

*For immediate release*

## **The Largest Hidden Cost in Business Identified by Charism Advisors**

*“Excellence” is undermining peak performance for business, replacing returns with costs.*

Boston, May 10 - Bill Wilkie, founder of Charism Advisors, a leadership advising and executive coaching firm, calls “excellence” the largest hidden cost in business.

“Excellence has built-in limits. Once we exceed those limits, we incur costs. The problem is that none of us are immune. This is doing serious damage to business,” says [Bill Wilkie](#), founder of [Charism Advisors](#). “These costs can be so high that leaders and their businesses can be pulled down into mediocrity, and sometimes even failure. Even though everyone may be giving their all, the ceiling of excellence not only limits them, but eventually damages them.”

He elaborates, “Outside of business, if we’re talking about great athletes, performers, musicians, as well as great sages and even warriors, the distinction between excellence and mastery is well known. But business leaders have never had access to this distinction, much less a way to get from one to the other.” Wilkie calls this a “glaring absence,” and says that as a result, “businesses have been paying an exorbitant price.” Correcting this, and offering something better, can be “revolutionary.”

Wilkie is quick to point out that excellence is both worthy and necessary to achieve anything of distinction. He has even identified five “virtues of excellence.” “But they are all finite,” he says. “We don’t have an infinite supply of them. So they get corrupted and break down. The Excellence Trap takes hold, and high but hidden costs are incurred. This explains why talented, driven, capable people and companies struggle to achieve that extra 5%, sustain innovation, and realize exponential return on investment. Excellence simply won’t get them there. Excellence isn’t the best we can do. It’s a necessary stage, but only to reach and then transcend.”

Wilkie’s work focuses on helping leaders and organizations to escape excellence, from what he calls the “[Excellence Trap](#)” to achieve [leadership mastery](#).

Wilkie points out that athletes and performers have always known about this distinction, but it has been unknown in business. “In business, because of the aggregate impact of an entire enterprise, the costs are staggering. We can’t afford to let them continue to accrue,” he says. Instead Wilkie’s firm, Charism Advisors, has created a path for leaders and organizations to “escape from excellence” and achieve what he calls, “leadership mastery, enterprise mastery, and market mastery.”

“This isn’t just wordplay,” says Wilkie. “Mastery is qualitatively different from excellence. It’s different in kind, not in degree.”

### **About Bill Wilkie and Charism Advisors**

Bill Wilkie is founder and CEO of Charism Advisors, a premier leadership advising, executive coaching, and business performance firm founded in 2006 and based in Newburyport, MA. Wilkie is the creator of the first path to Leadership Mastery purpose-designed for business leaders, and the first to discover and diagnose the Excellence Trap, the largest hidden cost in business. Charism Advisors partners with senior leaders and organizations to escape the

Excellence Trap and achieve Leadership Mastery, Enterprise Mastery, and Market Mastery. Bill Wilkie shares his thoughts at Escape from Excellence [blog](#).

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