



The Role of the CEO and the Role of the Administrator are Naturally in Conflict

**Close the Leadership Gap and
Create Alignment Among Management**

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THE GAP

A huge gap exists between what CEOs want from their direct reports
and what those direct reports *think* their CEOs want.

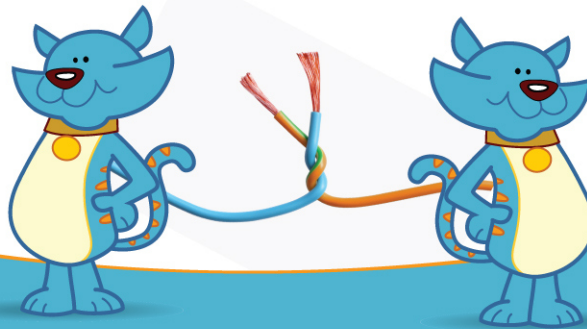


IT'S A WIRING PROBLEM

Entrepreneur
FUTURE

vs.

Administrator
PRESENT



There are Six Essential Roles of the CEO

What is most important?

- Vision?
- Strategic thinking?
- The ability to build client relationships and close the deal?

It must be part of your job.

There are Six Essential Roles of the CEO

What if your CEO is not an entrepreneur?

The Administrator's job
just got a lot harder because you must
teach them to think like one.

1 - Strategist

This function sets the future
direction of your practice.



2 - Ambassador

Meet with your important clients.
Get to know each other.



3 - Inventor

Find your clients' pain and develop
new services to relieve it.



4 - Coach

Become a teacher, coach and mentor.



5 - Investor

Treat your practice as an investment.



6 - Student

Stay active in professional development, not just in your area of expertise.



Staying Focused

How much time should it take?

- Whose job is it?
- Priority list
- Personal mission statement
- CEO success profile
- Have a written job description!



The CEO challenge:

Alignment with your direct reports.

Of all the resources available, leading and leveraging people to work together is the most difficult.



There are Six Essential Roles of the Administrator

What is most important?

Understand your role in the company beyond your functional skills and abilities.

1 – Co-Strategist

Help the CEO chart the practice's future course.



2 – Team Leader

Exert leadership throughout the organization.



3 – Local Expert

Become world-class in your area of expertise.



4 – Champion of Change

Help implement change throughout the practice.



5 – Role Model

Live the vision, mission and values.



6 - Student

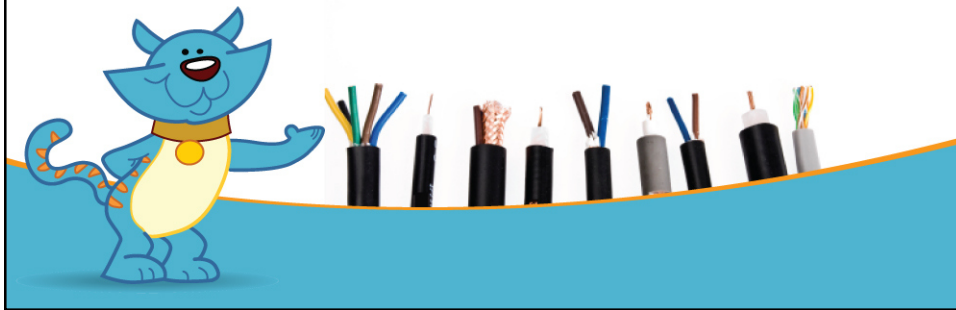
Commit to ongoing personal and professional development.



A Wiring Problem

Most entrepreneurs are hard-wired very differently than their direct reports.

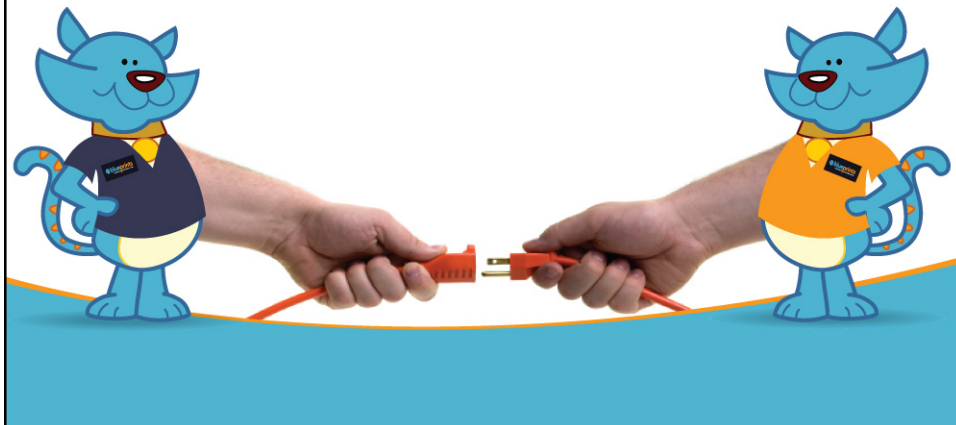
- Unrealistic expectations
- Friction in the relationship
- They just don't get it



The Solution

Two-fold

- Future vs. present
- An alliance must be met



Closing the Gap

The company needs both points of view.

- Recognize everyone's role



Once a Month

- The CEO's short and long-term expectations for the person and for the position
- Developmental goals and objectives for the manager
- Any coaching, help, resources, etc. the manager needs to get the job done

Don't sit back – ASK!



