

Author of

"OUT OF DARKNESS COMETH LIGHT"

"YOUR REAL DESTINY"

"SEX AND YOUR DESTINY"

Greg Malpass - has a BSc in Civil Engineering from the City University London and studied for an MBA at London Business School and New York University. His career spanned 40 years as an International Businessman, working with Multi-National Groups in Infrastructure Sectors, and the UK Government's Department for International Trade, in over 60 countries. In 2020, during the Global COVID 19 Pandemic, he launched his new career as a Writer and Coach on Personal Development. This is his story about how he got there.

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Life of an Author by Greg Malpass

DESTINY OF AN AUTHOR



GREG MALPASS

“It is not in the stars to hold our destiny, but in ourselves.”

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1. Introduction

'*Destiny of an Author*' is an autobiographical account of the author's Personal and Professional Life. It has been written to provide a 'Real Life Case Study' to support the author's three sister motivational books' ('*Out of Darkness Cometh Light*'; '*Your Real Destiny*' and '*Sex and Your Destiny*'). These sister books are focused on self-analysis, life philosophies and processes for finding New Destiny in life. Please refer to 'Recommended Reading' at the end of this book.

Most autobiographies not only relate the chronological events in an author's life but often depict important challenges or highlights in the author's life. This biography is more about providing an example of how any life can be turned around and given new direction, irrespective of life stage or circumstances. It seeks to provide a factual and chronological account of the Author's journey in 'The Search for New Destiny'.

Autobiographies may be written with the hope to entertain readers or to educate them. This autobiography is not about a celebrity or a celebrity lifestyle, but about a dysfunctional personal life spanning two marriages and divorce/separations, single parentage, alcoholism, and forty years of an international professional career, sometimes characterized by corruption, company politics, loss and controversy. The messages in all four books are common and simple – 'The role of self-analysis; the key roles of family and friends; and love and sex - all of are paramount importance in the search of Real Destiny, whatever your stage in life'.

2. Business Life & Career Resumé

2.1 Career Summary

Having graduated at City University with a BSc in Civil Engineering I held several project roles with Wimpey in the UK and overseas in Qatar, and Peru. After completing an MBA at London Business School, I joined a Construction Consultancy in New York, before returning to the UK to take up a Strategy & Business Development role firstly with Taylor Woodrow, then Tarmac Plc, where I led several large M&A transactions, including the purchase of PSA Projects from HMG for a £100m Dowry; and initiated the £350m Wimpey Tarmac Asset swap. General duties included leading the Business Development, Management Information, and Mergers & Acquisition teams. Before joining Costain in 2006 I spent 2 years based out of Singapore for a Global PFI Contractor, then completed a 3-year secondment to the Foreign Office/DTI (now Department for International Trade- DTI) as a Trade & Investment Adviser/ Export Promoter with focus on Latin America/ Infrastructure sectors & Privatization opportunities for UK companies. Subsequent to this I was based out of the Middle East (UAE/ KSA); West Africa (Nigeria), and Far East (Hong Kong/ Malaysia) and undertook extensive travel into new markets/ territories (including Irán & Yemen / Libya & Indonesia / South África & India / Singapore & China / Panama & El Salvador / Colombia & Venezuela / Ecuador & Bolivia / Honduras & Costa Rica / Cuba & Dominican Republic / Jamaica & Puerto Rico / Mexico & Bahamas).

From 2006 to 2009 I was Group International Business Development Director at Costain- Analysing and assessing international opportunities, negotiating share sale/purchase and investment opportunities, and development of strategic

alliances in West Africa, Abu Dhabi and Hong Kong. Subsequent to that I was Business Manager, International at Kier responsible for Business Development Overseas, with focus on Middle East, Hong Kong/SE Asia, and Caribbean. Major Project Acquisitions, Strategic Partnerships and company M&A appraisals. Then working for the Chairman of Pell Frischmann Group in International Business Development and Mergers & Acquisition Strategy I led the search for an acquirer for the business.

Since 2015 I have worked in my own Business Advisory Consultancy (Think Big Partnership) offering advice on International Trade, Investment and Corporate Governance.

- **1975-80**
Indentured Civil Engineer on a 5-year Sandwich BSc degree course at City University London, working on 6-month training periods for Managers with Wimpey Plc in Project & Commercial Management in UK and the Middle East
- **1980-84**
Project Manager working for International Contract Directors with Wimpey International, initially as Design Engineer in UK, then Estimator and subsequently Project Manager in Middle East and Peru, South America
- **1984-86**
MBA Post Graduate Student at London Business School and New York University
- **1986-87**
Construction Manager working for UK Managing Director with Lehrer McGovern- Bovis Ltd of New York, in London's Post-Big Bang construction boom.
- **1987-89**
Strategy and Business Development Manager working for Managing Director & CEO with Taylor Woodrow Plc in Strategic Planning in Europe
- **1989-95**
Business Development & Business Information Director

- working with CEO, Tarmac Plc in M&A and new Business Development in UK, Europe and International
- **1995-97**
Corporate Development Director working for Deputy CEO with Wimpey Plc in Strategic Planning and the Wimpey Tarmac Asset Swap
 - **1997-99**
Vice President Business Development working for CEO with IPCO Plc of Singapore in Business Development in Latin America, Middle East and Africa
 - **1999-2002**
International Trade Adviser working for senior civil servants with HM Government Foreign Office/Department of Trade & Industry in Export and Investment Promotion in the Andean Region of South America
 - **2002-04**
International Business Development Director working for Managing Director with Biwater Plc in Business Development in the Caribbean and South America
 - **2005-09**
International Business Development Director working for Managing Director with Costain Plc in Business Development and M&A in West Africa, Hong Kong and the UAE
 - **2009-11**
Divisional Manager International working for International Director Kier Plc in Business Development in the UK, Middle East and Caribbean
 - **2011-13**
Strategy and Business Development Consultant working for Chairman with Pell Frischmann Ltd in Business Development and M&A in UK
 - **2014-22**
Managing Consultant with Think Big Partnership in Analysis and International Client Assignments in Construction M&A.
 - **2022-present**
Author & Life Coach on 'Personal Destiny'

2.2 Chronology – the ‘Rest of it All’

I joined George Wimpey as a young Indentured Civil Engineer in 1975, when the company hailed itself as the clear Industry Leader and “Contractor to the World”. Driven by the charismatic leadership of Sir Godfrey Mitchell, it afforded many directly employed staff and construction workers a job for life, and for me training and exciting experience in Project and Commercial Management across the UK, The Middle East, and appointment as one of the Company’s youngest Project Managers on a Port Project in Peru, South America.

My 5-year Sandwich University course with Wimpey and City University London included 5 six month assignments, including roles as a Site Engineer on a housing project in Barry, Wales; Site Surveyor on the Cardiff section of the M4 motorway; Section Engineer on the Hoover Factory in Merthyr Tydfil; Site Agent on the New Wellington bridge in Aberdeen; Estimator at Wimpey Laboratories Geotechnical Processes Division in London and Edinburgh; Training and Civils Design experience in London and Glasgow; culminating in overseas Project Management roles on the Umm Said LNG Jetty in Qatar, and Matarani Port in Peru. Finally, I flew from Peru to Sao Paulo Brazil to take the UK Institute of Civil Engineers Professional Examination and became a Chartered Engineer in 1984.

Career Path/ Roles

Career ambition and the desire to progress beyond Construction Site management roles led me to leave Wimpey to study for an MBA, at two of the leading Business Schools in the world, London Business School and New York Graduate School of Business Administration. New York also introduced me to a new form of Construction Procurement and Delivery in the industry (“Construction Management”) which would dominate the world

of construction in the years of fast economic growth and “Fast Track” construction that followed. I met Peter Lehrer and Gene McGovern of Lehrer McGovern International, two entrepreneurs (ex-Morse Diesel- the NY God Father of CM) who had taken New York by storm with high profile renovation and fit-out projects including the Statue of Liberty and New York Stock Exchange. As the first ‘Brit’ recruited by the Company to sell an American Solution, the Job and shared Mission was to help introduce the UK and Europe to the new idea, and with “Big Bang” looming the City of London was impatient to build new Offices and Trading Floors, as they were just in the design stage. Lehrer McGovern’s flamboyant form of Aggressive Marketing (“We build for a \$ what Brits build for a £, in half the time!”) helped secure \$6bn of Managed Projects including London Bridge City, Chelsea Harbour, Broadgate, and the whole of Canary Wharf from the Reichmann Brothers and Euro Disney in Paris. The incredible success led to a flurry of further awards, and my total immersion in the Construction Management (“Can-do, Client-always-comes-first”) culture; ...and for its proprietors, Gene McGovern and Peter Lehrer, the sale of their company to Bovis of the P&O Group for circa \$20m. But Property inflation and the Yuppie frenzy had led to speculative projects in Canary Wharf like Cascades and ‘The Circle’, both of which exposed us all to the market bubble. Focus moved from Construction to Property Futures and tracking the Property Index; to Off-Plan Sales & Marketing Strategies being adopted by Developers and Investors. Construction Management (CM) thrived, but when the stock market and property market crashed, Funders sought Guaranteed Maximum Prices of completion from Developers, and the CM market effectively died, overnight.

From Construction Management to Strategy Roles

While I enjoyed exposure to these new markets and the Financial Instruments and Strategies employed to finance and build

speculatively, and Analysis of Companies involved, I left to join Taylor Woodrow by late 1987, when the focus of its own undervalued Property Portfolio and St Catherine's Dock, its jewel in the crown, had led to an aggressive Take Over Bid threat from P&O Group. Chairman Lord Taylor had taken it as a personal onslaught from P&O Chairman Sir Jeffrey Stirling. In a more strategic role, I participated in the development of a successful Defence Strategy led by Schroeder's and Lord Taylor. He was a smaller, humbler character than Godfrey Mitchel of Wimpey's, but used to jibe in front of Middle East Clients that he ran 'the best construction company in Britain, not the biggest!' But his obsession with conservative accounting, understated 'not unsatisfactory' profits, and under-valued property assets had exposed the Group in a market where Property Developers and Contractors were capitalizing interest and booking profits on un-completed projects. Taylor Woodrow re-valued its assets, and I went onto new areas of business development, promoting several small European Acquisitions and two large high-profile Public Private Partnership London based Infrastructure Projects, with Morgan Grenfell, which received high profile Press coverage bolstering both Costain and Taylor Woodrow Plc stock.

By 1990 the 1987 Black Wednesday Stock Market Crash had turned the Economy into recession and with personal misgivings about the obsession the companies in my industry had with Property Speculation, I had moved to Tarmac, the leading UK diversified construction group (and moved from London to Wolverhampton) when headhunted to do so. The 1992 European Infrastructure Bonanza was on the horizon, and Tarmac was the leading Construction Group, enjoying several years of unprecedented growth, as a diversified decentralized asset backed "Strategic Business Unit - SBU Portfolio" business, reorganized by McKinsey's Management Consultants, after near bankruptcy in the late 1970s following large project losses in Nigeria. But by 1990 the Tarmac Group was the clear leader in

the UK construction industry and the second largest in Europe; and my Business Development and Business Information role which followed, proved to be the highlight of my early career.

The Tarmac Construction Ltd Division became an Industry Leader in its own right in the UK and Europe in following years, under the leadership of Neville Simms, who became one of the most experienced and distinguished figures in the industry of his generation. I was privileged to have worked as his adviser for 5 years, and he became a mentor for me. His leadership and vision were inspirational and culminated in him assuming the Group CEO Role, and subsequent Chairmanship. During his leadership, Tarmac Construction became a £40m profit centre within the £2bn Turnover £400m Profit Group, with a £100m cash balance and Negative Working Capital. Not insignificant when interest rates were rising to 12%. Tarmac had recognized the opportunity and capitalized on the Construction Management boom via the early acquisition of Schal from Chicago; had become the lead contractor in the Department of Transport Motorway Construction programme; recognized the trend to offer a "Total Build" service and made horizontal integration acquisitions in M&E contracting (Crown House), Design & Project Management Consulting (PSA); and led the Industry in the Changes towards Client Life-Cycle Term Contract arrangements with new businesses in Support Services and Maintenance and Facilities Management of Buildings – a true leader in the construction sector.

Mergers & Acquisitions

I was a member of the Group European Task Force and led an International Business Review which also appraised large M&A targets including Volker Stevin (Netherlands) and Dragados (Spain), [A Potential Group Merger as Dragados was under threat of Take-over by Bouygues/Banco Central]; under the stewardship of Non-Executive Director Lt. General Sir Derek

Boorman. I also led the Acquisition Team for the Privatization of the Government's 1,200 strong Property Services Agency (PSA), which was successfully negotiated over a 12-month period and secured a £134m Dowry. I collaborated with advisers including Merchant Bankers (Lazard), Corporate Lawyers (Linklaters & Paine), Actuaries (Mercer Fraser), Cost Consultants (Curries), and Accountants (Coopers & Lybrand). I refined my skills in team leadership and negotiation and analysis of complex financing structures.

Tarmac also embraced the birth of Public Private Partnerships (PPP), with pioneering proposals (eg. the Birmingham Northern Relief Road) and ended up with protracted dialogue with Government on Procurement Structures, throughout the John Major PFI Initiative.... on countless schemes as Neville went on from leading the Trans Manche Link (TML) negotiations with Eurotunnel, to heading up the Tarmac Group. I was also involved in Industry Think Tanks including "Reading University led Building 2001" to help imbed and implement forward thinking building industry changes. But Neville Simms' successor at Tarmac Construction did not share his conservatism for declared profit taking, nor "internal (*sexual*) affairs". Most of the PSA provisions were written back as contracting profits, to cover overtraded positions in the Major Projects Division, as he left the company abruptly to take up the CEO position at a leading Water Company PLC. The "Strife of Brian" was well documented by the Telegraph in 2003 concerning his two Corporate CEO roles and sackings subsequent to Tarmac. Questionable business ethics and his private life ("mixing the bedroom with the boardroom") had caught up with him, and his position was said to have become "untenable" over accounting issues. At Amey £55m of profits turned to £18m losses, and there was a £100m asset write-down on a restatement of accounts. The main dilemma appeared to have been the capitalization of £m's on PFI development projects that never reached financial close and required write-downs as a consequence.

He and I had negotiated a £134m dowry for Tarmac from HMG for PSA, but we clearly didn't see eye to eye thereafter on matters of its conservative management. The cushion provided by my Service Contract and a 12 month pay-off, gave me time to secure a new role when he elected to make me redundant. I turned down Board Level job offers at Christiani & Nielsen plc after their Reverse Takeover in Bangkok (declined because my wife wouldn't relocate), Morrisons in UK (a directorship and share scheme that would have been worth £18m when Morrison subsequently sold out to Anglian Water), and a senior role at Coopers & Lybrand (Advisor on HMG Property Services Agency PSA deal to HMG). I elected instead to return to Wimpey in 1995, as the 'prodigal son' after 10 years away, this time in a more senior position as Construction Head of the "Group's Corporate Planning Unit".

The new remit was to put in place strategies to aggressively grow the Construction Division, off the back of a strengthened Balance Sheet following a Rights Issue. Ideas, overseas visits to Canada and Mexico, and strategies developed. While focus shifted to a potential merger with SNC Lavalin of Canada to form a Global Engineer-Procure-Construct EPC Group, and acquisition of Soft Facilities Management Businesses (eg Gardner Merchant) - the City of London Analysts began to criticize the models of Diversified Construction Conglomerates (eg. Trafalgar House, Tarmac) which were hard, they claimed, to value fairly as "sums-of-the-parts" businesses. At Wimpey new forms of Contracting (eg. Design-Build-Operate DBO, DBFO) were also leading to changed Risk and Cash Flow profiles in Construction, and focus was shifting back to developing asset backed businesses (eg Minerals) and land banks for Private Housing Development.

I was asked by the CFO to lead a new Strategy Review for Construction, with a view to exiting the UK, Middle East and

Canadian contracting markets. I undertook this study internally with a brief of maintaining strict confidentiality, due to fears of the repercussions of leaks to the market and staff. Sale of parts and the whole of the business to European Groups were considered as well as Management Buy-Out (MBO) options. Two Recommendations/Options were forwarded by me to the CEO/CFO involving Tarmac: - firstly, a Group Merger, and secondly an innovative Asset Swap of Wimpey Minerals and Construction Businesses for Tarmac's Housing Business (named "Project Blacksmith"). The latter maximized the combined value of the Wimpey Businesses, and analysis determined that the Combined Tarmac UK regional Minerals Businesses would avoid Monopolies and Mergers/Office of Fair-Trading attention based on the overall level of national market dominance, rather than regional monopolies. The option received Board Approval.

The subsequent Wimpey reliance on the cyclical Housing Market was highlighted as a risky strategy, but the Board preferred the Asset Swap rather than the synergistic Group Merger Option which I favoured. Frankly, Directors feared for their jobs. An industry recession subsequently led to a defensive merger of Wimpey and Taylor Woodrow Housing Businesses, within a few years of the Asset Swap being completed. Tarmac also ended up demerging its Minerals and Construction businesses in due course, leading to the launch of a newly listed and cash rich Construction and Services Business, namely "Carillion". And Neville Simms was criticized by the 'City' for topping up his company pension contribution by £1m in the transfer.

Focus on International Business Development

I moved to 'International Projects Company' (IPCO) in Singapore after the Asset Swap, as an expected senior-director role at Tarmac was not forthcoming, and cuts were the order of the day. I had initiated the 'Project Blacksmith' Asset Swap but had

become the 'Turkey who had voted for Christmas'. IPCO in Singapore seemed to me to be a maverick small but Global Investor, Developer, and EPC Contractor in Infrastructure, which was always seeking new challenges, in difficult markets (Indonesia, Nigeria, Colombia) and introducing BOT around the world. It seemed an exciting challenge, and I went on to become Vice President Business Development, and Director of two IPP and Concession Businesses in Power and Water in Colombia and Brazil, and chased work in Iran, Yemen, Panama, and South Africa, to name a few. But the Asian Capital Flight crisis in 1998 led to the crash in local currencies. Together with money laundering related project losses in Nigeria; Company dissolution in Colombia over a Board dispute; death threats over a corrupt land deal; and a devalued Private Port Concession in Labuan Malaysia (also due to the currency crash after the flight of capital from Asian Markets) - IPCO finally broke its Banking Covenants which led to the demise of the Singapore PLC, which was taken over by an Indonesian businessman, just after the Malaysian Stakeholder Shareholder Promet had stepped in to support the company. Promet itself didn't survive the crash either, and neither did the ex-US Marine, Vietnam veteran CEO of IPCO, always suspected of being CIA linked, who left to join Kvearner, to cause havoc there instead. My time at IPCO proved indeed to be 'maverick' and a lesson in the folly of 'brushing suits' with business colleagues and clients who get involved in corrupt practice - and a lesson in the virtues of good Corporate Governance.

Role as a Government International Trade Advisor

In 1999 I returned to the UK to be a single parent and sold my sector and geographical expertise to the British Government (on a fixed 2-year term, extended to 3-year contract) to act as an Industry and Regionally focused International Trade Advisor (Infrastructure and Latin America respectively). I worked with

senior members of the UK's Department of Industry, Foreign and Commonwealth Office, UK Export Finance (ECGD), Overseas Embassies, and Ministers and Industry leaders in Target Countries in the Andean Region of South America, during a period of significant political change and market liberalization in the Region. While the experience was valuable, I had taken a salary fall from £110,000 tax free to a nominal £30,000 taxable UK income. I survived on savings.

Focus on Caribbean & Latin America

Following that I used my senior Latin contacts and Spanish language skills to secure a role in Regional Business Development for Biwater. It too, was "entrepreneurial" in its approach to Business Development, and a leader in introducing the PPP model to the International Water Industry and listed a subsidiary Cascas on the New York NASDAQ Stock Exchange to raise funds to do so. I engaged in Business Development in the Caribbean and Central America region, where the Company owned the World's first Privately Financed Wastewater Treatment Concession, with a Take-Off Agreement to the Regional Government/ Water Authority in Puerto Vallarta, Mexico. But development of Private-Public-Partnerships PPP and Export Financed Projects in territories where Corporate Governance and Transparency became difficult to control, and project losses in Panama, eventually led to retrenchment to familiar markets, and sale of a core UK subsidiary in the early 2000s to Montgomery Watson (MW) to re-finance the Group. Complications with the corrupt local Sponsor thwarted a \$188m US Exim Financed Project I had negotiated with the Government in the Dominican Republic, and disagreement with Biwater senior management, led to my voluntary resignation and brought an end to my career with the company. The successful Entrepreneurial Founder, Adrian White, re-assumed management control of the business, and set about re-building the International Water Contracting

business, focused on Government Export Finance, to avoid payment difficulties on projects with Overseas Governments. I helped the Chairman Sir Adrian White to build strategies to secure implementation of good corporate governance and exit corrupt contracts, who subsequently became a signatory and member of the World Economic Anti-Corruption Forum, in Davos Switzerland. I had disclosed to him that I was not happy being exposed to, and witness to serious corrupt practice on behalf of senior Biwater management in the Dominican Republic. Contracts were subsequently cancelled. The Finance Director allegedly had a nervous breakdown, and I had received a death threat from an Agent allegedly acting on behalf of the President.

After the dispute with Biwater management concerning associated matters, and the lost promised appointment as regional director based in Miami, I had elected to leave the company rather than accept a UK based alternative position. I negotiated a compensation settlement (which some cynics may have labelled as blackmail) and took some time out, utilizing my knowledge of Government UKTI network, to set-up a new entrepreneurial on-line supply-chain procurement/ tendering start-up business promoting Coalition Country Suppliers to the Rebuilding Iraq Programme, firstly in Washington and London then to the 52 Coalition Countries across the world. Interviewed by CNN and BBC World and Guest Speaker in Washington at the first Rebuilding Iraq Conference, the business took off well in the wake of the liberation of Iraq and expectation of a construction bonanza. It won an award from the US Federation of International Trade Associations and secured over 3,000 suppliers and buyers from across the world.

Unfortunately, despite a very encouraging start, it faltered when insurgency started to ravish Iraq, and companies, other than security firms, took a revised view on the Iraq opportunity and decided not to pursue projects or export inquiries. Many therefore exited my on-line subscription-based procurement

database for fear of insurgency and reprisals, and often without honouring payments due. I closed the company with £200,000 of unpaid debtors, because a delay in approvals for an 'e-pdq' on-line credit card payment system to enact payment transactions at the time of registration.

M&A and International Business Development

In 2005 a lifetime business colleague asked me to join Costain to help with several issues. Costain was an injured dinosaur in the early 1990s after it had avoided bankruptcy from \$500m losses on an ill-advised investment in Deep Shaft Coal Mining in the USA in the late 1980s. Having sold off all peripheral businesses to survive, it was struggling to re-establish itself as a Civil Engineering Contractor, diversifying into the UK Water Framework Businesses. The support of White Knight Stakeholders Kharafi of Kuwait and UEM (part of the State Sovereign Fund Khazanar) of Malaysia had been tested with consolidated shares of £60m of extraordinary losses and subsequent diluted ownership and value after a Rights Issue.

The new CEO had inherited a business with overseas losses, overtraded UK businesses, unsubstantiated declared profits, claims taken as value, and no operating cash flow to support them (amounting to, in the author's view - accounting fraud). I undertook a full financial and operational review of the Company (going back 15 years) to analyse the trace of cash outflows, and reported back to the Chairman, CEO and Board the need for re-financing (via a Rights Issue). Strategies for business development and M&A options were developed, including an innovative Convertible Bond Issue to Kharafi to fund growth. But Costain was "shackled" to a "stick-to-its-knitting" strategy with several Group Acquisition Proposals being rejected by its Board, including reluctance on the part of the bruised Stakeholder shareholders.

It is an interesting point, that when minority shareholders have a representative Director on the Board, they clearly have more influence over strategy and decision making than most Plc minority shareholders do. Shareholder activism is on the increase, but an institutional investor will usually abide by what the management says- all too much some will say. Therein lies the role of Supervisory Boards in Mainland Europe, where UK Non-Executive Directors often fall short, in challenging a dictatorial CEO and Executive Board. Ultimately, I predicted Costain will eventually be acquired, and regularly communicated that view and my distain at the deeply discounted Rights Issues called to dilute incumbent shareholders' interests in order to survive.

Initially I was deployed to Nigeria to help Costain exit a loss-making subsidiary in an habitually corrupt market. Having bought back shares to secure a majority, the remit was to win new work and then seek a buyer to exit the market entirely. However, neither was achievable without flirting with undesirable deviations from corporate governance compliance. The regional CEO subsequently attempted to promote a buy-out led by a questionable local business (colleague of his) and we clashed. I left Nigeria and was taken under the wing of Executive Director David Jenkins moving on to work from bases in Hong Kong and Abu Dhabi.

Under a strategy set by the Group CEO to exit other overseas markets, I worked with Partners China Harbour (CHEC – now CCCC) to exit from loss making contracts in Hong Kong, following a full Project Audit and Identification of Tender Errors, undertaken by myself on behalf of the Joint Venture and presented to the Board. I also promoted Water Industry Reforms in Malaysia and India, as a Speaker on Water Privatization and PPPs at Seminar Missions across both countries. I also spent 6

months in the UAE trying to develop relationships with Members of the Ruling Royal Families, as potential new Sponsors, especially Sheik Khalid Al Qassimi, the cousin of the Ruler of Sharjah, a true gentleman who became a close colleague for years thereafter.

I flew to the UK and presented an in-depth Strategy Review of Costain Plc to the UK Executive Board in 2007, at the time of the Rights Issue, but time was running out for some of the reforms suggested. It was suggested that I consider a Board position as Business Development Director, but that entailed taking the role of the Director/Friend who had brought me into the company, so I declined the position. I was subsequently made redundant by the Company after the 2007/2008 Global Economic crash effect on the Middle East, to join Kier, and the incumbent CEO, Andrew Wyllie, went onto attempt to build up Costain's Civil Engineering and Consultancy businesses organically, with small add-on acquisitions - via Sector Management, and Client focus. The long-suffering Strategic Shareholders however undoubtedly lost out over the period of their loyalty as White Knight investors. A trade sale of Costain, once Wyllie had turned it around, might have given them some return, but construction egos prevail, and Costain spent too many strategic hours and substantial money on fees reviewing M&A options including Taylor Woodrow Construction, May Guerny and others, all to no avail and millions in aborted adviser's fees. The matter was the subject of an exchange of very telling P&C letters between me and the Chairman. The two major shareholders (Kharafi and UEM) who originally held over 50% of the shares reduced their holdings eventually to zero, in frustration.

