

Surviving Leadership

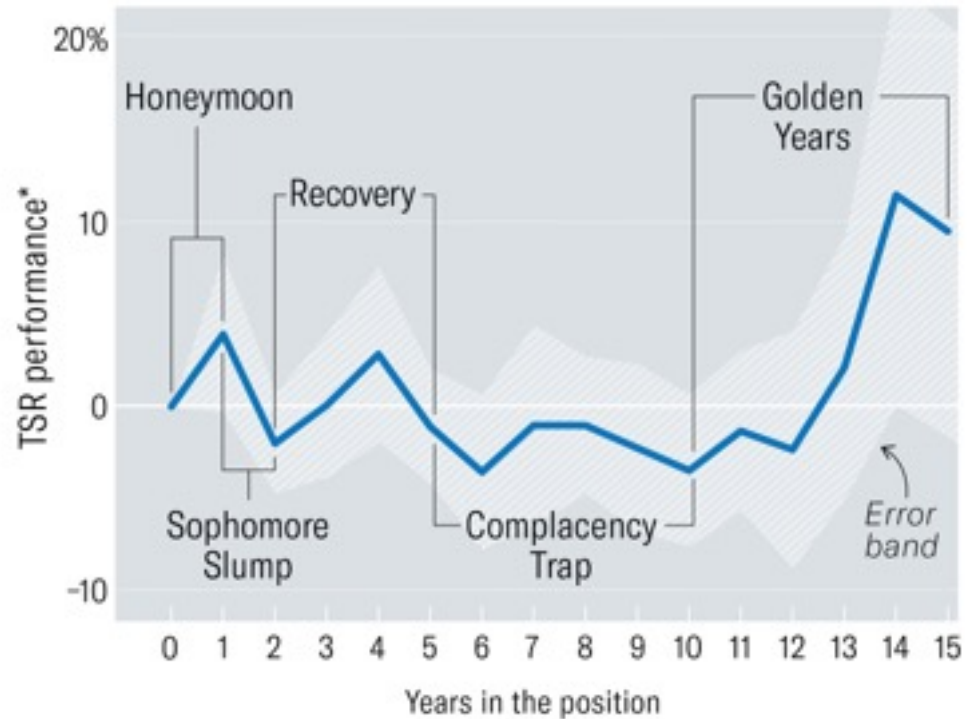
American Council of Engineering Companies Louisiana

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Rarely do any two CEO tenures look alike. Each leader is on his or her own journey and faces very specific circumstances.

Harvard Business Review



*TSR is market adjusted: Company shares may have shown a positive return for a given year but appear here as a negative number because they lagged the wider market.

From: "The CEO Life Cycle," by James M. Citrin, Claudius A. Hildebrand, and Robert J. Stark, November–December 2019



CEO Life Cycle

Harvard Business Review 2019

What makes leadership so

▶ tough?

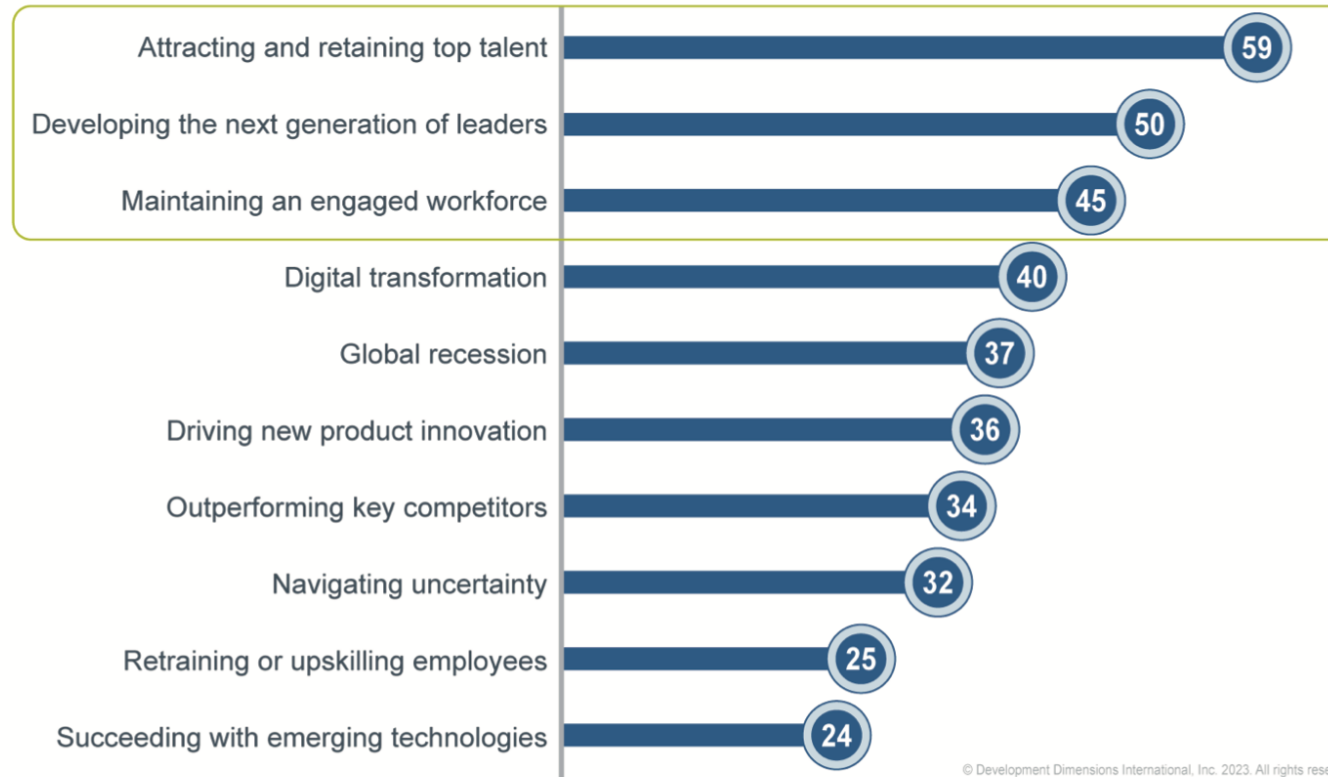
After all, didn't you want to be the boss?

