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## **Success Story**

Profile VP/Finance  
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There are different ways how to measure a professional success. The base of my professional success is personal courage, persistence and self-believes. These three qualities I value as main driving forces for any career development.

My current occupation would not be imaginable just 14 years ago. Then as professional architect I had a very stable and predictable future. Due to the crash of the Soviet Empire and the following disaster in economy and society, there was an equal opportunity for success and for failure. In spite of the lack of job, accelerating inflation and especially invisible future, I had chosen opportunity to start a new life.

The toughest battle I had was a battle with me that transformed the professional architect to the acting representative of Managing Authority for Latvian Cohesion Fund – running over 700 millions of euros. I had started in parallel both, a new career and another education. Before I joined public service I had up growing career in the private sector in the area of financial and administrative management. I am extremely thankful to my two colleagues who acted as my professional mentors – Erik Skov Rasmussen (my chief in the House of Prince, Riga) and Jens Helmo Larsen (my principal leader in the Air Baltic Corporation). Besides the enormous help that they gave to issues directly linked with my duties, they contributed as well in my development as team leader and facilitator with strong belief in people.

These competencies I have to use especially intensive now when I lead a team of very bright and talented however young and inexperienced civil servants. I agreed to deal with Cohesion Fund's issues in October, 2004. Since that time I succeeded with submission of all remaining investment projects planned for this programming period, controlled implementation of already submitted projects and facilitated alignment of the legislation that is related to the Cohesion Fund.

It was not an easy task as there is no previous experience with funds financed by European Commission as well a real shortage with people experienced in finance and management. Besides, persist a painful problem for the public service in general, this is high staff turnover due to the incomparable remuneration between the public administration and the private sector.

Therefore I had and will continue development of a team of professionals as well build a strong self determination in each team member. I started my activity in this field by just a new approach of intercommunication. The approach is based on respect, mutual support and general responsiveness. In addition I initiated different trainings and exercises that facilitate collegial working environment and distribution of the knowledge.

Result is seen already because my team not only managed to fulfill designated tasks but also succeeded in personal enhancement. Even better as their behavior influences other counterparts from the public service.

My lessons learned and therefore my advice is: in reality it does not matter what kind of the recognized theory or the best practice is applied but any business or public process will succeed with the higher rate of certainty if your own strong belief will be real involvement in people and persistent enthusiasm dealing with any problem created by human beings. Thus is possible to make changes even in such bureaucratic system as public service and form an excellent team of the Latvian civil servants.

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