

Armstrong Wolfe

Exclusive Market Access



July 2020



ARMSTRONG WOLFE



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The leading authority in banking and asset management business solutions, cross-industry collaboration, executive search and career management for the COO community.

Consulting | Industry Forums | Human Capital Management | WCOOC | Executive Search

armstrongwolfe.com



ARMSTRONG WOLFE

The leading authority in banking and asset management business solutions, cross-industry collaboration, executive search and career management for the COO/CCO community.

We leverage our global executive network to support the COO/CCO community across Banking, Capital Markets and Asset Management and their business partners with 5 lines of business supported by extensive content and market commentary:

1. **Consulting Services for the COO/CCO:** our team has extensive experience at operational board level in owning the design and delivery of programmes of work and understand the impact of change on all parts of an organisation.
2. **COO/CCO Forums:** promoting cross-industry teamwork, partnerships and dialogue and facilitating the sharing of experiences to help meet common challenges within testing market conditions
3. **Women in the COO Community:** forums and global connectivity facilitating a cross-industry dialogue amongst women in executive business management positions, thus creating a global network of senior women with a common purpose of sharing knowledge and insights.
4. **Executive Search:** we are recognised as an authority within business management, the role of the COO/CCO and the leadership roles that report through the COO's office or interface with it.
5. **The COO/CCO Training Academy:** providing executive coaching, 121 or group training to the business management community and conduct training through the Conduct Academy.

Armstrong Wolfe Executive Team



Maurice Evlyn-Buften
CEO

Maurice has over 20 years’ experience in Investment Banking and Financial Markets executive search and advisory. He founded Armstrong Wolfe in 2011.

Maurice’s industry papers are well-known publications and are drawn from the COO and CCO cross-bank industry forums his company runs. At each event, Maurice facilitates a debate. He combines the insight this affords him with market information secured through the retained searches his company manages on behalf of its clients.

Maurice is a Graduate of Cardiff University, which he completed through an Army scholarship.

Maurice is married and has four sons. He lives in the Cotswolds and spends his spare time with his family, running with his three dogs, and carrying out his charity work.



Roger Evlyn-Buften
CAO

Roger is a Chartered Financial Planner and has 35 years’ experience in financial services.

His career has covered compliance, corporate and personal financial advice and investment management. This varied experience ideally places Roger to oversee Armstrong Wolfe’s day to day operations.

Roger is married with 2 children and lives in Shropshire. His spare time is taken up principally with his love of sport especially cricket, golf and being a season ticket holder with his son at Aston Villa.



Gwen Wilcox
MD, COO, WCOOC Global Lead

Gwen’s professional career spans across the banking, technology and engineering industries, where she has developed a host of core competencies that support her current role as Global COO of Armstrong Wolfe, particularly in the digital transformation and marketing space.

In addition to her day to day COO responsibilities, Gwen leads the global Armstrong Wolfe team in Executive Search, Executive Coaching, Executive Networks, and the Women in the COO Community initiatives, while providing vital support for AWP with its Strategic, Administrative and Marketing efforts.

Gwen’s prior roles include the Head of Partnership and Sponsoring at Lehman Brothers then Barclays Wealth Management and EMEA Head of Demand Generation at Tektronix.



Julia Bunyatov
MD, WCOOC Head Americas

Julia joined Armstrong Wolfe in 2018 to lead and develop its Women in the COO Community initiative in New York, alongside supporting the Company’s executive search and advisory efforts born from its quarterly COO and CCO 1LOD forums.

Julia has had a successful 25-year Financial Services industry career, with leadership roles spanning Equities Trading, Risk Management, and Finance divisions; also holding positions as Global Equities Trading COO at Lehman Brothers, Global COO of Equity & Funds Structured Markets, and Global Head of Derivatives Infrastructure at Barclays Capital.

Julia serves as a Treasurer on the Make-A-Wish Metro-NY chapter Board of Directors, chairing Finance and Audit Committees; as well as Treasurer on the Board of Directors of the International Dyslexia Association, Long Island Branch.

