

The CEO Edge

Issue 8
05/10

New CEOs need to focus on building trust

As a new CEO, it's not uncommon to feel the need to swoop in and set to work fixing a dysfunctional organization. But it's easy to take it too far, and many leaders have made the mistake of isolating key stakeholders, such as board members, while the transformation is under way.

It is the job of the CEO to build two-way trust and respect with all stakeholders. Here are some tips:

- Meet with the board chairman and each member individually once a quarter to establish relationships, trust and transparency and to ask for feedback. Doing so speeds decision-making and results at board meetings.
- Understand that you must show respect 100% of the time. Create trust and candour by focusing on strengths and identifying opportunities for innovation and improvement.
- Don't talk about your previous experience. Instead listen 80% of the time.

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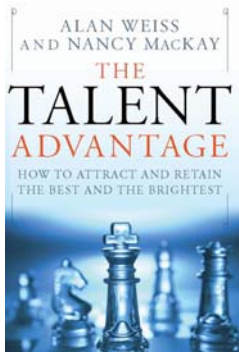
Related book: [The First 90 Days: Critical Success Strategies for New Leaders at All Levels](#) This earnest guide to career transition periods, when a new job or promotion puts an employee in an unfamiliar role, reassuringly asserts that navigating the all-important first 90 days is a "teachable skill." Business professor Watkins lays out a "standard framework" for leadership transitions, based on "five fundamental propositions," "ten key challenges," and a four-fold typology of situations that new managers find themselves in. Fortunately, Watkins balances the theorizing with practical steps managers can take to get on top of things and initiate changes. His systematized approach to thinking will help panicky executives keep their wits about them.

CEO Forum News

We are launching a new Global CEO Forum on June 23, 2010.

If you are a CEO, president or general manager and are interested in realizing the tremendous benefits of our CEO Forums, [contact Nancy](#) or [click here for more information](#).

The Talent Advantage gains momentum



Nancy continues to be invited to speak on the success of her book [The Talent Advantage: How to Attract and Retain the Best and the Brightest](#).

The straight-to-the point and practical advice are sure to give every leader at least a few tips on how to get the most of your team.

CEO Coaching - CEO Forums - Leadership Development - Succession Planning - Strategy Development - Team and Board Effectiveness - Keynote Speaking

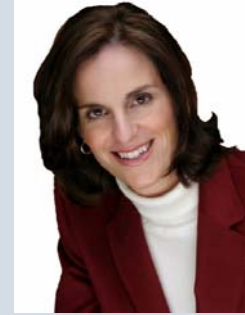


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Helping CEOs improve individual and organizational performance

What's new with Nancy



UVic Keynote Address

Nancy is the keynote speaker at the 20th Anniversary of the Faculty of Business at University of Victoria on June 24. She will speak on her book, [The Talent Advantage](#). [More information](#).

Emotional Intelligence Workshop

Nancy will be presenting on the topic of Emotional Intelligence at the 6th Women & Leadership Summit in Toronto on June 17, 2010. [More information](#).

Fish tales?

Nancy will be participating in the Rick Hansen Fishing Challenge at the Langara Fishing Lodge June 12-14. [More information](#).

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