

# Business Tips - CEO's

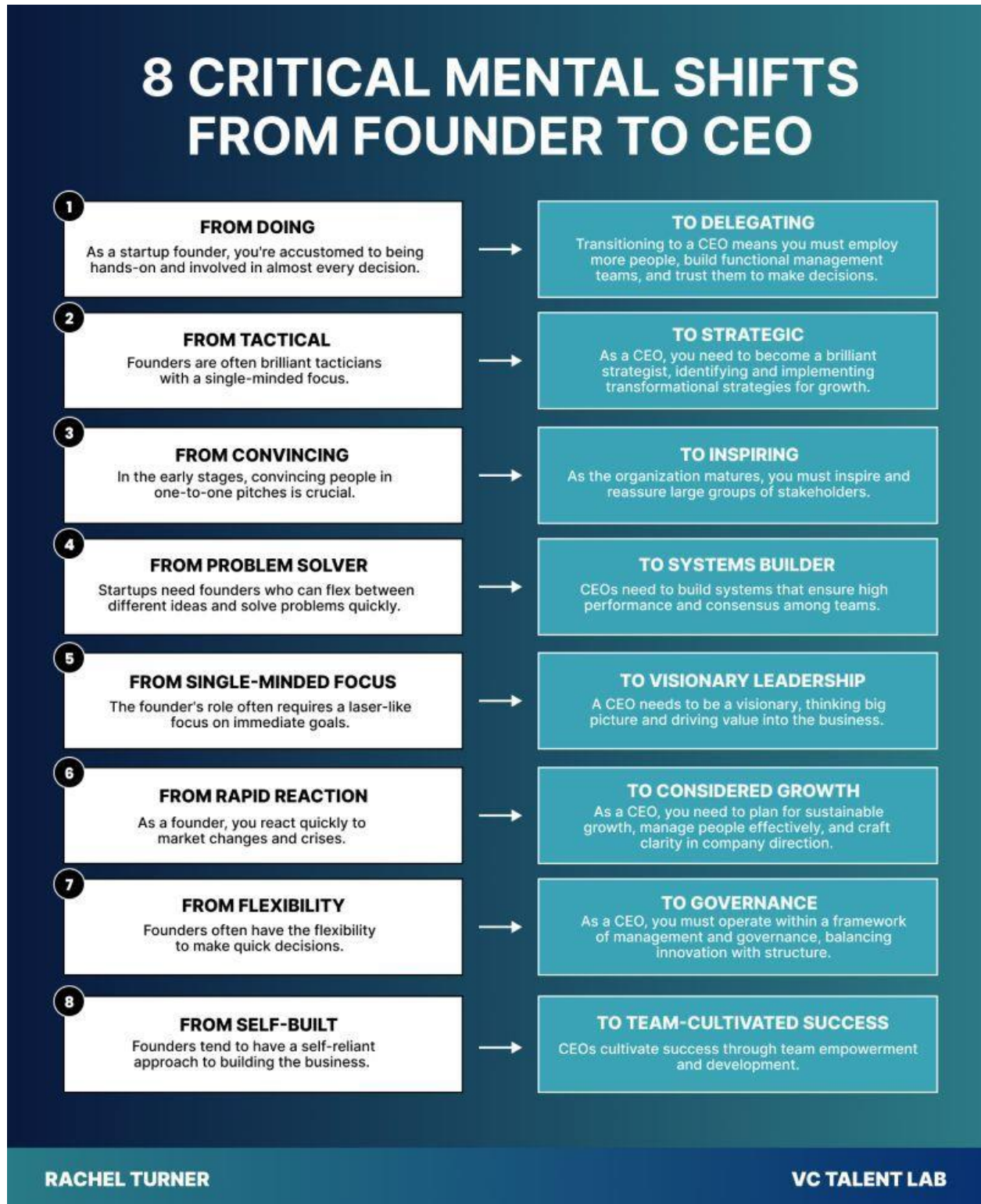


DNA Behavior®

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## 8 Critical Mental Shifts From Founder To CEO





CEO, CFO, COO. Do you know the difference?

# CEO ♦ CFO ♦ COO

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WHO THEY ARE | WHAT THEY DO | WHY THEY EXIST | HOW THEY ADD VALUE

CEO Chief Executive Officer	CFO Chief Financial Officer	COO Chief Operating Officer
<div style="text-align: center; margin-bottom: 10px;">  </div> <p><b>Who:</b> Highest-ranking executive in a company.</p> <p><b>What:</b> Sets and drives the overall vision, strategy, and direction of the company. Leads the executive team. Responsible for the company's success, stability, and longevity. Acts as the primary communicator to shareholders, the public, and the team.</p> <p><b>Why:</b> To steer the company toward long-term success and make high-level decisions. Ensures the company adapts to changes and remains competitive.</p> <p><b>How:</b> Provides leadership and direction. Keeps everyone aligned with the company's goals. Builds stakeholder relationships to enhance company reputation.</p> <p><b>Main KPIs:</b></p> <ul style="list-style-type: none"> <li>• Revenue Growth Rate</li> <li>• Net Profit Margin</li> <li>• Employee Engagement</li> <li>• Customer Satisfaction</li> <li>• Market Share</li> </ul>	<div style="text-align: center; margin-bottom: 10px;">  </div> <p><b>Who:</b> Top financial executive in a company.</p> <p><b>What:</b> Manages the company's finances, including financial planning and reporting. Oversees risk management and financial strategy. Acts as the steward of the company's financial health. Ensures compliance and efficiency.</p> <p><b>Why:</b> To optimize the company's financial performance and ensure sustainable growth. Provides financial insights to balance risk and opportunity.</p> <p><b>How:</b> Ensures financial stability. Supports strategic decisions with financial insights. Enhances profitability through cost management and financial optimization.</p> <p><b>Main KPIs:</b></p> <ul style="list-style-type: none"> <li>• EBITDA Margin</li> <li>• Free Cash Flow (FCF)</li> <li>• Return on Investment (ROI)</li> <li>• Debt-to-Equity Ratio (D/E)</li> <li>• Net Profit Margin</li> </ul>	<div style="text-align: center; margin-bottom: 10px;">  </div> <p><b>Who:</b> Executive responsible for the daily operation of the company.</p> <p><b>What:</b> Oversees the company's ongoing operations and procedures. Ensures operational excellence and efficiency. Implements strategic plans. Manages the company's operational systems, processes, and policies.</p> <p><b>Why:</b> To implement the company's strategy on a day-to-day basis. Ensures operational effectiveness and scalability. Facilitates alignment between various departments.</p> <p><b>How:</b> Optimizes operational processes. Improves productivity and efficiency. Drives initiatives that contribute to long-term operational excellence.</p> <p><b>Main KPIs:</b></p> <ul style="list-style-type: none"> <li>• Operational Efficiency</li> <li>• Quality Control</li> <li>• Inventory Turnover (product) or Employee Utilization (service)</li> <li>• Customer Satisfaction</li> <li>• Cycle Time</li> </ul>

