

DAWN PATRICK

Chief Operating Officer of Numerix and the EVP of Global Operations

Please introduce yourself, your role and your firm.

I am both the Chief Operating Officer of Numerix and the EVP of Global Operations. In my capacity as COO, I oversee the following departments: Support, Documentation, Internal Application Support, QA, IT, HR, and Facilities. In addition to managing the day to day operations of the business, I also focus on budgeting and resource allocation efforts, financial projections, analyses of existing projects, departmental efficiencies, controlling operational risks, conflict resolution, and implementation of controls needed for regulatory requirements.

Additionally, I view one of my most crucial responsibilities is to work closely with

Numerix's CEO, Steve O'Hanlon, in the strategic planning and execution of the firm's corporate growth and organizational initiatives, as well as setting and prioritizing actionable and measurable business goals.

I have more than 45 years of management experience and have created sales and customer service departments in pre-IPO companies and have orchestrated turnarounds in troubled regional offices of large corporations.

Numerix is the leading provider of innovative capital markets technology solutions and real-time intelligence capabilities for trading and risk management. Noted for its out-of-the box approaches, and exploration and

adoption of the latest technologies, Numerix is committed to providing software and services to a more open, fintech-oriented digital financial services market. Built upon a 20+ year analytical foundation of deep practical knowledge, experience and IT understanding, Numerix is uniquely positioned in the financial services ecosystem to help its users reimagine operations, modernize business processes and capture profitability.

How does a typical work day look for you?

My day-to-day workload is comprised of many things and my focus is off times driven by momentary operational needs. Priorities change according to external drivers, so my day may start out with a

structured calendar of deliverables, such as writing and submitting reports to our CEO or outside groups, meeting with individual department heads to identify priorities and must-do activities, handling and tracking escalations that come in related to client needs and requests, or addressing operational issues, but my day may end up in responding to a "fire" found in one of my daily 300+ emails, which I prioritize according to importance, urgency and level of engagement required.

What would you say has been your greatest achievement so far at Numerix?

A reason why I feel successful in my role as COO is that I was able to integrate all my career experiences in a fashion that permitted me to unhesitatingly make the kind of decisions and take the types of actions necessary to help get Numerix to the point where it is today.

When I joined, we were a small company with only 32 employees and we had many growth demands that had to be achieved in expeditious ways. We grew at a rapid pace. For me as COO, I knew we needed to be fluid during that growth process—by that I mean I needed to be able to look at the different stages that we were in at any given point and make the right decisions accordingly. I understood, based on my experience, that the only way that an organization such as Numerix could grow successfully was to be able to build and destroy

and rebuild processes and policies in quick succession in order to sustain the growth it was achieving.

How has your 40 years' experience in management prepared you for your current role?

My extensive executive and management experience has taught me the importance of creativity in decision making. I strongly believe that creativity in business improves strategic planning. I have found that some of the most successful senior executives are the ones that have thought the most creatively, not only in terms of product, service or organizational and infrastructure development, but through all stages of company growth and evolution.

What skills would you say are vital to great management and leadership? Do you have any examples that establishes this?

I think one characteristic of great management is to be inclusive and to whenever possible drive decisions by consensus with your team. I have found that leaders and managers who prioritize inclusion generally attract better talent and perform better. By being inclusive, I am letting the team know that I embrace the notion that every person counts. Inclusivity also allows me to unleash creativity because I am inviting original thinking that is beyond my own.

Another key characteristic of great leadership and management is to be flexible and adaptive. In my

view, flexible and adaptive leadership is essential for most managers. It is especially important when faced with substantial change, unusual events, or an emerging threat or opportunity. All of these examples would require quick revisions in strategies, tactics, plans or schedules.

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Finally, it is also important to recognize the talent around you and to target your messages to be received by your specific audience. In other words, you need to know your people and know what is important to them and what motivates them to be the best they can be.

In 2014, you were recognized by Smart CEO with an Executive Management Award—can you tell us more about this achievement and what it means to you?

To receive an award such as that was exhilarating in terms of being recognized for both my leadership skills and accomplishments, but was also extremely humbling. If you're going to be successful, you have to have a team of people

behind you helping you to be successful. To use a sports example, the Golden State Warriors won the 2018 NBA championship finals, a win they achieved for the third time in the last four seasons. They won the 2018 championship against the Cleveland Cavaliers, who have the

best basketball player in the world, LeBron James. He had a stellar performance in the finals, averaging 34 points per game in the four-game championship. But it was not enough to get the Cavaliers to win. So how did the Warriors win? Because they played the best together as a team. Awards are never achieved by the individual. They are won by the team. It's all about teamwork.

What lessons would you say have been most valuable during your career that you continue to utilize to this day?

A lot of people talk before they have all of the information. So, listening is the best thing any manager can do. The second most important thing is

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to empower people to make choices and to take action. As a manager, it is important to create a safe environment whereby if a subordinate fails, he or she can recover—as well as succeed.

They need to own their decisions, because when they make them, they are buying into what it is that needs to happen. If you always dictate what has to be done, the results may not always be as good as if you had included others in the decision process.

What advice would you offer to promising female entrepreneurs today?

I have tried to make it a priority to be a guide, advisor and mentor to women in the workplace, especially those seeking to go out on their own. My approach is to reinforce a positive sense of self among those that work for or with me. Often the biggest deterrents for women comes from the fear of making a mistake. I try to help them counteract self-doubt—which I find is one of the most common attributes that holds women back from success.

I also believe that being mentored by a woman who is high in an organization does a huge amount to instill confidence.

Is there anything that you would like to add?

Over the course of my career, I've been an employee in both structured and non-structured environments. I have also been an entrepreneur, having owned my own business for 13 years. What I have to say about Numerix is that it is the best working environment that I've been in, and the reason for that is that this company has a deep entrepreneurial culture. Everyone is empowered to make decisions and empowered to see them through. If you make a mistake, you are not punished for it. You are expected to correct it. In my experience, giving employees, a sense of authority gives them motivation to succeed, and holding them accountable for less-than-positive outcomes but responsible for correcting them makes them more competent.

CONTACT

Learn more at www.numerix.com

ABOUT DAWN PATRICK

Dawn Patrick is both Chief Operating Officer and EVP of Global Operations. As Chief Operating Officer she oversees the company's day-to-day operations. In this capacity she touches every department requiring operational oversight; leading the focus on cost reduction, forecasting and departmental efficiencies. As head of Global Field Operations, she oversees Global Customer Support, Quality Assurance, IT, Human Resources, Internal Application Support, Training, and Field Operations.

With more than 45 years of management experience, Ms. Patrick has created sales and customer service departments in pre-IPO companies and has orchestrated turnarounds in troubled regional offices of large corporations. In 2014, Ms. Patrick was recognized by Smart CEO with an Executive Management Award for her exemplary work as COO.

Prior to joining Numerix in 2004, Ms. Patrick worked with Incognito Software, where she streamlined operations and constructed a customer-centric, self-service environment. Previously, she was Vice President of Customer Service and Operations at Net Exchange. Ms. Patrick also was part of the senior management team responsible for the successful IPO at Register.com.

ABOUT NUMERIX

Numerix is the leading provider of innovative capital markets technology solutions and real-time intelligence capabilities for trading and risk management. Committed to out-of-the-box thinking, the exploration and adoption of latest technologies, Numerix is dedicated to driving a more open, fintech-oriented digital financial services market. Built upon a 20+ year analytical foundation of deep practical knowledge, experience and IT understanding, Numerix is uniquely positioned in the financial services ecosystem to help its users reimagine operations, modernize business processes and capture profitability.

