How to Be an Executive for Me

# 1

I assume you know what you are doing unless proven otherwise. I will not hound you about details or constantly check on your progress. I think you are better at the job than I would be. As an executive I expect you to be autonomous and perform at a high level.

# 2

I don’t hand out praise profusely (I am sure it has something to do with my childhood) so if you don’t feel you know how you are doing; you may want to ask. I will tell you. If I say you are doing great. I mean you are doing great, no BS.

# 3

This does not mean that I do not pay attention to your performance. I will judge your performance in three fundamental ways. 1) Your performance as a member of the executive team. We are going to run the company, not just me. 2) Your ability to attract and retain great talent in your organization. 3) The performance of your department based upon the metrics and goals that we agree are important for your success.

# 4

I am highly competitive and expect to win in everything we do. Just because I do not run around yelling and screaming does not mean I am not passionate about the cause. I believe the race is a marathon not a sprint, but I DO believe it is a race. I expect to see you compete and win.

# 5

As an executive I expect you to represent the company publicly and present the appropriate image. You do not just work for the company, as an executive you are a key part of the company. Customers, employees and the public will all associate your behaviors with the company.

# 6

As an executive I expect that you will be able to balance the concerns of shareholders, employees and customers and not just represent the view of your department.

# 7

If you never disagree with me, you are not adding value. Yes, I am brilliant but occasionally (like whenever you disagree) I need to hear other opinions.

# 8

Of course, I am busy but that is not a reason for you not to engage me. Your performance is my number ONE responsibility so engage me whenever appropriate.

# 9

When should you engage me? Anytime your progress is impeded by another group and you cannot quickly (2 emails and/or a conversation) resolve the issue. That is my job, to solve problems across the organization. Escalate quickly.

# 10

Do not bitch to subordinates about other groups and how they do their job. It reflects poorly on you as an executive. Executives solves problems. If you have a complaint about another group bring it to me immediately. If you think something can be done, please let me know now.

# 11

I do not need to be engaged if you are deciding within your area of responsibility that will not sink the ship. At some point we will go through an exercise as to everyone’s responsibilities. If you want my opinion, I will give it but do not feel the need to get approval within your scope. If you are unclear what is within and not within your scope, we should discuss.

# 12

I expect you to work for me if it is in your best interests to do so. It is my job to always make it in your best interests. If you find it is not in your best interests, please let me know. You do not owe me your loyalty. I will be happy to provide my honest opinion of what is best for your career.

# 13

If I leave during the middle of a discussion with you or your team it is not because I don’t care or am upset, it is because I don’t believe I have anything to add and I have confidence in you to solve the problem.

# 14

I am very direct in my conversation. Some people overreact to this style and try to read between the lines, there is no space between the lines. I do not like the report means I do not like the report not I am about to fire you.

# 15

People are the most important asset in our business. I expect you to treat all people with respect from the bottom to the top of the organization.

# 16

My number one strength is learner. I expect every executive to constantly seek to improve their skills. This is not in addition to doing the job, this is part of the job.

# 17

I prefer face to face communications, second choice is email, my least favorite is phone. I like being able to confirm visually that I am understanding what you are saying.

# 18

Be simple and clear in communications. If you need me to make a decision call it out. Do not make me read a novel to figure out the punchline. Give me the punchline and then include the novel if you like.

# 19

I favor action over strategy, do something even if it is wrong. Fail fast and then correct course.

# 20

I want every executive to reach their full potential. I enjoy the coaching process but only if people want to be coached. I will not force it on you but if you want my thoughts let me know.

# 21

I like people who constantly try to improve. Stop and ask why, not just once but several times. We should never do things just because that is the way it has always been done.

# 22

My job is not to reanalyze your work, if I feel like I must do that you cannot work for me. This attitude may be a slight change for some of you.

.