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### THE 4 PILLARS OF INTEGRITY

#### Emotional Intelligence

- Welcome all authentic emotions as energy moving through you
- Know what you're feeling when you feel it - discriminate between thoughts and sensations
- Express your feelings in a way that fully matches your experience.
- Get curious about what you can learn from your feelings
- Be a space that allows others to fully experience and express all of their feelings

#### Impeccable Agreements

- Only make agreements you want to make, with clear definitions of "what" and "when"
- Keep the agreements you do make
- Change agreements that aren't working for you and clean up any broken agreements
- Experience your agreements as a source of increased energy rather than a burden

#### Healthy Responsibility

- Take 100% responsibility for all of your experiences.
- Shift out of defensive postures
- Be curious about how you are creating the results that are occurring in your life.
- Open up to learning from all experiences
- Inspire others to take 100% responsibility for their experiences.

[www.conscious.is](http://www.conscious.is)

#### Conscious Communication

- Listen with the intention of genuinely understanding the experience of the other person.
- Listen for accuracy, emotion and the deepest longing.
- Speak in a way that is unarguable - note that your perspective is always subjective
- Make clear, direct requests instead of generalized complaints
- Commit to reveal and not conceal by expressing your authentic experiences, even under duress.



# DNA Behavior®

The Power of Quiet People in a Non-Stop Talking World



## Top Traits Of A Successful Entrepreneur

### TOP TRAITS OF A SUCCESSFUL ENTREPRENEUR:









1. RISK TAKERS
2. HAVE DISCIPLINE
3. ALWAYS LEARNING
4. EMBRACE FAILURE
5. HAVE GREAT FOCUS
6. STRIVE TO BE LEADERS
7. HAVE VISION & GOALS
8. HAVE A STRONG MINDSET
9. ARE HUNGRY FOR SUCCESS
10. COMMITTED TO THEIR CAUSE
11. GIVE BACK TO HUMANITY
12. LEARN FROM THEIR MISTAKES
13. HAVE PASSION FOR THEIR BIZ
14. HIGHLY MOTIVATED TO SUCCEED

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## 8 types of CFOs

### 8 Types of CFOs

 <h4><u>The Accountant</u></h4> <ul style="list-style-type: none"><li>• Focuses on compliance and control</li><li>• Backwards looking financial reporting</li><li>• Conservative and risk-averse</li><li>• Always worked in the finance function</li></ul>	 <h4><u>The Analyst</u></h4> <ul style="list-style-type: none"><li>• Creates transparency and visibility</li><li>• Has a deep understanding of financials</li><li>• Communicates insights to leadership</li><li>• Has likely worked in investment banking</li></ul>
 <h4><u>The Strategist</u></h4> <ul style="list-style-type: none"><li>• Facilitates strategizing at executive level</li><li>• Quantifies and qualifies strategic options</li><li>• Has a strong focus on value creation</li><li>• Has likely worked in management consulting</li></ul>	 <h4><u>The Technologist</u></h4> <ul style="list-style-type: none"><li>• Leads digital transformation in the company</li><li>• Leverages latest tech in the finance function</li><li>• Creates efficiencies across the company</li><li>• Has likely worked in a digital first company</li></ul>
 <h4><u>The Disruptor</u></h4> <ul style="list-style-type: none"><li>• Spends most time with external stakeholders</li><li>• Looks at latest trends and business models</li><li>• Benchmarks outside own industry</li><li>• Has likely worked across multiple functions</li></ul>	 <h4><u>The Networker</u></h4> <ul style="list-style-type: none"><li>• Builds strong relationships across C-suite</li><li>• Listens well and helps others be successful</li><li>• Gets work done through others</li><li>• Has likely been an entrepreneur</li></ul>
 <h4><u>The Adaptor</u></h4> <ul style="list-style-type: none"><li>• Drives strong execution across the company</li><li>• Moves the company along with speed</li><li>• Builds on a strong and flexible tech platform</li><li>• Has likely led different business units</li></ul>	 <h4><u>The Environmentalist</u></h4> <ul style="list-style-type: none"><li>• Is well-connected with policy-makers</li><li>• Drives the quadruple bottom-line in decisions</li><li>• Has a pure long-term value creation focus</li><li>• Has likely been in NGOs or politics</li></ul>

**BPI** Business Partnering Institute<sup>®</sup> [www.bpidk.org](http://www.bpidk.org)



## 12 Surprises for New CEOs

# 12 Surprises for New CEOs

- 1 You don't get to just run the company.**

Beyond daily operations, you get pulled in all sorts of directions. You have to learn to balance external pressures with internal priorities.
- 2 Giving direct orders can backfire on you.**

You have a lot of authority, but you have to use it with care. Issuing an order can cause resentment or undermine the confidence and authority of your team.
- 3 It's hard to get the real story.**

Information you receive is often filtered or incomplete. You have to dig deeper to know what's truly happening in your company.
- 4 Every move you make sends a message.**

Your actions and words are constantly analyzed. Be mindful of what you say and do; it's always making an impression.
- 5 The board has a lot of influence.**

They're not just advisors; they can make or break your decisions. Building a good relationship with them is crucial.
- 6 Shareholder happiness isn't the only goal.**

Chasing short-term gains can hurt long-term growth. Focus on what's best for your company's future.
- 7 Believe it or not, you're still human.**

Mistakes and missteps are part of the journey. Embrace them as opportunities to learn. Admit your mistakes and be open to feedback. This builds trust with your team.
- 8 Decisions from the past will affect you.**

You'll face challenges left by your predecessor. It's part of stepping into their shoes. Don't waste time blaming. Take accountability and act.
- 9 The public eye is always on you.**

Your role as CEO puts you in the spotlight, both in and out of the office. Stay genuine and consistent. How you handle yourself will define your leadership.
- 10 Internal politics are tricky but essential.**

Mastering company politics takes skill and understanding. Approach it as a critical aspect of your leadership. Build strong relationships to expand your influence.
- 11 Implementing change is a slow process.**

Be resilient and strategic in pushing for changes. Communicate clearly and build consensus for your vision. Your company's ability to adapt ensures its longevity.
- 12 Work-life balance is a constant struggle.**

Prioritize your well-being alongside your responsibilities. Effective leadership starts with self-care. You won't be of value to anyone if you're burned out.

(H/t to Michael E. Porter, Jay W. Lorsch, and Nitin Nohria for their Oct 2004 HBR article *Seven Surprises for New CEOs.*)

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## 10 Things People With Integrity Do Differently

10

Things

**PEOPLE WITH INTEGRITY**

Do Differently

1.

