

VISTAGE

THE CEO'S 7 LAWS OF LEADERSHIP

JOURNEY TO THE SUMMIT



Ready for the Climb of a Lifetime?

The path starts here.

As a CEO, you are in the business of making decisions, and it's the outcome of those decisions that define your success. So how do you rise to the challenge day after day, year after year?

This is a guide to a path forged over 65 years and traveled by 250,000 top-performing business leaders. It requires a daily climb, constant rigor and a lifelong commitment. But this leadership journey is well worth the effort, for it will bring you to peaks you never thought were possible.

This is the way for world-class leaders and peak performers — 7 fundamental truths to take your business, and your life, to a whole new level:

- 1** Reject Shortcuts to Growth
- 2** Create the Space to Work on the Business
- 3** Challenge Your Thinking with Fresh Perspectives
- 4** Stoke Curiosity
- 5** Apply Discipline to Decision-Making
- 6** Find a Trusted Guide
- 7** Rise by Helping Others

1

REJECT SHORTCUTS TO GROWTH

Great leaders pursue leadership excellence with the commitment of a world-class athlete. They know it's a challenging, continuous climb that requires hard work and determined attention. They reject shortcuts and take ownership of their development. They bring rigor and grit, working hard to hone their expertise and committing their whole selves to continual improvement. They push themselves to learn more, grow further and reach ever-higher elevations.

Try This: Two Questions to Reveal Your Blind Spots

Leadership consultant and Vistage speaker AmyK Hutchens helps CEOs identify and work on their blind spots so they can improve their problem-solving capabilities. Here are two questions from Hutchens that can help reveal your leadership blind spots:

1. What am I missing?

When leaders have an answer for everything, their attitude promotes rigid and fixed thinking. That, in turn, stifles curiosity, creativity and innovation. To overcome the classic "I know" attitude blind spot, simply ask:
"What am I missing?"

2. Where's the truth in the feedback?

When leaders ask for constructive feedback, they then need to sit back and absorb the information without defensive posturing and without interrupting. The real reflection comes afterward, when the leaders asks themselves:
"Where's the truth in the feedback?" Answering this question illuminates possible blind spots and allows leaders to move forward more effectively.

**"Leaders bear a responsibility to renew their perspective
to secure the relevance of their organizations."**

KENNETH MIKKELSEN and HAROLD JARCHE
Leadership Consultants
Harvard Business Review



2

CREATE SPACE TO WORK ON THE BUSINESS

The climb can be a struggle — and some days you'll feel like you're losing ground. But if you want to make it to the summit, you can't operate in reaction mode. You need to routinely carve out time and space away from the business to reflect, acquire new knowledge and focus on strategy.

Peak performers use this technique to gain the clarity and perspective they need to navigate the day-to-day challenges while keeping their company on course for long-term success. They fight the instinct to always be on-the-go, forcing themselves to slow down so they can make thoughtful decisions.

Try This: Make Space for Reflective Thinking

Reflective thinking is the one thing a CEO cannot outsource. To make it a priority, Vistage Speaker Gair Maxwell, an expert on disruptive innovation, offers four ways to slow down and make space for reflection

1. Schedule one day a month for critical thinking.

Turn off your phone, shut down your email and focus on thinking critically about your business.

2. Get out of the office.

Many leaders think more clearly when they're outside or active. Go for a run, hike a trail, visit a museum, hit the gym, or peruse an art gallery — whatever it takes to clear your head.

