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The IdeaBridge White Paper Series:
Nine Vital Steps for New CEOs



NINE VITAL STEPS FOR NEW CEOs

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Summary

These 9 steps are non-negotiable when it comes to quickly making things happen in your role as the New CEO. Ignoring them is not an option. Attack them daily.

- 1. Understand exactly what the Board's expectations are. Exactly!**
Nail-down with clarity and precision exactly what the Board expects of you. Do not make any assumptions. Explain to them how you intend to get things moving and accomplished. Make sure they are OK with your methods. Better to test the waters right now.
- 2. Establish a sense of urgency...Immediately!**
Examine the market and competitive realities. Identify and discuss any crisis situations, potential problems and major business opportunities.
- 3. Form a powerful Coalition Supportive of your Change Initiatives.**
Assemble a group with enough power to lead the change effort and a group that will support the changes; this must include managing up to the Chairman and the Board or you will get FIRED! (See: Why CEOs Fail). Also, form broad networks of informal, but informative relationships among staff.
- 4. Create a powerful, widely shared and compelling vision.**
Create a vision to help direct the change effort. Get Board's OK with the direction. Develop strategies and action plans to help achieve the vision.
- 5. Communicate constantly, especially the direction/vision.**
Use every vehicle and every opportunity to widely and constantly communicate the new vision and the strategies and tactics you will employ to achieve that vision. Teach new behaviors by example of your leadership and the guiding coalition of your supportive team.
- 6. Empower others to act on the Vision.**
Eliminate all obstacles to change. Change any systems, policies, people or structures that could seriously undermine the change effort and the accomplishment of the vision.
- 7. Plan for and create short-term wins; build momentum.**
You must plan for short term wins in order to build momentum and support for the continued change efforts. Recognize and reward employees involved in the improvements. Make it exciting to get involved. Have some fun during the process of building pride and esprit de corps!
- 8. Consolidate the improvements to produce even greater change.**
Use the increased credibility to change systems, structures and policies that don't fit with the vision. Hire, promote, develop and reward those employees who can implement the vision. Reinvigorate the process with new projects, themes and change agents once some of the initial initiatives have been achieved.
- 9. "Hard-wire" the changes and new approaches into the culture.**
Develop the systems and standards to ensure that the new behaviors will endure and remain. Set performance standards consistent with what is expected of your team and what is required to ensure consistent success.