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Corporate Communique . . .

ROBERT DENNEY Associates, Inc.

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WHAT SUCCESSFUL CEOs HAVE BEEN DOING

The recession and the slow recovery have brought new and more difficult challenges to most businesses, professional firms and non-profit organizations. Yet a number of them have continued to be successful. Therefore, we decided to ask our clients and contacts who are CEOs in these operations what they have been doing. We also reviewed recent surveys that asked the same question.

This is what we learned.

Almost without exception, all of these CEOs have a vision or clear sense of direction. Most of them have developed this by themselves while the others have involved their senior management in the process. But, in every case, the CEOs and their management teams have also developed strategies and defined goals to achieve the vision. They then communicated this vision to all their people to obtain their commitment to the vision and to involve them in executing the strategies and achieving the goals.

Several other factors are also consistent. The CEOs and senior managers continually interview their customers, clients or benefactors, as the case may be, to learn what is important to them and then make sure the operation is meeting these expectations. They also focus on a small number of key priorities so that everyone's energy is not dissipated across too many initiatives.

Furthermore, they have continued to reinforce the vision to everyone in their operations by communicating and celebrating successes in achieving even the smallest goals. The CEOs have also continually sought feedback from their people on where changes should be considered or new strategies and goals developed.

It is also important to recognize that size of the company, firm or organization has not been a factor. While it is obviously easier to communicate with ten people who are based in one location than it is with thousands who are based in multiple locations around the world, these CEOs have been able to do so. In addition to giving speeches to large groups when necessary, they have also continued to meet with small groups and even one-on-one so that everyone has the opportunity to ask questions, provide feedback and share their ideas.

There is another common denominator in each of these cases. Whether or not some of them would be considered brilliant or extremely talented, each of these CEOs realize that their success is not the result of just their own efforts but of everyone in the operation.

Robert Denney Associates Inc. provides strategic management and marketing counsel to professional firms, companies and non-profit organizations throughout the United States. Previous Communiques as well as information about our services may be viewed on our web site.

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