with only people who are similar to us, we will not have the benefit of learning how to relate to different perspectives, innovations and ideas. As landmen, sometimes the ability to relate and understand things from a different perspective can mean the difference between getting the deal done or not.

AAPL: Do you find that the platinum rule also benefits your other relationships?
SPH: Diversity and inclusion practices like the platinum rule can improve your friendships and personal relationships too. A good example of this is with my own three children. They all have the same parenting and live in the same home together, but each one learns in a different way. I have tried to apply the same techniques to each of my kids, but quickly learned that I needed to adopt a flexible approach, otherwise I would find myself frustrated and at a dead end. Now I know that my daughter needs me to sit with her and help her with her homework, my oldest son is independent and likes to be left to his own devices unless he asks and my son with autism needs a mix of tough love and independence.

In the end, diversity and inclusion is a mindset of how we view the world. We want to be the most successful person possible at work, school and home. Diversity and inclusion can only help.

Lean on Your AAPL Network, Resources as You Adapt to the Next 'New Normal'

By Greta Zeimetz, DBA, CAE

We have all dealt with an unprecedented amount of change since 2020 rang its bell and crashed into our lives. So many hopes and dreams of a better year for many of us won't ring true. While dealing with the COVID-19 pandemic, which disrupted the lives of every citizen, we are also dealing with an oil crisis. Many of our members have lost their jobs due to one event or the other. To say that it is a challenging time is an understatement. The changes that are impacting our lives seem outside of our control and impossible for us to manage. Yet, we need to face these challenges head-on and look for opportunities to grow and expand.

If someone would have told me at the beginning of the year that my entire team at AAPL's headquarters would be working from home for more than a month, I would have probably panicked first and then attempted to put some parameters and guidelines into place. Instead, with short notice, we identified what we could and couldn't do to serve our members while working from home. We didn't have time to overanalyze and overplan what we were going to do, and instead, we just did it and did it well. I'm very proud of my team and their performance during the challenges of COVID-19 and their collaboration and support of each other during a very stressful time in everyone's lives. From this event, we have learned new skills and improved others, and our lives will never be the same because of it. And that is a good thing for me and my team.

It is almost the end of April as I write this column, and there is much talk about the "new normal" in the workplace. We are still fighting the coronavirus and we don't know how long we will be working from home or what our lives will look like when we can return. There is much talk about continuing social distancing and limiting large events for months to come. This might be the "new normal" for now, but I believe that our "new normal" is going to change from what it is today to something else "new." Since change continues, we need to be prepared personally and professionally.

Change can have a profound impact on our lives. Yet, even through negative events, positive rewards can occur. Having the right mindset and resources to effectively navigate through the change is important. According to the article "How I've Learned to Overcome Setbacks in My Life and Career" by Chris Winfield and published by *FastCompany* in 2016 (fastcompany.com/3060410/how-ive-learned-to-deal-with-setbacks), we need both peaks and valleys to keep us moving forward. Winfield said the ups we experience remind us of where we want to go, and the downs in our life push us to get where we want to go. Everyone has had career setbacks — even super successful leaders such as Mark Cuban, Michael Dell and Steve Jobs.

We all go through our peaks and valleys. For me personally and professionally, having a network of friends and colleagues I can talk with helps me sort through the issues and move forward in a positive way. As a member of AAPL, you have a peer network of thousands of landmen who understand the unique challenges you face. In fact, many of them have probably been in your exact spot at some point in their career. These members are your resource for insights, ideas and suggestions to help you tackle the challenges you are facing. Leverage your network for support as well as to help you move forward. As a member of AAPL you receive a Member Directory that you can access online anytime and a print copy that is convenient, even when the internet isn't.

According to the American Society of Association Executives, one-third of all Americans are a part of the association community, whether as employees, members or volunteers. At the heart of the association community are people — researchers, innovators, mentors, communicators – whose expertise and hard work collectively create a stronger America and world. In virtually every business sector and industry, across the country, state to state, associations mobilize millions to turn change into progress one step at a time. Your membership in AAPL makes a difference and helps us achieve our mission to promote the highest standards of performance for all land professionals, to advance their stature and to encourage sound and ethical stewardship of energy and mineral resources.

