

A

FROM  
FOUNDER  
TO  
CEO<sup>SM</sup>

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YOU are part of a new generation of business leaders -- infused with purpose, driven to change the world, supercharged by game changing technologies.

**But...**

It's a lonely road when you start a disruptive business and try to grow it. First there's the endless fundraising, and then, just when things start to take off there's the kerfuffles with your conflict avoiding co-founder, the lawsuit with your IP pilfering new CMO, the exploding 2.0 product launch, the missed revenue targets, and then the stealthy investor who is conspiring to replace you with a "suit."

***You weren't  
expecting  
any of this  
when you  
launched  
your startup.***

# THE BIG SHIFT

FROM  
FOUNDER  
TO  
CEO<sup>SM</sup>

You may not have the exact skills, may not have all the right knowledge, and probably don't have the perfect experiences to get your startup where you know it can go. However, you've worked your tail off. You've come a long way. You've experienced the intoxicating feeling of initial success...

...as well as the enlightened realization that you ***just can't do it by yourself any more.***

The shift from Founder to CEO is the inflection point where most startup CEOs pilot their fragile enterprise to new heights, or crash and burn in the valley of despair.

***From Founder To CEO is here to help you soar.***



## WHO ARE WE?

FROM  
FOUNDER  
TO  
CEO<sup>SM</sup>

**From Founder to CEO** is here to help you scale up your startup, by helping you scale up your ability to lead.

We share the real, authentic stories of Founding CEOs like you, develop practical development resources designed for your accelerated growth, host events that strengthen your mind and inspire your spirit, and invite you to a growing community of like-minded Startup CEOs so you can learn to lead while you build your company. We help you scale your company, by building the confident CEO inside of you.

## WHO AM I?

I'm **Todd Uterstaedt**, and I love helping men and women like you uncover your inner CEO and walk with you as you achieve more than you ever imagined.



“

***Four out of five entrepreneurs...  
are forced to step down from  
the CEO's post.***

— Noam Wasserman, “The Founder’s Dilemma”  
Harvard Business Review, February 2008

I  
wasn't a  
**natural born**  
leader.

I  
wasn't **captain**  
of my high  
school sports  
team.

I  
wasn't **student**  
**government**  
president.

I  
was a  
**good**  
**soldier.**

I  
became  
an  
**officer.**

Later, I  
was a  
**corporate**  
leader.

I  
became a  
**corporate**  
coach.

I  
grew as an  
**entrepreneurial**  
leader.

I became  
the **Founding**  
**CEO** of a  
successful  
startup.

I spent  
many hours  
**helping big**  
**corporate**  
CEOs.

I stood  
beside them as  
they **experienced**  
**big losses.**

I tried  
**opening their**  
**minds to big**  
change.

***I  
found  
this very  
difficult.***

FROM  
**FOUNDER**  
TO  
**CEO**<sup>SM</sup>



Like you, **I wanted to change the world.** I wanted to help companies create new and amazing cultures that have a huge impact. I wanted to help struggling corporate CEOs recreate themselves and their businesses to embrace the fresh opportunities and technologies emerging around the world.

But, their calcified mindsets, crusty cultures, and boring boards were hard to change because their hearts were hardened with cynicism.

***Many  
corporate  
CEOs are not  
like you.***

They say they  
want to learn...  
**AND QUIBBLE.**

You say you  
want to learn...  
**AND MASTER.**

They say they  
want to embrace tech...  
**AND TWEAK.**

You say you  
want to embrace tech...  
**AND DISRUPT.**

They say they  
want change...  
**BUT DON'T.**

You say you  
want change...  
**AND ACT.**

***Many of you with this spirit of change, innovation, and impact call me ...and the conversation goes something like this:***

Founding  
CEO

Hi Todd, I heard you're a CEO Coach

Yes, how can I help?

Founding  
CEO

I'm having a problem getting through to my team. We're growing fast and we have this cool technology that is going to disrupt the \_\_\_\_ sector. But I can't keep up. I'm feeling overwhelmed. What should I do?

Well, that requires more of a conversation. Can you invest the time and money for some coaching?

Founding  
CEO

I don't have any time or money. Can you just tell me what to do?

