

Welcome to  
**WCOOC**



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Women in the COO Community

COO Virtual Forum

# WCOOC COO Career Management

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Guiding Principles on how to  
manage your career



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# Speakers

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**Gwen Wilcox**

Global Head of WCOOC,  
Armstrong Wolfe



**Kate Hutchins**

UK Practice Head,  
Career Management,  
Armstrong Wolfe

# Guest Speakers

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**Daniela Haack**

MD, Divisional Head  
International COO,  
Commerzbank AG



**Katherine Woodrow**

MD, COO, Markets EMEA,  
BNY Mellon

# Unlocking your potential

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The will to win, the desire to succeed, the urge to reach your full potential... these are the keys that will unlock the door to personal excellence.

*Confucius*



# Career navigation

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in a crowded market



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## Circle of Concern



*Reactive*

## Circle of Influence



*Proactive*





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# The principles of managing your career

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1. Define the vision and ambition for your career
2. Assess your experience gap in view of the targeted position
3. Constantly monitor career opportunities
4. Be bold and indicate interest, even if you have to stretch into the new role



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# Differentiation

- stand out from the crowd

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The challenge for any COO is how to structure and represent their experiences that differentiates them from other COOs.

A COO dedicates time to 2 principle points of effort:

- Managing change and driving execution
- Running the business and keeping the lights on

The value is in a COOs change pedigree, where much of this effort in past years has been driven by:

- Meeting the obligations set by regulation
- Delivering cost and efficiencies

A new phase:

- Commercial acumen
- Risk and technology focus
- People and culture
- Diversity and inclusion

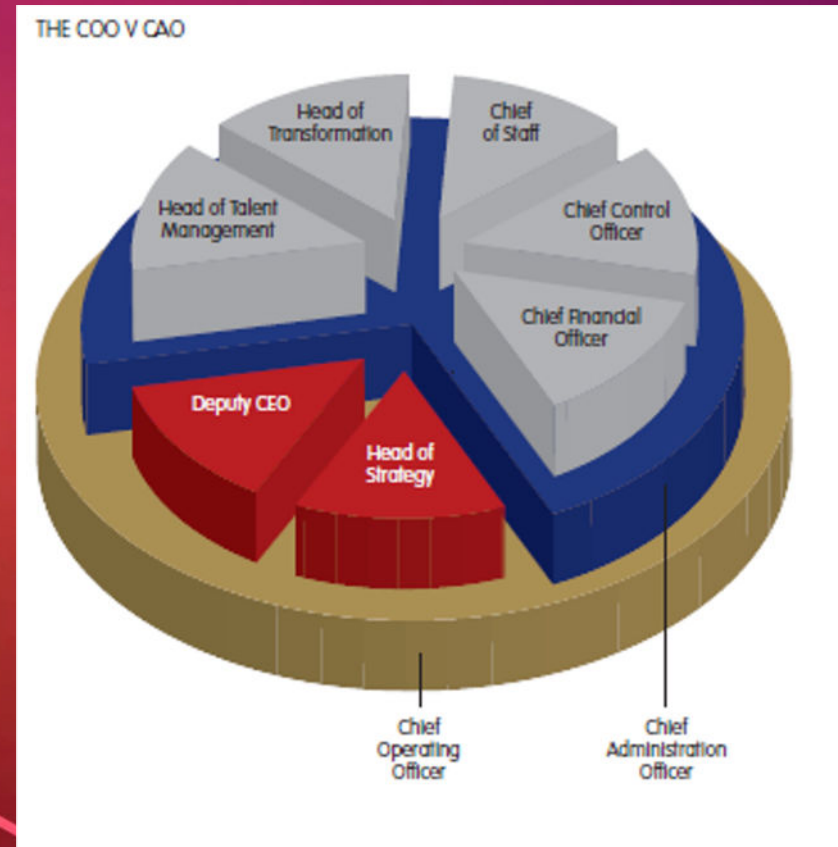


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# Diversity of experience

A jack of all trades, master of none?





# Understanding your skillset

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Skills are a combination of different things:

- **Knowledge** – what you know (markets, products, geographical areas)
- **Attitudes** – how you approach things (enthusiasm, motivation)
- **Character** – your personality/ personal qualities (sense of humour, diplomacy)
- **Strengths** – things you are naturally talented at (public speaking, numeracy)
- **Experience** – what you have done (work experience, qualifications, training, voluntary work)
- **Judgment** – How you make decisions and establish priorities



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# Transferable Skills

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Once you've identified what you can do, think about your transferable skills.

These are skills which work in every type of job - and that's why they're so important.

And they go beyond the ability to use a specific piece of equipment, or do one specific thing.

Need a couple of examples? Here are four of the most in-demand transferable skills that are found in a COO:

1. Initiative
2. Planning
3. Teamwork
4. Communication



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# What is career management?

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## The Theorists

Career management draws upon a range of disciplines, psychology, sociology, psychotherapy, organisational theory, sport and education

- Clough - Mental toughness
- Carol Dweck - Growth mindset

## How can it help you?

- Increased self awareness - through reflection
- Goal setting - monthly, annually, the 5 year career destination
- Creating a framework - continual self appraisal to achieve your goals



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# Skills and Competencies

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- How compelling is your story?
- How can you demonstrate you are part of the solution?
- Commoditise your experiences to fit your ambitions and the need of the market

*A strategic thinker, complex problem solver, sensitive communicator, relationship builder, solutions provider, influencer, drives change, engages with detail*



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# Key takeaways

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*“The only person you are destined to become, is the person you decide to be.”*

Ralph Waldo Emerson

**Make time** – managing your own career is a job in itself, exceed in this task as you seek to do so in your daily tasks.

