

A **CEO** Playbook

THE CRAFT



Secret Codes and Methods for
Unlocking Exponential Financial Value

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SUNLIGHT

The structures and techniques of *The Craft* have originated in extreme experiences. Extremes act as sunlight—exposing what is already there but which we otherwise could not see. It is how we reveal the deeper codes that truly affect outcomes.

This body of insights and learnings has been gleaned from such experiences as working with the CEOs of some of the largest corporations in the world, as well as the presidents of nations, technology innovators, investors, bankers, hackers, spies, and, quite frankly, some flat-out corporate scoundrels, all acting when the situational context surrounding them had grown most intense, chaotic, and confusing—those moments when they were pressured to ask, “What next?”

It has included working on corporate due diligence, M&A transactions, financings, corporate spinouts, reorganizations, high-dollar enterprise sales, international tenders, auctions, reputational campaigns, writing national laws, implementing internationally agreed-upon policies, corporate crises,

regulatory investigations, criminal investigations, international disputes, and a myriad of other situations that had the potential to define everything that came next for the company and its executives depending on the outcome—for better or for worse.

It has come from knitting together the network of actors to create ecosystems that derive new financial value from new business models, new technology innovations, new policies, and new creative breakthroughs.

It has always become most revealing of the truth as the intensity of the moment ratcheted higher and higher—the sunlight growing brighter—because

the value of the deal was stepping up or falling away;

cash flows were depleting quickly;

the feeling of being leveraged grew heavier;

the options forward were diminishing;

the curated intangibles of a person's identity—including their political power, their reputation, or their legacy—were threatened; or

the actors in the unfolding drama moved in, moved out, played games, sought advantage, and revealed who they really were, what they really wanted, and what they could or could not really do.

This has been the sandbox for decoding and compiling *The Craft*—witnessing those who rose to the moment—and

those who did not.

It is important to note that for those who underperformed or failed, it rarely had anything to do with intellect or intent. Instead, it most often had to do with their lack of insights and preparation for the fluid but predictable dynamics that most certainly come into play when the inflection points grow most intense. It did have to do with something deeper—including their own perceptions, reactions, and thoughts in the moments like these.