The company subsequently went on to undertake two further cash calls (Rights Issues) in 2014/20 to maintain liquidity. Costain had become an unsustainable business model without a financial backer - meanwhile executives had been paying

themselves millions in salaries and bonuses. Having declined the opportunity of an executive board position in 2007, I became a casualty of the 2007/8 crash and moved to Spain before taking up new employment with Kier in 2009.

Kier was a successful Group by 2009/10 with strong cash flows and sustained compound earnings growth since its MBO from Beazer, and Stock Market Flotation. As a "Cash Cow" its organic growth strategy was primed for additional growth via acquisition led diversification. Several strategies were explored, but Kier was traditionally cautious about Acquisitions, not unusual for a previously "management owned" business. However, I undertook a full Acquisition study for purchase of Costain Group which I undertook for the CEO as Kier's Infrastructure Business was small in Group terms. The Proposal was rejected by the leaving and risk-averse CFO in 2011. In the Middle East, Kier had struggled to maintain its market share after the crash in 2007/2008 in Dubai. Managing client relationship-based businesses in Saudi Arabia also had its frustrations, and Corporate Governance issues, and Regional Senior Management had moved to Hong Kong to explore Mass Transit Rail (MTR) opportunities where transparency and engineering solutions prevailed as a means of securing and delivering projects. I attempted to help re-align the business with an old IPCO partner in Saudi Arabia, HE Amr Dabbagh, Governor of the Saudi Arabia General Investment Authority, a forward-thinking reformer; and HE Faisal bin Salman bin Abdulaziz Al Saud, son of the King of Saudi, introduced by UKTI and Prince Andrew's office acting as Global Business Ambassador- to co-develop 3 ECGD backed Teacher Training Academies in Saudi.

Unfortunately, when a new Management appointment (by my boss' boss) of an Overseas MD based in the Middle East undermined my role, was followed by appointment by him, of a new Ruling Family Member Regional Sponsor from the wrong

side of the Khalifa family in the UAE, my influence to make my mark had significantly waned. My long-researched understanding of the nuances of the UAE Ruling Family Members' influences themselves went back to the roots of the BCCI Banking scandal where Drug money from Colombia and Panama, funding for the Mujahideen in Pakistan, and Abu Nidal in the Middle East all flowed through the bank's coffers, and Sheikh Zayed, the UAE Ruler had to write off \$2bn to sweep all under the carpet. Those family members tarred with the prostitution and gambling rackets which had enticed them in, and started the rot, were well known in the Rulers' Bedouin tents as the families' bad blood. The five sons of Sheikh Zayed's favourite wife Fatima subsequently ran UAE and its newly formed independent Sovereign Wealth Funds, particularly Sheikh Mohammad, the Crown Prince, whose circles I had managed to start to infiltrate (with a personal invite to His Excellency's regular Business Receptions) were the contacts to nurture. But my network became redundant when the new MD's outside appointment led to pursuit of new priorities.

All of the above went over the heads of Kier's Regional small ground-works civils business management, and the newly appointed Managing Director had his own views and agenda on business development. Immediately following his appointment, he made me redundant (and on statutory redundancy terms). My personal finances had been deteriorating since leaving Biwater, prior to which I had negotiated a divorce settlement with my wife to re-marry and move to the USA. Again, I had to call on my own resources, supported this time by my lawyer friend and ex-company secretary of Carillion Plc, to negotiate a fair severance compensation. This required a threatened employment tribunal based on constructive dismissal and a one-on-one meeting with the Group HR director, given the sensitivity of the details of some of the company contracts with which I had gotten involved with, or knowledge of.

I moved to refreshing new challenges at a lead privately owned design consultancy, Pell Frischmann in London, working for the Chairman Dr Wilem Frischmann whom I'd met while at Kier. Kier subsequently took a far more M&A led route after I left. The departure of CEO John Dodds, who had led the Management Buyout from Hanson (with then CEO Colin Busby), and his wife the CFO, had opened a new era. They had 'hidden' large cash receivables from overseas clients to aid the MBO, and thereafter had focused on cash generation. However, new main Board Director Stephen Bowcott was an advocate of acquisitions, and the rapid acquisitions of May Guerne and Mouchel, albeit "strategic", created some indigestion, and it maybe coincidental that the new CEO Paul Sheffield left the Group around that time (albeit before the Mouchel Buy), to join Laing O'Rourke, "where construction comes before spreadsheets." As a softy spoken, humble company man, maybe he lacked both spreadsheet expertise and the psychopathic egotistical traits so many CEOs have to display in order to survive. The Board Room of major Construction Groups is not always the best home for 'gentlemen'. Kier went onto make mistakes as did so many of its peer groups (eg. Carillion, Interserve, Galliford Try) in the difficult trading conditions at the end of the decade.

Mergers & Acquisitions

At Pell Frischmann I worked as a "Retained Consultant" on a Retainer & potentially substantial Success Fee basis and looked for new Design-Build Joint Ventures in Health, Water, Infrastructure, and one-off Acquisitions (e.g., Carillion's Consulting Subsidiary TPS); and, business development for its Water Treatment Technology Business (Aqua Dynamics) in markets in South America. I made country visits to Peru and Colombia. However, my focus, and motivation, was on seeking the right strategic way forward for the group. I became a confidant of the Group Chairman, and I did this by undertaking

a detailed, but discretely undertaken, 15-year Financial and Operational Review of the Group's activities and concluded that the business needed to address Succession Planning Issues and its Ownership Structure moving forward. The core Consulting Business was lack-luster and below critical mass, while the Group was supported by successful PFIs and a large Cash Balance from a wind-fall PSA Privatization deal in the early 1990s. Family interests and the ages of the Principals/ Directors also complicated implementation of the best forward strategy. I developed a Divestment Proposal & Company Valuation in confidence for the Group Chairman and made an introduction to SNC Lavalin and Capita Plc as prospective purchasers.

The Sale negotiations fell apart when preferred bidder Capita's Due Diligence identified poor payment performance and disputes on an Iraqi Project, and a perceived reluctance on the part of the Chairman to consider a sale on acceptable terms. Dr Frischmann was a formidable industry figure, renowned engineer and businessman, but his single-minded authoritarian and sometimes ill-advised dogma, became his Achilles heel in later years. With immense personal wealth, he felt his firm was both his life and his hobby, and the interests of both his partner of 45 years and his employees came second to that passion.

The Consulting Subsidiary was subsequently sold to a German Investment Company, together with a Pension Deficit, guaranteed by the Group's PFI Assets. I received no Success Fee for the transaction as I had left the Company, and not made the prior introduction to the said Group. I had been offered a continued role with the Group on less favourable terms by the Chairman (ie. Loss of success fee incentive) so elected to leave without the incentivization of this considerable financial reward.

My contract had included a 5% success fee commission for sale of the company to a buyer introduced by myself. This amounted

to c.£3m on an estimated valuation of £60m, and the interest of over 80 potential acquirers had been solicited internationally. I had thought it inconceivable that Dr Frischmann would consider a German acquirer as a previous Auschwitz Camp prisoner where his parents perished in 1945.

I had had several meetings with the CEO and Corporate Development Directors of Carillion over recent months; and had been verbally offered the MD role for a new posting in Kuala Lumpur by Carillion and completed the formal "Accelerated Leadership Programme Assessment" (see section 3.6) only to hear at the eleventh hour that the Carillion Board had rebuked the idea of establishing a Far East operation (given the need for focus on the problems arising elsewhere in the company - which led ultimately to the company's demise in 2018). It was however a major personal disappointment for me at the time. The loss of two commissions: the potential £3 million sales commission at Pell Frischmann and the MD commission to Malaysia with Carillion.

2.3 Lost Opportunity - New Focus

Not just my future career, but my personal life and financial well-being had been riding on these outcomes, and a hoped-for marriage reconciliation. With the appointment offer withdrawn, the company sale faltering, and my marriage failed- I was forced (due to repossession) to sell my 5/6-bedroom home £150,000 below market value to avoid total loss. I separated irreconcilably from my Asian wife who believed my appointment to Malaysia had been just a mirage; and as the dominoes fell, I moved to my second home (small apartment) in Spain, with my stepdaughter to seek a soft-landing to all of the above and reflect on life opportunities.

Finally, after attending to family matters and managing an apartment restoration project in Spain I returned to the UK in September 2016, to seek new challenges. I had had two years in Spain, drinking in bars, questioning why my lucrative career had faltered. Had it been - Down to bad luck and misfortune, company politics, or external events? Maybe a combination of all three? No, I concluded my error had been not pursuing my true career passion in life and fulfilling support roles as an advisor to CEOs without portfolio of my own – ie. not becoming a decision maker in charge of my own portfolio/destiny. As Margaret Thatcher said at the time of the Alan Walters ERM debate- “Advisers advise, and Ministers decide.” I had advised over time 5 Major Plc CEOs, but only they stood to win or lose the most by the decisions made. My future relied on them. Tangled company politics are inevitable, and advising transient executives is a flawed long-term career strategy. A bit bloody late to realize it.

I had been the youngest Project Manager in the company at Wimpey, when I elected to leave to study an MBA. I subsequently applied those newfound skills at Tarmac, which culminated in leading the PSA acquisition, and negotiating a £134m Dowry. But the CEO moved on and his successor, after paying me a handsome bonus, then made me redundant, because ‘I wasn’t his man’. I returned to Wimpey as the “Prodigal Son” to lead the Corporate Development Unit’s expansion in Construction, only to be requested by the Group CFO, one year later, to find a way out of contracting for Wimpey because the business had not made a profit at the operating level for 10 years. My proposal for a Wimpey-Tarmac Merger was rejected by self-interested directors. My Asset Swap alternative proposal “Project Blacksmith” received Board Approval to proceed. But I was made redundant by the rump Wimpey construction business management along with hundreds of others. At Costain, I advised the CEO on Group Strategy, Business Development, the need for re-financing and management of strategic

shareholders- and gave best advice to seek a buyer for the business, only to see him pursue an ill-founded acquisition strategy with a share price precariously propped up by exaggerated profit declarations. At Kier I was made redundant upon appointment of a new International Managing Director (by my boss' boss) who assumed my role as International Business Development Manager. Finally at Pell Frischmann the sale of the business (and potential £3m success fee) was thwarted by an obstinate Chairman, who valued his company unrealistically at £250m. None of this, I decided, I would label - "Baggage", just "Valuable Experience". Right?

What I found upon my return to the UK in 2016, as an independent analyst, was a worsening of the industry I had worked in for forty years. In a world of Economic uncertainty caution prevailed and short-term uncertainty continued to cloud the Global Market. I had encouraged dialogue at senior levels between Carillion and Balfour Beatty by meeting with Richard Howson (CEO Carillion Plc) on the subject in February 2016, and meeting with Stuart Doughty (NED Balfour Beatty Plc) to discuss the matter, knowing both individuals quite well. My Proposal Paper did not receive positive feed-back and the initiative went no further. My view was that Balfour Beatty could contain Carillion debt and synergies would improve margins.

M&A Consultancy

In January 2016 I published a Proposal promoting Overseas Cooperation between the UK's Major Construction Groups with UK Government support, and suggested establishment of a Joint Venture Group with initial focus on Peru as a Pilot Target Country, seeking direct UK Government support.

On February 27th, 2016, the Concept was developed further to promote the idea of incorporating an international construction

group “British Infrastructure Group” to pursue international opportunities more widely in competition with European and US majors. The Proposal was copied personally to the CEOs of target companies.

On April 1st, 2016, I entered into a Partnership Agreement ‘The Think Big Partnership’ with a friend in the USA, Aleksandar Petrovich, Attorney at Law - to pursue ‘International Business Development Opportunities in Global Infrastructure Sectors’, and ‘Promote and Give Advice on Trade & Investment’ - established under the Laws of England and Wales, with its Head Office of Operations to be established in Lima Peru. www.ThinkBigPartnership.com was established as a ‘Corporate Strategy Consultancy, providing research, analysis, and advice in Trade & Investment and M&A, and Corporate & Business Development Strategies, specializing in International Infrastructure Sectors’.

On April 13th, 2016, Think Big Partnership presented to the Foreign & Commonwealth Office (FCO) a Bid for the Peru “Prosperity Fund” offering to draw together all Stakeholders and Potential Partners to promote a UK-Peru initiative for Peruvian Infrastructure Promotion, Procurement, and Implementation, in a transparent and efficient manner. The FCO’s subsequently claimed unfortunately not to have received the bid because of the size of file sent electronically had exceeded FCO e-mail box capacity. The contract was let to Chamber of Commerce cronies.

By the end of 2016, I had concluded that the UK Construction industry needed new dynamic leadership and change. I elected to spend three months undertaking further research into the industry, and particularly the potential role of M&A in the changes in structure over time. I then conveyed my findings, views, and opinions to the UK Construction Industry by publishing the Report free on-line. I used the established *Think Big Partnership* brand as the vehicle with which to do so and

compiled my Industry Report entitled: "UK Construction Consolidation 2017-2022: Corporate Strategies and M&A Opportunities".

The 360-page Industry Report was published on the partnership Website www.thinkbigpartnership.com/projects.html

On December 7th, 2016, pre-published hard copies with covering letter promoting M&A were issued to the Chairmen of Balfour Beatty and Carillion Plc's. The Appendices to the Main Report were posted to Website on January 11th, 2017.

On January 30th, 2017, a 'Press Review Summary' was posted to the Website. Two prominent Construction Industry Media Articles were published including: January 13th, 2017, 'The-Construction-Index'- 'Report calls for contractors to merge'; and on 30th January 2017 Construction News- 'Top firms must merge to break industry's vicious cycle.'

From early January 2017 Think Big Partnership shifted its focus to in-depth analysis of, and further numerous approaches to Carillion Plc (CEO Richard Howson) and corporate advisors Ernst & Young (EY) concerning M&A opportunities for the company. After my meetings with both EY and subsequently London Based Hedge Fund managers – a solicited interview with Gill Plimmer, reporter at the Financial Times, followed on January 17th, 2017- the FT carried out further research and reported on findings in a full-page article 'Carillion Most Shorted Stock'. On April 6th, 2017, the FT finally published a full-page article/feature entitled: 'Anatomy of a trade: the persistence of Carillion's short sellers'. Subsequently Carillion's woes became common knowledge.

In April 2017 the UK was appointed a main delivery partner of the Lima Peru 2019 Pan American Olympics; and on July 6th, 2017, the UK Government together with 17 Industry Partners established an overseas joint venture initiative "Infrastructure

Exports UK" to select and bid for international opportunities, with Government to Government (G2G) support- nicknamed 'Team UK' bidding. The Construction Index Industry newspaper reported that "IE:UK appears to be a direct response to the hefty 'Merge or Die' report, produced in January 2017 by Greg Malpass (of Think Big Partnership)". "IE:UK is a partnership between the Department for International Trade (DIT) and the UK's leading infrastructure firms to help UK companies secure major international contracts. The industry led group pursues large scale infrastructure projects in collaboration with government. On July 13th, 2017, the Industry Newspaper Construction News published my views as 'Expert Opinion' in an article entitled "Carillion woes prove the urgent need for industry M&A".

From the end of July 2017 until January 2018, Think Big Partnership concentrated all efforts on seeking overseas corporate investors for Carillion Plc. Investor approaches were made on July 28th and September 29th, 2017. Expressions of Interest were received from a Middle East based conglomerate on 11th November 2017, and Ernst & Young (corporate advisers to Carillion) were advised of the same on 27th November, with response on December 4th that the advisors' focus remained on disposals of subsidiaries. On January 15th, 2018, Carillion Plc went into 'Compulsory Liquidation'; which was reported as "The largest trading liquidation in the UK".

On January 22nd, 2018, the Wolverhampton based Regional Newspaper Express & Star (the city of Carillion's Head Quatres) published an article entitled "Carillion: Overseas investors could have saved crisis-hit construction giant". On February 18th, 2018, I offered further comments/information/ advice to Frank Field MP, Chairman of the UK Government's Works & Pensions and BEIS Committee Joint Inquiry into the circumstances leading to the Liquidation of Carillion Plc. Recognition was received February 19th, 2018.

Following the collapse of Carillion Plc, Think Big Partnership Managing Partners returned to focus on opportunities in Peru and Spain. In May 2018 Spain became a new focus for the Think BIG Partnership Europe, while Aleksandar Petrovich relocated to Lima Peru from Fort Lauderdale USA.

On July 28th, 2018, Think Big Partnership issued an unsolicited bid to the Peruvian Ministry of Housing & Construction for the provision and construction of Prefabricated Social Housing to alleviate the housing crisis in the south of the country. Think Big Partnership's focus on Peru had continued through 2018/19 with Managing Partner Aleks Petrovich undertaking numerous personal client assignments in-country. Following severe damage caused by climate cycle El Niño in Peru in 2017, the Department for International Trade (DIT) signed a government-to-government (G2G) agreement in June 2020 with the Government of Peru to support the reconstruction of the country's public services facilities. This was seen as a success story for UK-Plc and an example of the virtue of the various initiatives pursued by Think Big Partnership in pursuing and promoting Infrastructure Company Joint Ventures and Government support, highlighted in 2016- 2019. Unfortunately, any business is based on its financial success. Despite the success of several initiatives researched and promoted by Think Big Partnership, the consultancy failed in securing the key client assignments that would bring the financial reward.

During 2019 Think Big Partnership worked on development of a new International Business development initiative called 'British Trade International', (www.britishtradeinternational.com) focusing on promoting UK's Excellence across the Globe and establishing a Sponsor Group of Major UK Exporters. In January 2020 a letter was issued to the Chairmen of 60 FTSE 250 exporters and the Rt Hon Elizabeth Truss, Secretary of State for International Trade for UK Government soliciting support for a Global Trade Mission. The Launch of the business was

subsequently 'Delayed until further Notice' due to the onset of the Coronavirus, and the suspension of international travel.

The virus was first confirmed to have spread to Spain on 31 January 2020, when a German tourist tested positive for SARS-CoV-2 in La Gomera, Canary Islands. A partially unconstitutional lockdown was imposed on 14 March 2020. During the rest of 2020-2021 (March 2020- March 2021) I, during Covid related 'Lockdown', worked on writing four books on the theme of 'Personal Destiny in Life and Business'.

On 30th March 2021 Think Big Partnership re-launched its campaign for 'Construction M&A/Consolidation in the UK' in the light of further industry bankruptcies, and companies being forced into selling off assets or raising new equity to survive. In October 2022, Think Big Partnership began its search for International Investors in a number of selected UK Construction Groups. On 25th October 2021 a Press Release was issued to that effect.

A further Industry Report 'Time for leadership in UK Construction M&A' was published code named 'Project Alpha-Beta' on November 22nd, 2021. On November 24th, 2021, Think Big Partnership sent a Proposal/Offer to the CEO of KPMG UK to act on KPMG's behalf as an 'Expert Witness in the £1bn Professional Negligence Claim' by Carillion's Receiver - followed by a Private and Confidential 'Pre-Listing Proposal' for the CEO-elect of Laing O'Rourke on February 2nd, 2022.

On June 8th, 2022, Think Big Partnership completed and published a 30-year 'Financial Analysis of Costain Plc' and further produced an 'Investors Presentation' to be used in an attempt to find an international Acquirer for the ailing contractor which was saved from Insolvency in May 2020 by a deeply discounted £100m Rights Issue'.

Think Big Partnership continues in its search for potential clients and investors in its projects.

New Focus for Greg Malpass

I announced on June 30th, 2022, that, while retaining my responsibilities and duties as Managing Partner of Think Big Partnership, especially with regard to seeking investors in UK Construction Sector, and the Peruvian Infrastructure Sector - my personal New Focus in the second half of 2022 and 2023 would be on finding a Sponsor/Partner for my Proposed Inter-active Website (www.DestinyGram.com) and the theme of how to find new 'Personal Destiny in Life and Business'.

2.4 Career Resume



Greg Malpass BSc MBA CEng MICE

Chartered Civil Engineer

Trade & Export Promotor

M&A Finance Executive



Author

Investment Analyst

**International Sales & Business
Development Executive**

"I have 40 years international experience in Marketing and Finance and Business Development working with Large Corporate Infrastructure Companies, Private Small & Medium sized Enterprises and in Trade Promotion with the British Government Department for Trade & Investment."

Affiliations:

Chartered Civil Engineer- **C Eng.** [1984]
 Member of Institution of Civil Engineers- **MICE** [1980-2011]
 Member of National Contractors Economics Committee [1991-1994]
 Member of UK Construction Industry Forecasting Committee [1992-1994]
 Member of Technical Marketing Society of America [1986-1987]
 Member of British Peruvian Trade & Investment Group [1999-2002]
 Director of British Colombian Chamber of Commerce [2000-2002]
 Director of Termo Pacifico SA (Colombia) [1998-1999]
 Director of International Project Developers Ltd (Isle of Man) [1989-1999]
 Director of Brazilian Water Works SA (Sao Paulo) [1997-1999]
 Director of IPCO Contractors Ltd (Hong Kong) [1998-1999]
 Partner of The Think Big Partnership (UK and Peru)[2016-2022]



Degrees:

BSc., Civil Engineering
 MBA, Business Administration



Experience:

- Sales & New Business Development & Entrepreneurial Start-Ups - in Multi-Sectors with Specialism in Infrastructure- advising PLC Boards on matters of Strategy, Financial & Commercial Analysis, Investment Appraisals, Mergers & Acquisitions, Project Finance, Change Management and Corporate Governance.
- Key Client & Strategic Partners Relationship Building - in Global Infrastructure Sectors, including Major Clients, Government Officials and Members of Ruling Royal Families in the Middle East.

Contract Negotiations in Global Markets - Middle East, Far East, Latin America, North & West Africa, for over 30 years from Bases in Dubai, Doha, Hong Kong, Singapore, Kuala Lumpur, London, Lagos, Lima, New York, Malaga, Panama, Santo Domingo, & Miami. Spanish speaker.



Greg Malpass BSc MBA CEng MICE

Current Role:

2016 – 2022 (6 years) **Think Big Partnership**
(UK Based Management Consultancy Partnership)



MANAGING PARTNER – Europe – Spanish Base

Advisor/ Consultant to CEOs on Mergers & Acquisitions and Investment in the Construction Industry; Multi-Sector International Trade Promotion; and since 2019 - Author of Books on Destiny & Motivation.

Previous Roles:

2014 – 2015 (2 years) **Mergers & Acquisitions Solutions**
(Privately owned M&A Consultancy)



CONSULTANT- MERGERS & ACQUISITIONS – Spanish Base

Advisor/ Consultant (Mergers & Acquisitions Solutions) to Corporate Clients:- Strategy Reviews; Confidential Company Introductions; Investment Appraisals; Merged Brands & Domain Management; and Associated Equity Investments where appropriate.



2012 – 2014 (2 years) **Pell Frischmann Group Ltd**
(\$60m Turnover Privately owned International Engineering Consultancy)

CONSULTANT- STRATEGY & BUSINESS DEVELOPMENT/ Advisor to Chairman – UK Base
(Trading as Syler Brothers Ltd International Business Development, Mergers & Acquisitions Consultancy)

Advisor/ Consultant to Chairman (Dr Wilem Frischmann CBE) in International Business Development and Mergers & Acquisition Strategy. Introduction to Senior level Client and Contractor contacts worldwide. Company involved in Engineering Consultancy and Process Technologies. Corporate advice to Pell Frischmann Group Ltd; Pell Frischmann Process Technology Ltd; AquaDynamics Process Technology Ltd; and AquaDynamics SA (Switzerland).

2010 – 2011 (2 years) **Kier Construction Ltd**
(\$3.5bn Turnover Publicly Listed International Construction Services/ Property Group)



DIVISIONAL MANAGER INTERNATIONAL – UK Base

Responsible to MD International for "Top Down" Business Development from the centre to support Regional Overseas Business Units; specifically charged with using existing high level contacts and relationships in the Caribbean, Middle & Far East to generate new alliances and project opportunities. Initial focus on Abu Dhabi and Saudi Arabia. Established strong relationships within Government Ministries, Ruling Families and State Governors.

2005 – 2009 (4 years)

Costain Plc
(\$1.5bn Turnover Publicly Listed Civil Engineering Group)



GROUP INTERNATIONAL BUSINESS DEVELOPMENT MANAGER – Abu Dhabi/Hong Kong Bases

Undertook a strategic review of all international operations and produced a Strategy Implementation Plan for the Plc Executive Board & CEO. Most recently based in Abu Dhabi to establish new business relationships within the Ruling Families. Prior assignments included 18 months in Hong Kong to close out three regional Water Supply projects. The Asia Pacific Regional role included secondment/liaison with Costain's major shareholder UEM World in Malaysia to seek opportunities in the Water industry. Prior to that 12 months in Nigeria to implement a controlled exit from West Africa and sale of Costain West Africa Plc shares.

2002 – 2004 (2 years)

Biwater Ltd
(\$350m Turnover Privately owned International Water Company)



SENIOR INTERNATIONAL SALES & MARKETING CONSULTANT– UK/ Caribbean Base

Engaged to undertake an assessment of Major Water & Waste Water Project opportunities in the Caribbean & Central America Region and to negotiate successful Financial Close on a US\$188m US EXIM funded Bulk Water Supply Project in the Dominican Republic. This included seeking Presidential approval, and as the lead negotiator, the substantiation of a US\$ 50m increase in the EPC contract.

1999 – 2002 (3 years)

Foreign & Commonwealth Office (FCO/UKTI)
(1,200 strong UK Gov Trade & Investment Agency)



EXPORT PROMOTER (South America & Infrastructure)

Seconded by Knight Piesold/Scott Wilson International Consultants to the Department of Trade & Industry/ Foreign & Commonwealth Office teams of Her Majesty's Government (at Senior Civil Service Grade 10 level), to help lead an Export Campaign for Latin America pioneered by Lord Heseltine, promoting British companies with Export & Privatisation Opportunities, working closely with Government Departments, Aid Agencies and overseas Embassies and Chambers of Commerce.

1997 – 1999 (2 years)

International Projects Company
(\$350m Turnover Singapore Publicly Listed Infrastructure Group)



SVP BUSINESS DEVELOPMENT (Africa, Middle East & South America) - Singapore/ Dubai Base

Business Development in Africa, Middle East and Latin America, based out of Head Office Singapore, & Regional Offices in Dubai and Panama, reporting to Group CEO. Director of subsidiary, associate and JV companies- TermoPacífico SA (Colombia), General Manager International Project Developers Limited (Dubai), Brazilian Water Works SA (Sao Paulo) and IPCO Contractors Ltd (Hong Kong). Led corporate negotiations for establishment of start-up Special Purpose Vehicles (SPVs) for a Coal Fired 400MW IPP in Colombia and a number of Privatized Urban Water Concessions in Brazil, in joint venture with Anglian Water Plc.