Julia has a BS in Finance & Information Systems from NYU Stern School of Business.



Miia Lankinen
MD, WCOOC Head & Career Management Asia

Miia is the APAC Practice Head for Armstrong Wolfe’s career management service and its Women in the COO Community initiative in Asia. She is based in Singapore.

In this role, Miia leverages her corporate experience which she has acquired over multiple business cycles to relate to clients in different career stages and situations.

Miia has 20 years’ of experience in the financial services industry, both in the Wholesale Banking business and in Human Resources.

Experienced in professional coaching, talent management and leadership development, Miia is comfortable engaging with clients at all levels, from technical specialists to C-suite leaders. She also brings with her an understanding of competencies needed and the challenges faced in the banking industry today.



Soyong Jensen
Global Career Coach, Career Management Americas

Soyong is a leadership transition coach and consultant and the Founder of ECCL. She has experience helping global companies such as Nortel, CIGNA, MTV, JP Morgan Chase, and AIA produce results more than two decades.

Organizations in need of high performing leaders during transitions hire Soyong to teach them to produce the results they want. By focusing on care, communication, identifying strengths, and building trust, she helps leaders achieve peak capacity with less energy.

As a professionally trained executive coach, Soyong helps leaders transition into new roles. She has held senior roles in sales, marketing, and HR progressing from Manager to Managing Director. In her most recent role as Chief HR Officer, clients who had Soyong’s support outperformed their peers on key leadership competencies. Soyong helps leaders develop mindfulness and balance, enabling them to perform in the optimal headspace and use their strengths to achieve their best.

After living in Asia and working globally for the past 23 years, Soyong and her family now live in the US. With roots in Texas, she is happy to once again call it her home.

Armstrong Wolfe Executive Team



Kate Hutchins
UK Practice Head, Career Management

Kate leads Armstrong Wolfe's Career Management practice.

With over 20 years' experience in resourcing and HR, much of Kate's career has been spent in the financial sector working with corporate clients on a range of strategies to ensure they attract top talent.

This experience means that she is particularly well placed to provide support and guidance for those facing career challenges or considering a change in role, as well as providing clients with tailored programmes.

Kate has a particular interest in the evolution of the interview process, harnessing her knowledge and insight to provide coaching that results in an increased awareness of behavioural strengths and techniques to communicate these effectively.

Based in London, she is a member of the Institute of Career Guidance and holds internationally recognised professional qualifications. She also enjoys providing support for young people on a voluntary basis, helping them in their career decision-making process.



Ursula Schliessler
WCOOC Ambassador London

Ursula is a senior financial services professional, who has led global teams across multiple functional areas within asset management. Her experience spans change management, business process design and implementation, product development and management, sales strategy, operations, technology and data, risk and project management.

Prior to Ursula assuming her current iNED and Trustee positions, Ursula was Chief Administrative Officer of Legg Mason, with global responsibility for the firm's technology, data, risk management and internal audit, real estate, strategic projects and operations. Ursula was a member of Legg Mason's Executive Committee and the Executive Sponsor of Legg Mason's LGBTQ Employee Resource Group and Legg Mason's Global CSR Network.

Ursula has also held leadership positions with Citibank and Citigroup Asset Management in Distribution and Product Development in a number of countries and was Head of International Product Development and Management for Morgan Stanley Investment Management.



Larry List
Armstrong Wolfe Partner, Former Chief Conduct and Controls Officer for Global Markets, Americas, BNP Paribas

During his career Larry has served in senior COO roles primarily within global banking organizations. Presently Larry is serving as an industry strategic advisor to VoxSmart, a fast growing RegTech company delivering advanced conduct surveillance technology and regulatory solutions.

Most recently Larry held the position of Chief Conduct and Controls Officer for the Global Markets Americas business at BNP Paribas. Notably he developed a new conduct surveillance and controls framework in the first line, covering Markets globally. He joined BNPP in 2012 as CAO for Fixed Income.