Five Ways to Add Value to the Practice as an Administrator

1. Manage your time effectively.
2. Self-review.
3. Advocate for your area of expertise.
4. Be a strong team player.
5. Manage the relationship with your CEO.

Succeed as Second in Command

1. Know the CEO's vision for the practice.
2. Help your CEO find his role within the vision.
3. Help your CEO do the right thing.
4. Define your role as the CEO sees it with clarity.
5. Know your own management styles.
6. Establish a formal method of communication.
7. Get feedback on your performance.
8. Redefine the organization structure as needed.

Enhance Your Ability to Survive and Thrive as #2

1. Define the practice objectives and manage accordingly.
2. Identify the CEO's role and assist him/her.
3. Keep the CEO informed. Bad news is ok as long as it is not a surprise.
4. Hold to your meeting schedules.
5. Stretch your authority.
6. Put yourself in your CEO's shoes occasionally.
7. Accomplish the business objectives you have set.

Above all, *manage* the relationship with the CEO.

Five Fatal Flaws of Management FLAW #1

Unclear and Inconsistent Communication

Five ways to DELIVER A BETTER MESSAGE:

1. Know your objective
2. Be clear, specific and concise
3. State your point in 25 words or less
4. Check for understanding
5. Watch your body language

Five Fatal Flaws of Management

FLAW #1

Unclear and Inconsistent Communication

Five ways to be a better LISTENER:

1. Eliminate distractions
2. Get rid of excess paper to reduce distractions at your desk
3. Know your blind spots (assumptions and prejudices)
4. Be an active listener. Paraphrase, ask questions
5. Be an empathic listener. Listen for "context clues" within the message

Five Fatal Flaws of Management

FLAW #2

Failure to acknowledge change

1. **Emotion** (fear of the unknown, anger, uncertainty, mistrust)
2. **Perception** (don't see the need for change)
3. **Attitude** (belief that most changes aren't for the better)
4. **Reluctance** (adopting a wait-and-see attitude)

Five Fatal Flaws of Management

FLAW #2

Failure to acknowledge change

The Change Message Model

1. **State the change** -- Be clear, concise, truthful
2. **Payoff** -- why the change?
3. **Support** -- how are we going to get there?
4. **Optimism** -- be positive about the future

Five Fatal Flaws of Management

FLAW #3

Managing everyone alike



Five Fatal Flaws of Management

FLAW #3

Managing everyone alike

Development Coaching

- **Strengths**
- **Next Goals**
- **Assistance**
- **Professional Development**



Five Fatal Flaws of Management

FLAW #4

Failure to establish clear expectations

- Make sure all tasks are clear and understood
- At the beginning of the year, establish each individual's performance appraisal criteria
- Establish a contract with difficult employees to ensure success
- Create smaller and achievable incremental goals that are measured on a monthly and quarterly basis
- Provide variety in the scope of work
- Form a sponsor or mentor program
- Create individual development plans
- Establish a quarterly review process for your team

Five Fatal Flaws of Management

FLAW #5

Poor time management

- Know what you want from your time
- Set SMART (Specific, Measurable, Attainable, Rewarding and Timely) goals
- Learn the difference between "urgent" and "important"
- Know and respect your priorities
- Plan your actions for achieving your goals
- Schedule time for your tasks
- Know how you spend your time
- Analyze time-wasters

CEO Best Practices

Executive Communications

Communicating Change

- What are the reasons behind our proposed change?
- What are our goals?
- Who does the change affect?
- What are the likely repercussions of change throughout the organization?
- How will we all benefit from change?

The goal is always reducing ambiguity and uncertainty.

"A chief executive needs to make change personal because it's personal to the people who are being asked to change." Paul Batz

Strategic Communications

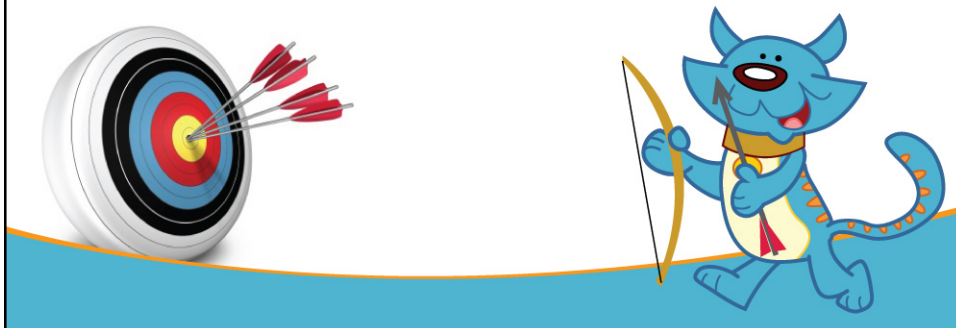
When is face-to-face communication appropriate?

- Significant news
- Emotional circumstances
- Influence and persuasion



Communicating the Vision

- Make sure all employees are aware of the vision
- Reassure stakeholders that the proposed change is justified, properly managed and moving forward
- Praise individual contributions that boost progress
- Address and resolve any problems that occur
- Keep people informed as change progresses through the organization



Talking to (and with) Employees

Eliminate bureaucracy



Overcoming Communication Barriers

It's a two way street.



As a leader, you get what you tolerate.

Get Real With Yourself

