

The CXO

Bluebook

Get inspired for Success

“ It is a curious thing, Harry, but perhaps those who are best suited to power are those who have never sought it. Those who, like you, have leadership thrust upon them, and take up the mantle because they must, and find to their own surprise that they wear it well. ”

*J.K. Rowling,
Harry Potter and the Deathly Hallows*

An Afflatus Knowledge Center Creation



Here is a Visual Treat on the world of C-Suite People

They are the most important and influential Senior Executives in an organization.

They,

- Energize, Empower and Enable the Entity they lead;
- Instil Purpose, Spark Breakthroughs & make business(es) succeed.

Responsibilities

- Creating, communicating and implementing the organization's vision, mission, and overall direction.
- Formulating and implementing the strategic plan.
- Making major corporate decisions and managing the overall operations and resources of a company
- Maintaining awareness of both the external and internal competitive landscape, opportunities for expansion, customers, markets, new industry developments and standards, and so forth

Skills

- Strategic thinker
- Visionary
- Entrepreneur/ Intrapreneur
- Inspiring and Collaborative
- Intellectual
- Empathy



CXO VISUAL TREAT



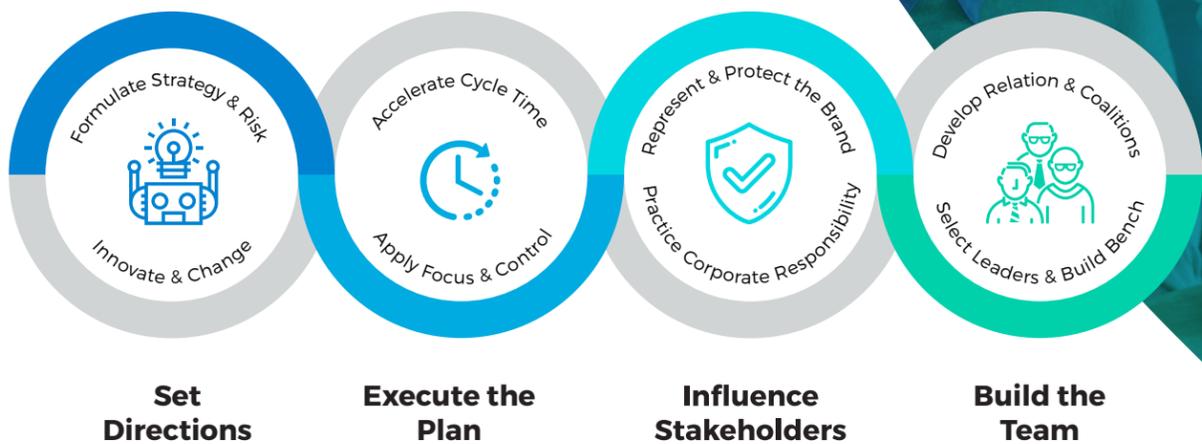
It's only after you've stepped outside your comfort zone that you begin to change, grow, and transform.

- Roy T. Bennett



Source: Intelligent Accounts

Key Competencies of a CXO



Critical Thinking | Temperament

Source: Dailey/ Bishop

“To handle yourself, use your head; to handle others, use your heart.”

- Eleanor Roosevelt

The Effective Leader

21st Century Leadership Competencies

CXO Leadership Competency	Governance Competency
Communication - Coaching/ Mentoring - Influence/ Negotiating - Interpersonal Competence (emotional intelligence)	- Openness/ Transparency of Information - Influence/ Negotiating - Interpersonal Competence (emotional intelligence)
Customer/ Member Focus - Member value and satisfaction focus - Product / services designed with member input - Quality improvement / Risk management	- Consultant Value & Satisfaction Focus - Consultant Input - Enterprise Risk Management
Self - Values/ Ethics - Remberacing Innovation - Personal/ Professional Balance	- Integrity/ Credibility - Shaping Corporate Culture - Personal/ Professional Balance

Source: Les Wallace

CHARACTER



People Competencies

Strategic Competencies



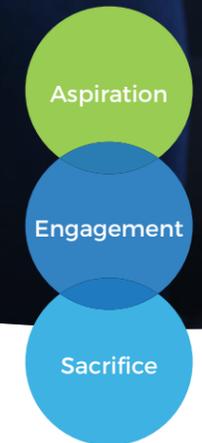
Business Competencies

intellect



Organizational Competencies

COMMITMENT



Competencies

Knowledge
Facts, Figures, Concepts etc.