If they give you their word, you can count on it.

2.

They know what is right, and they're not afraid to stand up for it.

3.

They live by the same standards that they expect from others.

4.

They take ownership of problems that aren't their own.

5.

They choose to act sooner, not later.

6.

They are extremely humble.

7.

They believe in transparency.

8.

They give credit where credit is due.

9.

They are people you can trust.

10.

They are broad-minded people.

[LEARN MORE IN ARTICLE](#)

# THE KPIs CHEAT SHEET by Oana Labes



### CHIEF EXECUTIVE OFFICER (CEO) KEY PERFORMANCE INDICATORS

- |   |  |   |   |
|---|--|---|---|
| <b>Financial KPIs:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Revenue Growth Rate</li> <li><input type="checkbox"/> Net Profit Margin</li> <li><input type="checkbox"/> Gross Margin</li> <li><input type="checkbox"/> Operational Cash Flow</li> <li><input type="checkbox"/> Return on Investment (ROI)</li> <li><input type="checkbox"/> Economic Value Added (EVA)</li> <li><input type="checkbox"/> Debt-to-Equity Ratio</li> <li><input type="checkbox"/> Current Ratio (Liquidity)</li> <li><input type="checkbox"/> Operating Expense Ratio</li> <li><input type="checkbox"/> EBITDA</li> <li><input type="checkbox"/> Price Earnings (P/E) Ratio</li> <li><input type="checkbox"/> Total Shareholder Return</li> <li><input type="checkbox"/> Market Capitalization</li> <li><input type="checkbox"/> Return on Assets (ROA)</li> <li><input type="checkbox"/> Dividend Payout Ratio</li> </ul> | <b>Non-Financial KPIs:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Employee Engagement Score</li> <li><input type="checkbox"/> Employee Turnover Rate</li> <li><input type="checkbox"/> Net Promoter Score (NPS)</li> <li><input type="checkbox"/> Customer Acquisition Cost</li> <li><input type="checkbox"/> Customer Retention Rate</li> <li><input type="checkbox"/> Customer Satisfaction Index</li> <li><input type="checkbox"/> Customer Lifetime Value</li> <li><input type="checkbox"/> Brand Equity Score</li> <li><input type="checkbox"/> Public Sentiment Score</li> <li><input type="checkbox"/> Number of Successful Acquisitions</li> <li><input type="checkbox"/> Synergy Value from M&amp;As</li> <li><input type="checkbox"/> Covenant Compliance Rate</li> <li><input type="checkbox"/> Number of Non-Compliance Issues</li> <li><input type="checkbox"/> Regulatory Fines Incurred</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Stakeholder Satisfaction Score</li> <li><input type="checkbox"/> Frequency of Stakeholder Meetings</li> <li><input type="checkbox"/> Number of Identified Risks Mitigated</li> <li><input type="checkbox"/> ESG Score</li> <li><input type="checkbox"/> Carbon Footprint</li> <li><input type="checkbox"/> Energy Efficiency Rate</li> <li><input type="checkbox"/> R&amp;D Spend as a Percentage of Revenue</li> <li><input type="checkbox"/> Technology Adoption Rate</li> <li><input type="checkbox"/> Market Share</li> <li><input type="checkbox"/> Succession Planning Score</li> <li><input type="checkbox"/> Percentage of Strategic Goals Achieved</li> <li><input type="checkbox"/> Strategy Execution Efficiency Rate</li> <li><input type="checkbox"/> Business Continuity Plan Coverage Ratio</li> <li><input type="checkbox"/> Number of Succession Roles Identified and Ready</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Total Cost of Workforce</li> <li><input type="checkbox"/> Time to Hire</li> <li><input type="checkbox"/> Leadership Diversity Rate</li> <li><input type="checkbox"/> Percentage of Employees Undergoing Training</li> <li><input type="checkbox"/> Social Media Engagement Rate</li> <li><input type="checkbox"/> SEO Rank for Important Keywords</li> <li><input type="checkbox"/> Customer Churn Rate</li> <li><input type="checkbox"/> Employee Net Promoter Score (eNPS)</li> <li><input type="checkbox"/> Capacity Utilization Rate</li> <li><input type="checkbox"/> Frequency of Safety Incidents</li> <li><input type="checkbox"/> Workplace Happiness Score</li> <li><input type="checkbox"/> Diversity and Inclusion Index</li> <li><input type="checkbox"/> Percentage of Women in Leadership Roles</li> <li><input type="checkbox"/> Average Employee Tenure</li> </ul> |
|---|--|---|---|

### CHIEF FINANCIAL OFFICER (CFO) KEY PERFORMANCE INDICATORS

- |  |   |  |   |
|--|---|--|---|
| <b>Financial KPIs:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Revenue Growth Rate</li> <li><input type="checkbox"/> Net Profit Margin</li> <li><input type="checkbox"/> Gross Margin</li> <li><input type="checkbox"/> Operating Cash Flow Margin (OCF)</li> <li><input type="checkbox"/> Free Cash Flow Margin (FCF)</li> <li><input type="checkbox"/> Return on Investment (ROI)</li> <li><input type="checkbox"/> Economic Value Added (EVA)</li> <li><input type="checkbox"/> Debt-to-Equity Ratio (D/E)</li> <li><input type="checkbox"/> Current Ratio (C/R)</li> <li><input type="checkbox"/> Operating Expense Ratio</li> <li><input type="checkbox"/> EBIT Margin</li> <li><input type="checkbox"/> EBITDA Margin</li> <li><input type="checkbox"/> Price / Earnings (P/E) Ratio</li> <li><input type="checkbox"/> Return on Equity (ROE)</li> </ul> | <b>Non-Financial KPIs:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Market Capitalization</li> <li><input type="checkbox"/> Return on Assets (ROA)</li> <li><input type="checkbox"/> Dividend Payout Ratio</li> <li><input type="checkbox"/> ROI of strategic initiatives</li> <li><input type="checkbox"/> Budget variance (actual vs. budget)</li> <li><input type="checkbox"/> Overall budget accuracy</li> <li><input type="checkbox"/> Rolling forecast accuracy</li> <li><input type="checkbox"/> Weighted Average Cost of Capital (WACC)</li> <li><input type="checkbox"/> Cost reduction as % of total costs</li> <li><input type="checkbox"/> Accuracy of earnings guidance</li> <li><input type="checkbox"/> Number of successful acquisitions</li> <li><input type="checkbox"/> Post-acquisition performance against targets</li> <li><input type="checkbox"/> Synergy realization (% of expected synergies that have been realized)</li> </ul> | <b>Operational KPIs:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Completion rate of planned strategic initiatives</li> <li><input type="checkbox"/> No. of identified risks</li> <li><input type="checkbox"/> Severity of identified risks</li> <li><input type="checkbox"/> Timeliness of financial reporting</li> <li><input type="checkbox"/> Number of errors in reported financials</li> <li><input type="checkbox"/> Degree of financial reporting transparency</li> <li><input type="checkbox"/> Number of non-compliance issues</li> <li><input type="checkbox"/> Severity of non-compliance issues</li> <li><input type="checkbox"/> Time to resolve compliance issues</li> <li><input type="checkbox"/> Time to resolve risks</li> <li><input type="checkbox"/> Number of shareholder inquiries</li> <li><input type="checkbox"/> Investor satisfaction score</li> <li><input type="checkbox"/> Number of governance issues</li> <li><input type="checkbox"/> Time to resolve governance issues</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Covenant compliance rate</li> <li><input type="checkbox"/> Employee satisfaction score within the finance department</li> <li><input type="checkbox"/> Employee turnover rate within the finance department</li> <li><input type="checkbox"/> Number of leadership training hours</li> <li><input type="checkbox"/> Total cost savings from negotiations</li> <li><input type="checkbox"/> Number of contracts renegotiated</li> <li><input type="checkbox"/> Frequency of communication with stakeholders</li> <li><input type="checkbox"/> Effectiveness of cross-functional communication</li> <li><input type="checkbox"/> Number of strategic initiatives proposed and accepted</li> <li><input type="checkbox"/> Impact of strategic initiatives on company performance</li> <li><input type="checkbox"/> Degree of alignment between financial strategy and business strategy</li> <li><input type="checkbox"/> Innovation success rate</li> </ul> |
|--|---|--|---|

