



CEO Performance in ARR/Person

CHAPTER 2

LESSONS I'VE LEARNED AS A SERIAL CEO



5 Business & Life Lessons I've learned as a Serial CEO

1. Everyone is UNIQUE:

Everyone is unique means that everyone does one type of activity 10X better than anyone else in the business. Therefore, our first mission as CEOs is to discover everyone's strength, what makes them truly unique. Ask others (and yourself first): what is the one thing you do 10X better than others? Discovering the 10X factor of every team member is the first step towards creating a high performing team.

2. A Company is BIOLOGY (Not architecture):

Once you've identified what everyone does 10X better than others, it's time to organize your team members in value streams (and NOT in SILOS). A Company is like a biological body that operates in a virtuous circle (Existing customers are renewed so that the revenue is invested in marketing actions that create new business opportunities which the sales team converts afterwards;

project managers scope & onboard so that finance can invoice for the delivery team to produce & deliver). This is a virtuous circle in which everyone is assigned to one key part of the cycle.

3. Management Starts With Measurement:

Once you've identified those key activities (build campaigns, pitch & quote, follow up, scope & assign tickets, onboard & train clients, produce & monitor, invoice & collect...), then it's way easier to assign the ONE single KPI that will define the success of everyone. Remember Prof. McKinsey's words, "What cannot be measured cannot be managed."

4. Curling is Our Sport:

Jack Welch, the legendary CEO of GE, used to define the CEO as the Chief "Curling" Officer. Like in the sport of curling (in which the players slide stones on a sheet of ice toward a target), our mission is to "sweep a rock" and decrease the friction so that the stone travels a straighter path (with less curl) and a longer distance. In other words, our job is to remove obstacles so that others can get things done with less curl and go a longer distance.

5. Culture Eats Strategy for Breakfast:

Every business has a roadmap, key milestones to achieve and a budget to hit. Strategy is important but not enough. Culture is everything. What is the environment you build for people to grow? Think about your culture and make difficult choices (assume you can't achieve both). Do you prefer a culture centered on communication or execution? Risk aversion or disruption (that comes along with risks)? Constant improvement (even when targets are missed) or punctual peak performance?