

Prepare for CEO

Decisive

- Take decisions faster
 - Put it in simple terms
 - Opinions from all, decision from you
- Take fewer decisions
- Take a learning approach
 - Learn from the past – Make mistakes your Lab
 - Learn from inside – Condition your mind for decisiveness
 - Learn to see what the future holds – Look around. Seek contrarium perspectives.

Adapt Boldly

Ride the Discomfort of the Unknown

„If I am not uncomfortable, then I am probably not learning or changing fast enough“

- Build the Adapt Muscle
 - Actively look for the new
 - Learning potential is a selection criteria
 - Close the skill-gap
 - „What got you here, won't get you there“
- Build the Future Adapt Muscle
 - Build diverse info networks
 - Never shy away from asking questions
 - Tackle pre-mortems before post-mortems
 - Listen to your customers

Relentless Reliability Deliver Consistently

- Constantly set realistic expectations
 - „Here's what I'm going to deliver by when. And consider it done.“
- Constantly have a support mindset
 - „What are my boss/ colleagues/ clients trying to do, and how I can help them get there?“
- Build your environment
 - Make mistakes safe
 - Level the playing field
 - Create a precise shared vocabulary
 - Set up processes

Engage for Impact

- Why? – Lead with intent
 - Think – Feel – Do
- Who? – Understand the players
- How? – Build routines

Get to CEO

Get Results

Fast track your career

Career Stage	Aim at	How to achieve it	Skill to use
First 8 years	Max. breadth & pace of learning	Big Leap	D / E
9 – 16 years	Demonstrate measurable results	Big Mess	R / E / D
16 – 24 years	Enterprise Leader	Go Small to Go Big Blowups	R / A



Get Known

- By your boss
 - Understand his goals
 - Understand his expectations/ preferences
 - Let him help you
 - Provide update in things that matter
- By your peers
 - Share aspirations
 - Ask for advice
 - Make clear and specific requests
 - Follow through
 - Offer new, needed skills – get known as an expert
- By your network
 - Get to the „intersection between when you can add the most value and contribute what the organisation value most.“



Career Success

- Communication skills
 - No accent
 - No sophisticated language
 - No acronyms
 - No „I“ but „We“
- Memorable & Relevant
 - Meaningful numbers
 - Bona fide
 - Vivid stories
 - Address your blowups productively
- Stay focused
- Know your CEO type

Type	Focused on	Skill to use
The Sky's the Limit	Creative & Entrepreneurial	A/ D/ R
The Lean, Mean, Operational Machine	Cost is a competitive advantage	R / D
The ER Surgeon	Troubled company	D
The Safe Pair of Hands	Slow growth industry/ Mission-driven organisation	R/E

Stay as CEO

What Could Go Wrong?

Potential problem	How to solve it?
Hidden dangers	Set your year 1 checklist
Out of speed	<ul style="list-style-type: none"> Set meeting duration Prioritize your calendar in line with your priorities Use the „Polite No“
Uncomfortable with the permanent spotlight	Use your words and actions to shape the future
Not achieving full impact	Use the full set of business levers available <ul style="list-style-type: none"> Culture Shaping Financial Strategy Corporate Diplomacy
Not handling the pressure	Create winning routines <ul style="list-style-type: none"> Protect yourself against „identity theft“ Find confidants & consiglieri

Get Settled In

- Maximize your Inaugural Address
 - Your assessment of today
 - Your vision for tomorrow
 - Your values for the organization
 - Your broader view
 - Your call to action
 - Your leadership style
- Build Your Team
 - You need a new team. Old on won't do
 - Match candidates previous results to future needs
 - Challenge the people recommended
 - Don't over-rely on the ones that helped you to get here
 - Add diversity and complementary skills
 - Don't avoid talent just because it might become competition

Consolidate your position/ Hold your ground

Understand your Board

Type	„+“	„-“	How to use them
The Engaged Partner	Good judgement, provides advice and accountability	None	Checks & balances
The Quiet Expert	Good ideas & relevant experience	Won't speak until asked	Ask for contribution on the specific area of expertise
The Rubber Stamper	Follows the lead of the CEO	Inable to provide support in difficult times	Ignore them
The Micromanager	Eager to prove his value	Disruptive, undermining the CEO	Actively enlist him in activities that are helpful to the company and to you
The CEO-in-waiting	Might bring value, only if well intended	Is the person who wants the job	If they bring value, find a role for them. If not, remove them
The Activist	Might bring value, only if well intended	Has his own agenda	Understand the agenda they represent and look for common ground

- Define the role of the Board
- Communicate. Communicate. Communicate
- Learn when and how to deliver bad news