### CHIEF OPERATING OFFICER (COO) KEY PERFORMANCE INDICATORS

- |  |  |  |  |
|--|--|--|--|
| <b>Financial KPIs:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Revenue growth rate</li> <li><input type="checkbox"/> Cost reduction as a percentage of sales</li> <li><input type="checkbox"/> ROI for strategic initiatives</li> <li><input type="checkbox"/> Profit margins on new business contracts</li> <li><input type="checkbox"/> Operational cost per unit</li> <li><input type="checkbox"/> Inventory carrying costs</li> <li><input type="checkbox"/> Cost of Goods Sold (COGS)</li> <li><input type="checkbox"/> Technology ROI</li> <li><input type="checkbox"/> Cost savings from strategic initiatives</li> <li><input type="checkbox"/> Savings from technology-driven process improvements</li> <li><input type="checkbox"/> Project ROI</li> <li><input type="checkbox"/> Cost variance (CV) for projects</li> <li><input type="checkbox"/> Costs associated with non-compliance</li> <li><input type="checkbox"/> Fines paid for regulatory breaches</li> </ul> | <b>Non-Financial KPIs:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Total overhead costs</li> <li><input type="checkbox"/> Total cost of ownership for key assets</li> <li><input type="checkbox"/> EBITDA</li> <li><input type="checkbox"/> % of strategic initiatives completed on time</li> <li><input type="checkbox"/> Number of strategic objectives achieved</li> <li><input type="checkbox"/> Operational process efficiency</li> <li><input type="checkbox"/> Percentage reduction in waste/errors</li> <li><input type="checkbox"/> Utilization rate of resources</li> <li><input type="checkbox"/> Employee satisfaction score</li> <li><input type="checkbox"/> Leadership success index</li> <li><input type="checkbox"/> Employee retention rate</li> <li><input type="checkbox"/> Employee skill improvements</li> <li><input type="checkbox"/> Supplier defect rate</li> <li><input type="checkbox"/> On-time delivery rate by suppliers</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Inventory turnover ratio</li> <li><input type="checkbox"/> Order fill rate</li> <li><input type="checkbox"/> Defect rate</li> <li><input type="checkbox"/> Quality score from internal/external audits</li> <li><input type="checkbox"/> Percentage of products/services meeting quality standards</li> <li><input type="checkbox"/> Number of quality certifications achieved</li> <li><input type="checkbox"/> New customer acquisition rate</li> <li><input type="checkbox"/> Number of new markets entered</li> <li><input type="checkbox"/> Number of strategic partnerships formed</li> <li><input type="checkbox"/> Customer churn rate</li> <li><input type="checkbox"/> Number of identified risks mitigated</li> <li><input type="checkbox"/> Time to resolve risk incidents</li> <li><input type="checkbox"/> Risk severity score</li> <li><input type="checkbox"/> Downtime in operations</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> OEE (Overall Equipment Efficiency)</li> <li><input type="checkbox"/> Cycle time of key operational processes</li> <li><input type="checkbox"/> Net Promoter Score (NPS)</li> <li><input type="checkbox"/> Customer Satisfaction Score (CSAT)</li> <li><input type="checkbox"/> Number of repeat customers</li> <li><input type="checkbox"/> Number of processes improved</li> <li><input type="checkbox"/> Process efficiency gains</li> <li><input type="checkbox"/> Adoption rate of new technologies</li> <li><input type="checkbox"/> Downtime due to technology issues</li> <li><input type="checkbox"/> Number of projects completed on time and on budget</li> <li><input type="checkbox"/> % of projects completed on time and on budget</li> <li><input type="checkbox"/> Stakeholder satisfaction rate</li> <li><input type="checkbox"/> Number of compliance issues or violations</li> <li><input type="checkbox"/> Time to resolve compliance issues</li> <li><input type="checkbox"/> Number of successful audits passed</li> </ul> |
|--|--|--|--|

