How to become CEO: steps to become CEO of a company

Do you want to become CEO of your company, for personal benefit and to benefit your colleagues, customers, etc.? As suggested in our AmAre approach, start by being Aware: forget all the books and expensive seminars given by rock-star CEOs. In most of the cases, you are just paying to listen to what the speaker thinks you want to hear; a wonderful opportunity to learn communication skills, but not a venue to learn how to become a CEO. Getting at the top is not easy, because many people aspire to the same results, and among the ones who don't, there are some who just like, or happen, to obstruct the path of others.

In this booklet about becoming CEO of a company, we integrated into AmAre some of the advices provided by Jeffrey Pfeffer in his book "Power - Why some people have it, and others don't".

You can become a CEO and live a happy, meaningful and fulfilling life.

There are skillful ways to become a CEO.

There are skillful ways to stay as a CEO.

AmAre is an acronym which summarizes approaches which facilitate living happy, meaningful and fulfilling lives (that includes fulfilling your goal of becoming a company CEO):

* A – Aware and Accepting
* M – Meaningful and Motivated
* A – Active and Attentive
* R – Resilient and Respectful
* E – Eating properly and Exercising
What is AmAre?

In Italian, AmAre means "to love"; in English, interconnectedness: (I)Am (we) Are.

AmAre stands for being:

* A – Aware and Accepting
* M – Meaningful and Motivated
* A – Active and Attentive
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**Being Aware:** aware of context, aware of feelings, intentions. Aware of how we see things, our strengths, values and biases. Aware that, happiness and meaning are not only an end result which shines from far in the future; it is also within us, here and now, and it is about the way we live. Happiness is the way. Through our awareness and actions, we gain the courage to change the things we can change, the serenity to accept the things we can't change. And the wisdom to know the difference.

**Being Accepting:** of things we cannot change, which are inevitable. Of how other people are, and especially how we perceive them.

**Being Meaningful**, by doing what matters, when it matters.

**Being Motivated** means we cultivate our motivation on a daily basis. Some motivations may be common to all, like to live peacefully and be kind to others. Some are more peculiar. When we pursue a specific goal in our daily life, being motivated means to know what we want to do, by leveraging our strengths and grow the energies necessary to move into Being Active.

**Being Active** is important, because actions bring tangible results. We also need to be **Attentive**, so we can be receptive of the feedback and reactions to what we do in any given context, and adapt. Being active and being attentive are a self-reinforcing loop which brings happiness and other positive results to us and to the people, beings and environment we listen to.

We also need to be **Resilient**. Life is not always a big smiling adventure, sometimes external situations can be tough, so it is important for us to bounce back on our feet. Sometimes, there are factors which do not facilitate our peaceful living, so we need to be persistent.

**Being Respectful** is important, because resilience is about persistence and not growing a hard-skin. Respectful of us, other people (who are, too, trying to be happy, and likely also trying to live peacefully, sometimes in ways which look different from ours), beings and environment.

**Eating properly**, in terms of quality, quantity and company, is important. For us, and for the impact it has on the environment.

**Exercising** is also important, both for our body and mind.
What do you need to be aware of?

Jeffrey Pfeffer (in his book "Power - Why some people have it, and others don't") lists seven important personal qualities that build power:

- ambition
- energy
- focus
- self-knowledge
- confidence
- empathy with others
- capacity to tolerate conflict

These are seven important personal qualities that build power (inspired by Jeffrey Pfeffer's research, but not identical) the AmAre way:

- To be motivated
- To be energetic
- To be focused
- To be aware
- To be confident
- To be empathic
- To be accepting

How to act to become CEO?

While each context demands its own set of approaches, these are some common ways to be act to become CEO.

When we start:
- if we wait for resources before we start, than we may just end up waiting forever. Let's start with what we have here and now
- provide attention and support
- do small but important tasks
- build a resource base inside and outside your organization
- leverage association with prestigious institutions
What to do:
- ask, even if it is not easy to ask, people like to be asked (asking is flattering)
- stand out and be noticed
- likability is overrated, and attitudes follow behavior (if we act in a certain way - ex: friendly towards a person we do not like - after we also start feeling that way - friendlier terms with that person)
- remember that people forget and forgive

Being resilient as a CEO?

As stated in the introduction, the road to become CEO of a company is not that easy, otherwise many other people would have just walked it. However, let's stay aware of the fact that reality is mainly constructed by our awareness and actions, and that we can bounce back and stick to our goals.

Overcoming opposition:
- try tenderness and leave people a graceful way out
- don't cause unnecessary problems
- don't take things personally
- advance on multiple fronts
- move first
- make your objectives seem compelling

Copying with setbacks:
- don't give up
- act as if - projecting power and success
Awareness of our here and now: how to assess it?

