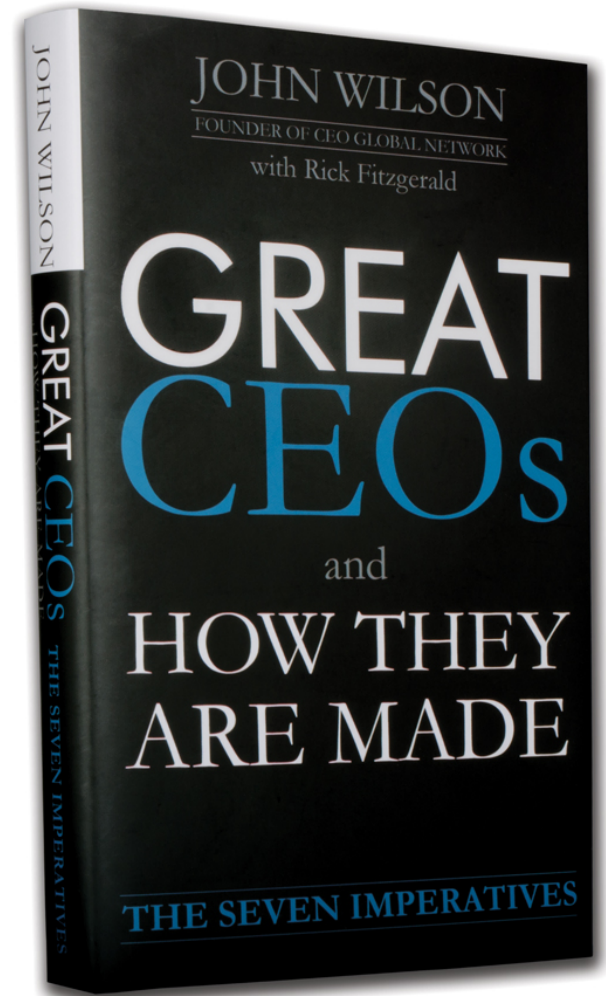


GREAT CEOs and How They Are Made

The Seven Imperatives

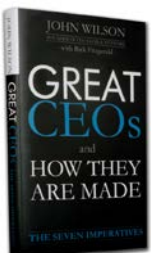
By John Wilson
Founder & CEO
CEO Global Network Inc.



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Faster Growth. Greater Success.

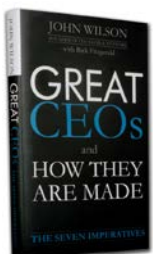
Success is never a straight line.

No one gets to the top of the mountain without hitting a few roadblocks.



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Great CEOs are able
to achieve **success** in
their **personal, family,**
and **business** lives.



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The Seven Imperatives of Great CEOs:

Emotional Intelligence: understand yourself and others

The Ability to Inspire: generate and communicate a great vision

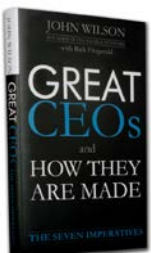
Great Tools: use the best information to make quality decisions

Perfect Balance: identify and create *your* perfect work–life balance

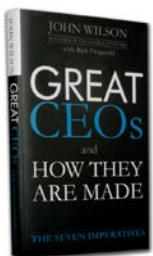
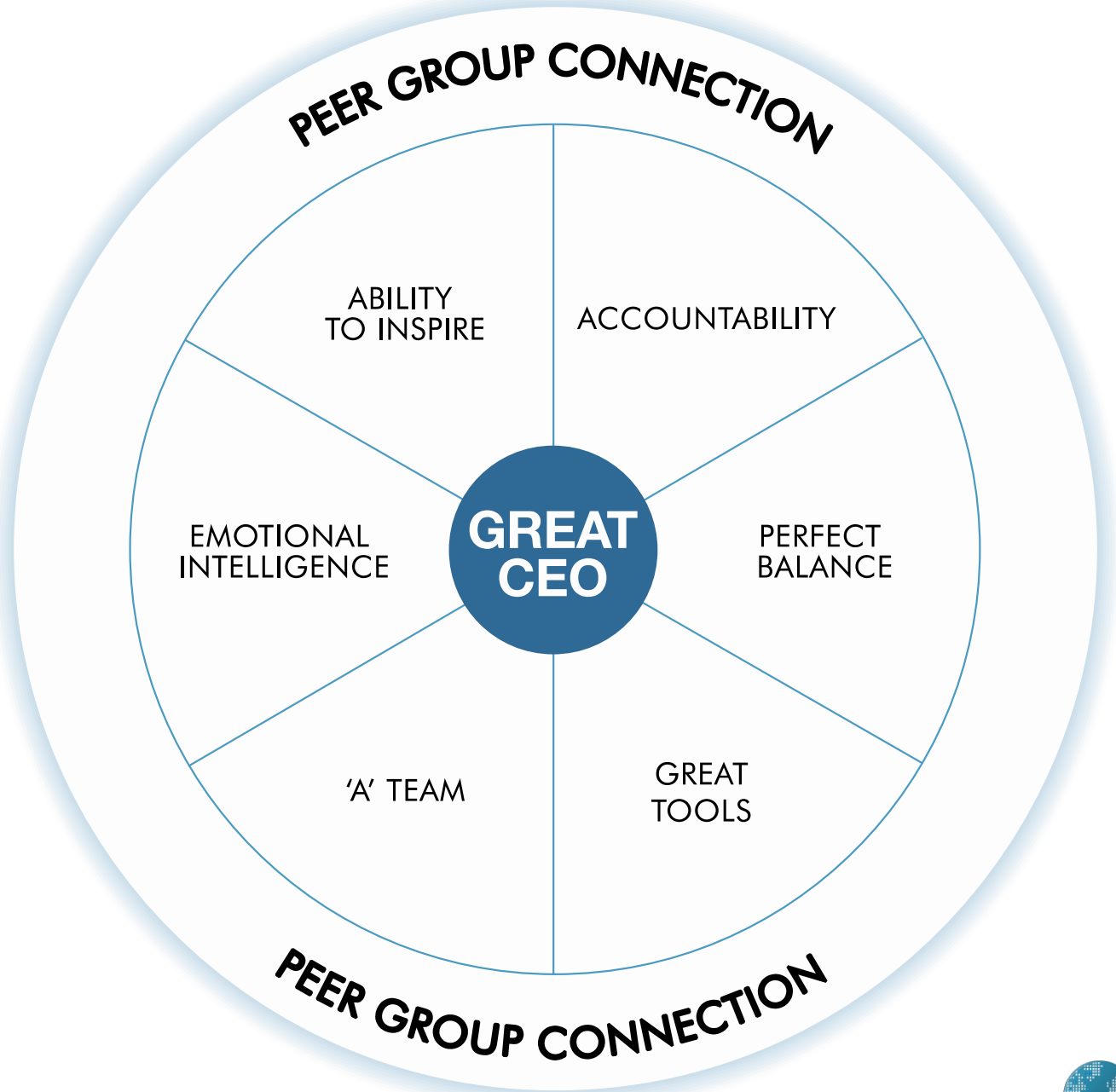
Building the “A” Team: find and keep the right people

