

THE CEO NEXT DOOR

The 4 Behaviors That Transform Ordinary People into World-Class Leaders

ELENA L. BOTELHO and KIM R. POWELL

ELENA L. BOTELHO is a partner at ghSMART, a business consulting company specializing in business leadership. Elena Botelho has advised more than 200 CEOs and boards over nearly two decades. She started as a strategy consultant at McKinsey & Co. after graduating with an MBA from Wharton and an undergraduate degree from the University of Pennsylvania.

KIM R. POWELL is a leadership advisor and principal at ghSMART. She is a graduate of the University of Notre Dame and the Kellogg School of Management. She consults with Fortune 500 CEOs and major private equity business leaders. She previously worked as a consultant, principal and senior knowledge expert at the Boston Consulting Group and as an accountant with Anderson Worldwide.

The website for this book is at: www.ceonextdoor.com.

ISBN 978-1-77544-942-3

MAIN IDEA

In 2014, PwC carried out a study which showed hiring the wrong CEO costs shareholders more than \$112 billion in lost market value every year. With that in mind, the question can be asked: "What makes a great CEO and is there a viable road map to become one?"

To answer that question, 17,000 leadership assessments were carried out and analyzed to ultimately come up the "CEO Genome" – the four behaviors which can be shown to be statistically associated with success as a CEO.



So what's the road map to becoming a great CEO? It really has just three steps:



"Becoming a CEO isn't necessarily about background or good fortune. It's about performance, about behaviors that most of us can master with hard work, close attention, and good techniques. Even the most impressive CEOs often didn't start out knowing they were destined for greatness. Nor did most feel driven to pursue the corner office until later in their career. At some point along the way, though, they had their "I can do it" moment. We hope this book will be the "I can do it" moment for you in pursuing your professional dreams."

– Elena Botelho and Kim Powell



Step #1 – Get strong – Master the CEO genome behaviors Pages 2 - 4
 The four key behaviors which enable a person to act and lead like a successful CEO are:



Notably none of these are inborn traits but are all behaviors and habits which are shaped by experience and which can be developed. Work at mastering these CEO behaviors.

Step #2 – Get to the top – Win your dream job Pages 5 - 6
 While there are lots of potential paths to the top, there are three patterns of success which most often show up in the routes CEOs take to the top. These are:



Never lose sight of the fact getting appointed CEO is a process which is full of emotion and biases. Anticipate and safely navigate all the land mines.

Step #3 – Get results – Navigate the challenges of the role Pages 7 - 8
 The first two years are make-or-break for a new CEO. Once you've got to the top, you have to navigate the challenges which surround you. Specifically:

