

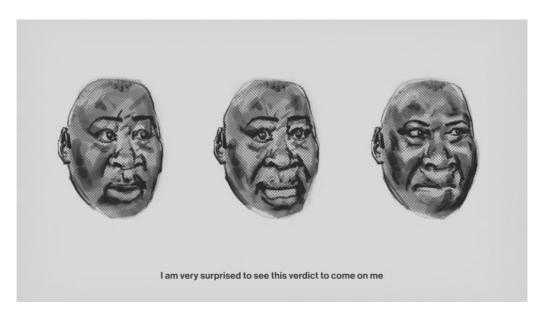
R^ethink

AUDIO BOOK FILES

1. IMAGES

Chapter One

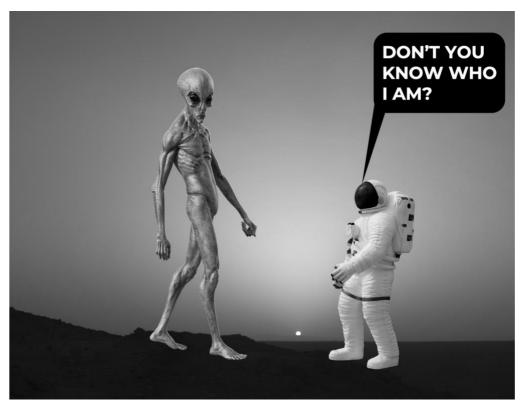
It's all about you



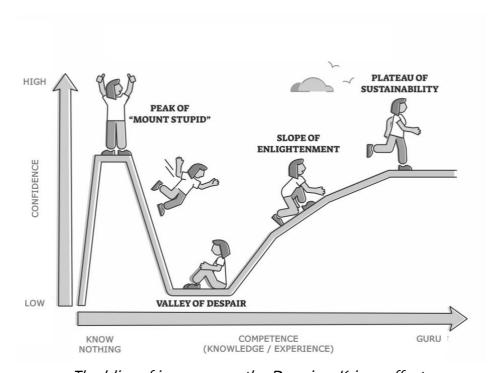
The surprised faces of Guy Goma as captured by illustrator Danny Butcher

Chapter Two

It's all about everyone else too



Imposter Syndrome is reassuringly common



The bliss of ignorance – the Dunning-Kriger effect

Chapter Three CEO Swagger



My pre-smartphone snap of the dodgy sign on a flight back in 2006

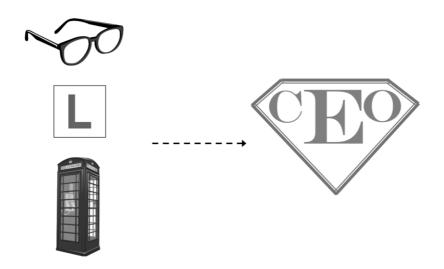
Chapter Four

The CEO Winner's Circle



The CEO Winner's Circle examines the relationships that first-time CEOs need to get right in order to be successful

