

Invitation
The COO Debate
Leadership v Management

Hosted by Deutsche Bank
New York, September 20th 2023



ARMSTRONG WOLFE™

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D E U T S C H E B A N K



Stefan Simon

Chief Administrative Officer & Head of Americas, **Deutsche Bank**



Matthias Krause

Regional Chief Operating Officer Americas, **Deutsche Bank**

Invite you to the New York 2023 COO Debate

17.00 - 21.30 **Wednesday 20th September 2023**

The Motion: To deliver innovation, productivity and profitability

Leadership supersedes Management

Evening Programme

- 17.00 - 18.15 Reception
- 18.15 - 18.30 Welcome and Team Introductions
- 18.30 - 20.30 Debate
- 20.30 - 21.30 Drinks

Deutsche Bank, AG 1 Columbus Circle,
New York, NY 10019-8735

RSVP: coodebate@armstrongwolfe.com

The Judges



Ana Arsov
Managing Director
U.S. Financial Institutions
Moody's Investors Service



Pamela Finelli
Managing Director
ADoR, Global COO,
Deutsche Bank

Chair



Maurice Evlyn-Buften
CEO
Armstrong Wolfe



David Ornstein
COO Baton Systems



John T. Weisel
North American Leader
Trask Solutions



Debating for Management



Mandy DeFilippo

Managing Director and COO of Legal & Compliance, Risk and Operations
Citadel Securities



Clement King

Career COO and Chief Control Officer
Formerly Wells Fargo, HSBC, JP Morgan and Citi

“Great management provides an environment where people can work with joy and confidence, ensuring efficiency and effectiveness in achieving collective success.”





Debating for Leadership



Rhoda Peritz

Career COO and Strategist

Formerly Fiduciary Trust International, Amherst
Pierpont Securities LLC, BlackRock, Barclays
and Lehman Brothers

"In my career, including early on when I would actively look for someone that thought I could watch and learn from, I realized that there is a difference between Leaders and Managers. Leaders have vision, they are forward looking, risk takers, and are fearless decision makers in order to seize opportunities. Employees willingly sign on and are inspired by them. Great leaders seem to always have the answer to 3 key questions: Who are we? What is our purpose? and, What is our strategy to achieve our goals? However to be a good leader, you must be a good manager.. one without the other is a path to failure."

