
Opportunity Profile
Chief Maritime Executive



Houston, Texas



A Division of
Lordstone Corporation

MaritimeExecutiveSearch^{International, Inc.}
Navigating Clients Through the Challenges of Locating, Assessing and Hiring the Right Leadership

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INTRODUCTION

Chief Maritime Executive, NACE International, Houston, Texas

Thank you for your willingness to review the enclosed opportunity profile. The following pages describe an excellent opportunity for an experienced maritime professional to lead the collaborative efforts of NACE International as the organization seeks to further expand within the international maritime sector.

By documenting our findings in the enclosed profile, we hope to elicit positive responses from successful candidates or referrals to qualified individuals. We trust the following pages will achieve this goal and would welcome the opportunity to talk with someone you know who meets most or all of the requirements described in this profile. As to how they can expect to be treated:

- 1. They can be assured of complete confidentiality on our part.** Any information shared with us will only be shared with our client and will not be forwarded to other organizations without expressed permission.
- 2. They will be treated in the manner we would want to be treated if our positions were reversed.** This practically translates into doing what we say we are going to do in a timely manner, promptly returning phone calls, and providing frequent and honest feedback to both candidates and clients.

- 3. They can be assured that they are dealing with informed search consultants.** We understand our client's assignment, the job responsibilities, and the overall objectives of the position. Additionally, we have direct contact with the CEO of the business who is recruiting for this hire, thereby enabling quick feedback to candidates.

As to our veracity in adhering to the above-mentioned points, we invite all interested parties to check us out by contacting anyone with whom we have previously done business. You'll find we are unique in that our mission is also our calling: to perform the highest quality executive search work that results in exceptional long-term value for our clients.

Jeffrey R. Ketchum

President & CEO

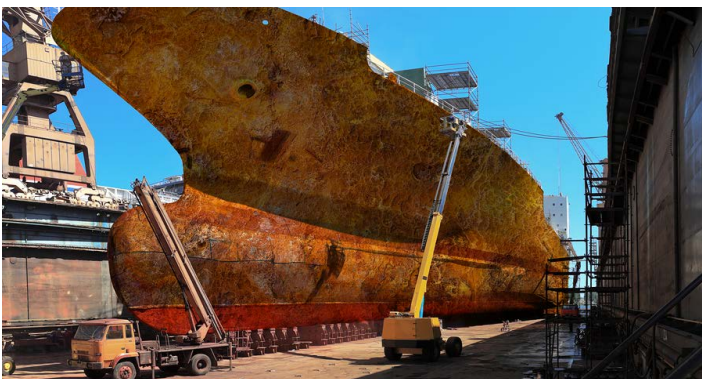
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Disclaimer: Although we have spent a considerable amount of time with our client, seeking to understand their culture, their business and the position, there may be information deemed important to qualified candidates that was not disclosed. As such, we strongly recommend selected finalist candidates thoroughly prepare for interviews and investigate this opportunity with a high degree of diligence and fervor. A finalist candidate recognizes that any and all career decisions should be based upon their own insight, confirmations and details gleaned from interactions with our client.

the OPPORTUNITY

*NACE International provides training and education that saves countless dollars while creating high value jobs and **protecting the environment.***



According to a 2002 study released by the U.S. Federal Highway Administration, the cost of corrosion to the world's infrastructure equals more than 3% of the global GDP annually. This means that the direct cost of metallic corrosion in the US alone is approximately \$276 billion each year. As a non-profit organization and the world's leading corrosion authority, NACE International provides training and education that saves countless dollars while creating high value jobs and protecting the environment. With a member base of 36,000 throughout 130 countries, NACE seeks a Chief Maritime Executive to move the organization forward within the maritime sector and to direct NACE's initiatives within the International Maritime Organization (IMO).

This is an incredible opportunity for a proven leader within the maritime industry to play an extremely important role within an

influential global organization. This executive will be the voice for the marine agenda both within the organization and the industry. He or she will lead, emphasize, and increase visibility for NACE's marine agenda while also increasing the participation levels of NACE's membership within the IMO and other leading maritime organizations. This position will also afford someone the chance to create high value jobs that positively impact the lives of many, many people. For instance, [NACE's Coatings Inspector Program](#) helps to assimilate people like disabled veterans and veterans suffering from PTSD back to civilian life with high paying and rewarding careers without the need for college degrees or piles of student loan debt. To date, this education program has produced over 26,000 certified inspectors, and the training, equipment, and methods are in a constant state of improvement.