Previously Larry was the regional COO for Commerzbank, where he led the integration of Commerzbank and Dresdner Bank in the U.S. He has held senior positions at Dresdner Bank, originally joining as part of the management team starting a US Equities division. He also was the COO for DKR Oasis, a multi-strategy hedge fund.

Larry has a BA in Economics from the University of Connecticut, and an MBA in Financial Management from Pace University. He holds NASD Series 4, 7, 9/10, and 24 licenses.



Jeff Fernandez
Armstrong Wolfe Partner, Former MD, Front Office Markets Risk and Controls

Jeff brings significant financial services experience within managing FO businesses, Asset Mgmt., Custody Services, Global Ops. and has held leadership roles with Barclays, Lehman, and Goldman Sachs. His skill-set spans line mgmt., reg. programs, strategic planning, execution and deployment and global project mgmt.

With Barclays, as MD Markets Risk and Controls, Jeff led the first line of defense responsible for Market's Supervisory Framework, Governance, Volcker and Swap Dealer Programs, 3rd.Party Venues, Financial Crime and Markets India Front Office Services. With Lehman Brothers, Jeff was Co-Head of Global Prime Brokerage Client Services Product Dev. and Client Transition based in London. Jeff also managed Neuberger Berman's Prime Brokerage and Clearing Services Business Unit servicing Hedge Funds, BD's and RIA's.

Jeff began his career with GS, where he was responsible for Product Dev. with the Prime Services business unit and Head of Wealth Mgmt. Client Services and Custody Ops., focused on Private & Inst. Clients and Family Offices. Jeff has experienced two long-term international assignments with both Lehman and GS.



Brian Halligan
Armstrong Wolfe Partner, Former MD, COO NatWest Markets

Brian was the Chief Operating Officer of NatWest Markets in the US. He was responsible for managing the day to day operational support and control framework for the regional business, as well as supporting the development and delivery of the strategic business model against global and regional objectives.

Brian joined NatWest Markets in 2004 and has held a variety of positions across the end-to-end business. Prior roles include: Global Head of Futures Execution & Clearing, Business Manager for NA Prime Services, Business Manager for NA FX, Head of Operational Risk, and VP for Process and Controls.

Prior to joining NatWest Markets, Brian worked at Allied Irish Bank as the Head of Operational Risk between 2000 and 2004 after an 11-year career as a currency trader.

Additionally, Brian also holds an MBA from Rutgers University, and a BA in Business Administration from Muhlenberg College.



Joe Noreña
Armstrong Wolfe Partner, WCOOC Ambassador, Former MD, COO, HSBC London & New York




Joe is currently a Board Advisor to a Healthcare AI start-up and an investor in other start-ups. Joe is also a Mentor with BUILD, an entrepreneurial program for High School Students. Joe has been a Managing Director for over 20 years with major Financial Institutions as Global Head of Digital businesses, Global and Regional Chief Operating Officer and Global FX Trading Head. He was also Partner and President of a Global Macro Hedge Fund.




Joe was most recently with HSBC as Regional COO for the Americas Global Markets business. Prior to this he was a Global FX and Commodities COO and Global Head of a start-up Corporate Digital business. Prior to joining HSBC, Joe worked at Bridgewater Associates and was a Partner and President of Vinya Capital, LLP, a global macro hedge fund. Joe also spent time at Deutsche Bank and Citibank as a Global COO, Global FX Cash Trading Head, European Regional Trading Head, and a FX Digital head.




Joe graduated from St. John's University with a degree in Finance and attended Harvard Business School's Advanced Management Program in 2004.