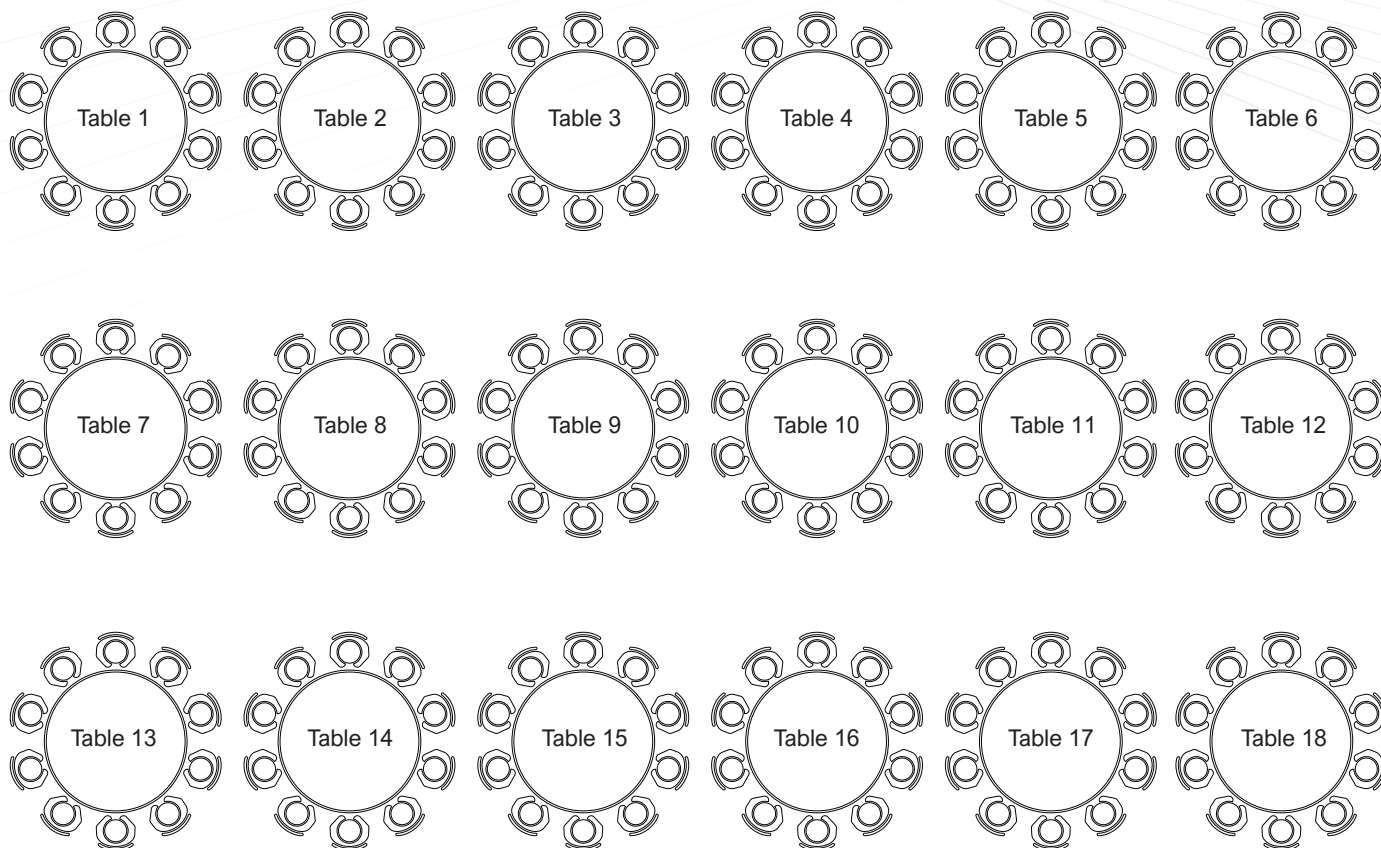
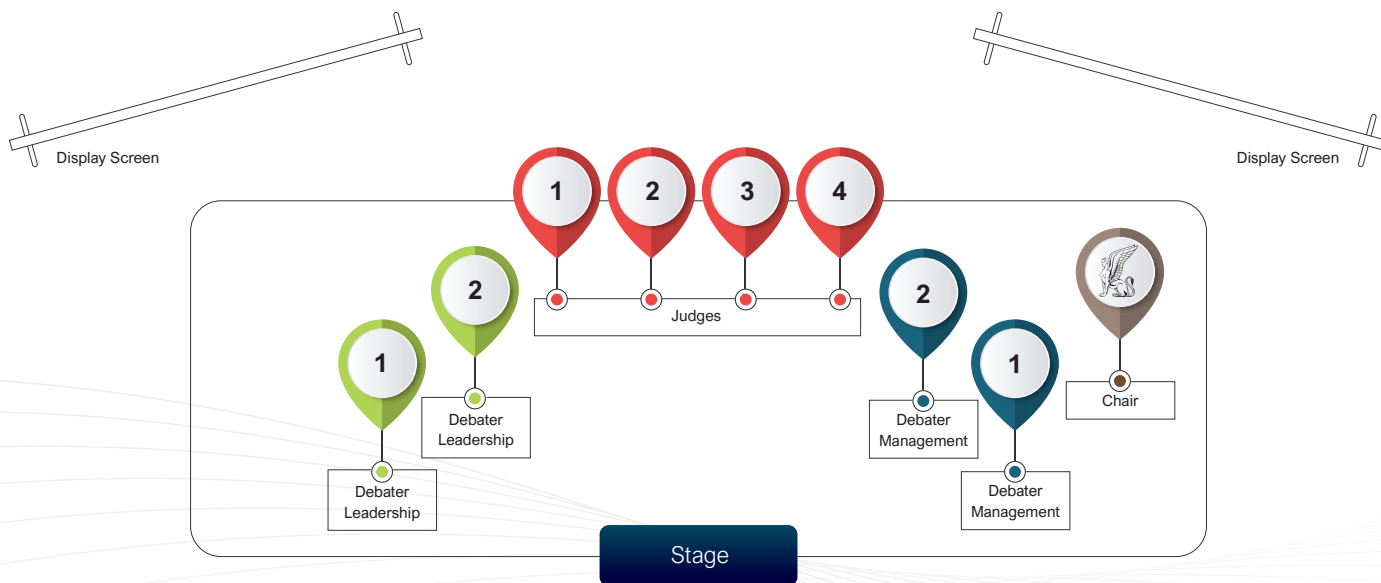