NACE's maritime function has become a considerable percentage of the organization's focus since the 2008 adoption of an IMO resolution which mandated that ballast tank protective coatings on all new ships be approved by a NACE certified or equivalent inspector. The Chief Maritime Executive, with the input and support of key members, will develop and focus the maritime strategies for the entire organization.

the OPPORTUNITY (CONTINUED)

These strategies will involve collaboration with NACE members in building upon an IMO relationship while developing, internally elevating, coordinating, leading, and executing a member-centric maritime focus. This member-centric way of doing business means that strategy and content is developed by membership on an equal playing field and with highly collaborative execution. This position may appeal to someone who would find more value in making a positive difference in the world and in people's lives than in focusing only on a company's profitability. Supported by a global staff of 150 people, this \$37 million organization is financially strong, debt free, and has been growing at an annual rate of more than 10% for the last eight years.


The Chief Maritime Executive role is ideal for someone desiring a higher calling with a greater potential impact and satisfaction. Oftentimes these benefits of working for a non-



profit come at the cost of small budgets, funding, and income, but as NACE is well-funded and financially strong, these factors are not nearly as restrictive.

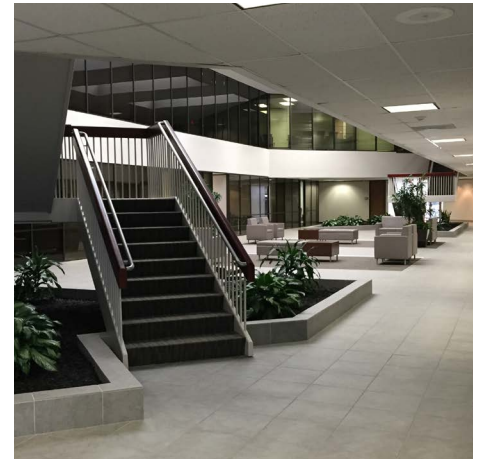
With groundwork already laid and a positive relationship with the IMO already established, the Chief Maritime Executive will be able to advance the efforts of the organization by building on an already strong foundation. The opportunities for NACE and its maritime function to diversify are abundant, and its impressive recent growth is evidence to that. Over \$2 trillion in global cost of corrosion annually, the opportunities to affect positive change are plentiful.



Many reasons may lead an experienced maritime industry leader to explore this opportunity:

- *NACE International is a values-based and member-centric non-profit with a progressive culture and outstanding leadership. As such, this opportunity would be well suited for an individual who is looking to grow both interpersonally and as a leader.*
- *NACE is an organization that delivers products and services that make a genuine positive impact on the world. Perhaps you are serving in a corporate environment that cares less about impact and is more servant to the dollar. As a result, you may question the real difference you are making in the lives of others and the world as a whole. NACE will afford the right individual the opportunity to further develop key strategic market for the organization, and in doing so their efforts will ripple throughout the global landscape, positively  [impacting countless people and businesses](#).*
- *This is a highly influential position in which someone will be able to educate, advise, and guide an organization to greater heights within the maritime sector. Together with membership, they will be able to see the results of their collaborative work. As such, this might appeal to someone who is an influencer, but*
 - who is working for an organization that is resistant to change or for leadership that is lacking dynamic vision.*
- *NACE is a growing entity in an industry with near-limitless growth potential. The world's aging infrastructure means that corrosion prevention strategy will become increasingly important over the next several decades. As a result, this will provide a growth minded individual with fertile markets in which they, together with membership, will drive revenue growth and expansion for the organization.*
- *The foundation is already laid for NACE's maritime function, and the groundwork for a strong relationship with the IMO has already been laid. This means that the right candidate will be able to begin building meaningful collaborative relationships and strategies from day one without having to start from scratch.*
- *NACE prides itself on having a progressive culture and offering excellent benefits and work to life balance. This could appeal to someone who would find value in working for an organization that cares about its employees' well-being enough to implement practices like every other Friday off to "recharge."*



