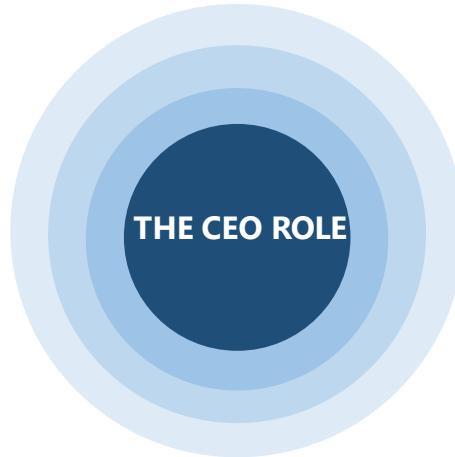


# ADVICE FROM THE WORLD'S LEADING CEOS

**IT'S A NEW JOURNEY** – Everything you have learned will have qualified you to be a CEO but none of this will prepare you for the role. Understanding needs to be hard-earned through exposure.

**CONFIDENCE & HUMILITY** – Wake up thinking that you know nothing, Admit that you're wrong when that's the case. Be prepared to take decisions without complete information.

**MOTIVATOR** – The CEO's job is to get everyone out of bed every morning, get them to work and to do an amazing job, safely. *"Leadership is the art of getting people to want to do what must be done"*.



**EXECUTION** – You need a strategy and a simple plan everyone (the city and your own staff) can understand. Then it is about execution, execution, execution.

**DELEGATE, DELEGATE, DELEGATE** – Surround yourself with great people, otherwise you will end up doing their job.

**"THE LONELY CEO"** – Being a CEO is very social, it only becomes lonely when you don't want to deal with things and lock yourself up in the office. Be visible.

**TAKING RESPONSIBILITY** – If CEOs moan about their organisation, the reason is almost always because of themselves.

**DEAL WITH THE TOUGH STUFF FIRST** – Make the tough choices early or they will cast a long shadow over your leadership.

**DROP THE BAGGAGE** – Start by getting rid of loss making businesses and focus on the core businesses. Relentless focus on what is important.

**BE PREPARED TO BE IN THE MINORITY** – Sainsbury's CEO had to push hard for the board to sponsor the Paralympic Games – even when they were the largest employer of disabled people.

**BEWARE OF CONSENSUS** – Don't accept consensus in the early stage of an idea; better decisions are made after being challenged.



**CEOS ≠ DEMOCRATS** – At the end of the day, you make the call. While all efforts should be made to foster inclusive discussion, the business must be ready to acknowledge the CEO's authority.

**WHEN THINGS GO WRONG** – Ask 'how did this happen', instead of 'why did you do this'. This gives people the opportunity to explain their part in the situation and eliminates a blame culture.

**WHEN TO STRIKE** – Don't kick the organisation when it is down, nurture it. Kick it when it gets arrogant.

**YOUR TEAM** – The board gets to pick the CEO, the CEO gets to pick their own team, don't let anyone tell you otherwise. Pick the team first, then choose your direction.

**RECRUIT FOR THE FUTURE** – Mars recruited against the criteria 'Could they be the CEO?' even for their graduate scheme.

**TREASURE DIVERSITY** – Diverse teams produce better outcomes, and this covers not just ethnicity or gender but also competencies and characters.

**VALUE PERFORMANCE NOT TIME SPENT** – Promote people if they're good enough, not whether they're old enough.



**BREAK DOWN SILOS** – Leveraging diversity of perspectives breaks down silos and fosters cross-functional teams and planning.

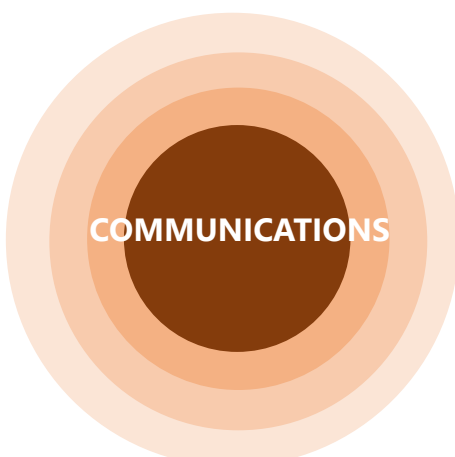
**KEEP YOUR BEST** – Make sure the smart people stay in the businesses, that innovation is ground up and people feel HQ is there to help. If you get the culture right people feel invested and invested people will take a hit to help the company if it is needed.

**HAVE A TRUSTED GUARD** – The further up you go the less truthful the feedback becomes. Surround yourself with trusted guards that you can rely on giving you honest feedback on what to improve.

**ONE STORY** – Speak the same language and strategy to all stakeholders, investors and employees. Only one version of the truth and you the CEO are the main story teller and need to bring it to life.

**START WITH PEOPLE** – Start every meeting with the key strategic focus, which must be people, health and safety or the environment, never finance. Reinforce this in all communications and measure it.

**ON-THE-GROUND COMMUNICATIONS** – You have to know what your customers and front-line staff are thinking and feeling. Customers pay your wages so go talk with them. Make yourself available for employee queries.



**MAKE SURE EVERYONE SPEAKS AND IS HEARD** – Make sure everyone talks at meetings and has a chance to express their doubts and concerns. You don't have to agree and they are less likely to detract.

**NEVER FEEL CONTENT** – Statistically, it is extremely hard to win 6-0 after leading 3-0 at half-time. Many leading companies have been taken over by disruptors even when they have an impressive market share. Always stay alert.

**STICK TO YOUR VALUES** – CEOs must take decisions according to their organisations' values rather than purely assessing the financial risk.

**UTILISE DATA** – Utilise data to shine a spotlight on issues and make it inescapable.

**UNDER-PROMISE, OVER-DELIVER** – Coach your team in the under promise over deliver school. Give the team targets that enable them to taste success, this is hugely motivating. Success breeds success.

**ON THE SIDE OF THE CUSTOMER** – CEOs must always sit on the same side as the customer, and get the company to do the same.

**PUT YOUR STAFF FIRST** – To put customers first you have to put your staff first. Customers like consistent staff, who know them, so you need to keep your staff to keep your customers.

**BE MEDIA SAVVY** – Learn how to engage effectively with the media and ensure that your top team can do the same. Media training is essential and helps you prepare for unexpected times.



**UNDERSTAND POLITICS** – Know how to navigate local and national political systems, and appoint an executive team member as the interface with your regulators.

**CORPORATE HEADQUARTERS** – Keep the costs low, give the business units a say on what they want and ensure HQ knows that they exist to help make the business units successful. If it doesn't add value, cut it out.

**INVEST IN THE INVESTED** – Stay close to your stakeholders, engage your fiercest critics, and invest in them, your people, technology and innovation to stay relevant.