3. Pick up a book.

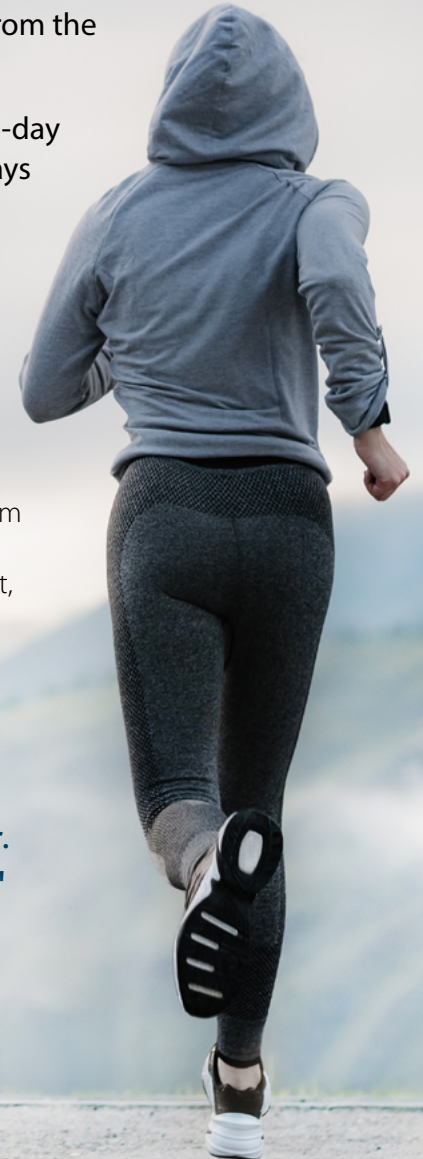
When reading don't limit yourself to business books. Reading fiction is a great way to reduce stress and inspire creativity.

4. Take a nontraditional retreat.

Plan a corporate offsite that takes your team off the beaten path. Some resorts tailor corporate programs to interests such as art, adventure, sports, food and wine tasting.

"Stillness is a lost art and one that is critical to the success of a leader. This time away allows us to grow."

DANIELLE BALDWIN
Vistage Chair



3

CHALLENGE YOUR THINKING WITH FRESH PERSPECTIVES

You don't have to climb alone. Travel with others on a similar journey. Peak performers, high achievers and world-class leaders seek diverse perspectives on important decisions from trusted peers. They actively work to combat insular thinking and confirmation bias. They find other CEOs and business leaders who've tackled similar issues but in different industries. These peers understand the nuances and challenges of the role but bring fresh perspectives, unhampered by institutional knowledge.

When a group of diverse leaders gather in the same room, this effect is amplified — especially if the environment is safe for open dialogue and candid feedback.

Try This: Root Out Confirmation Bias

Rather than seeking support that reinforces your beliefs, “Data Doc” Thomas Redman recommends considering the opposing view and trying to defend it. He writes in Harvard Business Review:

1. **Gather the data you would need to defend this opposite view.**
2. **Compare it to the data used to support your original decision.**
3. **Reevaluate your decision in light of the bigger data set.**



4

STOKE CURIOSITY

World-class business leaders are high on curiosity and low on ego. They are inquisitive, welcome new ideas from trusted sources, and are eager to explore. Vulnerability is viewed as an asset, and they are the first to admit they don't have all the answers. They ask questions to seek input and pressure-test their assumptions so they can come to the best decision for the business — not to prove their own point.

Try This: Ask Better Questions

Curiosity comes from questions. Vistage executive coach Beth Miller advises CEOs to lead by questioning. She offers five tips to improve your questioning skills:

1. **Avoid leading questions to truly understand the other person's perspective.**
2. **Ask open-ended and diverse questions.**
3. **Ask questions that create clarity.**
4. **Ask empowering questions that lead people to positive action, rather than assigning blame.**
5. **Ask questions that help employees think analytically and critically.**

"What separates top CEOs from the rest is how much they question, probe, and then process what they are experiencing in order to look for insights and patterns."

ADAM BRYANT
"How to think like a CEO"
strategy+business



5

APPLY DISCIPLINE TO DECISION-MAKING

Peak performers are disciplined. They follow a proven approach to decision-making. They use a systematic process that takes into account their instincts; judgment based on experience and data; and perspectives from peers, mentors and employees. Applying this rigor helps them make more accurate decisions in less time ... consistently.

Try This: Prioritize Your Decisions

Prioritizing decisions is step one. President Dwight D. Eisenhower used a matrix method to determine priorities, taking into account urgency and importance.

	Urgent	Not Urgent
Important	Do Do it now.	Decide Schedule a time to do it.
Not Important	Delegate Who can do it for you?	Drop Eliminate it.

