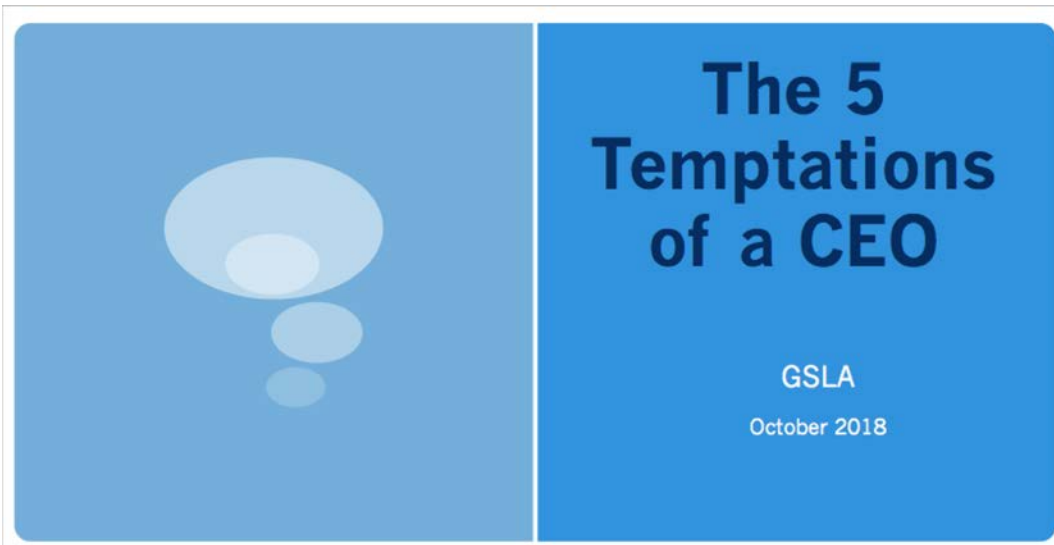


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2018 Conference & Trade Show



**The 5
Temptations
of a CEO**

GSLA
October 2018

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There are more people alive today than have died in the last 75 centuries.

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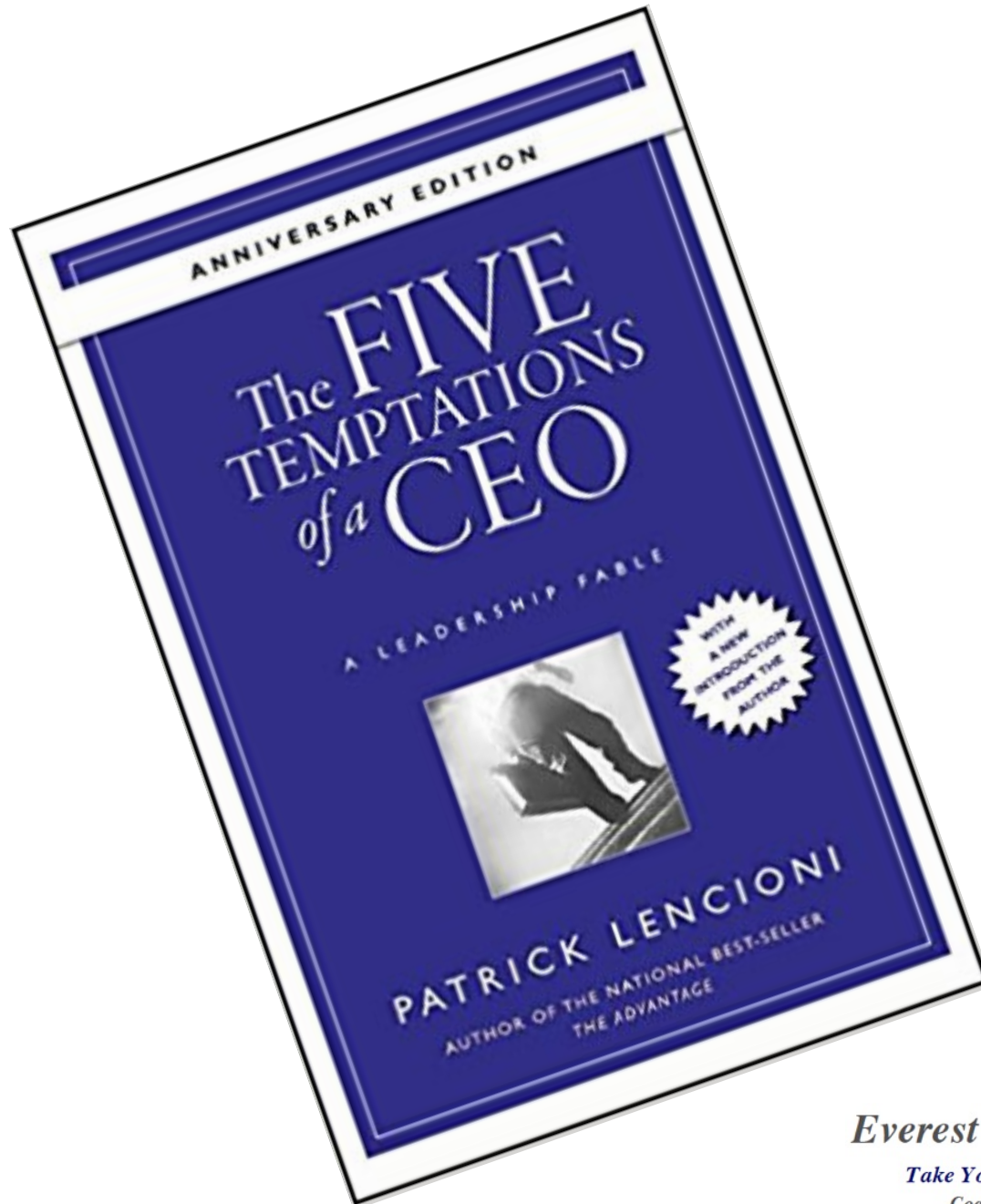


