

# How To Behave Like A CEO

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When you meet them, CEOs don't seem very different to other senior people.

But somehow, they get the top job, with all the rewards, status and power that comes with it.

So, that raises the question: *what makes a CEO, well, a CEO?*

**But first, let's start with three common myths:**

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*Myth 1:*

## **CEOs Must Be Charismatic**

Charisma is not a requirement for success.

Many successful CEOs are introverted and lead effectively through other means, such as reliability and decisiveness.

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*Myth 2:*

## **CEOs Must Have a Perfect Career Path**

CEOs do not need a flawless track record.

In reality, many CEOs have experienced failures and setbacks, which have contributed to their resilience and problem-solving skills.

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*Myth 3:*

## **CEOs Must Have All the Answers**

CEOs are not expected to know everything.

Instead, they excel at asking the right questions, listening to others, and leveraging the expertise of their teams.

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So, what makes a CEO a CEO, then?

*Read on.*

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# The Four Key Behaviors That Distinguish Successful CEOs From Others

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Analysis of 2,600 leaders published in *The CEO Next Door* identified four key behaviors that distinguish successful CEOs from others:

1. Decisiveness
2. Reliability
3. Adaptability
4. Engaging for Impact



Let's go through each of these one by one.

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## 1. Decisiveness

Decisiveness is about making decisions quickly and confidently, even when you have incomplete information.

Successful CEOs are able to assess risks and make tough calls without hesitation.

Key Aspects:

- **Speed vs. Accuracy:** Balancing the need for quick decisions with the need for accurate information.
- **Confidence in Uncertainty:** Making decisions even when the outcome is uncertain.
- **Overcoming Analysis Paralysis:** Avoiding the trap of overthinking and delaying action.

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## 2. Reliability

Reliability is about consistently delivering results.

It's about building trust with your team, stakeholders, and board members by doing what you say you will do.

Key Aspects:

- Consistent Performance: Delivering results consistently over time.
- Building Trust: Establishing yourself as someone others can depend on.
- Follow-Through: Ensuring that commitments are met and tasks are completed as promised.

### 3. Adaptability

Adaptability is the ability to pivot and adjust strategies in response to changing circumstances.

Successful CEOs embrace change and continuously learn to stay ahead.

Key Aspects:

- Embracing Change: Welcoming new challenges and opportunities.
- Continuous Learning: Staying open to new ideas and adapting to new information.
- Resilience: Maintaining effectiveness under pressure and through setbacks.

## 4. Engaging for Impact

Engaging for impact is about inspiring and motivating your team and stakeholders.

Successful CEOs are skilled at aligning people with the company's vision and getting buy-in for their ideas.

Key Aspects:

- Inspiring Others: Communicating a compelling vision that motivates others.
- Building Relationships: Developing strong, trust-based relationships within the organization and beyond.
- Effective Communication: Clearly articulating ideas and strategies to ensure understanding and alignment.

Do you want to know how you match against these behaviours?

Complete the '*Do I Behave Like A CEO?*' diagnostic tool.

Let's get started.



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The  
*‘Do I Behave Like  
A CEO’?*  
Diagnostic Tool

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## **Instructions:**

The following diagnostic tools are designed to help you assess your proficiency in each of the four key CEO behaviors.

Rate yourself on each statement using the following scale:

0 = Never

1 = Rarely

2 = Sometimes

3 = Often

4 = Always

**Total your scores to determine your proficiency level in each behavior.**



# CEO Behaviour

## Decisiveness

*I make decisions quickly, even with incomplete information.*

/ 4

*I trust my judgment and rarely second-guess my decisions.*

/ 4

*I am comfortable making tough decisions under pressure.*

/ 4

*I avoid delaying decisions due to over-analysis.*

/ 4

*I take responsibility for the outcomes of my decisions.*

/ 4

*I balance speed with accuracy when making decisions.*

/ 4

*I am not afraid to take calculated risks.*

/ 4

*I regularly make decisions that drive progress.*

/ 4

*I seek input but do not rely solely on consensus to make decisions.*

/ 4

*I can make decisions confidently even when faced with uncertainty.*

/ 4

**Total Decisiveness Score:**

**/ 40**

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# *CEO Behaviour*

## **Decisiveness**

### **Interpreting Your Score:**

30-40: You are highly decisive and well-prepared for leadership roles that require quick decision-making.

