THE ALL TERRAIN CEO

LESSONS FOR LEADING TURNAROUNDS ACROSS
THE WORLD

Contents

Theme 1. MY PERSONAL AND HUMAN EXPERIENCE	17
1. Expatriation	19
Why choose the right company before your 30s?	19
How does performance make the difference?	20
How to move out of your cocoon?	20
What do you really want in life?	20
How do you think your boss will react?	21
What are the right attitudes and skills?	21
What about family in all of this?	22
What kind of state of mind for the big departure?	23
How to reconcile expatriation and family life?	24
What are the benefits of expatriation?	25
How not to be forgotten	25
What are the advantages and disadvantages of time zones?	26
How to manage your assets from abroad?	27
How to organize your return	28
2. Studies and continuing education	31
The importance of studies	31
The choice of higher education	31
My first conclusions	32
The right time to do an MBA	34
The executive MBA	35
Continuing education	37
Company training	37
The high-potential executive	37

3. Know yourself and move forward with others	41
Mindset	41
Knowledge and self-respect	43
The judgment of others	44
Beliefs transmitted by our parents	44
The attitude towards authority	46
When dreams come true	47
The importance of a mentor	48
Accidents of life	49
My seminars in Germany	49
Projection	50
Soul families	50
My priorities in life	51
Stress management	52
Vulnerability	53
Request for help	53
The height of the CEO	54
4. My relationships in four universes	57
The corporate world	
The networking world	62
The world of education	64
The partnership world	66
Theme 2. THE COMPANY'S LIFE	69
	09
1. Alignment with my teams	71
How to choose the right new employees?	71
How do you take your place when you arrive as a new CEO in an existing management team?	
How do I encourage team members to accept each other?	
How do you make sure you have a well-diversified team?	74

How to manage the tempo of a management meeting	76
How to embrace the values of the company	78
How to work in an effective way with men and women in a company	79
How to handle a serious crisis in the company	80
How to help your teams to surpass themselves	82
How to work while delegating	83
How to understand the underlying reasons behind a difficult relationship	hip 85
2. Leadership assessment tools	89
The three characteristics of a good leader	89
The differences between a leader and a manager	90
Personality tests	92
3. About sales	99
The right commercial profile	99
The customer is always right	100
Selling	101
Cultural influence on the sales activity	101
The CEO is the N°1 sales representative of his company	102
Selling is the main reason for a successful business	103
The different energies of the B2B sales cycle	103
The hunter and the farmer	104
Management of sales teams	105
Internal and external sales network	106
A healthy business starts with a good monitoring of its activity	107
The sales reps bonus plan	108
Salespeople are only judged on their results	110
The importance of language	110
Let's party!	110
4. My relationship with external stakeholders	115
The shareholders and the Board of Directors	115
Suppliers	117

The customers	119
Trade unions	121
Bankers	123
Theme 3. CORPORATE CHALLENGES	125
1. Internal growth	127
Growth is a natural thing	127
The life cycle of a company	127
The 4 keys to successful internal growth	130
Different types of internal growth	132
The effectiveness of internal growth	135
2. External growth	137
When the cost of growing in a saturated market is too high	137
When the financial risk is too high	137
When the time of organic growth is too long	138
When external growth has two secrets	138
When you have to choose between internal or external growth	139
When the value of a business is linked to its growth	140
When you need to know it's time to stop	140
When rapid expansion is also risky	141
3. Business in transition	145
From vision to transition	145
Change must be a state of mind in your company	145
Change Management	146
Stages of change	147
4. The human aspect in any change management	157
The involvement of managers and employees in the change process	158
The importance of spreading the spirit of change within the company	ny 159
Change management and chaos	160
The change process and the workload	160

Respect your employees	162
The benefits for your career to work for a company in transition	162
Theme 4. THE COMPANY AND THE FIGURES	165
1. Your dashboard	167
2. The commercial network and its profitability	173
How to measure the real profitability of your sales network	173
What indicators can become false friends?	175
3. The profit calculation and the importance of cash	179
How to easily define your public price while ensuring your gross margi	n 179
How to calculate your gross margin in an industrial company	180
Why is cash key to any business?	181
Why is following the DSO almost more important than following the	
aging balance?	182
4. Quality and customer satisfaction	185
Quality is the CEO's business!	185
What is NPS and what is it for?	186
How do customer satisfaction and your company's image go hand in	
hand?	188



About the Author

Pascal Wuillaume, advisor to business leaders, structuring agent, international speaker, was born and raised in Ghent, in the north of Belgium, to a French-speaking family. 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.

As a child, he always dreamed of being a world citizen. This dream came true when he joined a French IT multinational.

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

This international experience taught him three principles that are still anchored in his dynamics:

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

His 25 years of experience as CEO for various international, family and listed 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 had the chance to lead, it has always been essential for him to energize the teams, to help them look to the future and to 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. He teaches "Managing the Future".

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