Our Clients and Partners




Firms who have hosted our executive networking forums





















In partnership with









Our significant practitioner experience and focus on the COO & CCO communities, sets us apart. We solve problems to create value, reduce risk, improve growth and maximize business efficiency and profitability. **Let us help you.**

Who we are

Armstrong Wolfe Partners (AWP) is a business solutions firm that is led by industry practitioners who have successful track records in managing change and run-the-bank operations across multiple regions. Importantly, our team has extensive leadership experience as COOs, CCOs, Business Owners, Infrastructure Heads and Board Directors. Given our practical hands on experience, we share your perspective and we appreciate your macro and micro concerns. We have owned regional and global programs of work - from design through delivery - and understand the impact of change on all parts of the organisation. Lastly, our previous roles have helped us develop meaningful relationships across experienced industry practitioners, service providers, regulatory bodies and industry associations, **which increases the value we bring to our client engagements.**

Our Focus

Working across Capital Markets, Banking and Asset Management, we listen to our clients' concerns in an effort to help them break down complex challenges into logical solutions.

Our Mission

To establish Armstrong Wolfe Partners as a trusted partner, so we can support our clients as they drive their businesses forward in a sustainable way.

Our Values

- We place our client's interests first
- We operate with integrity and transparency
- We are committed to excellence and innovation
- We take responsibility for our actions



Jeff Fernandez
Partner

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Jeff has experienced two long-term international assignments with both Lehman and GS.



Gordon Grant
Partner

Gordon is a senior Operations leader specialising in business enablement, transformation, client experience and regulatory delivery. Working with Morgan Stanley, BNP and Bankers Trust, he has held leadership positions in New York, London, Hong Kong and Sydney. He has been directly accountable for successful strategy design, execution and BAU management across a wide range of financial products and sectors, including Institutional, Retail and Custody.

Gordon has been engaged in industry advocacy for technology adoption, regulatory change and market development with representation on various AFME, ASIFMA, AFMA, DTCC & EuroCCP committees. A firm proponent of talent development, diversity and inclusion throughout his career, Gordon is currently an Ambassador to Armstrong Wolfe and its Women in the COO Community (WCOOC) initiative. Immediately prior to this, he sat on the EMEA Diversity Action Council at Morgan Stanley.



Brian Halligan
Partner

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Larry has a BA in Economics from the University of Connecticut, and an MBA in Financial Management from Pace University. He holds NASD Series 4, 7, 9/10, and 24 licenses.



Simon Longden
Partner

Simon brings over 30 years of international banking across Europe, Asia, Africa and the Middle East from his career at Standard Chartered Bank. He brings an "end to end" perspective that has been gained in Global, Regional, & Country roles, across Businesses and Functions, including: Operations, Sales & Relationship Management, Transaction Banking, COO and Conduct & Investigations.

He was most recently the Global Head of Shared Investigative Services which was the primary fact-finding arm of the Bank in respect of matters representing potential legal, regulatory, or reputational risk, where he led a team of investigators, forensics, and product specialists, managing investigations into alleged conduct issues, including: Whistleblowing, fraud, bribery & corruption, data leakage, and risks identified as global conduct themes.

Prior to that he was the COO Geographies, establishing the build out of the Regional COO model for the Group across the Wholesale and Consumer Bank businesses. He has run large scale client facing businesses, including Transaction Banking teams, and large operational teams when he worked on the establishment of cross border operating models with hubs in Malaysia, India and China.



Joe Noreña
Partner & WCOOC Ambassador

Joe is currently a Board Advisor to a Healthcare AI start-up and an investor in other start-ups. Joe is also a Mentor with BUILD, an entrepreneurial program for High School Students. Joe has been a Managing Director for over 20 years with major Financial Institutions as Global Head of Digital businesses, Global and Regional Chief Operating Officer and Global FX Trading Head. He was also Partner and President of a Global Macro Hedge Fund.

Joe was most recently with HSBC as Regional COO for the Americas Global Markets business. Prior to this he was a Global FX and Commodities COO and Global Head of a start-up Corporate Digital business. Prior to joining HSBC, Joe worked at Bridgewater Associates and was a Partner and President of Vinya Capital, LLP, a global macro hedge fund. Joe also spent time at Deutsche Bank and Citibank as a Global COO, Global FX Cash Trading Head, European Regional Trading Head, and a FX Digital head.