***The trouble was, I didn't have a business model that would support Founding CEO success...I was frustrated.***



FROM  
FOUNDER  
TO  
CEO<sup>SM</sup>



***...then  
I had an  
idea...***

FROM  
FOUNDER  
TO  
CEO<sup>SM</sup>

What if I could democratize the best...the expensive, the effective, but exclusive world class corporate executive coaching services...for YOU? The Founding CEO who needs it the most?

***Now what? Who helps you with the next step?***

- What if there was something **just for the first-time Founder & CEO?**
- What if there was a team of people that helped you **grow your company once you have traction?**
- What if there was a place to **help you grow as a leader** while you grew your company?
- What if there was a way for you to **access the leadership advice you needed, right when you need it?**
- What if there was an organization that **supported you on your journey From Founder To CEO?**
- What if there was a way to make it **easier, faster, more affordable and more efficient** for you to become a great CEO?

# ***You do.***

- You **CAN beat the odds** and stay on as the CEO of the company you started.
- You **CAN maintain control** of the business you created.
- You **CAN enhance your company's valuation** for possible succession or a profitable exit.
- You **CAN change the world** as the leader of your start-up.
- You **CAN learn to lead**.
- You **CAN grow to be a great CEO**.

## ***That's why FFTC is here.***

I am fired up and excited about what we are creating for you...

...the daring, courageous entrepreneurial Founder that you are...who has created something awesome, but just needs some help to grow as a leader along the way...

