

CEO Development & Succession Framework

Leadership Is Trained. Authority Is Earned. Consciousness Is Non-Negotiable.

Core Principle

At 4Honeth and SHS, **no one becomes a CEO by title, speed, or charisma.**

Leadership is cultivated through:

- lived experience
- skill embodiment
- responsibility across layers
- humility under structure
- alignment with consciousness over ego

Every CEO—whether of a marketing team, a 4Honeth location, or SHS—must understand the system **from the ground up and from the inside out.**

1. Three Distinct CEO Pathways

We recognise **three legitimate leadership trajectories**, each equally respected:

Path A — Direct Sales → CEO (Self-Paced, Skill-Based)

For individuals who want to:

- master leadership
- recruitment
- training

- systems
- backend operations

They progress **on readiness**, not time.

Advancement occurs when:

- benchmarks are met
- alignment is demonstrated
- responsibility is embodied

There is **no forced timeline**, but full accountability.

Path B — Accelerated CEO Track (Time-Bound, Experience-Based)

For individuals with **prior leadership / managerial / entrepreneurial experience**.

They progress through a **structured, time-bound program** to:

- ensure humility
- remove entitlement
- rebuild leadership from consciousness, not habit

This path prioritises **depth over speed**.

Path C — Direct Sales Leadership (Marketing-Focused)

For individuals who choose to:

- build and run direct sales companies
- support expansion demand

- remain within the marketing ecosystem

This path is not “lesser”—it is **foundational**.

2. The Universal Entry Point: Account Executive

Every future CEO—regardless of background—**starts at Account Executive level**.

Why:

- to embody humility
- to prove adaptability
- to understand the front line
- to ensure demotion is never a threat, but a tool

This includes:

- door-to-door
- telemarketing
- face-to-face engagement

Leadership without frontline literacy is invalid.

3. Year One: Foundation & Formation

Quarter 1 — Account Executive

Focus:

- communication

- resilience
- responsibility
- direct human interaction
- alignment with mission

For accelerated candidates: time-bound (3 months)

For self-paced candidates: benchmark-based

Quarter 2 — Account Manager

Focus:

- recruitment
- team leadership
- training
- accountability
- emotional intelligence

They begin **building people**, not just performance.

Quarter 3 — System / Recruitment Manager

Focus:

- recruitment only
- understanding roles across the organisation
- learning interdependencies
- preparing for leadership scope

Recruitment doubles as:

- intelligence gathering
- systems education
- leadership training

Candidates choose a **trajectory**:

- Marketing / Direct Sales
 - 4Honeth
 - SHS
 - or dual exposure (for undecided leaders)
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Quarter 4 — Role-Specific Training

Focus:

- deep training for chosen trajectory
- executive vs governance orientation
- backend literacy
- decision-making responsibility

This quarter prepares them to **hold weight**, not chase titles.

4. Year Two: Embodiment & Transfer of Authority

This follows the **I do** → **We do** → **You do** model.

Q1 — Shadowing

They observe the CEO in full scope:

- decision-making
 - tension management
 - responsibility
 - failure handling
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Q2 — Co-Running

They run the operation **with** the CEO:

- shared decisions
 - guided accountability
 - real consequences
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Q3 — Reverse Shadowing

They run the operation.

The CEO shadows them.

Support becomes consultative, not directive.

Q4 — Full Autonomy

They run the system independently.

This is where:

- coherence is tested
- leadership is proven
- authority is either confirmed or delayed

5. Benchmarks, Not KPIs

We do not use KPIs as micromanagement tools.

Instead, we use **benchmarks**, which assess:

- readiness
- responsibility
- embodiment
- alignment
- capacity to hold complexity

Benchmarks are:

- role-specific
- human-centred
- consciousness-aligned

6. Flexibility Without Unfairness

- Fast learners may progress quickly
- Experienced leaders may be held by time
- Self-paced paths allow acceleration or delay
- Time-bound paths require patience and humility

Everyone chooses their path **consciously**.