Joe graduated from St. John's University with a degree in Finance and attended Harvard Business School's Advanced Management Program in 2004.



Executive Networking

Our face-to-face and virtual forums are designed for the Chief Operating Officer communities of Global Markets, Banking and Asset Management.

Amidst the COVID-19 crisis we host regular forums worldwide via virtual platforms such as LoopUp / Zoom / Webex / Bluejeans or Microsoft Teams.

Armstrong Wolfe’s role is to provide a gateway that creates client opportunities for the Market Insight Solution Providers, by introductions made within the planning process to the forum themselves.

Precedent in 2020

COO Lunch Forum Toronto
January 23rd, 2020
Deloitte

COO Dinner Forum Toronto
January 23rd, 2020
CIBC

CCO Forum New York
January 28th, 2020
BNP Paribas

COO Forum London
February 5th, 2020
Baringa Partners

CCO Forum London
March 5th, 2020
Lloyds Bank

COO Forum New York
March 19th, 2020
Morgan Stanley

COO Forum London
March 26th, 2020
DXC Technology & AWS

COO Forum Hong Kong
March 30th, 2020
BNP Paribas

COO Virtual Forum
April 23rd, 2020
Microsoft

Global COO & CCO COVID-19
Open Forum
April 24th, 2020
Oxford Economics

Global COO COVID-19 Call
April 28th, 2020
EY

Global WCOOC
Conference Call
April 30th, 2020
Sionic

Global COO & CCO
COVID-19 Forum
May 1st, 2020
Cognizant

Global COO COVID-19 Call
May 6th, 2020
EY

Global WCOOC COVID-19 Call
May 21st, 2020
Pipeline Equity

Global COO & CCO Webinar
June 5th, 2020
Matero & IDG

Global COO & CCO Call
June 12th, 2020
Oxford Economics

COO Virtual Forum
June 23rd, 2020
Sionic

COO Virtual Forum
June 25th, 2020
Cognizant

Our Global Reach



Our COO Universe



Our global COO and CCO community is made of over **700 members** drawn from 70 firms from within Financial Services

Below are the primary executive contacts of the **30 banks** that attend and support the **COO Forums**. Dependent upon location, availability and subject of debate, delegation may be made by the primary contact to an **MD attendee**:

Key: Location of each Global Lead

NYC	London	Paris	Toronto	Charlotte	Hong Kong	Singapore
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1. ANZ	COO Americas & EMEA
2. Bank of America	Global COO, Markets
3. Barclays	Markets CFO
4. BMO	Global Markets COO
5. BNP Paribas	Global COO, Markets
6. BNY Mellon	Global CAO Markets
7. CIBC	Global CAO Markets
8. Citi	Global CAO Markets and Securities Services
9. Commerzbank	Global Head of Markets' Initiatives
10. Credit Suisse	Global Markets COO
11. Deutsche Bank	CIB CAO
12. Goldman Sachs	Global COO Securities
13. HSBC	Global COO, Markets
14. ING	Global COO Markets
15. JPMorgan Chase & Co	CFO, Markets
16. Lloyds	Global COO Commercial Banking
17. Macquarie Bank	EMEA COO
18. Morgan Stanley	Global CAO, Institutional Banking
19. MUFG	Global COO, Markets
20. Natwest Markets	GBM COO
21. Nomura	Global CAO Markets
22. RBC Capital Markets	Global Head of Business Services
23. Santander	UK COO, GBM
24. Scotiabank	Global COO, GBM
25. Societe Generale	Global COO CIB
26. Standard Bank	Global COO CIB
27. Standard Chartered Bank	Global COO Financial Markets
28. TD Securities	Global Head of Markets Business Management
29. UBS	Global COO, Investment Bank
30. Wells Fargo	CIB COO



“It was a privilege to be included in such an engaging debate and I look forward to the next COO forum.”

