

PREFACE

*“THE JOB OF THE CEO is a wonderful job if you master it.
But if you don’t master the CEO job, it is very stressful.”*

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“Can you have a long and successful CEO career and at the same time have a happy family life? The answer is YES! But only if you and your spouse plan your work-life balance in the same diligent manner as you plan your career and only if you master your job. I would argue that it is very difficult or perhaps even impossible to have a long and successful CEO career without also having a happy family life.”

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*“Take on jobs that stretch you to your limit.
Don’t take on jobs that stress you beyond your limit.”*

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THE OBJECTIVE OF THE JOB OF THE CEO IS TO INSPIRE FUTURE, PRESENT AND PAST CEOs TO FIND THEIR OWN WAYS TO A LONG AND SUCCESSFUL CAREER AND AND FAMILY LIFE.

I got my first CEO job in a start-up company in Brazil, when I was 29 and ended my executive career as Group CEO of a global company with 250,000 staff when I surprised everybody

by resigning early from my wonderful CEO job to pursue a post-CEO career as chairman and non-executive in a portfolio of very interesting companies.

To help readers understand how I have accumulated my experience, I have included my own story in the book and called it FROM LOCAL BOY TO GLOBAL CEO. The objective is to show my readers that *If I can make it, many of you can.*

As Group CEO of a very large global group with many CEOs, as chairman of many companies and having taught leadership at business schools for many years, I have often been asked questions such as: “What do CEOs do?”, “How do I become a CEO?”, “Do you think that I have what it takes to become a CEO?”, etc. I have answered these questions as well as I could. To address the many CEO questions properly and to make my thoughts and experience available to a larger audience I wrote FROM MBA TO CEO assisted by 200 MBA students and Egon Zehnder, the world’s leading privately held global search and talent management consultancy that I have worked closely with and learnt a lot from during my three careers. Their valuable contribution is also included in THE JOB OF THE CEO for which I am very thankful.

Many non-MBA readers of FROM MBA TO CEO have told me that reading my book has been of great help to them. This has motivated me to write THE JOB OF THE CEO, which probably is the world’s first comprehensive CEO Career Guide written by a practitioner.

Aspiring CEOs often ask me: “What are the 3–5 things I need to do to become a CEO?” There is no short and simple answer to this question. Getting a CEO job, keeping it and becoming a successful CEO over a long period is too complex to be explained in 3 or 5 bullet points.

What also motivated me to write the **THE JOB OF THE CEO** is the enormous interest among mature CEOs in having a second career. I have been approached by many CEOs and senior executives who have followed my post-CEO career path. I have met with them and have had long and deep conversations with them about their new career dreams and I have tried to inspire and guide them as much as I could. To make my experience available to a wider audience I have therefore included three chapters about my post-CEO career experience, including the important transition **FROM EXECUTIVE TO NON-EXECUTIVE**.

“Our experience shows that most CEOs are better suited for the chairman role than for the role of an ordinary board member as they are used to taking initiatives, being leaders and making a difference.”

“Your post-CEO market value will peak when you leave your job. If you let the market know that you plan a second career with a portfolio of non-executive jobs, your market value will remain. The market value of a semi-retired CEO is not as high as for a CEO with a full-time second career. If you let the market know that you want to retire, your market value will quickly diminish. You must therefore carefully consider whether you really want to semi-retire or retire.”

“You would be best advised to continue in your CEO job till you become financially independent before you reconsider a second career.”

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To give my readers a structure to work with I have done two things. I have designed a chart (page 7) which shows **HOW CEOs TYPICALLY SPEND THEIR 40–50 YEARS WORKING LIVES** and I have structured my CEO career advice as 12 steps that you need to take during your career:

STEP #1: HOW TO UNDERSTAND THE JOB OF THE CEO explains what CEOs do and describes the characteristics, skills, education and typical career paths of great leaders, who have become successful CEOs.

STEP #2: HOW TO ASSESS WHETHER YOU HAVE WHAT IT TAKES TO BECOME A SUCCESSFUL CEO enables you to go through my self-assessment tests to determine whether the CEO job is right for you.

STEP #3: HOW TO DISCOVER WHETHER YOU ARE WILLING TO DO WHAT IT TAKES TO BECOME AND TO BE A SUCCESSFUL CEO enables you to reflect on the outcome of the tests and to determine whether a CEO career is right for you.

STEP #4: HOW TO PLAN YOUR CEO CAREER AND HOW TO DEVELOP A PERSONAL BRAND will enable you to do just that.

STEP #5: HOW TO PLAN AND EXECUTE YOUR PRE-CEO CAREER explains the vital importance of gaining experience in all three key areas of business i.e. Finance (Know your Numbers), Supply Chain/Operations (Know your Products and Services), Sales & Marketing (Know your Customers) and getting responsibility for results and for people.