No one is punished for choosing depth over speed.

7. Demotion as Development, Not Failure

At any point:

- a CEO can be demoted
- a leader can return to execution
- skills can be rebuilt

This is **strength**, not shame.

Leadership here is service, not status.

8. Why This Works

This framework:

- prevents unprepared leadership
- removes ego-based authority
- rewards responsibility
- builds anti-fragile organisations
- produces CEOs who understand *people*, not just systems

Most importantly:

It ensures that **money follows alignment**, not the other way around.

9. Final Truth

This system does not create CEOs who “run companies”.

It creates leaders who:

- understand consciousness
- respect systems
- serve humanity
- and can steward something meant to last **eons**

That is the standard.

Raw Answer:

There's going to be individuals that can either that will either go through a one-year process through the marketing direct sales team because that will be how they develop the skills in order to then get to a point where they're ready to then take on the role to also be a CEO, but also manage the company, manage the 400 or the SHS depending on obviously who wants to do what. There will be two different plans, well, three different plans. One where they will have to go through the account executive until they hit the sales and not based on time. So for the individuals, the difference between that and the individual that will take on the process to be directly a 400 CEO or a SHS CEO will be that they go through the account executive in a timed frame, so like three months, so a quarter. Whereas for the individuals that might want to go through and develop the leadership skills, the training skills, the recruitment skills, the backend skills, the administrative skills, the management skills, they will go through the direct sales process on their own time and whenever they're ready, that's when they can, when they're ready is when they're aligned to the next stage. That's when they have the choice of going through either managing a direct sale company for our marketing expansion, because obviously every city in which we will grow, there will be a demand on the different locations that we will open up in that city. For example, in London, we want to open up a minimum of five each in there for every direction, north, south, west, and centre, north, south, west, east, and centre. Whereas if we go to, I don't know, Leeds, there might be three locations. Again, I'm not that Leeds savvy, so I don't know exactly how much space we would have there, but the amount of direct sales company that we will need will be based on the demand, and because we will start the process, the marketing prior to us opening up, but when we've already gathered the fact that we are coming there, to give a chance to people to start getting the memberships pre-opening, pre-launch, so that they can get like an additional discount. They will also provide a chance to... Those managers to decide to either run a direct sales company there or to be the manager that covers that location, either for the 400 or for the SHS. Now, the difference between the three is basically just that 400 and SHS leadership will go through this process. If there is someone that has already had like management managerial roles or experiences, they will go based on this

process, based on time. So first three quarters, account executive, second quarter, account manager, where they start recruiting and managing a team of account executives. Third quarter is only recruitment. This is where there are system managers. They only take care of the recruiter for the recruitments of that location. And again, the difference between what they recruit for depends on the trajectory of the role, of their chosen role. They can either recruit for both 400 and SHS, or they can recruit just for 400, or they can recruit just for SHS, or they can recruit just for the direct sales. If they were to recruit for just the direct sales, it's because they would then become a direct sales manager. If they were to recruit for both SHS and 400, it would be because they want to give themselves the choice, but also the preparation to understand the different teams and the different responsibilities that are within those different businesses in order to then be able to take on the responsibility of leading those roles afterwards. If they were to already decide, no, I want to be a SHS manager, CEO, then they will only recruit for SHS, so they can already start accustoming themselves in those three months to the other roles needs within the organisation.