FORCE 1	FORCE 2	FORCE 3	FORCE 4
Leading the Business	Leading Teams	Leading across a larger Network	Leading Self
requires more complex decision making and analysis	requires more varied people skills	requires more forethought and proactivity	requires more introspection and adaptation

4 Forces of Executive Pressure

Fragile Workforces Keep CEOs Up at Night

Top CEO Concerns



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Percentage of CEOs Who Selected Each Challenge

What gets in
the way?

What Can I Do NOW?

- ▶ Check internal communications protocol.
- ▶ Examine meeting culture.
- ▶ Do what only you can do.
- ▶ Commit to investing in yourself.
- ▶ Make leadership development a way of work.

COMMUNICATIONS PLATFORM	PLATFORMS USE(S)	“SPOT ON” EXAMPLE	NOTES, QUESTIONS, DISCUSSIONS
Teams	Short Reminders requiring simple y/n answers	“You’re not in the zoom meeting; are you coming?”	How is this different from just shooting someone a text?
	Announcements (if you have a channel for multiple folks)	“Congrats to Jamal for landing the new project! Proposal is attached.”	

Internal Communications Protocol Template

4 Reasons to Have a Meeting

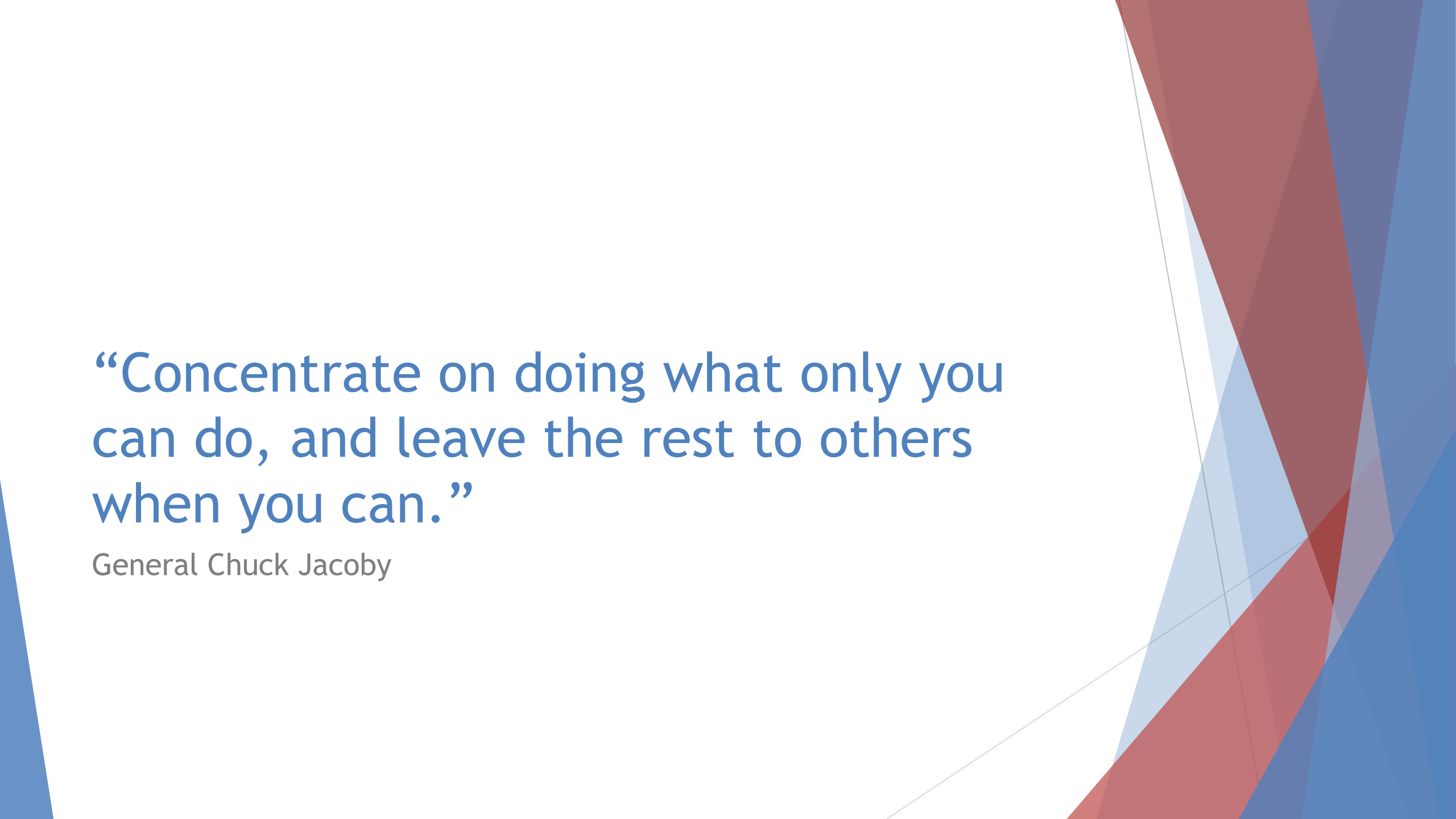
Share Information: Information-sharing meetings are useful for getting everyone on the same page. The goal is to have everyone leave the room (or call) with a shared understanding of a certain topic.

