Journal of Mines, Metals and Fuels, *73(4): 849-860; 2025. DOI: 10.18311/jmmf/2025/49232*

Print ISSN : 0022-2755

Journal of Mines, Metals and Fuels

Contents available at: *www.informaticsjournals.co.in/index.php/jmmf*

Discussion-Opinion-Editorial



Jayanta Bhattacharya

Editor in Chief, Ex-IIT Kharagpur, FNAE, India

How to Select and Nurture a Satya Nadela like CEO for a MOGI Company, for the Future: To Transcend or Not to Transcend Peter's Principle

SAMOG: Stand Alone Minerals Oil & Gas

MOGI: Minerals Oil & Gas Integrated

Abstract

The company boards often struggle to find the person for the CEO job. MOGI companies often propel the internal person for the job, more out of reward considerations rather than strategic reasons. In the tumultuous time as it is now, the CEO selection process should be more process-oriented rather than simple individual preferences. It is often told as a caution that a person, having done all good things in his/her prior appointments within the organization, would not necessarily be good in the CEO job. As a general practice, when organizations look for continuity, they choose a trusted and proven internal person but in case the organizations are facing new challenges they prefer an external person as CEO. Microsoft had both challenges in 2014. It was facing sluggish sales as well as the rapid changes from moving over to the cloud platform from the workstations. Yet they chose Satya Nadela and the result, for 10 years has been nothing short of extraordinary. The moral of the story is that the board has to do a thorough job without bias and inclinations to choose the right candidate as CEO to deal with the challenges of the organization.

1.0 Introduction

Against the backdrop of the evolving themes and considerations, MOGI company CEOs will need to resolve 10 questions to generate value beyond 2025:

1. What are the best opportunities to deliver upstream longevity and at-scale profitable positions while minimizing stranded asset risks beyond 2025 till 2030?
2. What conditions or attributes are required to make new energy bets profitable and scalable, and how can they best leverage existing (or future) competitive advantages? How and where to build own capacity to reduce the dependence on the supply chain.
3. In resource areas where resources are depleted or inaccessible, how can the market be diversified where it has to be created or where the market is

already crowded? How can new opportunities be seen and invested in?

4. How to prepare and retain talented recruits by instilling purpose, confidence, continuity, and fairness.
5. How can alliance, M&A be used to accelerate growth, and how can deals be structured for maximum return on investment?
6. How can excellence and innovation in capital projects be driven, particularly in light of new supply chain realities?
7. How can the use of AI and new technology be scaled in a way that is truly anchored to delivering business value?
8. Are current organizational models still fit for purpose, or is it time to simplify them, for example, by lowering G&A spending, refocusing on asset-centricity, or reinvigorating leadership?
9. How can investor expectations be raised for long-term, profitable growth in an era characterized by fluid money, change, and disruption?
10. What more can the industry do regarding emissions reductions to help meet the goals of the Paris Agreement?

2.0 Who is Satya Nadela?

Satya Narayana Nadella (born 19 August 1967) is an Indian-born American business executive who is the chairman and chief executive officer (CEO) of Microsoft, succeeding Steve Ballmer in 2014 as CEO and John W. Thompson in 2021 as chairman. Before becoming CEO, he was the executive vice president of Microsoft's cloud and enterprise group, responsible for building and running the company's computing platforms.

On 4 February 2014, Nadella was announced as the new CEO of Microsoft, the third CEO in the company's history, following Bill Gates and Steve Ballmer.

Nadella's tenure at Microsoft has emphasized working with companies and technologies with which Microsoft also competes, including Apple Inc., Salesforce, IBM, and Dropbox. In contrast to previous Microsoft campaigns against the Linux operating system, Nadella proclaimed that "Microsoft ♡ Linux", and Microsoft joined the Linux Foundation as a Platinum member in 2016.

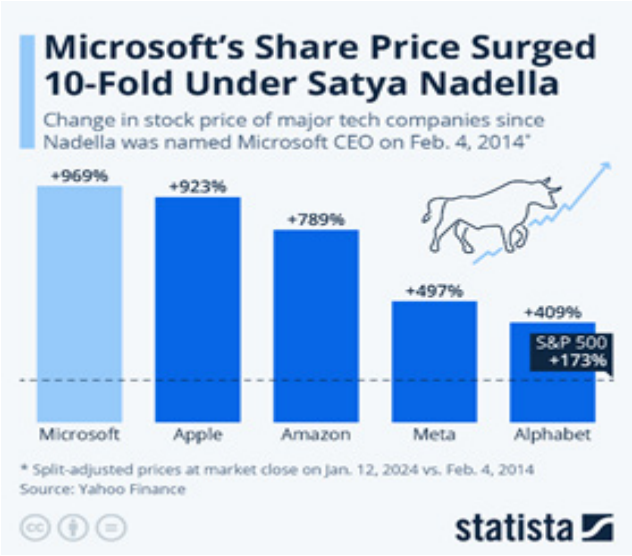


Figure 1. Compared to the earlier regime, under Nadela Microsoft shares gained 10 fold in 10 years from 2014-24.

