

YOU CAN BE A CEO

A Strength Based Approach

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Introduction

Mahesh Iyer is a Gallup® Certified Strengths Coach and Leadership Trainer.

He graduated from SRCC, Delhi University and is a Chartered Accountant with 40 years' experience in CXO positions with Indian and Global MNCs in ITES, pharma, retail, engineering and start-ups sectors.

In the social sector, he is a Coach with Global Good Fund, Washington, USA and a Mentor at the Cherie Blair Foundation, London, UK.



Guidelines For This Webinar



YOU ARE
REQUESTED TO BE
ON MUTE



LOVE TO HEAR
FROM YOU IN THE
CHAT BOX



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VIDEO OFF



CONNECTIVITY

Disclaimer

The views expressed today are based on my research and experience for purposes of learning and in no way represent views of any quoted sources in this presentation.

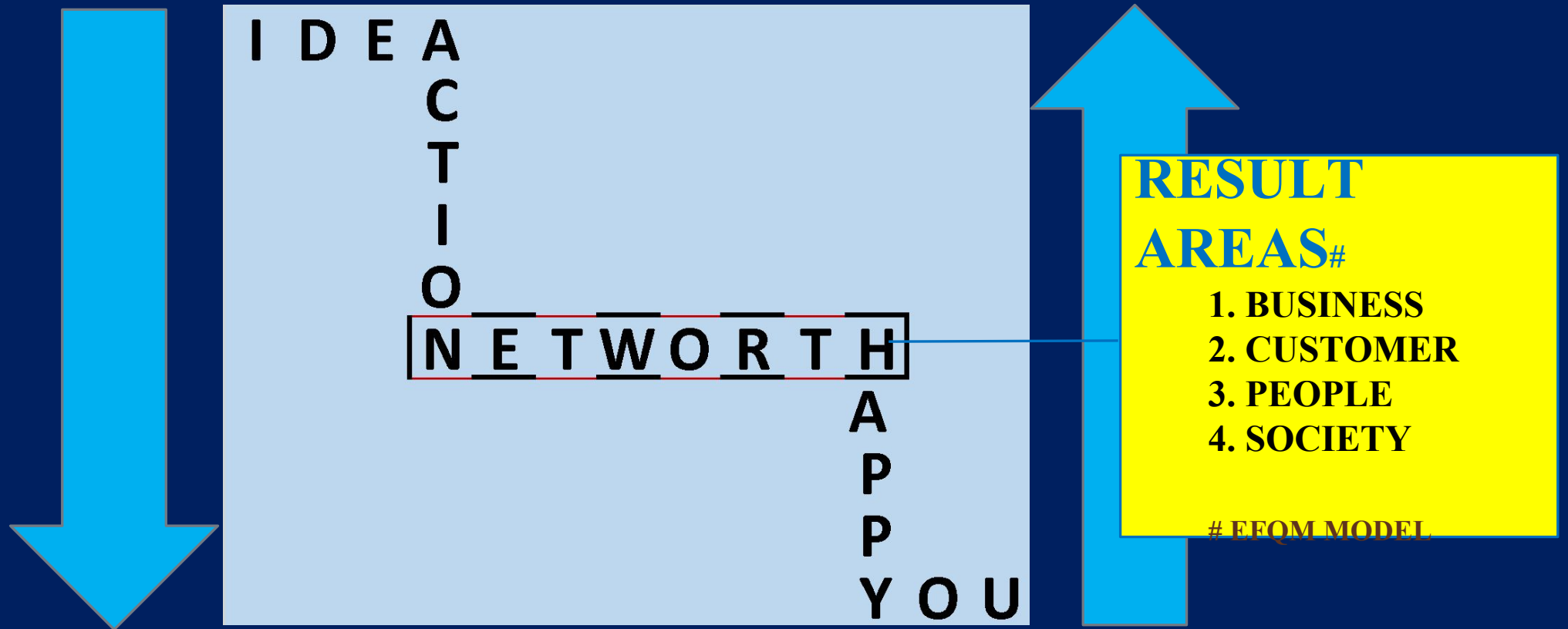
QUIZ – 5 SECS

IDEACTIONETWORTHAPPYOU

1. ACCOUNTANT WOULD SAY – 22 LETTERS – IT WOULD **COST** TOO MUCH TO GET IT – NO BUDGET
2. ENGINEER WOULD SAY – 3.332 cm X 28.021 cm
IN A STRAIGHT LINE - NO **ELEVATION** – FORGET IT
3. DOCTOR WOULD SAY – UNKNOWN VIRUS – TAKE 3
DOLO
– **COME BACK** IN 3 DAYS
4. CEO WOULD SAY – INTERESTING, I SEE ,
IS THERE AN **OPPORTUNITY** HERE?

CEO MINDSET

IDEACTIONETWORTHAPPY YOU



YOU CAN BE A CEO!

**OPPORTUNITY
ASSESSMENT**

**BUT THERE IS NO MAGIC
WAND !!**

OPPORTUNITY ASSESSMENT !

HAVE YOU EVER FELT THAT

FINANCE PROFESSIONAL'S LEADERSHIP POTENTIAL
ARE NOT FULLY UTILISED THEREFORE LOWER-VALUED

YOUR VIEW

1. YES
2. NO
3. MAYBE

**TYPE YOUR RESPONSE IN THE CHAT
WINDOW**

OPPORTUNITY ASSESSMENT !

