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Management Consultants
In Communications

INSIDE THE MIND OF MANAGEMENT:


**Who Are They
Where Do They Come From
What Do They Want
Lukaszewski's CEO Survival Forecast
(In Years, Months, Days, and Hours)**

Participant Guide

A Web Seminar Sponsored by the
**International Association of
Business Communicators (IABC)**


Presented by
**James E. Lukaszewski,
ABC, APR, Fellow PRSA**

**Wednesday, April 29, 2009
12:00 – 1:30 p.m. EDT**



Contents

- Participant Letter
- Introduction
- PowerPoint Presentation
- Handout
- James E. Lukaszewski Biography



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Management Consultants
In Communications

April 2009

Dear Web Seminar Participant:

Thank you for registering for the IABC virtual seminar, *Inside the Mind of Management: Who Are They, Where Do They Come From, What Do They Want, Lukaszewski's CEO Survival Forecast (in Years, Months, Days, and Hours)*. During the brief time we'll be together by telephone on April 29th, you will gain a higher and deeper understanding of management's requirements and attitudes. The goal, as always, is to enhance your ability to be a trusted strategic advisor.

During the last 20 minutes of the program, time will be devoted to the specific questions and concerns of those participating. Should you wish to contact me ahead of time with the issues or questions you'd like me to address during the seminar, you may do so by phone or E-mail:

914.681.0000 – Office
tlg@e911.com – E-mail

If you would like to visit my Web site to get a flavor for the extensive knowledge and background brought to bear on today's topic, please go to:

www.e911.com – Web site

Included in the *Participant Guide* is a discussion outline. Should you or those attending with you care to talk about the program, assess what you learned, and identify some additional questions you might like to explore following the presentation, this outline can get a good discussion started.

Thank you for participating in this Web seminar. I know you'll find the program very important, helpful, and useful.

Sincerely,

James E. Lukaszewski, ABC, APR, Fellow PRSA
Chairman and President
The Lukaszewski Group Inc.

P.S. *Why Should the Boss Listen to You? The Seven Disciplines of the Trusted Strategic Advisor*, published by Jossey-Bass, is now in bookstores and is also available on www.e911.com, Amazon.com, BarnesandNoble.com, or 800ceoRead.com. The book describes a powerful approach to getting into the inner circle.

Welcome to the IABC Web Seminar
Wednesday, April 29, 2009

Inside the Mind of Management: Who Are They, Where Do They Come From, What Do They Want, Lukaszewski's CEO Survival Forecast (In Years, Months, Days, and Hours)

By James E. Lukaszewski,
ABC, APR, Fellow PRSA

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Insert this and then when facing

International Association of Business Communicators

Overcoming Opposition: Dealing Effectively With Emotionalized Issues, Organized and Disorganized Opposition, Media Attacks, and Persistent Bad News
August 22, 2007

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Name (optional) _____

1. Overall rating _____

2. Content _____

3. Audio quality _____

4. Ease of registration _____

Presenter: overall effectiveness _____

5. Areas for improvement _____

6. Would you participate in another virtual session? _____

7. Did the web component add to the value of the virtual session? _____

What do you know now that you didn't know before?

What was the most important thing you learned?

Name (optional) _____

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Attending Today

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**Please Tell Jim Where
You Work**

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In This Issue

- Want the Boss to Participate in Safety During Crisis? Here's a Plan
- The Dark Art of Laying People Off: A Crisis Management Case Study
- Watch Your Language
- Makeup the News

Executive Action
Strategic Management Insights for Leaders, Decision Makers, and Their Trusted Advisors

January 14, 2009
Number 3

Note to Readers

Hope you are finding *Executive Action* helpful. In this edition we add two more features that you will see from time to time.

New feature in this issue: Watch Your Language

We'll take a quote from a newspaper, publication, or speech and translate it into what should have been said. The very interesting first feature deals with a spokesperson talking about the Rhino, a utility terrain vehicle (UTV) manufactured by Yamaha, which is coming under fire for the accidents and injuries associated with their use.

Quick Links

- About Us
- Coaching & Training
- eNewsletter Archive
- Schedule Jim as a Speaker
- The Crisis Store
- TLG Web Site

James E. Lukaszewski,
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Today's Program

- Truly knowing the boss
- CEO Survival Forecast
- What sets leaders apart
- What if your boss is not the CEO
- Your specific questions

The greatest limitation on the advisor's efforts is failure to really know what the boss does each day.

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CEO Survival Forecast

- CEOs are leaving faster.
- Tenures are more intense as well as shorter.
- Higher profiles require more strategic guidance and counsel.
- The first 100 days remains critical to success.
- Prosecution and persecution of top executives will continue.

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Leadership Realities

1. Leadership is mostly self-designated, self-taught, self-evaluated, and self-regenerated.
2. Leadership is a fundamentally lonely activity. The bigger the organization the more isolated leadership can become.

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Leadership Realities (Continued)

3. Leadership is:

- Mostly verbal communication
- A performing art
- Communication in the future tense
- About tomorrow and beyond
- Often on territory no one yet owns or occupies

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Leadership Realities (Continued)

4. Leadership, when communicated, is the most strategic management value. Without leadership communication, even the most well-oiled machine will produce increasingly less value.

5. Leaders constantly search for ideas and concepts that can be concisely verbalized to drive the organization forward.

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Leadership Realities (Continued)

6. Leadership communication, of almost any kind and at almost any time, fosters some forward movement in the organization.

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Why They Want Top Jobs*

- Enjoy complex problem solving.
- Directly affect the business.
- Implement personal ideas.
- Help the organization go from good to great.
- Build a company to last.
- Make a difference in the world.

* From Burson-Marsteller 2008 Study "Understanding CEO Capital™." Used with permission. Burson-Marsteller, 230 Park Avenue South, New York, NY 10003-1566; 212.614.4000; www.bm.com

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Poll Yourself: What Do You Know About Your CEO?

- Do you know your CEO's favorite business book?
- Do you know your CEO's top priority each day?
- Do you know who your CEO quotes as a business thought leader or model?
- Do you know what's on your CEO's desk?
- Have you met other CEOs your CEO admires?
- Can you help your CEO meet other CEOs?
- Do you know how close your CEO is to his/her mother?

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THE BOSS' SHOES TEST Can You Honestly Agree?

1. Service is why I am here.
2. It is top management's vision and values that drive the organization — day-to-day, as well as long term.
3. The coaching process begins by understanding what the boss' problems are.

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THE BOSS' SHOES TEST
Can You Honestly Agree? (Continued)

- 4. My job is to help management solve, control, contain, and counteract communication problems.
- 5. Building followership is a key strategy and management goal. I am a loyal follower.
- 6. Being at ease as a strategist or tactician allows me to stand back from the detail and focus on larger issues and develop simple, sensible, and positive strategic concepts.

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THE BOSS' SHOES TEST
Can You Honestly Agree? (Continued)

- 7. Expressing solutions in management language mentors and motivates top executives.
- 8. Making positive, constructive suggestions is a constant goal.
- 9. The boss knows I am a professional. I need not justify it every day.

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**Why Top Jobs Are Refused/
Avoided***

- Too little work / life balance
- Too much focus on quarterly earnings
- Too much stress
- Too much public scrutiny
- Sarbanes-Oxley and other regulations
- Too many stakeholders demands
- Excessive media scrutiny

* From Burson-Marsteller 2008 Study "Understanding CEO Capital™." Used with permission. Burson-Marsteller, 230 Park Avenue South, New York, NY 10003-1566; 212.614.4000; www.bm.com

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Ask Yourself Tough Personal Questions

- Can you separate yourself from your own predispositions, assumptions, and largely anti-management biases?
- Can you add positive energy to what management has to accomplish?
- Can you move different constituencies to listen and to act?