1995 – 1997 (2 years)

George Wimpey Plc
(\$2bn Turnover Publicly Listed International Construction & Housing Group)



GROUP CORPORATE DEVELOPMENT MANAGER – UK Base/ International Travel

George Wimpey

Reporting to Group Deputy Chairman, led Corporate Planning function for Group's UK & International Construction activities, including brief secondment to Department of Environment to research Industry Opportunities in Latin America.

Undertook a Review of International Businesses; initiated several acquisition and company re-engineering /restructuring studies, culminating in a US\$ 500m Business Asset swap of core Construction & Building Materials Business Units with Tarmac Plc's UK Housing Division, resulting in the realignment of the UK Construction Industry.

1989 – 1995 (6 years)

Tarmac Construction Ltd

(\$3bn Turnover Publicly Listed Construction, Building Materials & Housing/ Property Group)



DIRECTOR- STRATEGIC PLANNING, BUSINESS DEVELOPMENT & BUSINESS INFORMATION

Responsible to the Board & CEO for all Business Analysis and an International Review of Business Prospects and selection of Business & Project Acquisition Targets. Assisted Strategic Business Unit MDs with their Business Development Strategies in Europe and UK including support for Acquisitions. Acquisitions included Crown House Engineering Limited for US\$50m; Expanded Piling Ltd; Stangers Ltd; Revillion SA; Nicolette SA; and the Privatization/ Purchase of the Property Services Agency from Her Majesty's Government secured with a US\$200m Dowry.

1987 – 1989 (2 years)

Taylor Woodrow Plc

(\$2bn Turnover Publicly Listed Construction, Housing & Property Group)



STRATEGY & BUSINESS DEVELOPMENT DIRECTOR– UK Base

Helped develop Objectives & Strategic Plans for each UK Operating Division and present these with Budgets to the CEO, and monitor the Objectives & Budgets against target; Tracked Competitors key Activities and led Business Development 'Think Tank Team' to seek out new areas of Business expansion and Acquisition opportunities in Europe in the run up to 1992. Initiated dialogue with several mainland European strategic partners.

1986 – 1987 (2 years)

Bovis Lehrer McGovern Inc.

(\$100m Turnover Privately owned US Construction Management Consultancy)



CONSTRUCTION MANAGER (MAJOR PROJECTS)- US/UK

Transferred from New York office to help pioneer and market US Construction Management forms of Contracting in London and UK, culminating in US\$ 6 billion of high profile Construction Management Project Awards for the company from the Reichmann Brothers (Canary Wharf London) and Walt Disney Corporation (Euro-Disney Paris). These successes led to the private sale of the business by its proprietors to Bovis of the P&O Group. Project Manager also for Cascades Tower and Lloyds Bank Broadgate London. Left to move into strategy and business development and away from project management.

1984 – 1986 (2years)

London Business School

(London Business School & International Exchange Programme NYU)



Full-Time MBA Course

1975 – 1984 (9 years)

Wimpey International Ltd

(\$1.5bn Turnover Publicly Listed International Construction/ Contracting Group)



PROJECT MANAGER – Middle East/ S America

Starting as Indentured Civil Engineer/ University Sandwich course, held various positions on Civil Engineering projects in the UK, Middle East and South America as Site Engineer (various UK), Site Agent LNG Jetty (Qatar), Project Manager Port Reconstruction (Peru), Estimator & Commercial Manager (International) Wimpey Labs. Left to attend MBA course at London Business School.

1975 – 1980 (5years)

City University London

Attended Sandwich BSC Course in Civil Engineering



Volunteer Experience



Ports & Water Sector Groups- Lecturer on Privatisation Investment Opportunities.

Company Name: Department of Trade & Investment



Researcher & Lecturer on Infrastructure Opportunities for UK companies in Latin America

Company Name: Department of Environment

References

Featured +




Reference Available- Sir Neville Simms, Former Chairman International Power, Carillion Plc, Tarmac Plc and Past Membe...

AUG 2006: " Greg is hardworking, honest, prepared to speak his mind and be a bit different, without rocking the boat. I would not hesitate to recommend him for a senior and central advisory role."

Recommendations Ask for a recommendation

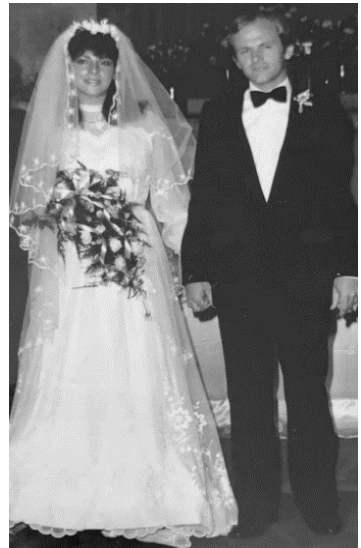
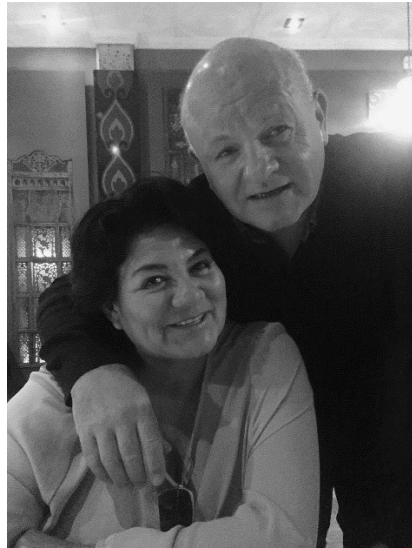
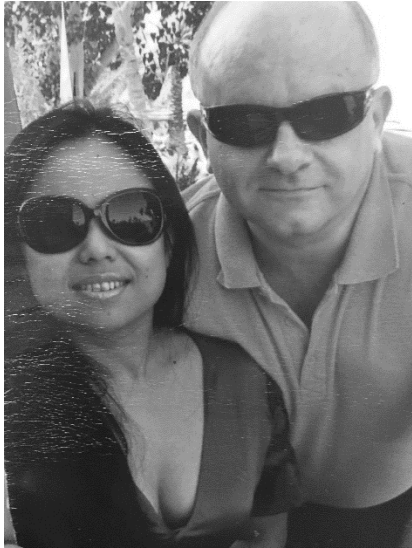
Received (1) Given (2)



Philip Corsano-Leopizzi
Banking Regulation
Infrastructure/Energy Project
Finance Consultant.
Rome/London based

February 5, 2014, Greg was a client of Philip's

Greg has a great understanding of how to navigate the waters of international M&A. He has extensive skills in the evaluation of international construction, and of its economic sensitivity to the business cycle. He is an effective and trustworthy professional.





3. Personal Life & Personality Profile

3.1 A Tangled Personal Life

In a world of artificial intelligence, space travel, virtual reality, smart phones, and 21st century's forward-thinking billionaires making their indelible marks on society and lifestyles - my personal life may be categorized as fairly unremarkable. If it were to be considered remarkable in any way, it would be for being not normal and troubled for years. It certainly wasn't a 'Rags to Riches' story but rather the opposite. It started well, born to a journalist father into a middle-class close family with a doting and loving mother and two sisters; a Grammar School education, close circle of lifelong friends; vacations abroad, lots of sport and extra-curricular activity, two university degrees and an international career working with some of the world's leading construction groups. But then there was too much exposure to business corruption; two very different but both stormy and failed marriages; single parentage; redundancies; alcohol addiction, promiscuous lifestyle, stress, and anxiety, and near financial demise. An emotional helter-skelter, but all miniaturized and made insignificant by an unquestionable, unconditional love for two wonderful daughters who will always represent something spiritual and real and of far more significance than all of the above, for the author. Not the only father to hold such views - but nevertheless profound.

"Nothing I've ever done has given me more joy and reward than being a father to my children." - Bill Cosby

Below is an extract from a Personal Reference sourced by IPCO from the CEO of Tarmac Plc in 1996 which reports a 'Tangled Personal Life, and Love for a Child!'



DEVELOPER, TURNKEY CONTRACTOR
AND INVESTOR IN INFRASTRUCTURE

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25 JUL 1996

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To : IPCO SINGAPORE
Attn : YEE KWAI YING
Fax No. : 00 65 265 5382
C.C. : ALKL, CSH
Attn :
Fax No. :
Note :
SUBJECT : This document contains 1 page(s) including this page (fm)
GREGORY MALPASS.

From : Nick Gosse
Date : 24.7.1996
Ref No. : 1844/2
Job No. : 210/00

Kwai Ying,

Following your fax 24.7.96, I've managed to talk to Neville Sims, CEO Tarmac Plc., who offered me the following: —

- Through business studies his 'financial awareness' was good.
- Good verbal/written communicator.
- Adept at producing corporate overviews / identifies strategic development criteria.
- Politely 'spiky' - will argue his case where necessary, knows when to stand up/back off.
- Loyal, hard working.
- Keen to take up a challenge 'make his mark'.
- Would have liked to have gone back to Tarmac under right circumstances.
- Personal life 'tangled'? v. Fond of daughter. wife 'a bit of a handful' — but this may have changed.

And What about 'The Rest of it All'

The 'Rest of it All' is written for the record, putting the sequence of events/chronology in context. The 'Best of it All' remains the memories of spending time as a single dad, tucking my daughter into bed at night, watching cartoon together, and doing the school run and birthday parties. The closeness and bonding I forged subsequently with my stepdaughter while she lived briefly with me in Spain is also testament to the virtue of 'spending quality time' with loved ones, rather than 'the neglect' (often discounted as duty) which so many fathers put down to the 'need to work and be the provider' as the number one priority, (I had been working overseas for years during my step-daughter's teenage development). Neglected children often grow up to become harsh themselves. Beneath my stepdaughter's harsh shell, she harboured the scars of her biological father leaving her when she was one. I discovered her to have a genuine warmth and respect for those who she considers deserve it - wise old ladies, innocent children, helpless animals. When she would demand, with stern indignation, if I'd had a drink too much before coming home "Go to your room!" I knew it was said with that exemplary unspoken warmth and respect, that we were finally spending quality time together, after years of my working away.

Message to a much-loved Partner

I will relay my personal life, the 'Rest of it All', without omissions, including references to the effects on my demeanour of having endured exposure to business corruption, failed marriages, redundancies, alcohol addiction, a promiscuous lifestyle and financial hardship. It would be incomplete without them.

Alcohol particularly, by way of profound example, played a prominent role in my life, although not all negative. I often 'took

more out of alcohol than alcohol took out of me', but 'Alcoholism' has its own root 'Cause and Effect', and relationships invariably suffer as a consequence. My alcoholism may have been caused or exacerbated by my first sham-of-a marriage, but the degradation of my second marriage was more certainly its effect. My third long-term relationship with the sensible, organized, wise, dedicated, and loving Maria del Carmen was betwixt and between - that relationship was stormy at times too. Belligerence and insults - whether charged by alcohol or jealousy (respectively) - are never the seal of a committed and loving relationships. Whoever has the stronger personality, the upper-hand or moral high-ground in a relationship, it is always better to be humbly grateful for what one has than grumbly hateful for what one has not. And everybody has a past, a present and a future for which to plan.

By 2018 Maria del Carmen, 'My Miss Peru from 1982', had joined me in Spain, becoming my long-term, live-in partner. A most wonderful, dedicated, loving person. If only she had learned the art of trying to respect the mothers of my daughters. And by September 2022 I had completed the drafts of all four of my books and was focused on the search for a Partner/Sponsor for the development and promotion of the key Interactive Website www.DestinyGram.com. And the 'Rest of it All' is, as they say, history.

3.2 Chronology - the 'Rest of it All'

Childhood and Youth

Born on March 22nd, 1957, in Stourbridge, the second child of John Philip Malpass, Journalist, and Cynthia Joyce Malpass, Business Owner/Hairdresser and Company Secretary I enjoyed

a happy childhood living in a middle-class area of the West Midlands. With two siblings and the son of parents who were single children themselves – made the Malpass/Hart clans a small tightly knit family. I grew to have a close relationship with my sisters, whom I loved and with whom I never fought, and my caring grandparents. I spent a lot of time with my grandfather at his transport business learning how to dismantle engines, having owned a string of sports cars. The whole family was 'whole' depicting love, standards, closeness, and fun at home, on frequent weekend caravanning breaks, holidays abroad and family-oriented activities at home.

King Edwards VI was a traditional boys-only Grammar School where I had a strong upbringing in the three 'R's' and studied the classics Latin and Ancient Greek as well as the Sciences. I played for the school's Rugby first team, and privately took golf lessons at Enville Golf & Country Club, where I was a member together with my father, and played off a handicap of 12 at 16 years old.⁷

While I shared a lot of time with my father playing golf and snooker, and drinking with him and my grandfather in pubs, my younger years outside school revolved around the activities at a YMCA Youth Club, 4-a-side football, caving and mountaineering/rambling, rifle range shooting, and later squash. My real passions revolved around cars and I attended a top-level RAC Rally School and in the following years owned and renovated a series of performance sports cars.

At 21 years of age, I joined Craft Freemasonry as a Master Mason and was initiated as an Entered Apprentice by my father, as stand-in Worshipful Master at St Kenelm Lodge in the Province of Worcestershire, and subsequently joined the Mark Masonry at a separate Lodge. I attended Lodges in London while at university but did not proceed through the ranks of the mother

lodge due to career commitments. Masonry conveys moral and ethical lessons using a ritualised allegory. I resigned from the Lodge in my birth town, after my father was publicly exposed for falling short of the standards, he and the Craft purport to promote. This began my divergence from association with institutions that hail the moral high ground that my upbringing had instilled in me.

I enjoyed an outdoor youth, and at 17, went on a 6-week back-packing trek across the United States with a colleague. I wooed young girls at my Youth Club, at Discos, and private parties – but was essentially a shy and reserved youth, not losing my virginity until I attended University. My first university degree was spread over a 5-year sandwich course with five six month assignments to various company training and construction sites around the country, meaning long-term relationships at university were difficult to maintain.

I was an intensely loyal and proud employee of Wimpey, the lead construction company in the UK. The sponsored students of Wimpey at City University (six per year -including myself) were considered the crem-de-la-crem, perhaps undeservedly. But the benefit of early exposure to construction-based experience – led to learning how to deal with co-workers at every level of management from the hardworking brick layer to the regional director. I enjoyed and excelled in learning the art of communication and mutual respect as a motivational tool.

I moved in 1979 to the company's head office to spend a year in the design department, required to gain the stipulated experience under my indentureship agreement, in order to qualify for entry as a Member of the Institution of Civil Engineers as a Chartered Engineer. The relative stability of staying in one place for a whole year – led to me pursuing outside interests – I

became an established squash player and struck up a relationship with my first long-term girlfriend, Frances Corbett. I lived with Frances in her brother-in-law's Irish Pub in West London and became engaged to her until I moved to Peru in 1983 on a long-term overseas contract. Frances and I were very close, but the calling to care for her ailing mother in Galway was stronger than that of following me into an unknown life in 'deepest, darkest Peru'.

Education

I attended Private Preparatory and Primary Schools (High Harcourt & Haden Hill Independent Schools); and Secondary School (King Edward VI Grammar School) in the West Midlands. Having attained ten GCE 'O' Levels and three GCE 'A' Levels I secured a place at The City University, London to study a Bachelor of Science (BSc) in Civil Engineering, and was sponsored by Wimpey Plc, the respected construction giant.

Awarded a 2/1 BSc Honours Degree in Civil Engineering in 1970, I pursued a career in project and commercial management in the construction sector with Wimpey. Subsequently in 1984, after scoring over 550 in the Graduate Management Admission Princeton Test (GMAT) I accepted a place at the London Business School, with an Exchange Programme to New York University in 1985, to study for a Master's in Business Administration (MBA), awarded in 1986.

Following my Post Graduate MBA course I pursued my international career in Management, Corporate Planning, Business Development and Mergers and Acquisitions with American, British and a Singaporean Plc employers.

Marriages and Childcare

I met Carolina, my first wife, in Peru in 1983. I was taken by her outstanding beauty and started dating her, even though she was working for protracted periods as a nanny in Cologne Germany, to and where from I expensed several trips in 1983/4.

In August 1984 I moved to London Business School to study for my MBA, but returned to Peru in December 1984 and got engaged, returning with Carolina to the UK in January 1985. Carolina however left the following month to take up residency in Bologna Italy, living with a new Italian boyfriend, Mauro Rubini, she had met a few months prior in Peru. I went on a fool's errand to Italy to try and salvage my relationship but ended up financing Carolina's safe return to Peru.

In June 1985 I returned to Peru on 'Job Experience' halfway through my MBA Post-Graduate course. Carolina and I were married on September 12th, 1985, moving together to New York where I was taking up a six-month exchange programme at New York University Graduate School of Business Administration (NYU).

While Carolina had genuine hopes for a married life, new home, and happy future – she was a young, extrovert teenager with a wild disposition, and it was a foregone conclusion that she was neither suited to, nor ready for, a marriage. She had left Peru at 15 to elope with a German Racing Driver, a relationship which lasted months, after her previous boyfriend in Peru jumped off a bridge, committing suicide. Her parents were most supportive of her marriage to me, but Carolina was only too aware that her historically prominent family in Peru was falling apart, with impoverishment looming, loss of family property, and her father ravished by alcoholism and suspected cirrhosis.

We moved to the UK in 1986, and bought our first home in Cricklewood, London, living relatively happily until the birth of our daughter, Jamie, on November 10th, 1987. But post-natal depression, or sheer unwillingness to knuckle down to motherhood let to a string of serious events. Firstly, neglecting our child to pursue a relationship with a timeshare salesman she met in Spain, followed by expensive trips to and protracted periods in Peru including alleged affairs, child neglect, returning to UK in April 1989 only to leave for Peru again in December 1989, finally announcing her intent to move and settle permanently in Peru on April 12th, 1990.

On June 5th, 1990, I borrowed £10,000 from my mother and travelled to Peru to recover my daughter who had lost a finger in an accident when she was left in the care of her mentally impaired aunty. My father-in-law was very attentive and kindly disposed to my dilemma, relating to his own loss of his first son to a separation. I returned to the UK to work, but sent substantial amounts of money in August, September, and October when Carolina intimated that she might return to the UK with our child. She didn't. Then I sent funds when Carolina said she would return our daughter to me, if I agreed to fund her mother's relocation to UK/Europe.

On November 3rd, 1990, my daughter was returned to the UK with my mother-in-law who by the end of the year transferred to Spain. In January 1991 I began the most rewarding period of my life as a single father caring for my daughter, Jamie, full-time. I sought and employed a series of Spanish speaking au-pairs thereafter to help care for my daughter when my job responsibilities took me for short periods away from home. I agreed to focus my life on our daughter's care and to send her to Peru twice a year (unaccompanied if necessary) to visit her mom.

In 1992 I put Jamie into a wonderful private Primary School (Newbridge Preparatory School) where she started to blossom. I lodged a Divorce Petition, based on 'Unreasonable Behaviour'. Divorce proceedings were ultimately halted with concern that custody would be awarded to Carolina as the mother upon her return to the UK. Carolina did indeed agree to return to the UK with a willingness to attempt reconciliation, but after a brief holiday in the Canaries with that intent, she left for Switzerland with a new lover, met in Tenerife. Subsequently, at an intermediary court hearing at Wolverhampton Crown Court, I was awarded a Residence Order for Jamie from Thursday to Tuesday weekly. Carolina continued to gravitate to Peru.

My career prospered with Tarmac until my redundancy in 1994. I was offered new roles with new employers based out of Thailand, Venezuela and Northern England. Carolina had again returned to the UK, enjoyed expensed trips to visit the proposed English schools in both Bangkok and Caracas, but did not agree to me re-locating to these cities with our daughter, Jamie. I therefore took up employment with Wimpey, in London, and travelled back to Wolverhampton at weekends, maintaining our home and private schooling for Jamie.

When I lost my job at Wimpey because of the merger, I had to take up employment in Singapore, so divorce was again not an option for me, as I summoned Carolina to the UK to care for our daughter again. When my role at IPCO of Singapore ended in 1999, I returned to the UK and resumed for a second time the rewarding role as a single father caring for our daughter, Jamie, full-time. I secured a role with the Foreign Office/DTI to enable this, and effectively sacrificed my international career when Carolina announced her final decision to re-locate permanently to Peru. Again, I ensured Jamie visited her mom in Peru twice a year. Carolina stayed in Peru, only returning when she became aware of my intent to finalize a divorce, mindful that she still

owned 50% of the matrimonial home, although there had been negative equity when she first abandoned the home (with a pay-off) in April 1990.

My marriage to Carolina was dissolved on June 6th, 2002. Even though I had lodged my first Divorce Petition, based on 'Unreasonable Behaviour', on August 3rd, 1992. The defamatory content was unacceptable to Carolina's lawyer and by July 9th, 1996, it was replaced by a second Petition based on 'Adultery' – with a signed confession by Carolina. The problem with my pursuing this course was that my career had taken me to Singapore, and then Dubai, and there was little likelihood of a Judge awarding me a 'Residence Order' for custody of my daughter, even though I had secured a place for her at a private School in Dubai.

The Divorce proceedings were put on hold, until my return to the UK in 1999, working again as a single father from home for the Foreign Office/DTI. My third and final Divorce Petition, based on 5-years Separation, was filed on November 19th, 2001. A Decree Absolute was issued on June 6th, 2002; and a final settlement payment made, funded by re-mortgaging my Wolverhampton home.

In summary, my marriage to Carolina was at best describable as 'stormy'. She is a strong, self-assured, ambitious, narcissistic type character and always rates herself above and before others. Her confrontational manner and serial adultery had led to an early separation, and despite attempts at reconciliation and protracted periods apart while she pursued her life in Peru – the marriage had reconcilably broken down in 1990. Despite the split-custody Order of the Court she had agreed to let me take custody of our child, and she took up her new life in Peru effectively in 1992.

Carolina went onto have a second daughter, Daniella, with a Peruvian partner, and when she was 16, went to England to live with Jamie and undertake her Secondary Education in London. Carolina owns property in Peru and Spain, and we maintain close family links with our daughter, and extended family, and hold each other in respectful regard, with shared love for our daughter.

Ode to Carolina's Affairs

*"Rocco The Italian Hairdresser had found his way into the Matrimonial Bed
Even before he had that heart attack shagging in pain,
no tears had been Shed
Where was this 'Sham of Marriage' going
while a beautiful child so innocent Shone
There was so much to lose, but so little to be Won.*

*Then she shagged the Royal Oak Owner, how could she do That
He's a bully, a proud soldier,
but Greg knocked his fucking teeth out, Howzat!
Years later she'd top that by seducing his boss in Singapore
Had to fly across the globe to show the world she was up for some More.*

*But a second Honeymoon in the Canaries didn't work wonders as it Should
Rather meeting a 6'4" Swiss Printing Operator at the airport
on the way back surely Would
Two impromptu trips to Switzerland on Greg's AMEX took priority
over the Baby Custody Fight
Didn't matter she was in Love, again.
Romance and Shagging, with all of her young Might.*

*She'd enjoyed but forgotten that rich Mexican lover,
the Money and all that Las Vegas Stuff
And having Andy the UK bricklayer as her 'Bit of Rough',
was more than Enough
'Gotten over Beto' who'd topped himself over the German*

*with whom she had had a sexual Bout
Once in Germany why were the TV cameras too focused on him,
she needed more Clout.*

Ernesto the Peruvian Guarda Civil was more persistent
and worth not showing the Door,
But Mauro Rubini the Italian and holiday romance
offered her that little bit More
Had to fool Greg again, while he studied,
to win excitement in Bologna and pay for all That
He even salvaged the day and paid her flight home,
mindful of all the Shit, 'Oh What a Twat'.

Trying Pan into the Fire though, Jose Antonio was a Cocaine Crackhead
who fucked with her Head?
She'd have been better sticking with Peter Teugal
the Belgian Timeshare Salesman Instead
But she knew she was wrong to go with him in Spain
and leave her young Baby Alone
So, Greg sent her home to Peru & saved the day again,
restored the Lady's soul, and never a Moan.

Tenacious you may say, Love conquers all,
off to Spain he took her the next and very last Time
'Our baby's so precious' he thought, 'we owe love to her,
and she's her's not just Mine'
But this time she was carrying Markus Moderer's baby,
While still shagging Jorge, which she thought was just Fine
Well, it wasn't for Greg, time to put being a 'Single Dad First'
and consider everything else - just a horrendous Crime!"

Tribute to Carolina

"Carolina Martinetti is a strong willed, a classic Enneagram Personality Type Three. She is self-assured, attractive, and charming, ambitious, competent, and energetic, albeit often

overly concerned with her image and what others think of her. Nevertheless, she can be very motivational with those around her, not least those whom she loves and is most proud of, such as her daughters.

Being status-conscious and highly driven for advancement and recognition is OK, and for Carolina that meant 'being someone' in her native country 'Peru' and city 'Arequipa'.

The Martinetti family, of Sicilian origin, were part of Peru's high society. Carolina's Great Grandfather was a prominent figure in Peru and the family had large landholdings and political influence. One of her uncles was in the Diplomatic service as Consul to Chile, another on 'Social excursions to Brazil' when great change befell the country and her family.

The Military Government under the dictator Juan Velasco Alvarado introduced a new Agrarian Reform law in June 1969. The most striking and thorough reform imposed by the Velasco government was to eliminate all large private landholdings, converting most of them into cooperatives owned by prior workers on the estates. The reform was intended to destroy the basis of power of Peru's traditional elite. It did that as well as destroying many efficient farming operations.

Carolina's father, Adolfo, was the only proud member of the family who resided as 'Patron' on a family owned 'hacienda' which he 'worked', in the valley of 'Majes', Arequipa cultivating Mangos. As such, of the family's substantial national landholdings, only he was allowed to retain his farm, until his family members and their creditors clawed back what they were able to justify, or corruptly acquire over the years that followed.

Adolfo took his family to the city of Arequipa to live in the 4-star 'Turistas' Hotel for the next 15 years, and school and raise

his children, in the style he thought they deserved. Fortunes, or rather the lack of benefits of the family fortune, meant that austerity was to eventually set in.

As the coffers emptied Adolfo and his family, underpinned by pride and cultured up-bringing, used respected contacts to maintain its place in society, and sought ways to survive. A remaining parcel of land was sold to purchase a restaurant in town. Carolina met a German Formula 2 racing driver and travelled to Europe. She toiled as a Nanny in Germany, she 'wheeled and dealt' with Peruvian contacts, including President Alan Garcia, to find ways to restore the family's standing in Arequipa, eventually to return in the early 1990's to buy land and construct a 'Proud Home' in keeping with the 'Martinetti' stamp. She helped support and care for her autistic sister and impoverished parents. She got involved in small businesses from catering to solar heating, and dabbled in national politics, all under her own steam and drive, until she launched her interest in real estate development in Mollendo Peru."

