

Job Duties, Skills, Capacities, Attitudes of the CEO

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1. Basic Functions of the CEO

DIRECTION

- The first duty of the CEO is to establish the strategic direction of the company.
 - The strategic direction includes establishment of a vision for the company, its mission, its goals/objectives, the business values it subscribed to, the strategies for implementing the plan, and the action projects and tasks (to dos) to carry out the strategies.
 - The CEO also sees that the strategic direction/plan is carried out.
 - The CEO puts together the right team to implement the plan.
 - The CEO communicates the strategic direction to the team and creates buy-in.
 - The CEO focuses on both short and long term goals.
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COMPANY VALUES

- The CEO helps establish the values of the company; what it believes in.
 - Values are the subjective qualities that bring objectives of company to fruition
 - Trust, honesty, integrity, openness, tolerance, empathy, quality, modesty, punctuality, personal responsibility, independence, valuing (respect for) others, innovation, simplicity, perfection, free flow of information, coordination and harmony are examples of values.
 - E.g. honesty is a value that if implemented at all levels can enable the company to double its profits within two years
 - From another perspective, business values in essence outline acceptable behavior.
 - The strategic plan incorporates the company values. It is carried out as indicated in the plan.
 - The CEO should embody the values; conveying them through actions and reactions to others, as staff will take their cues about interpersonal values from CEO's actions.
 - The values should be implemented at every level of the company, and the CEO should make sure this occurs, through the plan and action at every level of the firm.
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COMPANY CULTURE

- The CEO sets the tone and enforces the company's culture -

- **Company culture in essence the internal values of staff and work in the organization**
 - E.g. on dress, how people are treated, risk taking, type of people hires and fired; what will put up with; what is awarded; etc.
 - It also incorporates the business values established in the strategic plan, especially those that involve the internal workings of the company. (e.g. valuing and respecting others, free flow of information, open environment, work as enjoyment and fun, openness to new ideas, taking responsibility, etc.)
 - **In essence, by setting the tone and enforcing the culture, the CEO establishes an environment that is a great place to work**
 - **The strong culture creates a vibrant “esprit de corps.”**
 - A great place to work will tend to attract and retain the very best.
 - If people leave (especially your top performers), again—look to culture.
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TEAM STRUCTURE

- **The CEO develops the right structure of high and lower level jobs to execute strategic plan.**
 - **The CEO builds the best team to carry out strategic plan.**
 - The CEO can be involved in recruiting and hiring high level staff
 - **The CEO should have the ability to assess high level people, including new employees**
 - **The CEO monitors the teams effectiveness to reach the company’s strategic goals**
 - **The CEO insures that team members have the necessary skills to carry out the strategic plan and its goals**
 - includes having them trained where lacking
 - including the application of company values in their jobs
 - encourages continuous learning at all levels
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CEO JOB POSITION ITSELF

- **Insures that his/her job is well organized to carry out the company’s strategic plan.**
 - All activities are well defined and clear.
 - **Delegate to others as necessary.** Since one cannot do everything one’s self, certain job activities are best delegated to others. Also, others often can do certain things better than the CEO can.
 - **Relent CEO Position?** At the tight time, know when it is best to let another person step in and become CEO, who is better equipped, and therefor take on another, more appropriate position in the firm
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BOARD RELATIONS

- **The CEO Reports to the board.**

- **The CEO communicates with the board about company progress, future direction, etc.**
 - **Maintaining communication channels with the board is vital for the CEO.**
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BASIC TEAM FUNCTIONING

- **The CEO communicates regularly with team leaders, members.**
 - **The CEO regularly coordinates actions with team leaders, members**
 - **The CEO mentors senior management** -- Leading, guiding, directing, and evaluating the work of other executive leaders
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FINANCES