FINANCE PROFESSIONAL'S LEADERSHIP POTENTIAL
ARE NOT FULLY UTILISED THEREFORE LOWER-VALUED

WHOSE OPPORTUNITY IS IT ?

1. OURS
2. COMPANY OR ENTERPRISE
3. SOCIETY OR GOVERNMENT

**TYPE YOUR RESPONSE IN THE CHAT
WINDOW**

OPPORTUNITY ASSESSMENT !

GENESIS

WHO IS A CEO?

THE BUCK STOPS WITH CEO

1. Chief Executive Officer
2. Chief Enabling Officer
3. Chief Engagement Officer
4. Chief Earnings Officer
5. All the above

VERY BROAD BOARD ROLE

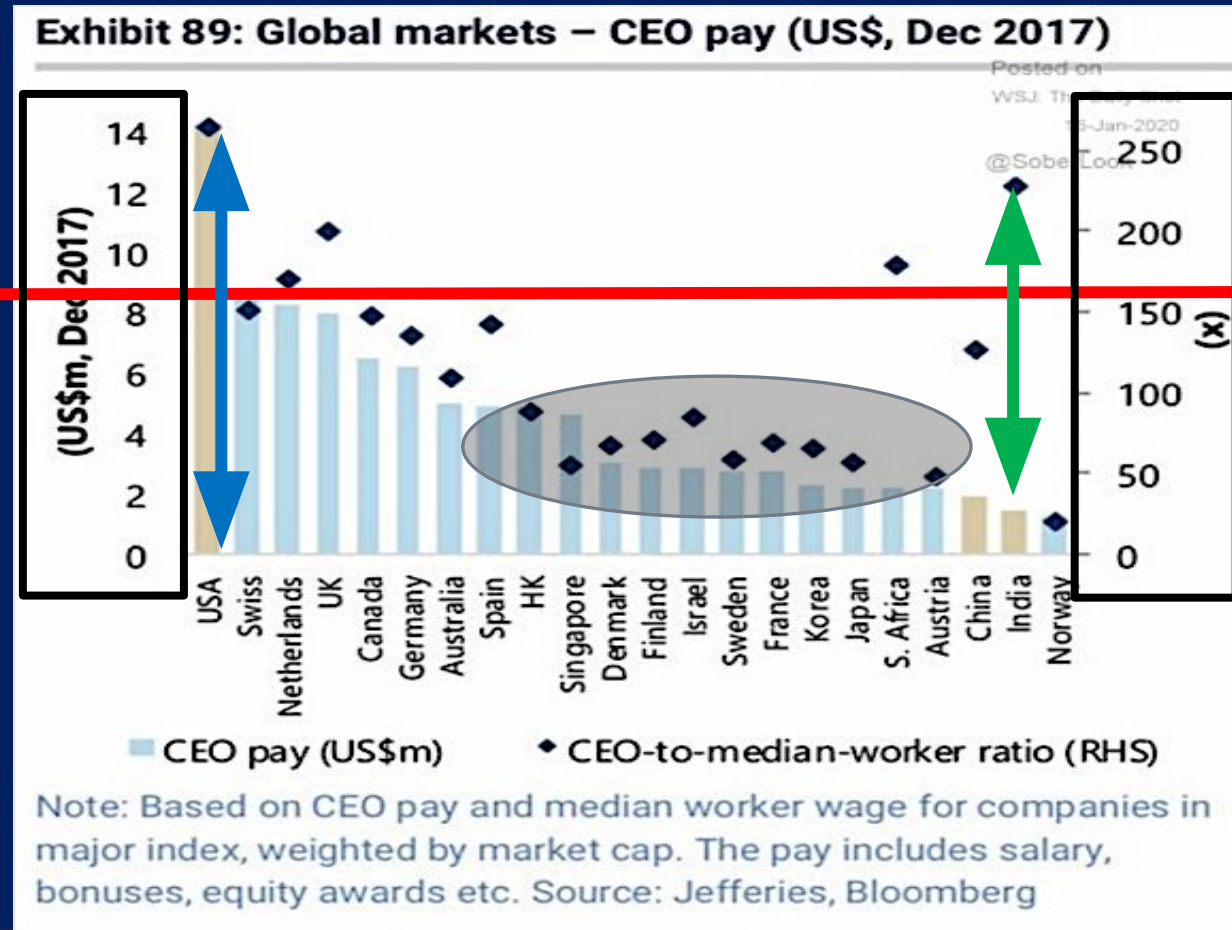
**TYPE YOUR RESPONSE IN THE CHAT
WINDOW**

GLOBAL CEO SALARY TO MEDIAN

OVER-VALUED

USA – AVG
CEO \$ 14 M

India – AVG CEO
RS. 14 crs (\$ 2 M)



Key Insights

1. Every country has a multiplier ratio lowest being Norway 20x
2. USA/ UK / India, SA Netherland take the cake
3. Most countries are around 50x
4. USA CEOs 250x Median Salary
5. Indian CEOs 225x Median Salary