Understanding
Relationships, Context, Significance, Materiality, etc.

Skills
Analyzing, decision - making, Communicating, Getting things done, Learning etc.

Judgment
Using intuition, Timing, Methods to use, Who to involve, How to do it etc.

Source: Ivey leadership institute

The Six SLIM Model

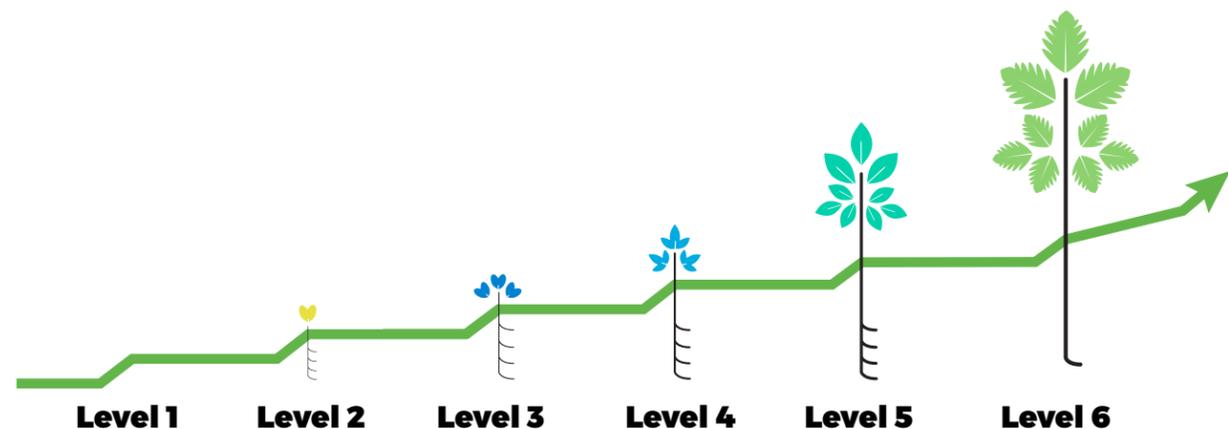
Chance favors the *prepared* mind.

Most successful organizations these days have evolved an in-house learning realm, which enables the chase towards vision and core values, aligning all organizational elements accordingly. Towards this, Prof Mann has been formalizing this learning realm for progressive organizations. This endeavor needs to be institutionalized and installed in-house, in coupling with the best of practice area experts. It focuses on mapping and meeting the Strategy, the Leadership and the Innovation needs of the firm. This is what we call **the SLIM Model**. Overall, the six levels of Leadership Pipeline as propounded by Ram Charan et al are adapted to configure six levels of Strategy, of Leadership and of Innovation.



The sequential benefits targeted are:

- Visualize the architecture & foundation for Strategy, Leadership & Innovation Capabilities Development, Talent Management & Succession.
- Enable sharing of strategy, leadership & innovation work more effectively ensuring that leaders are doing value adding work at the appropriate level.
- Raise the standard, define/measure "Strategy, Leadership & Innovation Capabilities" & make it absolutely clear what it takes to succeed enabling significant improvements in the Performance Management System.
- Enable individuals to succeed effectively and democratically through transparency of success requirements, facilitating self-assessment, self-help & self-planning.
- Give senior management transparency so that they can see all the way to the bottom, not have tunnel vision & ensure executive validation & direction of the work of the business.



