

Welcome to

WCOOC Career Management Series

Guiding Principles on how to manage and advance your COO career

Goals and actions, identifying competencies, effective communication



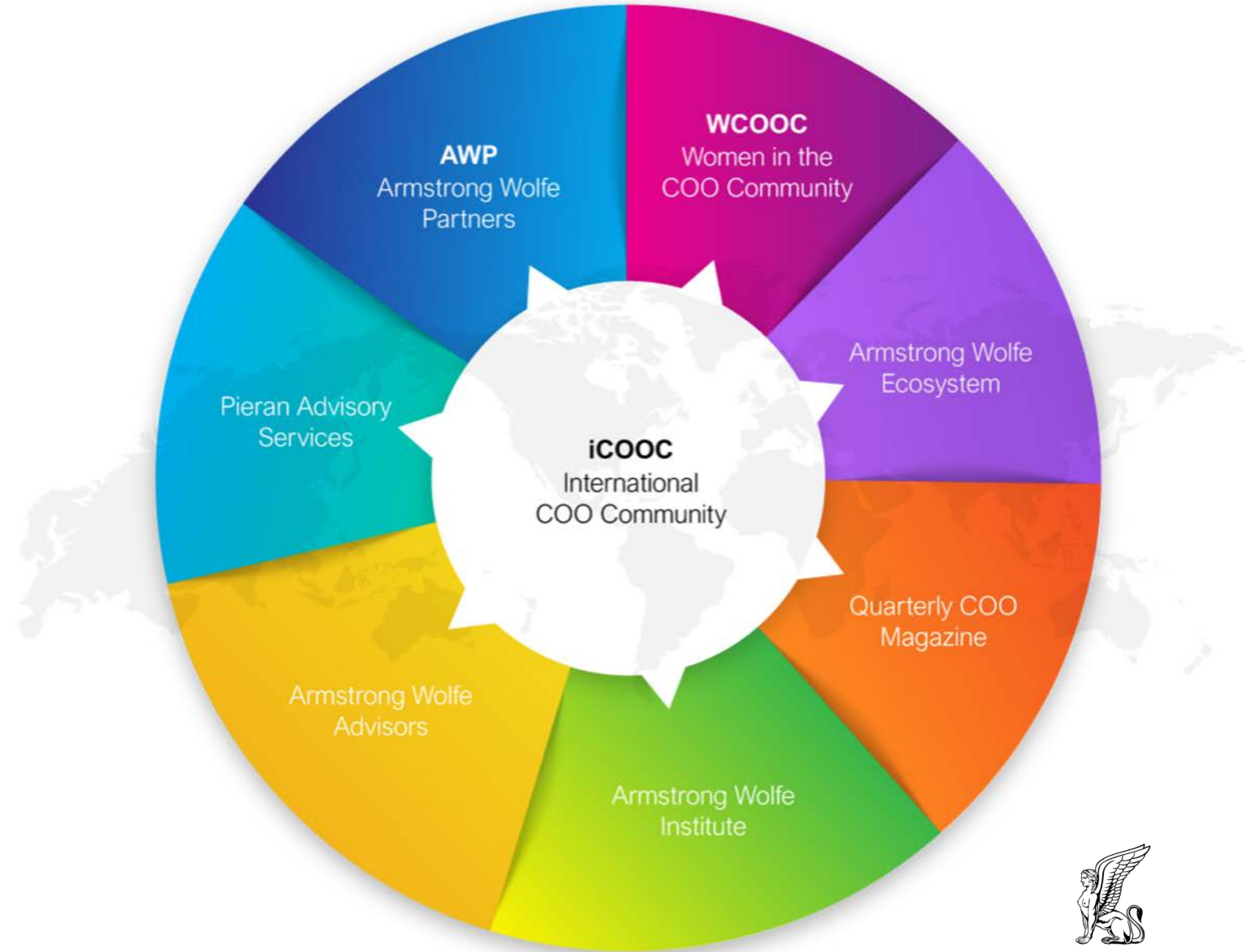
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Women in the COO Community

Armstrong Wolfe

A COO ADVISORY FIRM

Empowering the Financial
Services COO community



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Speakers



Gwen Wilcox
MD, COO, WCOOC Global
Lead, Armstrong Wolfe



Gordon Grant
WCOOC Ambassador and
Global Head of Futures,
Clearing & FX Prime Brokerage
Operations, Citi



