



# Beliefs, Behaviors, and Results: The Chief Executive's Guide to Delivering Superior Shareholder Value

By Scott Gillis, Lee Mergy, Joe Shalleck

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## **Beliefs, Behaviors, and Results: The Chief Executive's Guide to Delivering Superior Shareholder Value** By Scott Gillis, Lee Mergy, Joe Shalleck

**For any CEO who wants to achieve and sustain superior shareholder value growth.**

All chief executives want to deliver superior returns for their shareholders, however only a few have been able to do so on a sustainable basis. *Beliefs, Behaviors, and Results* profiles how the best Fortune 200 CEOs have been able to outperform their peers and sustain superior shareholder returns by institutionalizing a set of beliefs and behaviors in their organizations.

Through the words and case examples of these leading chief executives, the authors capture the five core principles that have transformed the performance of some of the world's best corporations. Readers will learn how the CEOs of these companies united their organizations around a common definition of winning, how they helped their managers capture a greater share of market profits, and how they established a culture where all managers think and act like entrepreneurial owners. Readers will learn how the best executives:

- Look at markets differently to identify new profitable growth opportunities
- Develop strategic innovations that are at least as valuable as new product innovations in driving shareholder value growth
- Establish a reinvestment advantage that is difficult for competitors to match
- Sustain superior performance over time

In addition, the reader will learn the:

- Common mistakes that prevent most management teams from maximizing profitable growth and shareholder value
- Specific actions that all senior managers can take to materially change sustainable performance of their corporation

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### Editorial Review

#### Review

"If you want to improve your business, this is the book to read. The ideas developed by the authors have worked everywhere I've seen them applied." --James M. Kilts, prior Chairman and CEO of Gillette, CEO and President of Nabisco, and President of Kraft USA

"In *Beliefs, Behaviors, and Results*, the authors show how they have helped my organization and many others establish the strategies and capabilities that are critical to driving and sustaining superior performance." -- Don Knauss, Chairman and CEO, The Clorox Company

"Many organizations operate with inconsistent and confused beliefs which produce ineffective behaviors and suboptimal outcomes. This book helps define the process for significantly improving results by strategically focusing on productive beliefs and behavior. These concepts contributed to our success at BB&T." --John Allison, prior Chairman and CEO, BB&T; Chairman of the CATO Institute

"Gillis, Mergy, and Shalleck have a very clear vision of what's most important in leading and managing a business, and how that's achieved. Their analysis is insightful and their conclusions instructive and practically useful. This is a high-value read for any current or future business leader who wants to do it right-to take good care of all the enterprise's constituencies and achieve the ultimate goal: delivering sustainable economic profit growth." --Miles D. White, Chairman and CEO, Abbott Laboratories

"A terrific blueprint for setting the tone at the top in pursuit of superior performance in both the customer markets and the capital markets in a synergistic and enduring fashion." --Douglas R. Conant, former President, CEO and Director, Campbell Soup Company; New York Times bestselling author of *TouchPoints*

"Real progress is made though tackling the important issues successfully. Leaders who have embraced the concepts and principles in *Beliefs, Behaviors, and Results* have repeatedly shown how lasting this transformation can be." --Travis Engen, former CEO, Alcan and ITT Industries

"The valuable guidance in *Beliefs, Behaviors, and Results* makes the book a must-read for leaders seeking to maximize shareholder returns. At MWV, we have successfully implemented the authors system with exceptional results." ---John Luke, Chairman and CEO of MWV

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#### About the Author

**Scott Gillis** has spent over 25 years advising CEOs and board level management on improving shareholder value. Scott cofounded Galt & Company, a top management advisory firm whose partners have been associated with some of the more notable corporate success stories of the last two decades. Scott is a graduate of the Harvard Business School and holds a geophysical engineering degree from the Colorado School of Mines.

**Lee Mergy** is a cofounder of Galt & Company. For more than two decades, Lee has been helping senior management of Fortune 200 companies develop the strategies and organizational capabilities required to achieve and sustain superior shareholder returns. Lee has an MBA from the Yale School of Management and

a BS in aerospace engineering from the University of Kansas.

**Joe Shalleck**, is also a cofounder of Galt & Company. Over the last 20 years, Joe has helped companies develop and implement the capabilities required to effectively manage shareholder value. Joe earned an MBA from the Wharton School of Business and holds an industrial engineering degree from Lehigh University

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#### **Marie Aultman:**

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#### **Ana Jara:**

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