Elizabeth Kent

Head of Finance and Business Management
for Global Equities, J.P. Morgan Asset
Management

Let the debate begin

4 Judges, 4 Debaters, 1 Chair and 180 COOs and business managers in the audience.



Door Floor plan for illustration purposes only Door

Since 2015 Armstrong Wolfe has been running round table debates supporting the Chief Operating Officers of Markets, Banking and Asset Management.

Additionally in 2016 Women in the COO Community (WCOOC) was established and in 2020 the International COO Community (iCOOC). 2023 saw a re-purposing of WCOOC, repositioning it to play an on going and important role as part of Ad Centrum, the COO Centre of DEI Debate a world where everyone belongs.

Introduced at Armstrong Wolfe's inaugural COO Summit in February 2023, the COO Debating Society held its first debate, Purpose verses Controls as the choosen means to manage conduct.

Through debate the society seeks to draw attention to subjects at the heart of the COO's mandate. The judges and audience are briefed they can only vote on the strength of the argument presented, not any predetermined views on the subject. The debates will often place aspects which are complementary against each other, where both are clearly needed for success but you can only vote for one.

The debate affords each team the opportunity to take the audience on a non linear journey to a result that is not preteremined, as both are often needed but the strength of the argument defines the result. The debate is used to break down and present the strengths of each in its own right, and prompt thought on important aspects of the COO's day to day activities.

The COO Debating Society is open to the directorate of corporate members of iCOOC and Ad Centrum, the Society's alumni (previous judges, debaters and hosts), and invited guests.



The COO Debating Society

Rules of Debate

- » There are 3 judges and a Chair.
- » There are 2 teams, each consisting of two debaters, a primary and a secondary.
- » Each debater will have 5 minutes to speak. The primary debater for the motion gives the first speech, with the primary against the motion responding, followed by the second for and second against the motion
- » The team for the motion has the right to make any reasonable definition of each of the terms of the proposition. If the team against challenges the reasonableness of a definition by the other team, the judge must accept the definition of the team that shows better grounds for its interpretation of the term.
- » The team for the motion must advocate everything required by the topic itself. No revision of position of a team is permitted during the debate.
- » Whosoever asserts must prove. To establish an assertion, the team must support it with enough evidence and logic to convince an intelligent but previously uninformed person that it is more reasonable to believe the assertion than to disbelieve it. Facts must be accurate. Visual materials are permissible, and once introduced, they become available for the opponents' use if desired.
- » There are 3 questioning periods: Judges, audience, and team to team.
- » The questioner may ask any fair, clear question that has a direct bearing on the debate.
- » The questioner may use the opportunity to reaffirm a case, to tear down a part of a case, or to ascertain facts, such as a team's position on a certain issue.
- » The questioner must confine themselves to questions and not make statements, comments, or ask rhetorical questions.
- » The judges and the audience must base their decisions entirely on the material and argument presented, without regard for other material which they may happen to possess or opinions they may have pre-debate.

Etiquette

What not to do whilst debating:

- » Falsifying, making up or altering evidence.
- » Publicly disagreeing with the judges' decision.
- » Interrupting other debaters as this can suggest that your argument isn't very strong.
- » Disagreeing with facts or obvious truths.
- » Acting aggressively or offensively towards debaters, judges, audience etc.



Be respectful with the other team

Principles

Debate structure

Introductions By The Chair

15 Minutes

- » The Chairperson will introduce the debate and the judges before introducing the debate teams (debaters will be asked to provide a 30 second biography of their career).

