

# Position Specification

## **Confidential** **Chief Operating Officer**

### ***The Company***

Our client is an international real estate group of operating and investing units with offices and developments in select niche markets. Founded in 1988, the company is recognized globally as a builder and owner of world-class properties. Their customers are large office space users and large corporate brands seeking build-to-suit facilities.

### ***The Position***

#### ***Location***

Dallas, Texas

#### ***Overview***

The Chief Operating Officer will be a proven business leader who will further develop and shape the operational strategy of the company. The business is comprised of companies and estate partnerships operating income buildings, high rise developments, and a growing group of restaurant and bar concepts. With global and industry experience, the Chief Operating Officer will serve as a key member of the leadership team, and will be accountable for all the organization's operating activities and results. This individual will provide operating leadership and guidance while aligning business needs and priorities to drive the execution of the company's business strategy.

The Chief Operating Officer will be primarily responsible for ensuring that the company's systems and operational infrastructure support outstanding execution of current projects and initiatives. He or she will also work to ensure the company's leading position among its competitors. The successful executive will possess strong leadership skills and an understanding of what is required to grow a global company.

Having mastered critical leadership competencies and behaviors, the Chief Operating Officer will demonstrate decisiveness and model the organization's cultural values and attributes. He/she will possess and demonstrate innovation, and use it strategically to serve the business' growth strategy.

The Chief Operating Officer will help foster and drive the company's culture, innovation and performance mind-set that has been central to its success. The ability to handle multiple priorities, addressing present concerns while keeping an eye on future opportunities, will be critical to this executive's success. The company has experienced incredibly growth rates, strong operating performance, and admired innovation and design capabilities. The Chief Operating Officer will



leverage these key competencies of the organization to bring a level of operational excellence that lays the groundwork for further explosive growth.

### ***Reporting Relationship***

- The COO will report to the CEO.
- Direct reports include the Director of Construction, Director of Design, Director of Construction and Design, Vice President of Hospitality Operations, Administrative/Executive Assistant.
- Other key relationships include, Executive Vice President Director Development, Executive Vice President of Investments, Executive Vice President Director Capital Markets, Vice President People & Culture, CFO.

### ***Responsibilities***

- Lead the global company operations, in coordination with the executive leadership team and business partners, day-to-day and long-term.
- Quickly identify opportunities to strengthen the existing operational foundation; this includes increasing quality controls, efficiency, speed, repeatable excellence (getting best practices on auto-pilot), and growth in order to scale upwards.
- While strengthening existing operations and accelerating internal growth, be scouring the universe for opportunities outside the company. This could include growing the 10 operating businesses organically or by mining the development rights within company land, private equity acquisitions in the same field, or third-party sales to new customers.
- Develop and refine operational philosophies, practices and strategies for all key company initiatives and projects, ensuring alignment across all entities. Leverages best practices across all businesses to raise the capabilities of the entire enterprise.
- Identify, develop, and execute new areas for cost savings, working capital efficiency, and operational improvement. Work closely with business leaders throughout the organization to put in place business processes and procedures to realize targeted improvement and global efficiencies.
- Continuously assess and allocate resources to meet the demands of the various businesses.
- Drive key deliverables and milestones across all businesses and geographies.
- Build Six Sigma or related processes for continuous improvement of critical operational metrics across key functions and businesses.
- Manage key metrics and communicate the company's operating goals and results to the executive leadership team on an ongoing basis.
- Oversee reporting and analysis, including business intelligence for internal requirements, as well as customer facing requirements.

### ***Travel***

- Less than 25%

## ***The Candidate***

### ***Education***

- Bachelors in Business Management (or related) with an MBA preferred



### ***Professional Qualifications***

- Global and industry experience as well as understanding the dynamics of a family business.
- Experience as an operations leader, with a proven ability to work effectively with corporate and business leadership to align strategies with the company's vision.
- A strategic thought partner to the leadership team and businesses, who can enhance the performance of the business.
- Significant experience in setting operational strategy in a competitive, global business.
- Experience developing and executing strategy for acquiring, developing and growing new businesses.
- A demonstrated visionary who is open and creative, engendering a one-team spirit as the cultural champion of the organization; a hands-on, highly organized and directed leader.
- Fifteen-plus years of experience managing operations in mid-size and large, complex organizations. Experience with global compliance issues.
- Able to balance the need for operational efficiency with nimbleness and innovation.
- Strong financial and analytic capabilities with broad business acumen.
- Proven Track Record/Performance Driven: Constantly has an eye to the "bottom-line impact" of recommended strategies and will "push back" on projects that do not add real economic or strategic value and/or do not support the longer-term vision. Demonstrates a real sense of urgency, yet remains calm under pressure. Well-organized and rigorous in prioritization of issues and projects. Identifies with and strives to enable the business to achieve challenging and stretching performance targets, which reach beyond previous levels. Personally, identifies with the strategic vision and takes pride in shared success. The successful individual relentlessly pursues company goals and effectively manages risk.
- Strategic Agility: As a partner to the CEO, this executive must have the ability to set strategic priorities for the operations function and have the insight required to support these ideas in a broader forum. This person will positively and constructively challenge business assumptions, be forward thinking, and anticipate future trends that will sustain the company's competitive advantage. This executive continually challenges himself/herself and the organization to raise the bar and reach the next level of performance.
- Egoless Team Player: A true team-player, coach and mentor - more focused on the success of others than himself/herself. A leader who sets high standards of performance and inspires others to perform at their best. Rigorously builds the team and manages a well-defined succession plan. Provides both positive and constructive feedback to all peers and subordinates and will effectively mentor the next generation of leaders. A collaborative leader who works well with others and can motivate and cooperate across functions.

### ***Personal Characteristics***

- An authentic, approachable individual with high integrity, whose personal and professional values are consistent with the company's vision and culture.
- Possesses a personal and professional passion for the company and its mission.
- A confident, well-prepared leader with the courage to advance the organization's operational agenda at the senior level.
- A critical thinker with a metrics-driven approach to all solutions.
- An analytical orientation toward key market trends and changes, and the ability to take appropriate action to ensure continued leadership and competitive advantage.



- An individual with a real appreciation and understanding of the global marketplace. Someone who embraces diverse cultures and who can identify and implement best practices, regardless of the source.
- A vibrant, performance-driven individual who will pursue excellence in translating the company's strategy and vision of the organization into operational goals and schedules for improvement.
- A collaborative facilitator who develops relationships and loyalty with his/her colleagues across all functions, levels and business lines, serving as an inspirational coach, leader, colleague, and culture champion within the company.
- A leader and team-oriented consensus builder who understands how to achieve buy-in from diverse constituencies.

---

**To learn more about this opportunity or provide a confidential referral, please contact:**

*Pearson Partners International, Inc.*  
8080 N. Central Expressway, Suite 1200  
Dallas, Texas 75206  
214-292-4140 – Fax  
[response@pearsonpartnersintl.com](mailto:response@pearsonpartnersintl.com)

**Please use this reference code in the subject line of your response:**

*Reference Code: 522-01\_COO\_PPI*

**Learn more about Pearson Partners:**

Visit our [website](#) and follow us on [LinkedIn](#), [Twitter](#) and [Facebook](#).