Second Wife Demi

In 2001 I had completed a 3-year secondment to the Government Department for Trade, a role I took up to be able to work from home and care for my daughter. I had taken a salary fall from tax free £120,000 + 10% bonus + accommodation + perks to a basic £30,000 taxable, agreed a second payment to my estranged wife to finalize my divorce, and suffered a fall in financial standing as a result. I was forced to take up a role in the Dominican Republic with Biwater to maintain mortgage payments and school fee dues. Carolina had refused to take up parental care in the UK, with her plans to live in Peru. As a direct result I called a girlfriend in Singapore, Demi, and asked whether she would travel to the UK and care for my daughter. She agreed.

She loved me, I grew to love her very much, and when I asked her what more I could do for her – her request was instantaneous – can you bring my daughter over? Cindy was 7-years old, and the rest is history. In September 2002 I married Demi. She was so happy and full of expectation, until my drinking and sexual philandering's around the world undermined that love and trust beyond repair.

Demi is a calm submissive type, who reluctantly accepted all her life situations as the Buddha would – 'never receiving perfect happiness and final satisfaction as the fundamental human predicament'. Demi's belief in Buddhism extends to her belief that our lives are governed by our previous lives and are preordained. I of course prefer to believe in making one's own destiny.

Demi's vice was her gambling addiction, which had gotten out of hand in the mid-2000's while I worked abroad. The result was neglect of her daughter during her rebellious teenage years, (I had been contacted in Hong Kong by her private school headmaster about Cindy's absence from school and their concern for lack of parental care). Also, many thousands of pounds of lost bets every week had resulted in enormous unsecured debt. Total losses exceeded £80,000 over the period.

Demi took care of the girls, and despite her failings in domestic matters, maintained the UK home. She visited me in Nigeria, Hong Kong, Abu Dhabi, and Malaysia and although we had financial worries – we had a future together had it not been for our respective vices. We lost an unborn child in 2004, and events began to push Demi over the edge. After I lost my job due to the global financial crisis in 2008, Demi herself had taken lovers in the UK - firstly a married Indian accountant followed by an Italian croupier - and the writing was on the wall by the time she visited me in Spain in that year.

The loss of Demi's love for me was devastating and has saddened me ever since. My focus, outside work, had shifted to care for my father who was living with us after the death of his partner, and following his death on April 5th, 2011, Demi's demeanour had hardened, when we had reconciled to the fact that our relationship had irrevocably broken down.

When attempts to reconcile in 2013 around the potential of a new career offering and new life in Kuala Lumpur together failed; and our home was repossessed by the Banks, events got forced and ugly. Demi had moved in with her Italian lover, the house was sold for £290,000 at least £150,000 below market value, and I moved to Spain with my stepdaughter who refused a monthly allowance I offered and elected to go with her dad.

Events in Spain are documented elsewhere in this book. A further turning point was when I returned to the UK in September 2016 to pursue opportunities in advice to the construction sector. Those endeavours failed to generate fees and I returned to Spain in February 2017. Nevertheless, my mood upon leaving Spain in 2016 was amply exemplified in the 'Farewell Ode' at the time.

A Farewell Ode - 2016

Adios mis Compadres, friends, and a few trusted confidants you seem to me,
Going home to my daughters, hard work and sobriety.
"Drunk out drinking" & "Think out Thinking" in the brothels- my personal offray.
"Chaos, Crisis & Confusion" the Signature of my stay,

So, my work here is done in my inimical way,
Those who judged me harshly may understand me one day.
My true adversary, Joanne (x), said I'm just a Piss Head hitting on Barmaids, always
trying my luck,
Guilty as charged, altruistic behaviour mitigated only by gifting her my last Buck.

On issues of moral probity & political correctness I confess I fell rather short,
But "To aspire to understand humanity and life's dichotomy" was something I was
taught.

A peculiar system of morality veiled in allegory no less,
Humility in the guise of an alcoholic alter ego narcissist would put Freud in a
psychological spiral & mess.

Collateral damage for sure was an irresponsible risk of the game,
Collecting denuncias, drink driving, losing i-phones, a beloved jaguar, & building on
my bad reputation & name.

So grateful thanks for your tolerance and tireless support,
I know sometimes I behaved not as I ought.

Four lovely ladies lost from Brazil, Malaysia, Venezuela and Peru,
I managed to screw up those relationships in an appalling way too.
One was too bright, the other too tough, the other too motherly, and one too well to
do.

The girls I suspect think I'm emotionally challenged, morally bankrupt, a serial
womaniser too,
The truth is I'm humble, perfect, handsome and charming, albeit sometimes a bit
blue!

Not nurturing the love of quality ladies is something of which I'm not proud, - I was a
fool,
Seeking solace in the Square & confronting low life pimps is a distraction too, and far
from cool.

Maybe remembered for all the wrong reasons, at least the Policia will miss the paperwork no doubt,
But all this self-indulgent late mid-life crisis & melodramatic drama really amount to just "naught".

I'll cite a few examples- the brutal attack on Christian, & hospitalisation- mindless, not kind,

And the amputation of poor old Alf's leg also focuses the mind. Life is for living before we surely die, those who hold back are living a lie.

We don't live for ever, and there is no immortality "Blue Pill",
But if we strive to live life for others, I believe, our legacies surely will.

I'm not perfect; a beautiful young African lady recently humbled me so,
Not about life's fragility, but about the right way to go.

Focus first she said on the lady, and winning her heart and then her soul,
Humour and sexual prowess, even with tenderness, alone will not win you that goal.

Young wisdom sometimes teaches us priorities in life, I'm sure you'll concur,
Especially when we need new focus and can't always go back to whomever we were.
But as for me, I'm headed forward and backward at the same time,
To the UK to honour those whom I love and will always be mine.

Given up hope of having had a better past while in Spain,
Seeking territories of sobriety will lead me down a new lane,
To be emotionally available to the ones whom I love,
Means being grateful for being sober, for which I need a last shove.
Dad: "You can't save the world, you can't even save yourself, it's last chance corral.
Shit happens worldwide, grow some bollocks and build yourself new morale."

So "Hasta Pronto" my friends, I wish each one of you good luck,
Trying to write a Poem here, bloody rowdy Football supporters don't seem to give a fuck!

Someone's just scored while I'm meditating my new life plans with unbridled glee,
Drunken sabbatical over? Return to Sanity? What next? Well- I'm off for a pee!

Benalmadena, Spain- September 9th, 2016.

Family

My family, and most specifically my daughters, have been and remain my life priority. Apart from enjoying a safe and happy childhood, I maintained a close relationship with my parents, grandparents, sisters and wider family throughout my life.

Since January 1991 I assumed the role of Single-Parent to my daughter, Jamie and continued to care for her throughout her development to adulthood.

My mother moved into my Wolverhampton home, where I cared for her, when my father was incarcerated, and I maintained close contact with her after she moved to a new home, up to her death on December 29th, 1994. Following her death, I took over responsibility for the loving care of my grandmother Esther, with Power of Attorney, arranging live-in professional nursing homecare and close monitoring for years up to her death in 2001.

After my father's partner passed away, my father moved into my Wolverhampton home, where I cared for him for four years until he needed palliative care in early 2011 prior to his death on April 5th, 2011.

3.3 Life Reflection

What went wrong with Greg the international businessman, the clever loving guy, with two degrees from 3 leading universities, prospects of a very lucrative career, two strong-willed ex-wives, and two beautiful and intelligent daughters? (Refer to Section 4.1 – ‘Reconciling Failure & Success’).

My excuse number one (‘cop-out No1’) all too often was that I’d had a bad first marriage. I chased obsessively, and then married a young 19-year-old ‘Beautiful Trophy’ from Latin America who never loved me. She was serially unfaithful to me, unloving, unreasonable, and financially demanding- to name a few attributes. It destroyed my ideal of the sanctity of marriage, and the moral and social code I had grown up to believe in. But playing ‘the victim’ is never the answer. I married my second wife under very different, and imperfect, circumstances – but she did indeed grow to love me deeply and made every sacrifice in dedicating herself to me, including caring for my daughter while I worked away. But then I was unfaithful, and on so many occasions. I must have slept with 600+ women around the world over the years. I was in a constant confused emotional state of “fight-or-flight” living in the fast lane, and sometimes outside my comfort zone. Why would anyone repeat behaviour that had hurt oneself so profoundly – the abused becoming the abuser?

While I was clearly and inexcusably abusing my relationship with my wife whom I loved, I certainly never abused my lovers. I treated every lady, almost absurdly, with kindness and absolute respect irrespective of her circumstances - which probably attracted many of the ladies to me. So often I would find myself empathising with their troubled circumstances, whatever they may be, and often defending them when they were vulnerable. My life story and circumstances were in reality nowhere near as harsh as those of so many others, especially around the third

world. As just one recent example, I had met a young girl, twirly-something, in a bar of course. She was born in prison, become an orphan, abused by a stepdad, became a drug addict, and left home to become a homeless traveller at 15. She was an attractive bi-sexual, spoke English, German, French, Spanish and Russian, and I listened to her story, because her story and resilience was worthy of recognition.

Showing empathy is a quality, but prioritizing focus on the needs of others before one's own wife amounts to neglect or stupidity at best, and at worst - a personality disorder. The need to help and just being a nice guy, typical of the 'Enneagram Personality Type Two 'The Helper' (see 3.4 below), is not enough either in life or business. Such people may be liked, and like to be liked, but invariably they get taken advantage of and get bitter when they lose out in the long term. It's not a win-win conclusion.

My excuse number two ('cop-out No2') was usually that I'd seen too much of the unkind side of humanity around the world - corruption, self-interest, abuse and injustice in both politics and business affairs, feeding my cynicism and negativity. Even in the simplest 'sales process' I often saw little equitability - because greed and maximising profit and gain always overrides fairness. Why has the passenger in the next airplane seat to yourself often paid so much more or less than you - because of a different sales situation? And that's the most benign example I can cite.

True humanity, social justice and fairness are fickle, more likely to be found in an indigenous tribe in the amazon than a metropolis city hall or multi-national board room. Self-interest, hypocrisy, greed and abuse of power far too often prevail. I have dealt with crooks, gangsters, and corrupt public sector clients and politicians from Peru and Brazil to the Dominican Republic and yes-the USA; from Panama and Mexico to Ecuador and Venezuela; from Nigeria and Libya to South Africa and India;

from Saudi Arabia and Yemen to UAE and Iran; from Kazakhstan and Egypt to China and Indonesia - in fact in most countries I have worked - witnessing unadulterated and pre-meditated wrong-doing for personal gain. None of this is good for the soul, and the excuse of 'having no control over what went on' rings hollow. Condoning, aiding, and fulfilling the role one was taken on to do - is complicit and guilt by participation. Ask any SS office or Auschwitz guard, whose defence at the Nuremberg Trials was that he was 'simply following orders'.

Excuse number three (not a 'cop-out'), and the most honest one, was that, despite the principles for which I stood, I had too often fallen short of my own moral standards and expectations. I refused certain lucrative appointments and pay-offs based on points of principle, but could have done so much more, not just as an honest businessman, but as a more dedicated husband and stepdad, instead of working overseas for years mixing with bad company, drinking, and living a promiscuous lifestyle.

The eventual and inevitable downward spiral had resulted in - the loss of the love of my life (not just a wife); the loss of my career (not just a job); the loss of my home (not just a house); the loss of a potential windfall commission of £3m (not just an income); and the loss of my pension/financial security (not just my savings). No wonder Anxiety, Depression, and Worry dominated my every private moment in Spain since checking-out from real life in 2014- abated only by the temporary comfort provided by a dwindling rump £450,000 retirement pension pot and of course unabated alcohol fuelled escapism. By 2021 the £450k cushion had become £150k and falling.

3.4 Four-Point Plan

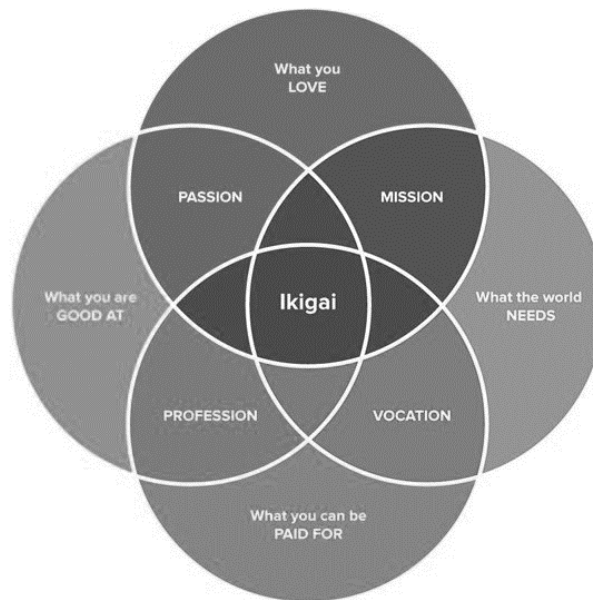
Money wasn't the only loss. Relationships in Spain had faltered, rather than failed too- first Patricia (Brazilian), then Joanne (Malaysian) and subsequently Jenny (Venezuelan). Patricia was a university lecturer in Psychology and decided my drinking habits, problems and personality disorder were enough material for an entire conference rather than a prolonged relationship. She left me before she became a case-study herself for her students, she said. Joanne had her issues but didn't play victim like me. A schizophrenic, mother and brother in a mental institution, child orphan, of Indian ethnicity in a racist Bumiputra Malaysian society, raped at 15 by a boyfriend and his mate, homeless for a long time, atheist in an obsessively religious family, bisexual, suicidal and financially broke. I invested €14,000 to save her and helped her secure a job with a Caribbean Cruise Line based out of Los Angeles. Then of course she left. Jenny was the kind one, and fun, but just wasn't the one for me, I left her. Then in 2018, Maria del Carmen joined me from Peru.

I had been diagnosed with early-stage cirrhosis and was getting called to account by bank lenders and tax authorities. So where does one go in life from circumstances such as these? Recognising that managing failure can prove a lot more challenging than managing success – is a realistic starting point. 'The Rest of it All' is my personal story of self-help. It starts firstly, with feeling thankful for what one has (my daughters had found good partners and were pursuing promising careers in the UK) and realising that there is always someone worse off than oneself. Secondly, follows the process of intense self-analysis, learning 'what one subconsciously craves for' and learning how to 'think and act differently' as its output. Thirdly the destiny analysis will generate a 'Final Solution' for everyone (see Section

3.5). The entire process is what my books attempt to explain, and my website will attempt to share with the world.

My own positive 4-point plan on-route to a 'Final Solution' - *based on learning to help myself not just others* - not surprising for an Enneagram Type Two Personality (see Section 3.6) - was:

- 1) FIND NEW LOVE- Find love, not conflict, in a new (or re-kindled old) partner relationship, focused on mutual love and mutual desire to be faithful and seek happiness together for the long term, by being together. Nothing less.
- 2) STOP USING ALCOHOL AS A PROP- Seriously cut down the drinking just to socialise with friends. The Alcoholics Anonymous (AA 15-point) plan focuses on finding a friend: "When the heart and resistance is low and the mind is troubled and confused, there is much comfort in a true and understanding friend standing by with whom to talk in confidence." – But at the end of the day everybody's best friend should be themselves. Finding out why one drinks to excess is the key.
- 3) DISCOVER & PURSUE NEW DESTINY - Not my Profession nor employment I decided, with all its past frustrations, but discover a latent Passion that could hopefully, or by design, become a Money-Making Vocation, Business Idea or Venture – because generating money for myself and my family remains a key priority.
- 4) WRITE & SHARE ANY WISDOM WITH OTHERS- 'Write about it All' and in so-doing make it my Mission to help others explore how self-analysis techniques can identify what's wrong or holding one back from seeking new destiny.



'The Ikigai'

The route to your future destiny is in yourself. Below is an extract from my book '*Out of Darkness Cometh Light*' - entitled 'My Final Solution'.

3.5 The Final Solution

"We are all responsible for our own lives. Firstly, life is short so a man should seek to spend as much time with his family as possible. Looking back- it's a good marriage, family and a role in the community which seems to have more impact on our happiness than careers, money or even health. Happiness is not just about that an occasional 'feel good' sensation, it is about seeing one's life in its entirety as meaningful, and worthwhile. To achieve that one has to become more self-aware and develop valuable personal ideas and plans. 'People with true Purpose fulfil their Destiny and find Happiness'. And while Purpose is the ultimate Destination, it's Destiny which is the pathway that takes you there. In other words, it's what you do to achieve your Purpose which will be your Destiny; and often it's as much the journey that brings Happiness as finally reaching the Destination.

So, in the time I have left on this earth, I am intent on finding my own new Purpose for the rest of my life. I will then pursue that new Purpose and personal Inner- Calling vigorously, and it will not be chosen lightly. It will be derived from something of real substance for me, defined only by me. Successful people are those who end up 'Doing what they really want to do and are doing it on purpose with maximum effort'. No matter what I do, the choice will be my own.

I won't let others, and their negativity or criticism or cynicism-hold me back. It took me two years to write my books on this subject, which some might disregard at a glance or with an unkind comment. A life of mediocrity is an injustice to the miracle of our birth, and so many of us choose to go with the flow of others and their views and become too influenced by what's going on around us, according to Facebook, Twitter and other Gossip Media. As I age, I will strive to be my own leader and pass on my wisdom and experience to others, in a positive way to help them, but not a pious or pretentious way.

I will choose to be joyful and joke my way through life, as usual, using wit and sense of humour not just to amuse or protect myself, but to 'lighten' the day for all around. Life should be about fun worth sharing, not misery on which to dwell. And I will look at bringing love into everything I do, not just into my relationships. Having fun, being kind and happy is the right way – for an Enneagram Type Two Personality particularly. It would be a kinder world if we all followed the Golden Governing Rule- 'Do unto others what you would have done unto yourself.'

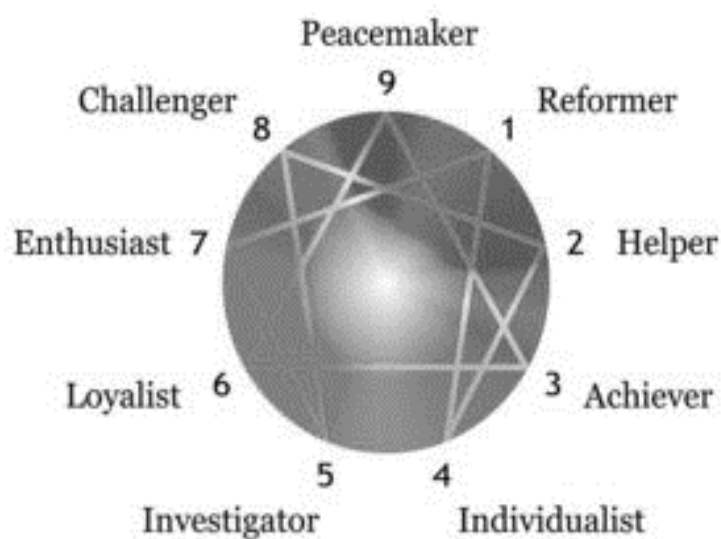
While I strive for success and happiness, I hope to make money as a by-product. Because if I become successful and wealthy it is inconceivable that I wouldn't be even more generous with my charity and philanthropy. I will use the money to help others,

particularly my daughters and future grandchildren who are my primary life purpose. I will buy them a house each before I confront Saint Peter or his sterner adversary waiting for me at the Gates of Hell. To achieve all the above I have now properly analysed myself, addressed my gremlins and importantly I am now Acting on a Plan, not just dreaming about one.” – ‘The Rest of it All’ for you, is all up to you.

‘You must be the change you wish to see in this world’ - Mahatma Gandhi

3.6 Personality Profile

The Enneagram Institute®, formed in 1997 by the late Don Richard Riso and by Russ Hudson, was formed to further research and development of the Enneagram, one of the most powerful and insightful tools for understanding ourselves and others. At its core, the Enneagram helps us to see ourselves at a deeper, more objective level and can be of invaluable assistance on our path to self-knowledge. The Enneagram Types:



Source: **The Enneagram Institute®**

Me- Enneagram Personality Type Two “The Helper”



'Twos' are empathetic, sincere, and warm-hearted. They are friendly, generous, and self-sacrificing, but can also be sentimental, flattering, and people-pleasing. They are well-meaning and driven to be close to others but can slip into doing things for others in order to be needed. They typically have problems with possessiveness and with acknowledging their own needs. At their Best: unselfish and altruistic, they have unconditional love for others.

“To love others is an extraordinary achievement, one of human nature’s very highest powers. If you have achieved the ability to love others unselfishly, you are already an extraordinary individual. If you develop your great capacity to care about others, you will never go far wrong- in fact, you will do a great deal of good in life. Others are probably already seeking you out because you possess what everyone wants: the ability to love and appreciate others for who they are.”

But - 'Type Two' personalities can progressively deteriorate from healthy disinterested altruism, compassionate concern for others, and generosity to average effusive friendliness, over-enveloping possessiveness, and self-sacrificial self-importance to unhealthy self-deceptive manipulation, coercive dominance of others, and finally vindicating themselves through psychosomatic suffering brought on by their suppressed aggressions.

Source: **The Enneagram Institute®**

Me – The Actualised Leader Profile

“The Executive ALP Report”

Leadership Feedback Report for: Greg Malpas

Summary of Feedback

This ALP report is intended as a development and on-boarding guide for Greg. He has been offered the Business Development role for Malaysia and South Asia - and this report is intended to support his first 100 day plan.

Greg has a wealth of experience of doing business overseas: specifically South America, Singapore and Hong Kong where he has lived and worked for a significant part of his career. He has shown himself to be adept at undertaking market intelligence, spotting opportunities and networking with the right partners and stakeholders to get things done. In fact this is a strong track record - he shows that once he has 'license to operate' from a Sponsor or key influencer, he is adept at creating his own luck and making things happen. His profile and experience suggests he has an entrepreneurial mindset - able to work with minimal structure or support - to use his local network, past experience or connections to make things happen. By his own admission he enjoys the 'start-up' phase more than the 'maintenance'. Nevertheless it is worth having a 3 year plan for this region - not least how best to create a support team in Malaysia to deliver key projects and grow the Carillion brand.

Greg's performance on the ALP day can be described as practical and outcome driven. In his two interpersonal activities he chose to dive into the delivery issues and challenges. He was pragmatic. And sought to re-assure both a stressed team member and an anxious client of resolving their issues. He handled both situations with calmness and a matter-of-fact 'low-key' style. What was noticeable is he did not invest much time on the interpersonal 'niceties'. It was straight down to business. Greg mentioned on several occasions that his approach would be different in South East Asia - yet his profile and his actions on the ALP day show him at heart to be a reserved individual. He has a wit and humour, but this will only emerge once he is comfortable with the people around him.

There is no doubt Greg is a resourceful individual. He has approached Carillion by his own count at least 12 times over the last 10 years. He is committed to the opportunity and wants to do well and show colleagues what he is capable of bringing to the table. The challenge now is to select the right opportunities, the right partners and create the right support team to allow Greg to flourish.

Summary

Leadership Feedback Report for: Greg Malpass

Summary of strengths

- **Commercial and analytical thinking:** Greg is analytical, cuts through complexity and identifies the critical points. He understands numbers and is adept at working his way around a P&L balance sheet.
- **Entrepreneurial approach:** he is also adept at spotting commercial opportunities. Through both his due diligence and market intelligence he will identify money making projects. His breadth of experience, means this will be wide ranging and his challenge will be to narrow down the 3-4 areas to 'play in'
- **Genuine and driven individual:** Greg is committed to Carillion and wants to show what he can bring and offer. He is genuine in his dealings with others. Somewhat private, he will win influence by delivering on his promises.

Summary of development areas

- **Stronger listening and getting behind the real issues:** Greg may need to be more curious, more inquisitive and be more comfortable asking more 'persona-centred' questions. When it comes to task - this is not a problem. When it comes to people, he may be missing vital clues to influence and build deeper trust - faster.
- **Real-time coaching and engagement of peers/team members:** Greg is more comfortable on 'send' mode than 'receive mode'. So it means he may be too ready to offer solutions and answers - than work with colleagues to arrive at joint solutions.

Source: **ALP Assessment Report**

(Prepared by Sukhwant Bal PhD after Test Attendance Day, on behalf of Carillion Plc August 2013)

4. Discovering Personal Destiny

4.1 Reconciling Failure & Success

The dictionary definition of 'success' is – "the favourable or prosperous termination of attempts or endeavours." The favourable or prosperous termination of attempts or endeavours in terms of family life and careers are more or less a universal law for all of us. But in the illusive search for happiness and focus on striving for success and fulfilment, we often fail to define to ourselves what they mean. The truth is, we can only find lasting happiness when we discover our primary purpose and inner calling in life and decide on a route to pursue and achieve them. These will always be outside the humdrum of daily life. Everybody seeks family contentment, a way to make a living to provide for and support it, and enjoyable pass-time outside family and work.

In this book, I write about my own personal account of life events and experiences and search for a destiny, without the conjecture, drama, or anecdotes used to tell my stories in previous books. But in so doing, it demands a frank reconciliation of failure and success to-date. A lot comes down to 'Personality' as much as 'Ability'. The traits of the Personality can be informative in seeing where things have gone well, or otherwise.

Personality vs Ability (Type Two)

My Enneagram Personality Type Twos is called the 'Helper' because Twos are usually caring and geared toward interpersonal relations. Type Twos can be over-generous, too empathetic, soft and people-pleasing. At the core of the personality is sincerity and empathy, which means Helpers can

be friendly but also over-sentimental and flattering to receive more recognition and seek gratefulness for their kindness and empathy.

A key strength of Type Twos is a determination, even an obsession, to achieve their goals, especially when they have an important goal in mind – even if it's usually in helping others. They will fight for what they believe in and work hard to get things done, ignoring any criticism. But every silver lining has a cloud. Type Twos often let people take advantage of them while they focus on their desire to feel wanted and worthy of others, in doing what they do. Always seeking validation of others is not a virtue. There is a level of insecurity in fearing abandonment or the feeling of not being good enough – while sometimes it's the people whom they help who aren't good enough.

Meanwhile, they are sometimes perceived as arrogant and self-righteous especially when they react to criticism. There is a fine divide between their natural generosity, humility and self-deprecation and occasional traits of narcissism.

In summary, Mr(s) 'nice guy', always giving and helping and neglecting their own needs, if rejected can become resentful and stressed. The Helper becomes the victim, moves to an unhealthy Type Eight, the 'Aggressor', and dangerously often with a chip on his/her shoulder. This is Type Two not at his or her best.

