



POSITION & CANDIDATE SPECIFICATION

Chief Operating Officer

April 2021

About the Company

Our client is a leading multi-strategy, value-oriented asset manager specializing in global high yield and senior loans. The firm currently manages over \$15 billion of assets on behalf of institutional investors around the world, including corporate and government pension funds, insurance companies, sovereign wealth funds, foundations, and endowments, as well as high net worth individuals.

The foundation of the firm's successful long-term track record is our commitment to investment research excellence. Their investment process focuses on rigorous bottom-up fundamental credit research and analysis, with an emphasis on investments with strong downside protection in high quality businesses. In addition, the firm augments their research process with a top-down macro and technical overlay to enhance risk management and tactically position their portfolios for strong relative and absolute performance through macroeconomic and market cycles.

The firm's investment team is led by a group of seasoned investment professionals with diverse corporate credit and alternative investment backgrounds.

Position Summary

Our client is seeking a business and operational leader that will oversee the Firm's business infrastructure, including operations, legal and compliance, finance, technology, and human resources. In addition, the COO will contribute to the go-forward strategy of the Firm across multiple dimensions. The COO will be a part of the Firm's senior strategic and operational decision-making management team, will partner with the investment team to support the Firm's marketing and client service activities, and strengthen and leverage the partnership with the Firm's parent company. As a member of the management team, the COO will be involved in establishing the Firm's short and long-term operating plans and strategies and will be actively involved in executing process and efficiency/cost improvement initiatives. The COO will provide ongoing advice and counsel to the CIO and at times will represent the organization with major clients, industry organizations, regulators, and other key external parties. Other responsibilities will include appropriate involvement in new business development, product development, relationship management and providing direction, training, and development to senior business team members and their direct reports. Travel is required. **This position may be subject to SEC restrictions on personal political contributions.*

KEY RELATIONSHIPS

Reports to	Board of Directors
Direct reports	Business Team Leaders
Other key relationships	Chief Investment Officer, Deputy Chief Investment Officer, Portfolio Managers and other senior firm leaders

KEY RESPONSIBILITIES

Accountability & Judgment

- Ensure necessary business infrastructure is in place to enable extensive and sustainable scale and growth
- Oversee daily middle and back-office operations and outsourced partners (establishment and adherence to policies, functionality of tools and systems, etc.); drive efficiency and effectiveness
- Manage relationships and serve as primary point of contact with the parent company's partners (Audit, Compliance, Finance, HR, Legal, Risk, Strategic Sourcing, Technology, etc.), external vendors and minority shareholder
- Collaborate with shared services to establish and drive the group's agenda, ensuring appropriate service level agreements are enforced and sufficient resources and support levels are in place to support the business platform
- Oversee design, implementation, and maintenance of technology and operating systems to ensure they support and achieve business objectives and projects remain on track for completion; ensure solutions are prioritized effectively, are cost effective and meet the business/clients' needs for functionality, quality, availability, output, and compliance
- Oversee, evaluate, and manage P&L; track and understand the profitability and expense trajectory of the group working closely with Finance.
- Develop and test business continuity plan to ensure it protects personnel and assets and enables them to function quickly when the unexpected strikes
- Serve as active partner with human resources to execute talent management planning and annual performance management processes, and recruitment of new hires

- Lead development of board meeting agendas, presentation material, and messaging
- Understand key business issues, drivers, trends, and considerations, and formulate action plans
- Develop and drive planning, prioritization and execution of strategic business, financial and operating plans in partnership with Chief Investment Officer
 - Translate business strategies into set of discrete change initiatives and drive investments that transform business
 - Provide regular review and updates on progress, keeping key stakeholders aware of any challenges, opportunities, threats, change of course or adjustments
 - Work across organization to ensure strategy resonates, buy-in is gained and ideas are vetted, as appropriate
- Formally and informally lead, mentor, and develop employees in manner that embraces change, fosters focus, teamwork, creativity, inclusion, and timeliness and results to encourage maximum performance and dedication.

Influence & Impact

- Provide ability to turn strategy into actionable plans; develop and execute high level initiatives and operational plans.
- Anticipate trends and consequences, articulate a vision, drive change, and deal with ambiguity.
- Influence, negotiate and consult across division(s) to solve problems and meet objectives. Push self and others to consider options, make connections, balance and assess competing priorities, explore alternatives, and address barriers
- Create and sustain industry connections and networks in order to stay abreast of industry trends, challenges and solutions
- Drive efficiency and effectiveness of business processes and decision making by advance use of data analytics and technology, including use of data science and quantitative methods

People & Culture

- Create a culture of respect, diversity, and inclusion.
- Assure consistent positive partnership with CIO and investment team to lead the firm overall and set the right tone and culture from the top of the organization
- Maximize team efficiency, production, and value; inspire action and accountability throughout business/team
- Leverage strong, collaborative relationships to influence and partner with wide variety of audiences
- Present information and insights in engaging, persuasive, and credible manner
- Commit to continuous learning of self and others
- Model effective, transparent, and thorough and inclusive communication with all audiences
- Optimize team structure, ensuring right people are in right roles and developing, coaching, training and cross-training team while spotting, motivating, retaining, and upgrading talent as needed

Candidate Profile

The Chief Operating Officer will draw on senior leadership experience, excellent people leadership, deep technical acumen, operational breadth and range, a superb intellect, and an innovative mindset. They will generate and react to new ideas, remaining highly agile and adapting to evolving information and circumstances while encouraging feedback and alternative viewpoints. The COO will work closely and collaboratively with the senior leadership team and will lead through credibility, influence, expertise, and collaboration. It is critical that this executive be a hands-on team player, with proven management skills and the desire to drive efficiency and seize opportunities in a fast-paced, culturally complex, and growth-oriented environment.