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Ask Yourself Tough Personal Questions (Continued)

- Can you build the expectation of a strategic contribution from you, in management's eyes?
- Can you expect a call from the boss to help think things through?
- Can you assess, then clearly and quickly analyze the impact of bad news? Good news? No news?

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Ask Yourself Tough Personal Questions: (Continued)

- Can you fill management's blind spots and suggest ways to overcome management's limitations?
- Can you manage your ego throughout the process?
- Can you work successfully at a fairly substantial altitude and keep the bigger picture in mind?

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"The goal is to genuinely put yourself in the boss' shoes, look at the world largely from his/her perspective, strive to maintain an operational focus, and provide information, ideas, and strategy beyond what the boss already knows."

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"Leadership and management are two distinct and complimentary action systems."

-John P. Kotter
What Leaders Really Do

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The Difference Between Leadership and Managing

- **Managing is about making and exceeding goals.**
- **Leadership is a verbal skill about seeing over the horizon, then telling, teaching, and showing the rest of us how to get there.**

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Management and Leadership

- Management is about coping with complexity, practices and procedures, control and problem-solving
- Management is process and procedure
- Leadership is about coping with change, competition, achieving grand visions, motivating, inspiration
- Leadership is about telling, showing, storytelling

– John P. Kotter
What Leaders Really Do

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What Sets Leaders Apart

1. Focus on the future
2. Truly see the bigger picture (are strategic)
3. Develop followers
4. Attract other leaders
5. Act in real time

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How Leaders Think

- It's process, mostly
- It's inspiration, somewhat
- It's pragmatic (to survive)
- It's strategic (almost always)

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How Leaders Navigate

- They know 50%
- They estimate 25%
- They guess 12.5%
- No clue 12.5%

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CEO Leadership Function Ratios

There are seven key leadership function ratios:

- Decision Making: 5 %
- Articulating: 40 %
- Coaching/Teaching/Motivating: 40 %
- Forecasting (Guessing): 5 %
- Admiration Building: 6 %
- Reputation Repair: 1 %
- Repeating, Re-emphasizing, Re-interpreting: 20 %
117 %*

** The math is correct because the job of a leader is close to 24/7. Anyone who does anything on a 24/7 basis is, by definition, doing substantially more than any peer in a non-leadership position.*

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The CEO's Environment

- Issues bosses face alone each day:
 - Soft intrusions
 - Hard obstacles
 - Nagging problems
 - Career-defining moments

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Leaders Need Four Kinds of Information

1. Data

- A sense of the market
- Temperament of investors
- Emotional state of organization
- Candid success for an existing situation

2. Perceptions

- What is the wake being left by our actions?
- Who is assessing our perceptions, constantly?
- What are we learning?

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Leaders Need Four Kinds of Information (Continued)

2. Perceptions (continued)

- How will we benefit from those learnings?
- Responses to be executed in real time
- What to do next?

3. Responses to be executed in real time

4. What to do next

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How to Be Noticed and Sought After by Management

- Think and talk from management's perspective
- Take a page from those public relations consultancies that have been absorbed by management consulting firms. Here's how they list their services:
 - Strategic planning
 - Customer centered re-engineering

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How to Be Noticed and Sought After by Management (Continued)

- Executive and management development
- Staff development
- Team building
- Organizational operational review and analysis
- Corporate marketing and communications
- Crisis consulting
- Issues/Exposure management
- Talk management talk

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Strategic Tools

- Action/readiness templates
- Check lists
- Message maps
- Mind maps
- Option sequences
- Pattern recognition/forecasting
- Prioritized action steps
- Timelines

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Gaining and Keeping the Confidence of Senior People

- View the world from a management perspective.
- Put their interests ahead of your opinions, ideas, and attitudes.
- Work situationally, inside and outside the silos.
- Provide information, ideas, and knowledge they don't already have.

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How to Help Leaders Achieve Their Objectives

1. Focus on what the boss thinks is important.
2. Focus on achieving organizational objectives that support the boss' overall goals.
3. Test all new ideas and concepts against numbers one and two.
4. Do less, but focus on one and two; write less, but focus on one and two.

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**James E. Lukaszewski,
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Questions & Answers

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Upcoming IABC Web Seminars With Jim Lukaszewski

- | | |
|-----------|--|
| May 27 | <i>How to Develop the Mindset of a Strategist</i> |
| June 24 | <i>Communicating Change . . .
Successfully Getting to Tomorrow</i> |
| July 29 | <i>Building Crisis Plans That Work</i> |
| August 26 | <i>Rebuilding Corporate Trust &
Integrity</i> |

* All seminars are scheduled from 12:00 - 1:30 p.m. ET.
* To register, go to www.krm.com/iabc.

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Julie Freeman, *ABC, APR*, President

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Register to receive periodic updates of content and Mr. Lukaszewski's public appearance schedule.

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To contact Mr. Lukaszewski directly.

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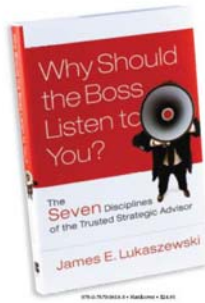
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A Book for Everyone Who Wants to Tell the Boss How to Do It



- Do people hold up meetings waiting for you?
- Do people remember what you say and quote you to others?
- Do others seek out your opinion and ideas?
- Do they try to influence you to influence your boss?

"In more times of great upheaval, this book is a real look at the soul of what good business can be. Everything could be like this, health care, politics, etc. Jim Lukaszewski identifies the boss, your circle, advisor, and staff. He then explains each player and how they fit together, where they are coming from, and how you contribute. The big picture is there when you finish. He has some good visuals and many lists."

- 7 disciplines
- 8 negotiators
- 4 things to do
- 6 General strategies
- 9 things a leader expects
- 13 things you need to know to work with a boss
- 2 lists of questions to consider, one for each device

"Two more books could be a pamphlet, not this one. Managers are better than most, a nice thought. I liked the section on how the hell the past 10 years happened, the incredible road of deep moment. His thoughts reveal a life that works. This book of work is a person's life. I love the book."

— Dr. Robert, Five Star Reviews on Amazon.com, January 17, 2009

"Leaders never have trusted advisors. This book shows you how to be one and stay one."

— Harvey K. Markov, author of the New York Times #1 bestseller, *How to Win the World without Being Extraordinary*

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Mr. Lukaszewski's books, strategy newsletters, and articles are available at:

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Lukaszewski Areas of Practice

**Problematic Situations
Beyond the Ordinary in
Management Communications**

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**Thank You for Attending the IABC Web Seminar
Wednesday, April 29, 2009**

**Inside the Mind of Management:
Who Are They, Where Do They Come
From, What Do They Want,
Lukaszewski's CEO Survival Forecast
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**By James E. Lukaszewski,
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INSIDE THE MIND OF MANAGEMENT:

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Handout

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*Presented by
James E. Lukaszewski,
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**Wednesday, April 29, 2009
12:00 – 1:30 p.m. EDT**



Contents

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- Inside the Mind of a CEO
- CEO Survival: The First 100 Days (Plus 800 More)
- Discussion Outline

THE CEO SURVIVAL FORECAST

- Forecast #1 CEOs Are Exiting U.S. Firms at Record Rates, Which Will Accelerate
- Forecast #2: Replacement CEOs Have Shorter, More Intense Tenure
- Forecast #3 Higher Profile, Shorter Careers Require Even More Strategic Personal Communication and Operations Counsel
- Forecast #4: The First 100 Days of the New CEO's Tenure Appear to Be Among the Most Critical to Success
- Forecast #5: Prosecution of Top and Senior Executives Will Continue to Increase

FORECAST #1: EXITING FASTER

It's probably time for another reality check on the business of being a CEO. The position of the CEO is less and less like it used to be. CEOs are being battered, blackballed, and booted practically from the first day they step into their new offices.

