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THE WALL STREET JOURNAL MAGAZINE

You told me

- Growing and nurturing talent
- Getting and keeping everyone on the same page
- Effectively communicating
- Growth
- Best practices not being implemented
- Human capital – recruiting, hiring, engaging and keeping the *right* people
- Fear of being disintermediated
- The pace of consolidation

Today

The Highly Effective CEO

The 3 Best Practices of Great CEO's

Why these secrets are vital

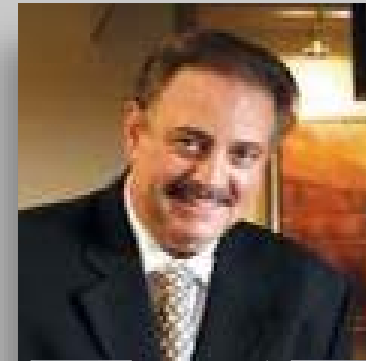
- 68.5% of American workers say they're not engaged or actively *disengaged* from their job. (Gallup Poll of the American Workplace 2016)
- 53% of American employees have little confidence in their leaders and think their senior leaders have little interest in them. (Towers Watson 2016 Global Workforce Study)
- 84% of all workers believe that most people can't be trusted. (University of Chicago General Social Survey 2017)

Data driven discovery

- Screened more than 220,000 companies
- Closely studied 65,000
- Interviewed more than 18,000 CEO's, owners and leading entrepreneurs
- Wrote the books on speed, growth, innovation, culture and leadership



Six of the best CEO's



Best practice 1

Great CEO's provide a

Purpose

that unites people and takes everyone on a journey of pride



It is not a Vision Statement

It is not a Mission Statement

It's the reason for existence

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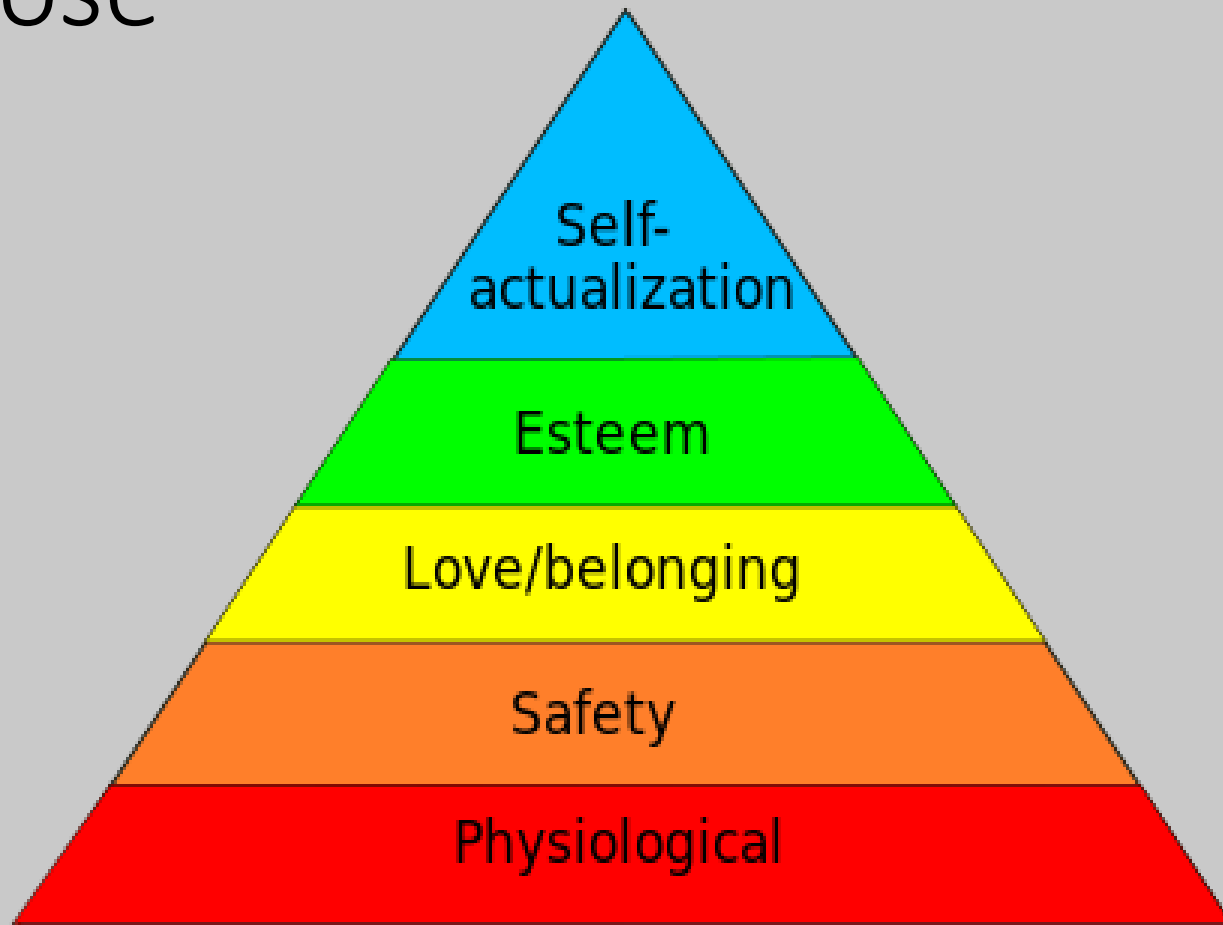
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Purpose