Connecting & Reconnecting: Making the Most of Your Networking Opportunities at AAPL Events

By Greta Zeimetz, DBA, CAE

This article first appeared in Landman*, May/June 2020.*

One of the most frequently cited benefits of being a member in an association is networking. Yet, the thought of actual networking strikes fear or disdain in many because most people consider networking to be insincere or manipulative.[1]

In a 2007 study published in the *Harvard Business Review* in 2007, Herminia Ibarra and Mark Lee Hunter discovered three types of networking: operational, personal and strategic. Operational networking focuses on managing the internal responsibilities and ensuring working relationships are effective. Personal networking enhances personal and professional development through new perspectives that allow an individual to advance their career. Personal networking also offers opportunities for referrals, new information, and coaching or mentoring. Strategic networking provides new business directions and the stakeholders needed for future priorities and challenges. These three types of networking are not mutually exclusive.

Networking is not easy because it pushes an individual outside their comfort zone.[2] To lessen the discomfort of operating outside one's comfort zone, Ibarra and Hunter suggest that individuals seek personal contacts who can be objective as well as work on their own personal attitude toward the necessity of networking. Without successful networking leaders will fail, the researchers said.

In their "Learn to Love Networking" article published in the *Harvard Business* Review in 2016, Tiziana Casciaro, Francesca Gino and Maryam Kouchaki[3] discovered four strategies to overcome an aversion to networking. First, they recommend that individuals concentrate on learning and the positives of networking, such as their increased knowledge and skills. Second, they suggest that individuals focus on the common goals they share with the people they forge relationships with. Third, individuals should think broadly about what they can offer to someone in their network. Instead of fixating on what they can get out of the relationship, they should focus on what they can provide. The fourth strategy is to find a higher purpose by emphasizing the benefits for the group, versus personal gains. Keith Ferrazzi wrote one of my all-time favorite books, *Never Eat Alone*.[4] Ferrazzi stated that most people fail to treat networking like any other goal they have. You need an action plan to focus your approach. He recommends that you make two lists — one with the people you have met before and want to reconnect with and another list that includes the people you want to meet. Then, you create a strategy on how you will strengthen your relationships with each person on your list. It takes time and a lot of effort to build strong relationships.

AAPL is a powerhouse of networking opportunities. Your association intentionally and purposefully creates space for you to build and strengthen your network. So, the next time you are attending an

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[1] Ibarra, H., & Hunter, M. (2007), "How Leaders Create and Use Networks," *Harvard Business Review*, *85*(1), 40–47.
[2] Ibarra & Hunter, 2007.
[3] Casciaro, T., Gino, F., & Kouchaki, M. (2016), "Learn to Love Networking," *Harvard Business Review*, *94*(5), 104.
[4] Ferrazzi, K. (2005), *Never Eat Alone*, Crown Business, New York.

AAPL event, be sure connect with others around you. You might just find your next business opportunity, mentor or resource.

Resources to Recharge Your Career

By Terri Olson and Jane Estes-Jackson

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There is a new effort afoot to help Rocky Mountain region oil industry professionals who are being affected by the industry downturn that has been amplified by the pandemic. Several professional societies have banded together to launch Rocky Mountain Members in Transition, or MiT. This is an outgrowth of the MiT effort by the Society of Petroleum Engineers in Houston that the Association of American Petroleum Geologists has recently joined. Although these resources are directed towards geoscientists and engineers, we certainly hope that our land colleagues can benefit from them, too.

There are two initiatives of the Rockies MiT in progress. A website called ***Petroleum Pivoters*** was built by Julia Lemaster of Casper, and is a centralized collection of resources for job seekers within and beyond the oil industry. It was born out of a desire to help engineers and geoscientists who have been laid off due to 2020 events. It contains regional and national resources for career guidance, job searching and general support. A unique feature is the collection of stories of successful pivoters, both inside and outside petroleum. Another useful component is a calendar with a focus on events for job seekers. The site can be accessed at petroleumpivoters.wixsite.com/website-1. There is also a LinkedIn group: Petroleum Pivoters.

