

A **CEO** Playbook

THE CRAFT



Secret Codes and Methods for
Unlocking Exponential Financial Value

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THE END GAME

Those who lead companies will ultimately be judged on whether they created exponential financial value—optimal value—for their shareholders.

Whether they do so, however, is determined by something very fundamental and yet so elusive to many. Their success will turn on

allocating the responsibilities, risks, and rewards with those in its corporate ecosystem—employees, investors, consumers, clients, buyers, suppliers, vendors, advisers, and others—fairly, equitably, and transparently; and

navigating the critical inflection points along the path they will inevitably encounter—successfully—continuing the ascending vector toward their optimal value.

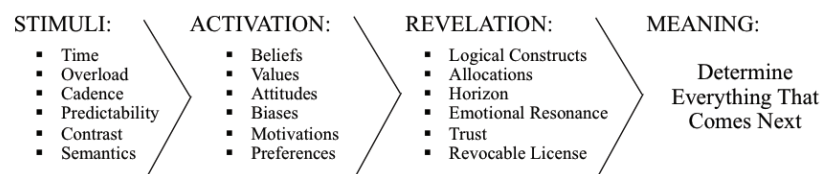
The difference between managing these imperatives well enough and creating exponential financial value lies in the

something intangible. It is in that something that often feels to corporate executives more ethereal. Some seem to have that magical ability to wrangle it to their benefit while it proves elusive to others.

The Craft enables you to capture this magic. It draws from those disciplines above the waterline—finance, law, operations, innovation, strategy, communications, and politics—while integrating that which dances from below—drawing from the insights revealed by Maslow, Skinner, Sun Tzu, Machiavelli, and an obscure theoretician named Clare W. Graves.

The Craft enables cross-correlation among underlying beliefs, values, attitudes, biases, motivations, and preferences and how these affect the corporate trajectory as a product thereof. It embraces techniques that stimulate reactions—responses sparked by the various underlying beliefs, values, attitudes, biases, motivations, or preferences (psychographics) of the actors. This response informs us as to how the actor perceives the allocation of reward, risk, and responsibility in their commercial exchanges.

Illustration 16



The insights and understanding obtained by using *The Craft* reveal everything that comes next for the company.