INDIAN CEOs SALARY TO MEDIANS

Salary : CEO vs Average Employee

	Company Name	Top executive	CEO Salary Multiple (x)		Company Name	Top executive	CEO Salary Multiple (x)
1	Adani Ports	Gautam Adani	37	26	IndusInd Bank	Romesh Sobti	129
2	Asian Paints	K.B.S. Anand	142	27	Infosys	Salil Parekh	396
3	Axis Bank	Amitabh Chaudhry	93	28	ITC	S Puri	168
4	Bajaj Auto	Rajiv Bajaj	495	29	JSW Steel	Sajjan Jindal	1052
5	Bajaj Finance	Rajeev Jain	272	30	Kotak Bank	Uday Kotak	55
6	Bajaj Finserv	Sanjiv Bajaj	45	31	Larsen & Toubro	SN Subrahmanyam	597
7	BPCL	N.A.	N.A.	32	M&M	Pawan Goenka	152
8	Bharti Airtel	Gopal Vittal	200	33	Maruti Suzuki India	Kenichi Ayukawa	20
9	Bharti Infratel	D S Rawat	50	34	TCS-CEO Rs.16 crs, COO-Rs.12 crs, CFO-Rs. 4 crs excl. Stock Options		
10	Britannia Industries	Varun Berry	322	35			
11	Cipla	Umang Vohra	531	36			
12	Coal India	Anil Kumar Jha	4	37			
13	Dr. Reddy's Labs	G V Prasad	274	38			
14	Eicher Motors	Siddhartha Lal	195	39	TCS	Rajesh Gopinathan	262
15	GAIL (India)	N.A.	N.A.	40	Tata Motors	Guenter Butschek	351
16	Grasim Industries	Dilip Gaur	182	41	Tata Steel	TV Narendran	112
17	HCL Technologies	N.A.	N.A.	42	Tech Mahindra	CP Gurnani	541
18	HDFC Bank	Aditya Puri	248	43	Titan Company	Bhaskar Bhat	99
19	Hero MotoCorp	Pawan Munjal	809	44	UltraTech Cement	KK Maheshwari	169
20	Hindalco Industries	Satish Pai	512	45	UPL	R D Shroff	181
21	Hindustan Unilever	Sanjiv Mehta	194	46	Vedanta	Navin Agarwal	489
22	HDFC	Renu Sud Karnad	106	47	Wipro	Abidali Neemuchwala	455
23	ICICI Bank	Sandeep Bakhshi	118	48	Yes Bank	Ravneet Gill	8
24	Indiabulls Hsg Fin	Gagan Banga	299	49	Zee Entertainment	Punit Goenka	78
25	IOC	N.A.	N.A.	50			

SOURCE : COMPANY ANNUAL REPORTS 2019

HOW MUCH ?

OVER-VALUED

Better Than The Rest

What MDs & CEOs took home in FY19

16%
Increase
in salary

9-9.5%
Average
industry
salary
increase of
white collar
employees

**₹6.39
CRORE**
Average
pay

**WHY THEY
GOT MORE**

**Uncertain
business climate**

**Dearth of CEO
talent**

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DMart's Noronha Wealthiest CEO in India



Name	Designation	Company	No. of Shares Held	Value of Shares (₹ Cr)
Navil Noronha	CEO	Avenue Supermarts	13,388,561	3,128
Aditya Puri *	MD & CEO	HDFC Bank	7,745,088	943
Ramakant Baheti	CFO	Avenue Supermarts	2,850,339	666
CP Gurnani	MD & CEO	Tech Mahindra	7,139,059	594
Renu Sud Karnad	MD	HDFC	2,326,672	547
Milind Barve	CEO	HDFC AMC	1,040,000	337
Deepak Parekh	Chairman	HDFC	1,160,000	273
Kaizad Bharucha	ED	HDFC Bank	2,107,102	256
Shanti Ekambaram	President, Consumer Banking	Kotak Bank	1,485,865	251
Mukund Bhatt	CFO	Kotak Bank	1,319,079	223
Dipak Gupta	Joint MD	Kotak Bank	1,134,761	192
Keki Mistry	VC & CEO	HDFC	656,500	154

* Before the recent sale of shares worth ₹ 156 crore

Source: The Economic Times

REALITY CHECK

GENESIS OF THE OPPORTUNITY

LOWER-VALUED

COP V/s NON COP

Year	COP	%	No COP	%	Total
2000	65,843	71%	27,137	29%	92,980
2005	78,158	63%	45,388	37%	123,546
2011	84,618	50%	85,992	50%	170,610
2012	91,487	48%	101,026	52%	192,513
2013	1,03,636	48%	1,13,483	52%	2,17,119
2014	1,12,324	49%	1,17,355	51%	2,29,679
2015	1,11,540	48%	1,24,434	52%	2,39,974
2016	1,20,649	48%	1,32,720	52%	253,369
2017	126,892	47%	142,458	53%	269,350