- The average tenure of U.S. and Canadian CEOs is now 48 months and declining, according to a February 2009 report in *The Conference Board Review*. If strategic planning efforts are based in five-year increments, this approach needs to be revisited since the CEO who began the process is unlikely to be there at the conclusion or next phase of the process.
- Money is still the score keeper. Huge compensation packages allow good or bad CEOs to drop out before they are fired or forced out. This will continue in a variety of ways, because Boards of Directors love to throw money towards anyone with the magic three letters ("CEO") after their name, and despite extraordinary levels of public and employee anger, and growing gut-level revulsion (in the public's guts) towards Wall Street. Business leaders and Boards just can't stop paying and paying top people and their friends.
- Non-business, non-operational issues, e.g., globalization, adverse legislation, anti-corporate activism, anti-CEO and top management activism, corporate social responsibility, and even new media are intruding into the quiet spaces where bosses reside. These interruptions are soft and distractive, often requiring moral rather than monetary or business judgment. Some of these issues seem soft, e.g., compensation and

bonuses, but we have learned how much like quicksand these issues can be and how quickly they can affect a leader's career. Management has yet to truly assess and prioritize the threats these soft intrusions present to the CEO's time and ability to execute strategy.

- The continuing spate of scandals with, surely, more to come, keeps pressing CEOs to accept more measurement and evaluation based on morality or belief systems, as well as input from outsiders. Thus far, CEOs have pretty successfully resisted these efforts. From the public's perspective, the morality/integrity impact scale for top management remains very low. Little change is likely, absent additional economic or managerial catastrophes.
- This amoral environment means that more punitive measures will be taken against CEOs as companies are forced to restate or otherwise characterize their financial situations as a result of their management problems, scandals, and the devastation caused by the economic collapse of 2008, or the belief that there may be additional economic catastrophes to come.
- In both the U.S. and in Europe, owner/shareholder problems and career-defining risks for CEOs are increasing, largely due to CEO related mistakes or non-performance.

FORECAST #2: SHORTER TENURE

The temporary tenure of today's new chief executives further emphasizes the unique strategic nature of this position. Consider:

- The CEO arrives at an organization with a big countdown clock nailed to his or her back. The countdown reflects 208 weeks, 1,456 days, 34,944 hours in which the CEO has to have a significant impact on the organization.
- There is only one CEO per organization. There is very little time for this individual to take hold of the senior management organization, get it focused, and move it forward before his or her time is up. Top-level communication strategy is a crucial ingredient in making the urgent progress today's CEO survival requires.
- The CEO is the only individual within the organization with a total view of its environment. No one else has the perspective and insight to truly understand where things must head. Only the chief executive's personal communications power can penetrate the entire organization to make his or her view and vision the goal.
- There is no school for CEOs. Even if he or she comes to the job with extensive prior experience, each organization has its unique, culturally specific attributes, barriers, and problems to overcome. Therefore, all CEOs get their training on the job from the very beginning.
- Boards of Directors, inside and outside, are often the CEO's most regular source of access to peers. Sixty percent of all American Boards are made up of CEOs. Effective interpersonal communication with CEOs is a critical skill set today's trusted strategic advisor must develop.

- The CEO is the organization’s chief strategist. The chief executive position by function is the most strategic position in any organization. Strategists like to work with other strategists. Poor leaders generally surround themselves with poor advisors.

Helping CEOs achieve their business objectives through strategic communication depends on an understanding of their strategic goals and goal priorities.

It is interesting to understand the various leadership functions CEOs exercise daily. What do these people do all day? Keep in mind, leadership is primarily a verbal skill, as opposed to managing, which is predominantly an objective achieving, or goal meeting or exceedence process. The CEO’s voice is his or her most powerful tool.

Here is my empirical analysis—based on years of daily CEO observation—of the various CEO leadership functions and the extent to which they are executed daily:

Decision making:	5%
Articulating (past directives, strategies):	40%
Coaching/teaching/motivating:	40%
Forecasting (guessing):	5%
Admiration building (they like me):	6%
Reputation repair (they trust me):	1%
Restating, reemphasizing, reinterpreting:	20%
	117% *

* Yes these functions add up to more than 100%. The math is accurate, however, because the job of a leader is generally 24/7. Anyone who does anything on a 24/7 basis, is, by definition, doing substantially more than any peer in a non-leadership position. Are you a 24/7 person? Are you available and willing to help on a 24/7 basis?

FORECAST #3: HIGHER PROFILE / SHORTER CAREER

There are obvious questions as you look at these realities of being a CEO. First, who would want to be a CEO? Second, and perhaps even more important, why would someone not want to be a CEO? In 2008, Burson-Marsteller (BM) released a study called “Understanding CEO Capital,” which, among other things, responds to these two questions.

Here are some of the reasons (from the BM study) given for wanting to be a CEO, in rank order:

- Enjoy complex problem solving
- Directly affect the business
- Implement personal ideas
- Help company go from good to great
- Build a company to last
- Make a difference in the world

All of these certainly seem logical, reasonable, and perhaps even sensible. But let’s take a look at the other side of the coin (from the BM study). Here are some of the reasons why a person would not want to be a CEO and would turn the position down if offered (also in rank order):

- Too little work-life balance
- Too much focus on quarterly earnings
- Too much stress
- Too much public scrutiny
- Sarbanes-Oxley and other regulations
- Too much pressure to reduce costs
- Difficulty in attracting and retaining talent
- Too many stakeholder demands
- Excessive media scrutiny

FORECAST #4: THE FIRST 100 DAYS ARE CRITICAL

Not so long ago, the incoming CEO's top-level life was divided into four fairly specific phases. Phase One was introduction and orientation. This was often done in a leisurely way with the predecessor sticking around and offering help and advice. Phase Two was accomplishing something. The time for this phase varied from almost no time to, sometimes, many, many years. Phase Three was the legacy phase where, even after a few years, there was a great internal instinct to begin organizing the stories and accomplishments so they can teach lessons from the past to those who come in the future. Phase Four was immortality. As departure day approached, the desire to leave virtually evaporates and is replaced by even stronger efforts to make certain that those things put in place by the incumbent cannot be rend apart by the new executive coming in the door. One of the most frequent ways we see this done is for the existing CEO to sell the company, or at least try to do so. The departing CEO's strategy is, if you can't lock up all of your progress in one place, destroy the organization so the next person can't change what you did and take credit for it. But those were the good old days. Things are different now, except that the legacy and immortality phases remain pretty much the same.

It is pretty much agreed that the early days, the first 2,400 hours, are crucial in setting the tone, direction, destinations, and momentum required to make it to the 48th month and beyond.