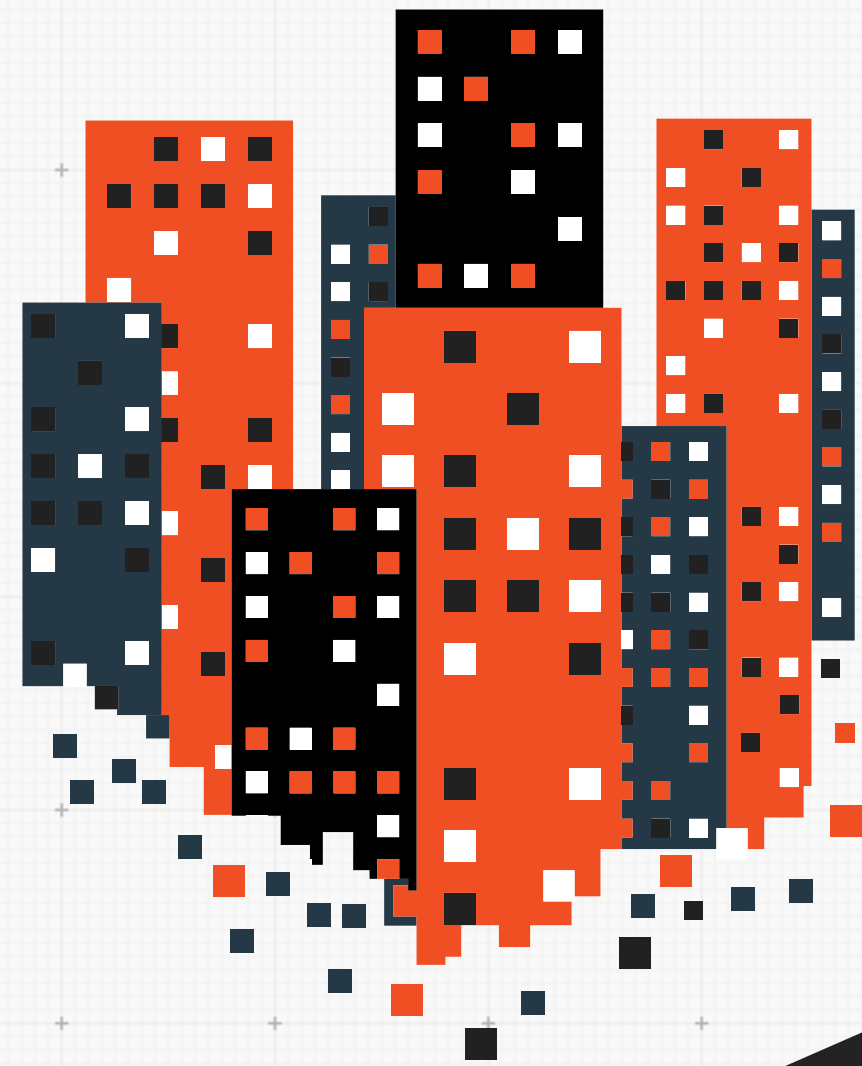
# ***YOU ARE MY LIFE'S MISSION...BECAUSE...***



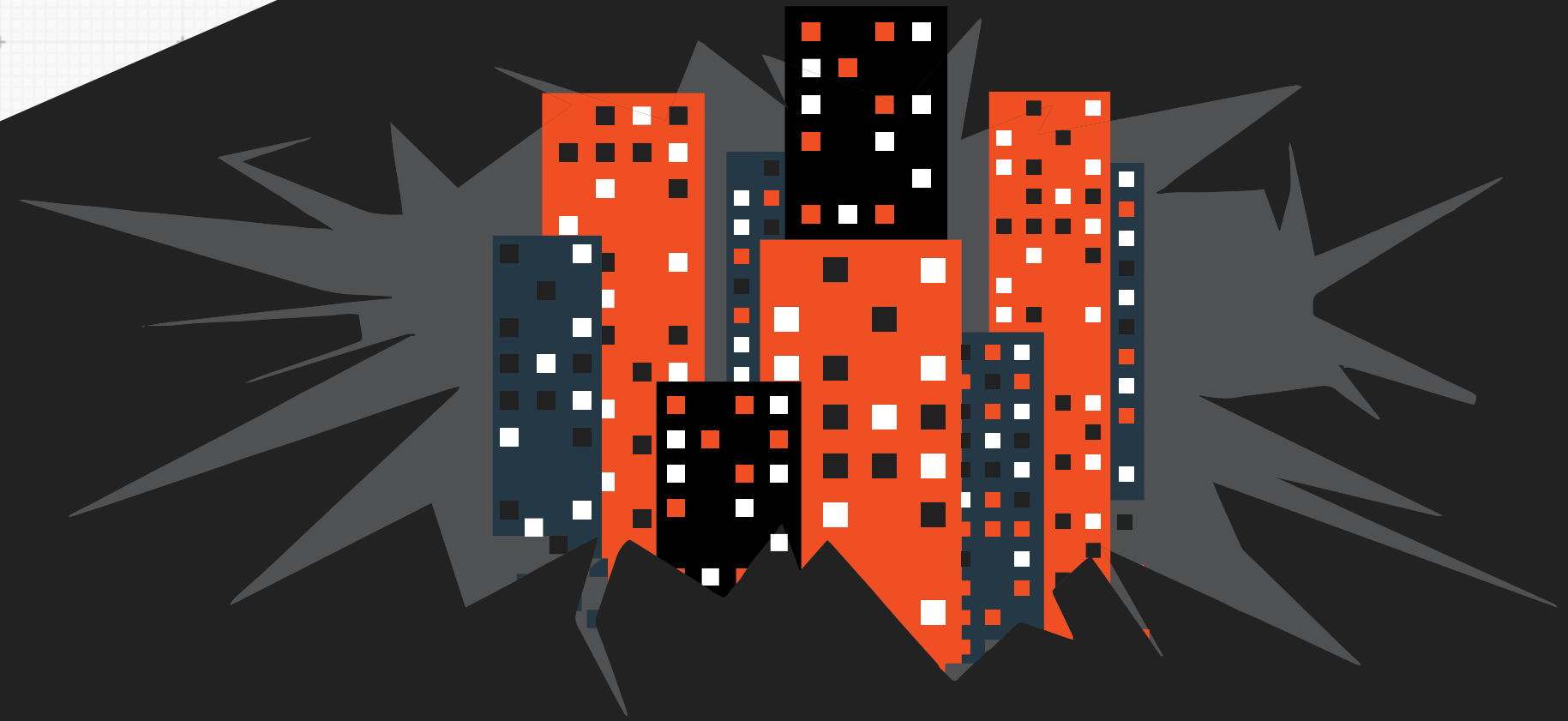
“***By the time the ventures were three years old, 50% of founders were no longer CEO; in year four, only 40% were still in the corner office; and fewer than 25% led their companies' initial public offerings.***

— Noam Wasserman, “The Founder’s Dilemma”  
Harvard Business Review, February 2008

***You've created something out of nothing.  
You've labored countless hours.***



***but***



***The reality is...you can lose it all.  
The reality is...the odds are against you.***

“

***I didn't understand, until it was over, just how hard the transition is from a Founder to CEO. A completely different role from getting a company off the ground...few people know how to teach it, even less think about developing you...***

— Marc Barros  
*former* Founding CEO of Contour



But you've  
created an  
amazing  
business!