Chapter FiveCEO Gymnastics



The transition to becoming a successful CEO needs to be planned and supported

Chapter SixHerding Unicorns



God, I'm good

Chapter Seven

The Symphony Conductor



SOS – band together to save our soles

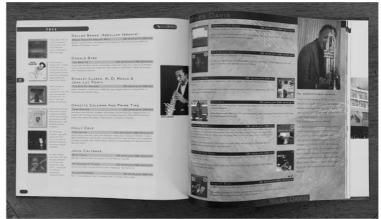
Chapter EightClient Chemistry



Classic memories – over 1 million units sold in this collection with EMI

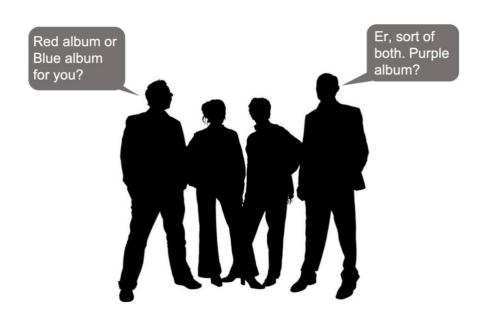
Chapter NineAlliance Amplification





Sliding Doors: HMV Direct Catalogue volume 1, 1996

Chapter TenIndustry Luminary



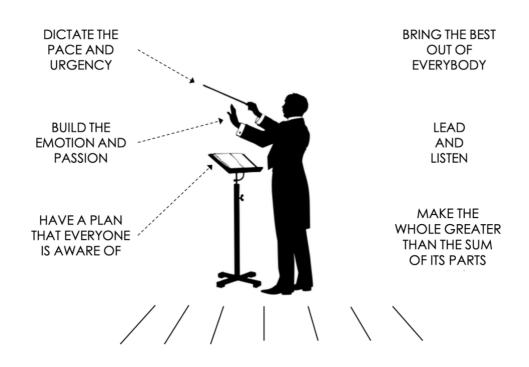
Don't try and kid the specialists

Chapter Eleven CEO Spotlight



Gerald Ratner, thirty years on from the press reaction to his speech

ConclusionFrom CEO apprentice to master



How to perform as a CEO

2. NOTES

- 1. 1 GM Matthews, 'Imposter phenomenon: Attributions for success and failure', paper presented to the American Psychological Association, Toronto, 1984
- 2. 2 R Charan, 'Ending the CEO succession crisis', *Harvard Business Review* (February 2005), https://hbr.org/2005/02/ ending-the-ceo-succession-crisis
- 3. 3 P Sellers, *Being There* (Lorimar, 1979)
- 4. 4 BBC News, 'Guy Goma: "Greatest" case of mistaken identity on live TV ever?', BBC News (10 May 2016), https://youtube.com/watch?v=e6Y2uQn_wvc&t=36s
- 5. S R Balla, 'Man mistaken for IT expert during live interview says he will sue BBC over lack of royalties', Sky News (28 August 2023), https://news.sky.com/story/man-mistaken-for-it-expert-during-live-interview-says-he-will-sue-bbc- over-lack-of-royalties-12949458
- 6. 6 DL Maddocks et al, 'The assessment of orientation following concussion in athletes', *Clinical Journal of Sport Medicine*, 5/1 (1995), 32–35, https://pubmed.ncbi.nlm.nih. gov/7614078
- 7. 7 R Mavity, The Rule Breaker's Book of Business: Win at work by doing things differently (Piatkus, 2013)
- 8. 8 J Armstrong (creator), Succession, TV series (HBO, 2018–2023), www.hbo.com/succession
- 9. 9 N Gaiman, 'The Neil story (with additional footnote)', *Neil Gaiman Journal* (17 May 2017), https://journal.neilgaiman.com/2017/05/the-neil-story-with-additional-footnote.html
- 10. 10 C Da Silva, 'Michelle Obama tells a secret: "I have been at every powerful table you can think of... They are not that smart", *Newsweek* (4 December 2018), www.newsweek. com/michelle-obama-tells-secret-i-have-been-every- powerful-table-you-can-think-1242695
- 11. 11 Tina, 'Impostor syndrome: 3 surprising benefits of it' (Mentessa, 2022), www.mentessa.com/posts/3-surprising-benefits-of-impostor-syndrome
- 12. 12 OnePoll research on behalf of NerdWallet, conducted between 24 November 2022 and 30 November 2022: C Campbell, 'Over three quarters of UK business leaders have experienced impostor syndrome', NerdWallet (13 December 2022), https://nerdwallet.com/uk/
- 13. 13 BBC News, 'Who is Liz Truss? Political journey of UK's shortest-serving prime minister', *BBC News* (20 October 2022), https://bbc.co.uk/news/uk-politics-63331087

business/imposter-syndrome

- 14. 14 J Kruger and D Dunning, 'Unskilled and unaware of it: How difficulties in recognizing one's own incompetence lead to inflated self-assessments', *Journal of Personality and Social Psychology*, 77/6 (1999), 1121–1134, https://doi. org/10.1037/0022-3514.77.6.1121
- 15. 15 K Kay and C Shipman, *The Confidence Code: The science and art of self-assurance what women should know* (HarperBusiness, 2014)
- 16. 16 V Young, *The Secret Thoughts of Successful Women: Why capable people suffer from the impostor syndrome and how to thrive in spite of it* (Crown Publishing Group, 2011)
- 17. 17 E Partaker, 'How to cure imposter syndrome', LinkedIn post (January 2023), https://linkedin.com/posts/eric- partaker-5560b92_how-to-cure-imposter-syndrome-activity-7023589211920318464-xhHK/?originalSubdomain=re
- 18. 18 M Cousens, 'Gareth Cheeseman self-motivation speech' (24 February 2017), https://youtube.com/watch?v=uXi- nWuzAG4
- 19. 19 W Leatham, 'Harry Enfield you didn't wanna (picnic)' (17 July 2017), https://youtube.com/watch?v=eH56UOjDQ4A&t=32s
- 20. 20 CA Hildebrand et al, 'Predicting CEO success: When potential outperforms experience' (SpencerStuart, 2020), https://spencerstuart.com/research-and-insight/ predicting-ceo-success-when-potential-outperforms- experience
- 21. 21 M Djikicet al, 'Opening the closed mind: The effect of exposure to literature on the need for closure', Creativity Research Journal, 25/2 (2013), 149–154, www.tandfonline. com/doi/abs/10.1080/10400419.2013.783735