Disclaimer: the tools described in this chapter are a way to facilitate happiness and meaning. They are not a crystal ball, nor deterministic. We benefit from the learning process of considering different variables, assessing course of actions and seeing potential results in scenarios. The approach drafted here also allows to measure results, building a useful; repository of aggregated, anonymous subjective well-being data.

AmAre is not a panacea or a quick fixer. It is a framework to initiate reflection and skillful action. It is also an outreach method: there are many points to consider and, literally, every day there are several new research findings published in the field of well-being. AmAre is a way to make our body of knowledge easier to communicate and accessible, so then each of us can see her/his path and walk in appropriate ways. Where appropriate is subjective, it changes from person to person, within the similarities that we have as human being.

<table>
<thead>
<tr>
<th>A</th>
<th>M</th>
<th>A</th>
<th>R</th>
<th>E</th>
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<tbody>
<tr>
<td>Aware</td>
<td>Accepting</td>
<td>Meaningful</td>
<td>Active</td>
<td>Resilient</td>
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<tr>
<td>G</td>
<td>W</td>
<td>G</td>
<td>W</td>
<td>G</td>
</tr>
</tbody>
</table>

To assess your current situation, in terms of what facilitates happiness, meaning and fulfilment, please assign in the chart above a weight and a grade to each variable. If there are additional aspects you want to assess, just add as many columns as necessary. As a rule of thumb: too few variables lead to a superficial assessment, too many variables lead to a confused assessment, so try to stay within the ten variables provided plus a few of your own if necessary.

For each variable, please specify:

- **w: weight**, importance given to each aspect (sum of all weights should be 100)
- **g: grade**, rating given to each aspect (each grade is a value between 0 and 1)

and then use this formula to calculate your AmAre Index:

\[(\text{Aware}W \times \text{Aware}G) + (\text{Accepting}W \times \text{Accepting}G) + (\text{Meaningful}W \times \text{Meaningful}G) + (\text{Motivated}W \times \text{Motivated}G) + (\text{Active}W \times \text{Active}G) + (\text{Attentive}W \times \text{Attentive}G) + (\text{Resilient}W \times \text{Resilient}G) + (\text{Respectful}W \times \text{Respectful}G) + (\text{Eating}W \times \text{Eating}G) + (\text{Exercising}W \times \text{Exercising}G)\]
If you want to use a spreadsheet, where you can insert the values and see them automatically calculated, you can use: http://spsh.amareway.org/

What does it mean?

AmAre formula (Happiness is being: Aware and Accepting + Meaningful and Motivated + Active and Attentive + Resilient and Respectful + Eating Properly and Exercising) is meant to be descriptive and preventive, but not predictive. That is, it quantifies the current situation, and the strengths and weaknesses we should be aware of and act upon. Regardless of what the number says, we are always responsible, here and now, for our happiness, so a high result means we should keep building our happiness as we have successfully done so far, and a lower result means there are aspects to act upon to improve our lives.

One of the formula’s strengths is its unlikeness to reach One, the perfect score, or Zero. This formula is useful so we can improve our awareness about the situation so far, and build a better present. Once the formula served its purposes, we can move on. Because the ultimate happiness is not reaching number 1, it is in finding and renewing the appropriate life-dynamics. If we can accept the way life is, and the fact that different people assign different weights and grades to the pillars of their happiness, and still respect and care about all of us, doing our best for the mutual happiness, we are on the way to build together a lasting happy living.

This is a scale to interpret the overall result of the formula:

**0-0.3:** This is an unlikely result, so please double check each value inserted. If values are correct, it is possible the perception of your Subjective Well-Being (SWB) tends toward emphasizing the non-positive aspects, or that there is a short-term serious issue. This means there is a need to work on all your priorities to make them more satisfying to you in the medium term.

**0.31-0.60:** Your level of SWB could be higher, if you are closer to 0.31 result. If you are closer to 0.5, you are near an exact average value where you perceive the same value of positive and non-positive components in your life. In both cases, by working on the AmAre variables (starting from the ones with higher weight and lower grade), you can substantially improve your well-being.

**0.61-0.90:** You tend towards an optimal level of SWB. You feel happy, and likely experienced most or at least many of the happiness "fringe benefits". You likely live joyfully everyday: no matter the ups and downs we all have, you can make the best of them for yourself and the people around you.

**0.91-1:** This result is unlikely to be reached, so please double check each value inserted. If values are correct, you are achieving the maximum level of SWB, which you can sustain by living...
joyfully.

To interpret the value of each AmAre variable, you can use the same scale. If a variable is high in weight, and low in grade, then it requires attention and action to improve it. If a variable is low in weight, and high in grade, then you may ask yourself if its grade is slightly over estimated.

