



# **From the Sea to the C-Suite: A Senior Executive's Journey**

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# How Does One Respond to Adversity?

**“I was shaped more by my father’s  
absence than his presence.”**

» **President Barack Obama**

» **October 29, 2008**

# Early Driving Forces

- **Fear of Failure**
- **Sense of Control**

# Background and Upbringing

- **Born and raised in England**
- **Moved to South Africa when he was 16**
- **Professional Yachtsman throughout his 20s**
- **International Finance, Sales and Marketing  
Senior Executive with 20 years of experience**

# Professional Athletic Career

## Professional Yachtsman

- Paid crew on Grand Prix yachts for 10 years
- Raced on the International Grand Prix Circuit
- Sailed for Great Britain in the 1987 America's Cup

## Characteristics Developed

- Competitive Drive
- Team-Orientation
- Inquisitive Nature
- Honesty & Transparency
- Authentic Presence

# Professional Working Career

## Financial Services

- 8 years in Sales and Marketing in the international division of a British financial bank
- Entrepreneur and founding member of an industry leader for extranet connectivity in the financial markets for 9 years
- President of the US Division of an international financial services company for last 3 years

## Characteristics Developed

- Mutual Accountability
- Alignment around a Central Vision
- Ownership
- Development of Others
- Passion for Winning
- Dedication & Persistence

## Transitioning Characteristics from Athletics to Work Career

- **Remaining Agile**
- **Alignment around a Vision**
- **Teamwork and Collaboration**
- **Staying Positive in the Face of Adversity**
- **Exploiting Danger for Opportunity**
- **Continuously Stretching One's Boundaries**

## Behavioral Manifestations of Personal Characteristics and Leadership Competencies

- **Role Clarity**
- **Cultivating Relationships**
- **Adapting to the Organization's Culture**
- **Accelerated Learning of the Business**

# RHR Executive Profile

## Low Scoring Dimensions

- Analytic Thinking
- Engaging in the appropriate amount of analysis before making a decision
- Learning Agility
- Ability to Grasp Complexity

## High Scoring Dimensions

- Engaging Others
- Valuing Relationships
- Persuasive Communicator
- Delegates Tasks to Others
- Organizational Savvy
- Attentive to Peer and Higher Level Relationships

# Hogan Assessments

## Potential Report

- Interpersonal Sensitivity  
(99<sup>th</sup> percentile)
- Sociability  
(90<sup>th</sup> percentile)
- Learning Approach  
(10<sup>th</sup> percentile)

## Values Report

- Affiliation  
(95<sup>th</sup> percentile)
- Hedonism  
(90<sup>th</sup> percentile)
- Science  
(15<sup>th</sup> percentile)
- Security  
(15<sup>th</sup> percentile)

## Challenge Report

- Mischievous  
(90<sup>th</sup> percentile)
- Skeptical  
(85<sup>th</sup> percentile)
- Imaginative  
(85<sup>th</sup> percentile)
- Colorful  
(80<sup>th</sup> percentile)