Therefore, take time to check in with yourselves and to ensure that you are still clear on your purpose and where you are on this journey

**Visibility** – essential to explore ways of increasing your visibility to others and by doing so, setting your own path with the help of others and not reliant solely on others



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# Q & A



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# Additional Resources

- Developing Mental Toughness, Improving performance, wellbeing and positive behaviour in others - Peter Clough and Doug Strycharczyk
- <https://emeraldworks.com/resources/blog/interview/mental-toughness-peter-clough>
- Mindset: updated edition - Changing The Way You Think To Fulfil Your Potential - Dr Carol Dweck
- [https://www.ted.com/talks/carol\\_dweck\\_the\\_power\\_of\\_believing\\_that\\_you\\_can\\_improve](https://www.ted.com/talks/carol_dweck_the_power_of_believing_that_you_can_improve)
- The Chimp Paradox - Prof Stephen Peters



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# Thank you for attending Dates for your diaries

Q2: Goals and actions, identifying competencies, effective communication  
May 2021 – w/c 24<sup>th</sup> May

Q3: Mental health, managing stress, handling setbacks  
September 2021 – w/c 6<sup>th</sup> September

Q4: Opportunity Awareness, Mentoring, Sponsorship, Leveraging and managing relationships, CPD.  
November 2021 – w/c 29<sup>th</sup> November



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## A COO ADVISORY FIRM

Empowering the Financial Services COO community



iCOOC

Facilitating industry  
dialogue and solutions  
development



Armstrong Wolfe  
Partners

Project execution and  
advisory services  
for the COO



The COO  
Academy

Leadership and  
management training



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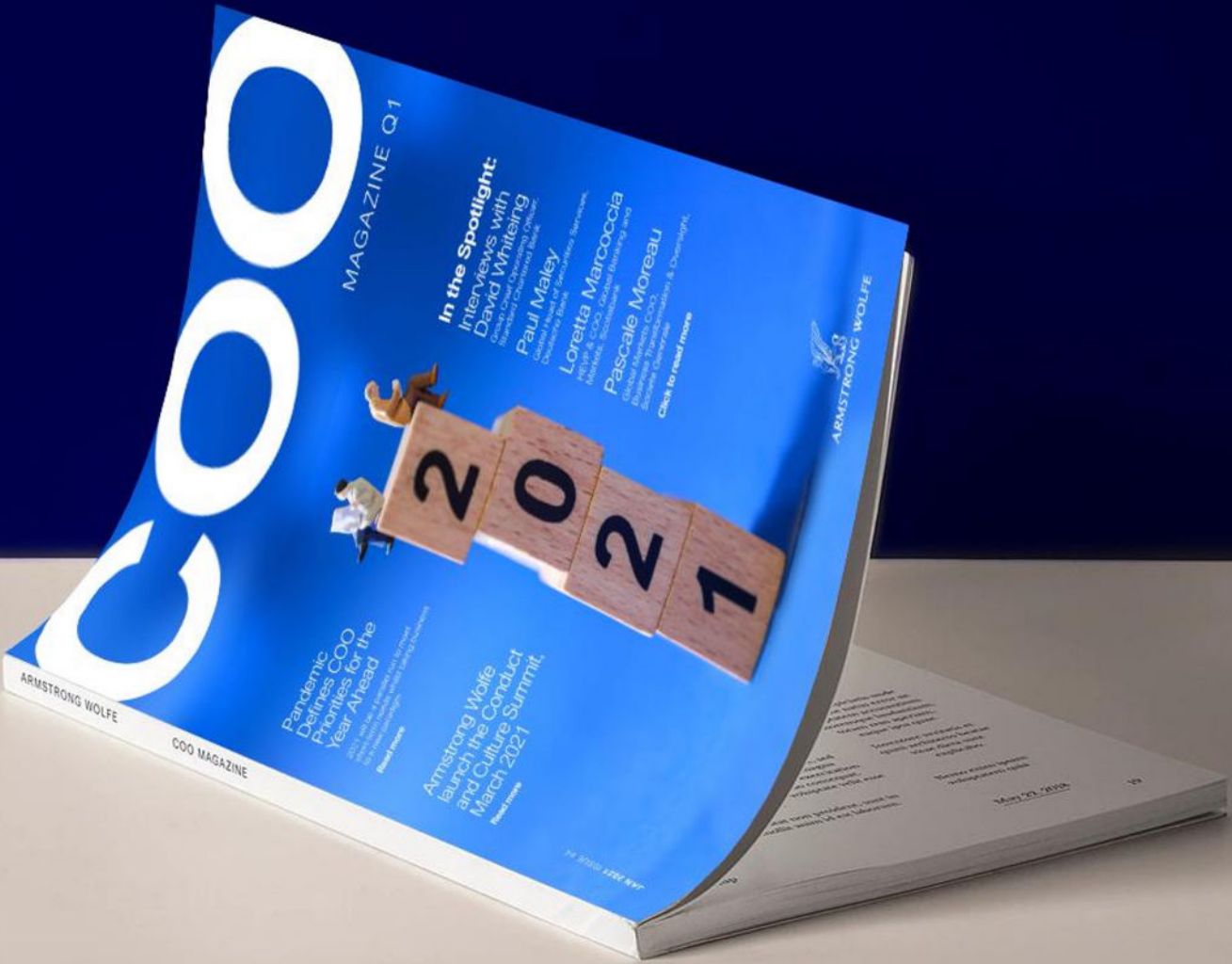
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