Of the Fortune 500 companies in 1955, just sixty remain in business today.

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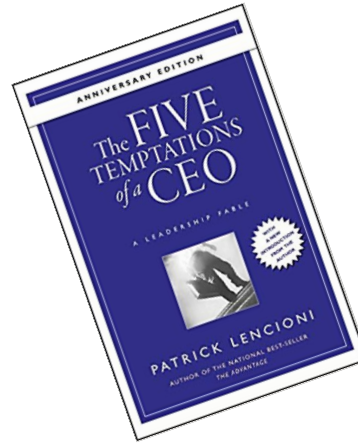
Let me introduce you to Andrew O'Brien...



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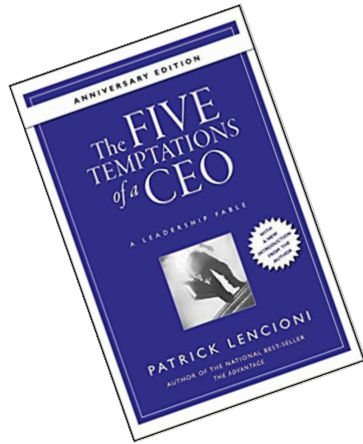
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A great lesson...



“Running an organization isn’t complicated. People make it complicated because they’re afraid to look at the simple issues.”



Leadership Style

- Leadership style is a leader's method of providing direction, implementing plans and motivating people.

- **Why do you believe this is important?**



- Common leadership styles
 - Authoritarian
 - Paternalistic
 - Democratic
 - Servant
 - Laissez-faire
 - Bureaucratic
 - Strategic
 - Transformational
 - Situational

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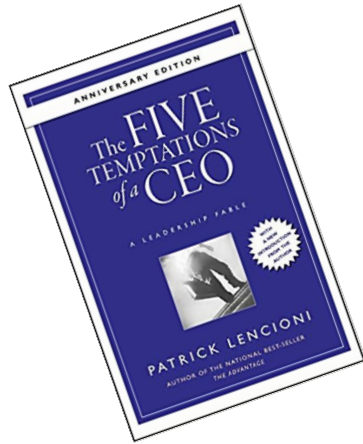
What is YOUR leadership Style?



- With the person next to you discuss what you believe your leadership styles to be.
- Common leadership styles
 - Authoritarian
 - Paternalistic
 - Democratic
 - Servant
 - Laissez-faire
 - Bureaucratic
 - Strategic
 - Transformational
 - Situational

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Temptation #1

Choosing Status over Results

- The most important one
- Toughest one to fix
- Ego-driven
- Outcomes, accomplishments & results vs one's personal standing/status
- Leaders, "...should almost be overwhelmed by the need to achieve something."
- Publicly commit to your measurable results
- Evaluate your success based on these results
- *Tip – make results the most important measure of success at all levels of the organization*