Under Nadella, Microsoft revised its mission statement to "empower every person and every organization on the planet to achieve more". He orchestrated a cultural shift at Microsoft by emphasizing empathy, collaboration, and 'growth mindset'. He has transformed Microsoft's corporate culture into one that emphasizes continual learning and growth.

In 2014, Nadella's first acquisition with Microsoft was of Mojang, a Swedish game company best known for the computer game Minecraft, for $2.5 billion. He followed that by purchasing Xamarin for an undisclosed amount. He oversaw the purchase of the professional network LinkedIn in 2016 for $26.2 billion. On 26 October 2018, Microsoft acquired GitHub for US$7.5 billion. As of November 2023, Microsoft stock had increased nearly tenfold since Nadella became CEO in 2014, with a 27% annual growth rate, ending 14 years of near zero growth. In 2024, Nadella's compensation from Microsoft totaled $79.1 million, an increase of 63% over his 2023 compensation of $48.5 million. (The above piece is drawn from the wikipedia content[1].

3.0 What Microsoft did Right in Choosing Satya Nadella

In one of the most widely scrutinized CEO successions

ever, Microsoft directors selected insider Satya Nadella to run the company, only their third CEO pick in the firm's nearly 40-year history. His challenges will be enormous. For starters, he will be running a $75 billion+ enterprise with some 100,000 employees, an army of software engineers and many moving parts. For finishers, he will have to change its treads—redirect its strategy—while barreling down a highway with no map for what lies ahead[1-4].

Microsoft made the right choice in selecting Satya Nadella as CEO because he recognized the importance of cloud computing, had a strong understanding of mobile technology, and possessed a leadership style focused on collaboration, innovation, and a "growth mindset" which allowed him to successfully transform the company culture and adapt to changing market trends, particularly with Azure as a key cloud platform; essentially positioning Microsoft for future success in the tech industry.

Key points about Nadella's leadership[5]:

3.1 Cloud Vision

He prioritized cloud computing (Azure) as a central growth strategy, which was crucial in the evolving tech landscape.

3.2 Customer-Centric Approach

Nadella emphasized understanding customer needs and adapting products accordingly, moving away from a "one-size-fits-all" mentality.

3.3 Cultural Transformation

He fostered a culture of continuous learning, collaboration, and employee empowerment, replacing a more rigid, internally focused culture.

3.4 Innovation Focus

Nadella encouraged embracing new technologies like artificial intelligence and pushing boundaries in product development.



Figure 2. Satya Nadella was announced as Microsoft's Chief Executive on 4 February 2014.

4.0 Six Big Challenges Microsoft then faced

4.1 Calm Down the "Unlock Shareholder Value" Chant

A ValueAct Capital hedge fund took a $2 billion stake in Microsoft and began agitating for change. Along with other noisy activist shareholders, ValueAct says its goal is "to work constructively with management and/or the company's board to implement a strategy or strategies that maximize returns for all shareholders." What "unlock shareholder value" really means is "sell off or spin off assets and give the cash to shareholders." Which might be at odds with the long-term strategy of the company itself.

4.2 Unravelling Developer Mindset to Catch on the Business Mindset

"Develop now as a core competence, business later" was the earlier CEO's model. But the developer community in Microsoft has felt jerked with Nadela's selection, with a couple of high-profile shifts in development strategy. One example was Silverlight. Silverlight development was to create slideshows, stream video, and even create fully

"We don't want to be the cool company in the tech sector," Mr Nadella said. "We want to be the company that makes other people cool."