Accountability: take responsibility and get things done

Peer Group Connection: accept the support and knowledge of your peers

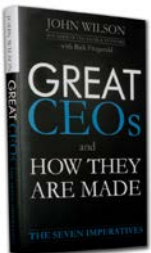


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Emotional Intelligence (EI)

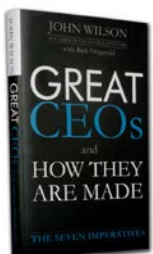
The ability to understand and manage the emotions of yourself and others.



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The speed of the leader is the speed of the pack.

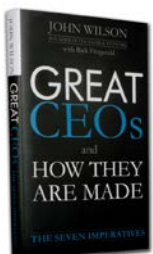
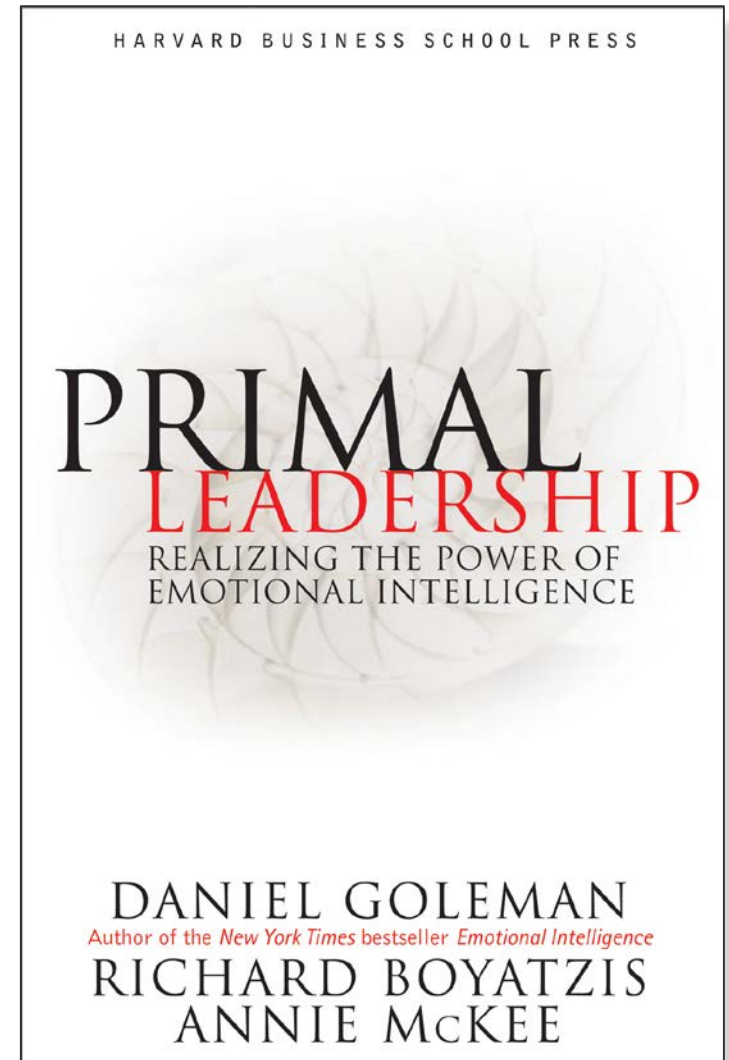
You need to grow yourself to grow
the company. *You can't lead others
if you can't lead yourself!*



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Daniel Goleman in Primal Leadership

“Studies have shown that emotional intelligence is twice as important as both IQ and technical skill for jobs at all levels.”



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The five general themes measured by **Emotional Intelligence:**

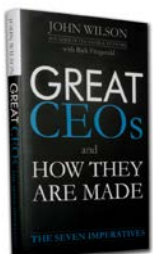
Intrapersonal: self-awareness & self-expression

Interpersonal: social awareness & interpersonal relationships

Adaptability: change management

Stress Management: emotional management & regulation

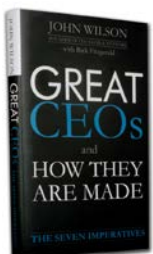
General Mood: self-motivation



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Emotional Intelligence is measured by an **EQ-i**: **Emotional Quotient Inventory**

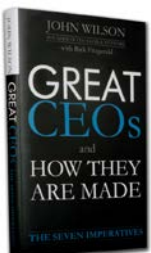
An **EQ-i** shows you which EI skills you need to work at to become a better leader and a better person.



