

A **CEO** Playbook

THE CRAFT



Secret Codes and Methods for
Unlocking Exponential Financial Value

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A POLITICIAN'S SECRET

There is another secret to making all this work,

Regardless of *whatever* corporate event, conditionality, or inflection point it is—a corporate spinout, financing, restructuring, resolving a dispute, structuring a tender, doing an acquisition, pursuing a major enterprise sale, launching a technology product, building new channels, or building an identity in the public marketplace;

regardless of *whenever* it will be experienced—one year out, a month out, a week out, tomorrow, or this afternoon; and

regardless of *wherever* it will be experienced—Silicon Valley, Dubai, Accra, Kiev, Munich, London, Singapore, Manhattan, Washington, DC, or Akron.

Always do this:

Run it like a campaign.

Campaigns have an energy, a pulse, and a vitality. They are living organisms with behaviors that manifest outwardly as well as dynamics and influences determined by the deeper codes within.

Campaigns operate against finite deadlines.

They result in definitive outcomes, with clear winners and losers.

Campaigns, quite literally, determine everything that comes next.

But for the purposes of implementing *The Craft* as a practice, there is something deeper that makes the campaign the ideal model for managing complex corporate initiatives:

Whether you win or lose is based on how well you understand how people perceive, react, and think relative to the conditions they are experiencing.

Those things above the waterline—the sales pitches, work plans, matrices of responsibility, financials, deal terms, legal structures, and strategic parameters—are all extremely important.

But it is those things that lie below the waterline—wired into how people perceive, react, and think—that move the needle.

This is one secret that we can steal from politicians. It is where the magic lies.

The art is in the intangibles; it is this art that separates those who create exponential financial value from those who do not.

Everyone will have a launch strategy; financial forecasts; messaging carefully crafted for the board, employees, and media; the policy analysis; the technical architecture; the brand strategy; the delivery model; the pricing analysis; and the legal review.

What virtually no else will do is the following:

1. Decrypt the philosophy, logical constructs, belief systems, and emotional responses—for their own team as well as for those sitting across the table—those key stakeholders highly influential to how your critical moment unfolds and what comes next.
2. Document the biases, patterns, and triggers of the individuals involved, both of your own team and of those sitting across the table.
3. Map where there will be resonance and people coming together and where they will be repelled.
4. Find the crack of light that will enable you to navigate successfully to the other side of the coming moment.
5. Build the right team with the skill and ability to evolve and adapt as critical inflection points dictate.

6. Understand how new information, stimuli, and changing situational contexts are affecting your own biases, patterns, and triggers—affecting your own way of perceiving, reacting, and thinking.
7. Develop a language and understanding of the methods being used across the team so that they understand the needs in the moment and are able to adjust quickly to support the team effort.
8. Reverse engineer the timeline (T-30, T-21, T-14, T-7, T-0, or similar methodology) with key hurdles to be achieved along the way to increase your probability of success.
9. Run it like a campaign—knowing that how highly attuned and effective you are in understanding how people perceive, react, and think will determine your success.

This is the path to creating asymmetric advantage over all others. It is the path to achieving optimal value. It will determine how you are remembered.