Burson-Marsteller has an intriguing approach, one that merits serious attention, especially by senior staff advisors. Burson's approach views the CEO's world in stages of leadership, dividing those stages into the first 100 days, the first year, the third year (being designated as a turning point year), and then moving on into the fourth year. Here is how Burson's approach describes these four stages:

- First 100 Days: Taking hold quickly and credibly, setting the agenda, employees first
- First Year: Digging deep into the business and the brand, establishing or validating values
- Second Year +: Setting strategic vision, leading through thought, and delivering and validating results
- Month 23 and Beyond: Mainly devoted to revision and re-invention, tightening structures, executing and re-inventing

THE REMAINING 1,356 DAYS

Another view, one which I prefer, is to think of a new CEO as the chief organizational reinventor. In order to be successful over a 48-month period, and perhaps better parallel the life of the organization, think of this same relentless countdown clock. The major time ingredients are

100-day increments with specific strategic (and other appropriate) goals and targets, established and modified on an ongoing basis, approximately 100 days at a time.

Using this strategy, the CEO looks at the business as renewing itself every hundred days, because it takes about that long for new initiatives and ideas to begin to percolate into the organization. As the organization gets more used to the CEO's injections, it becomes more successful at resisting them, modifying them, or simply putting them away somewhere in a dark corner. For the first several years, the mentality of every hundred days is crucial if the leadership is to keep its energy up, its expectations high, and its willingness to keep pushing forward despite the increasing voices urging slowdowns, taking a break, pausing for a while, or allowing more absorption time.

Think of it this way:

1. The number one goal of any organization having to accept new leadership is to begin understanding how to keep that leadership from changing anything from the way it is today, or keeping those same barriers in place that forced the last top person out.
2. There is a constant sense of stress and tension between the new vision of the organization—the forces of tomorrow, and those who like things just the way they are and would like to keep those things in place—the forces of yesterday.
3. As the months progress, each new initiative, idea, or incremental improvement gets tougher and tougher to accomplish, achieve, or even install, because the organization develops its defenses on a continuous basis throughout that same time, in an ever broadening array of mostly non-operating kinds of circumstances.

For the trusted strategic advisor, as well as the CEO, these are extraordinary challenges. As the time clock ticks away the remaining minutes of tenure, the role of the leader (as well as those who support this individual) needs to become more intensive, more creative, more positive, and more preemptive.

FORECAST #5: PROSECUTION OF TOP AND SENIOR EXECUTIVES WILL CONTINUE TO INCREASE

Not only do we continue to criminalize mistakes that senior managers make—the giant leap in this area being passage of the Sarbanes-Oxley law and its subsequent amendments, now state attorneys general have joined the fray as national figures, taking on whole industries in other states as well as their own. New York State's Eliot Spitzer and Andrew Cuomo are prime examples. This is, in fact, a collaborative association of State Attorneys General, which is continually on the hunt for additional ways to both persecute and prosecute business leaders and leading corporations.

It doesn't work all of the time. In the recent economic debacle, the attorney general of Connecticut, in collusion with state legislators and the governor, attempted to subpoena executives of the AIG Corporation who were Connecticut residents and who received bonuses as a part of the bailout sequence of events. But someone got smart (or weak) and, after a few days, the attorney general backed down and is leaving the matter to the White House and those in Washington.

However, the attorney general's behavior reflects the public mood, which is that when there are problems in corporations, someone should be hung and, generally speaking, it may as well be the CEO. As this document is being written, in the sixth month of the economic disaster, it appears

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unlikely that we will see any signs of humility, sincerity, or acknowledgement by corporate executives or Wall Street that they did anything wrong or that they caused such enormous U.S. and global damage.

The result of this arrogance and lack of integrity is continued public frustration with business leaders and the ever-growing chant to prosecute more and more of these people for smaller and smaller infractions.

As it happens, the actions truly responsible for unethical or criminal behavior in corporations are well known. They were first elaborated and widely disseminated, and entered the business lexicon in the Federal Sentencing Guidelines of 1991. These behavior indicators have remained fairly constant since that time. They are referred to as predicate behaviors. These behaviors, if present in a corporation or organization, indicate both ethical problems, likely operational difficulties, and if occurring in sufficient magnitude, may actually indicate the presence of criminal behavior.

Here is my checklist of the most destructive behaviors, attitudes, and approaches. If any of these are included in your communication or the behaviors of management, you are already in trouble. If you are even thinking about using them, recognize the damage they could cause and STOP NOW.

Besides the more obvious mistakes that lead to unethical behaviors, there are other, less apparent, more insidious kinds of unethical behaviors that can lead to problems. Sometimes these less obvious behaviors are the precursors to illegal behavior. When you can identify these behaviors in your vicinity, trouble is ahead. Act promptly to correct these situations.

- Lax control: A manager's careless enforcement, education about, and monitoring of ethical standards.
- Lack of tough, appropriate centralized compliance within each area of the company.
- No one charged with the responsibility for teaching, enforcing, and disciplining in cases where ethical breaches occur.
- Leadership that allows supervisors to overlook bad behavior.
- Leadership that allows employees to experiment with methods and tactics outside established guidelines.
- Emphasis on "doing whatever it takes" to achieve appropriate business and financial goals.
- Managers and supervisors who minimize the importance of oversight and compliance processes.
- Structuring incentives in such a way that they can compromise the ethical behavior of people, the quality of the products and services we deliver, and allow shortcuts to be taken for a variety of obviously questionable reasons.
- Avoiding confrontation with managers who chronically misbehave or chronically overlook misbehavior.
- The tendency to operate "on the edge," always pushing for more than is appropriate.

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- Management that ignores the signs of and doesn't question rogue behavior.
- Management that tolerates inappropriate behavior or management by individuals who are "critical to the organization's mission." These are the folks who are the super sales people, the high achievers who are allowed to break the rules to maintain the altitude of their performance.
- Belittling or humiliating those who suggest or seek ethical standards.
- Dismissing or destroying the careers of employees who report bad or outright wrong behavior.
- Demeaning the internal or external credibility of those who blow the whistle, those who report or bring management's attention to lapses in ethics.

Until there is a movement within management and the leadership of organizations—corporate, public, and non-profit—to seriously embrace the notion of integrity as a way of life and a way of management, this fifth forecast will sadly but relentlessly come true.

SURVIVAL STRATEGIES

What is the communication leadership response to shrinking CEO and top management tenure?

First, make sure the key plans and programs really are in the interest and timeframe of current top management. Test your recommendations against these strategic measures:

- Programs help the boss achieve his or her objectives and goals, now.
- Ideas and suggestions help the organization achieve its overall goal.
- Ideas and suggestions are truly necessary and important, even if they seem helpful.
- Not acting on your recommendations or programs will cause some aspect of the business to fail or fail to progress.

Second, be sure there are links between the shorter-term goals and programs, and enduring goals and programs.

- What are the continuity factors between previous employee communication approaches and those that will help this new executive promptly achieve goals and objectives?
- What key relationships need to be maintained regardless of the current CEO's tenure and communication intentions?

Third, be prepared to help new leaders (who won't have the time to become old leaders) navigate effectively through the organization during their tenure:

- Operate and communicate in real time.

- Allocate 40 percent of top executive time to face-to-face contact with management and employees at levels below senior management.
- Always test the real time value of any non-verbal communication technique. In this environment, news is what is happening now. Very few non-verbal communication techniques have real time value because it takes so long to get them produced, distributed, and absorbed. That is why people hardly miss them when they are withheld or ended, and why it is the primary test for the value of any non-verbal communication technique. When it is withdrawn, how strongly does anyone ask for its return?