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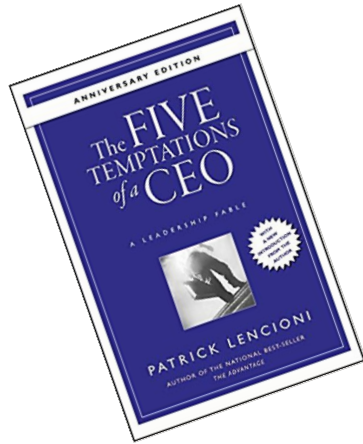


**Big results require big
ambitions.**

Heraclitus

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Temptation #2

Choosing Popularity over Accountability

- Sets goals with setting clear expectation
 - People need direction
- Many are reluctant to give negative feedback - honesty here is critical
- Confront employees immediately about performance & behavior
- Firing vs. people leaving the company because they couldn't perform
- Be a fanatic about performance!
- Hold people accountable for results!
- *“Let me get this straight. It’s not fair to hold a guy accountable because you aren’t an expert in his field. But it’s fair to fire him without warning when he doesn’t perform?!”*
- *Tip – work for the long term respect of your people, not their affection*

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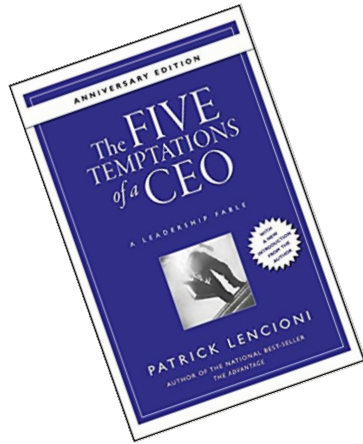
“Accountability is the glue that bonds commitments to results”

- Will Craig

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Temptation #3

Choosing Certainty over Clarity

- The company's "WHY"
- Clarity = Core Values, Vision, Mission, Objectives
 - Be specific!
- What's preventing you from acting?
- The #1 determinant of success, in study after study, is a bias towards action.
- Set public deadlines for key decisions
- Many leaders get the job they want and are afraid of losing their status
- Every decision is not the best one
 - Practice making decisions without complete information around less risky issues
- *"An average plan vigorously acted upon is far better than a brilliant plan on which nothing is done." – Brian Tracy*
- *Tip – your people will learn and do more if you take decisive action than if you always wait for more information*

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*“If you can live and lead
by this, you can be a
great leader.”*

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More important than the quest for
certainty is the quest for clarity.

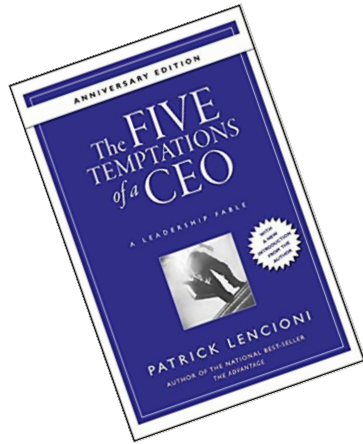
Francois Gautier

quotefancy

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Temptation #4

Choosing Harmony over Productive Conflict

- “Harmony is like cancer to good decision making.”
- No more ‘Yes-men’ leads to no more ‘King’s new clothes’
- Endorse conflict even if you prefer to avoid it
- Draw out differing opinions & perspectives from staff members
 - Take in all ideas including those from your ‘Charlies’
- Engage in – and allow – passionate discussions around key issues
- Healthy conflict implies candid debate
 - Trust to speak opinion without fear of retribution
- *Tip – encourage your people to air their ideological differences with passion*

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**Whenever you find yourself on
the side of the majority, it is time
to pause and reflect.**

Mark Twain

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“Where all think alike, no one thinks much.”
- Walter Lippman

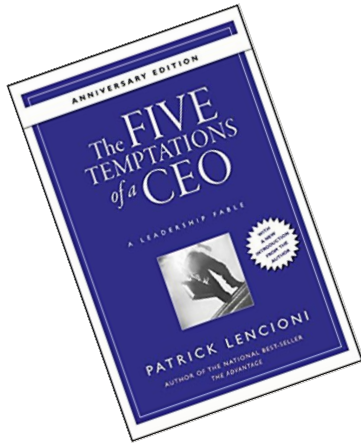
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Temptation #5