The other initiative under way is a webinar series. Access to the webinars is free, and not limited to members of the sponsoring societies. The Rocky Mountain Association of Geologists is hosting the webinars. Recordings for the first two are available on the Pivoters website, and registration for future webinars can be found on rmag.org.

The Rocky Mountain MiT group is coordinating with AAPG and SPE, both of which have online toolkits for job seekers that are being launched to meet new needs of members. Susan Nash is the liaison between AAPG and MiT and can be contacted at snash@aapg.org. In Denver, Susan Morrice is helping lead the MiT effort; she can be reached at smorrice@ine-energy.com. Other groups have been joining the effort, including the Denver Well Logging Society, Colorado Oil and Gas Association and Women in Oil and Gas Association.

The Benefits of Self-Employment for Landmen: 2018 Tax Law Offers New Deduction

By Brian Slaughter, CPA

This article first appeared in Landman*, May/June 2018.*

Landmen often give a long list of reasons they like to be an employee, and many have a negative opinion about the benefits of self-employment. Most think they pay more in taxes.
The reality is there is not a huge difference in the two employment types.

I could provide a very lengthy, detailed list of all the similarities and differences, but no one wants to read a couple of hundred pages of tax code and jargon. So instead I will keep it simple and highlight the benefits. I will also debunk one of the biggest myths that many people believe makes it better to be an employee.

First I want to mention that everyone has a different situation. Some people are married, some have children, some have passive income, some have Social Security income, some have rental income — a myriad of things could make each individual situation unique.

Therefore, for the sake of keeping it simple, I am assuming just landman income and no other sources. So the question becomes: Why is it beneficial to be self-employed? The list can be quite long, but let's focus on what benefits landmen most.

The most beneficial advantage on the list is tax deductions. The tax code was written for businesses and the self-employed. When you are self-employed, you are deemed to be your own company; therefore all the available deductions in the Internal Revenue Code open up to you. These deductions include expenses for all mileage driven for work, cell phone, travel, business meals, interest paid on your business vehicle, health insurance, office supplies, equipment, home office and much more. A person who is self-employed gets to take these deductions prior to calculating income tax.

Consider the example of an employee making \$75,000 and a self-employed landman making \$75,000. The employee receives a W-2 for the gross earnings and pays his or her tax based on that number. A self-employed landman can take his or her gross earnings and deduct all available business expenses against that number in order to arrive at a "net" earnings figure. A self-employed landman then pays the tax based on the "net." A self-employed landman can also deduct up to an additional 20 percent of "net" earnings from their income. This is a new provision in the tax code that started for the 2018 tax filing year.

For example, when the employee incurs costs that the employer does not reimburse — such as cell phone, mileage to and from the office, laptop, scanner, software, tax preparation fees, continuing education, licenses, dues and many others not listed here — the employee is not allowed to deduct any of those expenses under the new 2018 tax law. In contrast, the self-employed landman can deduct business expenses directly off the top before any taxes are calculated. These are just a few of the expenses that a self-employed landman can deduct that are not allowed on an employee's return.

In addition to deducting the expenses, self-employed landmen can take up to 20 percent of their "net" earnings as an additional deduction on their tax return under the new tax law. This new deduction will greatly benefit all self-employed landmen. Employees do not get this new deduction.

Furthermore, I want to debunk the biggest myth regarding employee status — that employees are given more benefits. Health insurance, life insurance and retirement plans are also available to the self-employed individual. The main difference is that the employer handles most of those items for the employee. People who are self-employed must set up their own. A self-employed landman can deduct the cost of health insurance, set up and fund a retirement plan and even provide employee-sponsored life insurance at the company level, if set up correctly. For employees, their company will match between 3 and 7 percent of their annual salary contributed to a retirement plan. One major thing that most people do not realize is that when you are self-employed, you can set up your own 401(k) and match up to 25 percent of your salary — which provides a much more substantial tax deduction.

In conclusion, there are many tax breaks available to the self-employed landman that employees do not get because the tax code was not written for a W-2 employee. When you are self-employed, you do have to set these things up for yourself in order to be on equal terms.