So, discerning Type Two's needs to determine how much their friends, family and co-workers love and respect them by distinguishing between being respected, or taken advantage of, because of their generosity and helpful nature - and being respected because of the amount of trust and honour they are due and have earned. They often genuinely deserve trust and honour and respect for who they are, and what they do and achieve.

I put it down to maintaining 'Personal Dignity'. Dignity circles around self-respect and honour. Honour involves acting with honesty, fairness, and integrity. The latter leads to the former. Indeed, one cannot have self-respect without practicing the basic virtues of honesty, fairness, and integrity. In assessing my own personal and career successes and failings, I like to reflect on being at my best when I truly respect my life and love myself for who I am and what I do, and what I aim to achieve. Sometimes I fail to achieve those high ideals and put a negative spin on it.

Where there have been many failures (or unfortunate events of fate?) and some successes, it's informative to understand the causes and effects, and take stock - because the focus of thinking forward has to be positive. "I'm nearly broke, but I'm rich in ability, I'm rich in ambition, I'm rich in opportunity, and I'm rich in family love".

Failure Escape Hatches & the Responsibility Rule

Everyone uses them, when things go wrong or goals not achieved, we can blame- fate, other people, or ourselves. Accepting responsibility for failure or viewing failure in a different way is a powerful tool – which I found tough to teach myself. At the end of the day there is no point in wasting more time on worry, self-deprecation, gloom, and despair. Moaning and groaning turns everybody off. Finding a positive message is far more inspiring. My long list of 'Escape Hatches' below are all about taking responsibility, even if late in the day.

Situation	Escape Hatch/ Negative/ Narrow View <i>(the 'Cop-Out')</i>	Real Problem/ Positive/ Broad View <i>(the 'Responsible Position')</i>
1. Life		
	Two broken marriages, financial demise, career setbacks & unhealthy personality traits leading to an alcoholic maze without a plan,	Blessed with two loving children, a Spanish home, memories of a colourful international career and ambitious plans for the future.
2. Personal Relationships		
I left Frances my Irish fiancée	She wouldn't come to Peru with me.	She couldn't leave her aging mom.
I divorced my Peruvian wife Carolina	She was serially unfaithful and a bad wife and mom.	She was never happy living in UK & needed to return to Peru.
I separated from my Thai wife Demi	She had a gambling problem and an Italian lover	She put up with my alcoholism and unfaithfulness too long.
I often picked on my father Phil	He never admitted to his worse fault.	He was a very loving father despite his faults.
Close relationships which I didn't commit to long term – Caroline, Marta, Maria d'Mar, Rosa, Chrizelle, Suzan, Patricia, Peace, Joanne, Amanda, Jenny	You can't commit long term to all relationships, some weren't the loves of my life, some were just about sex, and some were gold diggers/ demanding.	I had some loving and sexual relationships which I will always cherish, and most have stayed lifetime friends who keep in touch with me.

I didn't nurture my relationship with my stepdaughter Cindy when she was young	She was immersed in watching TV and her school friend and was not warm hearted at home.	I was always travelling for work, and/or in a pub and didn't spend enough quality time with her.
I got drunk too often affecting most relationships negatively	I had a stressful work life and home life and took comfort in alcohol.	I never got to the root cause of my excessive drinking & always preferred to enjoy a good time.
I never moved on from my broken relationships	Bad relationships are a lesson to learn from.	I never accepted that I too had faults.
I didn't spend enough time with my sisters Tanya and Pip in recent years	I lived and worked too far away after growing up and moving away from home.	We remained very close always as small loving family & I visited Tanya often before she died.
I severed contact with a best friend Trevor	He borrowed from me & asked my help often but in the end wouldn't reciprocate.	He was a friend for years and is a good man – I just got upset when he refused to lend me.
I had casual sexual relationships with too many women	I had the means & opportunity while away from home.	I always treated every lady with utmost respect.
I sometimes put friends before my wives	Type Twos always want to help others.	Wives should come first before wanting to be seen as good.
I suffered from protracted period of time unemployed	I was made redundant 3 times & job hunting was difficult.	Sometimes I felt aggrieved by how I lost jobs & lost will to seek work.

<p style="text-align: center;">3. Finances</p>		
<p>I lost so much on cashing in my house endowment policy</p>	<p>I had to sell endowment to pay off Carolina, losing tens of thousands.</p>	<p>I should have changed endowment to repayment earlier.</p>
<p>I gave or lent far too many people money who took advantage of my generosity</p>	<p>I'm a generous guy and have helped so many people out only to be taken advantage of.</p>	<p>I should only have helped the neediest, and where possible sought repayment.</p>
<p>I spent too much money on alcohol and socialising</p>	<p>Socialising has been a big part of my life always. I enjoyed drinking & entertaining.</p>	<p>I would have benefitted financially and in job/marriages if I had drunk less.</p>
<p>I spent too much money on the Martinetti family</p>	<p>If you marry a Peruvian, you end up marrying the family.</p>	<p>I loved the family & was able to help with money & getting them to UK</p>
<p>I failed to make sufficient pension provisions</p>	<p>Several of my employers didn't offer me pensions schemes.</p>	<p>I never took out a private pension scheme when I wasn't in schemes.</p>
<p>I let both my wives expend too much money on credit cards - luxury goods, travel, gambling, etc.</p>	<p>I let them run wild on credit cards and do what they liked while I was away – wanting to be a good husband.</p>	<p>I didn't do enough checks & balances on what was going on, preferring to be seen as the victim. Rather than being assertive.</p>
<p>I left it until my home was repossessed</p>	<p>Everything fell apart – lost job, wife, money, etc.</p>	<p>I should have sold house earlier before job loss.</p>

I ended up sleeping in my car in London every week as I couldn't afford a hotel	I wanted to maintain my W'ton home for my daughter, so couldn't afford it.	I could have moved my daughter to London or got a campervan or just be happy as it was.
I re-mortgaged too often rather than selling my home	I had to pay off Carolina & keep house as home.	I could have sold & downsized & still maintained daughters
I cashed in my pension pot and lost £70,000 on bad investments	I had no choice but sell to have cash to survive in Spain.	The equity investments were too risky for a small pension fund.
I lived off my credit card in Spain	Had no choice. It cost thousands.	Could have spent less on alcohol.
I spent 8 years in Spain without earning and spent savings	I was hoping for commission from Frischmann & Carillion, etc.	I could have sought a paying job while still working on commission deals.
I paid a large divorce settlement to retaining home ownership	I wanted clean break to maintain my daughter's lifestyle in UK.	I could have maintained 50% shared ownership in lieu of pay-off.
I paid mortgage rates of 15% in early 1990's wasting thousands	I was in negative equity situation and had to soldier on,	I could have negotiated a fixed rate mortgage years before.
I sacrificed a high salary career to move back to UK	I had no choice because my wife left our daughter.	I chose to return to be a single dad and work from home.
I accepted a loan of £10k off a friend Terry Bucknall	He offered it, I didn't ask and I needed it.	Demonstrated what a genuine friend he was, & I paid him back when I could.
The school fees for two daughters crippled me	£25k a year was a lot on top of mortgage etc, etc	Private school was a positive & important priority.

4. Career Events		
I never took over my grandfather's transport business	My mother wanted me to go to Uni and get a career.	I loved & respected my Grandad but chose a career.
I left a lucrative overseas career offer to do an MBA	Most MBAs enjoy a large salary hike after graduation.	I benefitted from all that doing an MBA taught me.
I never changed to more lucrative career after MBA (eg. Banking)	I never liked the idea of being a banker or management consultant.	I chose to follow job offers that capitalised on my MBA & prior career knowledge & expertise.
I never secured a job in USA while at NYU	I sent off hundreds of letters but never got offer.	I took job in London with Lehrer/ McGovern which was a NY company.
I never took the MD assistant role in Qatar	I was called back to UK just when offer was tabled.	I was progressing my career well with Wimpey Labs
I left Lehrer McGovern while it was on the up	I was a Brit and didn't see a role selling US rhetoric	I decided to move to a strategic role to use my MBA skills.
I left Taywood after Group MD offered me promotion and career for life	I accepted a role at Tarmac so there was no going back despite the offer	I decided Tarmac was the best company in sector and wanted new bigger challenge.
I never continued career progression at Tarmac after CEO left	My mentor was promoted & his successor, and I often didn't agree on strategy	It was a lost opportunity to progress my career, but I moved on & had 12 month pay-off.
I didn't accept lucrative senior job offers in Thailand, Venezuela, or	My wife Carolina wouldn't let me take my daughter to Bangkok.	I elected to return to Wimpey in senior role as a trusted ex-

North England, with share options		employer with good prospects.
I lost out on senior Tarmac role after promoting Wimpey Asset Swap	I was hung out to dry after being the one who proposed the M&A	There are casualties in Mergers, & I moved onto IPCO international role.
Lost IPCO role due to company demise	The CEO was reckless and ruined company.	Company hit by Asian crisis, and I returned to UK to be single dad.
Never benefited from senior Gov contacts while at DTI/FCO	The fixed term contract excluded me from progression.	I enjoyed exposure to senior ministers & diplomats to my benefit.
Lost out after corruption dispute with Biwater Management	After negotiating a \$55m increase in contract, company reneged on our agreement.	I left the employment of a corrupt company with my integrity intact and negotiated compensation.
Lost chance of Exec Board role at Costain	Role offer meant they would sack incumbent.	Rejected offer on point of principle honouring a friend.
Coalition Suppliers losses due to Iraq insurgency	The delay in approval of on-line 'epdq' system thwarted £200,00 of payments.	Insurgency in Iraq was always going to thwart the Coalition Suppliers business model.
Redundancy at Costain after 2007 financial crash	MD had offered me continuing role whatever.	2007 global financial crisis affected all businesses.
Redundancy at Kier after Paul Woodman appointment	Company politics between my boss & his boss led to appointment & my redundancy	A new MD International was bound to want to surround himself with his own men.
Lost out on £3m commission for Pell Frischmann sale	Dr Frischmann wouldn't sell for the company's true worth.	The buyer Capita was concerned about Dr F unwillingness to sell & Iraq project.

<p>Never got Think Big Partnership to secure revenues from key initiatives/offers:</p> <ul style="list-style-type: none"> • G2G UK Plc Peru Proposal 2016 • Peru Prosperity Fund Bid 2016 • Peru Housing Bid 2018 • Carillion White Knight introduction 2018 • Taylor Wimpey Offer Spain 2018 • Nigeria Waste Plan 2019 • UK Trade Ambassador Proposal 2019 • KPMG Expert Witness Offer 2020 • Laing Listing Proposal 2022 • G2G Peru Anti-Bribery & Corruption Offer 2022 • Costain Investment Proposal 2022 	<p>Think Big Partnership never accepted because not recognised company.</p> <p>G2G went onto copy idea proposed; Peru-Prosperity Offer never received and awarded to Chamber of Commerce cronies; Carillion advisers ignored investor introduction; Covid thwarted Trade Ambassador idea; KPMG didn't reply to Expert Witness Offer; Laing rejected offer to support Stock market listing; G2G rejected Anti-Bribery service offer; Costain potential investors rejected approaches.</p>	<p>Advisory Services to CEO's are best given by in-company Senior and Central company role, as most of my previous career roles.</p> <p>External consultants are usually employed in special circumstances, and are usually recognized names like EY, KPMG, McKenkie's, Booz Allen, etc.</p> <p>While TBP ideas are well researched and presented – unfortunately, until the company/partnership has track record of blue-chip assignments, it will continue to struggle.</p> <p>However, the publication of research projects or introduction fees for finding investors remain possibilities.</p>
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<p>5. Personality Traits</p>		
	<p>Motivated by - Pride, Entitlement, Need to be Loved or intent to Manipulate</p>	<p>Motivated by – Genuine Altruism, Empathy, Humility, Generosity.</p>
<p><u>Gifts of nearly new Vehicles (£50,000):</u> Fiancée Frances; Mom; Sis-in-law Giovanna, estranged Wife Carolina; Daughter Jamie.</p> <p><u>Gifts of Flights & extended UK Invitations, Holidays (£75,000):</u> Martinetti's- Carolina, Giovanna, Marco, Marcia, Adolfo, Blanca; Friend Terry; Mother-in-law Pree; Sis-in-law Giovanna & niece; estranged wife Caro (Peru); Girlfriends (several); Au-pairs (several); friends (several).</p>	<p>Gifts of cars, flights, holidays, cash etc - which were un-solicited, might be seen as extraordinary gifts of generosity with expectation of something in return one day?</p> <p>Bringing to UK and years of financial support of extended Peruvian family seen as a duty, and on occasions I was taken advantage of in the demands placed upon me.</p>	<p>New cars, flights, etc for wife & Daughter pure gift of courses; gifts of my second hand private or company vehicles to family members/ ex-fiancée also acts of generosity without expectation of any entitlement in return.</p> <p>I managed to save the in-laws from abstract poverty in Peru after the loss of their livelihood and restore some dignity to their lives, and provide futures for several of them in the UK.</p>

<p><u>Gifts of Cash (£35,000):</u> In-laws Adolfo & Blanca; Mother of God daughter China; Family Restaurant & House rent in Peru; Brother-in-law Dave; Chauffeur Joel & Joseph Nigeria; friend Peace Nigeria; Waitress Abu Dhabi; Friend Joanne from Malaysia; Dad in UK; friend Benita in Spain; Bro-in-law Marco; Au-pairs; and many friends all over the world over the years</p>	<p>Being too generous seen as a fault and abused by others in some cases.</p>	<p>Gifts are gifts and nothing is ever expected in return</p>
<p><u>Loans net (£5,000 not paid back):</u> friends Juan & Rita, Spain; Trevor, UK; Bro- in-law Dave; Au-pairs July/Ana; friend Archie UAE; friend Joanne; and several other friends</p>	<p>Being too easy-going / soft in agreeing to loans seen as a fault and abused by others in some cases.</p>	<p>Loans are loans and should be re-paid</p>
<p><u>Divorce Settlement (£ 150,000+):</u></p>	<p>Life crippling</p>	<p>A legally binding negotiated agreement to achieve a clean break and move on.</p>

From Failure to Success

Measuring personal success for anyone is not just a matter of examining how much money, recognition, or power one has accrued – or even love, health or intermittent joy and happiness. Personal success is a moving target and invariably about emotional growth and for some, achieving quantum change.

I spent too much time 'doing for others' and blaming others and events outside my control for my downfalls over the years. It's a negative blackhole and leads to becoming 'a victim'. The key to the way out of a blackhole is being able to understand that failure is actually a steppingstone to success and not to care what others think of you for attempting something brave and completely different – and for yourself, even with others in mind. Compliance and 'rule-abiding' has its place, but over-emphasis on following rules invariably leads to mediocrity. Religious followers, members of institutions and clubs do it all the time. Entrepreneurs and Revolutionaries rarely do.

Whatever the individual decides to do in the search of his or her future destiny, doing something that ultimately helps others is usually an honourable endeavour which invariably brings fulfilment. A person is truly successful when they add to society. Measures to set oneself, once the destiny path is decided upon:

Are you proud of yourself? There's still work to be done at every stage in life, but do you have a new feeling of satisfaction in life – personal and vocation. At the end of each day, do you feel you're accomplishing what is important and feel optimistic about what the next day, week and month will bring, whatever your age.

Do you feel part of something bigger than yourself? When measuring success, it's easy to get caught up in one's personal short-term plans, goals and responsibilities. What about the

grand plan, the life passion, the mark you want to make? Becoming a writer and broadcaster represents a medium for me to reach a wider audience with my messages while potentially making money in the process, rather than giving it away.

Do you have people in your life who care about you? What good is success if you don't have people in your corner who will cheer you on and celebrate your wins? It is a core need for all Enneagram Personality Type Two's. But, having people in our lives who love and support us is a key component of happiness for most of us- and an impactful way to measure ultimate success in what we choose to do.

Vengeful and resentful people tend to get aggressive (unhealthy Type Eights and Ones) and rarely enjoy the care and love offered receptive, empathetic peacemakers (healthy Type Nines and Twos). But an assertive, rational leader with a moral cause (healthy Type Eights and Ones) win earn longer term respect than disassociated, self-entitled manipulators (unhealthy Type Nines and Twos)

4.2 New Focus - New Destiny

To recap, by 2014 I had gotten tired of it all, and checked out with a net worth of c.£500,000. Since 2014, I had sought new life direction, but not found it, returning to the UK in 2016 embarking on a major research project, again in the construction sector. I'd decided, rightly for me, never to 'work for others' again to try and take control over my own future destiny. But rather than due to the lack of opportunity, or the lack of effort - alcohol, depression, and anxiety issues around money worries had continued to hold me back from making progress. By the end of 2017 I had taken out Spanish Residency in the wake of the insane result of the UK's referendum on Brexit, decided the UK was not my future, and cashed in my pension at an attractive multiple.

Then the Covid-19 pandemic hit, and a lockdown was imposed in Spain on 14 March 2020. I had researched and developed what I consider ground-breaking methods and techniques of self-discovery and finding a route to 'Real Destiny'. The aim was purely to help myself, but it became apparent that the methods could be employed to help anybody, and I started writing my books on the theme of what I had experienced and discovered – finding Destiny in Life by not doing more of the same. It was during the entirety of the imposed Lockdown from March 2020 until March 2021 that I read and wrote and read and wrote and wrote. Enneagram Personality Type Two's can get obsessive once primed.

Subsequent to the Pandemic Lockdown I continued to pursue various business initiatives under the 'Think Big Partnership' banner. These included in-depth research projects and unsolicited sorties to find M&A partners for Laing O'Rourke and Costain; the offer of consultancy services as Expert Witness to KPMG in its Carillion auditor professional negligence defence, and Bribery & Corruption compliance monitoring to the UK Government to Government (G2G) Infrastructure Consortium in Peru. They received mixed response and progress was slow as incumbents, where they did reply, defended their party lines, executive positions, and entrenched viewpoints. So, on June 30th, 2022, I announced that, while retaining my responsibilities and duties as Managing Partner of Think Big Partnership, particularly with regard the search for an acquirer of Costain Plc, (being led by my business colleague Lefty Panayiotou), and on-going initiatives in Peru, my New Focus in the second half of 2022 and 2023 would be completion of my books and the Search for a Partner to support and share Ownership, Publication & Development Rights of the books and the planned Development of an Interactive Website, and its subsequent Promotion.

This became my 'New Focus and my Personal Destiny' to pursue. (See section 4.3 '*Destiny-Gram*' to see how it transpired). Examining how happy it makes me, how much money I make for my family, and how much influence my website and books have in helping others achieve their goals – will be the ultimate measure of my future success, and my legacy.

4.3 The Personal Destiny-Gram

Please refer to the Book "Your Real Destiny" and Website / Instruction Book "Road to Your Destiny" www.DestinyGram.com

Personality Test

- Identify your Personality Type
- Understanding Your Personality

Character Analysis

- Identify What's Sacred to You
- Identify Your Higher Purpose that
- Defines Your 'True Underlying Character'
- Prioritize Universal Life Lessons
- List & Decide Your Personality Recommendations
- Develop Your Personality Dashboard

Skills, Goals & Desires

- List Your Gifts, Abilities & Skills
- List Your Needs, Goals & Desires
- Forming your Reality Dashboard
- Developing Your Valuable Ideas

Destiny Choices

- Building your 'Destiny Pyramid'
- Choosing Your Destiny
- Your Destiny Chosen
- Now Act Upon It

Identifying Personality Type

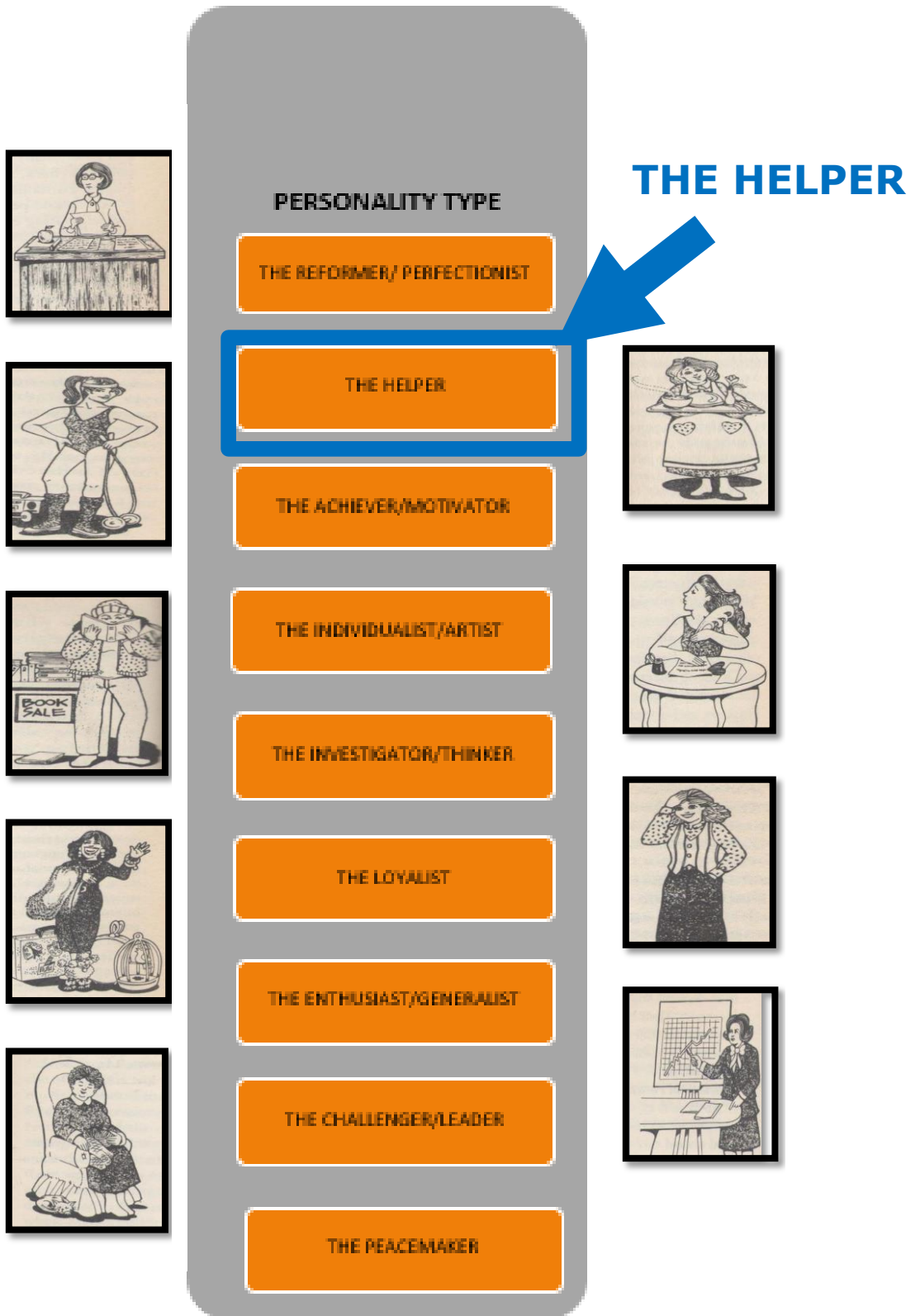


Image Credits: Don Richard Riso- Personality Types

Understanding Personality Type Traits

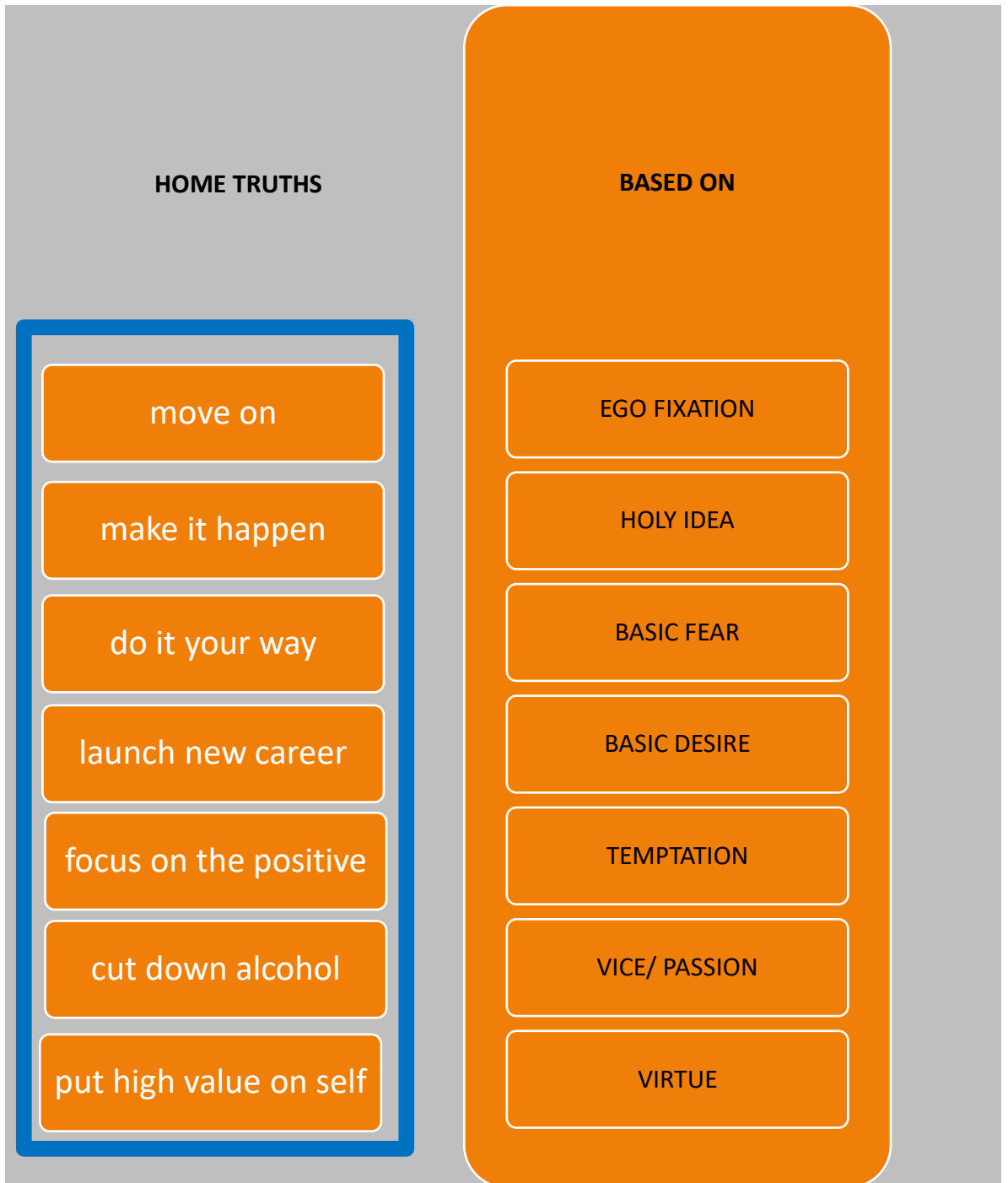
Type	Characteristic Role	Ego Fixation	Holy Idea	Basic Fear	Basic Desire	Temptation	Vice/ Passion	Virtue
1	Reformer/ Perfectionist	Resentment	Perfection	Corruptness/ Imbalance/ Selfishness	Goodness/ Integrity/ Selflessness	hypocrisy Hypercriticism	Anger	Serenity
2	Helper/ Giver	Flattery/ Ingratiation	Freedom/ Will	Being Unloved	To feel Loved	Deny own Needs/ Manipulation	Pride	Humility
3	Achiever/ Performer	Vanity	Hope/ Law	Worthlessness	To feel Valuable	Pushing Self to always be 'The Best'	Deceit	Truthfulness / Authenticity
4	Individualist/ Romantic	Melancholy/ Fantasizing	Origin	Having no Identity or Significance	To be Uniquely Themselves	To Overuse Imagination in Search of Self	Envy	Equanimity/ Emotional Balance
5	Investigator/ Observer	Stinginess/ Retention	Omniscience/ Transparency	Helplessness/ Incapacity/ Incompetence	Mastery/ Understanding	Replacing Direct Experience with Concepts	Avarice	Non-attachment
6	Loyalist/ Sceptic	Cowardice/ Worrying	Faith	Being without Support or Guidance	To have Support & Guidance	Indecision/ Doubt/ Seeking Reassurance	Fear	Courage
7	Enthusiast/ Adventurer	Planning/ Anticipation	Wisdom/ Plan	Being trapped in Pain and Deprivation	To be Satisfied & Content	Thinking Fulfilment is Somewhere else	Gluttony	Sobriety
8	Challenger/ Leader	Vengeance/ Objectification	Truth	Being Harmed/ Controlled/ Violated	Self- protection	Thinking they are Completely Self-sufficient	Lust/ Forcefulness	Innocence
9	Peacemaker Mediator	Indolence/ Daydreaming	Love	Loss/ Fragmentation / Separation	Wholeness/ Peace of Mind	Avoiding Conflicts/ Avoiding Self-assertion	Sloth/ Disengagement	Action