### CHIEF REVENUE OFFICER (CRO) KEY PERFORMANCE INDICATORS

- |   |  |   |   |
|---|--|---|---|
| <b>Financial KPIs:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Revenue Growth Rate Formula:</li> <li><input type="checkbox"/> Customer Acquisition Cost (CAC)</li> <li><input type="checkbox"/> Customer Lifetime Value (CLTV)</li> <li><input type="checkbox"/> Sales Conversion Rate</li> <li><input type="checkbox"/> Sales Pipeline Value</li> <li><input type="checkbox"/> Average Deal Size</li> <li><input type="checkbox"/> Gross Profit Margin</li> <li><input type="checkbox"/> Revenue by Product/Service</li> <li><input type="checkbox"/> Revenue by Market Segment</li> <li><input type="checkbox"/> Revenue Forecast Accuracy</li> <li><input type="checkbox"/> Customer Churn Rate</li> <li><input type="checkbox"/> Revenue from Existing Customers</li> <li><input type="checkbox"/> Upsell/Cross-sell Rate</li> <li><input type="checkbox"/> Retention Rate</li> <li><input type="checkbox"/> Revenue from Strategic Accounts</li> <li><input type="checkbox"/> Revenue from Key Accounts</li> </ul> | <b>Non-Financial KPIs:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Revenue from New Product Launches</li> <li><input type="checkbox"/> Customer Lifetime Revenue</li> <li><input type="checkbox"/> Revenue from Marketing Campaigns</li> <li><input type="checkbox"/> Sales Forecast Accuracy</li> <li><input type="checkbox"/> Sales Forecast Variance</li> <li><input type="checkbox"/> Sales Win Rate</li> <li><input type="checkbox"/> Sales Cycle Length</li> <li><input type="checkbox"/> Customer Satisfaction Score (CSAT)</li> <li><input type="checkbox"/> Net Promoter Score (NPS)</li> <li><input type="checkbox"/> Sales Team Quota Attainment</li> <li><input type="checkbox"/> Sales Team Productivity</li> <li><input type="checkbox"/> Sales Training Effectiveness</li> <li><input type="checkbox"/> Customer Onboarding Time</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Deal Renewal Rate</li> <li><input type="checkbox"/> Deal Upsell/Cross-sell Rate</li> <li><input type="checkbox"/> Customer Referral Rate</li> <li><input type="checkbox"/> Market Share Growth</li> <li><input type="checkbox"/> Customer Expansion Rate</li> <li><input type="checkbox"/> Win/Loss Ratio</li> <li><input type="checkbox"/> Sales Team Turnover Rate</li> <li><input type="checkbox"/> Sales Compensation Effectiveness</li> <li><input type="checkbox"/> Sales Activity Volume</li> <li><input type="checkbox"/> Sales Funnel Conversion Rate</li> <li><input type="checkbox"/> Competitive Win Rate</li> <li><input type="checkbox"/> Lead-to-Customer Conversion Rate</li> <li><input type="checkbox"/> Sales Response Time</li> <li><input type="checkbox"/> Revenue from Upselling/Cross-selling</li> <li><input type="checkbox"/> Sales Target Achievement</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Channel Partner Performance</li> <li><input type="checkbox"/> Customer Retention Rate</li> <li><input type="checkbox"/> Revenue by Customer Size</li> <li><input type="checkbox"/> Deal Velocity</li> </ul> |
|---|--|---|---|

### CHIEF HUMAN RESOURCES OFFICER (CHRO) KEY PERFORMANCE INDICATORS

- |   |   |   |   |
|---|---|---|---|
| <b>Financial KPIs:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Cost per Hire</li> <li><input type="checkbox"/> Compensation Expense Ratio</li> <li><input type="checkbox"/> Training and Devt. Spend per Employee</li> <li><input type="checkbox"/> Benefits Cost per Employee</li> <li><input type="checkbox"/> HR Operating Expense Ratio</li> <li><input type="checkbox"/> Return on Training Investment</li> <li><input type="checkbox"/> Absence Cost Rate</li> <li><input type="checkbox"/> Employee Turnover Cost</li> <li><input type="checkbox"/> HR Efficiency Ratio</li> <li><input type="checkbox"/> Diversity and Inclusion Index</li> <li><input type="checkbox"/> Total Rewards Cost Ratio</li> <li><input type="checkbox"/> Return on Employee Investment</li> <li><input type="checkbox"/> Employee Productivity Ratio</li> <li><input type="checkbox"/> HR Technology Expense Ratio</li> <li><input type="checkbox"/> HR Budget Variance</li> </ul> | <b>Non-Financial KPIs:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Employee Engagement Score</li> <li><input type="checkbox"/> Employee Satisfaction Score (ESS)</li> <li><input type="checkbox"/> Employee Retention Rate</li> <li><input type="checkbox"/> Employee Performance Rating Distribution</li> <li><input type="checkbox"/> Training Effectiveness Score</li> <li><input type="checkbox"/> Leadership Development Program ROI</li> <li><input type="checkbox"/> Average Days to Fill a Vacancy</li> <li><input type="checkbox"/> Employee Satisfaction with Benefits</li> <li><input type="checkbox"/> Employee Training Hours per Employee</li> <li><input type="checkbox"/> Succession Planning Readiness Score</li> <li><input type="checkbox"/> Employee Development ROI</li> <li><input type="checkbox"/> Employee Wellness Program Participation %</li> <li><input type="checkbox"/> Employee Recognition and Rewards Score</li> <li><input type="checkbox"/> Employee Diversity Index</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Employee Feedback Response Rate</li> <li><input type="checkbox"/> Employee Performance Improvement Rate</li> <li><input type="checkbox"/> Employee Satisfaction with Performance Mgmt Process</li> <li><input type="checkbox"/> Employee Well-being Index</li> <li><input type="checkbox"/> HR Policy Compliance Rate</li> <li><input type="checkbox"/> Employee Absenteeism Rate</li> <li><input type="checkbox"/> Employee Skills Gap Analysis</li> <li><input type="checkbox"/> Employee Career Progression Rate</li> <li><input type="checkbox"/> HR Effectiveness Index</li> <li><input type="checkbox"/> Employee Onboarding Satisfaction Score</li> <li><input type="checkbox"/> Employee Morale Index</li> <li><input type="checkbox"/> Employee Internal Mobility Rate</li> <li><input type="checkbox"/> Diversity and Inclusion Training Completion Rate</li> <li><input type="checkbox"/> Employee Job Satisfaction Score</li> <li><input type="checkbox"/> Employee Feedback Action Rate</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Employee Recognition Program ROI</li> <li><input type="checkbox"/> HR Technology Adoption Rate</li> <li><input type="checkbox"/> HR Process Automation Rate</li> <li><input type="checkbox"/> Employee Self-Service Adoption Rate</li> <li><input type="checkbox"/> Employee Benefits Enrollment Rate</li> <li><input type="checkbox"/> Employee Learning and Development Participation Rate</li> <li><input type="checkbox"/> Employee Performance Management Completion Rate</li> <li><input type="checkbox"/> Employee Engagement Survey Participation Rate</li> <li><input type="checkbox"/> Employee Performance Improvement Plan Success Rate</li> <li><input type="checkbox"/> Employee Exit Survey Response Rate</li> </ul> |
|---|---|---|---|