The COO must provide prompt, courteous, and excellent service at an acceptable cost to all customers. The COO will operate in an ethical manner in accordance with all applicable laws and regulations, the company's Corporate Code of Ethics, employee handbook, applicable compliance and operations policies and procedures, and other policies of the company. The COO will possess a high degree of integrity and actively cooperate and interact with all entities of the parent company.

CRITICAL LEADERSHIP EXPERIENCE

Driving Results

A broad-based leader with the ability to contribute and influence beyond the core investment operations function

- Strong background in building efficient operating models across a complex and changing business environment
- Ability to manage multiple tasks is critical, has ability to analyze problems quickly in a time sensitive environment, offer creative solutions and make effective decisions and judgment calls when the parameters are not clearly defined.

Business Knowledge & Breadth of Expertise

- Strong understanding of broad business principles and an understanding and appreciation of business priorities, challenges and strategies. Understands how the business delivers value, is organized, and makes decisions
- Comprehensive understanding of all major go-to-market and support areas (finance, technology, risk management, investment operations, marketing, product development, distribution, compliance, etc..). Keep abreast of new technology platforms and tools
- Deep understanding of the asset management business, value proposition, and go-to market strategy, including relevant global markets, competitors, clients, and regulatory policies
- Solid understanding of the financials involved in running the business including key levers and how they impact outcomes

Leading People

A high impact executive with outstanding leadership qualities who has successfully built, developed, and maintained high performing teams. The successful candidate will demonstrate leadership by:

- Must have strong interpersonal skills and ability to build and maintain strong relationships, influence, consult, and negotiate
- Must be proactive, detail oriented and have excellent planning, delegation, and time management skills
- Must be able to manage expectations, attend to details, direct completion of highly complex projects, and prioritize effectively

- Being an inspiring role model from whom everyone learns and who takes ownership, has excellent strategic thinking abilities, good listening and communication skills, strong work ethic, collaborative style, driven personality, hands-on orientation, and strong sense of urgency.
- Cultivating positive morale, engagement, high energy, a can-do service mentality, and high performance
- Providing clear sense of leadership, being reasonably demanding, and leading teams toward a common goal by setting high performance standards and holding oneself and the team accountable
- Listening carefully and communicating complex financial issues in straightforward, non-technical language (both oral and written)
- Staying cool under pressure and being highly adaptable, with an ability to take control in ambiguous situations, make critical decisions and be willing to take Firm stances to defend them
- Facing off with smart, determined people and saying “no” in appropriate ways at appropriate times
- Delegating projects with a clear set of agreed objectives/measures of success
- Leading prioritization of initiatives, ensuring the most important with highest impact are tackled first

Strategic Mindset

An engaged, hands-on COO with strong operating orientation and strategic mindset, who collaborates with the investment leadership and overall management team and contributes to Firm’s strategic development by:

- Being an intellectual leader of the Firm who develops creative new ideas and pushes beyond previously analyzed options
- Looking around corners, anticipating challenges, and proactively solving them while also maintaining transparency and never hiding problems
- Flexing seamlessly between operations, finance, and technology and thinking strategically about how to harness existing infrastructure while remaining best-in-class over longer term
- Serving as fact-driven and analytical problem-solver with superior business and people judgment
- Drawing on proven track record of providing excellent strategic advice and guidance to senior management team both financial and business strategy

IDEAL EXPERIENCE

Senior Operations/Industry Experience

- 15+ years broad, global work experience – management, strategy, operational risk management, business and product development/management/strategy, operations, P&L, technology - in the asset management industry required
- Must have proven abilities in the areas of operations management, compliance management, change management, financial/strategic planning, people management, and business development
- Abreast of global markets, investment products, technology platforms and tools, competitive environment, and regulatory policies applicable to asset management industry
- Strong abilities in areas of change management, financial management, data analysis, strategic planning, business management, business development, relationship building, problem solving, decision making, communication (verbal and written), presentation, and leadership required
- Experience driving expansion activities and transforming businesses preferred; Track record of innovation a plus
- Strong experience having driven positive culture development..

Education and credentials

- Strong academic credentials, including a Bachelor’s degree in accounting, finance, or another relevant field
- Advanced degree (i.e., MBA or equivalent) desirable

Application process:

Please submit your resume and cover letter for review via email to Misha Uber (Misha@ubersearchpartners.com).