- Bold
- Not what you do but why you do it
- The non-financial reason for existence
- Fixes an injustice
- Not a goal but a journey
- Give meaning to people's lives



Purpose



Purpose

- Brief, BIG and memorable
- Evokes an emotional response
- Shows deep conviction
- Hire only those who want to be onboard
- Get rid of those who won't get onboard
- Talk about and celebrate it constantly
- Eventually, the purpose becomes the culture

Best practice 2

Great CEO's make

Growth a Guiding Principle

that takes everyone on a journey of personal, professional
and financial growth



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Growth

- Attracts the right people
- Engages and keeps the right people
- Grows the right people
- Gets rid of the wrong people
- Improves the fortunes of families
- Allows for reinvestment in the business
- Forces you to stay head of your customers
- Turns your suppliers into partners
- Keeps the attention of owners and investors
- Makes communities better places
- Makes everyone feel part of a winning team

Best practice 3

Great CEO's are

?

Best practice 3

Great CEO's are
Good Stewards

Stewardship

The Biggest question you'll ever ask yourself



“Will my life be more about me or more about others?”

Steward leaders

- Share information
- Are accessible and keep their hands dirty
- Are fearless about the need for growth
- Stand for something
- Have a fierce sense of urgency
- Get rid of superficial distinctions
- Make everything better for everyone
- Are coaches and mentors
- Are called to serve

Remember the things you told me

- Growing and nurturing talent
- Getting and keeping everyone on the same page
- Effectively communicating the negative
- Growth
- Best practices not being implemented
- Human capital – recruiting, hiring, engaging and keeping the *right* people
- Fear of being disintermediated
- The pace of consolidation

Imagine what happens...

- When a culture based on a BIG, noble, unifying purpose is created and *everyone* is shooting at the same target
- When a clearly defined path to prosperity – based on the growth of the company - exists for everyone
- When the principles of good stewardship become the guiding principles of the company

CEO Checklist

- ✓ Look in the mirror and ask the question (tomorrow)
- ✓ Have an external, highly skilled, outside research conduct an in-depth Engagement Survey (repeat annually)
- ✓ Craft a purpose that addresses *why* your company does what it does; not what it sells or produces
- ✓ Build a plan for cascading the purpose throughout the entire company
- ✓ Beginning with your direct reports, have one-on-ones to make certain that everyone understands their measurable role in growth. Cascade down.



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CEO Checklist

- ✓ Schedule a fun companywide event to present the roles of purpose and growth and what it means to everyone
- ✓ Communicate your purpose nonstop through signs, banners, pictures and employee recognition programs
- ✓ Create a two minute elevator pitch about purpose and growth and use it daily with employees, customers, vendors and suppliers. Eventually, it will become the culture
- ✓ Begin communicating with everyone through the lens of, “What this means to you,”

Do these things and your company will become one
the world's truly great enterprises!

W: Jason-Jennings.com

E: Jason@Jason-Jennings.com