What could  
POSSIBLY go  
wrong???

*Maybe  
you didn't  
realize...*

(by the way, these  
are all real...)

- That some silent investor living in Idaho and who invested in your Series B round is **gunning for you to be fired**.
- That your Chief Technology Officer is **sexually harrassing your controller** and you have to fire him.
- That your ad hoc meeting style needed to shift months ago because **major issues are falling through the cracks**.
- That **your culture is being hijacked** by a customer service manager who thinks she is the CEO.
- That your public musings about strategy are **confusing your leadership team** and causing two of them to consider leaving.
- That your failure to offload your pet projects is making it hard to recruit top talent because **word has gotten out that you are a micro-manager**.
- That your people are yearning to hear from you but your fear of public speaking is causing some to **lose faith in the future of the company**.
- That your **fear of losing the company's innovative spirit** has caused you to overlook the benefits and neccesities of even small amounts of structure and processes as the company has grown to 50 employees.
- That **people are questioning your ability to lead** because you look and act like you are overwhelmed.

FROM  
FOUNDER  
TO  
CEO<sup>SM</sup>

***You deserve to be part of that 25% of Founding CEOs that make it to the IPO, the big sale, or just the big sense of satisfaction that staying on as the CEO of YOUR company has brought to many of the startup legends before you.***



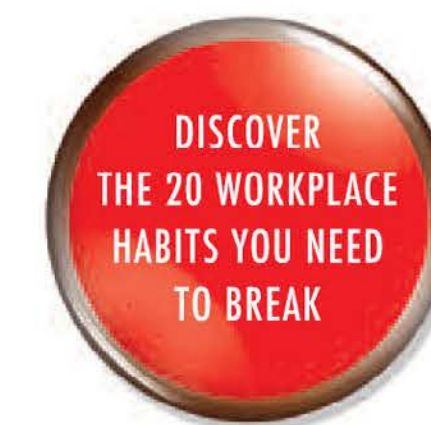


***The first  
step is to  
realize...***

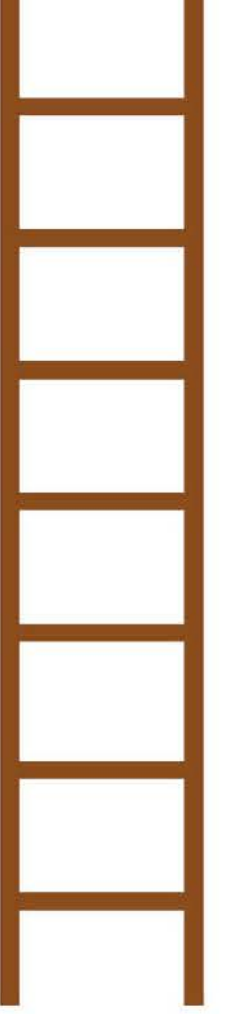
Amazon.com bestseller • *New York Times* bestseller  
*Wall Street Journal* bestseller

# What Got You Here Won't Get You There

How Successful People Become  
Even More Successful!



MARSHALL GOLDSMITH  
WITH MARK REITER





As your company grows, it **changes**.

As your company grows, **you need to change**.

Your do-any-job, solve-any-problem, work 24/7 attitude got your company off the ground, but **won't take it where you want it to go**.

You **MUST** develop a new set of leadership skills.

Corporations spend **big bucks and many years** growing their CEOs.

U.S. organizations boosted ***leadership development*** spending by an average of 14 percent, totaling an estimated ***\$15.5 billion...*** according to research by Deloitte.

You don't have that kind of money

***But...***

FROM  
FOUNDER  
TO  
CEO<sup>SM</sup>

***I believe...***

...you don't need  
a ton of corporate  
cash to **become a  
great CEO.**

...you can **learn  
to lead** while grow  
your company.