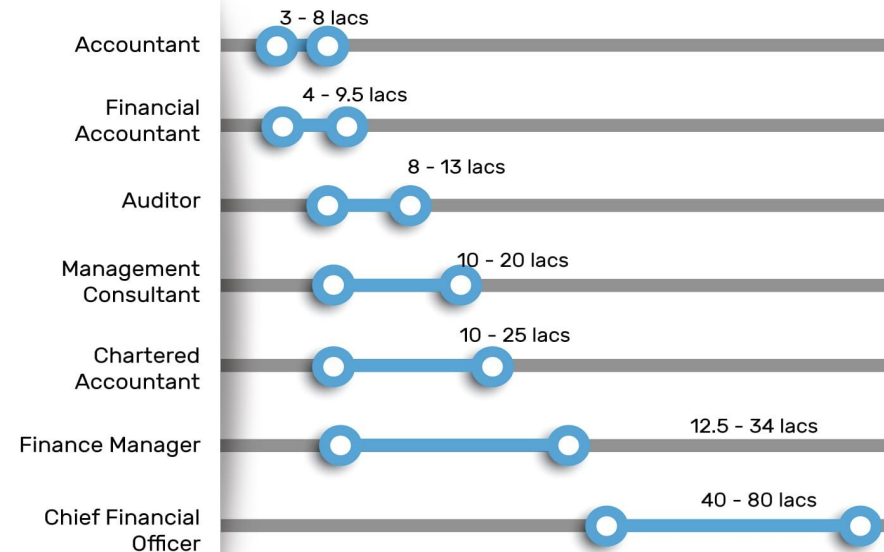
2019

291698

ICAI- Indicaive



Indicative Salary (India)



Source: Payscale

REALITY CHECK

THE OPPORTUNITY

GROWING TO COO/ CEO/
MD

OVER

SALARY/ MORE ESOPS ??

LOWER

CFO/ CXO
SALARY/ ESOPS ??
VP/ GM
SALARY



IDEA



IDEA

OPPORUNITY EXISTS

1. OVER VALUATION FOR CEOs
2. LOWER VALUATION FOR CFO/
CXO
3. WHAT IS THE DIFFERENCE

Arbitrage is the strategy of taking advantage of at least two equivalent assets with differing prices

4. ARBITRAGE# OPPORTUNITY

@ TYPE YOUR RESPONSE IN THE CHAT
WINDOW

IDEA – CHANGE YOUR MINDSET

FROM
NOW



TO
HOW



CFO or CXO

LOWER

VALUED

ARBITRA
GE



CEO

OVER

VALUED

IDEA – CHANGE YOUR MINDSET

NOW

Not On Wealth

1 x SALARY

1 x VISIBILITY

1 x WEALTH

BASELINE



WOW

Win On Wealth

10 x SALARY

50 x

VISIBILITY

100 x

OPPORTUNITY
WEALTH

IDEA – CHANGE YOUR MINDSET

Are You Ready?

1. YES

2. NO

**TYPE YOUR RESPONSE IN THE CHAT
WINDOW**

YOU CAN BE A CEO!

EVIDENCE
By
Research

1. EVIDENCE OF OPPORTUNITY

1/3 of Top Global Forbes 2000 CEOs have Finance Background

Figure 1

CEOs who are former CFOs.

	2013	2014	2015
Forbes 500	16%	16%	18%
Forbes 501-2000	11%	12%	12%
Total	12%	13%	13%

Figure 2

CEOs with senior-level financial experience.

	2013	2014	2015
Forbes 500	21%	22%	23%
Forbes 501-2000	16%	16%	17%
Total	17%	17%	18%