### CHIEF MARKETING OFFICER (CMO) KEY PERFORMANCE INDICATORS

- |   |  |   |
|---|--|---|
| <b>Financial KPIs:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Marketing ROI</li> <li><input type="checkbox"/> Customer Acquisition Cost (CAC)</li> <li><input type="checkbox"/> Customer Lifetime Value (CLTV)</li> <li><input type="checkbox"/> Marketing Budget Ratio</li> <li><input type="checkbox"/> Marketing Cost per Lead</li> <li><input type="checkbox"/> Revenue per Marketing Channel</li> <li><input type="checkbox"/> Marketing Contribution to Pipeline</li> <li><input type="checkbox"/> Customer Churn Rate</li> <li><input type="checkbox"/> Return on Ad Spend (ROAS)</li> <li><input type="checkbox"/> Marketing Influenced Customer Conversion Rate</li> <li><input type="checkbox"/> Marketing-Generated Revenue</li> <li><input type="checkbox"/> Sales Growth Rate</li> <li><input type="checkbox"/> Marketing-Sourced Pipeline Value</li> <li><input type="checkbox"/> Marketing-Sourced Revenue</li> </ul> | <b>Non-Financial KPIs:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Customer Engagement Score</li> <li><input type="checkbox"/> Customer Satisfaction Score (CSAT)</li> <li><input type="checkbox"/> Net Promoter Score (NPS)</li> <li><input type="checkbox"/> Brand Awareness</li> <li><input type="checkbox"/> Social Media Engagement Rate</li> <li><input type="checkbox"/> Website Traffic</li> <li><input type="checkbox"/> Organic Search Traffic</li> <li><input type="checkbox"/> Conversion Rate</li> <li><input type="checkbox"/> Email Open Rate</li> <li><input type="checkbox"/> Customer Retention Rate</li> <li><input type="checkbox"/> Content Engagement</li> <li><input type="checkbox"/> Customer Lifetime Revenue</li> <li><input type="checkbox"/> Social Media Reach</li> <li><input type="checkbox"/> Influencer Engagement Rate</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Customer Referral Rate</li> <li><input type="checkbox"/> Brand Equity Index</li> <li><input type="checkbox"/> Customer Loyalty Index</li> <li><input type="checkbox"/> Customer Feedback Response Rate</li> <li><input type="checkbox"/> Marketing Campaign Reach</li> <li><input type="checkbox"/> Customer Lifetime Engagement</li> <li><input type="checkbox"/> Customer Satisfaction with Marketing Efforts</li> <li><input type="checkbox"/> Customer Advocate Score</li> <li><input type="checkbox"/> Marketing Channel Effectiveness</li> <li><input type="checkbox"/> Customer Journey Conversion Rate</li> <li><input type="checkbox"/> Marketing Collateral Usage Rate</li> <li><input type="checkbox"/> Marketing Channel ROI</li> <li><input type="checkbox"/> Marketing Campaign Conversion Rate</li> <li><input type="checkbox"/> Marketing Campaign Response Rate</li> </ul> |
|---|--|---|





# THE CEO CHECKLIST

by  
Oana  
Labes



### VISION AND STRATEGY

- Develop a clear and compelling company vision with input from the CFO and other senior leaders
- Collaborate with the CFO to align financial goals with strategic objectives
- Ensure strategic plan incorporates financial perspectives for sustainable growth
- Regularly review and update the strategic plan based on company performance
- Ensure company-wide understanding and alignment with strategic objectives
- Evaluate the impact of industry trends and changes on the company's strategy
- Communicate the vision and strategy to all stakeholders

### LEADERSHIP AND CULTURE

- Develop an organizational culture that fosters collaboration across departments
- Recognize and reward performance
- Partner with the CFO to set financial ethics standards
- Foster an environment supporting creativity and innovation
- Prioritize a customer-centric approach in all strategic planning
- Promote open communication across the organization
- Champion team building and collaborative efforts
- Strive for a work environment that encourages innovation

### FINANCIAL MANAGEMENT

- Directly interface with the CFO to oversee the company's financial health, including budgeting and cash flow management
- Make key decisions on capital expenditure, investments, and risk management
- Develop robust financial reporting and auditing processes in collaboration with the CFO
- Regularly review financial performance against targets, adjusting strategies as needed
- Implement strategies to optimize cost efficiency
- Ensure compliance with financial regulations and reporting standards

### CORPORATE GOVERNANCE

- Collaborate with the CFO to ensure robust corporate governance
- Ensure accurate financial reporting, regulatory compliance, internal controls, and procedures for preventing fraud.
- Ensure the company's activities align with its mission and values, working closely with all department heads
- Maintain transparency in all operations and reporting
- Manage company policies and corporate legal affairs
- Foster a culture of ethical conduct across the organization

### RISK MANAGEMENT

- Partner with the CFO to identify potential financial and operational risks and implement mitigation strategies
- Monitor risk exposure and respond promptly to risk events
- Establish a robust risk management framework
- Regularly review risk management policies and procedures
- Ensure risk considerations are integrated into decision-making processes
- Communicate risk management practices to stakeholders

### OPERATIONAL EFFICIENCY

- Partner with the CFO to identify potential financial and operational risks and implement mitigation strategies
- Implement systems and processes that optimize productivity
- Monitor operational performance and implement improvement strategies
- Foster a culture of continuous improvement
- Invest in technology and tools that improve efficiency
- Develop strategies to manage supply chain effectively
- Address operational and issues promptly

### TALENT MANAGEMENT

- Work with the CFO and HR leaders to define and execute a talent management strategy
- Foster employee development and career progression
- Ensure effective performance management systems
- Implement strategies for succession planning
- Maintain a balance of team skills and experience
- Foster a high performing culture of continuous learning, career progression, and professional development

### CUSTOMER FOCUS

- Develop strategies to improve customer satisfaction
- Foster a customer-centric culture
- Collaborate with the CFO and marketing leaders to ensure company products are financially viable
- Regularly gather and analyze customer feedback
- Ensure products or services meet customer needs
- Implement effective customer relationship management strategies
- Engage directly with customers to understand their needs and concerns

### INVESTOR RELATIONS

- Work closely with the CFO to communicate effectively with investors and financial analysts
- Foster relationships with current and potential investors
- Regularly review and report on financial performance
- Provide clear and consistent information about the company's performance and prospects
- Respond to investor queries and concerns promptly
- Maintain transparency in all investor dealings

### BRAND REPUTATION

- Act as the face of the company, representing it in public forums
- Foster positive relationships with media
- Develop and maintain a strong company narrative
- Ensure the company's actions align with its brand image
- Manage potential reputation risks effectively
- Engage with stakeholders to maintain a positive brand perception

### INNOVATION AND TECH

- Foster a culture of innovation across the organization
- Stay informed about emerging technologies relevant to the business
- Oversee the implementation of new technologies
- Encourage interdepartmental collaboration for innovative solutions and creative problem solving
- Invest in research and development activities
- Lead digital transformation initiatives
- Anticipate and plan for potential technological disruptions.

### SUSTAINABILITY AND CSR

- Develop a comprehensive CSR strategy aligned with business objectives
- Oversee implementation of sustainability practices
- Monitor and report on the company's CSR performance
- Engage with stakeholders on CSR issues
- Advocate for sustainability issues at the board level
- Regularly review and update CSR strategy
- Promote awareness and training among employees about sustainability and CSR
- Ensure sustainable and ethical practices across the supply chain.

