



10 Lessons I learned as CEO

May 2006

Eric Benhamou

eric@benhamouglobalventures.com

www.benhamouglobalventures.com

10 lessons I learned as CEO

- ❖ If you are the outgoing CEO, you should go ...

.. unless they ask you to stay. And even then ...

- ❖ Keep your company's "operating system" as simple as possible (but no simpler..)

The complexity of your goals, metrics, dashboards, reports, will set the complexity quotient of your company

- ❖ Shaping corporate culture requires forethought and discipline

Too often, it happens by default. The opportunity to be explicit about vision, values, norms, rewards, is missed

10 lessons I learned as CEO

- ❖ Seek advice beyond that of your directors

Directors provide a needed perspective on most problems, but not the only perspective, nor the best necessarily. Seek a coach or mentor, or join a peer group

- ❖ Stay away from mergers of equals, in IP intensive industries

Unless you have a compelling case based upon hard asset rationalization (e.g. telcos, banks,..)

- ❖ Elevate the importance of all recruitment practices and talent development

Are you in the IP business or not?

10 lessons I learned as CEO

- ❖ Good governance habits are taken early and at the top
Much as I hate agreeing with any part of SOX, I agree with the notion of “Setting tone at the top”
- ❖ As CEO, you must lead from your guts (thank you Jack)
If a decision does not “feel right”, pause
- ❖ Conversely, don't delegate strategy decisions to your board
They may be smart and experienced, but your directors aren't the CEO
- ❖ Beware of the alienation syndrome
Manage your mental health and tone



10 Lessons I learned as CEO

May 2006

Eric Benhamou

eric@benhamouglobalventures.com

www.benhamouglobalventures.com