Okay, so when it comes to those three months when the individual is now focusing on the mere recruitment of their chosen trajectory, sorry, the training of their chosen trajectory, okay, so after the recruitment of that chosen trajectory, they just focus on the training to the trajectory as the recruitment itself is a training in terms of the inside roles available and who works with who and what they do, whereas the next segments, because again, we also want to be proactive about our recruitments because we will never know when exactly we're going to launch the next location or not, we will need, especially from the first location, we're going to start our recruitment from the first location and then that's where we redo the piloting of also direct marketing marketing system. This will be already incorporated into it. So the senior system manager now only focuses on training for the role, so training their responsibility of becoming the manager for whichever role they're going to choose, whether that is for the direct sales or that is for the SHS or for Hornet or the in-between, because they might be leaning towards both and they might align for both, but they want to see whether they want to be more on the executive side of CEO or more on the governance side. That is the only thing that makes a difference. So after those three months, they get to then start a shadowing process for the role itself. So now we would have covered four quarters of training, so one year of training. And that again is for those who have already had a managerial experience as we want them to start with humility and that's why we have... You have them start from the account executive level where they get to prove that they understand that at any given moment in time throughout their time as a CEO, they can be demoted into any role in order to develop their skills. So starting from the skills, starting from at the lower end from the get-go, and it's only three months really and truly, it gives them and builds up the skills and resilience that they might have not had needed to train during their CEO responsibilities on another company. So with us, they start, they're either in the telemarketing or in the door-to-door campaign as we want to focus on face-to-face. And they get to then do in the first quarter of the second year, shadowing to the CEO. Second quarter, they get to co-run with the CEO. Third quarter, they get to run it with the CEO following them, like shadowing them. So being as a consultative approach. And then the last quarter of the second year is where they get to really prove themselves and run the whole ship by themselves. So this is like a perfect I do, we do, you do system that I learned during my time at DirecSales and it

allows also the owners, well, the future owners, I'll say, because they'll be owners of their own locations, to really bring it home, to really make sure that they have a full rounded approach to everything that they do and that they are super prepared for the role as well. Because again, they need to understand what the priority is. The priority isn't necessarily just business and making money, which will be something that we will do in abundance, but the priorities are focusing on the things that bring that as well. And that is by making sure that we deliver the best service possible and that is just to be in most alignment with consciousness in the best way possible. I may add for those that don't have the leadership or not leadership, but actual like CEO or entrepreneurial experience, they will go through the same process just at a specific, there will be specific benchmarks. I don't want to call them KPIs, but benchmarks that they get to experience in order for them to develop the skills needed to move on to the next step, meaning that if one starts as an account executive, the moment they hit the numbers in order to then get to an account manager position, um that's when they do so. Um And again, even for those who might have already had the leadership, CEO, entrepreneurial experience, if they don't match, if they don't align with the next stage, they will be pushed back of three months instead of indefinitely. They'll just be like three months because they have the underlying experience already. For those that don't, they will be based on time. So if, if they are ready for the next role, let's say that someone starts an account executive and they hit the ground running and they do the sales quicker and they hit the numbers quicker than anyone else, anyone else, that's where they have more flexibility as well, right? Because it's more independently based on their own selves So really, people have the choice to choose which path, whether the three months, three months with the opportunity with the chance of having yourself being pushed back of three months or going in your own time and just achieve the benchmarks and then hit the ground running. If someone comes in, does the sales to get to an account manager position, they in one week, they will get promoted to the account manager position because they would have proven themselves. If someone then hits that, and if someone then, obviously, before they come executive positions start, there is going to be an induction process of return, which is separate from this, because we want to make sure that once benchmarks and numbers and what not starts after they've had the full onboarding process of the company and the mission and everything that the roles require, so that everyone is in alignment, and then we want to make sure that if someone then gets to become a manager position and they lead the best team possible because they're naturally just good at that part of that progression, they also have the ability to be able to progress to the next step, even before someone that might have had experience, because if someone that relied on their experience and chooses to go down the path of experience, there is this captive by time, so they will have to wait for that time, even if they hit the numbers. Because again, that's the path that they've chosen for themselves, because the other one is more flexible, but at the same time, you don't know how long one position might take you. You might progress in from account executive to account manager quickly, but then stay in the account manager for six months or seven months or nine months, you never know. So we want to make sure that it's as fair as possible for both paths and that people hold themselves accountable to what they know of themselves.