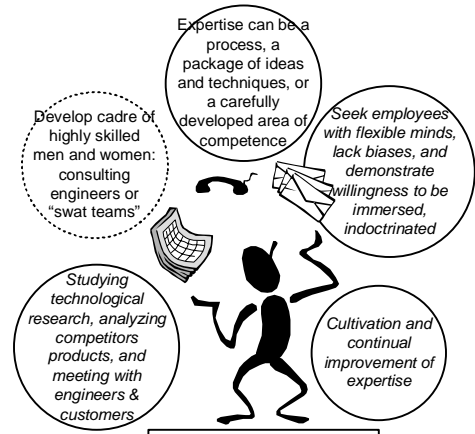


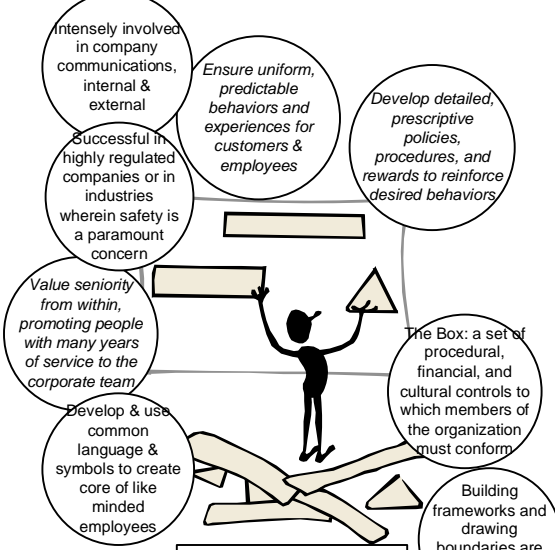
22% **HUMAN ASSET APPROACH**

*Impart certain values, behaviors, and attitudes by closely managing the growth & development of individuals.*



15% **EXPERTISE APPROACH**

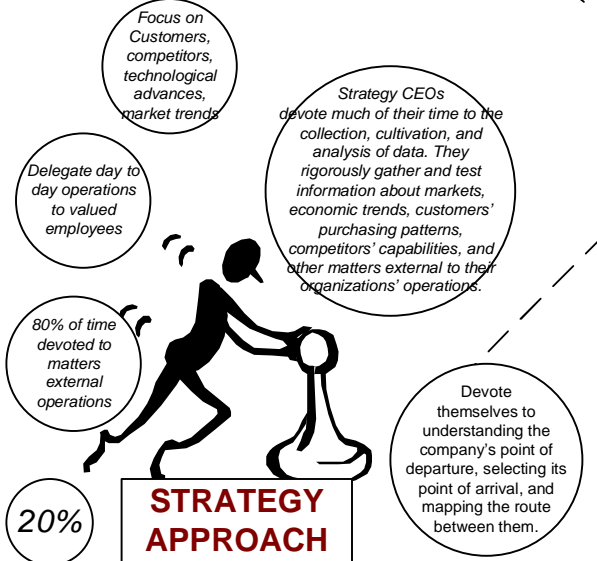
*Select, cultivate, and spread a competitive expertise up, down, and across the business units of the organization.*



30% **BOX APPROACH**

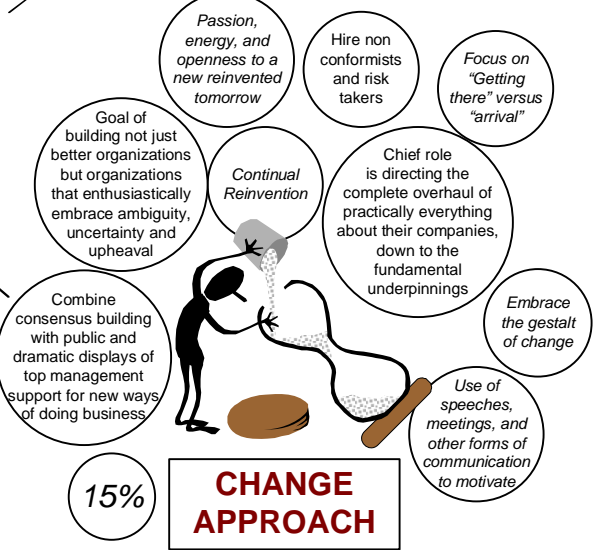
*Create, communicate, and monitor an explicit set of controls—financial, cultural, or both, that ensure uniform, predictable behaviors and experiences for customers and employees.*

**Research identifies 5 key approaches to executive leadership...**



20% **STRATEGY APPROACH**

*Create, test, and design the implementation of long-term strategy*



15% **CHANGE APPROACH**

*Create an environment of continual reinvention, even if such an environment produces anxiety and confusion, leads to some strategic mistakes, and temporarily hurts financial performance.*

**160 CEOs  
12 Months**

*The stakes are too high for a CEO to lead without clarity, consistency, and commitment.*

*These five approaches offer a framework for understanding how CEOs manage to give structure and meaning to their infinite jobs, learning to lead as they go.*

*CEOs must lead with conscious intent.*

*CEOs' approach can and should change over the course of his or her tenure.*

*35-50% All CEOs replaced within 5 years.*

*"A business is a living organism. There will always be a point where the environment changes, the competition changes, something critical changes, and you must realize this and take the leading role in meeting change."*

*"No matter where a company is located or what it makes, its CEO must develop a guiding, overarching philosophy about how he or she can best add value. This philosophy determines the CEO's approach to leadership...a coherent, explicit style of management."*

Visual matrix developed by Wolfram Alderson, based upon ideas presented by Charles M. Farkas and Suzy Wetlaufer in an article published in the Harvard Business Review, May-June, 1996