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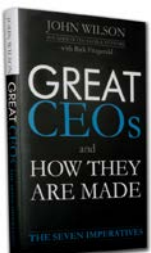
Next Steps

- » Read *Primal Leadership* by Daniel Goleman
- » Complete an EQ-i self assessment
- » Work on the EQ skills you think you need to turn the volume up or down on to become a more emotionally intelligent leader



The Ability to Inspire

Great CEOs inspire by communicating a compelling vision.



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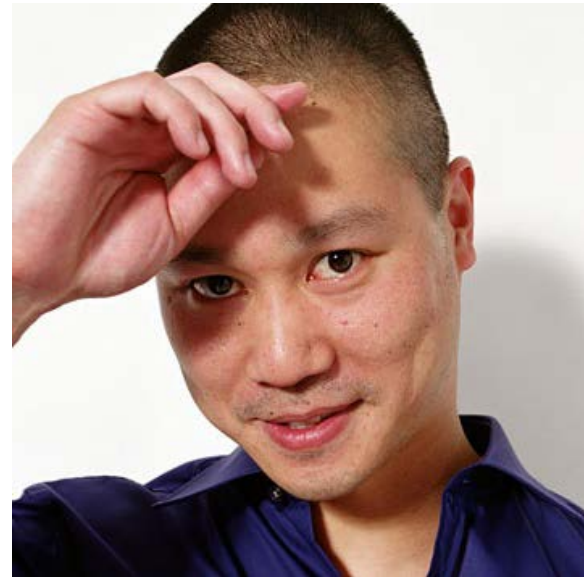
Richard Branson



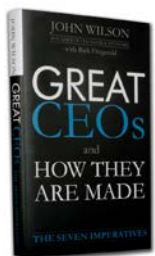
Oprah Winfrey



Sheryl Sandberg



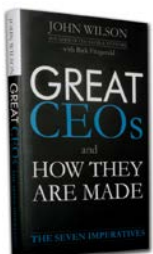
Tony Hsieh



Great CEOs have a clear vision of where they want to take the company.

They inspire others to achieve outstanding results by communicating that vision with a genuine passion toward its achievement.

Your team can't get you where you want to go if they don't know the destination or understand the directions.

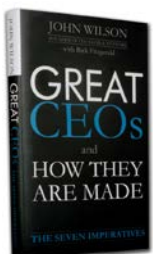
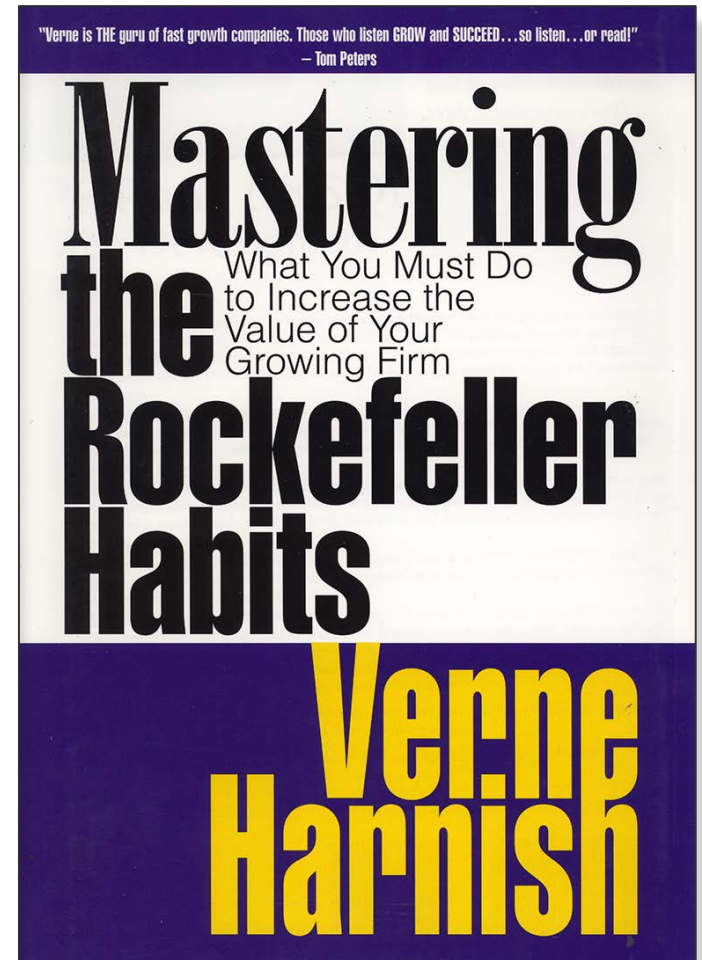


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Communicate your vision with a One-Page Strategic Plan:

“You must remember that this process is 1 percent vision and 99 percent alignment. The lion’s share of your effort must not go into meeting, talking, and wordsmithing, but toward getting your people aligned to do what needs to be done.”

