

## My Pole star: to participate in the rare.

First appearances and hindsight would suggest it was all pre-destined; far from it. My 'career path' started when I was a 13-year-old schoolboy, newly arrived in Britain; being born in India and brought up in the US.

On a windy, cold Easter Saturday on Hammersmith Bridge in London, I stood and watched the Oxford & Cambridge Boat Race with my father. I was transfixed by the pageantry, beauty and physicality of the event; all that it represented and all that was required to participate. It became my Pole star.

My father, a Cambridge Man, World War 2 hero and international businessman, chided me. To row in the Boat Race, he said, I would have to: learn to row; be good at it to win a seat in the boat; as well as develop the smarts to be accepted at a 'decent' school; to then to have a chance of winning a place at Oxbridge. Mum was ever so supportive.

I did: Westminster-Oxford-Boat Race.

This experience was the start of my pathfinding career: clarifying destinations and seeking paths towards them. To realise the unusual, the rare, if not, unique. In short, challenges well-met. Success bred success for myself and compatriots on the path.



Oxford began five practical years with Swires in Asia (Australia, Papua New Guinea, Hong Kong, Sub-continent, the Gulf and Japan) on a route to Harvard Business School. In 1988, following my heart (literally) led me to: a family in Sweden; McKinsey & Co and 13 'go-go' years resolving issues across industries and borders. The Nordics, Italy, Europe (West & East), Russia, Brazil. I was known for 'building clocks, rather than telling the time'; winning clients, founding offices.

Headhunted in 2001, I chose to participate in Accenture's creation and building its early success. Then I did stints as: a CEO in Greece (Delta/Vivartia); an academic in Sweden (Handels/SSE); bank restructuring in the Baltics, Sweden, Eire and Spain. To the present: co-owning a FCA regulated investment boutique in London as well as an angel investor; all the while listening to questions.

I have had many roles in my life that reflect my curiosity, problem-solving, determination, energy, team-work and commitment that all lead to trust. "Walker" to some.

- Personal (partner, father);
- Professional (business builder and executive);
- Creative (brands; ventures; properties; speaker);
- Community (Athens Olympics 2004 main sponsor; school governor);
- Crisis-responder (Adelaide's Ash Wednesday, Rabaul eruption, Basra shipping, Moscow October, Baltic Banking, Covid-Furlough provider).

With over 112 countries visited; my third, and most important degree, is from the University of Hard-Knocks.

Engaging with my global Paramour, my Pole star remains challenges well met.