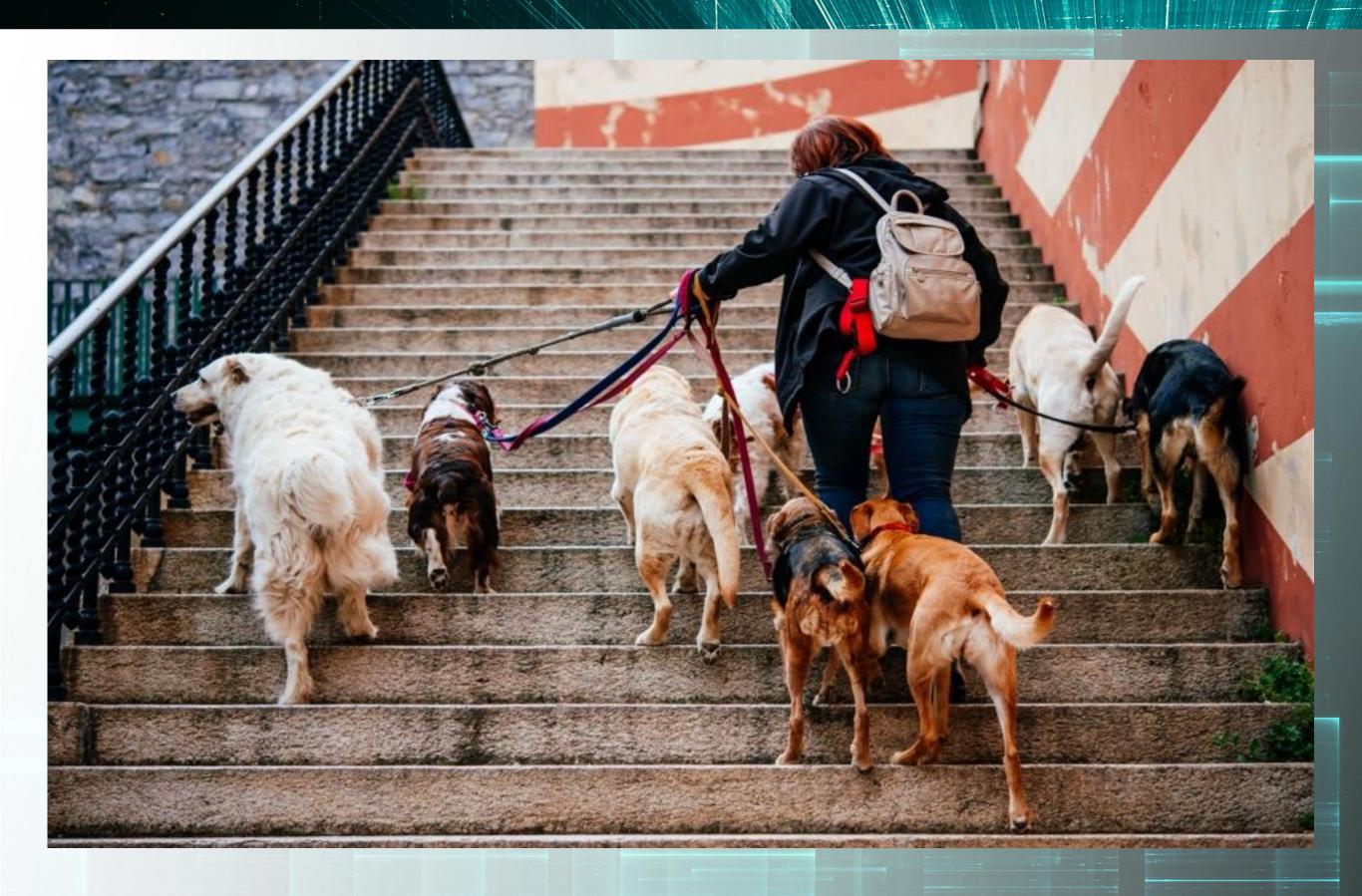


# THE COO! LOST IN THE MATRIX?

ANDREW DARWIN, COO, DLA PIPER, 9 MARCH 2017





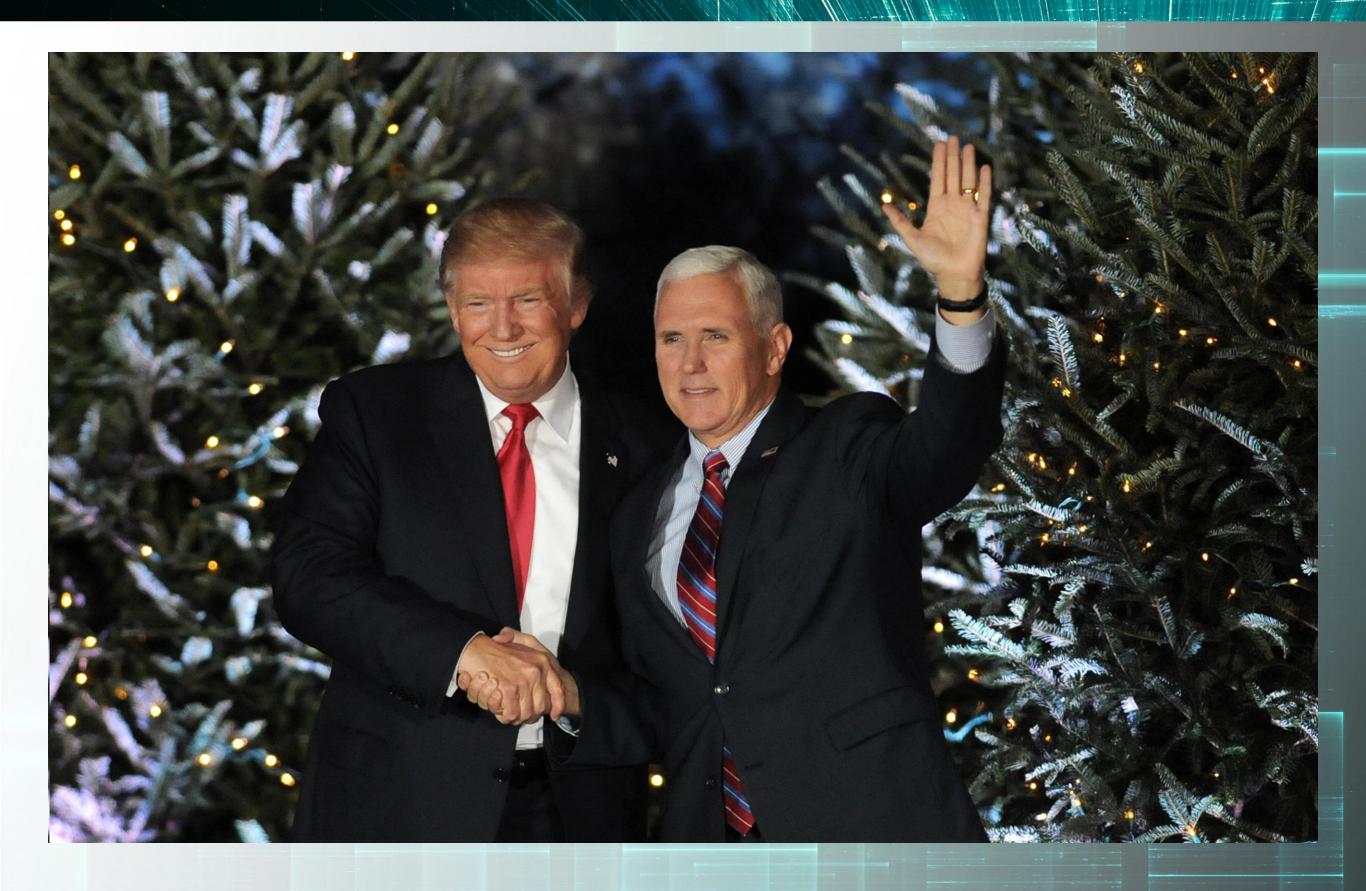


OF A COO IS SIMILAR TO THE SELECTION OF A COO IS SIMILAR TO THE SELECTION OF A VICE PRESIDENT OF THE UNITED STATES.



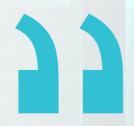
(source: Wikipedia)







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 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 RESPECTEUL AVAILABLE PATIENT

### THE DNA OF THE COO

#### Aspects that make the COO position worthwhile

(Source: The DNA of the COO, EY)

Coping with diversity, change and new challenges every day