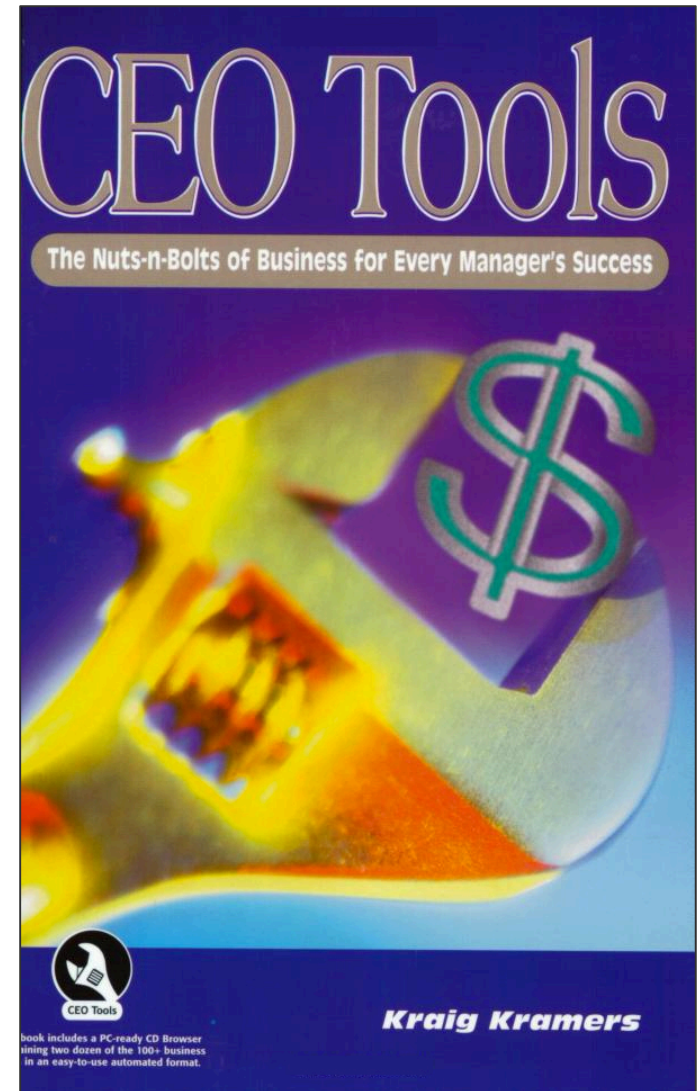
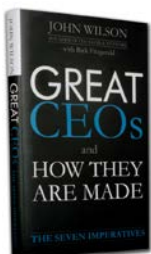
- Verne Harnish



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Get alignment on the basic messages across your organization with a One-Page Business Plan:

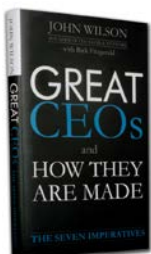
1. Your unique business proposition: “why you”
1. Your purpose: your customers and how you serve them
1. Your overall goal
1. Your strategy: where the company needs to go and how everyone will get it there



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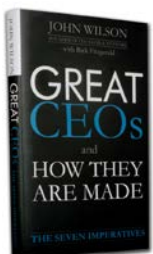
Develop a strong and concise message and repeat it continuously.

- One-to-one meetings
- Walk the four corners
- Tell the story



Develop a “battle cry”

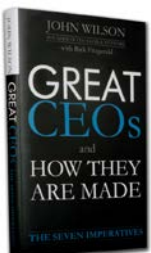
One that captures and communicates your vision.



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Great CEOs have passion for their battle cry!

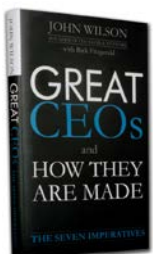
Their passion and excitement for their vision inspires others to follow with passion and excitement.



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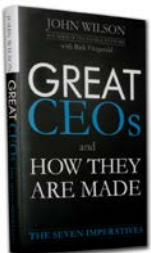
Next Steps

- » Check your 'Passion Meter' on your vision
- » Use one-to-one meetings to communicate your vision
- » Develop a one-page strategic plan and a one-page business plan to get alignment on your vision
- » Create a Battle Cry that inspires others



Great Tools

Use the best information to make
quality decisions.

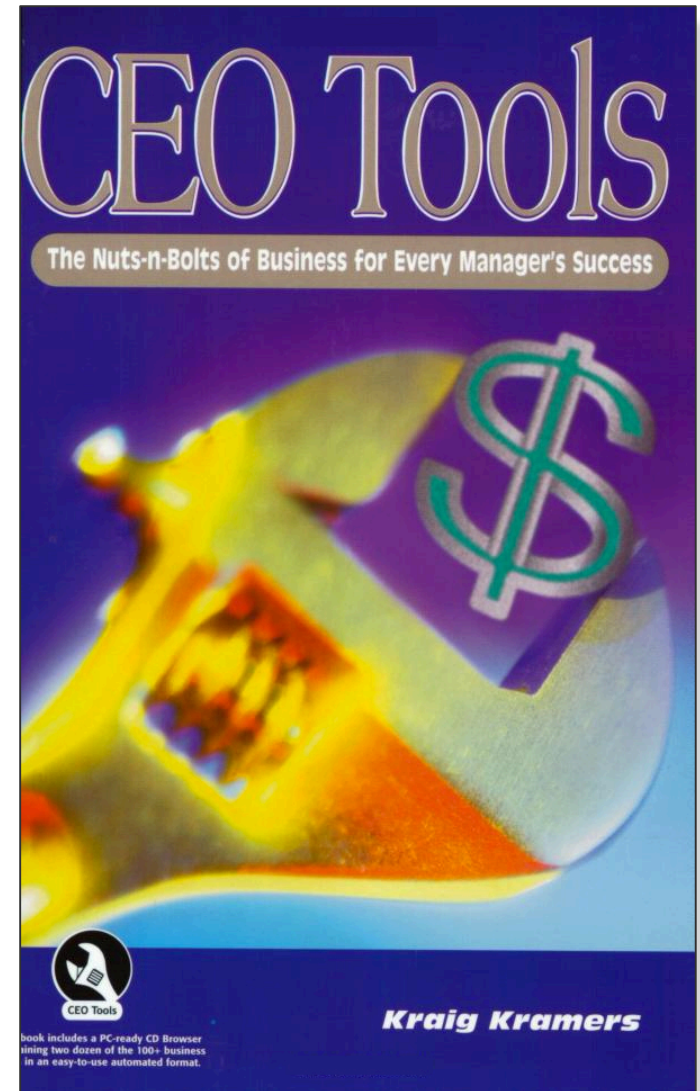
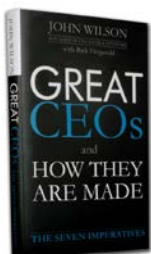