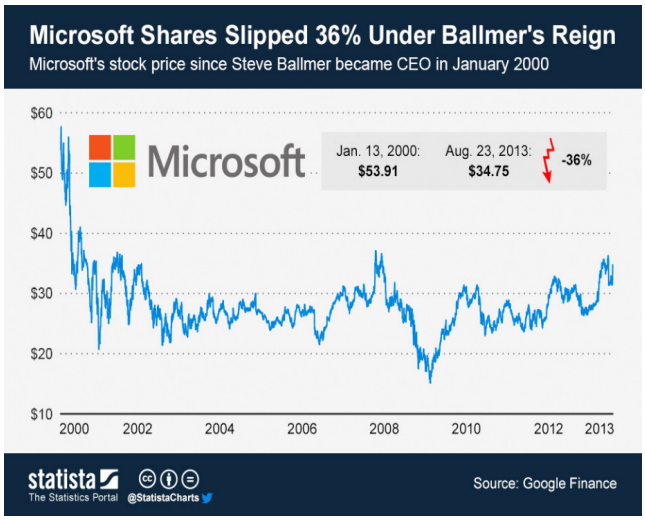


Figure 3. Range-bound share movement points to tepid interest by the shareholders.

interactive games and other applications. abandoning Silverlight was the biggest slap, but there have been others). Nadela abandoned the full in-house development to work out buying startup ideas to enter into the new market. Microsoft planned to terminate Silverlight support on October 12, 2021[3,4].

4.3 Define the Line Between Business and Consumer

The overlap between product lines in Microsoft is substantial. The work that goes into Windows and Office ends up in both the enterprise and consumer/soho versions of those two products. Trying to spin off either product into separate teams or (shudder) businesses is a recipe for chaos. But there are certainly opportunities in the market between the two sides of the house. The faster release tempo is a good thing for consumers, but makes IT pros nervous.

That issue has to be reconciled. In addition, Windows on the consumer side needs to address the pricing issue aggressively. On consumer devices, the cost of a license is going to have to drop dramatically. If not to zero, then at least to a level where a solid value proposition clearly warrants the price differential from devices that run Android/Chrome or other almost-free operating systems.

4.4 Clean up the Licensing Mess

Enterprise customers experience real pain every day thanks to Microsoft's unbelievably complex licensing rules, which are practically sadistic. Managing desktop and server and client access licenses was a pain.

Rationalize the existing licensing schemes for on-premises software (Windows Server, Windows desktop, Office, and all the management tools and add-ons) was challenge by itself. In Office 365, where subscriber-based models are so much cleaner than the messy Office + Exchange on-premises licensing story.

And there was progress required in the cloud as well. Running a server in Windows Azure is already effectively Windows Server by subscription. You would not need any server hardware or server OS licenses, just a Windows Azure instance that you can spin up (meter running) and down (you're off the clock) as needed.

The next step was to move to that model for Windows-powered consumer devices. There's obvious resistance from customers who prefer the control of "owning" local installations even when their software goes hopelessly out of date and becomes a security nightmare. Figuring out the plan to get from clunky licenses to a subscription-based future was a key challenge for Nadella.

4.5 Keeping the Hardware Division Growing Fast

The hardware division had a rocky start but seemed to have recovered after those initial stumbles. The Nokia acquisition had the potential to bring in some hardware genius and sales that could scale up to 100 million devices a year in fairly short order.

4.6 Focus, focus, focus

One of the most amusing and disturbing anecdotes that Satya Nadella likes to tell about himself is this one, which he's repeated several times now. (That means it's a corporate-PR-approved part of the official narrative).

"Many who know me say I am also defined by my curiosity and thirst for learning. I buy more books than I can finish. I sign up for more online courses than I can complete."

Table 1. How the change mattered

When comparing Satya Nadella's leadership at Microsoft to Steve Ballmer's, the most prominent difference is a shift from a highly competitive, aggressive approach focused on internal control to a more collaborative, innovation-driven culture under Nadella, which allowed Microsoft to adapt to changing market trends and significantly improve its standing in the tech industry; Ballmer is often criticized for missing key technological shifts like mobile computing, while Nadella has successfully steered Microsoft towards cloud computing and other emerging technologies through a more open and empathetic leadership style.
Key Differences: **Leadership Style**: Ballmer was known for his intense, competitive, and sometimes aggressive management style, while Nadella prioritizes a more collaborative, empathetic, and growth-oriented approach, encouraging employees to take risks and embrace change.
Strategic Focus: Ballmer primarily focused on maintaining Microsoft's dominance in the traditional PC market, while Nadella has actively pushed the company towards cloud computing (Azure), artificial intelligence, and mobile technologies.
Innovation Culture: Under Ballmer, innovation was often stifled by internal competition and a strong emphasis on existing products, whereas Nadella has fostered a culture of experimentation and rapid innovation, leading to significant acquisitions like LinkedIn.
Market Response: During Ballmer's tenure, Microsoft struggled to adapt to new market trends, leading to declining market share, while Nadella's leadership has resulted in a significant increase in Microsoft's market value and a resurgence in the company's image.
Summary:
Steve Ballmer: Aggressive, control-oriented leadership, missed key technological shifts, focus on maintaining existing market dominance, developer mindset.
Satya Nadella: Collaborative, innovation-focused leadership, embraced cloud computing and new technologies, fostered a culture of adaptability and learning, go to and prepare for the market mindset.

