

## **President Director (Infrastructure Development Company)**



### **Ability to integrate into the company**

Situation: A contract to develop a US\$700.0Million transportation infrastructure project, which included a U.K. Government 'Grant in Aid', Export Credits, Multilateral support, Bank Lending, U.S. Debt Instruments and Developer & Infrastructure Fund Equity, became unfeasible when the underlying revenue in local currency devalued by almost 300% during the Asian Financial Crisis.

Action: Using contractual, practical and emotional arguments, negotiated with the State Transportation Utility to place the project in a dormant state.

### **Impact on the business / bottom line**

The company was released from major penalty obligations and other liabilities and the project structure maintained to be restarted when economic and financial conditions improved to the extent that the financing plan could be implemented.

### **Overall contribution / achievement of objectives**

Negotiated a 'hold' to a US\$700.0Million transportation PPP infrastructure development that could not proceed on a commercial basis due to a regional economic and financial 'meltdown', saving the company many millions of dollars in liabilities.

### **Working style**

Charles was successful in this very difficult negotiation because he encouraged us to think ahead and focus on the direction that we wanted to take the organisation. It was important that the Government parties and our partners were not setting the direction for us.

### **Leadership / people management skills**

Amongst other skills, Charles provided strong critical thinking, problem solving, and time management skills; his recognised success at making the difficult decisions, as well as his expertise in working in large, complex organisations, were fundamental to our successful negotiations.

### **Any other comments about the executive**

We found Charles to be highly skilled in negotiating with multiple decision-makers and stakeholders.

President Director (Infrastructure Development Company) c9h