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Know Your Numbers

Kraig Kramers' Trailing 12 Month Charts (T12M)

Rolling annual total for a KPI - each dot on a T12M Chart represents a KPI for the previous 12 months ending in that month.

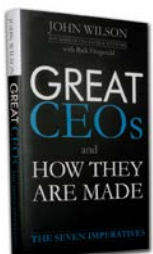


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The Leadership 360

Get feedback on your leadership!

*Act on any “gaps” between your perception
and the perception of those that you lead.*

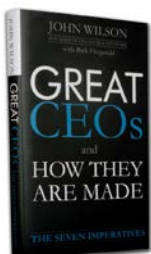
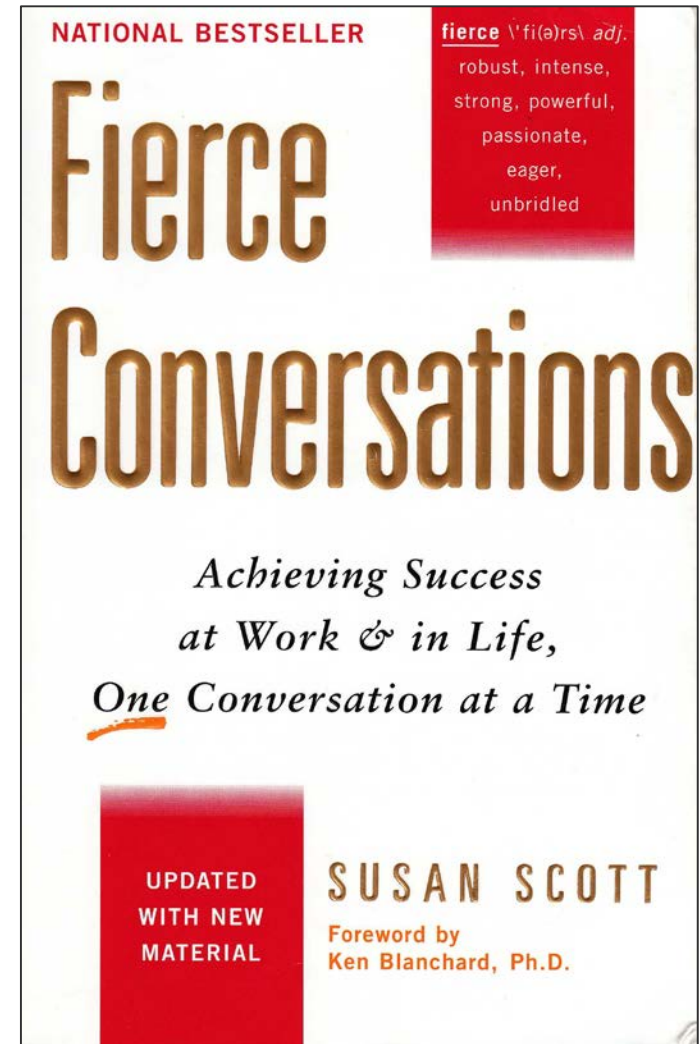


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Fierce Conversations:

The Confrontation Model

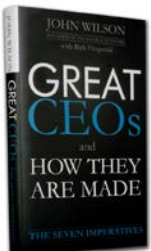
Great CEOs deal with conflict. They don't sweep it under the rug or avoid it; they face it and look it straight in the eye.



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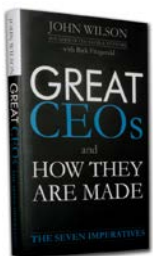
Perfect Balance

A working life in balance is healthier, happier, and ... more productive.



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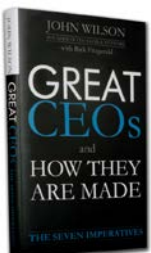
**Invest in balance
and see a return in
business growth!**



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There is no magic formula for achieving work-life balance.

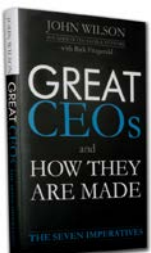
What it means and how it's achieved is different for everyone.



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Next Steps

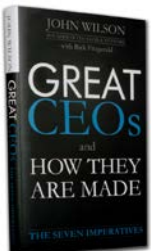
- » Work *on* your business more, and *in it* less
- » Answer the question: What do you want from your life?
- » AND ... Ensure that you have the right people around you!