Unfortunately, it's the personal equivalent of a longstanding corporate flaw at Microsoft, which (sometimes) enthusiastically launches products before they're ready, then loses interest or dramatically shifts gears a few years later. At this point in history, with cutthroat competition from every side, there's little room for anything resembling dilettantism. Focus was eroded. Also please see the Table 1 for a comparison between Nadela and Balmer.

Highlighting on megatrends such as metaverse, mixed reality, applied AI, industrial IoT, robotics, zero trust and more, Microsoft CEO Satya Nadella talked about the four key trends that will help organisations navigate the change and emerge stronger in this new normal (Please see Figure 5. for more details).

5.0 The Role of the Microsoft Board in Nadela Selection

The Microsoft board selected Satya Nadella as CEO due to his extensive experience within the company, particularly his leadership in the cloud computing division, which was seen as a critical area for future growth; his strong understanding of the market, and his reputation for a



Figure 4. Satya Nadela facing issues then.



Figure 5. Satya Nadela mantra today.

collaborative and innovative leadership style, making him a strong fit for the company's transformation at the time. Nadella was among the four top candidates reportedly picked[3,4].

Microsoft's board had considered a revolving roster of candidates over the past several months, from Nokia's former CEO Stephen Elop (was back at Microsoft) to Ford's CEO Alan Mulally. In betting on 22-year Microsoft veteran Nadella, the board has wagered the house: Right pick, Microsoft stays competitive with the likes of Apple, Google, and Oracle; Wrong pick, Microsoft is stuck in 2nd gear, or worse.

6.0 Microsoft Board Avoided the Peter's Principle

The Peter Principle (Figure 6) states that an employee continues to receive promotions to work in higher ranks up to that point where he reaches a level of incompetence. In simple terms, the higher the hierarchy ladder an individual goes, the more likely he is to fail in his new position.

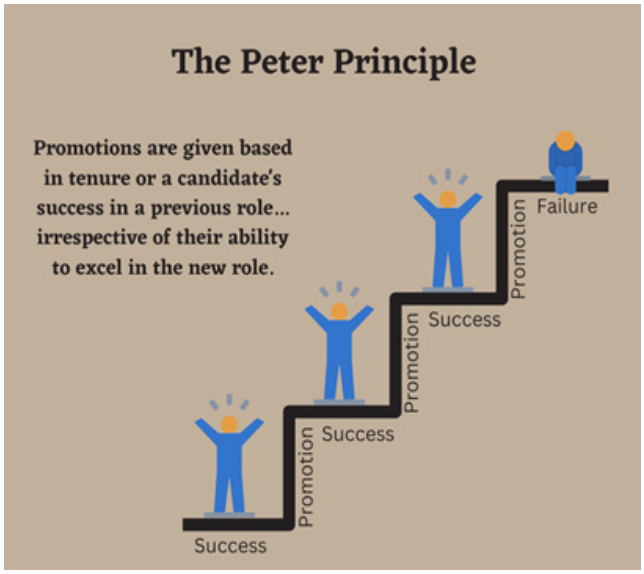


Figure 6. Peter principle.

Peter argued with plenty of supporting material that sometimes companies, having promoted executives to what they were really good at, elevate them one time too

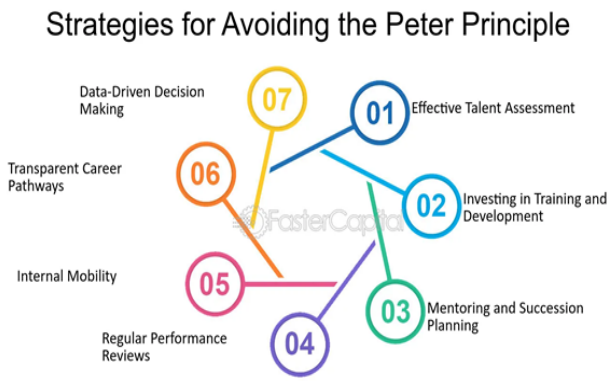


Figure 7. Assuming Peter principle will work has an inherent bias.

many. Great at mid-level, the managers were not game-ready for the next level.