### STAKEHOLDER MANAGEMENT

- Identify key stakeholders in the company's environment and prioritize based on influence/ interest
- Maintain positive relationships with all stakeholders
- Foster a culture of responsibility towards stakeholders
- Ensure strategies create value for stakeholders
- Regularly engage with stakeholders to understand their concerns and expectations
- Implement effective communication mechanisms to gather stakeholder feedback
- Ensure transparency in communications with all internal and external stakeholders
- Implement strategies to manage stakeholder conflicts
- Regularly report on company performance to stakeholders

### M&A

- Develop an M&A strategy aligned with business objectives
- Oversee due diligence processes for potential acquisitions
- Lead negotiations and ensure legal compliance
- Secure financing early for potential deals
- Evaluate strategic fit and potential synergies with targets
- Develop and implement post-merger integration plans
- Communicate M&A strategy and progress to stakeholders
- Merge the cultures of the combined organizations.
- Monitor the performance of the acquisition against the projected synergies and financial objectives

### CONTINUITY & SUCCESSION

- Develop, implement and maintain a comprehensive business continuity plan to ensure operations continue during a crisis
- Establish a succession plan for executive positions
- Regularly review and update the succession plan
- Develop internal talent to assume higher responsibilities in the future
- Communicate the business continuity and succession plans to relevant stakeholders
- Establish a training and development plan to ensure successors are prepared
- Mitigate risks ensuring adequate critical role coverage
- Foster resilience and adaptability across the organization for seamless transitions

# KPIs 4 CEOs

## The Ultimate Success Sheet

Key Performance Indicators (KPIs) are metrics that show performance. They help CEOs and leaders see what's working and what's not. By tracking KPIs, you can make better decisions to reach your goals. It's like having a scorecard for business & life.

### BUSINESS KPIs

Select from these 20 metrics to monitor how your business is performing in crucial areas like growth, profitability, operational efficiency, and customer satisfaction.

#### 1. Revenue Growth Rate

Measures the increase in sales vs. previous periods.

#### 2. Net Profit Margin

Indicates % of revenue left as profit after expenses.

#### 3. Gross Margin

% of revenue that remains after cost of goods sold.

#### 4. Operating Margin

% of revenue left after all operating expenses.

#### 5. Inventory Turnover

Times inventory sold and replaced over a period.

#### 6. Accounts Receivable (A/R) Turnover

Efficiency in collecting receivables.

#### 7. Return on Assets (ROA)

Efficiency in generating profit from assets.

#### 8. Return on Equity (ROE)

Return on shareholder equity.

#### 9. Debt to Equity Ratio

Comparison of total debt to shareholders' equity.

#### 10. Working Capital Ratio

Comparison of current assets to current liabilities.

#### 11. Overhead Rate

Proportion of indirect costs to direct costs.

#### 12. Employee Productivity

Output per employee or workforce efficiency.

#### 13. Customer Retention Rate

% of revenue left after all operating expenses.

#### 14. Churn Rate

Rate at which customers leave or stop purchasing.

#### 15. Lifetime Value (LTV)

Total revenue from a customer over all time.

#### 16. Customer Acquisition Cost (CAC)

Cost to acquire a new customer.

#### 17. LTV:CAC Ratio

Return on investment in customer acquisition.

#### 18. Cash Conversion Cycle (CCC)

Time to convert business inputs into cash flows.

#### 19. Earnings Before Interest & Taxes (EBIT)

Profitability excluding tax and interest expenses.

#### 20. Net Promoter Score (NPS)

Willingness of customers to recommend your business.

### LEADERSHIP KPIs

Use these to track your performance as a leader.

#### 1. 360-Degree Feedback

Assessment from all sides on leadership skills.

#### 2. Employee Engagement Score

Gauge of employee morale and commitment.

#### 3. Retention Rate

Measure of leadership's ability to retain talent.

#### 4. Succession Planning

Planning effectiveness for future leadership.

#### 5. Leadership Development ROI

Value derived from leadership training programs.

#### 6. Communication Effectiveness

Clarity and timeliness of leader's communication.

#### 7. Decision-Making Speed

Promptness and accuracy in making informed decisions.

#### 8. Innovation Index

Measure of innovation and creativity fostered.

### PERSONAL KPIs

Use these to track your growth personally and professionally.

#### 1. Personal Learning and Growth

Attainment of set learning and growth objectives.

#### 2. Time Management Efficiency

Achievement of tasks within allocated time.

#### 3. Work-Life Balance

Effective division of time btwn work & personal life.

#### 4. Stress Management

Success in applying stress-reducing strategies.

#### 5. Health and Wellness Score

Meeting pre-defined health and wellness targets.

#### 6. Personal Financial Health

Stability and growth in personal finances.

#### 7. Relationship Success

Quality & maintenance of personal & work relationships.

#### 8. Self-Awareness Score

Recognition of your own strengths and weaknesses.

If you found this helpful, follow me for more



Eric Partaker





## Key Performance Indicators Infographic

**THE KPI INSTITUTE**  [www.kpiinstitute.org](http://www.kpiinstitute.org)  
 office@kpiinstitute.org +61 3 9028 2223

# KEY PERFORMANCE INDICATORS INFOGRAPHIC

**Learn more. Get certified.** 

### Functional Areas

- Accounting**
  - % Billing accuracy
  - % Cost of goods sold
  - % Client cash net revenue
  - % Invoices under query
  - # Days in accounts receivable
- Compliance and Risk**
  - \$ Loss expectancy
  - % Operational risk
  - % Corporate governance index
  - # Frequency of inventory audit
  - # Turnaround time for audits
- Customer Service**
  - # Speed of answer
  - # Complaints received
  - # Call handling time
  - % Complaints resolved
  - % Call abandon rate
- Finance**
  - # Berry ratio
  - % Capital acquisition ratio
  - % Basic earning power ratio
  - # Labor multiplier
  - % Return on funds employed
- HSSE**
  - # Lost time injury frequency rate
  - \$ Energy consumption cost
  - # Hours of OHS training conducted
  - # Operational spills
  - # Lost workdays due to accidents
- Human Resources**
  - # Employee engagement index
  - # Time to fill a vacant position
  - % Employee turnover
  - % Employee satisfaction
  - # Training hours per FTE
- Information Technology**
  - % Defects removal efficiency
  - # SDLC exceptions granted
  - % LAN server availability
  - # Time to market
  - # Time for service request fulfillment
- Marketing & Communication**
  - % Brand awareness
  - % Net promoter score
  - % Customer retention
  - \$ Customer acquisition cost
  - \$ Lifetime value of a customer
- Procurement & Distribution**
  - # Inventory to sales ratio
  - % Slow moving stock
  - % On-time delivery
  - % Perfect purchase order rate
  - % Inventory carrying rate
- Production**
  - % Production schedule attainment
  - # Units per man-hour
  - # Maintenance backlog
  - % Production schedule adherence
  - % Production uptime
- Project Management**
  - # Earned man-hours
  - # Schedule performance index
  - \$ Cost avoidance savings
  - \$ Profit per project
  - % Delivery deadlines met
- Quality Management**
  - \$ Cost of poor quality
  - % Scrap rate
  - % Process efficiency ratio
  - % Production first time yield
  - % Rework cost
- Research & Development**
  - \$ Cost savings due to R&D
  - # Payback period of new products
  - % New product success rate
  - # Time to break-even
  - # First to market products
- Sales**
  - % Share of wallet
  - % Sales growth
  - % Sales quota attainment
  - % Lead conversion rate
  - \$ Sales per labor hour