Opening Presentations

20 minutes

- » The teams will draw lots to set the order of debate.
- » Primary debaters will have 5 minutes to present their thoughts.
- » Secondary debaters will have 4 minutes to present supporting thoughts.

On-line the audience will be asked to judge the opening commentary:

On a scale of 1 to 10, 1 being **Go Home** to 10 being **Nailed It**, rate the performance

Judges Questions

20 minutes

- » The Chairperson will ask each judge to pose a question to each team,
- » Each team will be asked to respond to the judges' questions in a 10-minute segment.
- » The purpose of the judges' questions is to push debaters to go deeper in their arguments, to substantiate their statements and to demonstrate a more complex and sophisticated grasp of the debate and the key issues at stake.

On-line the audience will be asked to assess the handling of their questions.

On a scale of 1 to 10, 1 being **Completely Sunk** to 10 being **With Aplomb**, rate the performance

Whosoever asserts must prove

Rules of engagement.



Debate structure

Audience Questions & Team Exchanges

20 minutes

- » The Chairperson invites questions from the audience.
- » Participants from the floor will be asked to give their name, employer, and present position.
- » Each team will respond to the questions; debaters cannot abstain from answering any question.
- » During this period, teams will be allowed under the Chairperson's management to directly challenge each other and pose questions to their opponents.

On-line the audience will be asked to assess the handling of the audience's questions

On a scale of 1 to 10, 1 being **No Impact** to 10 being **Highly Compelling**, rate the performance

Team to Team

5 minutes

- » The secondary speakers will ask the opposing secondary speaker one question. The speaker for the motion will ask first.

Team Closing Remarks

10 minutes

- » The primary debater for each team is then allowed up to 3 minutes to sum up their argument and/or make a brief closing address.

Feedback And Comments From The Judges

10 minutes

- » The judges will offer constructive feedback to each team, commenting on the strengths and weaknesses of their arguments.

Audience Slido Vote

Based upon the strength of the debate presented, which wins your vote?

5 minutes

Results & Award



Never underestimate
a “weak” team

Principles

Principles and tips of Debate

Principles

- » Focus on going after your opponent's case, not your actual opponent.
- » Have fun and take advantage of having an audience.
- » Make (appropriate) jokes, be fun to watch, use effective body language.
- » Try to win them (and the judges) over through both argumentative and non-argumentative means.

Golden tips

- » Speak up. Don't read out your palm cards.
- » Listen well to what the other speakers say.
- » Improve your performance and never give up.
- » Keep to the rules of debating. However good your English may be: If you violate the rules of debating, you'll lose.
- » Keep it simple. Don't use far-fetched examples or complicated words.
- » Whatever you say - keep the audience in mind.
- » Show confidence - you're on the right side of the Debate.
- » Take notes while the other side are speaking.
- » Do what you're supposed to do - fulfil your role (for the motion: build up a proper case and defend it; against the motion: attack the other team and prove them wrong).
- » Do what you're supposed to do - fulfil your role! (proposing team: build up a proper case and defend it; opposing team: attack the other team and prove them wrong)
- » Be prepared: Try anticipating what the other team will say. As a third speaker, don't use new arguments! A reply to speech does not contain any rebuttal.
- » In all stages of your preparations and during the debate: work together as a team.
- » Never underestimate a "weak" team.
- » As the team for the motionside: Get the definition right - make it debatable. Keep to the definition. If opposing accept the definition if it's not completely insane! If you disagree with the definition, everybody on your team must challenge the definition,
- » Do research - get the facts right.
- » Give evidence for what you say. Personal examples are not enough.
- » Rank your arguments according to their importance, beginning with the most important point.
- » Focus on the actual topic. If the other side wanders off the topic, bring them back to what it's actually about.
- » Rehearse your speech to adjust your time management.
- » Structure your speech - do signposting. Say, what you want to say, then say it, repeat what you've just said.
- » Be respectful with the other team.

Listen well to what the other speakers say

Principles



Contact

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Find us on LinkedIn: Women in the COO Community



**Have fun and take advantage
of having an audience**

Principles



ARMSTRONG WOLFE™