- COO, Deutsche Bank

“The team at Armstrong Wolfe have a unique network across the First Line COO and CCO community, bringing together a global group of controls professionals across a wide range of the financial services industry.”

- Head of Business, Risk and Control, Citigroup



ARMSTRONG WOLFE
Women in the COO Community

Women in the COO Community

Inspiring women in financial services

Armstrong Wolfe's Women in the COO Community initiative (WCOOC) has been running since 2017 and is now well-established in London, New York and Hong Kong with members from over 30 different organisations.

Our commitment to this initiative was born out of the privileged position we have in accessing the COO community through our global forums and executive search network.

Led by Armstrong Wolfe, a series of cross-bank events focused on female leadership will take place throughout 2020.

Our mission:

- To inspire women in financial services to have no limitations to their professional aspirations.
- To educate 'early stage career women' on business management and the COO role as career destinations.
- To establish an exclusive and confidential networking opportunity with like-minded peers.
- To enable a cross-industry business dialogue to address common challenges.

Our purpose:

To provide the opportunity for senior women in business management to connect and to help promote the cause of leadership for all women across Financial Services.

Women in the COO Community

Lunches

We hold a lunch or a breakfast at a different bank every quarter. Attendees are Managing Director-level females in COO, CAO, CCO, business management or COO office roles, including functional allies of the COO, such as technology, operations and compliance.

At each event, a conversation is facilitated around a pre-agreed agenda. Occasionally subjects are gender-specific, but predominantly a space in which wider industry issues and challenges can be discussed with peers in similar roles at different banks. It's about cross-bank sharing of information and experiences to the benefit of all. Chatham House Rule is followed, so anything said at these events is kept confidential and in line with Competition Law.

Our recent topics include client onboarding, GDPR, Brexit, technology and innovation, data management and strategy, managing the gender pay gap, IBOR, and the COO's role in managing operational risk.



Leadership Evenings

Our leadership evenings encourage more women into senior positions in banking.

Large-scale and cross-bank, each event is sponsored and hosted by a different bank in a different location. At these exclusive events, nominated 'rising female stars' from each bank come together to learn from leading senior females in and out of industry.

An excellent networking opportunity, these events are focused on AVP, VP and junior Director-level females from any banking discipline.

For more information please visit: armstrongwolfe.com/wcooc

19% of Armstrong Wolfe's COO community are women in an industry **with an average of 17% across all managerial disciplines.**

In finance, as career level rises, female representation declines. Although 46% of financial services employees are women, **at the executive level, it's only 15%**

LONDON

- Artificial intelligence: AI and the Workforce
- Cloud Outsourcing: Cloud Strategy
- Talent: War on Talent & Workforce planning
- Managed Services - Trends, Successes and Challenges
- What makes the ideal use case for industry collaboration
- Operational resilience
- Women in Innovation in the operating model
- Diversity and Inclusion roles supporting faster innovation
- Investment in Technology for operational improvement
- Cost saving and Revenue generation
- Front to back regulatory change, handling and embeddedness
- Technology as the enabler of change
- Attracting female talent into careers in banking
- Career coaching: Choosing a mentor or mentors/sponsors
- Professional skills: Networking, impactful communication/confidence building

NEW YORK

- Green and Sustainability Initiatives: Financial Services and Sustainability; where we are today?
- Emerging business Initiatives; sustainability as a business opportunity
- Operational and Technology initiatives; creating a sustainable business
- Climate and Sustainability Risks; transforming risk management frameworks
- Contract Digitization
- Workplace and Workforce transformation
- Outsourcing & Managed Services
- Strategies to minimize Gender Divide

ASIA

- Mentoring as a tool for career development and retention of female talent. Embedding conduct and culture in the everyday life of an organisation (Hong Kong)
- A panel discussion investigating individual career journeys to becoming a COO, thoughts on the role and its mandate, what makes a good COO (Hong Kong)
- Culture and Conduct - Our Impact and Influence (Singapore)
- Workforce Re-entry Initiatives (Singapore)

“We have to increase our focus on upcoming and talented women and coach and nurture them.”