FAILURE PREVENTION: HOW YOU EVALUATE YOUR CEO'S STATUS?

Focus on Where CEO's Fail and Where Your CEO Fits in the Acknowledged Pathways to the Exit or to Success

There are a variety of sources who continuously examine how and what drives CEOs to risk corporate or organizational reputation. Burson-Marsteller, in its corporate reputation study, provides two interesting checklists. I will share portions of each with you here.

The first checklist is the "Biggest Threats to Corporate Reputation." Here are the first five items out of a list of 10:

- Corporate financial irregularity/restatements
- Executive/employee misconduct
- Negative media coverage
- Domestic/international regulatory investigations
- Customer service problems

Burson's study also categorizes early warning signs, much as we talked about earlier in the predicate behaviors that indicate the presence of corporate crime. Here, in rank order, are five from Burson's list of 10 early warning signs that a company is failing:

- When there is low morale among employees
- When internal politics are more important than doing your job well
- When top executives depart suddenly
- When CEO celebrity displaces CEO reality
- When employees speak of customers as nuisances

I have often thought that *Fortune* magazine should publish a new list among its many lists each year. This list would be called the *Fortune* Felons List and would contain five different listings—probably in order of the size of the infraction, sentence, or fine—and the names of those perpetrators lower down in the organization:

1. Company names and a description of their industry by category of crime
2. CEOs' names and a short biography
3. Top managers (including COO, CFO, and general counsel)
4. Significant lower level players convicted, sanctioned, or debarred
5. The business school, university, or educational institution from which the perpetrator matriculated

In mid February 2009, FOX News ran a special program called, “Cream of the Crop Gone Sour: America’s Troubled CEOs.” In this piece, FOX identified the organizations in the most trouble at the time beginning with J.P. Morgan Chase, then Citigroup, then Bank of America, then Morgan Stanley . . . you get the idea. The program listed 20 organizations, including Bernard Madoff, but then broke down the list of perpetrators by alma mater—Harvard, 11; Columbia, 6; University of Chicago, 4; Duke, 4; Stanford, 4; American University, 2; MIT, 2; NYU, 2; Tufts, 2; University of Iowa, 2.

These business schools are among America’s most elite. Looks like these schools often prepare very smart individuals for very big failures. I always like to remind my audiences and readers that it wasn’t the janitors on Wall Street that caused the place to crash; it was the folks on the highest floors, the smartest people, that took Wall Street down. It is time that we began tying these executives back to the institutions that trained them. Clearly, these business schools need to do some heavy duty soul searching and, perhaps, they should stand on the dock with some of their graduates.

Despite the grimness of Forecast # Five, the core reasons why most CEOs fail and are replaced are well known. They are either operational, personal, or some combination of the two. Here is my compilation, from many business sources and my own observation, of the current list of top reasons CEOs lose their jobs:

1. **Failure to Perform:** This makes a great deal of sense; CEOs are hired to get things done, move things forward, and get the organization over the horizon. Non-performance is the greatest threat to CEO success and longevity.
2. **Overoptimism:** In reality, CEOs and the top managers that surround them are the best PR people in any organization. They can make any situation look good, because it is a ticket to their survival and continued authority over an organization. When evaluating the Tylenol situation, which happened so many years ago, I have thought that, because only seven people died in Chicago that day in 1982, someone from marketing must have said, “What’s the big deal? It’s only in Chicago and only seven are dead. What’s all the fuss about?” Modern day business school education sends bosses back into the world with unbounded optimism, complete anticipation of success, and sophisticated ways to blame others for their lack of accomplishment.
3. **People Problems:** The number one job for any CEO, as the organization’s chief strategist, is to pick future destinations and move the organization in those directions. Doing this well provides both the strategy necessary to reach new and important destinations, and the organization gains through having purpose and direction. The second principal job of the CEO is to put people in place who are capable of achieving the vision. Of all of the things CEOs do, putting the right people in the right places at the right times is the most challenging. If those people fail to work out, the CEO and his or her other program processes will fail or fail to succeed as forecast or expected.
4. **AWOL:** This is the CEO who is out on the rubber chicken circuit, on television, being a celebrity, and doing almost everything but being in his or her office running the business on a daily basis. Now it is true that these CEOs do have time available to provide leadership to various other places and forums, but the visibility that goes along with these opportunities is sometimes more of a narcotic than a stimulant. It is easy to become addicted to standing in front of large audiences, and receiving laudatory questions and comments and appreciative standing ovations. It is also distractive. It is expending

enormous energy and resources for outside audiences rather than inside associates. When times are challenging, the boss' butt needs to be in the chair running the company.

5. ***Stuck in the Mud:*** The metric force for success in CEO succession is fairly stark. The insider's chance of success is 60%—that is, making it for 48 months. The outsider's success rate is 40% for making the first four years. These numbers make sense empirically since the insider is likely to have a higher level of support and a better ability to either submerge their mistakes or get a longer recovery hang time. They know more people and there is more tolerance. Ultimately, whether inside or outside, it is leadership that pulls, pushes, drags, or inspires organizations forward.

What is the point of all of these explanations? These are important areas to monitor and observe. They provide significant opportunities to provide advice on the spot for any trusted strategic advisor.

It's a different world for senior communicators, and it is getting more challenging and more exciting by the day. The question you have to ask yourself is, do you have a desire to assume a much more aggressive and helpful management perspective on the business? Can you be an adapter to these new, more urgent, and time sensitive executive management demands? Those who can, and those who do, will have interesting, important, powerful, and personally rewarding careers that last longer than their current CEO and, probably, their successors.

(For more information on this subject, contact the author by e-mail at tlg@e911.com or explore his Web site at www.e911.com.)

INSIDE THE MIND OF THE CEO

Worry and whining about who and what the CEO is listening to – in place of or in addition to us – is one of the age-old traditions of those in public relations. It is the source of much teeth gnashing among other staff functions as well: law, finance, accounting, human resources, security and even strategic planning.

The odd thing, of course, is that none of these functions knows anything about being a CEO, becoming a CEO, or what the challenges of the CEO's job happen to be. Before talking about what most staff functions would like to accomplish, and the strategies to do so, let's do a reality check on the business of being a CEO.

The position of CEO is less and less like it used to be:

- The average tenure of U.S. CEOs is now under 30 months. By contrast, most organizations develop five-year strategic plans. It would appear that this is a fundamental disconnect, which probably needs a remedy.
- One in four CEOs of major British businesses (sales over £500 million) left their jobs ahead of schedule in 2000. That's twice the 1990 rate.
- Huge compensation packages allow CEOs to drop out before they are fired or forced out.
- More and more non-business issues, e.g., globalization, adverse legislation, anti-corporate activism, are intruding on management. These interruptions seem soft and distracting, often requiring moral rather than monetary or business judgment.
- CEOs have yet to be measured on their morality or belief systems, but this is coming.
- In both the U.S. and in Europe, career-defining risks for CEOs are increasing.

Believe it or not, there is no school for CEOs, anywhere. There is no educational organization to teach the next CEO of Coca-Cola how to do that job. Being a CEO is a completely on-the-job training experience. There is only one such position in any organization and each is completely unique.

Public relations concerns itself with reputation. However, I have yet to sit in on any top-level meeting where there was serious discussion of the actual concept of corporate reputation. I have sat in on discussions about building admiration and how a CEO's peers or peer companies have behaved or experienced similar circumstances, and the

lessons potentially learned from those experiences. The concept of reputation is the creation of the public relations industry. The CEO is far more interested in admiration – from his/her peers, employees, the industry served, and from Mom.

