

***David French***

**CEO**

**University Hospital Southampton**

**Thank you**

*Thank you*

**Thank you!**

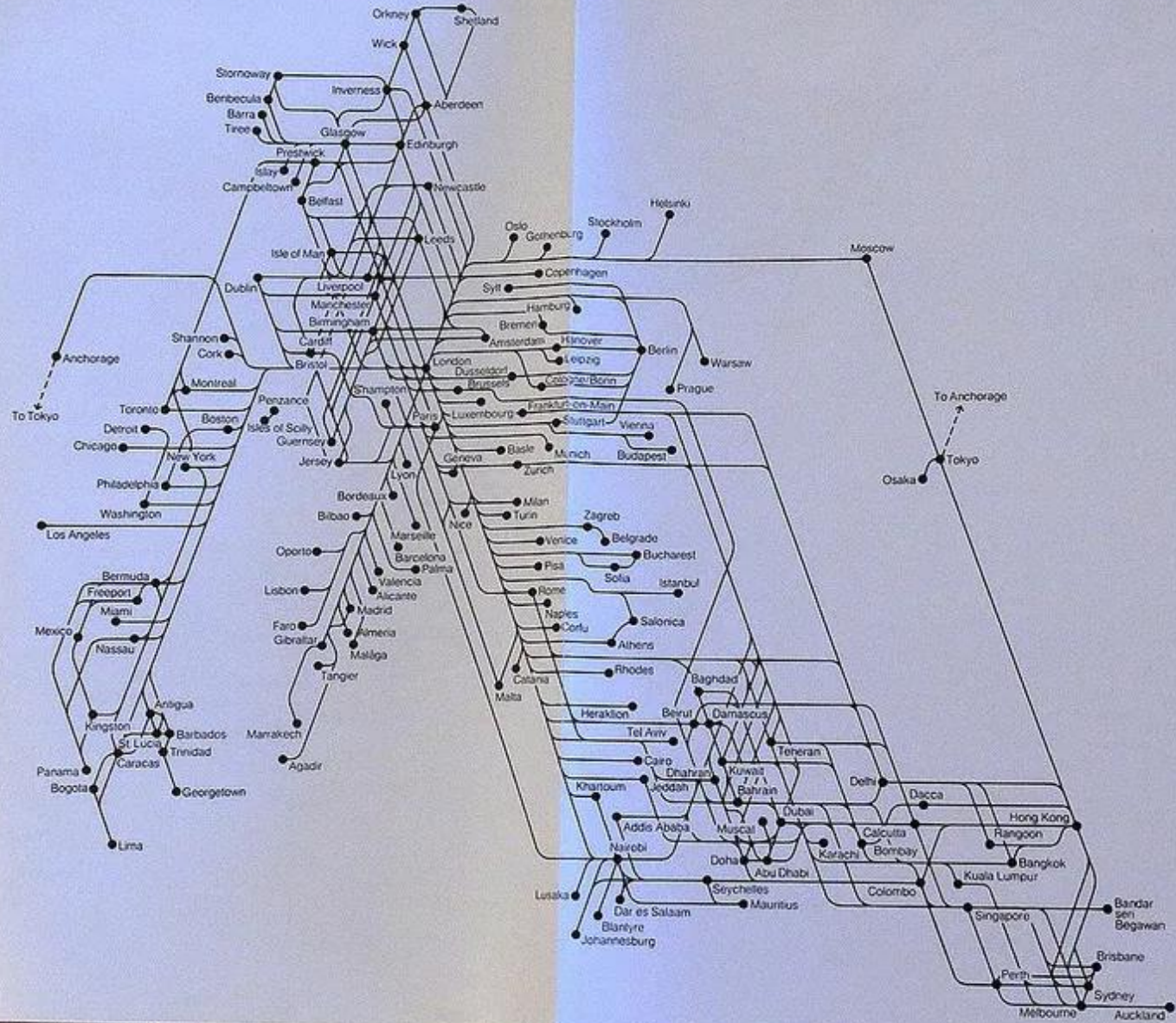
# Me

- 52, grew up in Cheshire
- Read economics at University of London
- Married to Kim for 24 years
- Amelia (21), at university reading maths
- William (16), just done GCSEs
- Always career focused
- Always wanted to be in finance!





# British Airways worldwide route network







# Finally I hear you say, a bulleted list....

- Sometimes roughly right is better than exactly wrong
- Know the numbers; forecast to give the organisation time to react
- Bad news is not like fine wine
- Understand all 3 legs of the stool
- Open doors and look what's the other side. You might like it!



**Thank you!**

**Any questions?**