

Managing Director (Engineering, Procurement & Construction Company—EPC Company)



Ability to integrate into the company

Situation: Appointed MD of a business with annual revenue of US\$37.0Million and a narrowly focused engineering and construction service, largely in the marine and oil & gas sectors.

Action: Established Strategic Business Units and alliances in water, power, transportation, oil and gas and related businesses to expand the Groups technical capability and created regional offices in selected emerging and developing economies around the world.

Impact on the business / bottom line

Completed Projects in Asia, Latin America, Africa and the Middle East with a combined value of over US\$1.0Billion and increased annual revenue to over US\$200Million.

Overall contribution / achievement of objectives

By radically changing the business model, restructuring the organization, establishing a global service and enhancing the companies key success factors, I increased annual revenues by 400%, earning an average return on Shareholder Funds of 17.5%.

Working style

Charles is a Dynamic, results-oriented senior executive. He understands that if growth is good, and growth requires change, then being uncomfortable may be necessary for growth. His approach made us realize that the power to change comes from focusing on the growth (the benefit) versus the change.

Leadership / people management skills

His strong track record of income generation and profitability gained in both an existing and new business development context was invaluable in changing our business model that led to enduring success over an extended period of time.

I often think back to my days working with you and how great the whole experience was. A large part of that was due to the way you led the company. We received the training, authority and encouragement we needed to get on with the job, and that job was clear – win work and finish it on budget and ahead of schedule.

Any other comments about the executive

We found Charles to be accomplished in organisational restructuring, processing change and on time / on budget management. When he moved on to other endeavours, the locals noted that the business culture was a big part of our success and they expressed gratitude for the environment / work place that was established.....he deserves the bulk of the credit!

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