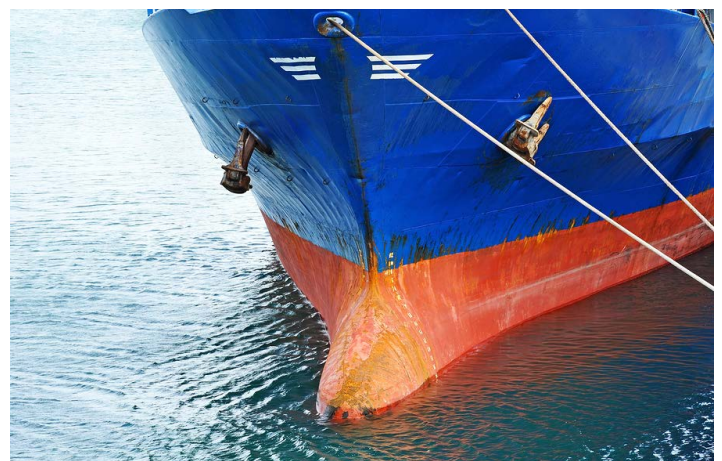
the ORGANIZATION



 [NACE International](#) is the world's leading corrosion authority and is a professional technical association dedicated to promoting public safety, protecting the environment, and reducing the economic impact of corrosion. This member-centric organization offers  [technical training and certification programs](#), sponsors conferences, and produces industry standards, reports, publications, and software. NACE's membership consists of over 36,000 people representing 130 countries across the globe. It is a \$37 million business with seven business lines. NACE operates under the belief that its role as a non-profit is to provide a collaborative forum in which customers and suppliers work from a level playing field and where all members from executives to entry level employees have an equal voice. NACE's CEO, Bob Chalker, believes that the organization must be mission focused and that it must provide value for its members, and in turn, the members will be supportive of its efforts.

Established in 1943 by a group of corrosion engineers from the pipeline industry, NACE, or the National Association of Corrosion Engineers, has roots that date back to a regional group from the 1930s when the study of cathodic protection was introduced. While NACE's membership still includes engineers, it also includes numerous other professionals working in a wide range of areas related to corrosion control. For a long time NACE's primary focus was cathodic protection, with coatings being a secondary focus, though coatings has

since grown and continues to gain traction as a primary focus. NACE started from humble beginnings, growing throughout its first 60 years to become a \$5 million organization. Significant growth began in 2000 with the establishment of the CIP Certified Inspector Program, which began with a focus on water towers and bridges across North America, eventually growing into an international presence and expanding into areas such as marine. Growth has also come from an effort to make governments and other large asset owners recognize that money on infrastructure projects is better spent when certified inspectors are on the job. NACE is growing and as such has recently focused on improving the culture and strength of staff in order to have the quality skillsets and leadership in place to handle the organization's increased size.



the ORGANIZATION (CONTINUED)

Oil and Gas currently represents about 40% of NACE's business, with maritime also representing an increasing segment. Maritime is viewed as one of the largest areas for potential growth, as is defense. NACE currently does a great deal of training for the US Department of Defense, who released a study in 2012 that verified that cost of corrosion can be mitigated by 50% if developed technology is applied.

NACE takes a great deal of pride in its [organizational culture](#), and in 2013 the Houston Chronical selected NACE International as one of Houston's Top Workplaces; this selection cited employee quotes that said things like, "I am empowered to make decisions that may affect others and I have the flexibility to prioritize my projects," and that the organization's, "...sincerity impresses me."

NACE's leadership includes CEO, Bob Chalker, whose career prior to NACE International included Packard Electric/Delphi, SAE International, and ASQ Global. He is described by other leaders in the organization as a fantastic leader who is incredibly positive and optimistic. He is also described as always putting the members first and as being a collaborator who emphasizes the importance of working together as a team and having



discussions on a strategic level. Bob is described as a creative visionary who is supportive of ideas and is highly approachable.