### Terminology

**KPI**  
**Definition:** A measurable expression for the achievement of a desired level of results in an area relevant to the entity's activity.

### SMART Objectives



### KPI naming standards

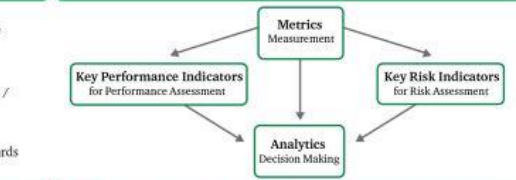
KPIs - start with symbols



### Value added by KPIs

- Clarity** - Paint a clear picture of strategy
- Focus** - Focus on what matters / requires attention
- Improvement** - Monitor progress towards the desired state

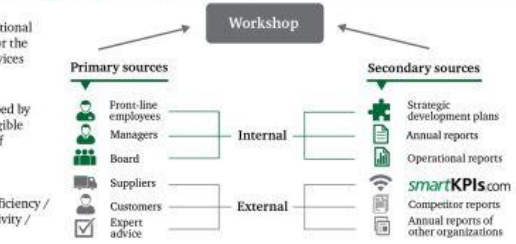
### Metrics - KPIs - KRIs - Analytics



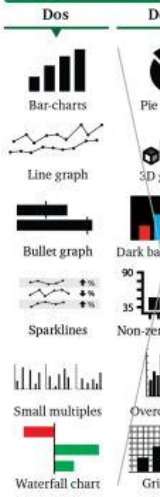
### KPI selection criteria

- Relevant** - Aligned with organizational strategy; Significant for the specific domain of services
- Clearly defined** - KPIs should be described by using clear and intelligible terms. Avoid the use of management jargon
- Balanced** - Quality / Quantity; Efficiency / Effectiveness; Subjectivity / Objectivity

### KPI selection workshop input



### Data visualization



### KPI selection technique: Value flow analysis



### KPI documentation

**Name** % Hospital bed occupancy rate

**Definition**  
 Measures the percentage of beds in the hospital that are occupied by patients, from overall number of hospital beds.

**Calculation**  
 Subordinate measures used for calculation  
 A = # Hospital beds occupied    B = # Hospital beds

Calculation formula	Formula type	Trend is good when
$(A/B) * 100$	Rate	Within range

**Target**  
 Threshold example  
 Red: < 80% ; >95%    Yellow: 80 - 85% ; 90 - 95%    Green: 85 - 90%

### Industries

- Call Center**
  - % Call setup success rate
  - % Agents utilization
  - % Call completion rate
  - % First call resolution rate
  - % Call drop rate
- Customs**
  - # Arrival processing time
  - # Entry clearance referrals
  - % Work permits issued
  - # Immigration refusals
  - # Hit rate on high risk cargoes
- Education & Training**
  - # National examination score
  - % Attendance rate per course
  - # Students to professor ratio
  - % Drop-out rate
  - % Student satisfaction rate
- Financial Institutions**
  - # Insurance underwriting time
  - # Insurance claim processing time
  - % Cash collection rate
  - % Risk coverage ratio
  - # Liquidity ratio
- Government - State/Federal**
  - \$ Gross National Product per capita
  - # Healthy life expectancy
  - % Unemployment rate
  - # Water scarcity index
  - % Health insurance coverage
- Healthcare**
  - % Hospital bed occupancy rate
  - # Daily census
  - % Medication error rate
  - \$ Cost per discharge
  - # Laboratory test turn-around time
- Hospitality & Tourism**
  - \$ Revenue per available seat hour
  - \$ Total revenue per available room
  - \$ Revenue per available customer
  - % Capture rate of hotel guests
  - # Length of stay in hotel
- Infrastructure Operations**
  - % Berth occupancy rate
  - # Container dwell time
  - # Turnaround time
  - # Container throughput
  - # Arrival processing time
- Real Estate/Property**
  - % Rent collection rate
  - % Cash-on-cash return
  - % Occupancy rate
  - % Repairs completed on time
  - % Capitalization rate
- Resources**
  - % Drilling rig utilization rate
  - % Non productive drilling time
  - % Drilling success rate
  - % Mining equipment availability
  - % Carbon dioxide vessel efficiency
- Retail**
  - % Same store sales growth
  - # Stock rotations
  - # Border point
  - # Safety stock
  - \$ Sales per unit area
- Telecommunications**
  - \$ Subscriber acquisition cost
  - % Answer seizure ratio
  - \$ Subscriber retention cost
  - % Data network availability
  - % Block error rate
- Transportation**
  - \$ Freight cost per tonne shipped
  - # In flight shutdown rate
  - # Revenue tonne kilometers
  - % Transport capacity utilization
  - # Transit time
- Utilities**
  - # Power plant load factor
  - # Water quality index
  - % Electricity demand growth
  - % Wastewater treated
  - % Capacity utilization factor



3 major areas of focus that come up with CIOs in our conversations:

## 1. Building resiliency

This is a top priority for many CIOs as they face a possible recession and ongoing labor shortages.

Technology will play a pivotal role in building resiliency since it's entrenched in every aspect and rung of an enterprise.

## 2. Improving business intimacy and alignment

CIOs need to be more closely aligned with the business in order to drive innovation and growth.

This means understanding the business's goals and objectives and using stakeholder relationships paired with technology to help achieve them.

## 3. Aligning on business goals

CIOs need to ensure that their IT strategies are aligned with the business's overall goals.

This means understanding the business's priorities and using technology to support them.

# DNA Behavior<sup>®</sup>

To learn more about DNA Behavior International and the solutions we offer, please visit:

[www.dnabehavior.com](http://www.dnabehavior.com)

If you have any questions or would like to discuss with an executive on our team, please email us at:

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