Moreover, reaching the ultimate level of chief executive is not just another move up the corporate ladder. It is a "jump shift," as Procter and Gamble chairman A.G. Lafley has described it. Prior jobs cannot totally prepare one for the elevated reality, especially when it now requires running the whole show. The stakes rise exponentially when the final level is the corner office because, unlike lesser destinations, the entire enterprise can be put at risk with the wrong choice.

Fortunately, history is not destiny, and that is no doubt why the Microsoft board, under the guidance of lead director John Thompson, devoted so many months to vetting their twenty-some finalists. And what was critical here, in our view, or at any major enterprise for that matter, is for the directors to take the time to watch the candidates in action and to drill down with bottoms up data. An apples-to-apples comparison of the finalists can be vital as well[1,2].

Generally, unless of some criticality, CEO succession process usually takes one- three years. That gives the director plenty of time, and with that luxury, they methodically narrow the field to the strong successors, all on the inside. In the Microsoft case in the final year, they added three paths to gather a last round of data:

1. The CEO and directors assign a year-long CEO-level project to each of the three finalists. The projects all touch on areas of great strategic concern to the company, and the directors require each candidate to report their appraisals and plans to the board.
2. The CEO and directors conduct a "450-degree" assessment of each of the candidates, expanding the traditional "360" to include an extra "90" degrees: They ask the selected executives who work with all three finalists to privately compare their strengths for the top job at hand.
3. They arrange for a one-on-one lunch or dinner for each of the three candidates with each of the company's sixteen directors.

No one piece of evidence yields a conclusion, but the three sources taken together may lead to the appointment of the dark-horse candidate as the next CEO.

By way of underscoring the power of the bottom-up appraisal, even America's special forces have utilized a similar method in selecting those who will join the nation's most elite missions. Gathering appraisals from other special-forces personnel on the final candidates—from fellow service members who have seen the finalists on the ground or even in combat— has proven a telling source.

Or consider managed-health care provider Humana's decision in 2013 to recruit an outsider as its next chief executive. William J. McDonald, who chaired the board's committee that led the succession process, explained why it had gone to the outside. "I think one of the biggest mistakes boards make is to assess people only in the context of their current jobs." Becoming a CEO is a far more expansive and demanding job, and he and his fellow directors worried whether the inside talent was then ready for the catapult upward. "People can change dramatically when they get the brass ring," he warned.

CEO turnover- the rate at which chief executives leave and join organizations—serves as a key economic indicator, reflecting both business confidence and broader market conditions. Oil and gas CEO turnover increased significantly in 2013 compared with the previous year. The median tenure for oil and gas CEOs was 4.5 years, and only a small percentage of companies were led by CEOs who had served for longer than 15 years. The median age of large-cap oil and gas CEOs was 58, while the median age of smaller-company CEOs was 54. The median starting age of an oil and gas CEO was 50 years[6].