"Develop an approach to decision-making that feels authentic to you.
There's no one 'right' method. What counts is that you rigorously
apply a conscious process that regularly leads to better decisions —
and better results for your business."

SAM REESE
CEO, Vistage Worldwide

6

FIND A TRUSTED GUIDE

Successful leaders view a coach or mentor as a critical component to leadership excellence. They value a trusted guide who challenges their assumptions, identifies their blind spots and holds them accountable.

The most effective coaches and mentors approach the CEO as a whole person, not just the leader in the corner office. Leaders who take a comprehensive approach to development that includes feedback from trusted peers, effective mentoring and insights from subject-matter experts continually outperform their competitors.

Try This: 1095 Journaling

Mentors and coaches have a variety of tools to help leaders excel. This exercise from Vistage Chair Philip Liebman helps CEOs tune in to their purpose, develop a habit of positive thinking and inspire their organizations. In a journal, ask and answer the following three questions:

1. **What have I observed myself doing that had a positive impact on someone I encountered today?**
2. **What have I observed someone else doing today that had a positive impact on someone they encountered?**
3. **What have I heard or read about — but not directly observed — that demonstrated someone doing something positive for another person?**

In one year, the CEO captures 1,095 observations about “things that are inherently good,” says Liebman. “This reinforces the belief that this work is both necessary and possible, and fosters conscientiousness. Leaders who see there is something valuable and something good to work toward are more likely to perform to their potential.”

TIP

There’s a significant advantage in finding a mentor or coach who has a track record of success in the CEO role. They understand the challenges of this position and possess the business acumen. A mentor who knows your market offers an added bonus.



7

ASCEND BY HELPING OTHERS

Great leaders aren't just focused on their own decisions. They help others critically think through their challenges. In the process, they fine-tune their own decision-making skills.

By helping others make better decisions, a CEO or business owner also creates a positive impact on other companies and their communities. These high-integrity leaders leave a legacy that's far-reaching and long-lasting.

Try This: Identify "The Right" Problem

One of the best ways you can help a peer is to make sure they're spending time solving the right problem, rather than a symptom of a deeper issue. You can help them diagnose the real issue by asking questions about:

1. background information
2. what they're trying to accomplish
3. why it matters
4. what solutions they've tried
5. where they want help

Most importantly, make no observations or suggestions. Questioning will help them clarify their thinking and get to the true challenge.

"I firmly believe that no one gets to the top on their own. CEOs get there because someone else took an interest in helping them. That is part and parcel of being a leader. When people help you, you have the responsibility and obligation to help others."

DARRELL JACKSON
Vistage Chair



Don't Scale It Alone. Climb with an Elite Team of Peak Performers.

The CEO's 7 Laws aren't based on opinion. They're based on coaching 250,000 business leaders for over 65 years and helping them outperform the competition.

Since 1957, Vistage has used a comprehensive system to help CEOs become better leaders, make better decisions and get better results. It has three core elements:

- Valuable perspectives from a trusted group of peers
- Professional guidance from an accomplished business leader
- Deep insights from subject matter experts

Our unique model delivers real results: **Member companies average 21+ years in business, while most U.S. companies fail within five. That's 4x longer.**

If you want to reach new heights in business and in life, set these 7 fundamental truths as your compass and explore membership in a local Vistage CEO group. Leadership excellence isn't a pie-in-the-sky idea. It's achievable, and worth the climb.

Ready to Start Your Journey?

BECOME A MEMBER

LEARN MORE

VISTAGE

VISTAGE

Vistage is the world's largest and most comprehensive approach to executive coaching for small and midsize businesses. For more than 65 years, we've been helping CEOs, business owners and key executives solve their greatest challenges using our proven platform of confidential peer advisory groups and one-to-one executive coaching sessions with accomplished business leaders. Today, more than 45,000 members in 40 countries rely on Vistage to help make better decisions for their companies, families and communities.

Learn more at

[VISTAGE.COM](https://www.vistage.com)

Ph 800.274.2367
Intl +1.858.523.6800

Vistage Worldwide, Inc.
4840 Eastgate Mall | San Diego, CA 92121

Fax 858.509.5801
www.vistage.com