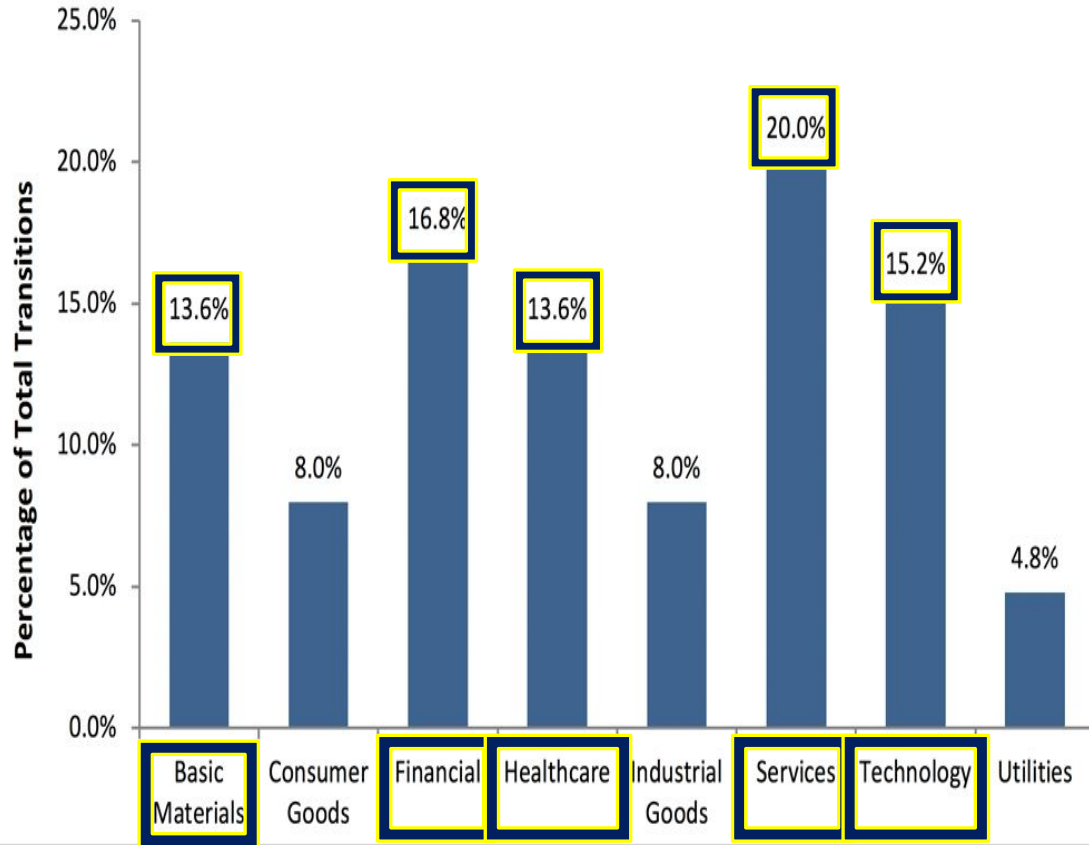
41%
29%

2. EVIDENCE OF OPPORTUNITY

80% FROM 5 SECTORS

80% IN AGE 30-55 YRS

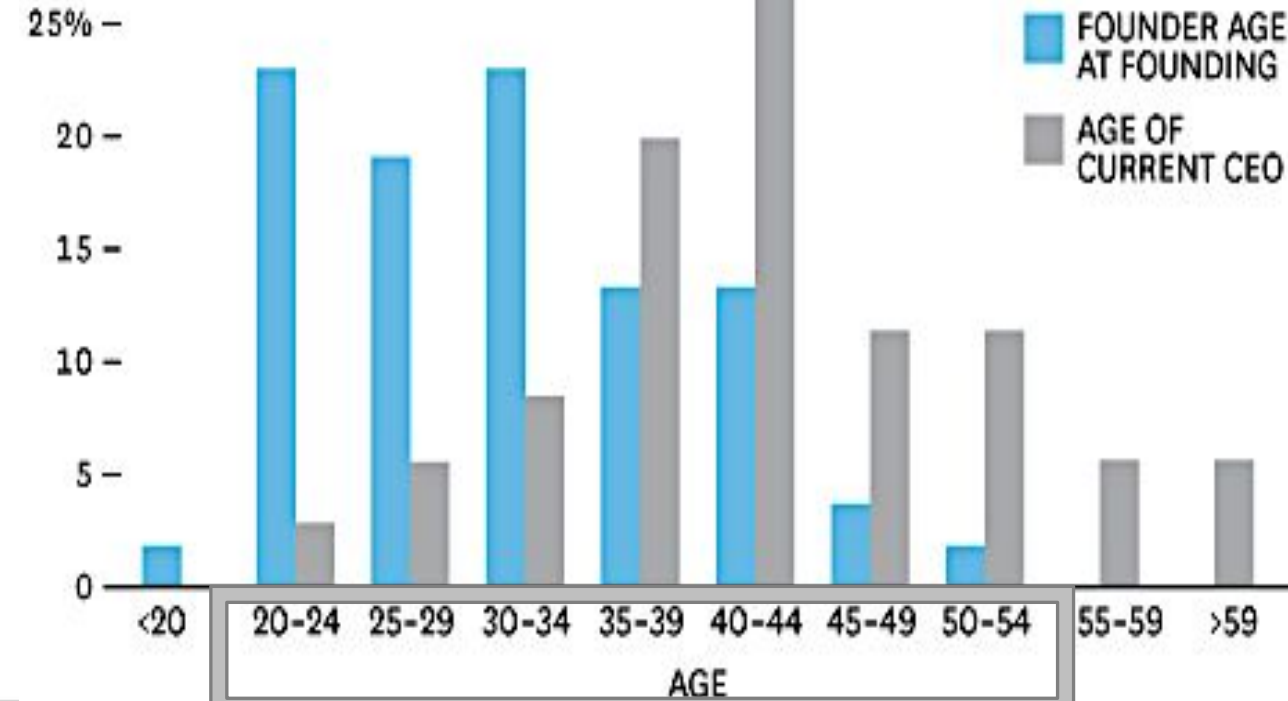
CFO to CEO Transitions, by Sector



CURRENT AGE OF CEO VS. AGE OF FOUNDER

Estimated using year of college graduation.

