

Chief Executive Officer (Turnkey EPC Company)



Ability to integrate into the company

Situation: During a US\$160.0 Million contract to provide a new crude oil export facilities during the Iran- Iraq war, including large diameter pipes up to 50km long and SBM loading facilities, the Iranian Revolutionary Guard shut down the project and arrested the on site team.

Action: Convinced the Rev Guard that we would not be on site much longer because we had implemented a bottom pull of the pipelines from the shore to the SBM System and, after receiving assist from the State Petroleum Ministry, promised them a gift of our satellite communication system after completion

Impact on the business / bottom line

The project was completed on time and awarded delay and extra costs, and earned overall US\$24.0Million.

Overall contribution / achievement of objectives

Successfully directed the negotiations in a dispute with a radical Government agency that had shut down a US\$160.0Million rapid installation, strategic project in a war zone and convinced the State Ministry to award extra costs, resulting in the project (at the time, the longest bottom pull pipeline installation ever undertaken) to be completed on time and earn in excess of US\$24.0Million.

Working style

As a 'Global Expatriate' with an international perspective, cross cultural understanding and a 'crisis proof' ability to achieve successful outcomes, he picked up the key behaviours that were critical to the opposing side and, as a result, was able to steer the negotiations to successful conclusion.

Leadership / people management skills

Despite the complexity and sensitivity of the situation on the project, the demand to not give in to the easy answers is what drove everyone to use their potential to resolve the situation. However, Charles was demanding in very subtle ways and with an individual by individual approach. His understanding how to "push" and "motivate" each person was a key skill that led to a successful outcome.

Any other comments about the manager

Charles is an experienced mediator who draws on his wealth of practical and business know-how. We have no hesitation in providing an endorsement for Charles as a capable and skilful negotiator.

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