- 22. 22 E Catton, *Birnam Wood* (Granta Books, 2023)
- 23. 23 K Power, 'Birnam Wood by Eleanor Catton review hippies v billionaires', *The Guardian* (3 March 2023), www. theguardian.com/books/2023/mar/03/birnam-wood-by- eleanor-catton-review-hippies-v-billionaires
- 24. 24 Center for Presidential Transition, *The 2020-21 Presidential Transition: Lessons learned and recommendations* (Center for Presidential Transition, January 2022), https:// presidentialtransition.org/publications/2020-21-lessons-learned
- 25. 25 quoteresearch, 'Everybody has plans until they get hit for the first time', *Quote Investigator* (25 August 2021), https:// quoteinvestigator.com/2021/08/25/plans-hit
- 26. 26 The Myers-Briggs Company, 'The Myers-Briggs Type Indicator® (MBTI®) assessment' (The Myers-Briggs Company, no date), https://eu.themyersbriggs.com/en/tools/MBTI?gclid=Cj0KCQjwl8anBhCFARIsAKbbpyQSINo YMLD1WUeCII-QNf-vyDPYQS2ty1guJ2LQxzYPMLHh4hd GLjMaAtSkEALw_wcB
- 27. 27 R Williams, 'Why CEOs fail, and what to do about it', *Financial Post* (21 July 2010), https://financialpost.com/ executive/careers/why-ceos-fail-and-what-to-do-about-it
- 28. 28 P Maddox, 'Time after time. Why new CEOs fail so often' (Just Open Leaders, 2021), https://justopenleaders.com/ time-after-time-why-new-ceos-fail
- 29. 29 For a diagram depicting the process, see D Roche, 'The CEO Winner's Circle process' (Grey Area Coaching, 2023), https://greyareacoaching.co.uk/wp-content/uploads/2023/03/PRODUCT-ON-A-PAGE-POA.png
- 30. 30 J Jubelirer, "Everyone needs a coach" Bill Gates and Eric Schmidt' (November 2013), https://youtube.com/ watch?v=XLF90uwll1k
- 31. 31 TJ Saporito, Inside CEO Succession: The essential quide to leadership transition (Jossey-Bass, 2012)
- 32. 32 TJ Saporito, *Inside CEO Succession: The essential guide to leadership transition* (Jossey-Bass, 2012)
- 33. 33 S Sandberg, *Lean In for Graduates* (Knopf, 2014)
- 34. 34 S Bayley and R Mavity, *Life's a Pitch: How to sell yourself and your brilliant ideas* (Bantam Press, 2007)
- 35. 35 Admin, 'Quality quote by Henry Ford American businessman' (Streamline, no date), https://streamline.business/quality-quote-by-henry-ford-american-businessman
- 36. 36 J Galvin, '4 ways to build a stronger culture in a tight labor market' (Vistage, 2019), https://vistage.com/research-center/business-leadership/organizational-culture-values/20190925-culture-is-important-how-to-make-yours-stronger
- 37. 37 Generally attributed to Peter Drucker: MC Learning, 'Culture eats strategy for breakfast' (MC Learning, no date), https://managementcentre.co.uk/management- consultancy/culture-eats-strategy-for-breakfast
- 38. 38 A Rhoden-Paul et al, 'I've been forced out over Partygate report, says Boris Johnson', *BBC News* (10 June 2023), www. bbc.co.uk/news/uk-politics-65863267
- 39. 39 R Branson (@richardbranson) 'There's no magic formula...', tweet (23 April 2015), https://twitter.com/richardbranson/ status/591218817675702274?lang=en-GB
- 40. 40 Deloitte, *2023 Global Chief Procurement Officer (CPO) Survey* (Deloitte, 2023), www2.deloitte.com/content/dam/ Deloitte/us/Documents/consulting/us-2023-global-chief-procurement-officer-survey.pdf
- 41. 41 SM Wagner, 'Supplier development and the relationship life-cycle', *International Journal of Production Economics* 129 (2011), 277–283, https://doi.org/10.1016/j.ijpe.2010.10.020
- 42. 42 A Smith, 'It's official: News Corp. to split into 2 companies', *CNN Money* (28 June 2012), https://money.cnn.com/2012/06/28/news/companies/news-corp-split/ index.htm
- 43. 43 T Arango, 'How the AOL-Time Warner merger went so wrong', *New York Times* (10 January 2010), https://nytimes.com/2010/01/11/business/media/11merger.html
- 44. 44 M Randolph, *That Will Never Work: The Birth of Netflix by the first CEO and co-founder Marc Randolph* (Endeavour Publishing, 2019)
- 45. 45 Daniel Priestley (@DanielPriestley), 'You get what you pitch for...', tweet (4 April 2018), https://twitter.com/ danielpriestley/status/981412237117132801