Kate Hutchins
UK Practice Head, Career
Management, Armstrong
Wolfe



Sapna Dattani
Former COO and MD, DWS
Asset Management

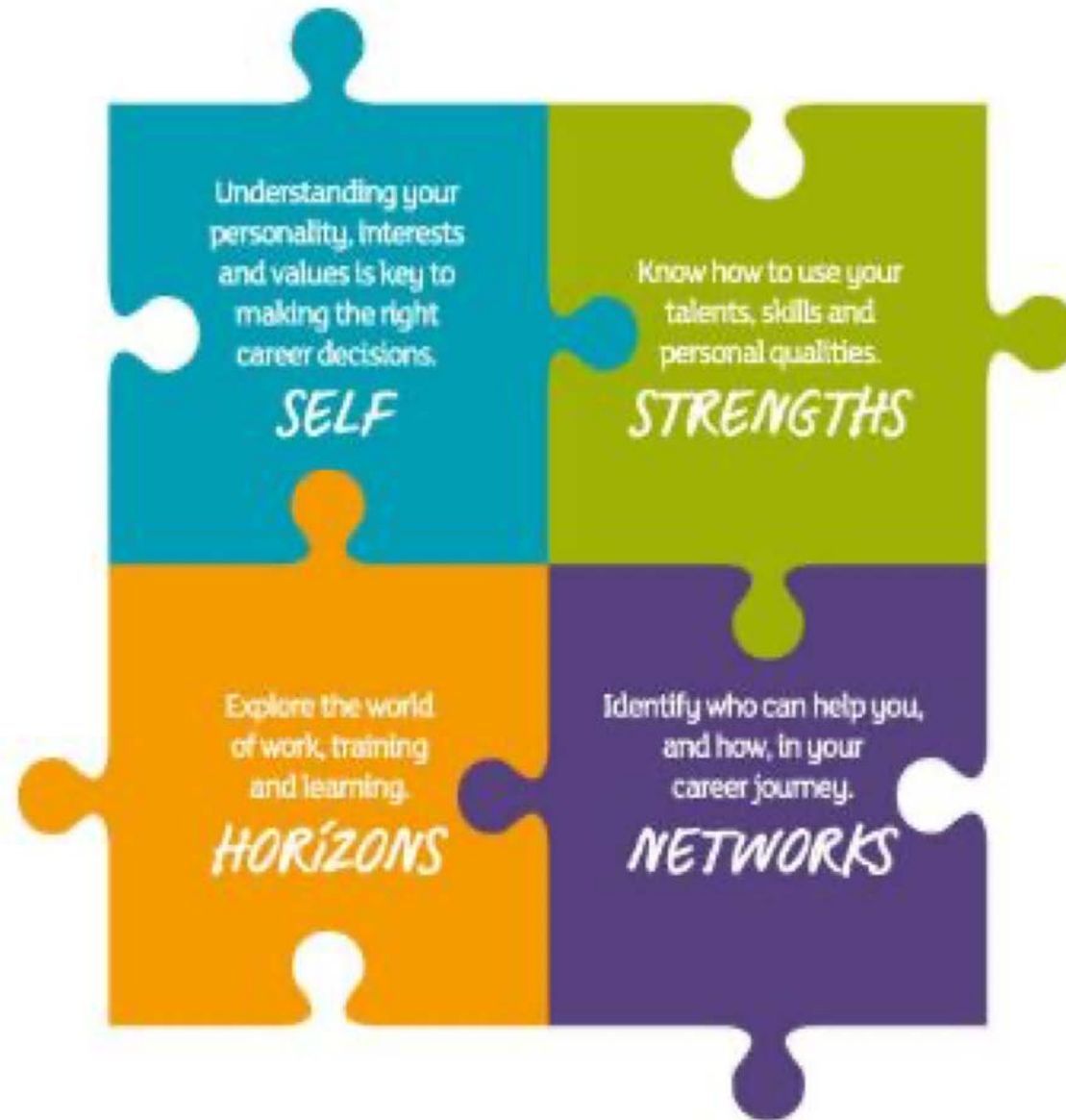


Self Awareness

How to understand your own skills, strengths, interests and values as you build a meaningful and rewarding career



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Map out
who you
are today
and where
you want
to go

Awareness:

- skills, experience and technical knowledge you have acquired

Behaviours:

- personal style, attributes and characteristics and strengths that define you

Destination:

- career aspirations, motivational drivers and purpose



What's your purpose?