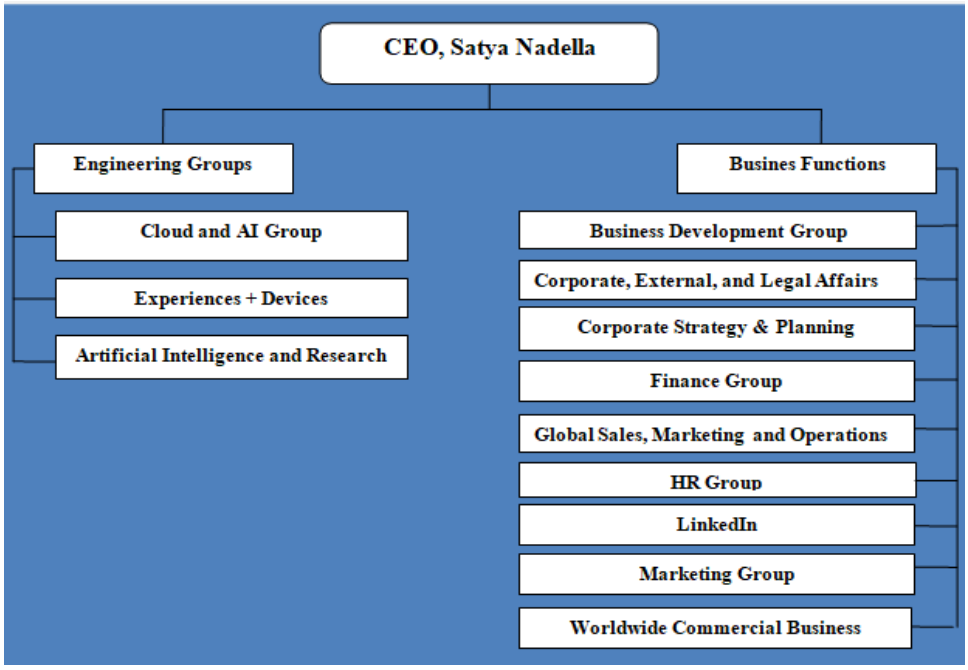


Figure 8. Organizational structure of Microsoft.

Most CEO candidates for large companies—like Satya Nadella at Microsoft—emerge from within, and that by definition can give the board the time it needs to vet the candidates in these several ways. But even if insiders are not yet ready, Humana's McDonald explained that succession is all about "lead time, lead time, lead time."

Plenty of time also gives the CEO and directors an opportunity to ensure that the eventual insider finalists are given a chance to master the additional skills required for moving up, for transcending any Peter Principle limitations.

Here learn-by-doing can be essential, especially in acquiring an experience-informed ability to work with the directors, investors, analysts, and reporters. And that extends as well to rounding out the candidates' personal familiarity with a firm's far-flung geography and its many technical functions. Mentoring by the CEO and lead director can be vital here, as can service on another board or two. When George Buckley served as CEO for innovative manufacturer 3M, he actively encouraged rising stars at the company to serve on outside boards, join quarterly analyst calls, and work directly with the media.

Finally, we appreciate from the experience of many firms that CEO succession should focus on candidates who are top-ranked not only for past performance but also for future challenges. Making that "strategic fit" was surely a factor in Microsoft's selection of Mr. Nadella, who evidently brings a special appreciation for cloud computing and mobile devices, a new world that the next CEO has to face even if his predecessors had belatedly done so[7].

Microsoft investors, customers, and employees are all hoping that John Thompson and his board got it right, and that they have managed to avoid Peter's pitfall to select the leadership that Microsoft requires in the years ahead.

Microsoft investors, customers, and employees trusted John Thompson and his board to get it right, and that they have managed to avoid Peter's pitfall to select the leadership that Microsoft requires in the years ahead.

6.1 Key Factors in the Decision

Cloud Expertise: Nadella was highly regarded for his work developing Microsoft's Azure cloud computing platform, which was becoming increasingly important in the tech industry.

Internal Track Record: Having worked at Microsoft for many years, Nadella held various leadership positions,

demonstrating his capabilities and understanding of the company's operations.

Leadership Style: The board likely appreciated Nadella's collaborative and empathetic approach to management, which was seen as a positive change from previous leadership.

Vision for the Future: Nadella's ability to articulate a clear vision for Microsoft's future in the rapidly evolving tech landscape was considered a key asset.

6.2 To recruit an Outsider as a CEO

An outsider is selected as a CEO when a company's board of directors, typically after conducting a comprehensive search, identifies a candidate from outside the company who possesses the necessary skills, experience, and vision to lead the organization, often looking for fresh perspectives and a new approach to address challenges the company might be facing; this decision is usually made after evaluating their track record in a similar industry, leadership capabilities, and ability to adapt to the company's specific needs[8,9].

6.3 Key points about selecting an outsider CEO

Need for Change: Companies often turn to outsiders when they want to significantly change their strategy, culture, or operations, as an outsider is not bound by existing internal dynamics.

Executive Search Firms: Boards often utilize specialized executive search firms to identify potential outsider candidates with the required expertise and qualifications.

Extensive Due Diligence: The selection process involves thorough background checks, interviews with references, and assessments of the candidate's leadership style and decision-making abilities.

Industry Knowledge: While not always necessary to be from the exact same industry, the outsider candidate usually has significant experience within a relevant sector to understand the market dynamics.

Board Consideration: The board of directors evaluates the candidate's fit with the company's culture, strategic goals, and shareholder expectations before making a final decision.

6.4 Potential Benefits of Hiring an Outsider CEO

Fresh perspective: An outsider can bring new ideas and approaches to tackle challenges that may have been overlooked by internal candidates.