Strategising



Leadership

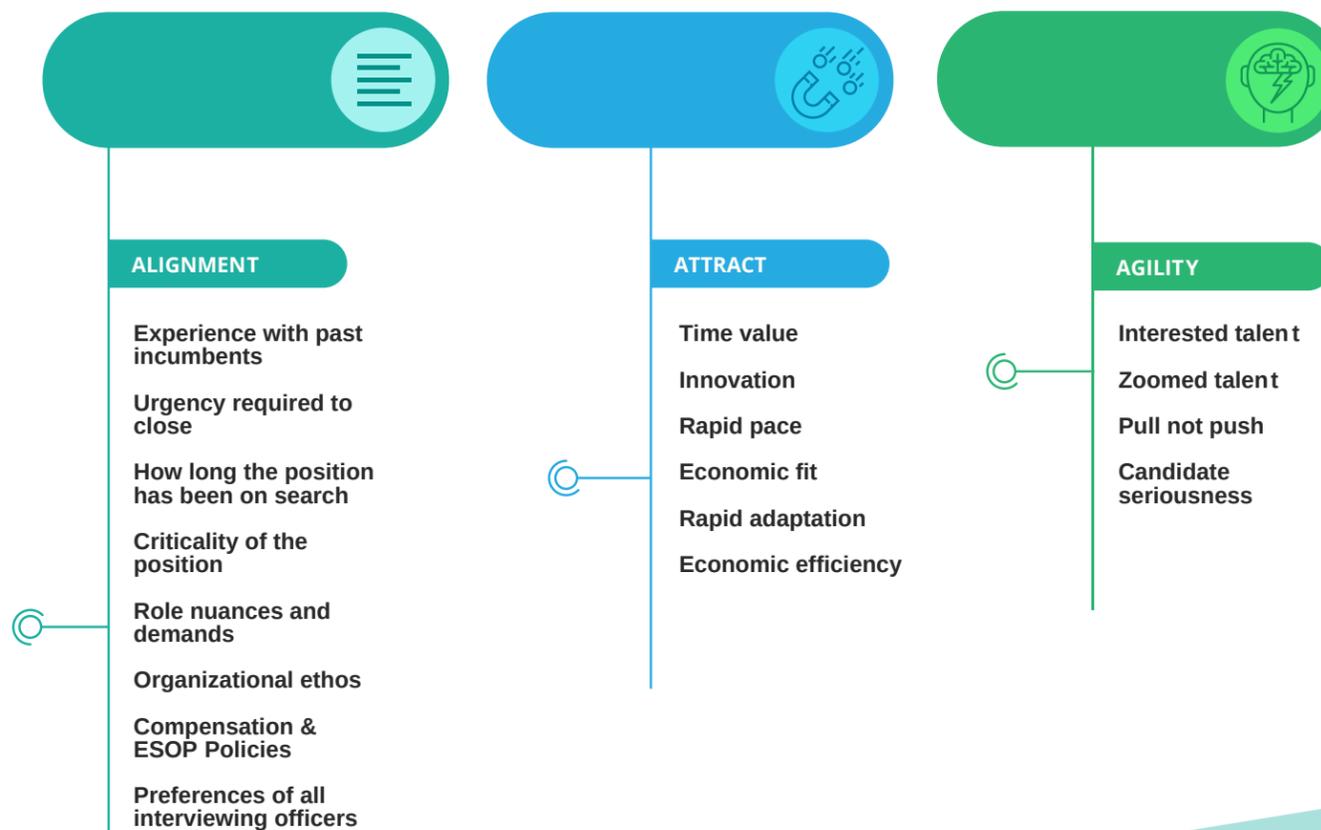


Innovation

	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Cost Leadership Competencies	Differentiation Competencies	Tactical/ Annual Focus	3 Year Horizon	10 Year Horizon	Many Decades Orientation	
Leading Core Team	Leading Organization	Self Transformational	Inspiring Competition	Inspiring National Economy	Inspiring Global Economy	
Ad hoc Tweaking	Efficiency competencies	Effectiveness Competencies	Multiple Threads - Hard Elements	Multiple Threads – Soft Environment	Hall of Global Fame	

AAA Model

Our Service Differentiator to Executive Search is through our proprietary Approach called AAA (Trade Mark) helps answer the most fundamental question, as a Leader what would be his contribution to Achieving Organization Goals with an Indicative Timeline.