PERCENTAGE OF COMPANIES



<https://www.equilar.com/blogs>

Source : HBR.ORG

3. EVIDENCE OF OPPORTUNITY

FINANCE PROFESSIONALS ARE VALUERS

V – VERSATILE – ANY INDUSTRY

A – ALLOCATORS OF CAPITAL

L – LEVERAGE CASHFLOW / LEGAL/ REDUCE
WACC

U – UNDERSTAND INDAS/ IFRS/ GST/ TAX/ CO. ACT

E – EXECUTION/ EVALUATING PROJECT
PROPOSALS

R – RECORD TO REPORT WITH AUDIT /
COMPLIANCE

4. EVIDENCE OF OPPORTUNITY



CE

Casting : Right people, Right seat in the Right bus

Implementer : Drive Execution Schedule and Release

Navigator : Know how to get things done

Entrepreneur : Think Top line and Bottom line

Marketer : Company's Brand Ambassador - KYC

Advisor: Value-add Ideas to Stakeholders

CEOs ARE CINEMA (MOVIE) MAKERS

5. EVIDENCE OF OPPORTUNITY

CFO ROLE

CEO ROLE

MANAGES RISK

TAKES RISKS

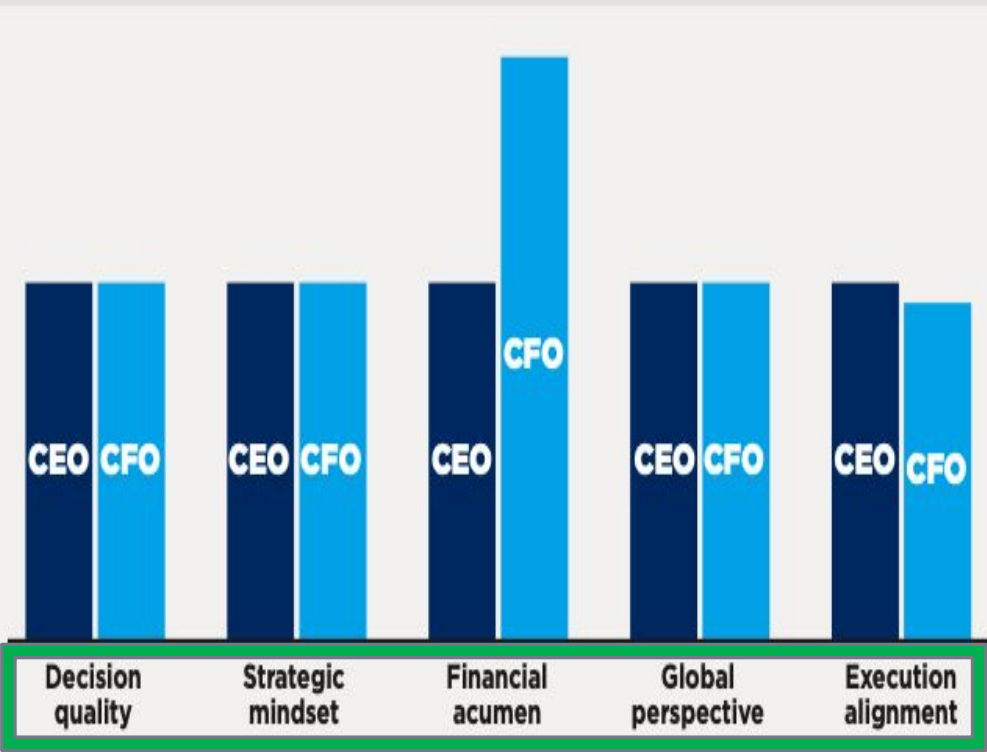
KEEP RECORDS - HISTORY

MAKE RECORDS – HIS STORY

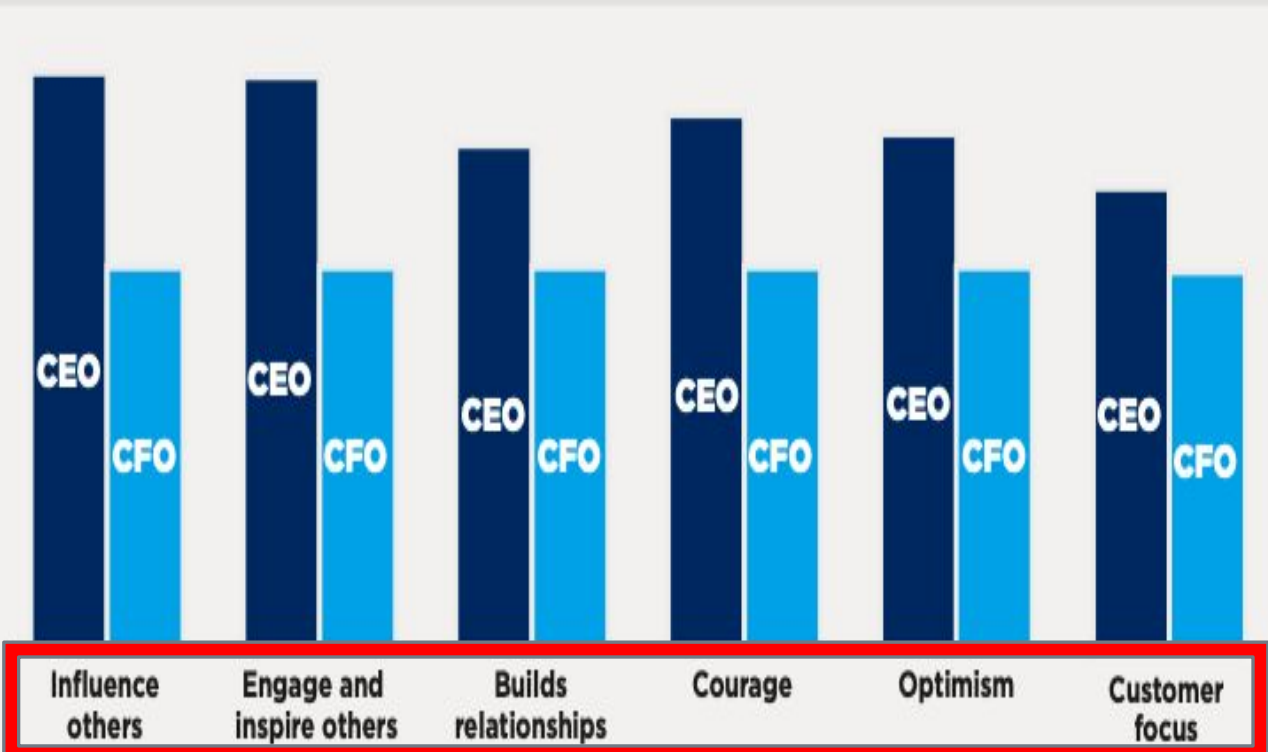
CHALLENGES TO THE OPPORTUNITY

UNDER-SKILLED

Left Brain Technical / Domain Similarities



Right Brain Social Leadership Gaps

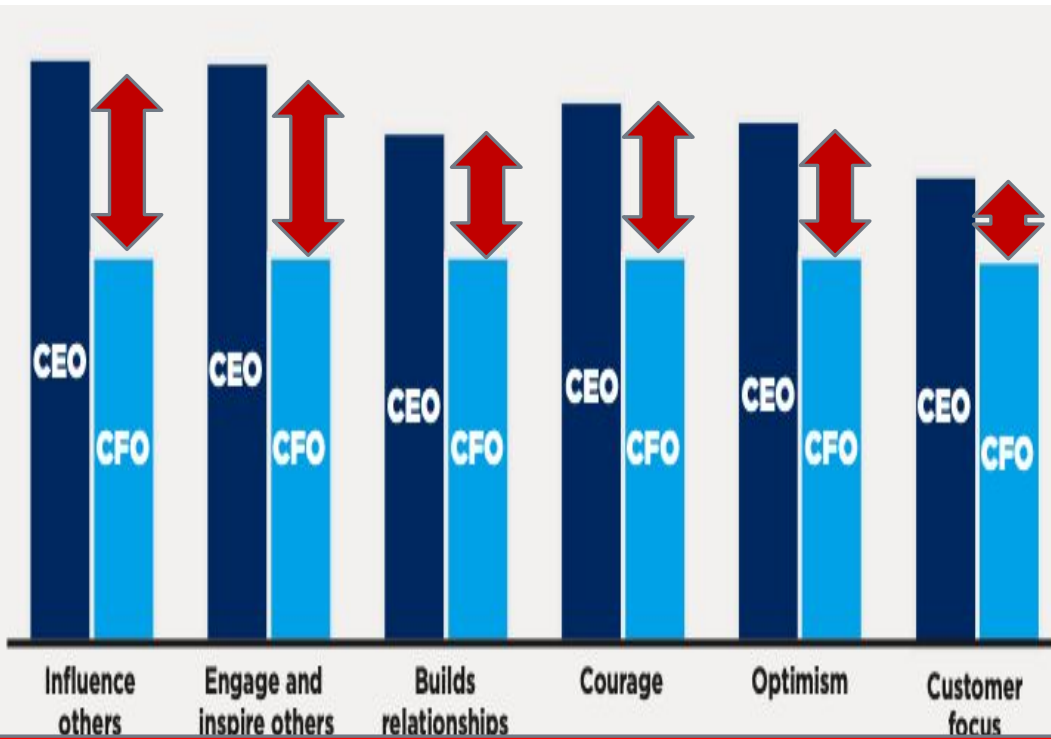


1. Optimism and influence findings were measured using scales of the same names from SHL's Global Personality Inventory (GPI), owned by CEB.

GALLUP® STRENGTHS RESEARCH

CAPABILITY BUILDING

SOCIAL LEADERSHIP GAPS



Influence Engage Relation Courage Optimism Customer

GALLUP® 34 TALENT IN 4 DOMAINS

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
People with dominant Executing themes know how to make things happen.	People with dominant Influencing themes know how to take charge, speak up, and make sure the team is heard.	People with dominant Relationship Building themes have the ability to build strong relationships that can hold a team together and make the team greater than the sum of its parts.	People with dominant Strategic Thinking themes help teams consider what could be. They absorb and analyze information that can inform better decisions.
Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative	Activator Command Communication Competition Maximizer Self-Assurance Significance Woo	Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator	Analytical Context Futuristic Ideation Input Intellection Learner Strategic

GALLUP® STRENGTHS RESEARCH

CAPABILITY ASSESSMENT

2,36,05,43

CAPABILITY BUILDING

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
People with dominant Executing themes know how to make things happen.	People with dominant Influencing themes know how to take charge, speak up, and make sure the team's heard.	People with dominant Relationship Building themes have the ability to build strong relationships that can hold a team together and make the team greater than the sum of its parts.	People with dominant Strategic Thinking themes help teams consider what could be. They absorb and analyze information that can inform better decisions.
Customer	Influence	Optimism Relationship Engage	
Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative	Activator Command Communication Competition Maximizer Self-Assurance Significance Woo	Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator	Analytical Context Futuristic Ideation Input Intellection Learner Strategic

The Strengths Equation

TALENT

a natural way of thinking, feeling or behaving



INVESTMENT

time spent practicing, developing your skills and building your knowledge base



STRENGTH

the ability to consistently provide near-perfect performance

YOU CAN BE A CEO!

TPOV

MY JOURNEY

MEMBER IN INDUSTRY -- 37 YEARS

JOB
DESCRIPTION

ROLE

YEARS

COMPANY

INDUSTRY

GEOGRAPHY

I MISSED THE BUS

FUNCTIONAL

TUNNEL

VERSUS

CEO

GENERAL



LESSONS LEARNT

YOU CAN BE A CEO!

CALL TO ACTION

HABIT YOUR FUTURE



People do not **Decide** their futures, they decide their **Habits** and their habits decide their **Futures**.

