

# Case Study

Having exhausted all other sources, a global energy company turns to CriticalKnowledge seeking critical, world class, specialized talent as part of its efforts to solve a major crisis.

*CriticalKnowledge focuses on the most difficult challenges in sourcing critical talent in the energy sector.*

*We operate as a radically amplified search firm.*

- *We do not use recruiters. Our operations personnel have deep backgrounds in strategic intelligence.*
- *We pioneered the application of advanced strategic intelligence methodology to human capital sourcing.*
- *We leverage the knowledge and industry relationships of a global intelligence network of 5000 specialized sector experts on five continents.*

*The result is our ability to deliver when no one else can.*

## Challenge

The client came to CK a few days before Christmas. They had had a massive emergency related to drilling coal-bed methane and had to cease work completely until they could understand what had gone wrong. Every day they were not drilling was costing them a fortune. They required world class talent to come in to identify and assess the nature of the issues that contributed to the crisis and work on a technical strategy to remediate those issues.

The problem was compounded by the fact that it was unclear whether the issues that needed resolving were fundamentally issues related to technical drilling parameters or were more geologically derived – and whether they required a senior drilling executive or an experienced senior geologist to address them, or both.

The client had gone through a range of options in attempting to locate the appropriate talent in a short period of time without success.

They ultimately came to CriticalKnowledge because of our focus on the most difficult situations in sourcing human capital in the energy sector.



*"I was deeply impressed with CriticalKnowledge's ability to come into a difficult situation and deliver. We came to them during the winter holiday season with an urgent need for specialized senior level talent to work with us on an emergency basis. The experience and expertise required for the role was quite rare. They undertook a sophisticated analysis of the issue, reached out globally, and were able to deliver the senior talent that met our extremely high standards under serious time constraints in the midst of the holidays. I respect that. I would recommend them to deliver senior talent in critical situations."*

*General Manager, Major Projects  
Global Energy Company*

They needed CK to help them both determine the specific nature of the talent required and to source the appropriate personnel as rapidly as possible.

## Process

- CK went through problem definition in depth with the client's operations personnel.
- The CK operations team built a detailed operational model around what was currently known regarding the crisis. CK identified critical *linchpin* components that defined the nature of the experience required to address it.
- CK gathered comprehensive intelligence in these complex technical areas with respect both to technical drilling and relevant geology. CK also built a deep understanding of all of the relevant players in this specific market sub-segment.
- Through our global intelligence network, the CK operations team engaged in substantive discussions

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with more than 30 specialized experts worldwide in specific, related technical areas in drilling as well as more than 25 geological experts in related fields in order to a) expand our understanding of the operational model for the role, and; b) funnel us to the few people who are the top of their game with respect to this specific need.

- CK identified a number of experts from our network with direct experience relevant to the crisis.
- An example of just one of the many issues that came up in the context of the operational modeling and verification with sector experts from the CK network related to the capability of senior geological talent to undertake geological assessment of the propensity of specific formation coals towards spontaneous combustion (SC) based on compiling chemical characteristics of relevant coals and comparing these coals to other coals that had relevant measurements of SC potential - in the context of specific categories of drilling.
- The CK intelligence gathering process rapidly allowed the identification of the few people worldwide who were capable of undertaking this work.
- CK evaluated individuals against the detailed operational model created for the role.
- CK gathered in-depth intelligence on specific individuals through external third parties from our intelligence network and referred to us by our network.

## Results

- Through its process, CK was able to identify that the required individual talent was a senior geologist, as opposed to an experienced drilling engineer. The client found the experience and expertise of the individual CK brought in to be compelling.
- The individual was ultimately able to identify the key issues surrounding the crisis in order to allow operation to restart, as well as determining key areas to work on to prevent future emergencies of a similar nature.
- The company continues to come back to CK on an ongoing basis to source critical talent.

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