

CONTENTS

Foreword	v
Introduction	vii
Chapter 1: Bob Paul	1
Chapter 2: Martha Payton	3
Chapter 3: William Marks	7
Chapter 4: Insights	11
Chapter 5: Seeking Insight	17
Chapter 6: New Beginning	21
Chapter 7: The Structured Interview	27
Chapter 8: The Questions	29
Chapter 9: Using the Questions	33
Chapter 10: Team Interviews	37
Chapter 11: Controlling Biases and First Impressions	41
Chapter 12: Rating Guidelines and Consensus Rating	45
Chapter 13: The Search	49
Chapter 14: Setting the Stage	53
Chapter 15: The Plan	55

Chapter 16: Pat Jackson’s Interview 59

Chapter 17: Martin Miller’s Interview 65

Chapter 18: The COO Interview Team 73

Chapter 19: Judith Bass’s Interview 75

Chapter 20: Mike VanBell’s Interview 81

Chapter 21: The New Team 89

Chapter 22: The Board Meeting 93

Epilogue 101

The Process 103

Wrapping It Up 110

Bob Paul’s Structured Interview 111

Acknowledgments 129

About the Author 131

Six Ways to Bring The CEO’s Advantage
into Your Organization 133