



The Five Temptations of a CEO

ACCOUNTABILITY
ENSURES RESULTS

CLARITY ALLOWS
ACCOUNTABILITY

CONFLICT LEADS
TO CLARITY

TRUST LETS HEALTHY
CONFLICT OCCUR

STATUS OVER RESULTS

POPULARITY OVER ACCOUNTABILITY

CERTAINTY OVER CLARITY

HARMONY OVER CONFLICT

INVULNERABILITY OVER TRUST

01
TEMPTATION #1:

STATUS

Strategy for Overcoming: Focus on results

- Publicly commit to measurable results
- Evaluate your success based on these results alone

02
TEMPTATION #2:

POPULARITY

Strategy for Overcoming: Hold people accountable

- Confront direct reports immediately about behavior and performance
- Clarify expectations up front to make confronting direct reports easier

03
TEMPTATION #3:

CERTAINTY

Strategy for Overcoming: Provide clarity

- Set public deadlines for making key decisions
- Practice making decisions without complete information around less risky issues

04
TEMPTATION #4:

HARMONY

Strategy for Overcoming: Establish productive conflict

- Draw out differing opinions and perspectives from staff members
- Engage in and allow passionate discussions about key issues

05
TEMPTATION #5:

INVULNERABILITY

Strategy for Overcoming: Build trust

- Acknowledge your own weaknesses and mistakes
- Allow direct reports to see your human side