The Seven Mistakes CEOs Make When Emerging From a Crisis
Jim Canfield – President – CEO Tools

Emerging from a crisis is anything but business as usual. CEOs who assume and even wish to 'get back to the way things were' can face a rude surprise. Things haves have changed, sometimes just a little, sometimes a lot and sometimes completely. Falling prey to the Seven Mistakes CEOs Make When Emerging From a Crisis can prove problematic, even fatal. The seven mistakes CEOs often make are; They:

1. Fail to Set Direction
2. Don't Communicate to Build Trust
3. Don't Track Metrics or Provide Feedback on Them
4. Fail to Anticipate the Future
5. Don't Coach Their Team for Hi-Performance
6. Fail to Create and Document Reliable Processes and Systems
7. Don't Celebrate Successes

Let's take a look at how to avoid these seven deadly leadership sins.

1. They Fail to Set Direction:

When the CEO fails to set direction, people lack alignment. This is important in the best of times, essential when pivoting, re-engaging or restarting. The message every CEO needs to send over and over is:

1. Where we are headed.
2. How we will get there.
3. What we are tracking to know when we are on-track and off-track.

This can be addressed by developing a plan that shows what may have changed, where we are headed over the next few years, what tactics we will use this year to advance those strategies, and what actions to take each month and each quarter to achieve the agreed upon goals.

2. They Don't Communicate to Build Trust:

Trust must be fostered to enable engagement. People will only fully engage to their current level of trust. Trust and communication rise and fall together. To increase trust, we must increase the quality and the quantity of our communication. Trust is built when we openly communicate how things are going and where we can improve. The Edelman Trust Barometer is one of the largest surveys about levels of engagement as measured by trust. One of the determinants of trust they measure and track is; "Does the company frequently and honestly communicate about the current state of the company?" We can build trust by developing a cadence of reliable communication annually, quarterly, monthly, weekly and even daily. This keeps people that work with and for you engaged with what is working and what needs to be addressed.

3. They Don’t Track Metrics or Provide Feedback on Them:
If you don’t measure it, How will you manage it? Probably not very well. Establishing a set of Key Performance Indicators (KPIs) can orient the team and the organization to improve, advance or accomplish what is most important toward success on goals. One of the most important roles of leadership is course correction. Metrics can provide feedback for course correction daily, weekly and monthly.

4. They Fail to Anticipate the Future:
When CEOs don’t actively scan the horizon, look under the surface and listen to the buzz in the market, they risk being blindsided by disruption. Disruption allows new competitors to take root or gain a foothold. A tool called What’s Next from CEO Tools 2.0 can provide a framework to consider what we believe is currently happening and based on that what is likely to happen next and then what we might do to address these future trends and outcomes.

5. They Don’t Coach Their Team for Hi-Performance:
One of the most important outcomes a CEO can drive is to underscore the need to attract, hire, develop and coach winners. First, understanding what each the players bring to the team. Next, Identifying which players are highly aligned and which players deliver great results as well as those who can do both. Use The Coaching Tool to provide the right coaching at the right time to either improve alignment or increase performance.

6. They Fail to Create and Document Reliable Processes and Systems:
Too many organizations and CEOs who run them depend on a few good people who know what to do instead of building processes and systems that deliver reliable results. Processes and systems are typically most effective when built based on the successful practices of those who do the work. Great CEOs and leaders make it a habit to regular engage their people and ask the people doing the work how to do in better.

7. They Don’t Celebrate Successes
When a CEO considers the engine that drive the results of the company, they are wise to also remember that the rewards, recognition and appreciation that comes with celebrating success is the fuel for the engine. Who has provided great performance or showed alignment to the organization over these last months and how can we recognize them?
To underscore the importance of celebrating success, we turn to a study conducted by OC Tanner, one of the world’s largest HR consulting companies. The study asked those who had left their job over the last six months, “why did you leave?” The overwhelming majority, 85% of those surveyed, reported that they left because they did not get the recognition and appreciation for the contribution they had made. Eighty-five percent! Pay was third on the list. Of the eighty-five percent, 65% said they did not receive one word of recognition and appreciation in the prior twelve months. Not one word.

Jim Canfield · 858-449-4207 · jim.canfield@ceotools.com

A leader will find greater success by following a short list that includes:

1. Set Direction
2. Communicate to Build Trust
3. Track Metrics or Provide Feedback
4. Anticipate the Future
5. Attract Winners and Coach Them for High-Performance
6. Create and Document Reliable Processes and Systems
7. Celebrate Successes

STRATEGIC RESET PLANNING TOOL		
1. Set Direction	**When**	**Who**
2. Communicate to Build Trust	**When**	**Who**
3. Track Metrics or Provide Feedback	**When**	**Who**
4. Anticipate the Future	**When**	**Who**
5. Attract Winners and Coach for Hi-Performance	**When**	**Who**
6. Create Reliable Processes and Systems	**When**	**Who**
7. Celebrate Successes	**When**	**Who**

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