



The Challenge to Change as CEO



**“What if we don’t change at all ...
and something magical just happens.”**

by Pam Lassiter

How often does something magical happen to you? Set the bar higher than the ice cream cone you had on that hot day. Set it at the rapid-turnaround-in-that-slow-revenue-decline level. Not often, right? “Hope is not a strategy,” as a colleague of mine says. The executive team in the cartoon above is banking on hope.

You know better.

Reinvention is your secret. If you continually reinvent yourself as a CEO, everyone else in your organization will be inspired to do so as well. Where will that take you and your company in 3+ years if all of you are forward thinking? You’ll be kicking up dust that your competition behind you is breathing rather than your being in it. Being ahead of the pack can even be fun as long as you’re heading in the right direction, which brings us to our pacesetters that will help us set it.

Peter Hirst, Associate Dean, Executive Education, at the MIT Sloan School of Management, and Ralph Sheridan, former CEO of American Science & Engineering and member of the global leadership team for Young Presidents Organization – Gold, are in front of the pack for CEO change management strategy. I interviewed them for CEO Academy with Pam Lassiter on VoiceAmerica about “The Challenge to Change as CEO” <http://www.lassiterconsulting.com> .

For setting the right direction in change, we discussed four topics:

- Prioritizing the glut of information
- Having a choice of leadership styles
- Evaluating your “change profile” and is it helping your company
- Creating time for peer relationships and feedback

All of these are complex, thought provoking and do-able. Hear the details from our pacesetters on the link.

Developing a choice of leadership styles is described in more detail in a seminal article by Dan Goleman. I’ll give you the big overview from Amazon, below, but the copyrighted article can be obtained on their link below or the *Harvard Business Review* site.

“Leadership That Gets Results” (Harvard Business Review Classics) Paperback, 6/2017, Daniel Goleman

“...Drawing on research of more than 3,000 executives, Goleman explores which precise leadership behaviors yield positive results. He outlines six distinct leadership styles...Each style has a distinct effect on the working atmosphere of a company, division, or team, and, in turn, on its financial performance.

- Coercive leaders demand immediate compliance.
- Authoritative leaders mobilize people toward a vision.
- Affiliative leaders create emotional bonds and harmony.
- Democratic leaders build consensus through participation.
- Pacesetting leaders expect excellence and self-direction.
- Coaching leaders develop people for the future.

The research indicates that leaders who get the best results don't rely on just one leadership style; they use most of the styles in any given week...He maintains that with practice, leaders can switch among leadership styles to produce powerful results, thus turning the art of leadership into a science.” (Ref: Amazon review) <https://www.amazon.com/Leadership-Results-Harvard-Business-Classics/dp/1633692620>

Pretty cool, huh? The four topics combine to point out that CEOs and companies *can* change, *must* change, and can *set the direction* for it wisely. It’s up to you.

See “Future CEO: 5 Skills to Start Developing NOW” with Larry Weber on CEO Academy with Pam Lassiter <http://www.lassiterconsulting.com> for additional information.