- Adlai E. Stevenson II

“ It’s hard to lead a cavalry charge if you think you look funny on a horse. ”

Success Stories

Executive Search Experience at Afflatus Inc

We've had innumerable success stories, each one a unique case study by itself, in our track. There are learnings from every instance, some new, some reinforced.

However, every situation is unique, as the determining factors: organization, space, temporality, individual, board, culture, industry landscape - all confluence to define the winning recipe.



Case Study - Diversity at Dubai

This was a most quizzical assignment, at least the way it turned out. The celebrated Dubai client was looking for a Project CEO for a 1.5 bn USD initiative. Infrastructure had been on fire in terms of massive growth over last few years – appropriate leadership talent was difficult to find.

Well, a most suitable candidate was found, and he arrived at the Dubai Head Office to take charge.



Companies that deliver EPC Projects are commonly referred to as EPC Contractors. The engineering and construction contractor will carry out the detailed engineering design of the project, procure all the equipment and materials necessary, and then construct to deliver a functioning facility or asset to their clients. This is a complex role, as it entails a blend of milestone project management, technology & procurement issues, and regulatory cum manpower episodes.

Closure: The first shocker to the team at Dubai was noticing the fact that the Would-be-CEO was wheelchair bound; all his selection interviews had been telephonic, and somehow his being physically challenged had not come to notice. We on our part had put this observation in the candidate dossier, making an exception as otherwise he was the most fitting aspirant. The Board of the firm deliberated and on grounds of encouraging diversity, went ahead with the joinee.

Learning: What makes a firm large and respected is not its topline – it is its value of humans. On our part, we had to be careful in adequately highlighting special attributes of every candidate.

Satisfaction Level of Client: 4.7 stars



Case Study - The Unrelated Sector Honcho

Well, this was an interesting assignment. The client was a Blue Chip firm in the IT sector, and the mandate was to find its Europe CEO.

The firm with 5000+ workforce, as a field of activity focuses on advising organizations on how best to use information technology (IT) in achieving their business objectives. In addition to providing advice, it often estimates, manages, implements, deploys, and administers IT systems on behalf of its client organizations - a practice known as "outsourcing".

The Europe pie had to grow further from the current 15%.

The position had been handled by an international search firm for 6 months, without closure. Handling a reject position is always tough, but we at Afflatus Inc look up to such challenges – these challenges help us grow in capability.

Our appraisal rounds with the four key interviewing officers of the client put us abreast of what they were looking for, and one could readily see contradictions in their mutual approach. Nevertheless, a client is a client. So we made the plunge.

A month later, it was obvious why the international search firm handling the mandate so far, had run into rough weather. Europe is such a diverse continent, to look at it as a homogenous market entity is plain stupid.

Closure: Eventual closure was with an FMCG space Marketing head who was a polyglot, he could speak 4 European languages; belonging to an Indian family that had emigrated to Italy when he was 5 years old. Of course his pedigree education and professional track record was without blemish.

Learning: Out of the box solutions do work, one has to precisely track all mandate finer subtleties. The knee jerk in innately reacting negatively to seemingly contradictory briefs is to be avoided.