- **Capital allocation is another key CEO duty.**
- **The CEO should monitor and understand the company's financial position.**
 - The CEO should review and understand the company balance sheet and income statement.
 - The CEO carefully monitors company's income, major expenditures, and profitability of the company.
 - By monitoring financial measures, a CEO links budget decisions with company outcomes.
 - E.g. based on funds, cash flow, profitability, etc. it can determine where future money can go.
 - Other aspects?
- **CEO works with the CFO to devise financial measures appropriate to the business.**
 - The CFO should be one can trust, and one who will tell you the truth.
 - It is suggested that one embrace the truth of the numbers, not just wishful thinking.
 - If you are an early stage start-up, it is suggested to hire a CPA or CFO with start-up experience, and solid background in your industry.
- **The CEO sets the company's annual budget.**
- **The CEO oversees funding of projects**
 - Fund projects which support the strategic direction, and reduce projects which lose money or don't support the strategy.
 - It's best to prioritize, going ahead with projects based on their strategic importance, availability of funds, availability of resources, etc.
- **The CEO for small businesses and start-up companies pitch lenders and investors.**

MARKET

- **The CEO understands clearly the company's place in the marketplace.**
- **Awareness of opportunities in market**
 - The CEO evaluates opportunities for expansion
 - The CEO stays in touch with new industry developments and standards
 - The CEO considers how society is changing and how the company can meet those challenges with new products and services
- **The CEO maintains a keen awareness of the competition**
 - The CEO maintains connection to the external and internal competitive landscape.
 - He sees the moves and countermoves of the competition and reacts accordingly.
- **The CEO can also be responsible for expanding product awareness (via marketing methods)**
- **Relations with clients/customers**
 - **The CEO personally cultivates relationships with potential clients or customers**
 - **The CEO maintains high knowledge of his company's client/customers**

TECHNOLOGY

- **The CEO maintains familiarity with technology developments in its field.**
- **The CEO is involved in decisions related to whether and how technology fulfills its strategic direction, including-**
 - Internal technology of the organization
 - and the use of technology in its products and services
- **CEO aware of General technology**
 - CEO maintains awareness of general technology developments (computers, phones, tablets, Internet, apps, software, etc. developments) and how they can be best used

PUBLIC FACE

- **The CEO is often required to represent the company in the public**
- **It includes some or all of -**
 - participating board & stockholder meetings,
 - attending community functions
 - advocating for the company in business and political arenas
 - engaging in functions that help maintain a positive public reputation
 - developing relationships with strategic partners and clients, etc.

2. Leadership Skills and Qualities of CEO

ABOUT THE LEADER HIMSELF:

- **The CEO has faith in his own ability to lead**
 - No matter how talented or dedicated or good a person is, if he has lost faith in himself, he cannot effectively lead others.
- **The CEO does not seek popularity, but just doing what is right**
- **The CEO tries to be in the trenches and get his hands dirty**
- **The CEO demonstrates the behavior he/she advocates.**
 - In terms of cultural beliefs, standards, taking responsibility, demonstrating how success can be achieved, etc.
- **The CEO exhaust his efforts**
 - When man exhausts his effort in full sincerity, life takes over and either fills him with the energy required or it brings in the additional resources needed to complete the work.

ABOUT THE LEADER'S RELATIONS WITH TEAM:

DISCIPLINE

- **The CEO establishes discipline first**
 - That he is the person in charge
 - Freedom and creativity can thrive only on a foundation of discipline.
 - Other lines of authority below him.
 - Brings people in line as necessary

PLAN AND PURPOSE

- **The CEO communicates the strategic plan to the team**
 - in terms that are understandable
 - includes what needs to be accomplished and when
- **The CEO creates and communicate a sense of purpose**
 - That justifies the staff's effort, sacrifices, etc. that they would have to make.
- **The CEO is clear about what he wants to get across; what he wants from others.**
- **The CEO insures that the team is working together with a common goal in mind, not mindlessly and without purpose.**
- **The CEO continually indicates the truth about the situation, conditions that drive their passion.**

SUPPORT OF PEOPLE

- **The CEO believes in people's capabilities**
 - He communicates that fact.
 - It builds self-confidence in the staff.
- **The CEO shows empathy and concern for people as people**
- **The CEO gives subtle recognition and encouragement**
 - Give encouragement that is silent and subtle rather than showy.
- **The CEO recognizes when things are going in the right direction and express that appreciation to staff.**
- **The CEO shows people that he cares.**
- **The CEO listens and learns from others rather than merely commanding**
- **The CEO is a team player, and does not wall himself off in isolation.**
- **The CEO learns how to read people; becomes a student of human nature.**
- **The CEO should learn how teams work in order to get the most out of group.**
- **The CEO recognizes those players the team needs.**
- **The CEO demonstrates culture by being polite; by saying please, thank you, etc.**
- **The CEO does not engage in any behavior that can be construed as offensive.**

