

# Armstrong Wolfe Advisory

**Business Services for the Chief Operating Officer**

2021



**ARMSTRONG WOLFE™**  
Advisory

## BUSINESS SERVICES

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

**Let us help you.**

### Who are we?

Armstrong Wolfe Advisory 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, 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

## Services

- Interim Management
- Staff Augmentation
- Program Management
- Target Operating Model Design and Implementation
- ILoD Controls Design and Implementation
- Strategic Business Advisory
- Human Capital (see below)

## Principal Areas of Delivery

- Chief Operations Office
- Chief Controls Office
- Compliance
- Global Operations
- Client Services

## Key Areas of Expertise

- Business Strategy
- Governance
- Surveillance and Supervision
- Risk Management
- ILoD Controls
- Client Engagement and Experience
- KYC & Onboarding
- Digitization and Data Transformation
- Regulatory Change and Assurance
- Outsourcing and Low Cost Location Strategy
- Investigations
- Vendor Management

## Human Capital

- WCOOC\*
- Workforce Distribution
- Organisational Design and Market Mapping
- Leadership Assessment
- **Training Modules in the following areas:**
  - Ethical Leadership
  - Decision Making
  - Presentation Skills
  - Conduct
  - ILoD Controls
  - Business Management
  - Executive and Team Coaching

## BUSINESS ADVISORS



**Jason Brus, New York,**  
Former MD, Global Head of Markets BM  
and MRC, Barclays

**Jason Brus is a Managing Director and Business Manager for the global Markets business at Barclays. Based in New York, he is responsible for ensuring the efficient day-to-day operations of the division which comprises the Credit, Equities and Macro businesses. He also has 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.



**Dominic Cashman, London,**  
Former MD, COO Transformation,  
TP ICAP

**Dominic joined TP ICAP in March 2018 as Head of Integration. In this capacity he is responsible for managing the integration of Tullett Prebon and the voice broking businesses of ICAP. In July 2019 he was appointed interim Global Head of Operations.**

Dominic was previously Global head of Regulatory Operations and Operations Control at Nomura charged with implementing a new risk and control framework. Before that he was Nomura's European Chief Administrative Officer with a wide portfolio which included being Programme Director for supervision and conduct, and multiple other regulatory programmes, and also responsibility for Corporate Communications, Corporate Real Estate and the European Branch Offices.



**Andre Cronje, London & New York**  
**Former MD,**  
**Global COO, HSBC**

**Andre is a leading financial services professional with over 25 years experience in strategic restructuring and transformation of banks, wealth management and financial services companies.**

He was a Group General Manager and Global COO of HSBC Global Banking and Markets until April 2020 where he managed 11500 in operations, technology and transformation, across 44 jurisdictions. Prior to joining HSBC in 2016, he held the positions of Global COO of UBS Investment Bank; CEO of UBS Wealth Management in the UK and Jersey and Head of Group M&A and strategic business development. He commenced his career in banking with Standard Corporate and Investment Bank in the corporate finance division.

Andre is a committed advocate of diversity and inclusion and embraces the responsibility of leadership by actively developing and promoting talented individuals to address inequality. He is an Ambassador for Women in the COO Committee and remains passionate about the role he can play in the industry's efforts to address its challenges.

Andre is a qualified lawyer and a Chartered Accountant (Coopers and Lybrand, South Africa), post attending Johannesburg University, where he majored in Law, Economics and Accountancy.



**Siobhan Dunn, New York,**  
**Former Global Head, Business Continuity**  
**Management, Morgan Stanley**

**Currently Siobhan serves as an industry advisor designing holistic approaches and scalable solutions to support organizational transitions and regulatory alignment. Recently her projects focusing on data as a strategic asset as well as business continuity response to COVID-19.**

Siobhan served in senior COO and global leadership roles in financial holding companies. She has experience with both the retail and institutional sides of their banking and broker-dealer entities.

She served as the Global Head of Business Continuity Management for Morgan Stanley. In this role she had responsibility for firm-wide continuity planning and the coordination of the firm's response in the event of disruption. Prior to that position she served as the COO for the Investment Portfolios of Morgan Stanley Bank N.A. and Morgan Stanley Private Bank National Association. She also served as the Global Head of Project Management for Bank Resource Management, the firm's funding division.

At the Dresdner Bank, she served as the Head of Operational Risk Management, Americas and as the COO of Global Debt and Capital Markets, North America. Siobhan began her financial career as a trader of mortgage/treasury options at Lehman Brothers.

## BUSINESS ADVISORS



**Richard Evans, London,**  
**Former Global Solutions Lead for Regulation and Compliance Banking & Capital Markets, DXC Technology**

**Based in London, Richard Evans is global solutions lead for Regulation and Compliance at DXC Luxoft.**

He joined DXC from Barclays where he was head of equities, EMEA, and chief operating officer for global equities. Rich has held a number of senior leadership positions in Capital Markets at Citi and Morgan Stanley, focused on quantitative trading and automation, as well as leading regulatory change programs including MiFID I & II. He is currently co-chair of Fixtrading.org, and prior chair of the Equities Board of the Association for Financial Markets in Europe (AFME). He was an expert witness in the largest fraud case in UK history (Adoboli), where he assisted the court in understanding the business of financial services.



**Greg Hannah, London,**  
**Former CAO, Corporate and Institutional Banking, RBS & Former CEO, JDX Consulting**

**A seasoned global financial services executive with over 30 years' experience in COO, CAO, Transformation, IT and Operations roles at three global institutions working in the UK, US and Asia Pacific.**

Recently applied this experience as CEO of a fast-growing Financial Services Consulting company, developing commercial capabilities in building, scaling, and globalising businesses.