Understanding Personality Type levels of Development

			Healthy		
	Characteristic Role	Level 1: The Level of Liberation & Self-Transcendence	Level 2: The Level of Psychological Capacity & Sense of Self	Level 3: The Level of Social Value & Contribution to Others	Level 4: The Level of Imbalance/ Social Role
1	Reformer/ Perfectionist	Discernment: Tolerance	Rationality: " I am reasonable"	Principles: Objectivity	Personal Obligation
2	Helper/ Giver	Dis- interestedness: Altruism	Empathy: "I am caring"	Generosity: Service	Well Intentioned
3	Achiever/ Performer	Self- Acceptance: Genuineness	Adaptability: "I am desirable"	Ambition: Self- Development	Competitiveness
4	Individualist/ Romantic	Self-Renewal: Creativity	Self-Awareness: "I am intuitive"	Individualist: Self-Expression	Living in Imagination
5	Investigator/ Observer	Understanding: Discovery	Observation: "I am perceptive"	Knowledge: Expertise	Endless Analysis
6	Loyalist/ Sceptic	Self- Affirmation: Courage	Emotional Engagement: "I am likeable"	Commitment: Cooperation	Dependency
7	Enthusiast/ Adventurer	Assimilation: Gratitude	Responsiveness: "I am happy"	Practicality: Productivity	Acquisitiveness
8	Challenger/ Leader	Self-Restraint: Magnanimity	Self- Assertiveness: "I am strong"	Authority: Leadership	Self-Interest
9	Peacemaker Mediator	Self- Possession: Fulfilment	Receptivity: "I am peaceful"	Stability: Nurturance	Accommodation

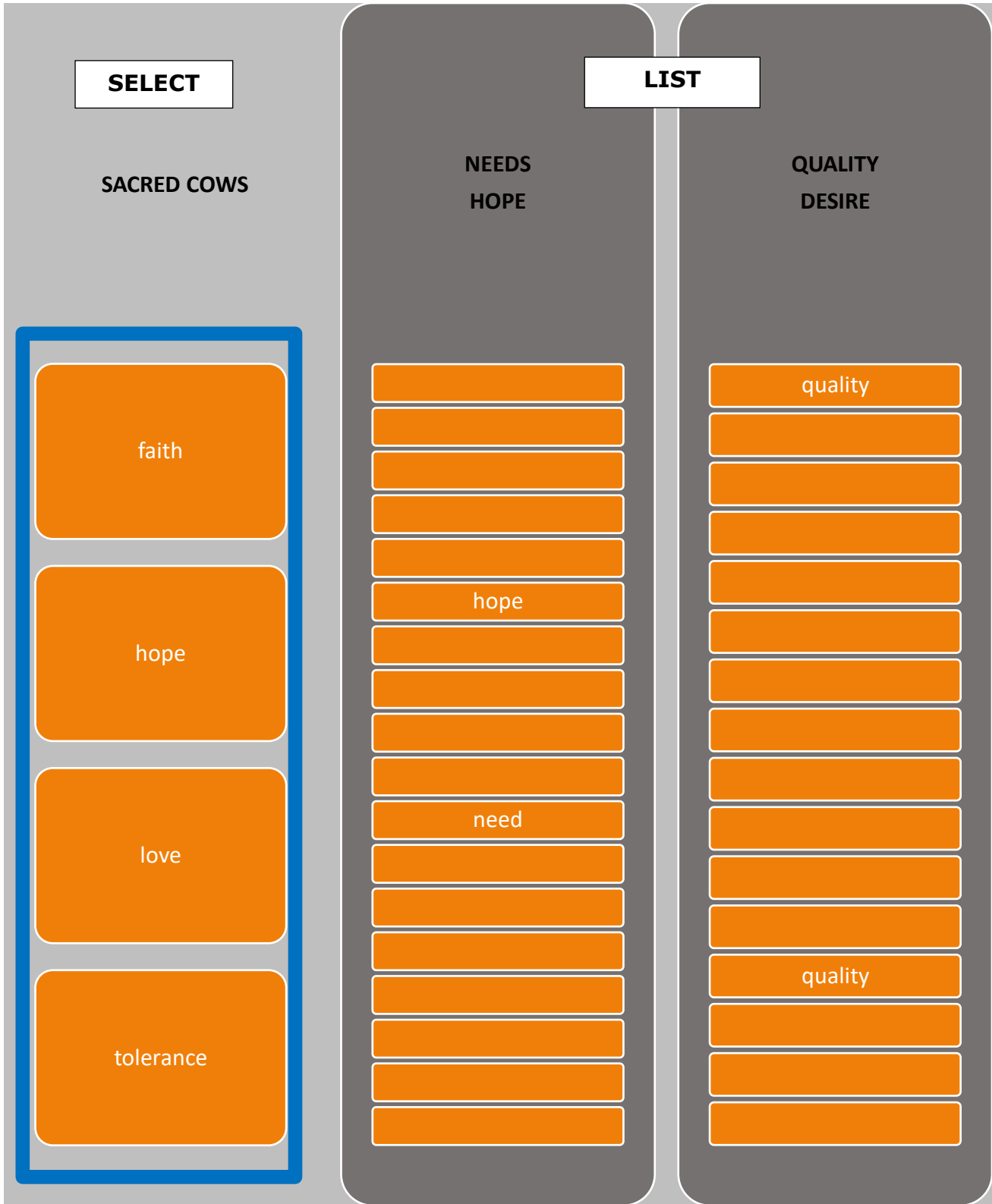
Average			Unhealthy	
Level 5: The Level of Interpersonal Control	Level 6: The Level of Over-compensation & Offensive Behaviour	Level 7: The Level of Violation of Self and Others	Level 8: The Level of Delusion & Obsession and Compulsion	Level 9: The Level of Pathological Destructiveness
Emotional Control: Rigid Orderliness	Perfectionism: Dogmatism	Self-Righteousness: Intolerance towards Others	Obsessions: Compulsive Contradictions	Punitiveness: Retributive Behavior
Intrusiveness: Possessiveness	Self-Importance: Indispensability	Self-Deception: Manipulation of Others	Entitlement: Coerciveness	Conversion Reactions: Psychomatic Problems
Calculation: Projecting Images	Narcissism: Arrogance	Hostility: Exploitation of Others	Malice: Duplicity	Sadism: Psychopathic Problems
Self-Absorption: Withdrawal	Self-Pity: Self-Indulgence	Self-Inhibition: Alienation of Others	Self-Hatred: Emotional Torment	Self-Destructiveness Suicidal Behaviour
Preoccupation: Detachment	Contentiousness: Extremism	Rejection: Isolation from Others	Paranoia: Phobias	Psychotic States: Deranged Behaviour
Ambivalence: Evasiveness	Rebelliousness: Authoritarianism	Self-Disparagement: Dependency on Others	Over-reaction: Irrational Behaviour	Self-Defeat: Masochistic Behaviour
Uninhibitedness: Hyperactivity	Insatiability: Excessiveness	Impulsiveness: Abusiveness towards Others	Manias: Erratic Behaviour	Panic Attacks: Hysteric Behaviour
Expensiveness: Domination	Willfulness: Combativeness	Ruthlessness: Violence towards Others	Megalomania: Overextension	Vengefulness: Destructive Antisocial Behaviour
Disengagement: Passivity	Resignation: Fatalism	Repression: Neglectfulness of Others	Dissociation: Disorientation	

Chosen Home Truths

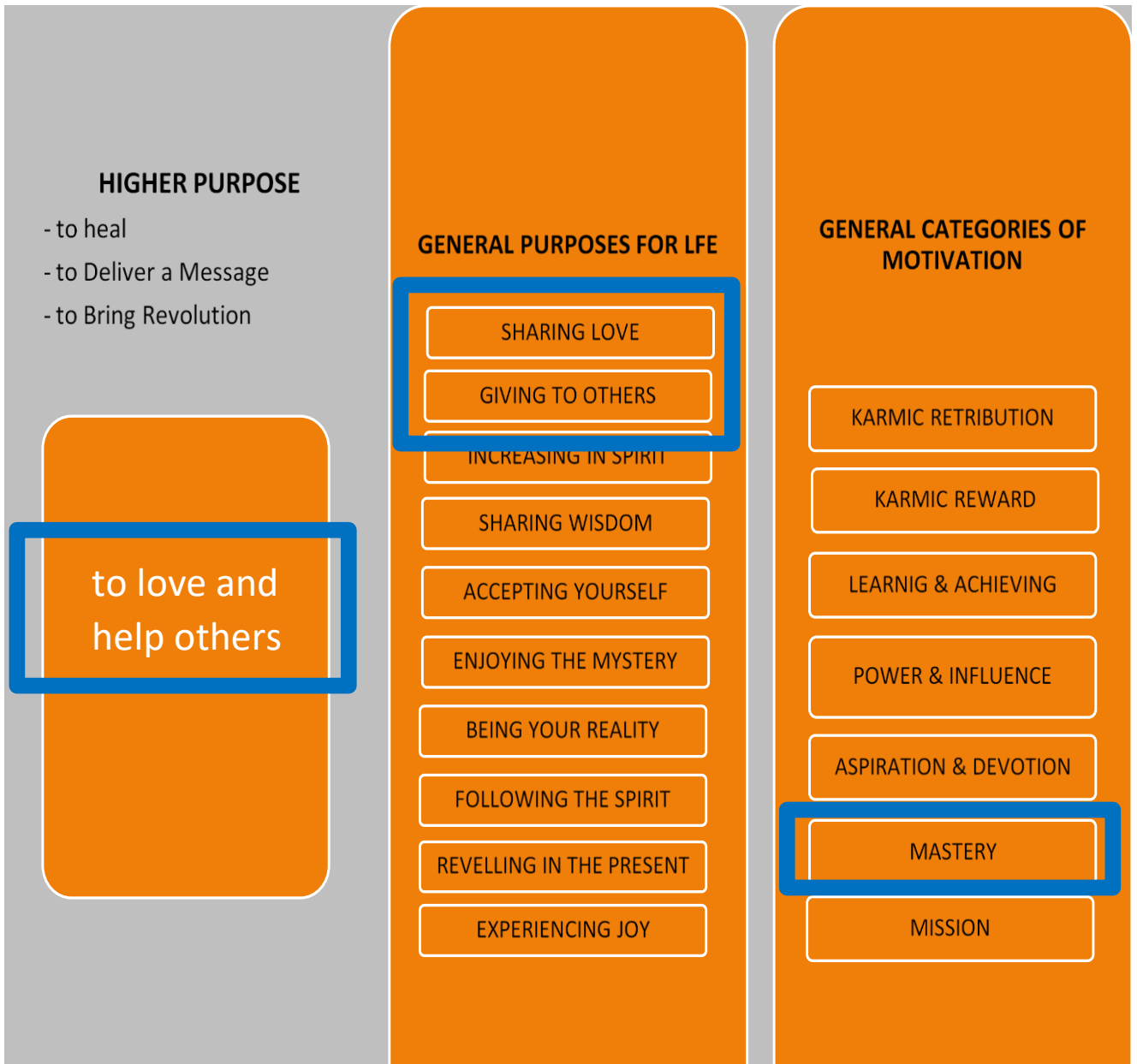


Saving Grace Summary

PERSONALITY TYPE	PERSONALITY 'SAVING GRACE'
THE REFORMER/ PERFECTIONIST	YOUR CAPACITY FOR REASON AND MODERATION- DESPITE BEING A JUDGMENTAL PERFECTIONIST, YOU CAN AVOID INTOLERANCE OR SELF-RIGHTEOUS OBSESSIONS.
THE HELPER	GENUINE EMPATHY- IDENTIFYING WITH OTHERS DESPITE YOUR GROWING PRIDE & SELF-IMPORTANCE
THE ACHIEVER/MOTIVATOR	DESIRE TO BE ACCEPTED- MODERATES YOUR NARCISSISM AND ARROGANCE, EXPLOITING PEOPLE AND ACTING WITH HOSTILITY
THE INDIVIDUALIST/ARTIST	SELF AWARENESS - ALLOWS YOU TO KNOW WHAT YOU'RE DOING TO YOURSELF DESPITE SELF-INDULGENCE & WITHDRAWAL
THE INVESTIGATOR/THINKER	CAPACITY FOR OBSERVATION- HELPS YOU REASSESS IDEAS, AND CORRECT DISTORTIONS IN THINKING
THE LOYALIST	CAPACITY TO MAINTAIN RELATIONSHIPS- DESPITE YOUR INCREASING TENSIONS AND ACTIONS THAT BRING ON REJECTION
THE ENTHUSIAST/GENERALIST	CAPACITY TO ENJOY THE WORLD- DESPITE INCREASING EXCESSES AND ESCAPISM MAY HELP YOU TO RETURN TO HEALTHY LEVELS OF FUNCTIONING
THE CHALLENGER/LEADER	DESIRE FOR SELF RELIANCE- MAY BE CATALYST TO RETURN TO ASSERTING YOURSELF IN BALANCED WAY, NOT VIA CONFRONTATION, INTIMIDATION AND BAD BEHAVIOUR
THE PEACEMAKER	HEALTHY CAPACITY TO BE RECEPTIVE TO PEOPLE- HELPS YOU PUT NEEDS OF OTHERS FIRST, AND DESPITE FATALISM AND NEGLIGENCE TO RETAIN RELATIONSHIPS



Selected Higher Purpose



Selected 9 Universal Life Lessons & 9 Life Missions

9 UNIVERSAL 'LIFE LESSONS'

A Life of Mediocrity Is 'An Injustice to The Miracle of Our Birth'

We Are Responsible for Our own Lives, and the Change we Seek

Humans Need A Real Meaning in Life and have Moral Concerns

A Man Should Seek to Spend as Much Time with His Family as Possible

Marriage, Family and Community Have More Impact on Our Happiness than Money

Universal Recipe for Happiness to Be Others Orientated and Be in The Present Moment

People with True Purpose Fulfil Their Destiny and Find Happiness.

The Route to Life's True Riches, Success and Happiness Is Finding True Purpose

Our lives cannot be repeated, so find out who you are, what your heart longs to achieve

9 UNIVERSAL 'MISSION STATEMENTS'

I Will Strive to Be My Own Leader and Pass on My Wisdom and Experience

I Will Temper My Addictions. I Will Eat Healthily and Exercise.

I will Do What I Really Want to Do and will Do it on Purpose with Maximum Effort.

I Will Follow Governing Rule- Do Un to others What You Would Have Done Un to Yourself.

If I Become Successful and Wealthy; It Is Inconceivable That I Wouldn't Be Even More Generous

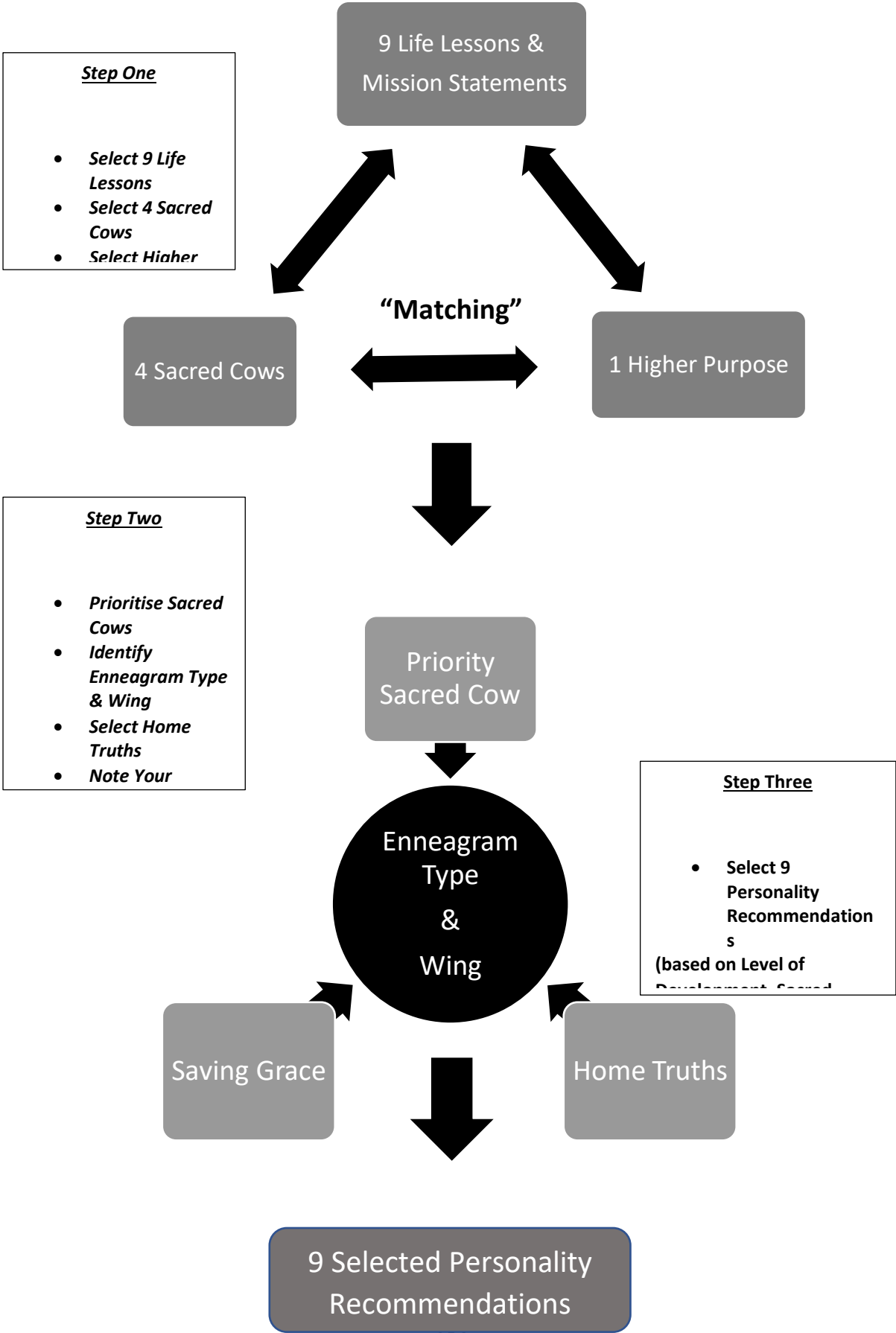
I Will Find New Purpose Derived from Something of Real Substance for me, but also to the Benefit of Others

No Matter What I Decide to Do, The Choice Will Be My Own & I will Act Now

I Will Do What's Necessary To Fulfil My Destiny. Before I Speak, I Will Listen. Before I Die, I Will Give

I must be the change I wish to see in this world - It's all down to me.

Personality Matrix Flow Chart



Summary of 9 Selected Personality Recommendations

9 Selected Personality Recommendations

- DONT BE GOOD JUST TO ATTRACT PEOPLE
- FOCUS ON YOUR FAMILY FIRST
- LOVE OTHERS SELFLESSLY
- LEARN TO LISTEN TO OTHERS
- ACKNOWLEDGE OWN REAL FEELINGS & INNER STATES
- DONT BE MANIPULATIVE, SELF-SERVING NOR SELF-DECEPTIVE
- DONT BECOME OVERLY INTIMATE OR INTRUSIVE WITH FRIENDS
- DONT SEEK SYMPATHY
- DO NOT ABUSE ALCOHOL

TYPE 2 'THE HELPER'

HELP PEOPLE ONLY WITH THEIR NEEDS

DONT BE GOOD JUST TO ATTRACT PEOPLE

BEWARE OF YOUR ALTERIOR MOTIVES

RESIST CALLING ATTENTION TO YOURSELF

DONT ALWAYS BE DOING FOR PEOPLE

FOCUS ON YOUR FAMILY FIRST

DO CHARITABLE THINGS ANONYMOUSLY

DO NOT BE POSSESSIVE OF YOUR FRIENDS

DONT DO FOR OTHERS TO BOOST YOUR EGO

LOVE OTHERS SELFLESSLY

LEARN TO LISTEN TO OTHERS

RECOGNISE AFFECTION & GOOD WISHES OF OTHERS WITHOUT IT SHOWN

ACKNOWLEDGE OWN REAL FEELINGS & INNER STATES

AVOID BEING COERCIVE & DOMINEERING

DONT BE MANIPULATIVE, SELF-SERVING NOR SELF-DECEPTIVE ABOUT SELFISH BEHAVIOUR

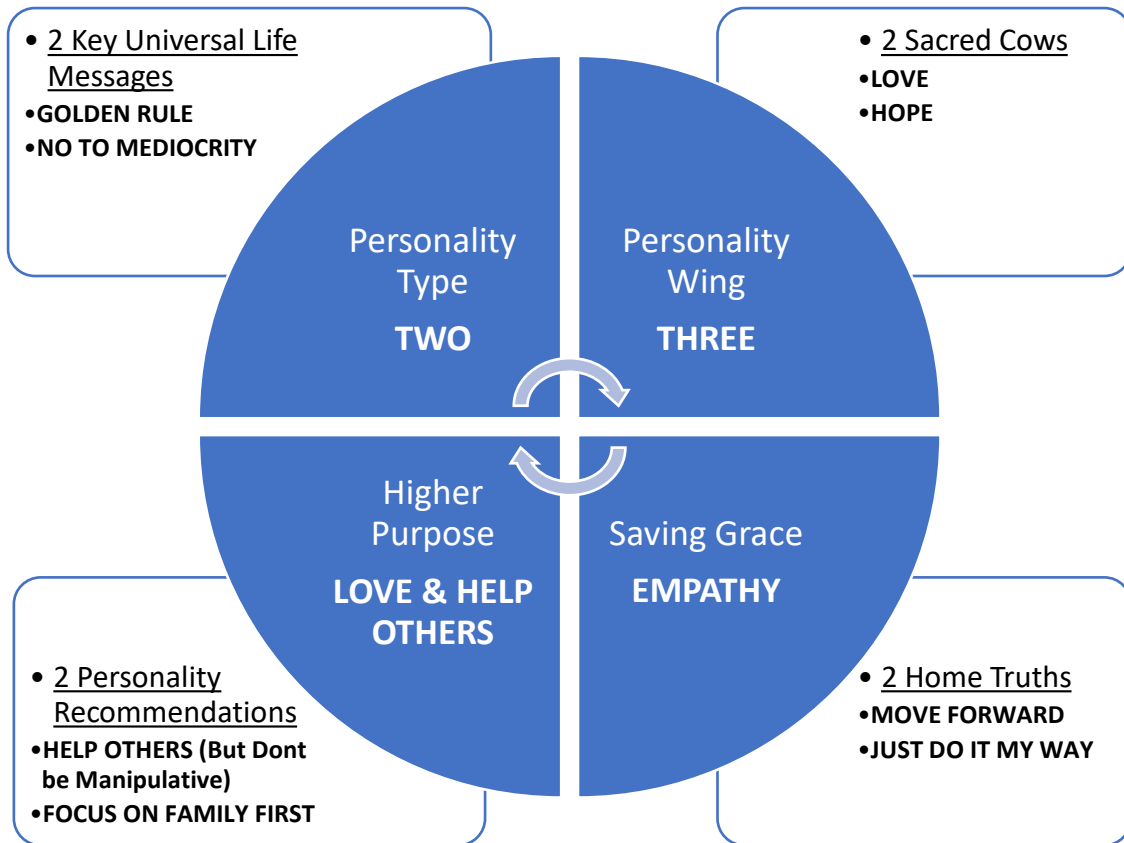

DONT BECOME OVERLY INTIMATE OR INTRUSIVE WITH FRIENDS

STRIVE TO BE EMPATHETIC, COMPASSIONATE & SINCERE

DO NOT ABUSE ALCOHOL

DONT SEEK SYMPATHY

Personality Dashboard

Personality Type Characteristics

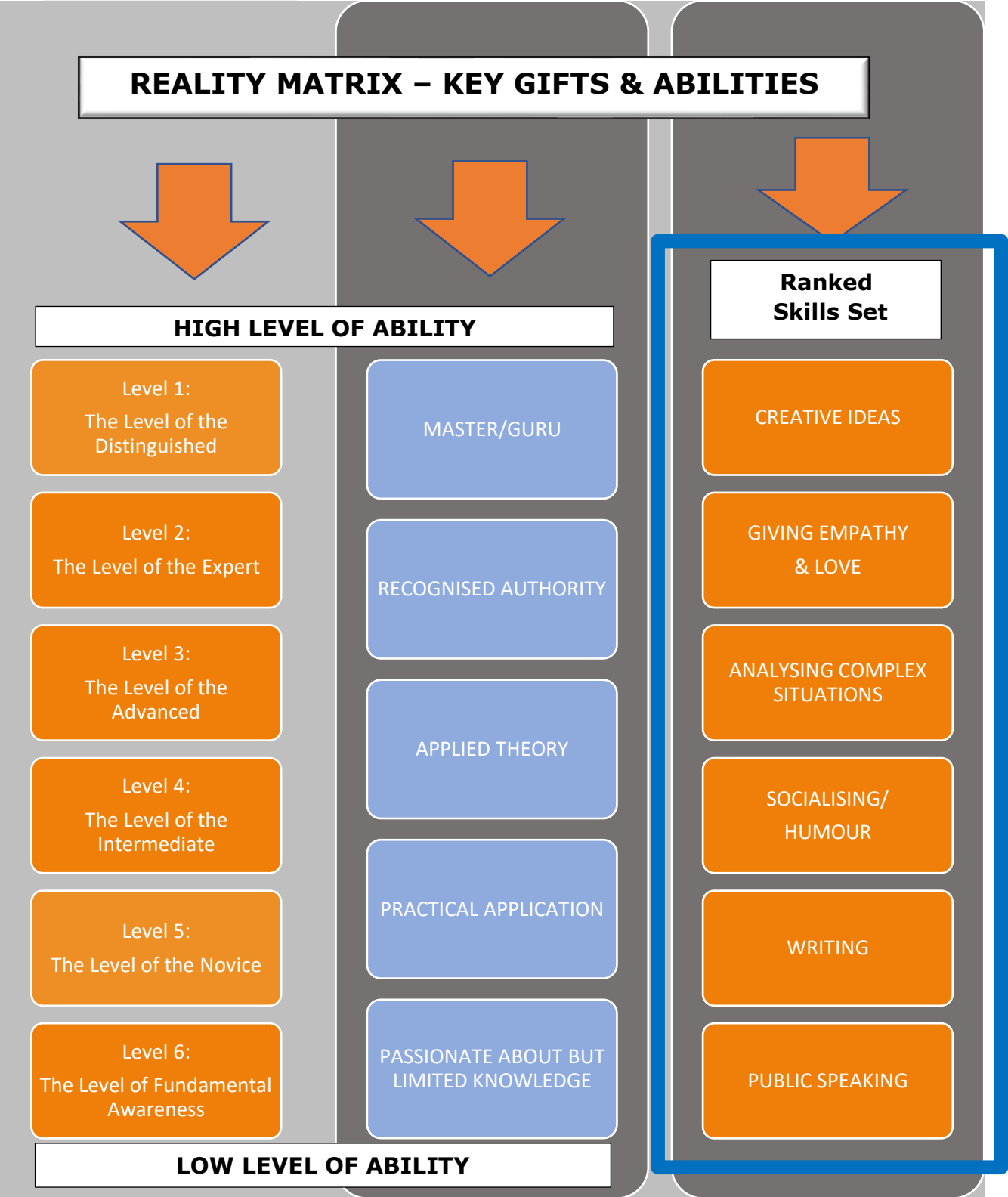
- 1. Virtue -**HUMILITY**
- 2. Holy Idea - **FREEDOM**
- 3. Basic Desire -**FEEL LOVED**