Impartiality: Not being tied to existing internal power structures, an outsider can make unbiased decisions.

Ability to Drive Change: They may be more willing to implement significant changes to the company's operations or strategy.

6.5 When and how a MOGI Company Selects an External CEO

The need for an external CEO often comes to the fore when a MOGI business is undergoing significant strategic changes – moving into new markets, going through transformation, or facing a severe downturn and uncertainty. In these cases, an external CEO can bring fresh perspectives, strategic expertise, and objective leadership to help drive growth and innovation while providing unbiased decision-making. Whatever the reason it's all about planning. And I mean far ahead. Perhaps two years, but ideally three.

6.6 The Challenges of an External CEO in a Business

Appointing a new CEO has its difficulties. It's not a simple either/or task of promoting a member or bringing in an external candidate. Make the wrong decision and bring in a poorly-suited CEO, someone who doesn't have the right experience or is at odds with the 's vision, and the company's future can be in jeopardy.

"Outsiders can be the beacons of change, particularly for companies embarking on cultural overhauls or performance turnarounds. Their diverse expertise and fresh perspectives can be invaluable in uncharted territories." Jacob Jacob, Group Head-HR, Malabar Group

So, the transition of executive leadership is a process that demands a lot of attention. It's about using a strategic approach and ensuring collaboration between stakeholders at all stages. Each business is indeed unique, but some things are universal, and a well-structured and transparent process is key to selecting the right CEO. Investing time and effort in this process ensures that the chosen leader is well-prepared to steer the company forward.

There will always be bumps in the road. One key challenge may be the outgoing CEO's reluctance to fully relinquish control. It's understandable – this is a business, and there is a strong emotional attachment. The outgoing CEO, though, must understand that letting go is crucial so that the new CEO can establish their leadership and make necessary changes. The incoming CEO needs to have the freedom to make decisions while also having the opportunity to earn the respect of the executive team and shareholders.

With this in mind, a clear plan must be in place to ensure incoming and outgoing CEOs feel their needs are being met. Let's look at that now.

Take it step-by-step – a five-part plan

Bringing in a new external CEO can be broken down into a few key steps[9]:

Step 1: This begins before the new CEO starts their tenure. It's about preparing everything so the incoming CEO has all the necessary information – financial statements, organisational chart, operational procedures, key legal documents, contracts, IP, and so on. Throughout this step, the outgoing CEO must ensure the new CEO has access to necessary materials and that meetings have been set up with key stakeholders.

Step 2: The new CEO is now in the role but in a passive capacity. They should still hold weekly meetings with the outgoing CEO in the form of high-level overview-type discussions. These should not only be about information transfer but also about building relationships around the business. This is also the time when the new CEO can start to understand how they will interact with shareholders and employees.

Step 3: The new CEO is now continuing with meetings and site visits, and is shifting from listening to actively participating. They will now be voicing their opinions and observations, though decisions remain with the outgoing CEO. This phase is crucial for building rapport and understanding the dynamics that influence business decisions. The new CEO must be particularly diplomatic in critiquing the current state of affairs.

Step 4: The new CEO begins to take over daily management responsibilities, implementing their processes while the outgoing CEO reduces their involvement. Even as the new CEO assumes leadership, they should remain sensitive to the power dynamics in a -controlled business, where the outgoing CEO might retain an influential role.

Step 5: The final step allows the new CEO to start pursuing the changes they want to make to prepare the business for the future. The outgoing CEO might still

During the Covid-19 crisis firms with insider CEOs outperformed firms with outsider CEOs by around 0.51% in quarterly Return on Assets (ROA). This finding supports the notion that insider CEOs possess deeper knowledge of core competencies that are instrumental to building resilience during a crisis. Additional tests show that insider CEOs outperformance occurs when firms hold more cash and have a higher proportion of internally promoted VPs[8].

Evidence suggests that boards are more likely to recruit CEOs from the outside when changes in the firm's direction are desirable when the industry is more homogenous when the proportion of outside directors sitting on the board is greater[9].