**Christine Moran, London,  
Former Head of Culture and Conduct,  
State Street EMEA**

**Christine Moran is a mature student at Oxford Said Business School studying Corporate Sustainability.**

Until recently Christine was the EMEA Head of Culture and Conduct at State Street. During her five years at State Street Christine had responsibility for Corporate Governance arrangements, including Company Secretariate and the introduction of SM&CR. During her varied career Christine has spent time as an CF10 & CF11, and SMF3 for a range of different firms.

Christine is interested in firm's exploring the overlap between the S & G elements of ESG and conduct and culture. Furthermore, how the thoughtful use of data analytics (AI & ML) can illuminate and accelerate positive change.



**Simon Longden, London,  
Former Global Head of Investigations,  
Standard Chartered**

**Simon has over 30 years of international banking experience 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 from Global, Regional, & Country roles, across Businesses and Functions, including: Operations & Technology, Sales & Relationship Management, Transaction Banking, COO and Conduct & Investigations.

In his Operational roles he has led Regional and Global product teams through the transformation from in-country delivery to the deployment of Shared Service Centres models in Malaysia, India, and China and resetting the operational delivery, client service and risk control frameworks. Simon has run large scale Regional and Global front office businesses, including the integration of acquisitions, across Transaction and Correspondent Banking before moving into the COO function where he established the Geographic COO model for the Bank.

Most recently Simon led on significant regulatory engagement matters that extended across large scale KYC/CDD, business remediation and financial crime concerns, before assuming the role of Global Head of Shared Investigative Services (SIS).

In this role, he oversaw a transformation of the investigative program and implemented a data analytics and reporting capability that anchored the key investigative findings to the bank's risk management framework, so that stakeholder groups across the 3 Lines of Defence, could consider the thematic issues arising and develop plans to mitigate or prevent re-occurrence.

## BUSINESS ADVISORS



**David Ornstein, London & New York**  
**Former MD, Global COO, Barclays**  
**Investment Bank USA**

**David Ornstein 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.



**Rick Sears, London & New York**  
**Former MD, Global COO, Macro Sales and**  
**Trading, Barclays**

**Rick Sears is a Managing Director and Business Manager for the global Macro business, as well as the overall Markets business in the Americas, at Barclays, based in New York.**

Rick joined Barclays in 2010 as Chief Operating Officer (COO) for FX Trading and assumed additional responsibility as COO for Commodities and Emerging Markets in 2013. He was appointed as Business Manager (formerly known as COO) for Macro in 2014 when the firm brought together its Rates, FX, Commodities, eFICC and Emerging Markets teams into a unified Macro Products business. Between February 2016 and February 2017, Rick was also Chief Administrative Officer for the global Markets business. In July 2017, Rick relocated to New York and took on the additional role of senior Business Manager for Markets in the Americas.

Prior to joining Barclays, Rick was President of FXMarketspace, a Chicago Mercantile Exchange (CME)/ Thomson Reuters joint venture in FX. With more than twenty-five years' experience in the industry, he has held a number of senior leadership roles, including Global Head of FX for CME and Managing Director in the Global FX business at Bank of America.



**Alexandra Stanton, London,  
Former Co-Head of Global Markets Conduct  
EMEA, BNP Paribas**

**Alexandra is a finance lawyer of over 20 years' experience both in law firms and global banking who adapted and built on her legal skill set by expanding into conduct risk and culture change.**

In 2017, Alexandra joined the BNP Paribas Front Office Conduct Risk team and was appointed Co-Head of Conduct Risk EMEA for Global Markets as part of the first line control team, designing and implementing first line controls in response to remediation and regulatory requirements. A key aspect of Alexandra's most recent role-- and a particular interest of hers-- is driving cultural change as a supplement to controls, in line with the FCA's Transforming Culture in Financial Services agenda.

This focus on culture also aligns closely with Alexandra's interest in EDI, honed by seven years as founder and co-chair of BNP Paribas' Parents and Carers Network being a steering member of the bank's women's internal network for over a decade and a further four years co-leading the Retention stream of the business led initiative, Women in Global Markets. Alexandra has been a passionate advocate of the value of diversity in the workplace for over 15 years and works to create inclusive cultures as a way of driving better business outcomes and enabling everyone to realise their full potential, irrespective of background.

Alexandra resigned from her most recent role in a global financial institution in March 2021 to pursue a business working as an independent corporate culture consultant.



**ARMSTRONG WOLFE™**  
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**The leading authority in banking, capital markets and asset management business solutions, cross-industry collaboration and career management for the COO community.**

We leverage our global executive network to support our clients and their business partners with **5 lines of business**, supported by extensive content and market commentary:

#### **Consulting Services for the COO:**

our team of industry practitioners has extensive experience as COOs who have owned the design and delivery of significant programmes of work and understand the impact of change on all parts of an organisation.

#### **COO Forums:**

promoting cross-industry teamwork, partnerships and dialogue and facilitating the sharing of experiences to help meet common challenges within demanding market conditions

#### **Women in the COO Community:**

Promoting the cause of Diversity, Equity and Inclusion by leveraging the female executives and underrepresented groups of the global COO community.

#### **The Armstrong Wolfe Institute:**

providing executive coaching, one to one or group training as well as conduct training through the Conduct Academy.

### **Social responsibilities**

#### **COO Academy:**

Create opportunities for and support talent from underrepresented communities to enter the Chief Operating.

#### **GCF Bosnia:**

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

# Find out how we can help you.

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