Several acquaintances have announced that they have achieved the position of reputation manager or vice president of reputation. My response always is, “How long are you going to have that job? An organization can lose its reputation in a blinding instant; then what are you the vice president or manager of?”

On the other hand, CEOs as well as the empires they create are fulfilled when *Fortune* magazine, for example, lists them among the most admired companies. That’s something you can call Mom about – and crow about on the 19th hole.

To understand the CEO’s environment, one has to recognize the four general divisions of tasks the CEO faces daily, *alone*:

- Soft intrusions
- Hard obstacles
- Nagging problems
- Career-defining moments

Soft intrusions include negotiations with employees; anti-corporate government action; poor sales; nagging negative news; personal, professional, corporate embarrassment.

Hard obstacles are situations such as a 50% stock price drop in less than 30 days; job actions and walkouts; major product market loss; product failure.

Nagging problems include activist attacks on individual executives and board members; rumors; unfounded and founded allegations; mergers and takeovers.

Career-defining moments include a 50% stock price drop in a 24-hour period; criminal indictment; serious people failure; serious, high-profile product failure; continuing bad product performance; embarrassing, needless, obviously stupid events.

The CEO is completely dependent on his/her organization for success. Organizations are composed of essentially two kinds of people – those who lead the organization and manage its future, and those who are watching and counting what these leaders and managers do everyday.

Most CEOs soon learn one of the most fundamental lessons of their tenure: There is a difference between leadership and management.

Managers are generally those who run the organization by the numbers. The manager’s goal is to make the bullet as forecast or exceed it, to achieve the targets as forecast or exceed them; to stay focused on producing primarily tangible results or exceeding expectations.

Leadership depends on verbal skill and personal example. Leaders lead through inspiration, motivation, verbalizing strategic vision, conducting strategic evaluations and questioning, and solving people problems.

To build followership and achieve a vision, the enlightened CEO expects feedback from those in staff positions. Whether it’s a crisis or operations crucial to success, the CEO needs essentially four kinds of information continuously:

1. Data:

- A sense of the market: A sense of the acceptability of the organization’s goods and services.

- Temperament of investors: What are they feeling? What are they saying? What are they telling other investors and analysts?
- Emotional state of the organization: What are people saying? How are they behaving? Are we a “happy” ship? Is anyone having fun? Or is there a feeling of dread, doom, or simply a rearranging of the deck chairs on a daily basis?
- Candid assessment of the existing situation: Options for action based on the data; do the issues to be faced and the situations we find ourselves in fit known patterns we can plan against or leverage ahead?

2. Perception issues: Reality is what others perceive if situations aren’t managed effectively.

- What is the wake being left behind by our actions?
- Who is assessing perceptions constantly?
- What are we learning; how and who should benefit from those learnings?

3. Responses to be executed in real time: Building or rebuilding confidence and trust requires real-time, face-to-face communication between top executives and key constituencies.

4. What to do next: What is the next step? What is going to happen next? What are the barriers to success? What are the unintended consequences of our actions?

The communication burden on CEOs is growing, almost daily. In fact, the inverse of Morris’s Law applies: “The more sensitive, the more damaging, the more victims a situation creates, the less time is allowed before the public expects massive communication from the boss.” Verbal communication and the communication of leadership ideas today must be faster than timely, faster than promptly, faster than instantly. Those communications must be done *NOW*.

To coach, to counsel and convince the CEO requires some important and fundamental shifts in mindset for the public relations strategist. Here are the most important:

- Develop a management-oriented mindset, behaviors and the attitude that attracts management attention.
- Be strategic because the CEO is the chief strategist. Those who work at that altitude must talk and think from the CEO’s point of view. Examples of effective corporate strategies, verbally elaborated upon by their respective organizations include:
 - Federal Express: Absolutely positively overnight.
 - General Electric: Each product group will be #1 in its category; if #2, there must be a plan and deadline to become #1; and if neither, there must be a plan for exiting General Electric.
 - Walt Disney: We make people happy.
 - Convert management energy into strategic ideas and leadership statements that combine strategy/mission/vision.

For the staff executive to assist the CEO requires that the staff executive understand the differences between:

- Leadership and management
- Staff and operations
- Strategy and stuff

Strategy is a unique mixture of mental energy verbally injected into an organization through communication, which results in behavior that achieves organizational objectives.

- Strategy is the key attribute of leaders and leadership.
- Strategy is the energy that drives business and organizations, guides leadership and directs the team.

- Strategy draws people in the same direction.
- Strategy is a positive, energizing state of mind.
- Strategy provides the energy and momentum for the current plan of action.
- Strategy is always positive.
- Strategy is always about the future.

There are a variety of behaviors that are clearly non-strategic. These include:

- Focusing on the unimportant.
- Teaching the value of staff functions.
- Labeling actions and ideas as strategic.
- Suggesting the creation of stuff.
- Self-validated theories and observations that have no basis or foundation in experience or empirical proof.

If you spend a fair amount of time talking with, working with and counseling CEOs and other operating executives, their perspective is quite interesting. Their questions most always are, “How do I manage all these people who constantly yak, yak, yak at me, who know virtually nothing about the business or what I care about, but want to tell me how to run the business? They are all clamoring for a seat at a table that doesn’t exist, but if it did, it would be so full of whining, angry people that it would be a totally useless exercise for me. It would be over-crowded with folks who don’t know how to help me. How do I spare myself from these amateurs? Who are these people anyway?”

From the most practical of perspectives, the advisor to the CEO:

- Has exceptional verbal skills.
- Communicates effectively in real-time, on-the-spot, because that’s how managers make decisions.
- Focuses on what is truly and indisputably important.
- Provides valuable, useful, applicable advice beyond that which the boss already knows.

- Provides well-timed, truly significant insights (the ability to distill wisdom and useful conclusions from contrasting even seemingly unrelated information and facts).
- Understands patterns of events and problems and can plan against them.

There are four crucial tests that ideas, concepts and recommendations must pass to be useful to management, especially the most senior managers:

- Ideas must help the boss achieve his/her objectives and goals.
- Ideas and suggestions must help the organization achieve its goals.
- Ideas and suggestions must be truly necessary (and pass the straight face and laugh tests).
- Without acting on the recommendations, some aspect of the business will fail or fail to progress.

In the good old days, when major brands and important organizations had difficulties, the business community, at least, could be counted on to cheer for success, resulting in increased admiration. In today’s world, when trouble comes the betting is often against a CEO’s success.

If you put yourself truly in the CEO’s shoes, look at his/her tasks, challenges and loneliness from their perspective, then chances are you will be sought after, respected and have important influence on what the CEO does, what the organization does and the success the organization achieves.

* For more information on this and other crisis communication management topics, visit the author’s Web site at www.e911.com.

CEO Survival: THE FIRST 100 DAYS (Plus 800 MORE)

Recently, I found myself sitting in a corporate boardroom helping a large company and its newly named, soon-to-be CEO revise its strategic plan (something of an oxymoron, actually). When the discussion turned to doing a five-year plan, I raised the question of how long the last three CEOs had lasted. The average was 23 months. In fact, as a consultant, I had outlasted them all. I suggested to the recently elected CEO that it might be wise to develop a new strategic approach that more closely matched his probable tenure rather than to revise the current plan by establishing an optimistic set of principles and ideas that wouldn't pass the straight-face test, no matter how sincerely they were developed. The meeting immediately got down to business. This is the memo I sent to him following that meeting.

