A **CEO** Playbook

THE CRAFT

Secret Codes and Methods for
Unlocking Exponential Financial Value

CHRIS MAILANDER

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

Book Formatting by Kristen Forbes (deviancepress.com)

16

EXPOSE THE DETERMINANTS

The sketch on the whiteboard, and the ensuing debate, will reveal many things we can objectively discuss, including such variables in the calculations as financial projections; consumer uptake; pricing; or time to market, time to scale up, or time to scale down.

The sketch does something else.

It quickly exposes the variables lurking below the waterline, including

> the creativity of the team;
>
> their openness to new ideas and influences;
>
> whether they have an appetite for, or aversion to, risk;
>
> their emotional predisposition, including expressions of frustration, anger, or fear;

how information is disclosed, how it flows, and who influences its interpretation; and

how power is being used.

This latter set of variables is some of the most determinative to whether the optimal value will be achieved. Metaphorically, I can now place a bet in the horse race that is forthcoming. I know whether this company is a horse that will go off as a two to one favorite or if it is a one hundred to one long shot. It is a calculation of the probability of risk in reaching the goal as well as the reward that will be realized if successful.

These variables, once revealed, do even more:

They tell me whether the optimal value can be pushed even higher.

Usually it can.

The path to even greater financial potential is being unlocked.