

## **C-SUITE MANAGEMENT SERIES – SEGMENT 1**

### **Overview – Ridding A Horse Is Better Than Leading A Horse**

I find the analogy of a Person and their Horse with that of a CEO and their Organization as a great segue into what this C-Suite Management Series is all about. Both leading a horse and ridding the horse are ways for you and the horse to go from Point A to Point B.

In both cases you are in control of the horse and are responsible for successfully leading the horse in the right direction.

But there are obvious benefits to riding the horse versus just leading the horse:

1. The horse is directly a part of process and finds greater satisfaction in its' involvement.
2. You and the horse are acting as one but you still have control of the direction.
3. Going from Point A to Point B is faster and more efficient.
4. Resulting in less time-consuming effort on your part while obtaining superior success.

This C-Suite Management Series will provide concepts, tools, and methods to the CEO and the rest of the organization's C-Suite executives to derive all of the benefits of ridding the horse versus just leading the horse.

These concepts, tools, and methods are the result of hundreds of firsthand executive level domestic and international strategic executions, integrations, process improvements, and organizational change initiatives. These techniques represent a different focus:

- Time of execution is one of the biggest C-Suite enemies – These concepts are based upon integrated and dynamic execution structures that reduce the risks associated with time of execution thereby, improving successful C-Suite outcomes.
- Inaccurate assumptions lead to C-Suite failure – These concepts provide innovative approaches to the management of the inherent risk associated with making decisions today based upon the prediction and expectation of future conditions. They provide time sensitive C-Suite monitoring and dynamic execution techniques that create an ability to quickly respond to changing conditions and inaccurate assumptions.
- C-Suite leadership and integration of strategic direction within an organization can be made to sound easy until you actually have to do it - These concepts are based upon actual C-Suite experience and address areas often ignored, discounted, missed, or not even recognized unless you have directly faced C-Suite challenges. These concepts will help the C-Suite:
  - Improve the understanding, integration, and most of all, participation in the execution of critical organizational initiatives through superior HR evaluation, communication, and motivation techniques.
  - Recognize and manage critical risk factors that are often ignored, discounted, or not even understood.
  - Incorporate techniques that enhance the ability to create an integrated organization, improving integration of operations and finance with growth.

The discussions and techniques presented in this C-Suite Management Series incorporate several critical considerations often missing when exploring effective organizational management structures.

1. Recognition Of A Dynamic Environment – One might view the fact that an organization is operating in a dynamic environment as an obvious and simple concept. However, I would point to Einstein's  $E = mc^2$ . Simplistic, yet significant in the ramifications it represents and often difficult to understand and apply. At the obvious level everyone knows an organization is operating in both an internally and externally dynamic environment. However, it is how the C-Suite deals with the challenges of these environmental dynamics that is so often misguided or overly simplified.

You will see the word “dynamic” used throughout the C-Suite Management Series because the concepts, tools, and methods presented provide innovative solutions that continually recognize and address these environmental dynamic challenges.

2. Integrated – Often lost is the fact that a CEO is responsible for an ENTIRE ORGANIZATION composed of a group of individuals generally arranged by functional responsibility and focus. The CEO is in the best position to make sure that strategic and operational efforts are integrated in a cohesive context throughout the entire organization. A horse can only reach maximum effectiveness if all four legs are not only healthy, but operating together in a fully coordinated manner.

The concepts, tools, and methods this Series presents are what is critical from a C-Suite perspective - the integration across the organization of C-Suite objectives, actions, and initiatives.

3. Closed Loop – Having a closed loop C-Suite organizational management structure goes beyond integration. It represents making sure there is a continuous bidirectional flow of critical events and information throughout the organization. It goes way beyond operational reporting systems and dashboards.

This C-Suite Management Series incorporates a comprehensive closed loop, C-Suite oriented, information flow structure. A structure that is focused on organizational objectives and initiatives within the context of day-to-day operational activities. However, it is not necessarily meant to replace day-to-day operational reporting. Instead, it is intended to efficiently provide timely bidirectional information and feedback regarding organizational initiatives that are critical to C-Suite executives.

There are 9 segments, including this overview, to the C-Suite Management Series.

- 1) Overview – Ridding A Horse Is Better Than Leading A Horse
  - Overview of the reasons behind, structure of, and objects associated with the C-Suite Management Series.
- 2) Reality of Strategic and Operations Integration and An Introduction to Feedback Loops
  - Explores the true interrelationship between strategic initiatives and day-to-day operations. Introduces feedback loops and the power they can have relative to this interrelationship.

- 3) To Ask For Employee Input Or Not - How Many Times You Have To Play Solitaire Before You Win
  - Discusses the challenges and benefits faced when soliciting employee input. Uses Solitaire to explore the actual dynamics associated with employee input and how an understanding of these dynamics can be used to increase positive employee feedback and involvement.
- 4) Detailed Guide To A Truly Integrated HR Management System for A Dynamic World
  - A detailed guide that introduces a new HR evaluation, communication, and employee integration methodology. A methodology that 1) improves the C-Suite's ability to make HR decisions within a dynamic economic environment, 2) significantly supports the improved integration and involvement of the organization's workforce into C-Suite initiatives, and 3) provides the C-Suite an easy-to-use tool to quickly determine and monitor the strengths, weaknesses, and exposures associated with an organization's human resources.
- 5) Strategy Development - Predicting and Controlling Risk Versus Texas Hold'em
  - Provides a comprehensive exploration into the inherent risks the C-Suite faces with making decisions today based upon the prediction and expectation of future conditions. It begins to introduce time sensitive C-Suite monitoring and dynamic execution techniques that create an ability to quickly respond to changing conditions and inaccurate assumptions. Concepts which are more fully investigated in Segment 8) Putting It All Together – Dynamic Execution.
- 6) What You Missed In School – Challenges of “When Not If” / Functionality Tradeoffs / Workload Hump Theory
  - Discusses several generally known C-Suite challenges which are often major factors for failure, but for multiple reasons, are poorly discussed, analyzed, and taken into consideration when developing and executing strategic initiatives. These challenges are examined in more detail along with innovative C-Suite techniques that can be used to mitigate these risks.
- 7) Beyond Budgeting - Integration of Operations and Finance for Growth
  - Starts by discussing the ramifications on strategic execution due to 1) the unyielding demands for operations to generate customer sales while effectively providing product and/or services, and 2) the demands on finance to provide funding and comply with mandatory reporting requirements.  
  
Then provides insights and techniques the C-Suite can incorporate that go well beyond just budgeting. Insights to help overcome these challenges and improve the integration of finance and operations within a context of strategic development and execution.
- 8) Putting It All Together – Dynamic Execution
  - Introduction and guide to an innovative methodology that the C-Suite can use to develop, integrate, and successfully execute strategic initiatives and operations.

It provides a CLOSED LOOP system that pulls together and provides an integrated solution for the C-Suite challenges discussed in Segments 1 through 7.

- 9) Beyond Dashboards – Efficient, Effective and Time Sensitive Executive Execution, Monitoring and Control
- Discusses one of the most critical considerations – the availability and use of C-Suite time. Provides a summary of the lessons, methodologies, and techniques provided in this C-Suite Management Series with a focus on the efficient use of the C-Suite’s time commitment in obtaining improved organizational success.

Taken as a whole, the objective of this C-Suite Management Series is to provide a set of understandings, concepts, tools, methods, and paradigm shifts that will improve C-Suite success.

It focuses on C-Suite Challenges based upon Actual C-Suite Experience that provides C-Suite Solutions for Increased C-Suite Success.

You will have learned how to successfully ride the organizational horse instead of just leading it.