Choosing Invulnerability over Trust



- Charlie told Andrew about his dad, “...he always said he trusted his people with his career.”
 - Can they trust you with theirs?
- Leaders must be vulnerable – that’s trust – that’s courage
 - Acknowledge your own weaknesses & mistakes
 - Allow direct reports to see your human side
- Leaders mistakenly believe that they lose credibility if their people feel too comfortable challenging their ideas
- *Tip – actively encourage your people to challenge your ideas. Trust them with your reputation. They will return it with respect and honesty, and with a desire to be vulnerable with their peers.*

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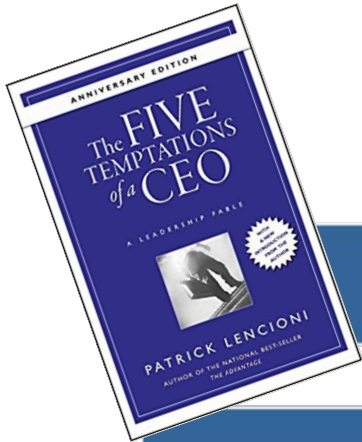
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Choose trust over invulnerability



Choose conflict over harmony



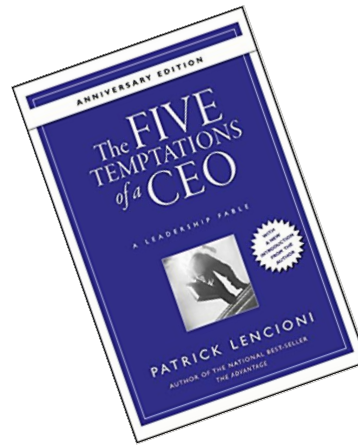
Choose clarity over certainty



Choose accountability over popularity



Choose results over status



What Temptation are you most likely to exhibit?

The key to executing these ideas is 'Discipline'

- *“The ability to make yourself do what you should do, when you should do it, whether you feel like it or not.”*
 - Elbert Hubbard defining self-discipline
- Most people are great at making plans but few are great at having the discipline to execute these plans
- New Years' Resolutions
 - Only 40% have them
 - Of those, 40% give up by the end of January
 - Only 9% actually achieve their goals





*Discipline is the bridge between
goals and accomplishments.*

Jim Rohn



lydisnider.com

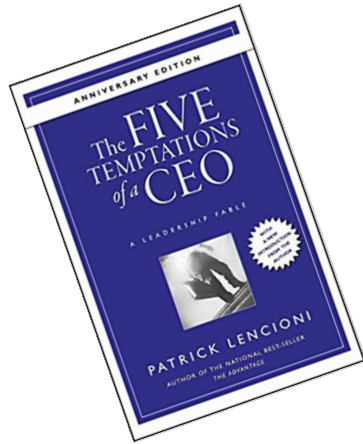
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The following 3 slides are exercises that can be done.



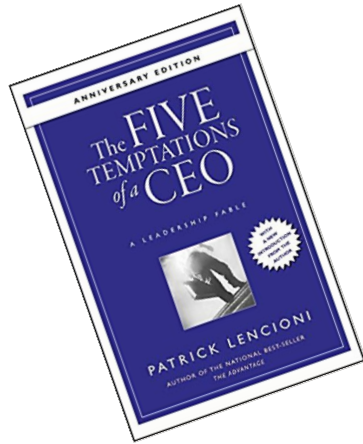
“1-3-2” Homework Assignment

- If you were CEO for a day...
 - What 1 thing outside your department would you change in your organization. Share with your manager.
 - What 3 things would you change within your department & why? Share with your manager.
 - Send me the 2 things you want to work on as a result of the book & the workshop via email by end of day Monday to jbartholomew@focalpointcoaching.com

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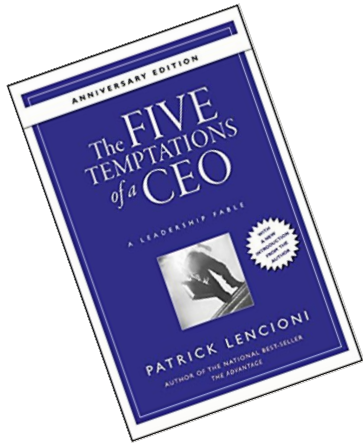


Exercise #2

- Group 1 – Create your own version of Temptation #6
 - Use the model of the book, “Choosing _____ over _____.”
- Group 2 – Discuss and present real-life examples of each of the 5 Temptations
 - Use leaders you know, local leaders, old managers, political figures or yourself

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Exercise #1

- Break into groups of 2 and create YOUR leadership motto
- Ex: *Aim High. Do Your Best. Enjoy Life.*

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