TO: Our New CEO

RE: Your First 100 Days (and the next 800 days after that)

There are important, urgent *Executive Actions* you need to take immediately to assure your success as CEO. Focusing on these actions will help you move through the first few months and speed your mental transition to chief executive (you aren't there yet... it takes a little time... you won't "get it" down cold until you have the job... you'll see).

Your perspective will change. Your problems will be different. Just how successful you will be, in my judgment, will be determined in your first 100 days. It will take about nine 100-day periods before you know things are truly moving in the direction you expect, or that you will survive, perhaps for another 900 days. By that time, you will have survived longer than any of your predecessors, if that matters to you.

Before we get to those important actions, there are some interesting realities, some of which you are already experiencing. These are the expectations and realities that flow – with you – from your first day as CEO:

1. ***People Want Action From Day One.*** They expect you to walk in the door and begin making changes and making things happen.
2. ***People Expect Change Even Though They Fear It.*** Everyone is well aware of the tension during transition. Tension increases apprehension. Employees cannot understand why the people at the top of the mountain can't work everything out. They actually believe there is a plan. You can't take the time to worry about this now because the clock is ticking on your own performance and on the future.

3. **Change is continuous.** From your perspective and strategic view, the organization will change significantly about every 100 days during your first three years, even if everything goes smoothly. The first 600 days present your principal opportunity to have an impact on corporate culture. Corporate culture can only be modified through significant fundamental change within the organization as a whole. Old habits never die; they need to be removed.

4. **Cultures are modified in only one way:** The recipe for culture modification has four crucial ingredients:

- A strong, positive leader (a visionary).
- Verbally driven management styles.
- Goals everyone can understand, accept, and achieve.
- Constant direction, clarification, and validation.

3. **Nothing you learned prior to taking over will seem to be of great value...** because it cannot be. You haven't yet really begun to know the organization. Being totally in charge is totally different. No one will understand this but you.

Now, let's talk about the **success behaviors** you'll need from the beginning. You must be prepared to:

1. **Act fast:** Implement a time-lined program of action the day you begin. If that is impossible, set incremental goals and guidelines that achieve rapid situation assessment and the elements of a "move-forward" timeline within 72-to-96 hours of becoming CEO.

This approach will:

- **Test** those who could be your key advisors and future leaders.
- **Beat** the bureaucracy that's probably the reason for past non-progress and is the repository of the "good old days."

- **Scare** the nesters who think they have finally found a place to retire.
- **Subvert** the could of's, would of's and should of's that torpedo progress and your success.

2. **Communicate immediately:** Plan a daily one-page newsletter or plainspoken e-mail or voice mail written by you. Winston Churchill did this throughout both World Wars I and II. He called them "Minutes." Why not think about starting, "<Name>'s Minute" of your own? Churchill also wrote special orders called "Action This Day." You might want to institute a similar approach for things you need done now.

Your "Minute" is a daily early morning 150 to 300 word message stressing three major topic areas: productivity, performance, and items of interest. The first two sections are factual and relate to operational goals and objectives. The last section is your direct communications link to everyone in the organization. It's talking directly each day to each employee about things that are on your mind and theirs.

Caution: If you start this, your people will like it a lot and hope that you continue it. Its purpose is clear: it is anti-rumor, anti-corporate politics, anti-counterrevolution within the organization; it is pro-progress, pro-organizational objective setting; it is pro-success, pro-personal recognition – yours and theirs – and says:

- We will talk.
- We will tell the truth.
- I will listen.
- What I do is your business too.
- There will be no "b.s." between us.
- We will continuously recognize achievement and achievers.
- Every question will be answered.

3. **Walk:** The land of the chief executive is full of wanna-be CEOs, who dwell most of the time in their own silos. Get out and

talk to the real people who punch clocks and who move the product. Eat, talk and work with employees. This means dozens to hundreds of employees seeing you, talking to you, understanding your goals and objectives directly and asking questions of you.

It sends powerful messages to supervisors and managers that they too must communicate accurately, effectively, promptly, verbally and in real time. When employees have an opportunity to speak with you directly about concerns, issues, or fears, it's very much like the commander visiting his troops in the field. It's a chance to personify your leadership and vision, to rally and motivate.

Shake their hands; be with them. You are going to have to change some jobs and take other jobs away. Better make it as pleasant and quick as possible. Enemies accumulate.

4. **Manage the self-appointed:** The greatest disasters will be the result of the work of those who think they know you best and who try to help you most. After all, because they know you so well, they are the only ones who can shoot you down – and they will. They might not mean to ... but they will. It can be death by question or by negative interpretation. Stay focused on your goals, communicate, and you will manage the self-appointed, self-anointed.
5. **Be the boss:** Eight out of 10 decisions you make will disappoint, anger or offend some individual or group. Welcome to life at the top. Be satisfied with the good things you will get to do and accomplish. They are going to be spectacular. Stay focused. Be positive. Lead verbally.
6. **Talk and act in real time:** Do company-wide live teleconferences, which allow employees and managers to hear from you, directly and in real time, and to ask questions and hear you provide on-the-spot answers. Recognize individual performance, achievement, passion and enthusiasm through brief handwritten notes. When it comes to recognition, e-mail is very unsatisfactory and perhaps even insulting. Take the time to write little notes to people. They will tell their moms, remember forever, and will almost never become your enemy.
7. **Managers will manage:** Bureaucrats will try to count, measure and restore the past. They are the last to know that the goals have changed. They figure it out when they find out. Then, they mindlessly manage without new direction and new orders to follow.
8. **Leadership is primarily a verbal skill:** Your job is to go out to the horizon, look over the edge, then come back and tell us all where we're going and show us how to get there in 150 words or less. The bean counters can't do this, the price-cutters and slick marketers can't do this, neither can the management consultants...only you can do it by telling and showing us.
9. **The world moves at verbal speed:** your verbal speed. No matter how much is written, no matter how flashy the slides shows and PowerPoints, the organization will move forward at about 150 words per minute (the verbal speed of English-speaking cultures). Plans not verbalized, taught and retaught will fail.
10. **Repeat yourself:** More than half of the people in your organization aren't listening at any given time. The distracted and the disengaged need to be told perhaps as many as 10 times before they begin to realize that you really do require them to change.
11. **Build followership:** The most powerful way you build the followers you need is to recognize people personally, publicly and frequently.

There are some important external actions you need to orchestrate early on as well:

1. **Get local help:** Find a peer or fellow CEO or senior level counselor of whom you can ask those embarrassing and sometimes silly questions all new CEOs have. If it's a consultant, keep their work separate from other agency-like things you will do in sales, marketing and merchandising. Find someone who can keep his or her mouth shut and who will be completely loyal to you.
2. **Be visible in the community and the countryside:** Even though you may be uncomfortable with a reasonably high profile, **this is expected of you.** These times are opportunities to share your vision, draw your employees toward the goals you've selected, and to build a base of support for those times when things won't go well – and there surely will be some of those. The most powerful agent of change is you. You are the chief strategist, cheerleader and score keeper.
3. **Change expectations:** Exercise the discipline of the strategist. Effective strategies are time-sensitive, brief, stated positively, understandable and clearly achievable. If you can combine your goals with your strategies, your odds of success go up dramatically. Two of the best models are:
 - **GE's Jack Welch** – Be #1 in your category, or #2 going for #1, or be preparing an exit strategy for leaving GE.
 - **FedEx** – Absolutely, positively overnight.