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Build an “A” Team

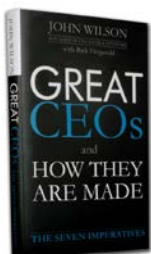
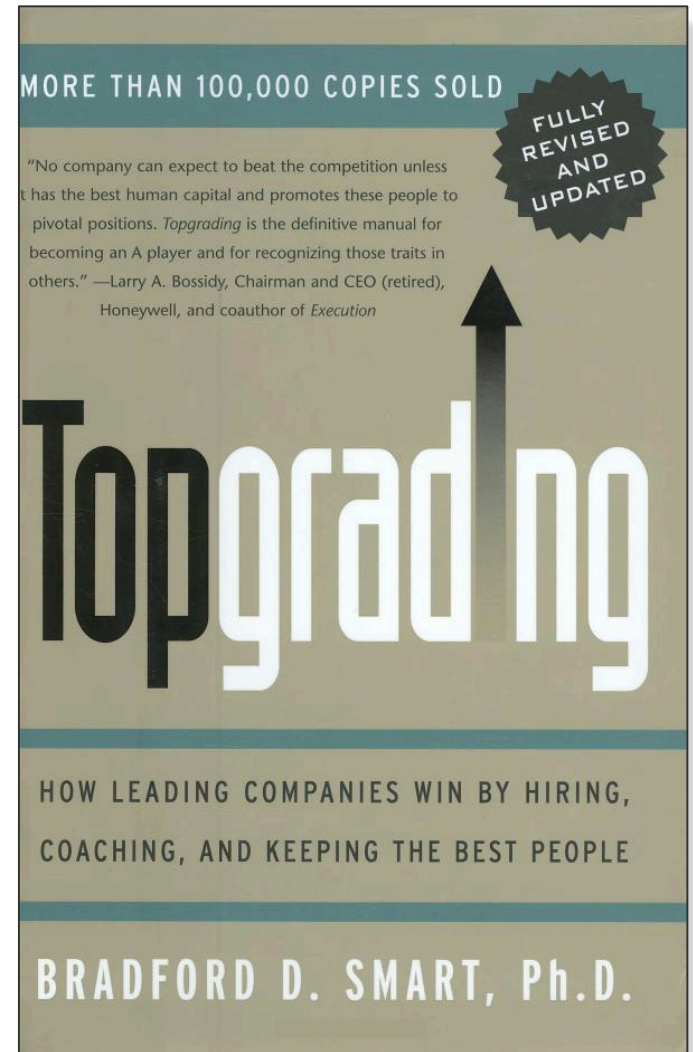
Find, keep and inspire the right people.



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According to Bradford Smart
– author of *Topgrading* –
**having the wrong person
in the job can cost you up
to 15 times their base
salary!**

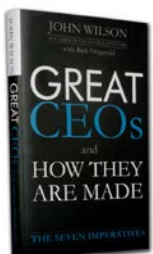
Why so much? The opportunity
cost of not having the right
person with right stuff.



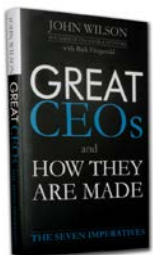
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Benchmark Development Program: **if you want the best, find out what the best do**

- Identify the best performers in your company
- Test and study to determine what it is that makes them great at what they do
- Develop interview questions specific to that position within your particular corporate culture
- Measure candidate profiles against this detailed behavioral picture of the position



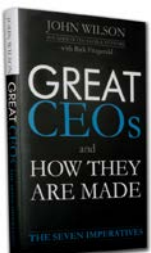
Create a talent file.



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Keeping 'A' players

- Meaningful communication
- Recognition
- Opportunities for learning and growth



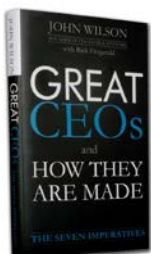
Not finance.

Not strategy.

Not technology.

It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare.

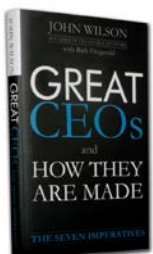
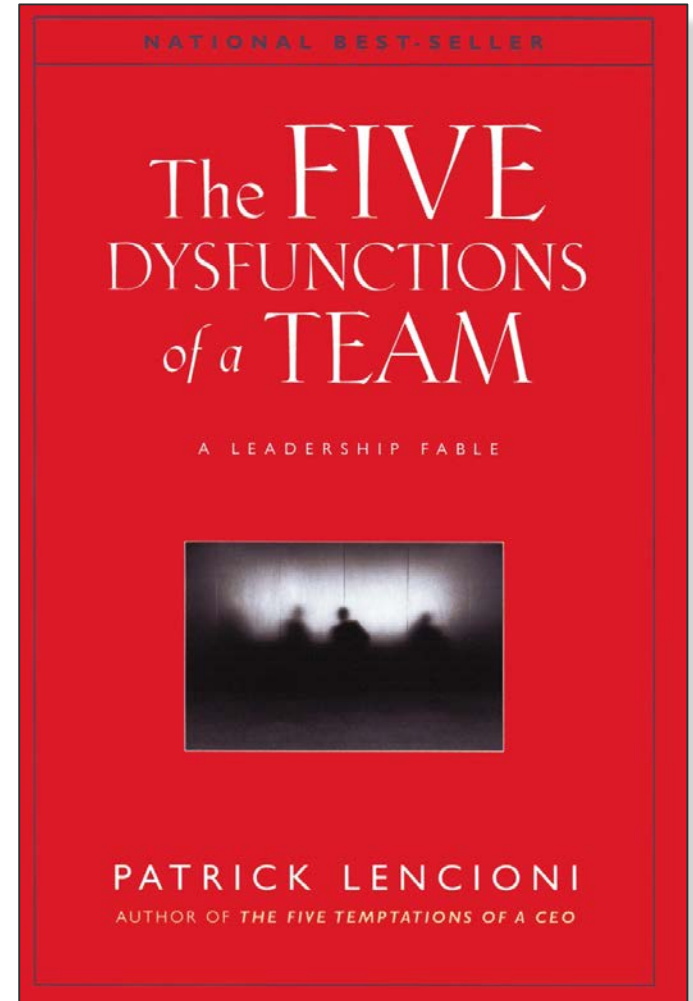
- Patrick Lencioni



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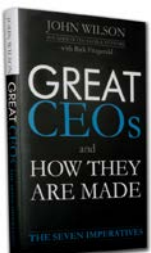
Five Dysfunctions of a Team

- Absence of trust
- Fear of conflict
- Lack of commitment
- Avoidance of accountability
- Inattention to results



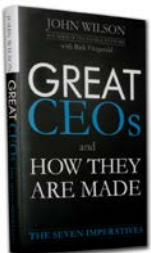
Next Steps

- » Establish your Benchmark Behaviour Traits
- » Build a Talent file
- » Conduct a Team Assessment



Accountability

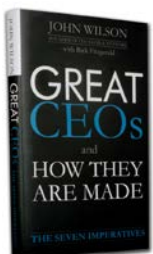
Personal responsibility, execution, and getting things done.



