

FIVE CHARACTERISTICS OF THE WORLD'S TOP CEOs

**Adapted from Adam Bryant 'The Corner Office',
Harper Press, 2011**

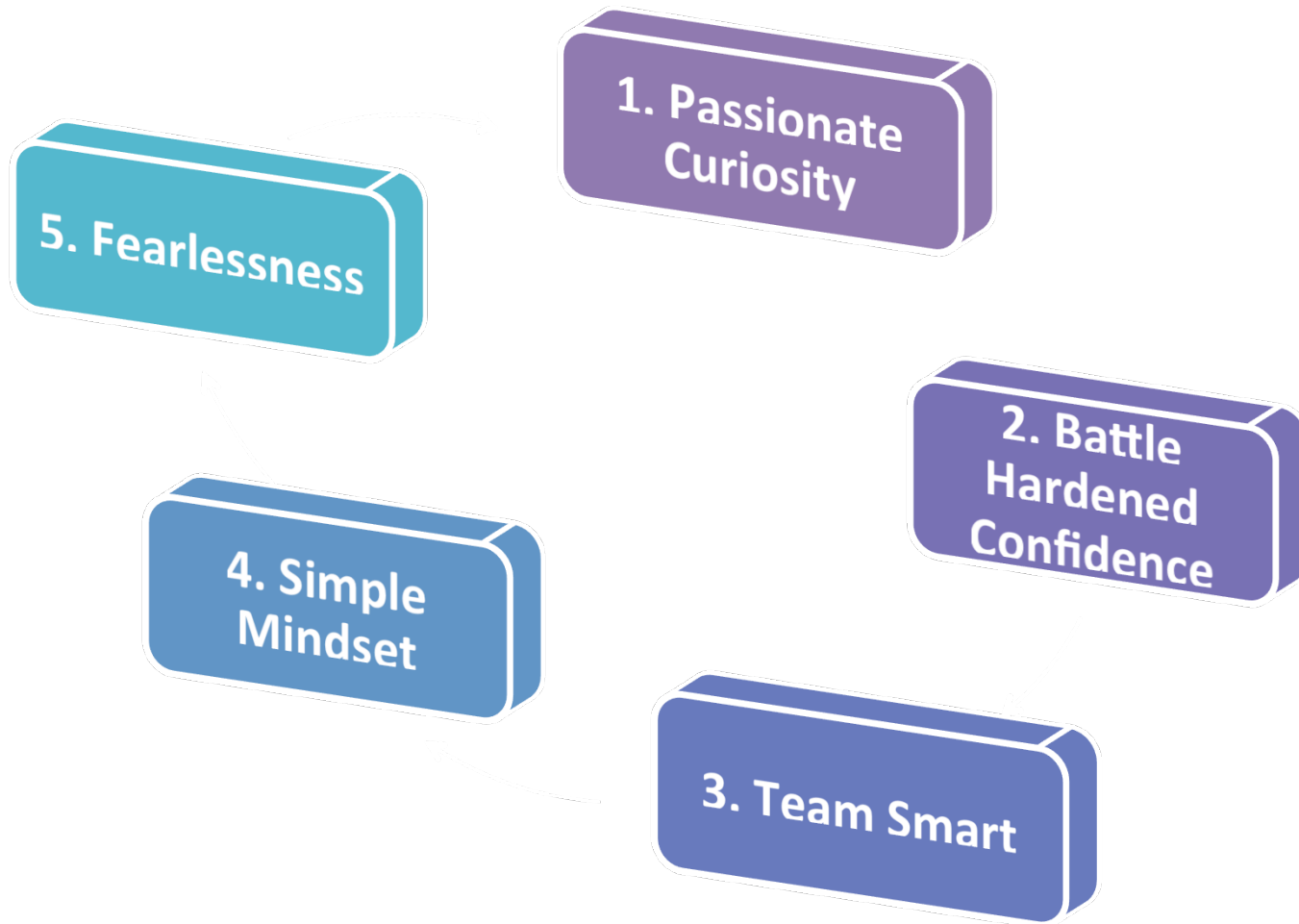


using and sharing world class business knowledge

Purpose & Context

- This brief presentation captures the ideas of Adam Bryant in his new book “The Corner Office:How Top CEOs Made it and How You Can Too” published by Harper Press in July 2011
- The five qualities/ behaviours are put forward by Bryant as essential for CEO success, and may be of interest to many Business Transformation clients and the work we deliver for them
- The five behaviours are based on detailed interviews with 70 US chief executives, many of whom Bryant has separately quoted in his weekly ‘Corner Office’ column in the New York Times
- The five CEO behaviours are shown next, with separate slides showing examples of each behaviour and a relevant quote from a leading CEO
- A final slide describes some options you may want to consider for applying the five behaviours in your organisation

Five CEO behaviours



1. Passionate Curiosity

- Ask big picture questions
- Wonder why/how things work
- Ask how things can be improved
- Inquire about people's stories
- Relentless questions
- Seeks to spot opportunities

“You learn from everybody” Alan Mulally – Chief Executive of Ford

2. Battle Hardened Confidence

- Embrace adversity
- Takes ownership of problems
- Strong work ethic forged in adversity
- Attitude of 'this is my job and I own it'
- Battle hardened confidence
- Get rewarded with bigger challenges

“I like hiring people who have overcome adversity because perseverance is really important” Nancy McKinstry – Chief Executive -Wolters Kluwer

3. Team Smarts

- More than a team player
- Understands how teams work
- Takes the lead effortlessly when appropriate
- Skilled in using 'ad hoc' teams
- Recognises who a team needs & brings people together
- Appreciates lessons from team sport

“Now I need people who are going to be able to build a team, manage a team, recruit well and work well with their peers” Susan Lyne – Chairman - Gilt Groupe

4. Simple Mindset

- Presents ideas precisely and succinctly
- Asks for conciseness and simplicity from others
- Clear about what he or she wants
- Asks for summaries/elevator speech
- Synthesises ideas
- Asks smart questions

“Now the shorter your business plan, the more succinct, the better” Dany Levy – Chairman of DailyCandy.com

5. Fearlessness

- Comfortable when no road map or compass
- Not satisfied with the status quo
- Creates own agenda whatever the situation
- Fearless, calculating, informed risk taker
- Sees opportunities and goes for them
- Start twitching when things operate smoothly

“Fearlessness is seeing an opportunity, even though things are not broken” Ursual Burns – Chief Executive – Xerox

Business Transformation recommended application of the CEO behaviours

- Use as a personal checklist by senior people
- Use as criteria for developing high potentials
- Use as criteria for appointing senior candidates
- Use to support coaching & mentoring
- Use in top team building
- Use by Chairman for appraising Chief Executive

CEO Behaviour Rating Form

CEO FACTOR	1-5 RATING *	COMMENTS
1.Passionate Curiosity		
2. Battle Hardened Confidence		
3.Team Smarts		
4.Simple Mindset		
5. Fearlessness		

* 5= Great Strength 1= Area for Development

Further Reading

- Adam Bryant is deputy editor New York Times and author of “The Corner Office: How Top CEO’s Made It and How You Can Too” Harper Press, 2011
- Contact Michael Wellin at Business Transformation to discuss application of the 5 CEO behaviours in senior executive selection, assessment & development