

CEO Effectiveness

The Nine Primary CEO Responsibilities

The most successful CEOs are constantly seeking an edge—a way to improve their own performance so that they can be even better leaders tomorrow than they are today. To help achieve this goal, the Catlin & Cookman Group has developed this list based on what we've learned about leadership through working with CEOs in our High-Growth CEO Forum® and to build their companies' Profit Spiral®. It represents the nine chief responsibilities of the CEO's job.

To take the actual survey, and to compare your results to others, please visit our web site resources page catlinandcookman.com/resources and click on *Performance Evaluator: The CEO™*

1. Chief of Market and Customer Focus

The CEO must make sure the organization constantly listens to, fully understands, and takes effective action to meet customers' and target markets' current and future requirements and needs?

2. Ensures the Company is Appropriately Capitalized and Effectively Manages Corporate Resources

The CEO is responsible for decisions made about the use and development of corporate resources to effectively support the strategy and the company's successful growth

3. Collaboratively Sets Direction with Mission, an Envisioned Future State, and an Annual Strategic Plan

The CEO must work with the top team to define the company's mission or core purpose, establish a shared envisioned two to three year vision and build the annual plan to achieve them

4. Establishes a Predictable Company-Wide "Operating System" to Build, Monitor, Adjust, and Deliver the Plan

- Critical metrics are created and consistently tracked
- Provides for timely adaptability to change
- All strategic planning & operating meetings are on the calendar
- Enables effective, ongoing communication and accountability

5. Effectively Builds, Leads, Aligns, and Evolves The Top Team

The company's ability to implement strategies, achieve growth goals and address challenges or setbacks depends on the CEO's ability to mold the top team into an effective, cohesive leadership unit comprised of individuals who understand, agree with, and are capable and committed to achieve the same goals.

- Top team members need to understand their critical role as company versus functional leaders
- The CEO must proactively coaching or replacing top team members to support the company's growth

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6. Chief of Culture

Culture is the company's DNA and motivates and supports successful growth and change. It answers the question of how we "do things around here." The CEO must create the company's culture and foster it as the only core competency that cannot be duplicated by the competition

- Beliefs, values and behavior of the organization must be explicit
- Values and culture must be used to measure performance
- The culture should reflect the CEO's performance as the key leader
- The company should use values and culture to hire and develop talent and motivate for maximum performance

7. Chief of Communication

The CEO should never underestimate the power of transparency, focus and repetition and the power of the total message to all stakeholders.

- The CEO should do a stellar job influencing others through communication
- Internal and external communication should be aligned
- Established consistent two-way channels should thrive throughout the organization
- Decision-making authority should be clear and decision-makers should have the information they need
- Everyone should have timely opportunity to contribute feedback and ideas

8. Builds, Manages, and Leverages the Board of Directors

This role never should be delegated to any other party!

- The CEO manages Board expectations and communication
- The CEO ensure that the Board's composition is aligned with the corporate objectives
- The CEO develops an appropriate balance between inside and outside directors
- The CEO effectively leverages the Board's strengths

9. Engages in Continuous Learning and Transformation

The role of the CEO is constantly changing. The best leaders make it a conscious effort to "read the environment and self-correct." Change is continuous and discontinuous. It must be a factor in everything the CEO does.

- The CEO should get effective feedback from multiple sources
- The CEO transforms her/his role to scale with the company's growth
- The CEO ensures that change process is embedded in the organization's culture