

Don't Do It Alone

The Lessons of Executive Leadership

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A Division of Keystone Partners

Today's Discussion

Three challenges:

- *Multiple Stakeholders*
- *Getting the Best Advice*
- *Ensuring Success*

Lonely at the Top

- Truth and lie of the old adage
 - Truth is that you are a solo position
 - Lie is that it is not advisable to go it alone
- How does the senior most executive find the solution to this riddle?
- This is even more challenging in an emerging area

The View from the Top

- There is no book on “How to be a President/CEO”
- Everyone and everything seems to be #1
- Leading takes place in the midst of ambiguity, uncertainty and paradox
- Ultimately, the President must decide or “make it up”
- Learning to switch from asking to telling

Multiple Stakeholders

- Who gets your time and for what?
- Defining constituents
- Walking the tightrope

Seeking External Advisors

- Look for the “been there, done that” factor
- Using the Board of Directors
- Collecting a “stable of advisors”
 - Capital markets
 - Governance
 - Clinical
- Build a “Success Advisory Board”
 - Peers, project champions, informal ‘power brokers’
 - Generalist, specialist, committed listener, contrarian, mover/shaker
- Most don’t create it – others don’t use it!

In the Board Room

- Consistent, clear focus
- “Worst case scenario” presentations
- Skeptics don’t want to hear potential wins
- Finding allies
- Bringing direction and answers not questions

Inside: Communicating Vision

- Reflects “A” list priorities and core values
- Sets context
- Crystallized and clear – a single message
- Descriptive and sensory
 - What will it look like to win?
- WIIFM?

Ensuring Your Success

- Have a plan – the 5 P’s for success
 - Purpose, process, plan, people and performance
- But don’t forget “panache”
- Become a learning leader

Questions

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