We suggest calculating your AmAre Index once per week for the first 5 weeks. Then, to calculate it once per month. Please make sure to start from scratch at each calculation, meaning you should not check values assigned in the past; after calculating your current AmAre Index, you can then check what changed compared to the previous calculations. If you want to be reminded about monthly calculation, you can subscribe to the AmAre newsletter on http://www.amareway.org/
A metaphor for AmAre: Happy Dad

In our free booklet “Happy Dad, unhappy Dad” which is available on our site, we compared a skillful approach to happiness and meaning (AmAre) with an unskilled one (AvEre):

<table>
<thead>
<tr>
<th>Happy Dad</th>
<th>Unhappy Dad</th>
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</thead>
<tbody>
<tr>
<td>Happy Dad lives in an AmAre way. AmAre stands for being:</td>
<td>Unhappy Dad has quite a confused life, and lives accordingly to:</td>
</tr>
<tr>
<td>* A – Aware and Accepting</td>
<td>* A – Attached</td>
</tr>
<tr>
<td>* M – Meaningful and Motivated</td>
<td>* V – Vindicative</td>
</tr>
<tr>
<td>* A – Active and Attentive</td>
<td>* E – Egocentric</td>
</tr>
<tr>
<td>* R – Resilient and Respectful</td>
<td>* R – Reluctant</td>
</tr>
<tr>
<td>* E – Eating properly and Exercising</td>
<td>* E – Exhausted and Exhausting</td>
</tr>
</tbody>
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In Italian, AmAre means "to love"; in English, interconnectedness: (I)Am (we) are.

He knows the importance of being Aware: aware of context, aware of feelings, intentions. Aware of how we see things, our strengths, values and biases. Aware that, even if we can be almost everything we want to be, we have limited time and resources, so often we are better off by using our strengths, leveraging them in new contexts.

Happy Dad cares about being Accepting. Through our awareness and actions, he gained the courage to change the things we can change, the serenity to accept the things we cannot change. And, especially, the wisdom to know the difference.

Happy Dad knows the importance of being Meaningful and Motivated. Being Meaningful means to do what matters, when it matters. Being motivated means we cultivate our motivation to live joyfully and be kind to all. Initially, we may decide to be kind because so people are kind to us; with our experiences, resulting in improved awareness, we understand it is good to be kind because we, as different as we are, all share the same aspiration and right to be happy. Being motivated

He is Vindicative, in an “eye for an eye” style; he thinks that, even if that would make the world blind, that is not his problem, because he didn't “make the rules”. A struggling way to decline any responsibility.

He would become happier if he would learn it is not about forgetting what is a perceived as a “tort”, but about forgiving other human beings.
means to have an intention to live happily, knowing happiness is lasting only when it is shared. When we pursue a specific goal in our daily life, being motivated means to know what we want to do, by leveraging our strengths and grow the energies necessary to move into Being Active.

Happy Dad is Active, because only action bring tangible results; he knows that reading dozens of books about cars doesn't make a person a Formula 1 racer, it all comes done to practising what one's says.

He is Attentive, because we also need to be receptive of the feedback and reactions to what we do in any given context. Being active and being attentive are a self-reinforcing loop which brings positive results to us and to the people, beings and environment we listen to.

Happy Dad is Resilient. He knows very well that life is not always a big smiling adventure, he knows external situations can be tough. He also knows how to bounce back on his feet.

He is also Respectful, because resilience is about persistence and not growing a hard-skin. Respectful of himself, other people (who are, too, trying to be happy, who may just behave in ways we consider strange just because they do not feel well), beings and environment.

Happy Dad knows the importance of Eating properly, in terms of quality, quantity and company. He knows that, to keep healthy, he needs Exercising, which doesn't have to be at the gym; every opportunity is good to keep fit. For example, instead of getting in and out of the car just to cover a few blocks, he walks.

Unhappy Dad is Egocentric. Always trying to get the best for himself, he takes the roller-coaster of the two different polarity of ego-centrism: protagonism and victimism. Of course, considering that he looks only after himself, other people will often reciprocate with similar behaviour, making it a self-reinforcing way to loneliness.

He would become happier by starting to care for other people, creating a reciprocal web of caring and compassion.

Unhappy Dad is Exhausted and Exhausting. He doesn't know when to stop, and pushes others in the same way.

He could start appreciating the power of re-charging. It is enjoyable, plus makes performances better. We all need to unplug, at our own pace.
Where can I find more information?


It provides daily updates about scientific research in the field of subjective well-being, inspirational quotes and spiritual practices. Plus tools and formulas to assess and facilitate well-being.