A **CEO** Playbook

THE CRAFT

Secret Codes and Methods for
Unlocking Exponential Financial Value

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ISBN-13: 978-1-7325624-2-4

Book Formatting by Kristen Forbes (deviancepress.com)

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EXTERNALITIES

Many corporate executives describe the predicament their companies face as the product of something happening "out there." A short seller or analyst. A competitor's move. A tax or regulatory change. A disgruntled debt holder. It is usually where our first conversation begins. It is true—there is something out there that is stimulating the conditions. It can be described. You and your stakeholders can point to a common enemy and say, "There is our problem." This is all logically sound. It is convenient.

But it is too simple. In fact, it may be a trap.

What is occurring above the waterline and below are never unrelated. They are integral to each other, including at both the company and the individual levels. Those who can see only what is outside of them but are unaware of how these stimuli are affecting how they individually perceive, react, and think—the fundamental functions that affect whether we are going to get that decision right in our most critical moment—are walking blind. They are likely taking us with them. This blindness leads to sluggish growth. Opportunities requiring quick reads and quick action are missed. The company's most valuable assets—many times the very individuals who are most creative, intuitive and empathic—move on, leaving the company depleted, unable to see, feel, and capitalize on those market dynamics where today's exponential financial value is being unlocked. They cannot sense the quickly shifting consumer preferences. They miss the arc on shifting generational, social, and technological trends. They are unable to compose new value chains that are more effective and disintermediate the old ones. They are unable to craft new ways of monetizing the value they create.