- A big question – who you are, not what you think you should be
- Free from jargon; specific, personal and resonates with you
- Doesn't have to be aspirational or cause based
- Anchors and keeps you on track
- Vision of yourself
- Has an impact on others – your legacy
- Represents your core values – where your ethics and values intersect with what you do



Ikigai

The reason you get out of bed



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Who are you?

It's not what you do,
it's how you do it and
why?

HOW

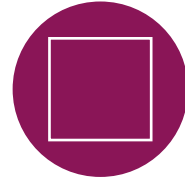
- What do you contribute to growth?
- How do you manage relationships?
- What do your colleagues value in you?

WHY

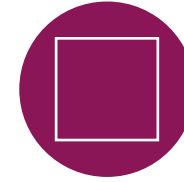
- What motivates you to succeed?
- What qualities are important to you?
- What do you understand your organization's longer-term strategy to be? Does it fit with your own values?
- How do you contribute to the wellbeing of others in your organization?



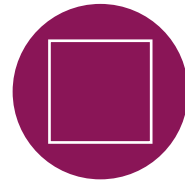
Questions to ask yourself



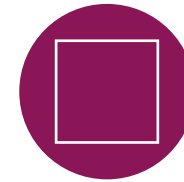
What is different about you now from when you were appointed to your current position, what have you learned, what have you found difficult, what have you enjoyed and what have you not enjoyed so much?



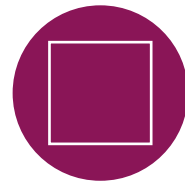
Could you talk positively through a couple of examples of something challenging that you have achieved over the last 18 months that you are really proud of, and also examples of where, with the benefit of hindsight, you wished you had done something differently



What do you see as the challenges and opportunities for the business, what are your priorities and how do they fit?



How do you manage and lead your current team to deliver the required actions?



What support do you need to move forward?



What's your identity? What skills and experience make you unique?



- Initiative
- Teamwork
- Planning
- Communication
- Examples from your career that demonstrate these skills
- Context, Action, Result
- Feedback



What motivates you?

Each of us is motivated by different things, based on our values and belief system, life stage, etc. and motivations change over time.

Daniel Pink: in complex, knowledge-based work, people are looking for three elements:

Autonomy – permission and encouragement to make decisions and be responsible for self, to be self-directed

Mastery – satisfaction from getting better at something that matters

Purpose - yearning to do what we do in the service of something larger than ourselves.



Purpose to impact

Look back at your life to identify core, lifelong strengths and values

- What did you enjoy as a child, think about a moment in time that felt good.
- Identify two of your most challenging experiences. What did you draw upon, and how have they shaped you?
- What do you enjoy doing now, what helps you live a happy life?

Thinking about these questions will help you find your thread and move towards recognizing your purpose.



Purpose to impact plan

- Not about setting career goals
- A holistic view of professional and personal life
- Helps you envisage long-term and work back from there to set specific goals for achieving your purpose
- Helps you to recognize relevant opportunities that are right for you



Kaleidoscope Career Model

Authenticity
Balance
Challenge

*“Like a **kaleidoscope** that produces changing patterns when the tube is rotated and its glass chips fall into new arrangements, women shift the pattern of their **careers** by rotating different aspects of their lives to arrange roles and relationships in new ways”*

- Mainiero & Sullivan, 2005



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Articulating your brand

- Your 60 second elevator pitch
- Communicates your Why, How and What
 - Simon Sinek: Start with the Why; The Golden Circle
 - Links to your purpose
- Demonstrates your values and reputation
 - What do you value?
 - What makes you unique?
 - What is your specialty?
 - What do people say about you when you leave the room?
- Not just a statement – live it!



Resources

Herminia Ibarra – Working Identity

Dorie Clark – Reinventing Yourself

Elkie Edwards - Extraordinary: How to lead a bigger, braver and more meaningful life