TAKING THE REIGNS

- **The CEO knows when to be a cheerleader for team members**
- **The CEO knows when to be a “gentle taskmaster” when necessary**
- **The CEO knows when to take the lead**
- **The CEO creates a sense of urgency when necessary**
- **The CEO demonstrates the capability to lead change without creating enemies**

INPUTS FROM OTHERS

- **The CEO values receiving input at any and all levels from the team.**
- **The CEO is open to others' advice.**
- **The CEO is willing to ask for help**

OTHER

- **The CEO recognizes and confronts blame and complacency.**
 - E.g. “Yes, the company is in trouble, but it’s not my team, it’s those guys over there.”
 - **The CEO looks for an opportunity that enable the staff to prove their worth; for them to succeed.**
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3. Decision Making and Problem Solving

DECISION MAKING

- **The CEO like any leader is required to make important, even tough decisions along the way.**

INPUTS FOR MAKING DECISIONS

- **The best CEOs try to explore as many sides of the issue before making a decision.**
 - yet examining all sides should not be cause for procrastination and delay
- **The best CEOs include the inputs in other in making decisions**
 - Gather the staff together, state the problem, get inputs from the staff, and make a decision with confidence and forcefulness. (The “Captain Picard approach”)
- **A passionate desire to get at the truth of the conditions helps one make the best decisions**
- **The best CEOs prioritize which things take precedent for making a decision.**
- **The best decisions are based on facts, knowledge, logic, and intuition**

EMOTIONAL CONSIDERATIONS IN MAKING DECISIONS

- **The best CEOs do not make hasty decisions, ones based on impulse, though they will have to make quick decisions periodically**
 - **The best CEOs do not make decisions purely on personal needs, wants, urges but on the best interests of the organisation.**
 - **A mind that is calm and silent can often lead to the very best decisions**
 - **The best CEOs have the judgment to choose their battles wisely and the courage to fight them**
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PROBLEM SOLVING

- **The CEO should have a propensity to solve problems; to remove obstacles for the team**
- **The best CEOs have the ability to detect and identify problems early on.**
 - Keeping close to subordinates and staff will indicate this, as will harmony amongst the staff

- **The best CEOs have the ability to identify potential problems that have not yet occurred**
 - **The best CEOs work with the team to solve problems**
 - In problematic situations gather the staff together, state the problem, get inputs from the staff, and make a decision with confidence and forcefulness. (The “Captain Picard approach”)
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4. Personal Organization and Attitudes

PERSONAL ORGANIZATION

- **The best CEOs know what they have to do everyday because they are organized in the details of their job.**
 - **An organized CEO will not make promises he cannot keep because he has not organized that items in his calendar or planner.**
 - **CEOs should have to do lists, calendars, planners, etc. that make it simple to know what to do.**
 - **An organized CEO will not overbook himself**
 - **The organized individual always knows what is top priority and takes care of these first.**
 - **The organized CEO does not overwhelm himself with too many goals, yet has a solid list of short and longer term goal to be achieved.**
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RIGHT ATTITUDES

- **Focus on the positive. Keep you attitude as positive as possible.**
- **Do Not Blame, Take Responsibility**
 - many CEO's blame the economy, their products, their employees, their family, etc., for their failure. But the truth is this: You are 100% responsible for your life and your results.
- **Stop worrying. Worrying saps energy**
- **Be open to and responsive to change**
- **Have the strength to rise to the challenge of adversity.**
- **Even consider adversity as a positive opportunity for things to get even better.**
- **Develop the ability to constantly shift from old patterns of belief to new patterns.**
- **Be open to and accept uncertainty. Do not let it bother you.**
- **Avoiding sameness, by being different**
- **If it is not in you, develop the capacity for risk taking**
- **Never get angry. Discover instead the deeper reason you are upset.**

LIFE KNOWLEDGE

- See outer as reflection of inner. You attract on the outside what you are inside.