...being a CEO  
can and is often  
a lonely role...***but it  
doesn't have  
to be.***

...that it's  
morally wrong for  
anyone to rip you  
out of the CEO role  
without **giving you  
a shot at  
success.**

...you  
***deserve leadership  
development*** just  
like your corporate  
counterparts.

...that you are  
**first and foremost a  
person**...with the same  
yearnings for success  
as others.

...there's **more  
than one way**  
to lead.

...you can **create  
your own unique  
path** to CEO.

**I know...**  
there's a **direct  
connection** between  
your leadership  
development and your  
company's profit  
development.

FROM  
FOUNDER  
TO  
CEO<sup>SM</sup>

“

***...being a startup CEO is one of the hardest, riskiest and most stressful jobs in the world...If you are motivated and creative, enjoy building things and enjoy being around people and creating a sense of purpose for a team, it's also the best job in the world.***

— **Matt Blumberg**, Co-Founder, CEO and Chairman of Return Path  
Author of: *Startup CEO: A Field Guide to Scaling Up Your Business*



# ***But you can do it.***

Yes, there are lots of failure stories. There are plenty of founders who have been ripped out of their CEO role...or just given up. Because the truth is, not everyone can be a CEO. It's an entirely different role than being the Founder. It takes almost an entirely different set of skills. And if you've never been a supervisor or manager before, let alone the CEO of a previous company? Then it's even harder.

You can learn it...if you want it. The trick is figuring out how to apply your unique genius to your company's unique leadership challenges. The result is something beyond the typical cookie cutter leadership. **It's your own, personal CEO style.**

***It's what  
puts you  
in the*** **25%**

*It's what puts you with:* **Stan Shih** (Acer), **John Warnock** (Adobe), **Jeff Bezos** (Amazon), **Jerry Sanders III** (AMD), **Steve Jobs** (Apple), **Ken Olsen** (DEC), **Michael Dell** (Dell), **Trip Hawkins** (EA), **Dave Packard** (Hewlett-Packard), **Scott Cook** (Intuit), **Jen-Hsun Huang** (nVidia), **Larry Ellison** (Oracle), **Dave Duffield** (Peoplesoft), **Akio Morita** (Sony), **Scott McNeely** (Sun), **Diane Greene** (Vmware)



## ***Founding vs. Professional CEO Performance Analysis in the Software as a Service Industry***

Yujin Chung, Professor David  
Wessels, Frank Chen

*published on April 28, 2010*

“

Based on full company tenure analysis, Founding CEO's **outperform** Professional CEO's on capital efficiency, exit time to exit, and exit valuation.

“

Based on full company tenure analysis, Founding CEO's **outperform** Professional CEO's on value created and return on investment.”

“

Founding CEO's **outperform** Professional CEO's taking into account situation bias.

## ***Founder-CEOs, Investment Decisions, and Stock Market Performance***

Rüdiger Fahlenbrach

*published on August 8, 2009*

“

Eleven percent of the largest public U.S. firms are led by founder-CEOs.

“

Founder-CEO led firms not only have a higher firm valuation than non-founder-CEO firms, but also a higher stock market performance.”



## ***Founder CEOs and Innovation: Evidence from S&P 500 Firms***

Joon Mahn Lee, Jongsoo Kim,  
Joonhyung Bae

*published on February 17, 2016*

“

...founder CEOs are **more effective and efficient innovators** than professional CEOs.

“

...the innovations of founder CEO-managed firms **create more financial value** than the innovations of professional CEO-managed firms.

“

...recent studies on founder CEOs find that they enjoy both **greater market and accounting performance** than professional CEOs in large, established companies.

“

...founder CEO managed firms enjoy **higher market performance** than professional CEO-managed firms.

# ***Founder-Led Companies Outperform the Rest — Here's Why***

**Chris Zook**

*published on March 24, 2016*

“

We found that the companies most successful at maintaining profitable growth over the long term were disproportionately companies where **the founder was still running the business...**



“  
***By far the most difficult skill I  
learned as CEO was the ability to  
manage my own psychology.***

— **Ben Horowitz**, Former CEO & Co-Founder, Opsware, Inc.  
Author of: *The Hard Thing About Hard Things*



There's an Ancient Greek aphorism that translates to  
***"Know thyself."***



That's where  
**managing your own psychology** starts.

