



THE COO: LOST IN THE MATRIX?

ANDREW DARWIN, COO, DLA PIPER, 9 MARCH 2017



**IN MANY WAYS, THE SELECTION
OF A COO IS SIMILAR TO THE
SELECTION OF A VICE PRESIDENT
OF THE UNITED STATES.**



(source: Wikipedia)



“

COOs REMAIN MYSTERIOUS AS A CLASS: THE ROLE IS STRUCTURALLY, STRATEGICALLY, SOCIALLY, AND POLITICALLY UNIQUE — AND EXTRAORDINARILY SITUATIONAL.

”

(source: Harvard Business Review)

SEVEN ROLES THAT COOs CAN PLAY

THE
EXECUTOR

THE CHANGE
AGENT

THE
MENTOR

THE OTHER
HALF

THE
PARTNER

THE HEIR
APPARENT

THE MVP

(source: Harvard Business Review)



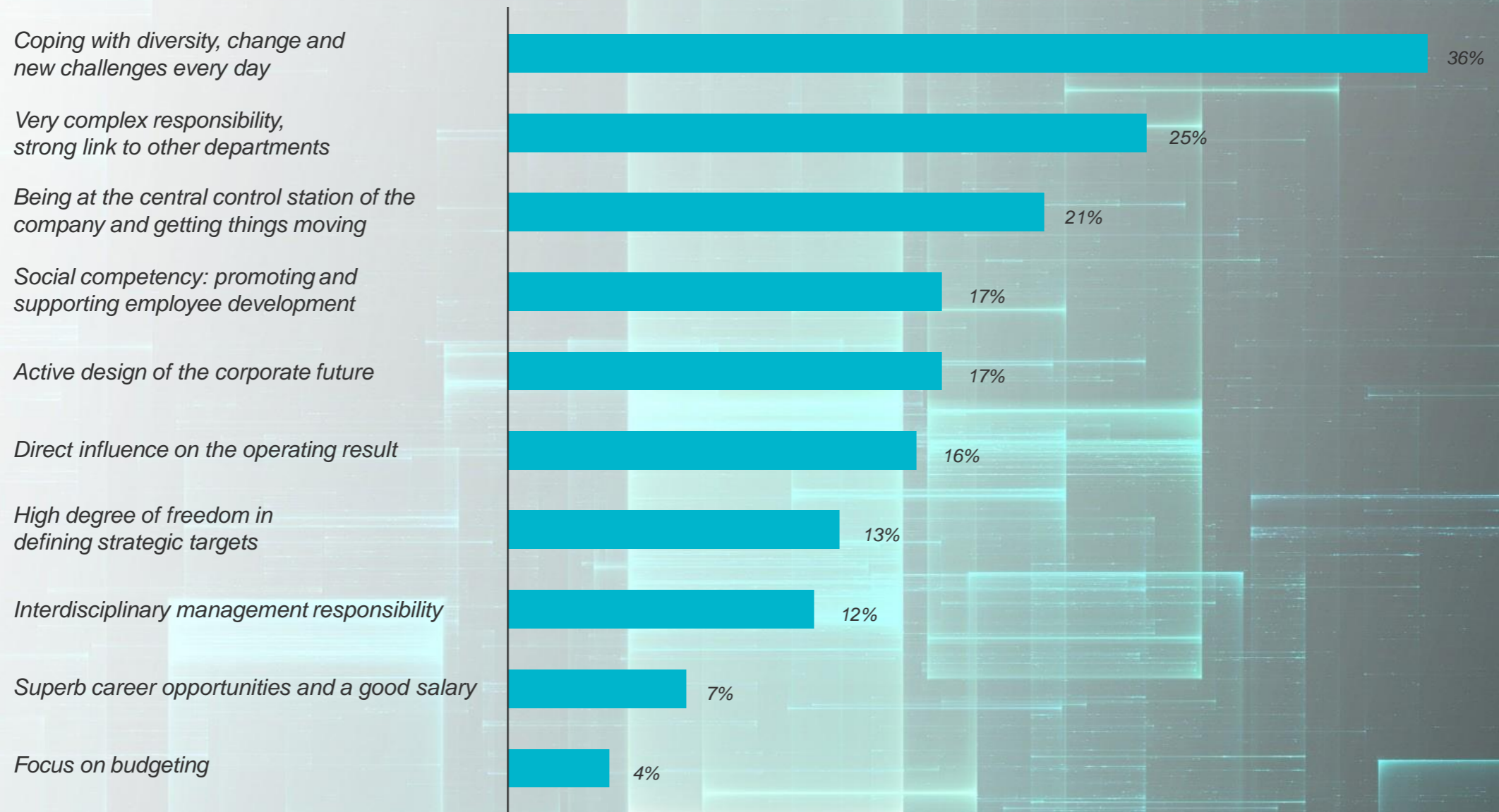
THE MATRIX IS A WEB YOU CAN GET CAUGHT IN, OR A NETWORK YOU CAN USE TO GET THINGS DONE, IT ALL DEPENDS ON YOUR MIND-SET AND SKILLS.



Senior Vice President
Global Integration (Consumer Goods)

CALM
RESPECTFUL
AVAILABLE
PATIENT

Aspects that make the COO position worthwhile (Source: *The DNA of the COO, EY*)



(Open question with multiple answers)

“

WE AS COOs NEED TO DO A
BETTER JOB OF MARKETING
OURSELVES.

”

Daniel Bandle
COO, AXA Winterthur