- COO, Standard Chartered Bank

Our WCOOC Ambassadors



Jason Brus
WCOOC Ambassador, Former MD, Global Head of Markets
BM and MRC Barclays USA

Jason previously worked as a Managing Director and Business Manager for the global Markets business at Barclays. Based in New York, he was responsible for ensuring the efficient day-to-day operations of the division which comprises the Credit, Equities and Macro businesses. He also had responsibility for the Markets Risk and Control function as well as oversight of the Research business management function.

Jason has more than 20 years of experience at multiple firms across a wide range of disciplines, including derivatives trading, capital and liquidity management, independent risk oversight as well as business management/chief of staff functions. He joined Barclays in March 2018 from Credit Suisse, where he held a variety of leadership positions within their Global Markets platform. Prior to that, he was at BNP Paribas in Derivatives Trading. He started his career at Ernst and Young in their Financial Services assurance and advisory practice.

Jason graduated from Villanova University with a Bachelor of Science in Accountancy with a concentration in Finance.



Joe Noreña
WCOOC Ambassador, Former MD, COO
HSBC London & New York

Joe previously worked as a Managing Director and was the Global Markets Americas COO based out of New York.

Prior to his current role, Joe was the Global Markets Business Lead for a Global Banking and Markets Data Transformation program that focused on Global Markets core foundation data issues. Between 2013 and 2016, he worked in Global Liquidity Cash Management as Global Head of the Corporate Digital Group, which was a newly formed initiative focused on developing the digital strategy for servicing HSBC's Corporate clients.

Joe joined HSBC in 2009 from fund manager Bridgewater Associates where he was Head of Execution Trading across all asset classes. Prior to Bridgewater, Joe was a Partner and President at Vinya Capital, a macro hedge fund. Before joining the buy-side, Joe spent over ten years at Deutsche Bank as a Global FX COO, Head of FX businesses and senior FX Trading manager. Prior to Deutsche Bank, he spent over ten years at Citibank as a senior FX Trader.

Joe holds a BSc from St John's University and attended Harvard Business School's Advanced Management Program.



Piers Murray
WCOOC Ambassador, Former COO
BNY Mellon Markets USA

Piers was a financial services consultant with 33 years of industry experience in trading, clearing and risk management. Most recently, as COO of BNY Mellon Markets, he played a key role in the identification and implementation of strategic initiatives such as platform industrialization and core business transformation in response to evolving regulatory requirements, including MiFID, IBOR replacement, and QFC rules.

Prior to BNY Mellon, Piers was Deutsche Bank's global co-head of Listed Derivatives & Markets Clearing. From 1986 to 2012, he was with JP Morgan Chase, where he held a variety of senior positions in FX options trading, credit portfolio trading, credit risk management, and OTC clearing. In his various management roles in NY, London, and Singapore, Piers has had first hand experience in developing, managing, and compensating globally diverse teams.

A graduate of Yale University, Piers also holds an MBA from New York University. Piers grew up in Puerto Rico, is fluent in Spanish, and conversational in German and French. He is currently nominated as a non-exec director of Koine USA.



David Ornstein
WCOOC Ambassador, Former MD, COO
Barclays Investment Bank USA

David is currently acting as consultant and advisor to growth companies in various markets. He was formerly at Barclays, where he held a number of roles in the Investment Bank, including as COO for Markets. During his time at Barclays David also had a number of other responsibilities including chairing the global regulatory change effort, leading cross-business functions (Strategic Investments, Market Structure, Front Office Risk and Controls, Trade Capture Utility), and several new business initiatives. He joined Barclays in London in 2004.

David began his career in the financial industry in 1994 at Bankers Trust in New York.

David holds a BS from the US Naval Academy at Annapolis, Maryland, and an MBA from the Wharton School at the University of Pennsylvania.

Career Management

We offer a comprehensive career management service designed to align skills and career aspirations with demand across the market.