Table 2. CEO roles in a MOGI company

CEO Role in an Oil&Gas Company[10]	CEO Role in a Mining Company[11]
An Oil and Gas Company CEO typically needs skills in strategic thinking, technical expertise, strong communication, leadership, project management, financial acumen, deep industry knowledge, safety commitment, sustainability focus, adaptability, and effective stakeholder management. This is all while ensuring compliance with regulations and prioritizing operational safety across complex projects. Key skill areas include: 1. **Technical Understanding:** A solid grasp of oil and gas operations, including drilling, production, refining, and transportation processes. 2. **Leadership and People Management:** Ability to motivate and guide large teams, fostering a culture of collaboration and accountability. 3. **Strategic Planning** Visionary thinking to identify market trends, develop growth strategies, and make informed decisions about investments and acquisitions. 4. **Financial Acumen** Understanding financial statements, budgeting, cost management, and profitability analysis. 5. **Project Management** Expertise in overseeing complex projects from initiation to completion, including resource allocation, timeline management, and risk mitigation. 6. **Communication Skills** Effective communication with stakeholders, including investors, government officials, partners, and internal teams. 7. **Safety Focus** Prioritizing safety protocols and ensuring compliance with industry regulations to minimize risks. 8. **Sustainability Awareness** Understanding environmental impacts and incorporating sustainable practices into business operations. 9. **Adaptability** Ability to navigate changing market dynamics, technological advancements, and regulatory landscapes. 10. **Regulatory Knowledge** Familiarity with relevant legal and regulatory frameworks governing oil and gas operations.	A mining company CEO should also have a degree in mechanical, electrical, or metallurgy engineering, and at least 20–25 years of experience in operations.He / she is probably going to be a qualified & experienced mining engineer but someone with a good knowledge of accountancy, of geology and of mineral processing, who will listen to those in the company responsible for these disciplines & will be able to constructively argue / debate with them on the best way forward .A mining company CEO should have a variety of skills, including: 1. **Leadership**: The ability to inspire, motivate, and guide others to ensure a safe work environment 2. **Communication**: The ability to convey ideas clearly and persuasively to a wide range of stakeholders 3. **Analytical skills**: The ability to comprehend and analyze complex designs, technical drawings, specifications, and computer-generated reports 4. **Knowledge of the mining process**: A specialized leader should have extensive knowledge of the mining process, the lifecycle of a mine, the funding process, and the promotion 5. **Strategic planning**: A proven track record in strategic planning 6. **Operational excellence**: A proven track record in operational excellence 7. **Market and Product development**: A proven track record in market and product development 8. **Problem solving**: Strong problem solving skills 9. **Out of the box thinking**: The ability to think outside the box 10. **Technology deployment**: The ability to accelerate the deployment of technology to increase throughput and reduce cost metallurgy engineering, and at least 20–25 years of experience in operations.

be available for consultation but should step back from active involvement.

7.0 Conclusions

When searching for a new CEO, corporate boards face an important question: should they recruit a CEO from outside the organization or promote someone from within? Outsiders are typically considered to be riskier than insiders because corporate boards have less information about outsiders' strengths, experiences, and leadership style than they have about internal candidates. In addition, outsiders are less familiar with the organization's unique culture and inner workings. Outsider CEOs can nevertheless be valuable to the firm because they bring new ideas and fresh perspectives and are generally more open to transformational changes than insider CEOs. One implication of this argument is that boards tend to promote internal candidates when the continuation of the current strategy and culture is desirable, but prefer external candidates when major changes are required. All said and done, a CEO candidate must have the following qualities as in the Table 2

8.0 References

1. Available from: https://en.wikipedia.org/wiki/Satya_Nadella
2. Available from: https://hbr.org/2014/02/how-microsoft-avoided-the-peter-principle-with-nadella
3. Available from: https://www.mckinsey.com/industries/oil-and-gas/our-insights/key-considerations-for-ceos-in-the-oil-and-gas-sector
4. Available from: https://pearsonpartnersintl.com/the-oil-gas-ceo/
5. Available from: https://gulfbusiness.com/choosing-an-outsider-to-run-a-family-business/
6. Available from: https://www.ogj.com/home/article/17294738/ceo-trends-in-oil-and-gas and The Oil & Gas CEO: The Paths to the C-Suite | Pearson Partners International
7. Available from: https://www.hrkatha.com/features/choosing-the-corner-office-tenant-insiders-vs-outsiders-in-ceo-succession/
8. Available from: https://www.sciencedirect.com/science/article/pii/S154461232100547X
9. Available from: https://www.sciencedirect.com/science/article/abs/pii/S0165410117300101
10. Available from: https://www.linkedin.com/posts/rob-tyson_ceo-miningindustry-miningceo-activity-7117391807214166016-fIC2/
11. Available from: https://pearsonpartnersintl.com/the-oil-gas-ceo/