Looking forward, NACE aims to continue building strong collaborative relationships full of trust and integrity amongst members and NACE's markets. Some of the most important of these relationships are with ship owners and the IMO, helping them to understand the importance and value of corrosion protection and the methods and technologies available. The organization also continues to grow and update its Certified Inspector Program,

NACE's Commitment to Excellence revolves around the following values, and the fact that although the business may change over time, a focus on these values will ensure success:

- **Valuing Members and Volunteers:** Recognizing that NACE is a member-driven organization. Without the efforts of these people, NACE would not exist. This translates into recognizing that in each relationship, there is a supplier and there is a customer, and no matter how these roles change from interaction to interaction, everyone involved must be treated with respect.
- **Listening to Members and Customers:** Listening and then advocating on behalf of members and customers, and identifying approaches that exceed customer's needs as well as those of the organization.
- **Shared Visions and Goals:** Involving the right stakeholders and weighing all factors to make decisions that support the business strategy.
- **Hit the Numbers:** Demonstrating a commitment to achieving challenging goals. Using data to define success and measure progress.
- **People Caring:** Caring about one another, caring about the organization, and leading by example.
- **Positive Attitude:** Viewing threats and challenges as opportunities. Adapting to new ideas and initiatives.
- **Chain of Excellence:** Impacting and influencing others through teamwork and team leadership.
- **Embracing the Power of a "Thank You":** Willingly and wholeheartedly thanking members, volunteers, and team members.

the ORGANIZATION (CONTINUED)



graduates of which going on to work for **major oil and gas corporations, state and federal governments, coatings companies, the military, ship builders and maintenance organizations, and steel manufacturers**, as well as becoming independent contractors. The CIP program allows these people to work their way through four levels of training, more money and responsibility coming with each. Last year 18,000 people participated in the program, and there are currently 800 courses in 34 countries; the demand continues to increase, and there is currently a waiting list for training.

NACE believes that education and professional accreditation are its most important products, and along with education comes book publication and conference sponsorship. The organization feels that its next step for growth is expanding this educational presence within the maritime sector. Part of this education revolves around urging corporations and government agencies around the world to be more proactive about their corrosion control

strategies, rather than being reactive to failures due to corrosion. Knowing that the cost of negative effects of corrosion worldwide is 3-4% of global GDP, NACE believes that its potential for growth is immense.

NACE International is unique in that it looks beyond financials to do the things that are most beneficial for the industry and for NACE's membership; for instance, it provides all standards to members at no additional cost. The organization's culture is built on giving and receiving feedback and on using collaboration to move the organization forward. NACE believes that its culture is continuously evolving, and it feels that leaders within the organization, old and new, have the responsibility to continue to develop culture and make it better. To this cause, upon starting with NACE, new executives participate in a Leadership Academy. Additionally, NACE retains a professional leadership coach on a monthly basis for use by its executive team members.

NACE International has a core purpose, "to protect people, assets, and the environment from corrosion." It operates with the core values of:

- **Honesty and Integrity:** Demonstrated by an earned reputation as a trustworthy and reliable global resource. NACE is respected for its technical excellence, unbiased arbitration of what constitutes sound technology, and uncompromised dedication to benefit society as its central criterion for judgements.
- **Accountability and Responsiveness:** Demonstrated by consistently valuable programs driven by an understanding of members' business. NACE celebrates the collective wisdom of its volunteers

and promotes a culture that recognizes contribution and fosters openness and mutual respect. The organization operates with its long-term success in mind.

- **Initiative and Innovation:** Demonstrated by technical excellence in technology development and transfer. NACE succeeds because of its ability to adapt, its commitment to sustaining the capacity to provide value, and the insights it refines from the combined experience and perspectives of its diverse membership.

the POSITION (CONTINUED)



publications, and conferences within targeted segments of the maritime industry. They will also identify opportunities for development of new products, programs, and services that will meet the needs of the maritime industry. Because of the collaborative and political nature of any potential industry change, this position is very much based on people skills and the ability to develop positive relationships, in addition to technical skills and expertise.

While technical knowledge is preferred, the more important factor is the ability to seek out technical expertise. The Chief Maritime Executive will be a quarterback of sorts who is able to bring the right experts to the table and get them pulling together in the right direction. They will need to be a highly strategic thinker with the ability to communicate a strategy and foster teamwork in implementing said strategy, and sound decision making. They will also need to have the acumen, savvy, and smarts to know how to best further NACE's agenda within differing organizations with differing agendas of their own.

