

A **CEO** Playbook

THE CRAFT



Secret Codes and Methods for
Unlocking Exponential Financial Value

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

Book Formatting by Kristen Forbes (deviancepress.com)

2

THEY WILL MARK THE POINT

In the life of a company, there will be certain inflection points that define it.

These are the events we will look back on, excitedly point to, and say, “There, that was it! That was the point when the company really took off.”

Indeed, it will be glorious.

Just as easily, however, we can point to events on that timeline that mark the beginning of the end. Where the trajectory of the company just never recovered. It flattened. Or it fell away.

We point to the bad decisions made—or, often, to the absence of a decision—that left the company sputtering, wounded and weak.

Within these critical inflection points, everything changes:

The rules change.

People behave differently.

The noise, confusion, and pressure intensify the experience.

Perception is distorted.

Reactions become more volatile.

Rational thinkers become irrational actors in a play they cannot control.

There is a fundamental shift—neurologically, emotionally, and physiologically.

In these moments, opportunities are lost, mistakes are made, and everything that comes next for the business becomes something different. Often it is less.

These are the moments when you gasp, shake your head, and ask, “What were they thinking?”

Often the answer is, “They weren’t.”