

## ***Developing the CEO Within You***

Dori Carlson, OD, MAL, FAAO

PO Box O

Park River, ND 58270

701-331-1500

[Dori.carlson@gmail.com](mailto:Dori.carlson@gmail.com)

### **Are you ready to be a CEO? Are you ready to commit the time? What tools do you need to develop yourself?**

- ❖ Are you working in your practice or on your practice? There is a difference.
- ❖ It Starts with You
  - Understand yourself – your strengths and weaknesses
    - Strength Finders
      - Book and purchased link to assessment online
  - Culture is the direct reflection of the owner / manager
    - Personality Tests
      - ◆ Myers Brigg
        - 16 personalities
      - ◆ How to Fascinate – Sally Hogshead
      - ◆ Personality Plus – Florence Littauer
        - Perfect, Popular, Powerful, Peaceful
      - ◆ Tests based on color – colorquiz.com
      - ◆ Five Voices (5voices.com)
        - Pioneer, Connector, Guardian, Creative, Nurturer
      - ◆ DISC
        - Dominance, Influence, Steadiness, Conscientiousness
        - Expand on DISC telling the story of how it's used by J&J as well as Alcon
        - Research has shown that certain personality types may do better in positions around the office. For example, a person with a highly dominant personality may be a great office manager.
  - Emotional Intelligence
    - The ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened.
    - Self awareness, Self management, Social awareness, and Relationship management
    - How can you improve your emotional intelligence?
      - The first step is being aware of how you are perceived

## ❖ What is Leadership?

- Leadership is the ability to influence
  - Understand your role as a leader.
    - As a leader you are responsible for setting the culture of the environment around you
  - A leader is also part of the team
    - There is a difference between a team leader and a boss
  - “Start with Why” – Simon Sinek
    - A way to lead is understand and communicate your why

## ❖ Leadership is Intentional

- John Maxwell’s “The 15 Invaluable Laws of Growth”
  - You cannot expect leadership to just happen. You need to make a plan to grow your skills.
  - Being intentional starts with self-awareness – as we discussed before.
  - Reflect on your learnings helps to make them a part of your life
    - Journaling
    - Gratitude journal
  - Consistency – you will never change your life until you change something you do daily
  - Environment – we become the combined average of the five people we hang around the most

## ❖ How do you develop your CEO skills?

- Google it!
- Books – 15 Invaluable Laws of Growth by John Maxwell
  - Concepts from several other leadership books will be added with key teachings
- Podcasts
  - John Maxwell Leadership podcasts
  - Truly Human Leadership
    - ◆ Honest, Humble, Human -David Mead on the Traits of Human Leadership
      - Honest have a personal code and behave in that way. Honesty leads to trust
      - Humble – drops their ego and learns from their mistakes
      - Human – someone who lifts someone else up. Genuinely interested in people
  - Mind Your Business – James Wedmore
- Ted Talks
  - What it Takes to be a Great Leader – Roselinde Torres
  - Simon Sinek – How Great Leaders Inspire Action\
- Mentorship

- Never underestimate the time spent with a leader you admire
    - Make sure your network is diverse. Listen to people who think differently than you.
    - Invite someone for coffee or lunch. Have questions ready to ask.
  
- ❖ What makes a great CEO? (taken from The CEO Next Door)
  - Decisiveness
    - Speed over precision
  - Engaging for Impact
    - Change is inevitable
  - Relentless Reliability
    - Be consistent in all that you do
    - Stephen Covey's Speed of Trust concepts
  - Adapting Boldly
    - Continue to evolve
    - Stories of Blockbuster and Kodak
  
- ❖ Develop Priorities
  - What needs to be done urgently?
  - What is important?
  - What can be delegated – more can truly be delegated than you think
  - 80/20 rule (Pareto Principle) of spending 80% of your time on the things that will affect the most change
  
- ❖ Know what you're FOR?
  - Explore concepts from Jeff Henderson's book of the same title as it relates to your team and life
  - Great teams and businesses are people-centric as opposed to self-centric
  
- ❖ Test of Leadership: Creating positive change
  - Simon Sinek's "Star with Why" principles
  - We often overestimate the change and underestimate the process
  - Determine the change and layout the steps
  - Communicate the why to key people
  - Allow plenty of time for questions / acceptance
  - Plan ahead to create the change
  - Expect there to be problems
  - Point to the successes
  - Review the process daily
  - Be prepared to repeat any step along the way to positive change
  - Share story about changing electronic health records
  
- ❖ Quickest way to gain leadership: Problem Solving
  - Problems are going to happen
    - The key to problem solving is asking questions

- Who, where, when, why, how, what?
  - With every problem there is an opportunity.
  - Good CEO's embrace those problems and look for opportunities to learn from problems
- ❖ Attitude
- A positive attitude is key to positive CEO skills
    - People will follow those with a great attitude
    - You need to see possibilities when others do not
    - Encourage people when they are feeling defeated
    - Have a "whatever it takes" attitude
    - Demonstrate commitment when others want to quit
    - Story of attitude in the workplace
- ❖ Create Dedicated Time to think like a CEO
- You need dedicated time to practice your CEO skills.
    - Start with two hours a week.
    - Set aside that time without any other distractions
    - Set your goals / priorities with this time
- ❖ Goal setting Exercise
- Make a plan
    - Specific, Measurable, Achievable, Realistic and anchored within a Time Frame.
    - Write down your goals
    - Share it with someone to keep you accountable
- ❖ Law of the Rubberband
- Expanding out of your comfort zone is where the real growth occurs
    - Story about how a rubberband is only useful when it's been stretched and once its been stretched it can never go back to the original size.
    - We grow when we've stretched out of our comfort zone
    - Do something that scares you
  - More importantly, help grow the people around you and allow others to shine
- ❖ Each of these topics has a story attached to it and is meant to be motivational. The topics are intended to work for both business owners and employees.