Personality Traits (Healthy Levels Of Development)

- 1. Level of Liberation -**ALTRUISM**
- 2. Level of Psychological Capacity -**EMPATHY**
- 3. Level of Social Value & Contribution -**GENEROSITY**

Reality Matrix Criteria Short List – 6 Developed or Desired Skills



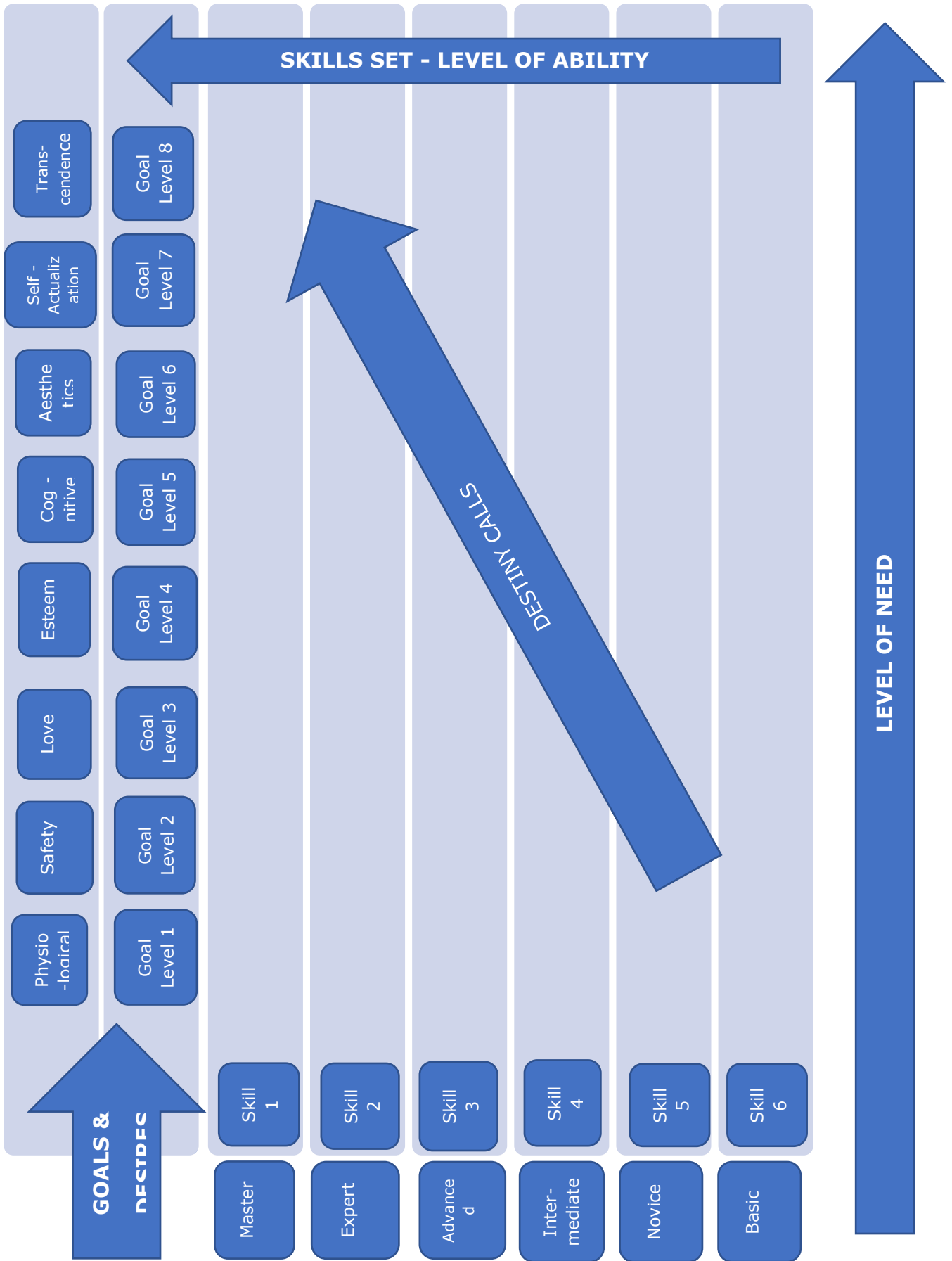
Reality Matrix Criteria Short List – 8 Goals & Desires” (based on Levels of Needs)

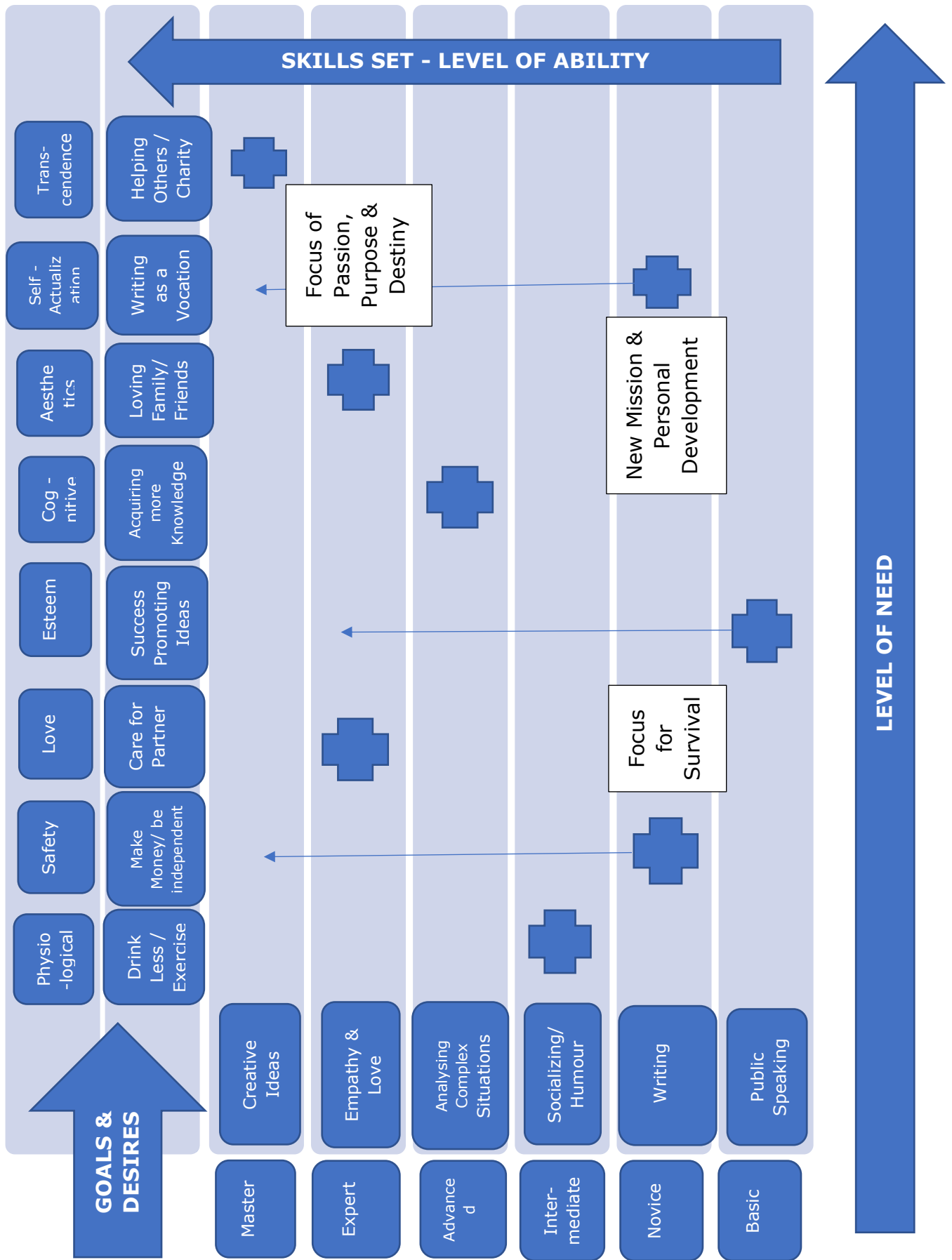
Lower Levels of Hierarchical Needs

Level	Need	Description	Goal/ Desire
1	Physiological	Food, Money, Shelter	DRINK LESS ALCOHOL/ EXERCISE/ HEALTHY DIET
2	Safety	Stability, Protection	MAKE MONEY /BE INDEPENDENT
3	Love & belonging	Family, relationships	CARE FOR PARTNER
4	Esteem	Status, Role, Reputation	SUCCESS IN PROMOTING IDEAS
5	Cognitive	Knowledge, Self awareness, Understanding	ACQUIRING MORE KNOWLEDGE
6	Aesthetic	Spiritual awareness, Beauty	LOVING FAMILY/ FRIENDS
7	Self-actualization	Self-fulfilment, Achievement, Personal growth	WRITING AS VOCATION
8	Transcendence	Spiritual Awakening, Enlightenment	HELPING OTHERS

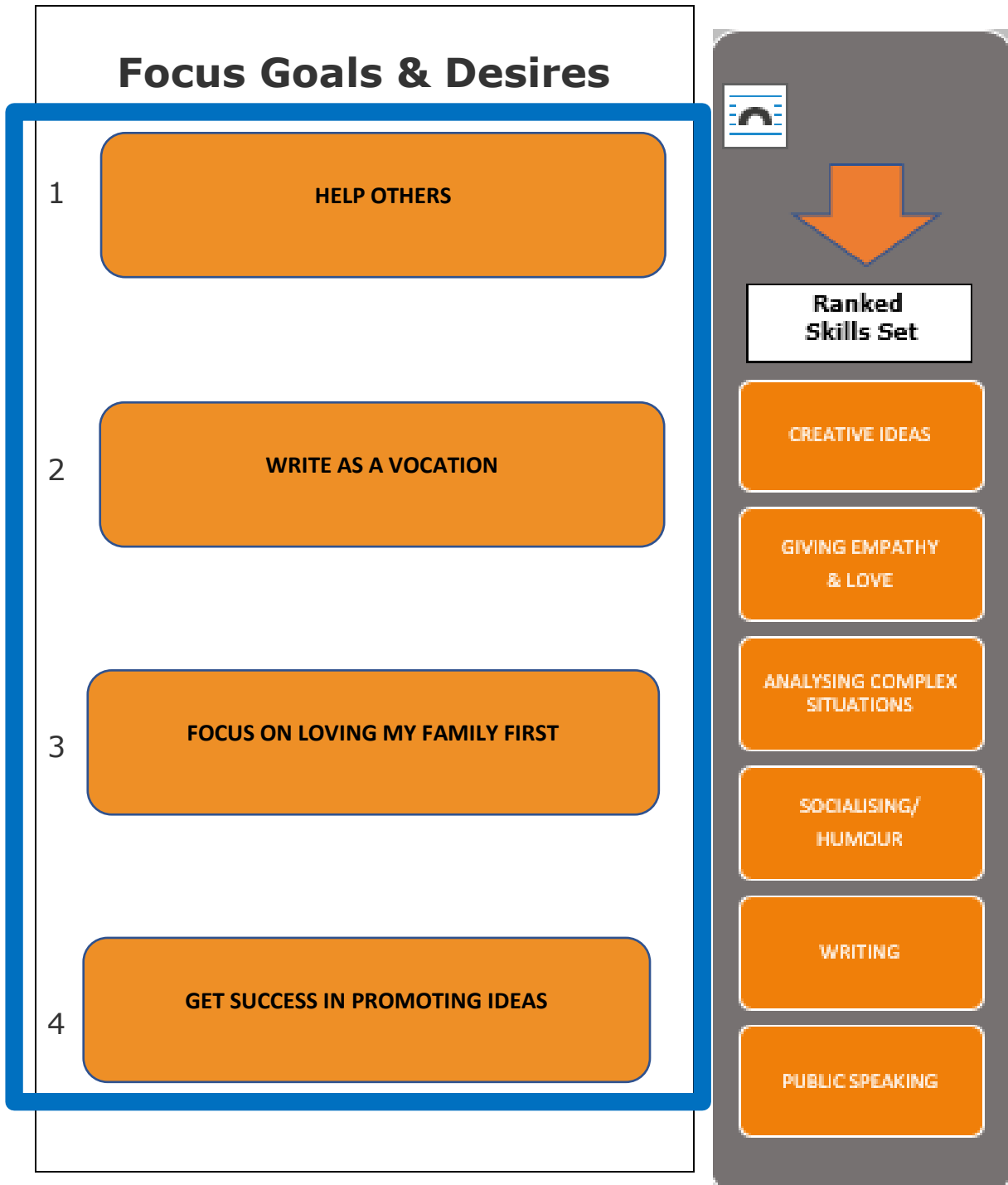
Higher Levels of Hierarchical Needs

Reality Dashboard





**Reality Matrix Focus Criteria –
4 Goals/Desires
6 Skills / Abilities**



Personal Value Base

(Checklist)

2 Key Universal Life Messages

- The Golden Rule
- No to Mediocrity

2 Sacred Cows

- Love
- Hope

Personality
Type
Two

Personality
Wing
Three



Higher
Purpose

Help Others

Saving
Grace

Empathy



Personality Development (Personal Betterment)

2 Personality Recommendations

- Family (Always First)
- Help Others (But Don't be Manipulative)

2 Home Truths

- Move Forward
- Just Do it My Way



Personality Type Characteristics

- Virtue - Humility
- Holy Idea - Freedom
- Basic Desire - To feel Loved



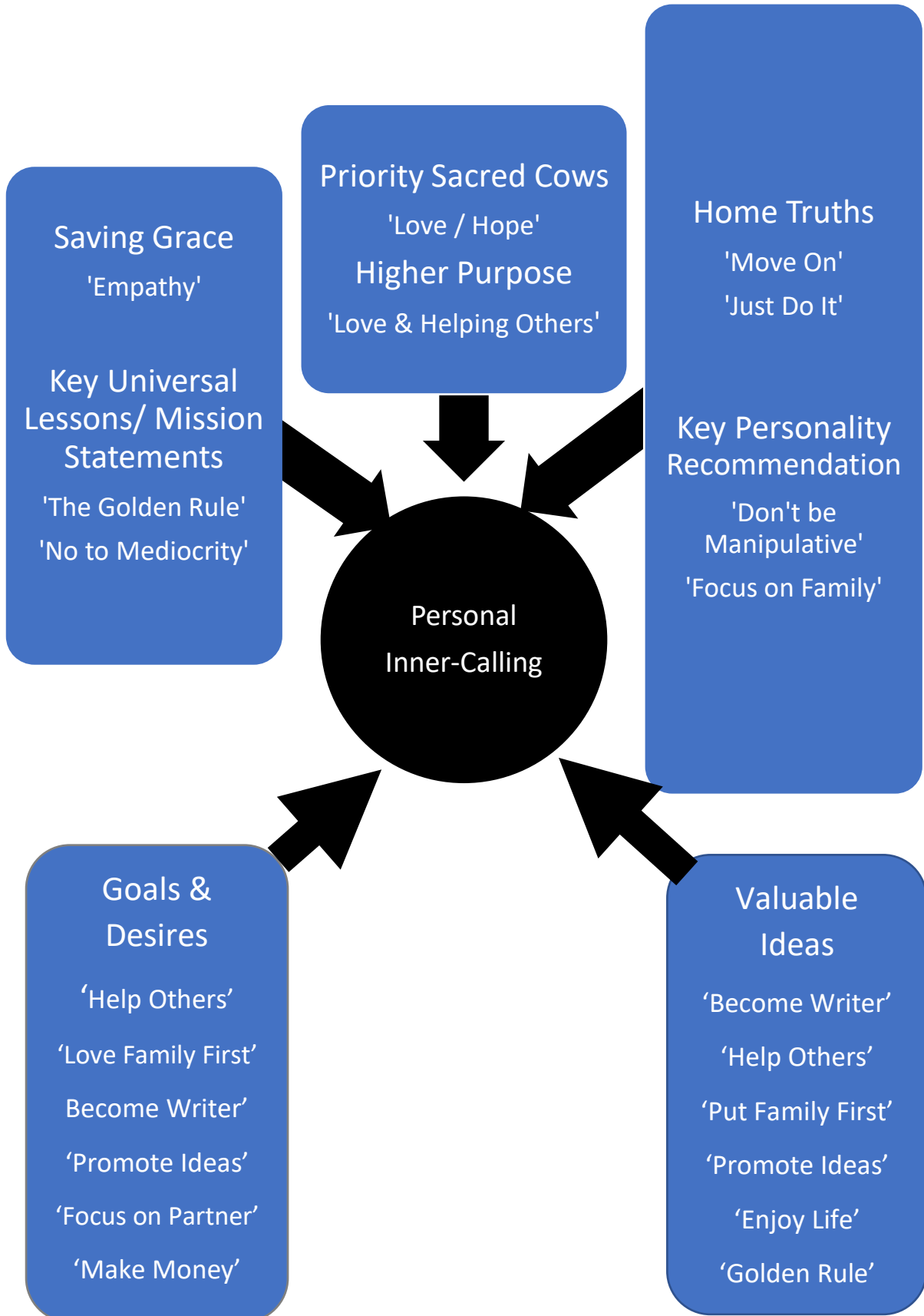
Personality Traits (Healthy Levels Of Development)

1. Level of Liberation - Altruism
2. Level of Psychological Capacity - Empathy
3. Level of Social Value & Contribution - Generosity

Positive Personality Traits

(Litmus Test)

Selection Review: Inner Calling Criteria



Destiny Pyramid

BASED ON:

PRIMARY & SECONDARY PURPOSES IN LIFE:

.....
.....

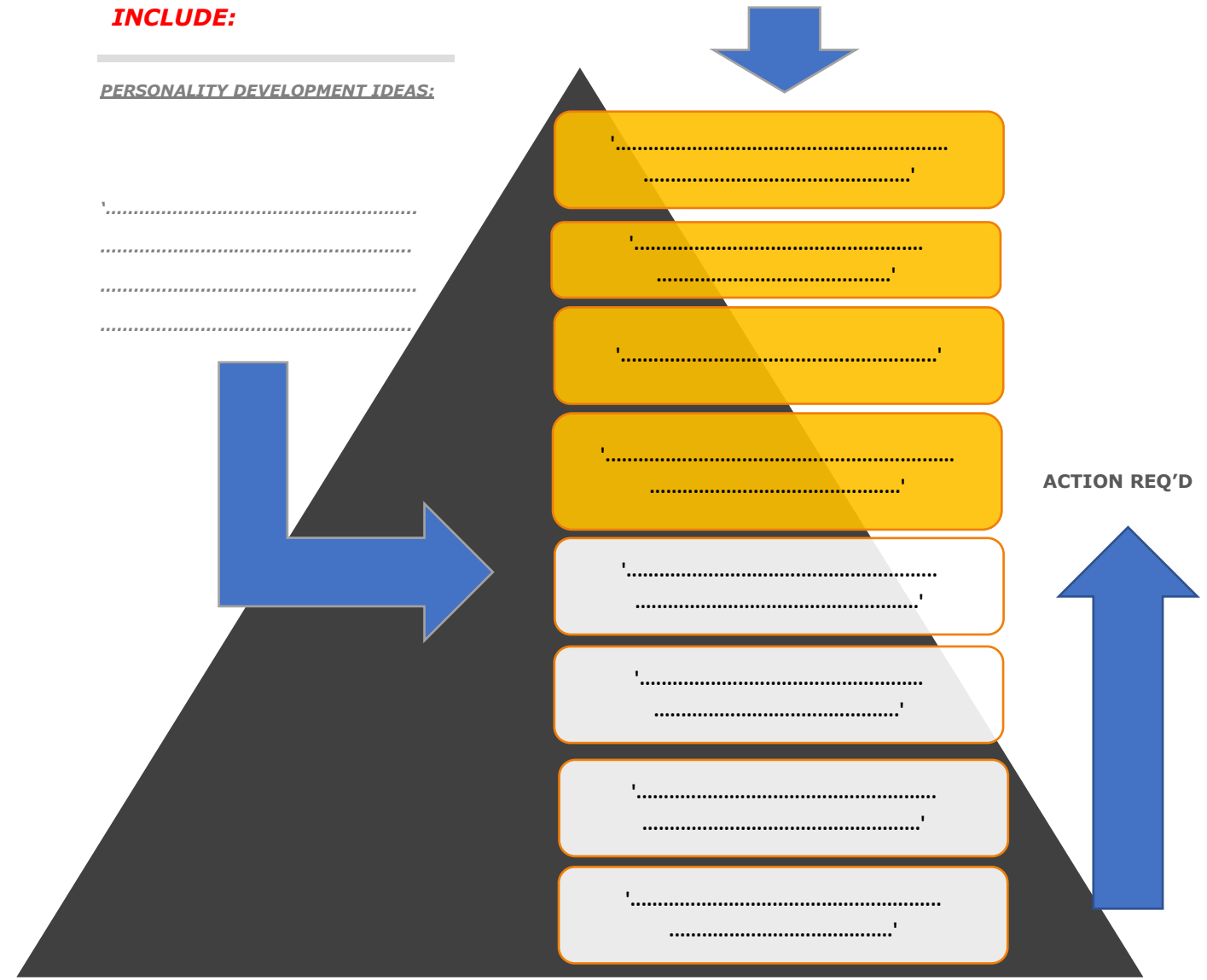
RANK:

DESTINY PYRAMID PRIORITIES/ IDEAS:

INCLUDE:

PERSONALITY DEVELOPMENT IDEAS:

.....
.....
.....