But that task is more  
difficult – and more  
crucial – right now than  
ever before.

***WHY?***

***Tons of  
information...***

***Countless  
options...***

***Numerous  
decisions...***

***More voices  
than ever...***

...all obscure  
your ability to  
***"know thyself."***

If self-knowledge is  
essential to a successful  
transition from Founder  
to CEO...and you want  
to get there soon...

...you need **a resource  
designed to help you  
understand who you  
really are...sooner.**

# ***How do you find your Inner CEO?***



FROM  
FOUNDER  
TO  
CEO<sup>SM</sup>

Traditional leadership development resources **don't understand your lack of time and your need for speed.** They think you can spend two years in business school, or 10 months as part of a cohort learning experience, while you're scrambling to scale your company. *They think you can shell out \$10,000 for a four-day boot camp in the countryside of France.*

Meanwhile, no one's helping you **become more self-aware, or building your influencing skills, or helping you communicate more effectively, or deepening your decision-making prowess** — at least not without lots of cash and lots of time. How can you learn all this, and more, while you build the company of your dreams?

***I want to meet you where you are  
so we can get you where you want to go.***

I want to help you **stop being a Founder and start being a CEO**...without puff, fluff, and chicanery. I want to help you to take the big step from founder to CEO...*faster.*



***Notice I didn't say it is easy.***



I'm saying it *can* be done **better, faster, and cheaper**...and with a lot more fun.

I can't guarantee you'll stay on as the CEO for the company you started, or even that you'll want to. I can't guarantee that you'll maintain control of your company or that we'll enhance your company's valuation for possible succession or a profitable exit. This takes some work on your part. ***But I can commit to this:***

➤ ***From Founder To CEO is committed to helping successful Founders like you become great CEOs.*** ⬅

We **pick the brains of top Founding CEOs** and get them to share their personal leadership triumphs and tribulations in revealing and insightful audio interviews. We **create e-books, webinars, courses, and events** that help you better navigate the transition from Founder to CEO. We **invest in forthcoming and leading edge research, technology, and tools** that make it easier for you to scale yourself and your team faster than your investors, friends, family, and *you*, ever imagined.



“

***My Take on What It's Like to Be a Startup CEO: It's incredibly fun. You're passionate about a problem and an opportunity and you don't need any reasons to pursue it other than intrinsic enjoyment of building something you love...You get to work with amazing people who, like you, love building huge, amazing things. How incredible is that?! It is one of the most wonderful feelings in the world.***

— Deena Varshavskaya,  
Founder and CEO, Wanelo.com

***There is no  
one way to be  
a great CEO!***



In October of 2015, I interviewed the Founding CEO of Curalate, a hot new company that helps brands monetize images. Here is what he said:

*"People look to you to be the CEO at a time when you still don't look to yourself as a CEO."*

When you look in the mirror, I want you to see a confident and competent CEO. Lack of confidence is a short-term phenomenon. **We can fix that, together.**

I want to teach you what you don't know. I want to help you learn to lead faster than I did. I want you to crush your fears, accelerate your development, and build the CEO in you so you can build what the world needs you to build. The company that will have a huge and lasting impact — because you **know how to create impact.**

Every Founding CEO like you, who goes all-in to build a purpose-driven business, deserves a home that looks out for them. A place that doesn't judge, but teaches. A place that doesn't preach, but inspires. A place that doesn't waste your time and limited resources. **A place that helps you grow faster than your startup.**

***The only thing  
that will stop  
you from  
becoming a  
great CEO is  
refusing to  
learn to be one.***

***What you don't  
know can't stop  
you...as long as  
you learn it.***







***Is That Place***



There's no time like the present. I'm excited to be on this journey with you. I'm ready to help you on your road from Founder to CEO. Let's increase the odds of your startup's success, by increasing the odds of your success.

***Let's Go.***



It's time to be the CEO you can be.  
**Your idea needs you.**

Your customers need you. Your team needs you. **We need you, to lead.**

Your dreams of your company having a positive impact on the world can come true.

***Make the shift...***  
***Make the transition...***  
***Step up...***

Scale yourself, scale your team, scale your company.

**We'll be with you, every step of the way.**



**Todd Uterstaedt**

President  
*From Founder to CEO*

***It's time to up  
your game.***