

The CEO Edge

Issue 4
01/10

Clarify "the D" to avoid conflict

Conflict at the executive table is often caused by confusion over who's responsible for making decisions ("the D"), yet many leaders make the mistake of assuming their direct reports can figure it out on their own.

Not knowing who is accountable for the results associated with various decisions is bound to create unhealthy conflict. It's the CEO's role to set everyone on the executive team up for success by making sure each has clarity around authority and results.

Here are some steps to clarifying "the D" for your team:

- Ask each executive to identify the outcomes for which he or she is responsible and the key decisions needed to achieve those objectives.
- Hold a meeting with the entire team to clarify who has the decision-making authority for the various areas of responsibility. If there is disagreement, the CEO gets to decide.
- Meet with each executive for 30 minutes a week to continue to set them up for success.

[Read more...](#)

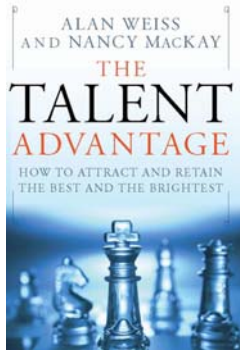
Related book: [Crucial Conversations: Tools for Talking When Stakes Are High](#) by Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler. "Crucial" conversations are interpersonal exchanges at work or at home that we dread having but know we cannot avoid. How do you say what needs to be said while avoiding an argument with a boss, child, or relationship partner? Crucial Conversations offers readers a proven seven-point strategy for achieving their goals in all those emotionally, psychologically, or legally charged situations that can arise in their professional and personal lives.

New Vancouver CEO Forum launched

On January 26, 2010 we launch our latest CEO Forum in Vancouver. We now have over 150 executives participating in our CEO and Executive Forums.

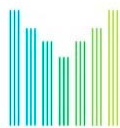
If you would like to learn more about the many benefits of belonging to a Forum, please [click here](#) or [contact Nancy](#).

Have you read the Talent Advantage?



Want to learn more about how to hang on to your top talent or find them in the first place?

Co-authored by Dr. Nancy MacKay and Dr. Alan Weiss, [The Talent Advantage: How to Attract and Retain the Best and the Brightest](#) offers guidance, examples and techniques to maximize the success of your organization through your people.



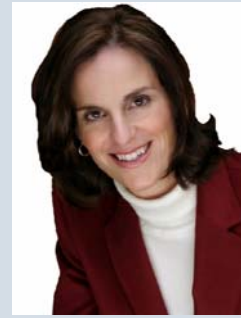
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What's new with Nancy



Nancy to moderate panel at upcoming HRMA conference

Nancy will be moderating a panel on "Talent Management in Unprecedented Times - Real Life Experiences" at the HRMA conference on May 5, 2010 at the Vancouver Convention & Exhibition Centre. [Details...](#)

CEO Networking Event

Nancy will be hosting an Olympic party and networking event for all CEO Forum members on February 25, 2010. Watch for your invite!

Up, up and away!

Nancy and members of one of her CEO Forums took to the skies at a recent retreat when they decided to soar on a zipline. "I highly recommend ziplining to clear one's mind and take leadership to a whole new level," laughed Nancy.

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