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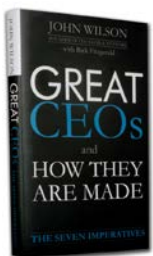
Accountability always begins with the person in the mirror.

Great CEOs are accountable to themselves, their family, their business, their employees, and their community.



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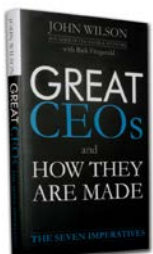
**By making yourself and
your employees more
accountable, you will
make your organization
more productive.**



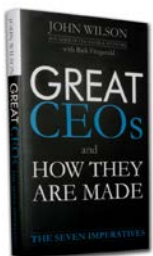
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Taking a broader view of accountability can:

- Build stronger employees and teams
- Help revitalize business character
- Strengthen competitiveness
- Accelerate innovation
- Enhance quality of work, processes, and products
- Align organizations/functions



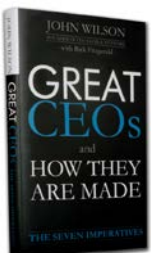
One-to-one meeting with your direct reports



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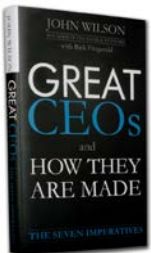
Quarterly Priorities Management (QPM)

- Identify your top five strategic priorities
- Have your direct reports outline their top five strategic priorities.
- Develop their top five to be aligned with your top five and review them every month at your team meeting.



Communication and clarity are both key to accountability.

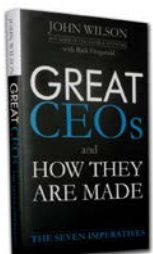
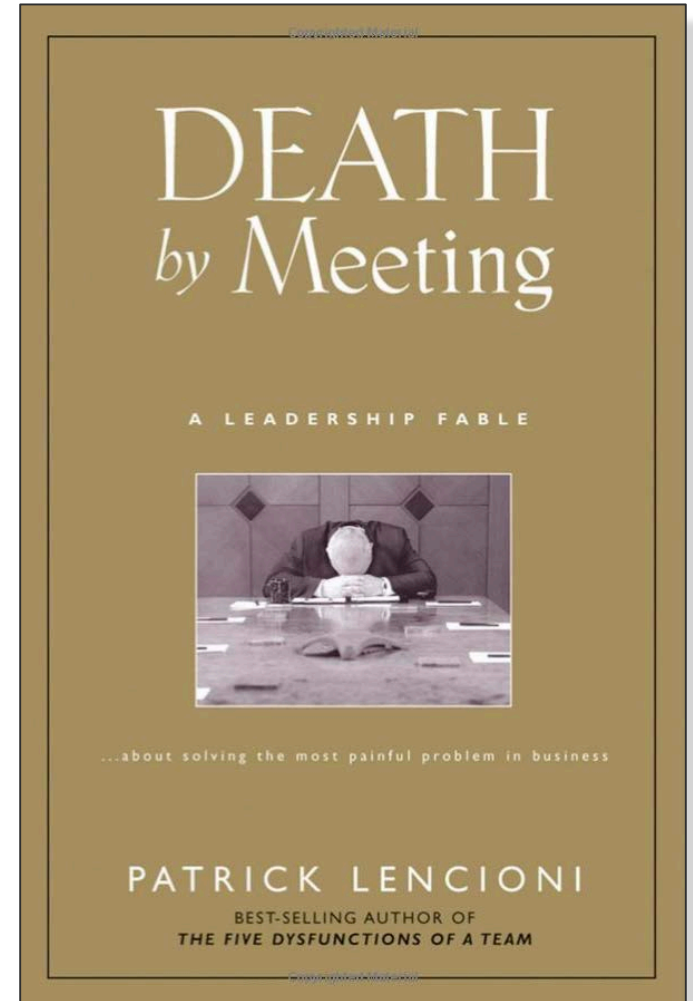
*It is **crucial** to clearly define and communicate goals and responsibilities.*



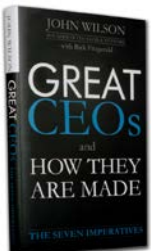
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The Four Meetings

- The Daily Check-in
(5 to 10 minutes)
- The Weekly Tactical
(45 to 90 minutes)
- The Monthly Strategic
(2 to 4 hours)
- The Quarterly Off-site Review
(1 to 2 days)



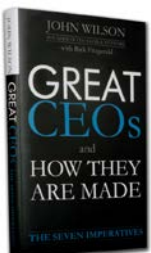
Consequences for poor performance



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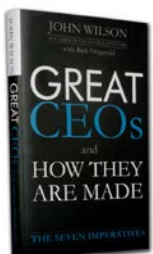
Next Steps

- » One-to-one meetings
- » Quarterly Priorities Management (QPM)
- » Read *Death by Meeting* by Patrick Lencioni
- » Implement the Four Meetings



Peer Group Connection

The connection to a trusted group of peers supports the efforts needed to tackle each of the other Imperatives.