- 46. 46 G Hiscott, "Mr Crap" Gerald Ratner battles back after losing everything to be millionaire', *The Mirror* (2 April 2021), https://mirror.co.uk/news/uk-news/mr-crap- gerald-ratner-battles-23843472
- 47. 47 C Hirst, *No Bullsh*t Leadership: Why the world needs more everyday leaders and why that leader is you* (Profile Books, May 2019); C Hirst, *No Bullsh*t Change: An 8 step guide for leaders* (Profile, June 2023)
- 48. 48 L Kellaway, *Sense and Nonsense in the Office: No theories, no flow charts, no big words* (Financial Times Management, 2000)
- 49. 49 J Ronson, So You've Been Publicly Shamed (Picador, 2015)
- 50. 50 r/AnimalsBeingDerps, 'Internet Fight', Reddit post (2022), www.reddit.com/r/AnimalsBeingDerps/comments/10328a2/internet_fight
- 51. 51 W Shakespeare, As You Like It (c. 1599)
- 52. 52 M Ettore, 'Why most new executives fail and four things companies can do about it', *Forbes* (2020), https://forbes. com/sites/forbescoachescouncil/2020/03/13/why-most- new-executives-fail-and-four-things-companies-can-do- about-it
- 53. 53 I Davis, 'Letter to a newly appointed CEO', *McKinsey Quarterly* (1 June 2010), https://mckinsey.com/featured- insights/leadership/letter-to-a-newly-appointed-ceo
- 54. 54 J Simpson (@JohnSimpsonNews) 'Sadly, out of the 200 or so...', tweet (12 July 2023), https://twitter.com/ JohnSimpsonNews/status/1679053783282728960
- 55. 55 R Dancsi, 'I never took a day off in my twenties', *Psychology Today* (8 October 2021), https://psychologytoday.com/gb/ blog/dear-life-please-improve/202110/i-never-took-day- in-my-twenties

3. ACKNOWLEDGEMENTS

There are so many people to thank over the years for giving me the chances, knowledge and sup- port in my career. I learned from everyone I worked with to a degree and, in some cases, also learned how I did not want to work. Interestingly, many of the examples of how not to do it came from people who had amazing strengths in other ways – I guess very few, if any, are the complete package. Thanks to you all for putting up with me.

For support with this book, a big thanks to early readers, contributors and providers of anecdotes. Particu- lar thanks to Martyn Gibbs for writing the foreword and to the following contributors: Dan Oakey, David Kohn, Sherrie Asgari, Glen Ward, John Seager, Jake Pugh, Salma Ibrahim, Eugene Buckley, Leticia Rita,

Roger Mavity, Stephen Bayley, Stephen Carter, Alice Edgcumbe-Rendle, Julia Leckey, Tuula Ingman, My Ly, Jon Glen, Kerr MacRae, Johnny Fewings, Richard Charkin, Susie Nicklin, Arnivan Sen, David Rothwell, and Marlene Hauser. Not all made the final book, but all helped shape the final result.

Special thanks to Danny Butcher for allowing the use of his excellent illustration that kicks off Chapter One.

At Rethink Press, thanks to Lucy McCarraher, Joe Gregory, Anke Ueberberg, Kathleen Steeden and Lisa Cooper.

For my coaching and mentoring expedition, thanks to Trudi Ryan, Sue Kennedy, everyone at The Coaching Academy, Adrienne Kaemmerlen, Daniel Priestley and all at Dent KPI for help and encouragement along this career path.

And finally, thanks to my wife Johanna for encourag- ing me to pivot into coaching and mentoring alongside my work on boards. I originally investigated this path to make me a better non-exec and chair, but I have grown to be rather awed by its magical power and effect, and love working with enthusiastic clients and seeing them soar. Everyone should experience the immediate and pragmatic benefit that a coach and mentor's positive support provides!

4. Author Biography

David Roche is a professional coach and mentor at Grey Area Coaching, and works with first-time CEOs across many sectors. He studied psychology at Durham University and has a professional qualification in hypnotherapy.

David is Chair of London Book Fair and the writing agency New Writing North. He also works as a con- sultant with startups entering the book industry and lectures at NFTS. His first book, *Just Where You Left It,* was published by Unbound in 2017.

David was previously CEO of Borders & BOOKS etc, Product Director of both Waterstones and HMV, and Group Sales and Marketing Director of HarperCollins Publishing. He was also President of the Booksell- ers Association and a trustee of BookTrust. David has received several industry awards and in 2017 was awarded an Honorary Fellowship from the Uni- versity of Central Lancashire for services to the UK book trade.

www.greyareacoaching.com www.linkedin.com/in/davidroche