Within the first 30 days of employment the Chief Maritime Executive [will need to eagerly seek to understand NACE](#), its mission, how decisions are made, and the key players in the organization, both members and staff. As a key member of the association's senior management staff, he or she will begin to build strong relationships with other members of the senior management team and with volunteers and staff, and will begin to serve as a role model supporting the association's mission, vision, and values. Within the first 60 days he or she will review NACE's NGO status to ensure it remains in good standing. They

will assess IMO resolution MSC.215(82), Performance Standard for Protective Coating, which will be coming up for review. They will assess other standards in the planning and development phase such as cathodic protection and ballast water convention to ensure that NACE's membership is properly positioned to provide guidance and advice to all influencing parties. They will work with NACE members and staff, and with other organizations, to identify new products, programs, and services to capitalize on opportunities to meet the needs of NACE members and other stakeholders. Within 90 days they will identify, recruit, and establish a working advisory or leadership committee comprised of members to carry out the mission and strategies of the organization within the maritime segment.

Medium to long-term responsibilities will include within the first six months working closely with the advisory group to assess the maritime, shipbuilding, and offshore markets, develop a **strategic plan**, build an initial business case including the identification of resources, and be prepared to present these to NACE's leadership. They will collaboratively communicate this message to the organization's membership and staff, further solidifying support for the maritime mission, agenda, and resources required. They will direct NACE's initiatives within the IMO, INTERTANKO, INTERGARO, International Standards Organization, and other related organizations, and they will build alliances and professional relationships that benefit NACE's efforts. Within 12 months, membership relations and maritime coalitions will be fully active, providing needed support to the maritime agenda. At this one year point, NACE will review the position, noting the recommendations of the Chief Maritime Executive and the good business decisions that have been made as a result, and the positive financial return that has been made or will be made as a result of the maritime initiatives. As necessary they will confer with members of the leadership team to review achievements and discuss required changes in goals, objectives, strategies, approaches, and tactics. Other essential duties for the Chief Maritime Executive include the creation and monitoring of actual expenditures for the division against operating and capital budgets, the establishment of goals and objectives for the maritime division and the delegation and direction to assure success, and the constant review of operational performance.



QUALIFICATIONS REQUIRED

*The qualified candidate will have a track record of success within the maritime industry and a highly collaborative **leadership** style.*

The successful candidate will have at least ten years' experience in the maritime industry. Experience working within the IMO is a significant advantage. The Chief Maritime Executives position is a senior leadership role within NACE, and the right candidate will demonstrate a strong executive presence, professional and personal confidence, and maturity. He or she will have expertise in the maritime industry with the ability to foster excellent relationships within the IMO, INTERTANKO, INTERCARGO, and other industry organizations. Preferably, they will have a working technical knowledge of coatings and cathodic protection, however, their degree of political savvy is

of primary importance. They must have an open, accessible leadership style that encourages free exchange of ideas of differing viewpoints, and they must be able to successfully balance operational management and strategic leadership. The right candidate will be able to fully immerse themselves into NACE's mission and commitment to excellence, which includes the highest degree of ethics and integrity. In addition, he or she must be a results oriented, creative problem solver with strong entrepreneurial skills and business acumen.



QUALIFICATIONS REQUIRED (CONTINUED)

Because of NACE's collaborative nature, the Chief Maritime Executive must be a people person with a track record of building excellent relationships. He or she must be committed to the people working for and around them, must be an excellent team player, and should have a talent for developing people. NACE seeks someone that is highly passionate and cares deeply about what they are doing. More than just developing relationships, he or she must be able to plan strategically in order to make the most of those relationships. This person must understand the marine industry, be able to network and earn a degree of respect, be able to generate trust, and know how to affectively present NACE to the industry.