Teach and live the ingredients of leadership:

1. **Be and stay positive:** Avoid the use of negative language.

2. **Be constructive:** Insist on useful, positive suggestions rather than criticism, questions and complaints.
3. **Be prompt:** Do it now, ask it now, fix it now, challenge it now and change it now.
4. **Be outcome focused:** Work in the future rather than in the past. Everyone owns the past in ways that cannot be overcome. As Stephen Covey would say, plan with the end in mind and you'll move forward with twice the velocity.
5. **Be reflective:** If you must examine the past, look only for those lessons that will usefully inform future actions.
6. **Be pragmatic:** Move the organization toward those things that can actually happen. Dreamy, foggy, unintelligible goals are as detrimental as turgid, impersonal, mindless mission, vision and values approaches. Do what people can understand, then stretch their imagination.
7. **Be relentlessly committed to positive incremental personal and organizational improvement, every single day.** Increments accumulate and form the foundation for luck and success.

Build new leaders who can move the organization where you need it to go because no matter how good you are, the company is still run every day by the people who show up to do their jobs.

You'll find me available 24/7 by fax, phone, e-mail, or page.

With respect, admiration, and warm regards,

James E. Lukaszewski, APR, Fellow PRSA

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DISCUSSION OUTLINE

Inside the Mind of Management: Who Are They, Where Do They Come From, What Do They Want, Lukaszewski's CEO Survival Forecast (in Years, Months, Days, and Hours)

*IABC Web Seminar
Wednesday, April 29, 2009*

If those who listened to this program with you would like to have a follow-up discussion, here are some questions to begin the conversation:

1. What do you know now that you didn't know when the program began?
2. What's the most important concept or idea you learned from this program?
3. What question has the presentation raised for which you need to find answers?
4. What key skills, ideas, or knowledges did this program confirm for you?
5. Based on what you learned and heard today, what is the first thing you're going to do when you return to your office?
6. What's the second thing you're going to do?

JAMES E. LUKASZEWSKI, ABC, APR, FELLOW PRSA

James E. Lukaszewski (loo-ka-SHEV-skee) advises, coaches, and counsels the men and women who run very large corporations and organizations through extraordinary problems and critical high-profile circumstances. The bulk of his practice is in the Western Hemisphere, although he has clients from many parts of the world.

He is an expert in managing and reducing contention, counteracting tough, touchy, sensitive corporate communications issues. He counsels companies facing serious internal and external problems involving: activist counteraction; community conflict and grassroots campaigns; corporate relations failures; reputational threats; employee relationship building; ethics/integrity/compliance; litigation visibility; Web-based attacks; and threats to corporate survival. His broad-based experience ranges from media-initiated investigations to product recalls and plant closings, from criminal litigation to takeovers. He is frequently retained by senior management to directly intervene and manage the resolution of corporate problems and bad news. The situations he helps resolve often involve conflict, controversy, community action or activist opposition. Almost half of his practice involves civil and criminal litigation.

He is a teacher, thinker, coach, and trusted advisor with the unique ability to help executives look at problems from a variety of sensible, constructive, principled perspectives. He teaches clients how to take appropriate, highly focused, ethically appropriate action. He has personally counseled, coached, and guided thousands of executives in organizations large and small from many cultures representing government; the military and defense industry; the agriculture, banking, computer, financial, food processing, health care, insurance, paper, real estate development and telecommunications industries; cooperatives; trade and professional associations; and non-profit agencies. He is a coach to many CEOs.

Jim helps prepare spokespersons for crucial public appearances, local and network news interviews including *20-20*, *60 Minutes*, *Dateline NBC*, and *Nightline*, and for financial analyst meetings and legislative and congressional testimony. He also provides personal coaching for executives in trouble, or facing career-defining problems and succession issues.

He is a prolific author (six books, hundreds of articles), lecturer (corporate, college and university), trainer, counselor, and public speaker. He is a member of *Public Relations Review's* Board of Professionals, a contributing editor for *Public Relations Quarterly*, member of InfoCom's *Media Relations Insider* editorial advisory board, frequent columnist and member of *PR News's* editorial board, columnist for *O'Dwyer's PR Services Report*, and columnist for PRSA's magazine, *The Strategist*. His 1992 book, *Influencing Public Attitudes: Strategies that Reduce the Media's Power*, remains a classic work in the field of direct communication. The Public Relations Society of America published the final volume of his four-volume *Executive Action® Crisis Communication Management System* in 2005: *War Stories and Crisis Communication Strategies, An Anthology*; *Crisis Communication Planning Strategies, A Workbook*; *Crisis Communication Plan Components and Models: Crisis Communication Management Readiness*; and *Media Relations During Emergencies, A Guide*. His newest book, *Why Should the Boss Listen to You?*, was published by Jossey-Bass in February 2008. He has published 25 monographs on critical communication subjects since 1994 and hundreds of articles throughout his career.

He is an internationally recognized speaker on crisis management, ethics, media relations, public affairs, and reputation preservation and restoration. His recent addresses include the 2007 conferences of the U.S. Air Force Public Affairs Officers, U.S. Department of Veterans Affairs, National Information Officers Association, Puerto Rico PR Association, ABERJE in São Paulo, Brazil, Health PR & Marketing Society, Media Relations Summit, the College & University PR Association, Choice Hotels Annual Convention, CCEP World Conference on Disaster Management, National Air & Waste Management Association, National School Public Relations Association, and Syracuse University; and the 2006, 2007, and 2008 International Conferences of IABC, the Public Relations Society of America, and ASIS International. He has addressed several Canadian trade and government conferences including the National Agriculture Awareness, the Government of Canada Communicators, and most recently Natural Resources Canada, Service Canada, Transport Canada, Purchasing Management Association of Canada, and the Canadian Investor Relations Institute. Visiting his Web site, www.e911.com, is like attending the University of Crisis Management.

An accredited member of the International Association of Business Communicators (ABC) and the Public Relations Society of America (APR), Mr. Lukaszewski is a member of the PRSA's College of Fellows (Fellow PRSA); Board of Ethics & Professional Standards; the Corporate and Public Affairs/Government Sections; and the New York City and Westchester/Fairfield Chapters. He is a member of the International Churchill Society, ASIS International, and the Society for Human Resource Management (SHRM). He lectures annually at the U.S. Marine Corp's East Coast Commander's Media Training Symposium and was the second recipient of its Drew Middleton Award. He is the recipient of Ball State University's National Public Relations Achievement Award, Patrick Jackson Award for Distinguished Service to PRSA, *PR News* Lifetime Achievement Award, Lloyd B. Dennis Distinguished Leadership Award, and named 2007 Minnesota Metropolitan State University Alumnus of the Year and the 2007 Practitioner of the Year by the Southern New England chapter of the PRSA.

Lukaszewski received his BA in 1974 from Metropolitan State University in Minnesota. He is a former deputy commissioner of the Minnesota Department of Economic Development and assistant press secretary to former Minnesota Governor Wendell Anderson. He founded Minnesota-based Media Information Systems Corporation in 1978. Prior to founding The Lukaszewski Group Inc. in 1989 he was senior vice president and director of Executive Communication Programs for Georgeson & Company and a partner with Chester Burger Company, both in New York City. His biography is listed in several editions of Marquis *Who's Who in America*. His name was listed in *Corporate Legal Times* as one of "28 Experts to Call When All Hell Breaks Loose," and in *PR Week* as one of 22 "crunch-time counselors who should be on the speed dial in a crisis."