



Developing Your Leadership Game Plan: A Framework for CEOs to Consider

In our work with CEOs, we see consistent themes across those who are successful, impactful leaders. These themes include: knowing where you are going; getting everyone working towards that vision and on the same page with what the priorities are; and implementing the right leadership team, processes, and culture achieve the vision. This is hard work. Most of the coaching with do with CEOs centers around the first and second topics (vision and alignment), and once we nail that, we begin working throughout the organization on the third (processes and culture).

Below is a framework we've developed in thinking about how leaders can make their biggest impact.

How do you rate your leadership performance against the framework? Rate 18 items (the three headlines plus the bullets under each one). A Green, Yellow or Red rating is a good starting point. Confirm your ratings with a trusted other. Did you agree/ disagree on anything? If so, what is the learning for you there? Not everything here will be relevant at your firm's stage. Use the ratings as a starting point for productive conversations with key partners.

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I THE VISION, END GAME, AND STRATEGIES

We know exactly where we are going

- Create an inspiring vision and clear end game
- Establish the highest level company strategies, business objectives and priorities
- Activate the company strategies, objectives and priorities

II STRATEGIC ALIGNMENT, THE RIGHT STRUCTURE, THE RIGHT RESOURCES

We are all on the same page, and everyone is working on 'the right thing'

- Get strategic alignment across functions and hierarchies, including communication of objectives, roles, resources, operating rules and measures.
- The right Organizational structure to achieve the strategy is in place
- Have resource and capital strategies that support the business objectives
- Lead the Board of Directors to gain alignment, support and leverage

III THE ORGANIZATION TO ACHIEVE THE VISION

We have the right team, culture, resources, and processes

- Operationalize a winning culture
- Activate detailed functional plans that support the company's plan
- Build a high-performance leadership team that sets and meets stretch goals
- Develop and standardize on processes, procedures, measures, controls and communications appropriate to the company stage
- Activate an 'End-to-End' Talent Plan
- Prepare the organization for scale
- Build the organization for superior performance
- Commit to continually developing current and emerging leaders, and your own competency as CEO

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