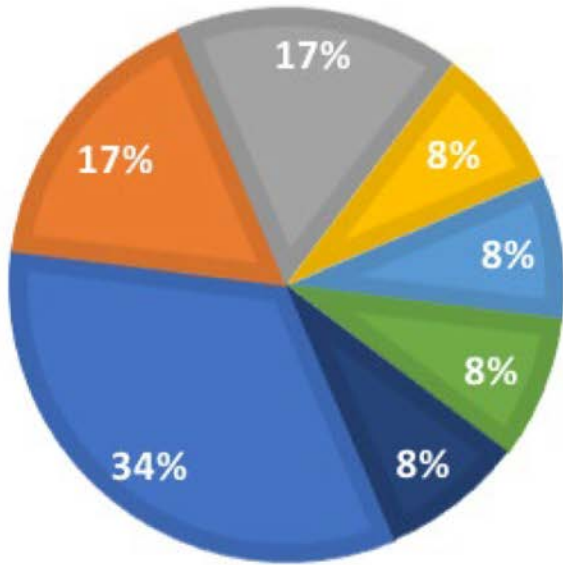
Tara Mohr - Playing Big

Edgar Schein – Career Anchors, the changing nature of work and careers

www.careeranchorsonline.com

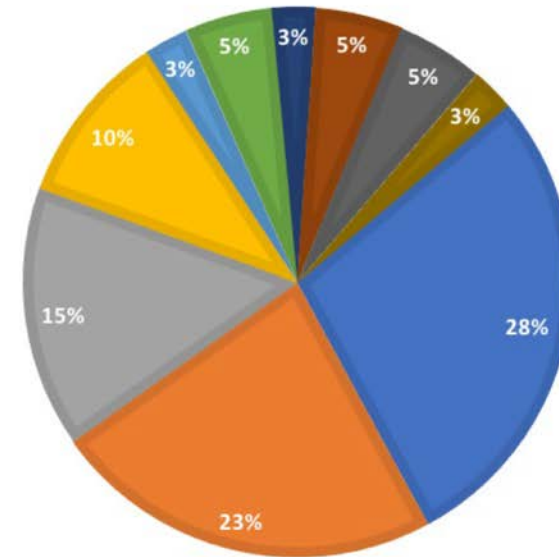


Nationality Distribution of COOs



Nationality of Female COOs

- American 34%
- French 17%
- Canadian 17%
- Australian 8%
- Russian 8%
- German 8%
- British 8%

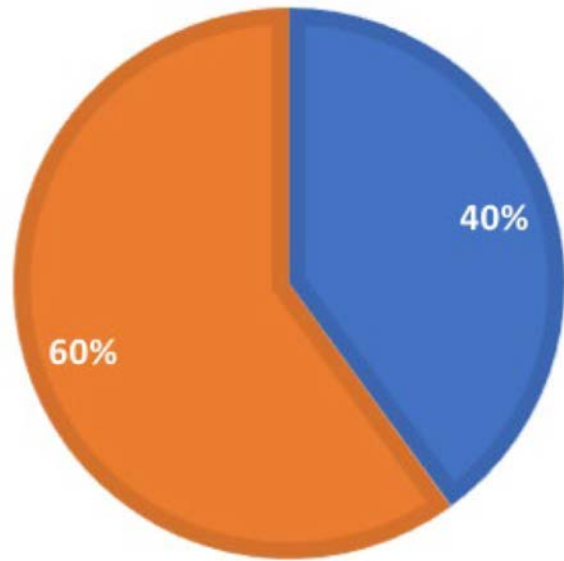


Global Chief Operating Officer Nationality

- British 28%
- American 23%
- French 15%
- Canadian 10%
- Dutch 5%
- Japanese 5%
- Australian 5%
- German 3%
- Russian 3%
- Italian 3%