“Must Haves” for this position include:

- *A minimum of ten years' experience in a mid to senior level executive position within the maritime industry, whereby they have successfully entered or expanded into new markets for their employers.*
- *In highly relational roles throughout their career, they have navigated both internal and external bureaucracy in order to obtain a favorable outcome for their employers. This may have taken the form of having their product or service adopted into a regulation, legislation, specification, or marine standard.*
- *In prior roles they have relatively quickly understood the key technical concepts related to customer issues or products/services offered within the maritime environment. At a bare minimum they have demonstrated basic technical proficiency enabling them to understand cathodic protection and coatings. Of preference would be a degreed engineer, who because of their extroverted, collaborative personality traits will have transitioned into a customer facing or other relational role.*
- *Have established prior relationships within associations, committees, or councils where they have served in leadership roles. They will have successfully presented to these groups of individuals or authored papers with positive peer feedback.*
- *Have demonstrated a passion for learning and development in their own lives.*

the
LOCATION

*Houston's diverse economy
is **strong, stable,
and growing.***



NACE International is located in **Houston, Texas**. Houston's diverse economy is strong, stable, and growing. The city is a global energy capitol and has a broad industrial base in manufacturing, transportation, healthcare, and aeronautics. Because of this, Houston was largely un-phased by the recession of the rest of the country, and its infrastructure supports business. It is a global leader in the oilfield equipment industry, and the Houston Ship Channel and Port of Houston

make it a global shipping hub. Houston's Texas Medical Center represents the world's largest concentration of healthcare and research institutions, and the city is also home to NASA's Johnson Space Center, which houses NASA's Mission Control Center. The only metropolitan area that is home to more Fortune 500 companies is New York City. Houston is clearly one of the **greatest cities in the world**.



the LOCATION (CONTINUED)

Party because of its many academic institutions and strong areas of industry, Houston is one of the most ethnically diverse communities in the nation and has a young average population. Its multicultural influence can be witnessed in its outstanding cultural, arts and restaurant scenes. Considered to be the most diverse city in Texas, Houston boasts a museum district that attracts more than 7 million visitors a year and a 17-block theatre district that offers an array of year-round performing arts from nine major performing arts organizations and six performance halls. The Houston area is also home to many well-known annual festivals and events including the Houston Livestock Show and Rodeo and the Bayou City Art Festival, which is considered to be one of the top five art festivals in the country. There is always something enlightening to do and an exquisite meal to be had in Houston.

Houston is home to **337 parks** totaling nearly 60,000 acres, which makes it the city with the most green space of the ten most populous cities in the US. These parks include a nature center and an arboretum, and there is a proposal in the works for a botanical garden. The city is also home to Space Center Houston at NASA's Lyndon B Johnson Space Center, which offers interactive exhibits including moon rocks, a shuttle

simulator, and presentations on the history of NASA's manned space flight program. Teams from Houston also represent every major sports league except for the National Hockey League. There are so many ways to get out and enjoy the city.

Houston is an excellent place to make a home or raise a family. A favorable cost of living in Houston, combined with a lack of Texas state income tax, mean that a dollar goes a long way. **\$300,000 buys a very nice 4,000 square foot home.** This value draws many people from the east and west coast. Four separate and distinct state universities call Houston home, including the 40,000-student, 667-acre University of Houston. Private institutions such as The University of St. Thomas, Houston Baptist University, and Rice University also call Houston home. Houston's internationally-renowned Texas Medical Center has 49 member institutions that are all non-profit organizations. The city's proximity to Dallas, Austin, and other areas makes it easy to get away and explore, and the mild winter climate makes it a much more pleasant place to live than other parts of the country. With its strong economy, favorable cost of living, pleasant climate, and **world-class dining, arts, shopping, and nightlife**, America's fourth largest city is truly a gem.





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[Maritime Executive Search International, Inc.](#), a division of [Lordstone Corporation](#), is a management consulting firm specializing in retained executive search and selection. We assist major shipping companies, ship owners, boat builders/shipyards, equipment suppliers, and marine engineering/architecture firms, when locating, selecting, and hiring talented leadership is of critical importance.

Our mission is to perform the most professional, highly ethical executive search consulting possible, which results in long-term value for our clients. If you know someone who meets most or all of the requirements described in this brochure, please feel free to suggest that person for consideration.

We fully respect the need for confidentiality of information supplied by interested parties and assure them that we will not disclose any private data with anyone outside of our client. For further information or consideration for this position, please contact:



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