

A **CEO** Playbook

THE CRAFT



Secret Codes and Methods for
Unlocking Exponential Financial Value

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To create exponential financial value within companies—ranging from global multinationals all the way through to entrepreneurial innovators—it takes a network of many differentiated skills and capabilities knit together brilliantly in order to unlock the significant value promised.

This is imminently challenging alchemy.

With trust, we looked for the variable of others being like us. Now we look for differentiation.

Differentiation is the second ingredient to support the fundamental belief we need in our commercial exchanges:

*You can take me someplace
I otherwise cannot go.*

Differentiation is necessary to the relationship because we rely on you to provide your differentiated value—what we do not possess ourselves to achieve optimal value.

This differentiated value may be obvious—for example, providing a capital asset, distribution channel, or financing.

More often, particularly when the objective is not just to generate a margin but instead to unlock exponential financial value—the differentiated value we desire is something different—it is more ethereal. We need their vision. We need their unique perception. They think in a different way. They put all the pieces of the puzzle together in a different way—which is corporate innovation. It is breakthrough thinking. It is transformation. It does lead to disintermediation, disruption, and corporate trajectories that climb higher. It does unlock exponential financial value.

We desire the comfortable rhythms and predictability of those like us, but simultaneously we need them to be different from us. It is necessary to the health and vitality of our ecosystem. It puts us on a path to achieve optimal value.

At the level of deeper coding that goes on in creating high-value commercial relationships, at least metaphorically speaking, we give them a license to be different from us.

This license, however, is revocable. We attach strings to it. We allow others to be different from us in the commercial context so long as this differentiation is valuable to our journey. When the differentiation is simply different from us but provides little to no value to our ability to manage through inflection points or to otherwise achieve optimal value, we reserve the right to revoke the license.

The revocable license operates below the waterline. It is not consciously expressed. It is not in the legal agreements. But it is there, ever present—profoundly affecting how the

parties communicate, perceive, react, and think. To manage its influence on the path of the actual vector, draw this deeper code up above the waterline for yourself and your team. Draw it out with others who may be or become part of your journey. By exposing this deeper code to the sunlight—revealing it transparently as a dynamic in the cognitive and emotional experience of the journey together—we create stronger relationships at the outset. This increases the probability of our success along the vector toward optimal value.