However, these are easy to put in place and manage, and you have greater potential for tax deductions and retirement deferrals.

There is nothing wrong with being an employee, but being self-employed can have some significant tax advantages, especially with the new 20 percent deduction available to the self-employed. Before deciding what is best for your individual situation, you should consult your tax adviser. Planning is the key to everything.

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“I Am an Experience Architect.” What Does Your Brand Say?

By Le’Ann Pembroke Callihan

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It’s a new year. Is it time to freshen your brand? As director of NAPE and publisher of the *Landman* magazine, I lead a team that strategically orchestrates one-of-a-kind, memorable experiences for our clients — whether they are doing business on a trade show floor, flipping through pages of a magazine or perusing a promotional brochure. We focus on building a brand known for its innovation. We don’t sell tickets to a trade show. We sell a unique, unrivaled opportunity for E&P players to make million-dollar deals. We take risks.

The NAPE prototype (established in 1993) focused on oil and gas prospects, which made it unique among trade show competition. The rollout was a bit of a gamble by AAPL landmen and was met with some opposition at first, but the buzz and atmosphere it created 25 years ago still lives on today. We continue working to make it bigger and better, establishing the NAPE brand as the innovator of the industry.

At NAPE, it’s about the people, the prospects and the experience, and we know the importance of riding for the brand and being true to it. We never lose sight of our notable and recognizable tagline, “NAPE — where deals happen.”

Corporate branding is more than your logo and color scheme. Some companies have a very professional/executive feel both inside and outside the office, while others have a trendy/urban vibe. That vibe, whatever it is, is part of your brand.

So here are just a few ideas for establishing your professional brand or polishing it up:

Do a self-audit
Take a look at how people encounter your brand — including customers, external peers, prospective clients and even your own staff. Do your phone greeting, email signature, sales presentation and office environment consistently convey your image and message?

Dust off the website
Review your website with fresh eyes and evaluate the content for relevance and clarity. Look at your analytics and evaluate the site’s performance. Look for ways to integrate social media — so users can “like” and “share” your content. Consider how the site performs on tablets, smartphones and other mobile devices. It might be time to refresh not only the content but also the design and delivery. The world has changed a lot in the past few years, and being stale and out-of-date reflects poorly on your brand. Check out the NAPE website at napeexpo.com to see how we, as “experience architects,” have re-crafted the site into a modern, streamlined, innovative face of NAPE.

The AAPL leadership has charged us with creating something similar for AAPL, and plans are underway, so stay tuned for a new and improved AAPL site in the coming year.

Secure your position
Even if your brand has a clearly defined positioning statement and value proposition, be sure to check in with stakeholders to make sure it's still accurate, authentic and engaging. You may be able to do this informally, or it may be time to conduct a formal positioning exercise.

Get everybody on the elevator pitch
Make sure everyone on your team is clear about the brand. If they can't communicate your value proposition in a paragraph — or a sentence — it's time to hone your message.

Share your success and your good thinking
Imitation is flattery. I have personally had industry peers tell us they look to NAPE as the trendsetter. We love sharing ideas, and thought leadership is more important than ever. Develop content strategy that uses articles, PR, blogging, speaking and teaching to establish and reinforce your expertise in your field. Once you've determined the ideas and content you want to convey, get your message out. A wealth of emerging media options — both free and paid — can help you share your thinking in dynamic new ways.

Stay top of mind
Develop a plan to keep your brand in front of clients and referral sources on a regular basis. You never know when an email or a postcard will cross the right person's desk at just the right time.

Have a party!
Even as the power of online communities grows, there's nothing like bringing people together. Invite clients, colleagues and prospects to a seminar, a workshop, the AAPL Annual Meeting or NAPE. Create something memorable — and they won't forget you. We just threw a huge 25th Anniversary party at NAPE Summit with 12,000 of our friends, and it was spectacular!

Branding takes dedication, focus and time to continually review your components to ensure you are on target. Your brand can either evolve or get left behind. Don't be afraid to take a risk. No guts, no glory.

Sources: napeexpo.com; masonbaronet.com