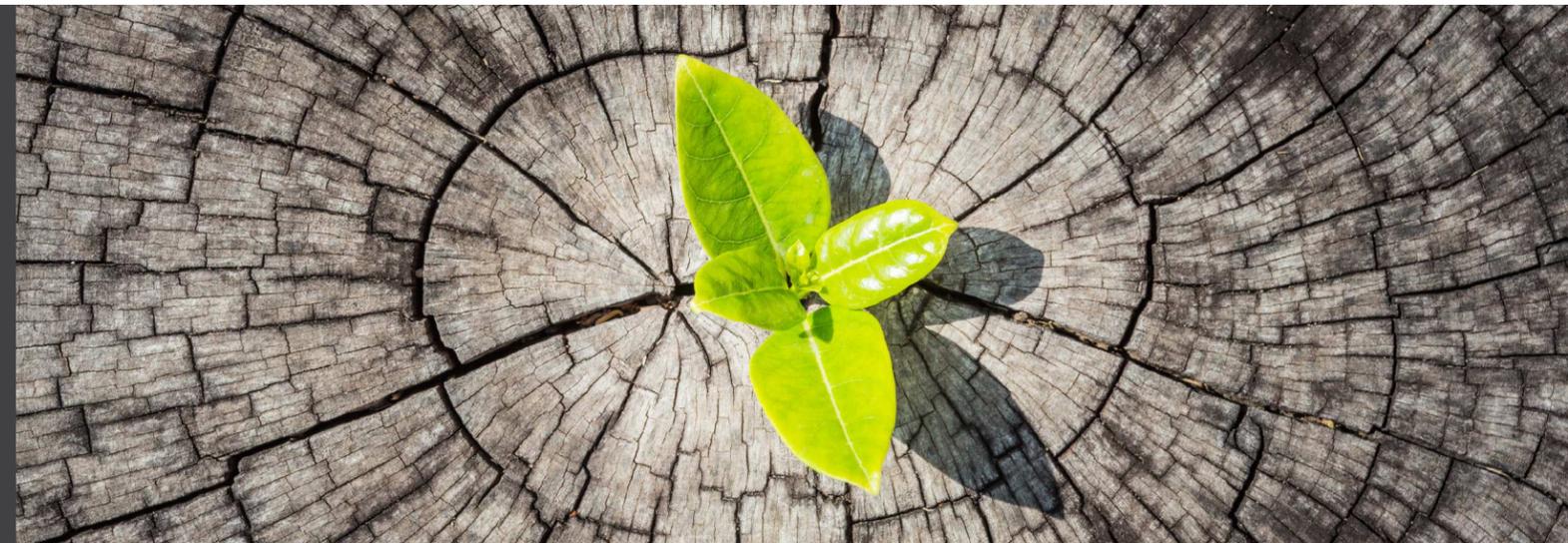
Satisfaction Level of Client: 4.5 stars ★★★★★



afflatus

“ Our chief want is someone who will inspire us to be what we know we could be. ”

- Ralph Waldo Emerson



WHAT WE DO?

“ You have to be burning with an idea, or a problem, or a wrong that you want to right. If you’re not passionate enough from the start, you’ll never stick it out. ”

- Steve Jobs



BOARD & CEO SERVICES

Board Member Searches (esp. Independent Directors), Vision Alignments, Onboarding CXOs (esp. Minus 100 days to Plus 150 days) are our niche suite of offerings.



LEADERSHIP HIRING

This is our forte. Have enabled career moves of 1000+ VPs and C-Suite professionals. Our Partners, carefully handpicked for their exemplary contribution to specific industry, are sensitized to our process led Search regimen, mapping mindset and preferences of EVERYONE of the interviewing officer, scoping the standard psychometrics, and sensing the cultural bedrock of the organization.



LEADERSHIP ASSESSMENT & MENTORING

Afflatus Inc is founded on the premise that everything worthy of emulation, can be measured on a calibrated scale. Of course, the calibration has to be tuned to cultural, geographic, industrial and functional paradigms. Having intensively mapped more than 1500 CXO level professionals, our credibility and inventory thereof, are in good stead.



PUBLISH WITH US

Writing and publishing a book is another accomplishment to add to your list of achievements, but it's also much more than that: **it's a powerful act of brand-building**. Authoring a book can establish you as a thought leader in your industry, as well as generate exposure for your brand — **a book can be a powerful business card**. We facilitate and inspire this contribution of yours to industry and society



Dolly Parton

“If your actions create a legacy that inspires others to dream more, learn more, do more and become more, then, you are an excellent leader.”



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