STEP #6: HOW TO SUCCEED IN YOUR FIRST CEO JOB stresses the importance of your first CEO job. It recommends that you get it as early as you can and take the job you are offered, even if it is not your dream job in your dream location. A great performance in your first CEO job will open the door to the next bigger and **better CEO job.**

STEP #7: HOW TO SUCCEED IN YOUR NEXT CEO JOBS helps you understand how to cope with the increasing complexities of bigger CEO jobs with more responsibility and how to prepare yourself for your dream job.

STEP #8: HOW TO SUCCEED IN YOUR DREAM CEO JOB gives you insights into the joys and challenges that come with the top job, and it motivates you to do everything you can to leave the job at the right time.

STEP #9: WHAT TO DO IF YOU LOSE YOUR CEO JOB is written for the many CEOs, who lose their jobs to inspire them to understand the real reasons behind the loss, and how they can get their career back on track.

STEP #10: HOW TO PLAN YOUR POST-CEO LIFE deals with the options of retirement or a second and maybe a third career. It gives you inspiration and guidance about how you can continue to do interesting things, while having a better work-life balance than you had as a CEO.

STEP #11: HOW TO MANAGE YOUR WORK-LIFE BALANCE deals with the most difficult of all subjects. It is a significant topic for CEOs and their families. We give you our experience and perspective about what to consider during your career.

STEP #12: HOW TO DEAL WITH CRITICAL CAREER AND JOB ISSUES is an A–Z career guide with issues that are amongst the ones that you will encounter during your business life. There are no black and white answers, but some thoughts and experiences to help you think through and to deal with complex career and job issues.

Finally, this is how I suggest that you make best use of **THE JOB OF THE CEO**:

1. Start by reading the hard copy from start to finish. Read slowly, reflect and try to get our thoughts and structure under your skin and relate them to your own situation. My book is meant to be comprehensive and thoughtful. Speed-

reading or skimming will therefore NOT put you in the “right” mood. Make lots of notes as you go along

2. Install the e-Book on your tablet for easy and instant 24/7 access
3. Keep the hard copy near you for the rest of your career and continue to make notes
4. Visit my website www.editoravaldemar.com to print chapter 4 and perform the self-assessment tests as suggested
5. Make a ‘Career File’ (e-file or an old fashioned hard copy as you prefer) indexed as my twelve steps. Keep all your career documents including all your career plans, work-life balance plans, business cards, CVs, brand statements and notes, etc. in this file for your entire career
6. Use THE JOB OF THE CEO as your career guide throughout your career. Read the individual chapters and parts as you need them. Consult the A–Z Career Guide when you need inspiration to deal with complex critical issues

When you read the book from start to finish you will notice that there are repetitions. This is deliberate to make each chapter a full stand-alone chapter for individual reading.

You will also notice that I normally do not apply ‘MBH—Management By Hope’ as a management technique. But I will make an exception: It is my sincere **hope** that THE JOB OF THE CEO will put you in the right ‘mood’, *inspire* you and *guide* you to find your own way to a long and successful career.

Waldemar Schmidt

HOW CEOs TYPICALLY SPEND THEIR 40–50 YEARS WORKING LIVES

Wherever you are in your career, you may find my below chart helpful. It illustrates the big picture of the path to a long and successful CEO career.

HOW CEOs TYPICALLY SPEND THEIR 40–50 YEARS WORKING LIVES

PRE-CEO JOBS	CEO JOBS	POST-CEO JOBS
AGE: 25–35/40	AGE: 35/40–60/65	AGE: 60/65–70/80
WORKING HOURS/YEAR: 3,000	WORKING HOURS/YEAR: 3,000	WORKING HOURS/YEAR: 2,000 → 1,500 → 0
YEARS IN JOBS: 10–15	YEARS IN JOBS: 20–30	YEARS IN JOBS: 10–20
KNOW YOUR CUSTOMERS: <input type="checkbox"/> Sales <input type="checkbox"/> Marketing <input type="checkbox"/> Customer service	CEO JOBS: <input type="checkbox"/> S–Small business <input type="checkbox"/> M–Medium business <input type="checkbox"/> L–Large business <input type="checkbox"/> XL–Extra large business <input type="checkbox"/> XXL–Very large global group	SECOND CAREER: <input type="checkbox"/> Board roles in public and private companies <input type="checkbox"/> Other roles
KNOW YOUR PRODUCTS: <input type="checkbox"/> Operations <input type="checkbox"/> Manufacturing <input type="checkbox"/> Supply chain <input type="checkbox"/> Technology	MATURE CFO, COO OR MANAGEMENT CONSULTANT: <input type="checkbox"/> L–XL company (CEO due to an unexpected event)	THIRD CAREER: <input type="checkbox"/> Board roles in private companies <input type="checkbox"/> Investor and advisor in start-ups <input type="checkbox"/> Coach & mentor <input type="checkbox"/> Speaker & writer <input type="checkbox"/> Pro-bono roles
KNOW YOUR NUMBERS: <input type="checkbox"/> Accounting <input type="checkbox"/> Business control <input type="checkbox"/> Management consultancy (Strategy and operation)		RETIREMENT: <input type="checkbox"/> No more business roles

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I have designed this chart to inspire you to navigate successfully through your entire career.