

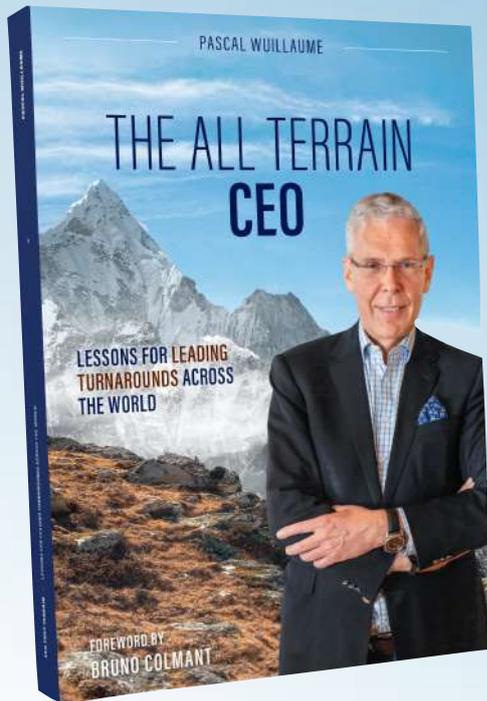
PASCAL WUILLAUME

THE ALL TERRAIN CEO

**LESSONS FOR LEADING
TURNAROUNDS ACROSS
THE WORLD**

FOREWORD BY
BRUNO COLMANT





This book offers a multitude of principles and lessons that will guide you and open your eyes to the reality of the job of a business leader.

The author reveals to us the background of the life of a CEO, a widely-known position yet little documented in all its functions. Having become a consultant in this profession, he shares with us his experience and his precious advice which has propelled him to the position of CEO not once but 7 times, in 7 different sectors. all over the world!

The author wanted to share his experience by using 4 themes

Theme 1 – His personal and human experience

In this first theme, Pascal Wuillaume leads the reader from his beginnings in professional life along his personal path and through development, to his final destination. In particular he explains how he developed his human capital, his professional relationships and how he accommodated his life as an expatriate.

Theme 2: The company's life

In this second theme, the author describes the human environment of the company; presents various personality assessment tools, and discusses the importance of alignment among its members. He also shares his experience in leadership and in crisis management. Finally, he highlights the importance of the role that a CEO must play as the entity's first salesperson.

Theme 3: Corporate challenges

The author discusses the real challenges of any business which are linked to growth through innovation, by opening up new markets or by external growth and change management.

Theme 4: The company and the figures

Any CEO must have access to piloting instruments just like an airplane pilot. The author explains how to set up an effective system for monitoring revenue, operations, cash, quality, and customer satisfaction.



Pascal Wuillaume

Pascal Wuillaume advises business leaders. He is a structuring agent, international speaker and 7 times CEO in 7 different sectors. He was born and raised in Ghent, Belgium. He holds a master's degree in Applied Economics from the University of Antwerp and an MBA from the Stern School of Business at New York University.

When he was young, he dreamed of being a citizen of the world. His dream came true when he joined a large French multinational corporation in IT.

He began in France, then was quickly promoted to a post in New York City. In 1990, at the same company, he was appointed Managing Director of Bull Far East based in Singapore. It was in 1995, after 13 years abroad, that he finally returned to Belgium.





“If you have an open mindset
and are well aligned
with those around you,
you will have a prosperous
and happy life.”

Pascal Wuillaume

This international experience gave him three lessons that have remained anchored in his dynamics:

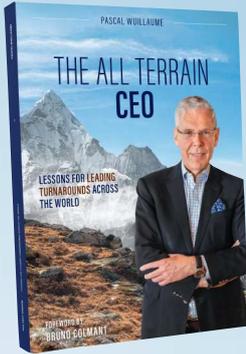
1. Being a pioneer in the use of digital technologies allows you to be more efficient in your work.
2. Learning to work in a rapidly changing world is crucial.
3. Taking into account cultural specificities within international companies is essential for constructive collaboration.

His 25 years of experience as CEO of various international, listed and family groups have enabled him to quickly diagnose the essential problems to be solved in order to make them sustainable.

In all the companies he has led, it has always been essential for him to energize the teams, help them look to the future and combine the resources of different departments in order to create synergies that stimulate the work on joint projects.