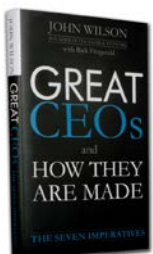


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Great CEOs are lifelong learners.

They are committed to continuous personal growth and understand that they can't do it alone.

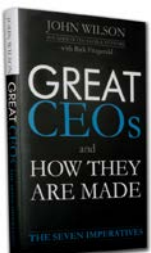
They realize that faster growth and greater success come from learning from others who have walked a similar path.



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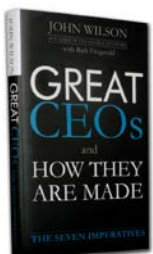
1. If you could have one decision back that you made in the past year, which one is it and why do you want it back?

How much did that decision cost your company? *Would it have been valuable to you to have discussed that decision with a group of trusted CEOs before making it?*



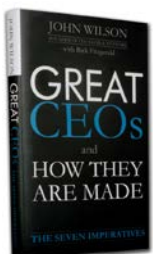
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2. What are the two biggest strategic decisions you have to make in the next year to take this company where you want to take it?

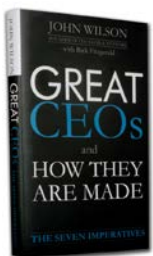
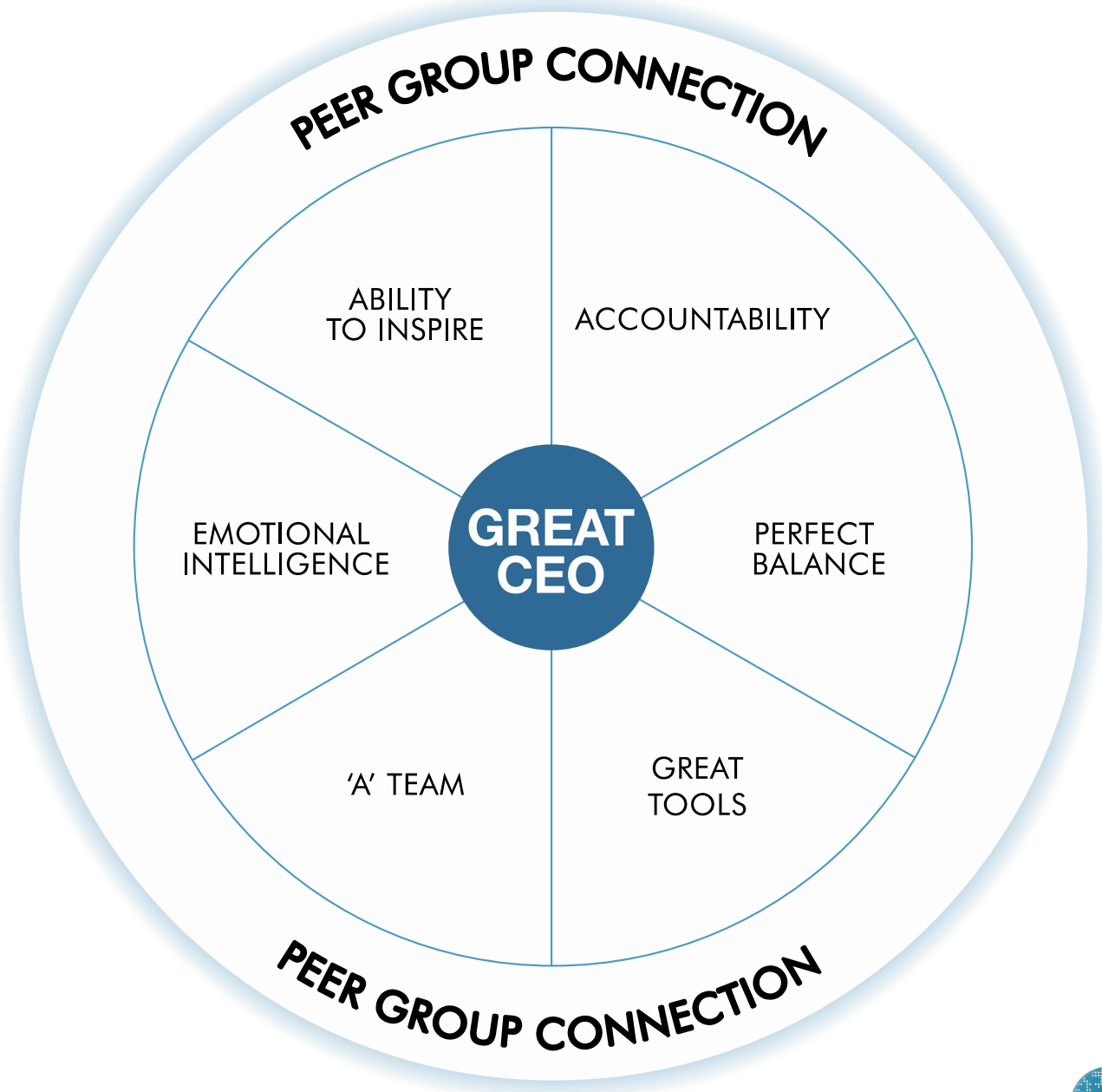


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3. What is the number one thing you must get better at as the leader of this company to take it where you want to take it?



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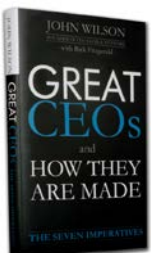


Three Key Next Steps

1. Join a peer group
2. Build your 'A' team
3. Work on self

Remember ...

Great CEOs are made, not born!



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