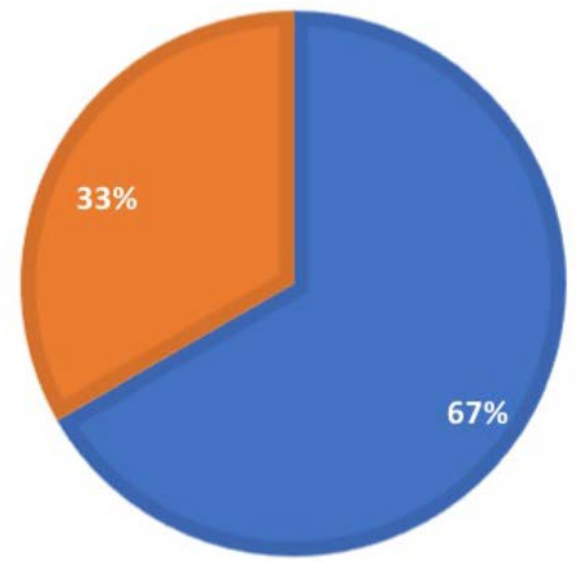


COO Gender Distribution



North America Gender Representation

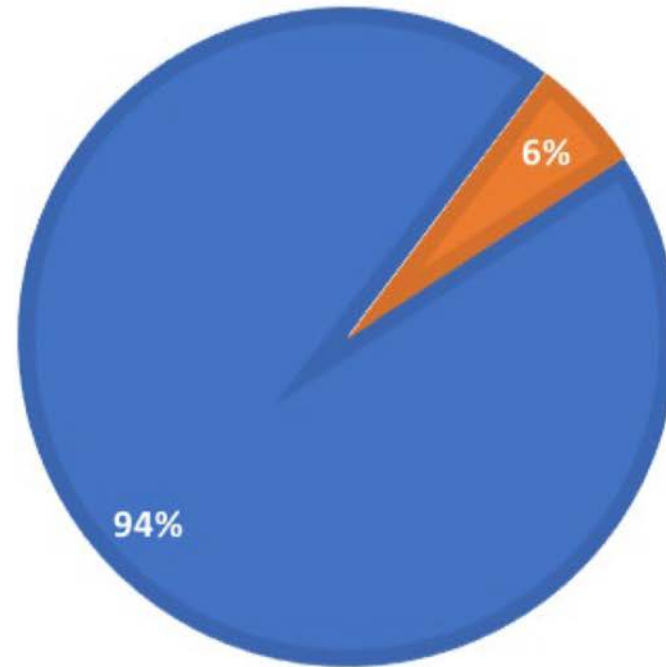
● Male 60% ● Female 40%



Global Gender Representation

● Male 67% ● Female 33%

COO Ethnicity Distribution



Ethnicity

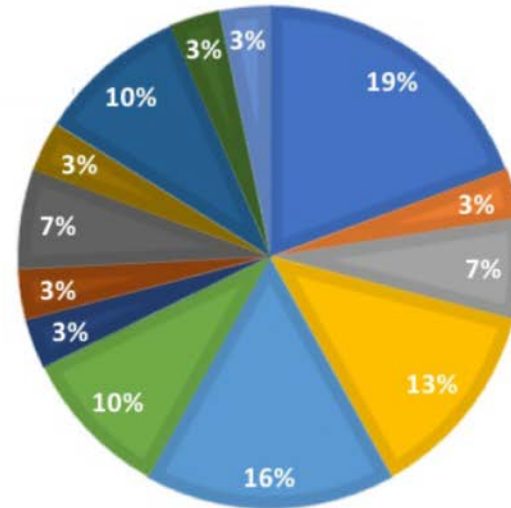
- White 94%
- People of Colour 6%



Career & COO Pedigree

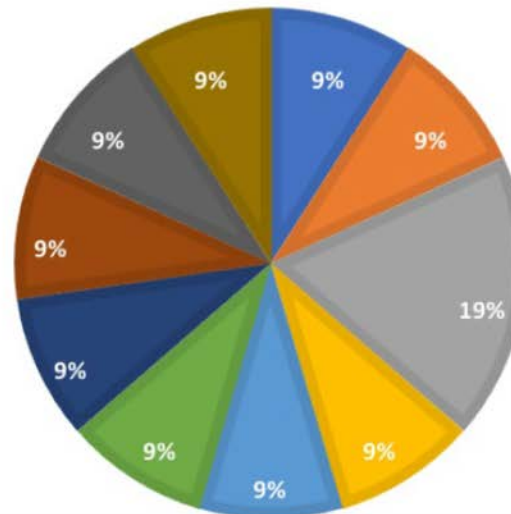
Career & COO Pedigree

72% of the COOs from within a top 10 franchise come from a risk, trader, sales or business management background, 58% from a risk or trading background. This reconciles with observations made in previous papers that the COO role and competency requirements appear to be evolving to meet the demands of the mandate, and taking a more commercial and risk oriented approach (whilst having a strong interest and capability within technology). An emerging theme is the arrival of COOs that have previously owned a P & L (30%), where of this percentage all had previous experiences in non-revenue and revenue generating roles.



Career Pedigree

- Trader 19%
- Operations & Technology 16%
- Finance 13%
- Risk 10%
- Audit 10%
- Product Control 7%
- Business Management 7%
- Transformation 3%
- Compliance 3%
- HR 3%
- Strategic Advisory Services 3%
- Funding 3%



Female COO Pedigree

- Finance 19%
- Technology 9%
- Transformation 9%
- Operations 9%
- Risk 9%
- Audit 9%
- Financial Controller/Operations 9%
- Client Services 9%
- HR 9%
- Strategic Advisory 9%





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Thank you for attending Dates for your diaries

Q3: Mental health, managing stress, handling setbacks
September 2021

Q4: Opportunity Awareness, Mentoring, Sponsorship, Leveraging and
managing relationships, CPD.
November 2021