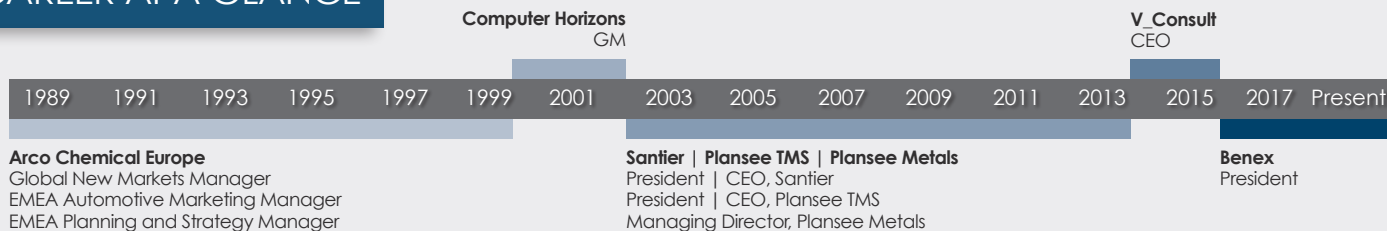


## CAREER AT A GLANCE



**President/CEO and Versatile Global Business Leader** with a proven ability to capitalize on market opportunities to drive strong and sustained growth in revenue and profit for entrepreneurial ventures, mid-cap companies and divisions of multinationals. Particularly strong track record with Private Equity (PE) from running portfolio companies to executing buy/sell strategies with PE backing. Builds cultures of change, productivity through technology and metrics. Highly skilled at obtaining engagement across all organizational levels and functions to move organizations to the next level. Forges business partnerships based on a foundation of trust, integrity and results. Trilingual US and EU citizen with vast global experience and innate ability to bridge cultural and geographic borders. Demonstrates a unique ability to rapidly learn new operations and vertical sectors to achieve desired outcomes.

### Speaking Personally...

**Q How would you describe your leadership style?**  
**A.** I have a very collaborative leadership style where I solicit the expertise of my team (managers and workers alike) to be part of a decision-making process and so have an “ownership stake” toward successful outcomes. In a situation where no clear consensus has been achieved, I may make a decision there and then if I consider it essential and time sensitive. Normally I assess if additional information is required to create more clarity for a smarter, well considered decision.

**Q How do you turn a challenge into an opportunity?**  
**A.** It starts with the mindset that every challenge is an opportunity. I ask myself questions like “How does this obstacle become my asset?”, “What/who are the elements that make up the barrier and what can I address to turn the situation around?”, “Is this challenge real? Where is the data?”, “Does this have relevance to my goals?” and “How can I go around this challenge?” Once the challenge is broken down into well understood, manageable chunks, the challenge becomes the opportunity.

**Q How has your international experience shaped the way you conduct business today?**  
**A.** My international experience has taught me to listen, to understand all views, and to communicate clearly. Speaking, or listening to a person speaking in a second language, can mean that a lot of key information can be lost. It is important to cross-check your interpretation by asking questions to get, or give, a true understanding. Different cultures communicate and interpret in different ways. It is important to keep the message simple but to understand how the audience will perceive those messages.

**Q How do you get people to perform at levels beyond what they thought possible?**  
**A.** I coach co-workers to develop their own frameworks they can evolve and harmonize with value judgements. I always suggest a methodology for them to follow (financial, behavioral, process, etc.) but they can choose their own. As projects increase in complexity they build upon their framework to create rapid results. Value judgements come from asking questions like “How would I achieve the goal more efficiently if I could do it my way?”, “If it was my money, would I do it this way?”, “How simple is my solution to successfully implement?” or “Where are the weak points and what is my mitigation strategy?”

**Q What is the secret to leading large scale change initiatives effectively?**  
**A.** Adverse reaction to change starts with questions like “What’s in it for me?”, “Will I have a job?” or simply passive-aggressive behavior. Knowing your audience and overcoming any fears about self-preservation is the first step. Once addressed, clear communication of goals, steps to achieve the goals, and regular “shout outs” and awards for successes in change-driving projects are critical to maintaining momentum. Very shortly thereafter, the concept of change vanishes and becomes “this is how we do it.”

### Maximizing Potential

<b>GROWTH</b> B2B Sales and Business Development M&A (Buy and Sell Side) Competitive Advantage through ERP, CRM Design and Implementations	<b>LEADERSHIP</b> Change Catalyst and Management KPI Metrics and Analytics Employee Recognition and Reward
<b>STRATEGY</b> Strategic Planning Process Optimization Business Re-engineering Strategic Alliances	<b>FINANCE</b> Profit Maximization Strategies Lean/ Continuous Improvement Cellular and IT Technology Strategy

### VALUE-ADD SNAPSHOT

**Diversified** sales of electronics manufacturing company faced with technical substitutions and recession. Re-engineered processes, entered five new markets and grew business from \$7M to \$12M and EBITDA from -\$8M to +12M within five years.

**Built** European and Global division of ARCO Chemical from R&D phase to \$ 350M and \$35M respectively across a range of end use markets.

**Doubled** sales of Plansee Metals to \$40M in five years by creating a market-focused culture with new value adding products of 50% higher gross margins.

**Divested** four companies, merged two companies and placed a \$20M bid for acquisition of a Southern California manufacturing company through either management buy outs or involving Private Equity.

