

## Advance praise for *Leading in the Top Team*

‘The ideas here are critical for developing a company vision, especially one that is based on an aggressive growth strategy. As a CEO, I am using this book in very pragmatic ways. The detailed descriptions of the CXO roles, and how these are changing, help us greatly in selecting new members for the top team, in objectively appraising the contributions of CXOs, and in aligning the top team mind-set around our strategic goals, our processes, and our values.’

IGOR ALLINCKX  
*CEO, Sekisui Alveo AG*

‘This book provides valuable insight and practical ideas for anyone working within or alongside the SCM function of an organisation. It very clearly shows the linkage between SCM and business transformation, providing a mixture of traditional theory with forward-thinking ideas. Ensuring that SCM is recognised as a strategic differentiator is key, and this book provides a good framework on how that vision can be articulated and “sold” across an enterprise.’

LES BALL  
*Director of Supply Chain Management, EMEA Region, Eaton Corporation*

‘I really value the way this book describes the changing role of the CIO in the context of all the other CXO roles, and in particular, the way it brings to life the holy grail of IT and future role of the CIO – unlocking the full business value of all the information residing inside the enterprise.’

JIM BARRINGTON  
*Corporate CIO – Novartis International AG*

‘This book gives useful insights about the work of the CEO and other senior executives. Good reading for members of top level business teams, for those who support such teams, and for those who aspire to join them.’

TON BÜCHNER  
*CEO, Sulzer AG*

‘I believe that an effective finance function must work closely with the business in order to drive growth and manage risk in a balanced manner. The CFO chapter in this book provides excellent insights into the role of the chief

financial officer, and the skills and qualities that are essential to fulfil this. Many aspects of the chapter resonate with my own experiences, in particular the recognition that strong leadership skills and focus on talent development are also fundamental to the CFO's mandate of protecting and enhancing shareholder value.'

RENATO FASSBIND

*Chief Financial Officer, Credit Suisse Group*

'The Chief of Marketing role is broad and complex, from day-to-day management of brands and portfolios, to long-term growth visions and innovation. But the most successful CMOs are the ones that engage the hearts and minds of the CEO and other functions to bring the total company closer to consumers and customers. This book describes the basics of doing just that.'

ALEX MYERS

*Senior VP, Western Europe & Export / License, Carlsberg Breweries  
(Previously Senior VP, Sales & Marketing)*

'A thought provoking hypothesis that emphasizes the systemic nature of the CHRO role whilst challenging the "right" to influence at the strategic level dependent on service delivery. It also highlights how crucial change skills are to any modern CHRO.'

GARY STEEL

*Member of the Group Executive Committee, Executive Vice President,  
Head of Human Resources, ABB Ltd*

'A practical toolbox for all CXOs and the CEO. This book provides invaluable insights on how to excel in the different roles and how to leverage mutual skill sets to succeed as a wealth creating team. Recommended for everyone from MBA students to CXOs, CEOs and board members.'

OERN R. STUGE

*President Europe, Emerging Markets & Canada, Medtronic Inc.*

'The brilliantly written chapter on the CCO challenge acknowledges the strategic role of corporate communications and its impact on a company's most valuable asset: its reputation. The chapter describes the multiple facets of the task of the CCO and the multiple skills a CCO should have. It also makes it clear that a business decision which cannot be sensibly communicated should probably be reconsidered – one reason more why the CCO should sit at the table where the decisions are taken and not wait outside until the decision has been taken to then just execute the communication.'

GABY TSCHOFEN

*VP Corporate Communications, Barry Callebaut AG*

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## Leading in the Top Team

CXO is the collective name given to that expanding class of corporate executives whose title begins with the word ‘chief’ and ends with the word ‘officer’. *Leading in the Top Team* explores the leadership contributions required from the CEO, and from chiefs of other key business functions, including finance, marketing, sales, the supply chain, manufacturing, IT, R&D, HR, governance, communications and the strategic business unit. Leadership in each of these areas is examined by looking at its history, current challenges facing the CXO, how each function needs to work with other key areas, and likely future developments. The focus throughout is to provide practical advice based on the actions and decisions of real leaders in a range of roles and situations. This is an excellent book for giving business leaders, whether current or potential, an overview of the work of leadership and teamwork at the top level of the company.

PRESTON BOTTGER is Professor of Leadership and Management Development at IMD.

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The CXO Challenge

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PRESTON BOTTGER



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