Very complex responsibility, strong link to other departments

Being at the central control station of the company and getting things moving

Social competency: promoting and supporting employee development

Active design of the corporate future

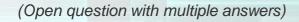
Direct influence on the operating result

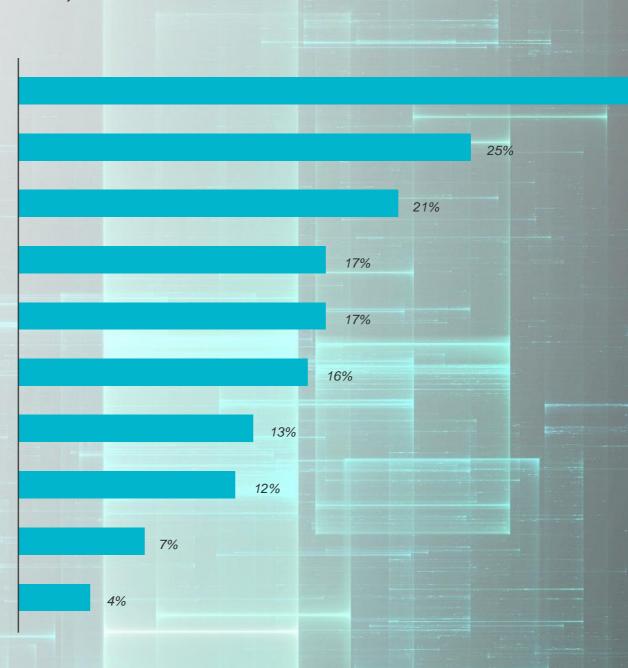
High degree of freedom in defining strategic targets

Interdisciplinary management responsibility

Superb career opportunities and a good salary

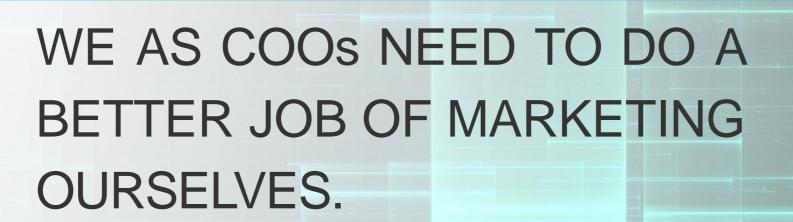
Focus on budgeting





36%





77

Daniel Bandle
COO, AXA Winterthur