- F.M. Alexander


WAY FORWARD >>>>>>>>>>>>>>>>>>>>

CONNECTING DOTS


INVESTMENT	GROWTH PATH	POST QUALIFY			
1.PRACTISE	CEO/ COO	40			
		35			
		30			
		25			
2.SKILL BUILDING	COO/ CFO	20			
		15			
		10			
3.KNOWLEDGE BASE	ROLE 3	5			
	ROLE 2	1			
	ROLE 1				
YOU			USE CASE 1	USE CASE 2	USE CASE 3

GROW YOUR HABITS


“SMART” PLAN



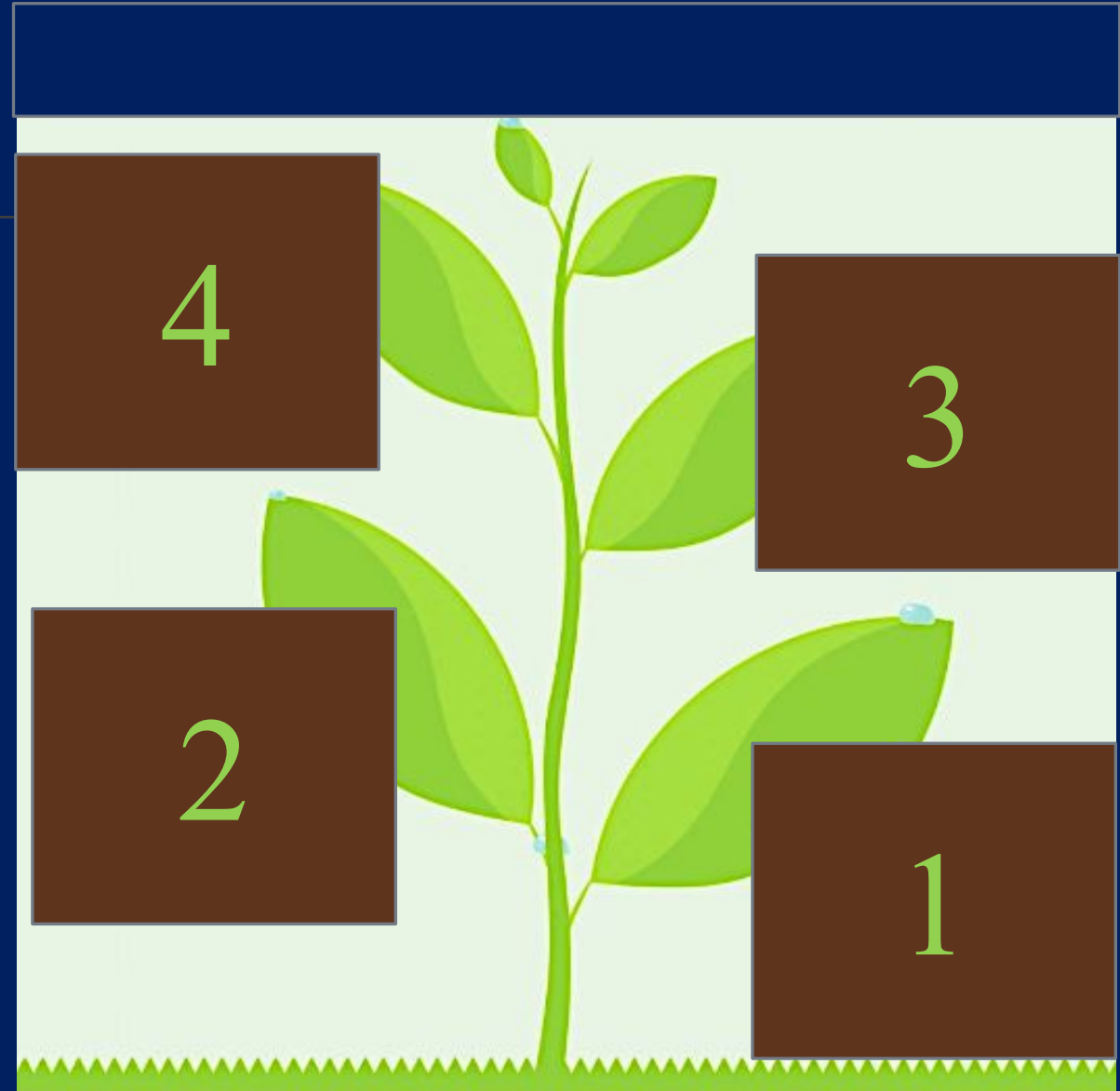
UP_SKILL



UP_LIFT



UP_GRAD
E



YOUR BRAND BALANCESHEET

**Limited
Net Worth
Value**

**Tangible
Domain
Assets**

(CA, CIMA, CMA, MBA)

Earnings

**Unlimited
Net Worth
Value**

**Intangible
Assets
SOCIAL
LEADERSHIP**

Multiples



ASPIYER

CAREER ADVISORY

COMMIT TO GREATER VALUATION

CEO

V – VISION - CHANGE FROM TUNNEL TO PERIPHERAL

O – ORIENTATION – “CROSS” SKILLS AND
“MULTIPLES” WILL

C – CONSULT – GUIDANCE & HELP > COACH/ MENTOR/
FRIEND

A – ACTION – RELATIONSHIP, INFLUENCE, STRATEGIC,
EXECUTION



ASPIYER

CAREER ADVISORY

COMMIT TO GREATER ACTION !

Infuse your life with action

Don't wait for it to happen

Make it happen



INDEPENDENCE OFFER FOR YOU TODAY



Thanks for attending



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1 Complimentary
Career Consultation plus
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ASPIYER ENABLES TO IDENTIFY YOUR TRUE POTENTIAL