Make a Decision: By calling a decision-making meeting, you are opening a space for people to share perspective, assess possible outcomes, maybe even play devil's advocate. What you are NOT doing is trying to create a perfect consensus which is often impossible.

Brainstorm: A great brainstorm can be an engine for ideas. Just remember to let people know about the brainstorming meeting at least 24 hours in advance and to clearly outline the topic so people have time to prepare. In the brainstorm, follow the rule of “no bad ideas.”

Solve a Problem: Bringing minds together around a thorny problem is one of the best uses of meeting time. In a way, it's like a brainstorming session with clearer parameters and goals. As with brainstorms, ensure that you have clearly defined the problem before the meeting.

Do What ONLY You Can Do.



“Concentrate on doing what only you
can do, and leave the rest to others
when you can.”

General Chuck Jacoby

RESERVED DECISIONS

possible examples

- ▶ Approval of strategy
- ▶ Approval of budgets
- ▶ Hiring and Firing
- ▶ Promotions
- ▶ Compensation
- ▶ Codes of Conduct
- ▶ Balancing Workload against Resources

Investing in Yourself



Commit time found to your own development.



Read a book.



Get a coach.



Connect regularly with trusted colleagues.



Take care of your mental health.



Stay physically healthy.



Encourage someone else.



Invest in emerging leaders within your organization.

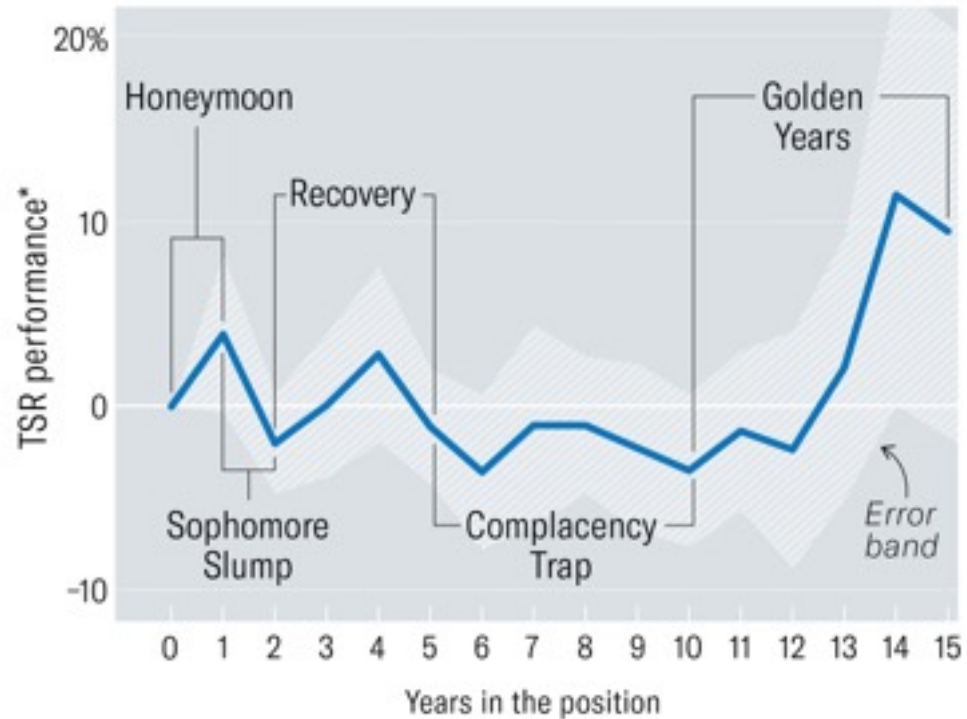
Average leaders have quotes.

Good leaders have a plan.

Exceptional leaders have a system.

Coach Urban Meyer





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