

May, 2014

GUIDELINES AND REMINDERS FOR CEOs

- Have a vision. If you don't know where you're going, you'll never get there.
- Develop a business plan and follow it. Hell is paved with good intentions and business plans that were never implemented.
- Manage your operation. Don't let it manage you.
- Leadership is the art of getting someone to do what you want done because he or she wants to do it. Be a leader, not just a manager.
- Remember the three keys to being a good leader:
 - Listen and communicate.
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- Believe in yourself, even when no one else does. Remember these words: "If it is to be, it is up to me".
- Your employees are your most important asset. Treat them the way you treat your customers.
- Treat vendors and suppliers the way you treat your employees.
- Don't equate being busy with being productive.
- Don't achieve efficiency at the expense of creativity.
- Get timely information – in advance. Most reports tell you what did happen. You need to know what might happen.
- Remember what they did in the old neighborhood butcher shop – they trimmed the fat. Do likewise. It isn't the people you fire who hurt you, it's the people you don't.
- Ignore the latest management fad.
- If it ain't broke, fix it. When things are going well, make them even better.
- The client or customer is not always right – but their opinion is the only one that counts.
- If you're the CEO and everyone loves you, you're probably not doing your job.
- Expect the unexpected. Employees quit. Clients and customers leave. Computers crash. Always have a contingency plan: "What if . . .?"
- When things go well, spread the credit around. When things go wrong, take the blame yourself.

Note: Further discussions of some of these principles, as well as of other timely issues, are posted in the Writings and Communiques sections on our web site, www.robertdenney.com.