4 Top Ranked Most Valuable Ideas & Related Personality Developments (Final Selection)

Primary

4 Ranked
'Most Valuable Ideas'

**ALWAYS LOVE & PUT FAMILY
BEFORE EVERYTHING
(AND CREATE A FINANCIAL
LEGACY FOR THEM)**

**DEVELOP INTER-ACTIVE
WEBSITE & WRITE BOOKS
TO HELP OTHERS FIND NEW
DESTINY**

**BECOME A WRITER, SPEAKER &
PROGRAMME PRODUCER ON
PERSONAL DEVELOPMENT**

**PROMOTE MY KEY 'NEW WORLD
ORDER'
PROPOSALS GLOBALLY**

Secondary

4 Most Important related
'Personality Developments'

**ENJOY LIFE TO THE FULL, LOVE
WIDELY & INCLUSIVELY IN
FAMILY, COMMUNITY &
HUMANITY - BUT ALSO
PRIORITISE YOUR OWN NEEDS**

**FOLLOW THE LAW OF
RECIPROCITY & TRY TO BE
BE MORE TOLERANT OF OTHERS**

**MAKE ENOUGH MONEY TO BE
FINANCIALLY INDEPENDENT**

**LEAD LIFE OF TRUER
TEMPERANCE, DON'T
MANIPULATE OTHERS, DON'T BE
A DRAMA QUEEN**

INTENTIONALLY DIFFERENT IDEA:

(NEW WORLD ORDER PROPOSALS- see 'Out of Darkness Cometh Light')

-Political Reform (Social Capitalism) & More Direct Democracy- Fewer Appointed Representatives

-Religious Congruence & Unity (Karma-Religious Tolerance based on Shared Principles- Golden Rule)

-Change in Working Hours- A Dedicated Day to Children's Welfare (4 Day Week)

-Eradication of Corruption & Perversions of Power (via AI & Information Sharing & Empowered Global Institution to enact --Stricter International Enforcement & Penalties)

-Empowerment of Women (Promotion of Women in Politics & Business)

-Co-operative Working (Bottom-Up involvement in Business Ownership & Management)



PURPOSE IN LIFE:

-To Love & Help Others

DESTINY PYRAMID PRIORITIES:

- Always love and Put My Family First

- Develop Interactive Website & Write Books to Help Others Find New Destiny

-Become a Writer, Speaker & Programme Producer on Destiny & Personal Development

- Promote my New World Order Proposals Globally

PERSONALITY DEVELOPMENT PRIORITIES:

-Enjoy Life to the Full, Love Widely and Inclusively in Family, Community and Humanity while Prioritising own Needs

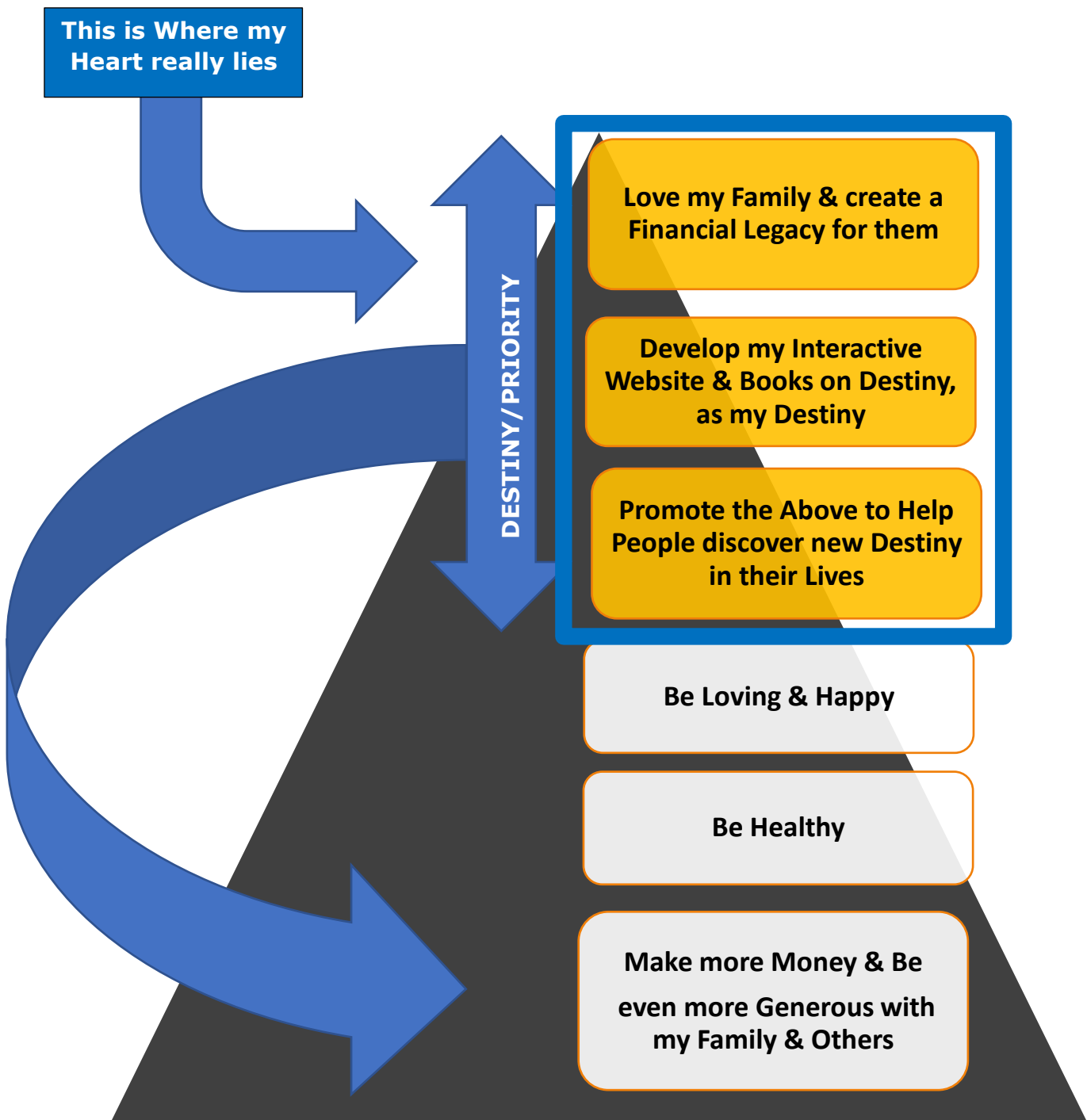
-Follow the Law of Reciprocity & Be More Tolerant of Others

- Make Enough Money to Become Independent

-Lead A Life of Truer Temperance, Don't Manipulate Others



Destiny Choice



My own destiny is to pursue the development/promotion of my Website/Books on Destiny to help others find New Purpose in their Lives, AND to Make Money and dedicate the Financial Proceeds to my loved ones.

4.4 The Truth, (the Whole Truth & Nothing but the Truth)

In my youth my early passions revolved around trying to create a career as a rally driver, an airline pilot, or a professional golfer.

I was dissuaded from the first on the advice of a world rally driver who judged my ability on a test track. My mother advised me against the second as a romantic notion which would disappoint, and poor eyesight sealed that fate anyway. The third was also not pursued on the fear of not reaching the level of ability required to compete at the highest levels. These were mostly 'Escape-Hatches' based on hurdles that were probably not insurmountable for a more determined, ambition and driven youth in the 1970's. Effort, determination and tenacity can result in remarkable achievement – there are examples throughout history.

The results of a Myers-Briggs Psychometric Test I had undertaken early in my career search had identified suitable roles - from my being a 'Flower-Power 60's Type Hippy' to a 'Wine Taster' to a 'Long-Distant Lorry Driver', all allegedly matching my personality profile and desire for independence and self-determination in setting goals and standards. These are true traits also of a rally driver, a professional golfer, and a pilot, to varying extent – the player and his adrenalin and passion versus his elements and the need to achieve self-set goals and standards.

I had some high achieving mentors to emulate. My father had been a professional speedway rider and rode for England, born from his passion for speed and motorbikes. My grandfather had left school at 15 and become a self-made businessman and owner of a sizeable truck transport business, born from his passion for driving, as a chauffeur in his youth. I failed, ultimately to become the prodigy of either.

Not pursuing one's *real* passion early in life can so easily lead to a life of mediocrity thereafter. And it's so easy to go with the flow of higher education or an apprenticeship; and focus on chasing women or men and doing what one's peer group does. And it's not all about 'getting real' in setting goals. The 'Reality Matrix' output in my 'Destiny Analysis' would most certainly rule out any of the above youthful passions of mine to become my new destiny now, because the analysis imparts self-assessed reality – 'Realisation of what is realisable'. But don't despair if youth has passed you by, youthfulness necessarily hasn't.

One doesn't launch a new career, or pursue a new destiny, late in life, just because a previous vocation wasn't successful or lucrative enough. The motivation has to be *new passion* and a mission to finally do what you would most love to do now, while you can still have or can acquire the ability to achieve it. And once found – if there is a need, demand, or benefit for the wider world in your performing or spreading your mission – then making sure you get proper financial reward for doing so. That's the Ikigai moment.



'The Ikigai'

This is what I call the Colonel Sanders 'Phoenix Drive' exemplified by his passion and ability, at 73-years of age, to get

his 'finger-licking-good' KFC recipe eventually to restaurants all around the globe. And the desire to make a financial killing is a healthy motivator in the process, one which he achieved despite earlier life setbacks.

4.5 The Books & Website

While the themes of the books are inextricably linked, the messages, focus and style of writing are very different. The first book '*Out of Darkness Cometh Light*' maps a route to Self-Awareness and attempts to provide the grounding for a general 'Life Blueprint' from the study of everything from world politics and history to personality analysis. The sequel '*Your Real Destiny*' is a more focused bespoke Self-Discovery Manual for the individual providing a stage-by-stage program of analytical tools to assess Personality Traits, Character based Values, Skills Set/Needs and Desires, and culminates with a more definitive and 'Personal Blueprint' for finding Real Destiny. The third book '*Sex and Your Destiny*' draws on the key findings of the previous books with respect to discovering new destiny but is focused specifically on an assessment of the 'Importance and Influence of Sex' in all of our lives, and how it impinges ultimately on destiny for all of us, and what we spend a lifetime doing as a result of it.

Personality, character, and behaviour are the building blocks of everyone's life, but one's destiny is not ordained, it becomes what one does and who one becomes as a result of what one does. I have chosen to become a writer, because it's my new passion and in pursuing this passion, it is my mission to spread my message to others – to their benefit and I seek to make money in the process – my personal 'ikigai solution'.

The search is on for a Partner to help fund, support and share Ownership, Publication & Development Rights with the Author.

The focus of all efforts will be to bring the messages to the wider public via the Interactive Website's www.DestinyGram.com.

4.6 Solution or Delusion

'Delusion' is an idiosyncratic belief or impression maintained despite being contradicted by reality or rational argument, typically as a symptom of mental disorder. Some cynics advised me that I was delusional to believe that I could create a niche for myself in the 'Global Personality Assessment Solutions Market' given the thousands of established incumbents. But I saw their presence as proof that there is market opportunity and seeking a Unique Selling Point as being the key to success.

What was perhaps a little delusional, in my career, was my belief that I could persuade the most senior executives of major companies to follow my well researched corporate advice, even though proven correct with the benefit of hindsight, when they believed their personal best interests were in conflict with that advice. I didn't understand human nature nor specifically the predominant classic personality traits and mental disorders of many forceful leaders.

My career summary is littered with examples: The Wimpey Tarmac Asset swap creating two poorly diversified Groups rather than a merged diversified Group with a single management; the sale of Carillion to a foreign acquirer rather than the disastrous attempts management and incentivised advisers to salvage a sinking ship – and these are just two high profile examples.

The Solution is always to follow your passion with independent determination, and not yield to critics who consider you to be delusional – because this will only ever lead to personal disillusionment, disappointment, and disenchantment.

Pursuing a new passion, if it's a new one, will always involve 'New Focus'. Mine became the completion of my books and the Search for a Partner(s) to support me and share Ownership, Publication & Development Rights of the books and the planned

Development of an Interactive Website, and its subsequent Promotion. But new focus also often involves 'Closure' of past paths that might have led to life 'cul-de-sacs' or negative thinking.

4.7 Closure

Closure for me meant grappling with those life gremlins which can fester for one's whole life if not addressed. It meant, for me, addressing some of the 'Escape Hatches' listed in Section 4.1: Was a sham of a marriage to an unloving wife and serial adulterer life's worst mistake or the opportunity to father the daughter who became my whole purpose in life? Was my alcoholism a result of not living up to my failings and the cause of many of them or was it my defence mechanism and vehicle for overcoming shyness, enjoying banter and an outlet for loving behaviour. Was my decision to blackmail an employer a shameful act of retribution, or the reckoning that was needed and route to continued personal liquidity? Was the demise of my second marriage the final nail in my emotional coffin, or the opportunity to cement a meaningful and loving relationship with my much-neglected stepdaughter? Were my latest failed attempts to make a living out of offering corporate advice as a management consultant to major Plc's (most of which ignored my well-researched approaches)- a lost cause- or did they strengthen my resolve to go it alone and believe in myself and my strengths? Was my financial demise, depression, and alcoholism to become my ultimate legacy – or did they inspire me to finally lift myself up again to become a successful author and business owner, and more importantly be the loving and generous grandfather I aspired to be? The bottom line is to never accept hopelessness as the corollary of a lifetime of strife, but to use one's experience, strengths, resolve and passion to move forward.

The broad contention is that humankind, in the 21st century, is itself on a journey of hopelessness – on a homo sapiens running wheel of disinterest, disenchantment, disconnected and frustrated individuals witnessing continued political strife, war, economic and environmental turmoil, exponential wealth divide and unfulfillment. The solution *for the individual* is to re-engage, exit mindless social networking sites, and embark on a spiritual, a-religious, a-political, practical personal journey of self-discovery employing the Books' and Website's unique analysis to discover new personal Purpose and Destiny. If Life is good for you, and more importantly – complete; fine. If it lacks something, something your career or relationship has not fulfilled – remember, life is short, and mediocrity sucks the more you leave it to fester and wane.

It's never too late and even retirees can get re-born in their quest for new missions – maybe global travel, a safari, sexual experimentation, spirituality, a new vocation, or just beekeeping. Happiness relies on it, and it won't happen unless individuals dig deep to decide what they want their ultimate destinations to be, personal to them, and commit to that journey, however late.

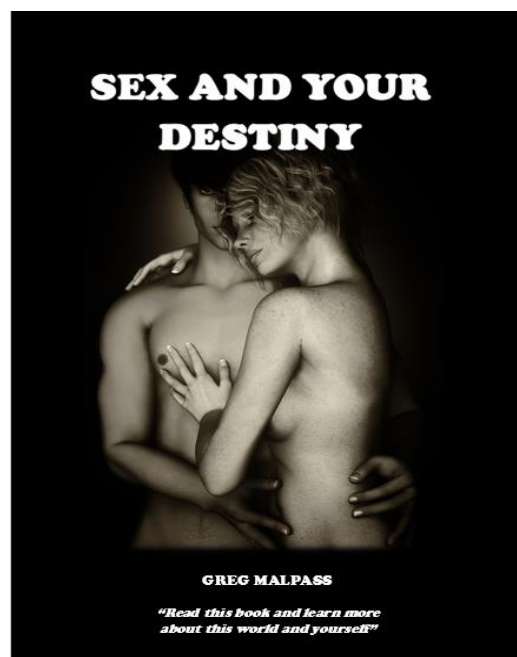
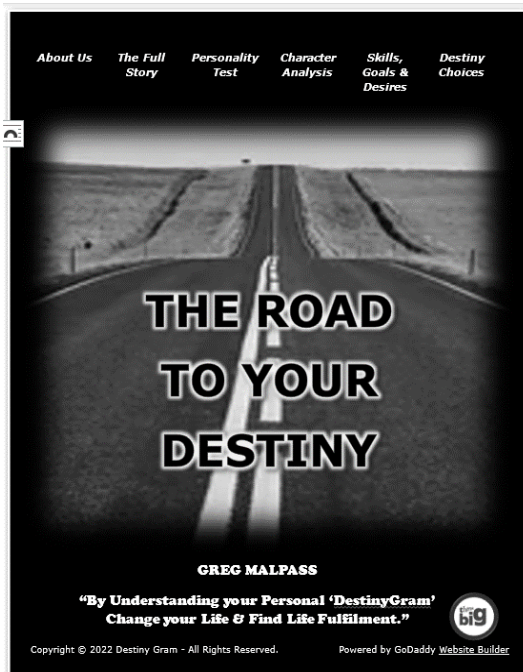
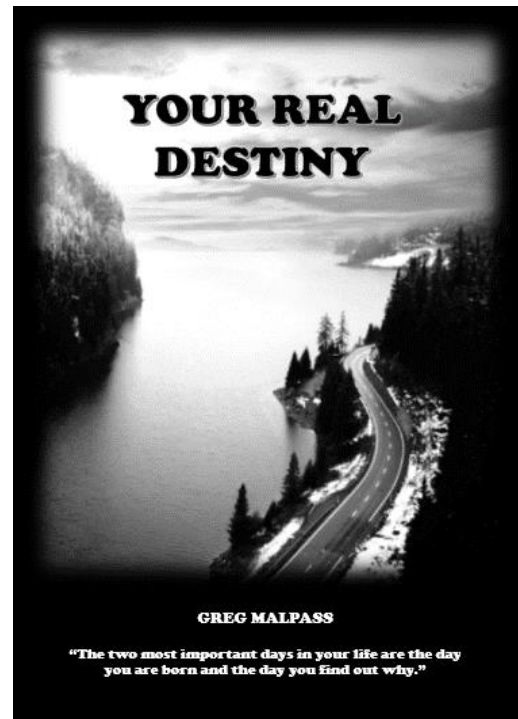
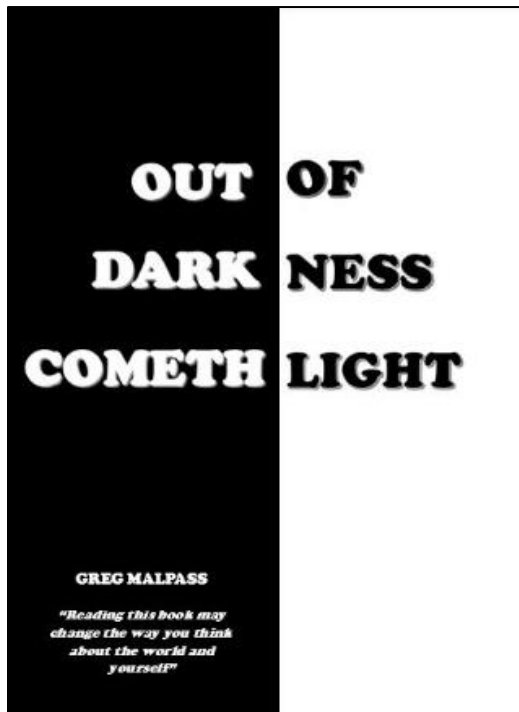
And it's never too late to help others. Whether it's in the pursuit of a vocation, a life mission, or even a sexual relationship, it's in the giving that the human spirit finds happiness, not the receiving.

"In life, people don't plan to fail, but often fail to plan and then act. One's true Destiny is ultimately only achievable by design followed up with action."

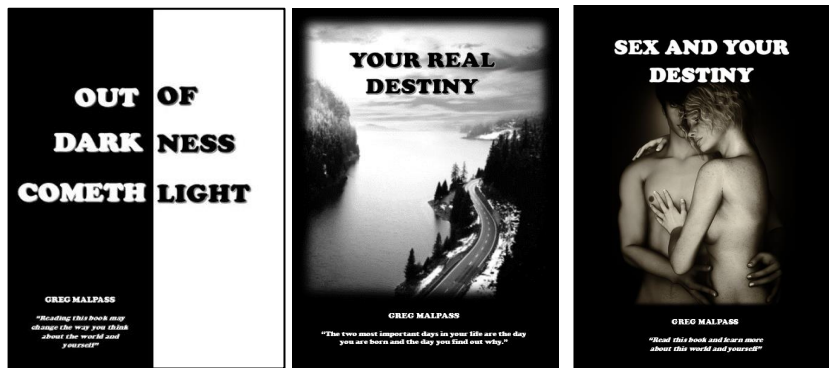
Restating my Own Plan for a New Destiny: To find happiness and contentment; To make money for my family, and via my Website and Books To influence others and help them set and achieve new goals.

5. Recommended Reading

Written to share the Author's experiences and insight and inspire readers to examine themselves closer in the search of their real destiny.



5.1 Book Reviews



Three Books

'*Out of Darkness Cometh Light*' is an autobiographical book of philosophy and inspiration which maps a route to Self-Awareness, analyses everything from the problems of Global Power, Politics and Addictions to the study of individual Personality, Values and Destiny. The conclusion promotes societal changes in the world, but more importantly provides a Life Blueprint for Personal Destiny and Happiness.

'*Your Real Destiny*' is a focused bespoke Self-Discovery Manual for the individual providing a stage-by-stage program of analytical tools to assess Personality Traits, Character based Values, Skills Set/Needs and Desires, and culminates with a Personal Blueprint for finding Real Destiny.

'*Sex and Your Destiny*' is a frank and eye-opening assessment of the importance and influence of the subject matter on all of our lives, and how it impinges on our destiny.

An interactive website and handbook



'www.DestinyGram.com' is an on-line interactive Website adaptation of the ('Your Real Destiny') book's analysis. The stage-by-stage program of analytical tools - required to assess Personality Traits, Character based Values, Skills Set/Needs and Desires – are formulated in a series of on-line questionnaires which culminates with a bespoke Personal Blueprint for discovering 'Real Destiny'.

Out of Darkness Cometh Light



Greg Malpass

This Book will help you 'Reflect on Life, Discover Real Purpose and Become your true Destiny'. Profound betterment at the personal level requires radical soul-searching and employment of the book's unique blueprint for personality analysis and self-discovery.

'Inward-thinking' philosophies for individuals and 'outward-looking' ideas for both individuals and societies are explored for transformational change in a New World Order free from War and the Global 2020-22 COVID 19 Pandemic.

The Author bares his soul, writing in anecdotes, drawing on his personal experience of global business, political and business corruption, personal dysfunction, promiscuous sex, addictions, and the personal ego.

But his stories of both the positive and negative traits of human nature and behaviour seem to help answer so many of life's Big Questions about our world, our origins, who we've become, and where we should be going as individuals and a global society.



UK: £19.95 EUROPE: €24.95 USA: \$ 29.95



'THE PROBLEM'
POWER, POLITICS & CORRUPTION



'THE EGO'
LUST, GREED & ADDICTION

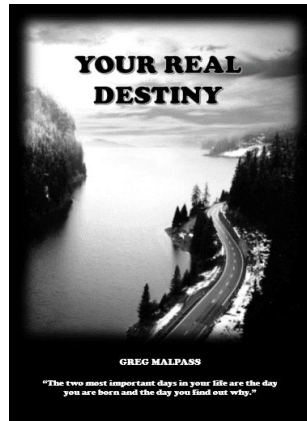


'THE SECRET'
SELF-DISCOVERY & INNER-CALLING



'THE BLUEPRINT'
KNOWLEDGE, PASSION & PURPOSE

Your Real Destiny



"The two most important days in your life are the day you are born and the day you find out why."



From Enneagram to Inner-Calling

This is the ultimate Life Changing Book using the world-renowned Enneagram of Personality and New Ground-Breaking Self Analysis Techniques developed by the Author to help you discover your Real Destiny.

You will gain the tools you need to truly understand your own Personality, your Needs as well as your Desires, and based on your own Principles and Character, discover Real Purpose and ultimately your Destiny in Life. This Book will help you - Change your Life, Make the Right Choices going forward, and most importantly Act Now.

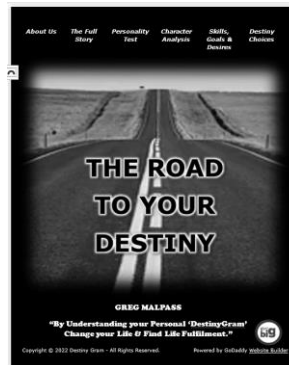
"Your life cannot be repeated. It is now or never. Find out who you are, what your heart longs to achieve, and sail away from safe harbours to become your true Destiny."

Printers

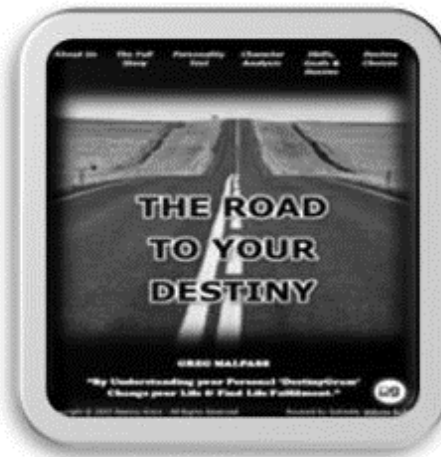


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The Website and Handbook



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IN 40 MINUTES



DESTINY-GRAM
On-line test

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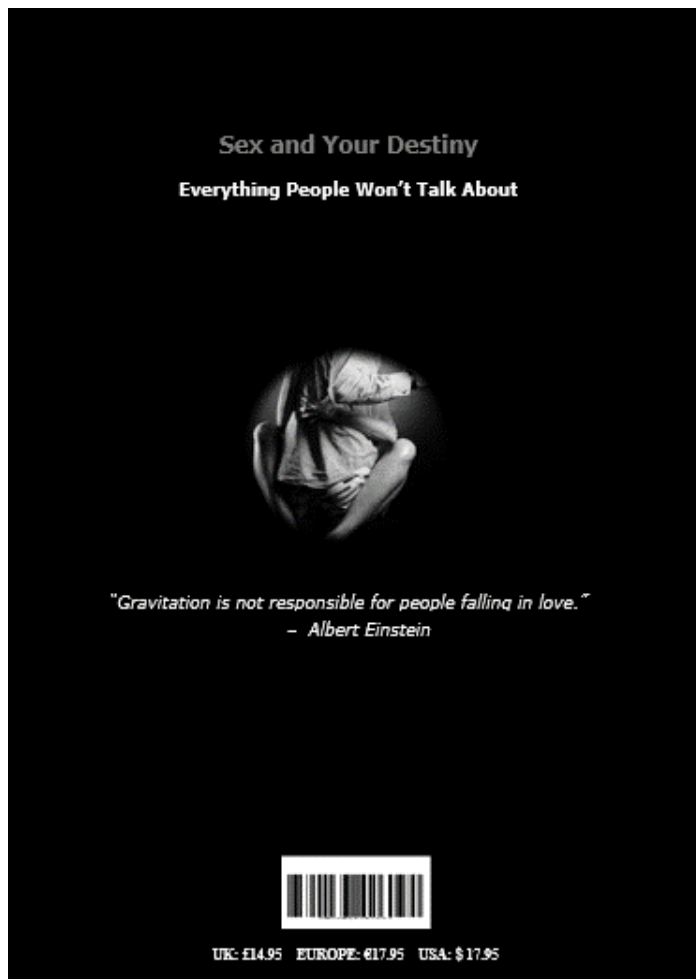
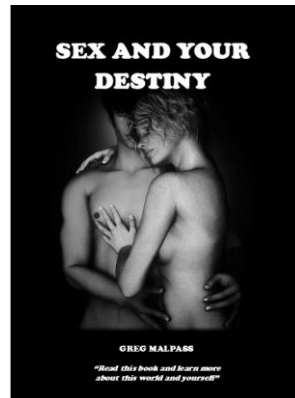
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www.DestinyGram.com

This On-line interactive Website has been developed off the back of the theme of the book 'Your Real Destiny' – and, through a process of in-depth personal analysis and self-discovery – shows how to explore new meaning, purpose and find 'Personal Destiny'.

Sex and Your Destiny



Love and sex - are among the most meaningful and ethically significant phenomena in our lives. For many of us, our longing for genuine love and satisfying sex overshadow our desires for education, a career, wealth generation, or arguably the search for real destiny in our lives. Yet love and sex - and our beliefs about both - seem to cause us at least as much suffering as joy, and at least as much regret as satisfaction.

Though private lives remain private, popular cultural, media and social networking references to 'love and sex' abound. Few of us spend time to consider what enduring effect our views and the decisions we make around love and sex have on our lives. In reality it's our personalities which play the leading role in what we think and do and analysis of personality traits and commonly held views and myths on love and sex can yield valuable insight.



'Sex and Your Destiny' is a frank and eye-opening assessment of the importance and influence of the subject matter on all of our lives. You'll likely think differently about both, and how they impact on your life, and learn more about this world and yourself and your destiny after reading this book.