Since 2005, he has been a professor in the MBA program of the Solvay Brussels School of Economics and Management in Vietnam.

Becoming a consultant in 2020, he supports managers through the major phases of their company's transformation: accelerated growth, internationalization, transmission and integration after merger.



Foreword Propos by Bruno Colmant

The more exceptional a work, the shorter its Foreword.

This has been the case for centuries with remarkable texts which have not had to bother with any prior recognition.

This preface will not be - as it often is with the secondary opus - a Foreword of convenience, but rather a testimony to the intelligence of the pen of the author.

This book is not a primer on professional codes, but rather a set of advice and wise thoughts for a happy, fulfilling career that is built in an informed and humanistic way.

What are the first words that came to my mind after reading the manuscript? The need for resilience, the need to balance choices, intellectual and managerial flexibility, the wise development of intuition and the importance of empathic cooperation.



Prof. Dr. Bruno Colmant

Member of the Royal Academy of Sciences, Letters and Fine Arts of Belgium

But there is a higher value that this book carries in the fabric of a CEO: character. It is a diffuse notion filled with rigor, solidity, and perseverance which Charles de Gaulle said was a virtue in difficult times.

This book is not to be put into everyone's hands, but into those of those who have the intelligence to read, slowly and in reflection, the fabric of Pascal Wuillaume's thoughts.

It is enlightening and inspiring. But make no mistake: it also carries the requirement of a life discipline.

And finally, combining my own professional experience with that of Pascal Wuillaume, I will conclude by saying that an ancestral principle must animate the action of a leader: the humility of the person and the greatness of the task.

Support and Testimonials



Pascal Guillaume's The All-Terrain CEO provides a personal and easy-to-read guide to being an effective chief executive -- both for people already in that role and for those who aspire to it.

— Katherine Burton, Senior reporter, **Bloomberg News**



To be successful in the Fourth Industrial Revolution, there is a premium placed on innovation, willingness of organizations to disrupt themselves, and collaboration. As a CEO of seven companies across seven different industries, Pascal Guillaume knows this better than anyone else. It is rare for a CEO to share such profound insights – whether the successes or the personal challenges – associated with the role of a CEO.

Equipped with a growth mindset along with an open heart, his book is a thoughtful and practical playbook for creating an enduring enterprise in a disruptive world.

Pascal brings to light the critical nature of leveraging pioneering technologies to drive new value creation. As an individual who has committed to his own self-transformation, he is an astute champion of the need to embrace change as a state of mind for any organization. His step by step guide on how to adopt agile practices to lead business transformation on an ongoing basis, is key to unlocking long-term growth and a competitive edge amid rapidly evolving environments driven by technological advancements.

According to an ancient proverb, “Where there is no vision, the people will perish”. Pascal is a staunch advocate for leading people through the power of vision. Pascal’s approach for analysing complex challenges and then communicating solutions with hope and compassion followed by superior execution, is an indispensable tool for anyone who aspires to lead an organization to build a prosperous future for all its stakeholders.

— Zara Ingilizian, Member of the Executive Committee, **World Economic Forum**

Support and Testimonials



A roadmap in “CEO country”

Conviction! Energy! Originality.

— Michel Vlasselaer, Partner **Roland Berger**



With a personal touch, Pascal Wuillaume offers pragmatic thinking in order to successfully meet the vast daily challenges that every CEO is confronted with.

— Daniela Schulz, Partner **Circle Training International**



*Finally, it was time to read this... a concrete book, in your own language. With the pandemic, the lives of CEOs have been turned upside down. There are many who want to humbly reflect on a different future. There are recipes and strong inspiration here as it brings the CEO back to his status as a human being, and, as Bruno Colmant says, to the humility of the person and the greatness of his task. I'd like to add something important: active in Human Resources, I do not see this book exclusively intended for CEOs, but for the Chairman of the Board to the newest employee: **it nourishes empathy, a sense of reality, and thereby brings understanding and cooperation.** In a VUCA world, a CEO controlling all the power is over, the collaborative takes hold and conditions Excellence Together, a transformation that sparks more*

— Pascale Schütz, Group Director **Mercuri Urval**

Information on the book

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