Coaching provides best practice techniques to help clients understand their skills, competencies and experience, enabling them to communicate their unique value effectively through their CV and at interview, maximising the opportunity for success.

Following a detailed assessment of the client's needs, a bespoke programme is agreed. Coaching is held on a one-to-one basis. Packages of various lengths and focal points are available.

We provide support for those seeking to move from one permanent role to another, those who are in the transition process into a new role, and those looking to return to the workplace after a hiatus, be it on an interim or permanent basis.

Visit armstrongwolfe.com/career-management for more information.





Executive Search

We work across Financial Services, focusing specifically on Banking, Financial Markets and Asset Management.

Our clients are global companies that understand the value in hiring people with proven capabilities in driving change - be it responding to regulatory or institutional needs - to realise operational efficiencies and cost savings.

We work on assignments at Director to Managing Director level. We source talented people: exactly the right person for the right job, wherever they are in the world.

Armstrong Wolfe partners with the world's most ambitious and innovative financial services firms and advise on market intelligence and executive search for front, middle and back office C-suite roles.

Executive Search

Armstrong Wolfe can present a demonstrable track record and access to the desired candidates across the banking industry and aligned professional support sectors.

Our diversity efforts reflect our commitment to inclusion and ensure that we can maintain an active network of contacts in key communities. This is further demonstrated by the global Women in the COO Community initiative we manage, which enjoys the executive support of over 500 female managing directors within business management roles within financial services.

Leveraging our established name in the marketplace, ensuring engagement and access to a broad-based candidate pool are key to attracting top candidates on behalf of our clients. Our approach is well thought-out, structured, yet flexible and responsive to our clients' needs.

A proprietary leadership assessment tool and recruitment process (the 12-step process, described in more detail below) provides insights and assessments many firms cannot offer; delivering a customised and structured process which ensures regular communication, timeliness and high levels of due diligence.

Our 12-step process will be bespoke.

Moreover, the combination of our business offerings and our over-all contribution to the banking industry has fostered a loyalty and willingness to help Armstrong Wolfe. Within the industry's executive management, we are known for our professionalism, innovation and delivery.

“I can only give very high marks to you, your firm and the process. Professional, efficient, personalized service, thorough, attentive to details, excellent preparation, patience - these are the key attributes that I would associate to Armstrong Wolfe.”

- Senior Principal FX Regulatory Strategy, BNY Mellon

Armstrong Wolfe

Solutions

Consulting and business services for the COO & CCO communities

Our significant practitioner experience and focus on the COO & CCO communities, sets us apart. We solve problems to create value, reduce risk, improve growth and maximize business efficiency and profitability. **Let us help you.**

Contact aws@armstrongwolfe.com

Armstrong Wolfe's COO Charity

GCF Bosnia

GCF Bosnia is a UK-based charity founded by Maurice, which is committed to helping rejuvenate the previously war-torn town of Goražde in Bosnia. The charity specifically supports Goražde Primary School and seeks to provide a brighter future for its students.

To date, an English Language teaching centre has been established and the school's previously battle-scarred playground has been refurbished into an all-purpose astro-turf for the children to play sport on. We also regularly send books and educational materials.

Our next project is to build the school its first fully-equipped science classroom and refurbish a further six classrooms which are in dire need of modernisation.

Maurice was previously a captain in The 1st Battalion The Royal Gloucestershire, Berkshire and Wiltshire Regiment (1RGBW) in the Bosnian conflict (1992 - 1995). He set up GCF Bosnia in memory of four of his comrades who were killed whilst on United Nations' duty in the eastern enclave of Goražde.

Your kind donations are vital for the development of the children's academic and personal well-being.

To donate, please visit: gcfbosnia.org

"Thanks to GCF Bosnia's strong support, my students have been able to make great progress in their English learning process. Books and teaching materials offered by our English friends helped all of us to teach and learn in far better conditions. We are so grateful for such a generous gift and hope to have a good cooperation in the future as well."

Zahida Alic, English teacher
Goražde Primary School



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