20-29: You demonstrate good decisiveness but may benefit from refining your decision-making process.

10-19: Consider working on making quicker, more confident decisions to enhance your leadership effectiveness.

0-9: Developing decisiveness should be a priority as it is crucial for leadership success.

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# CEO Behaviour

## Reliability

*I consistently meet my commitments on time.*

/ 4

*My team knows they can count on me to deliver results.*

/ 4

*I ensure that tasks I delegate are completed to a high standard.*

/ 4

*I build trust through consistent performance.*

/ 4

*I follow through on promises and commitments.*

/ 4

*I maintain high standards of quality in my work.*

/ 4

*I can be relied upon to handle important tasks independently.*

/ 4

*I rarely miss deadlines or deliverables.*

/ 4

*I maintain a steady performance even under pressure.*

/ 4

*I regularly review and meet my goals and objectives.*

/ 4

**Total Reliability Score:**

/ 40

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# *CEO Behaviour*

# **Reliability**

## **Interpreting Your Score:**

30-40: You are highly reliable, which is a key asset in leadership. Continue to build on this strength.

20-29: You demonstrate good reliability but should focus on consistently meeting all commitments.

10-19: Improving reliability will significantly enhance your leadership effectiveness.

0-9: Consider prioritizing the development of reliability to build trust and credibility.

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# CEO Behaviour

## Adaptability

*I quickly adjust to changes in the workplace.*

/ 4

*I am open to new ideas and approaches.*

/ 4

*I embrace challenges as opportunities to learn.*

/ 4

*I am resilient in the face of setbacks or failures.*

/ 4

*I regularly seek feedback to improve my performance..*

/ 4

*I can pivot my strategy when necessary.*

/ 4

*I stay current with industry trends and adapt accordingly.*

/ 4

*I handle uncertainty with confidence.*

/ 4

*I am flexible in how I approach problem-solving.*

/ 4

*I view change as a positive force for growth.*

/ 4

**Total Adaptability Score:**

**/ 40**

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# *CEO Behaviour*

## **Adaptability**

### **Interpreting Your Score:**

30-40: You are highly adaptable, a critical trait for leadership in dynamic environments.

20-29: You show good adaptability but could benefit from increasing your openness to change.

10-19: Enhancing adaptability will help you navigate changes more effectively.

0-9: Developing adaptability is crucial for thriving in leadership roles that involve change.

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# CEO Behaviour

## Engaging for Impact

*I communicate my vision clearly to my team.*

/ 4

*I inspire and motivate others to achieve their best.*

/ 4

*I build strong relationships with colleagues and stakeholders.*

/ 4

*I effectively engage others to gain their buy-in for initiatives.*

/ 4

*I am skilled at resolving conflicts and maintaining harmony.*

/ 4

*I regularly recognize and reward team achievements.*

/ 4

*I create a collaborative environment where everyone feels valued..*

/ 4

*I can influence others to support my ideas and strategies.*

/ 4

*I am approachable and listen to others' concerns.*

/ 4

*I engage in regular, open communication with my team.*

/ 4

**Total Engaging for Impact Score:**

**/ 40**

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# *CEO Behaviour*

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Okay, you're finished. How did you do?

You probably have some development gaps.

Here are some suggested next steps:

1. Assess your strongest and weakest behaviors. This will help you focus your development efforts.
2. Based on your results, set specific, measurable goals to improve in each behavior area.
3. Continue to seek feedback, learn from experiences, and refine your behaviors to become a more effective leader.