



Weakest Link Exercise

This exercise is a companion to the material in The FIVE TEMPTATIONS of a CEO book summary in the Books Section of this site. CEOs/Leaders may fall prey to choosing

- 1... Status over Results
- 2... Popularity over Accountability
- 3... Certainty over Clarity
- 4... Harmony over Conflict
- 5... Invulnerability over Trust

Take a few minutes, without interruptions, in a quiet place and reflect on the questions below. Be honest with yourself and whatever you conclude, act on it, it can make a very big difference. Challenge your direct reports to go through the same readings and exercise. I have facilitated this with many groups and it always leads to increased performance of the CEO/executive team.

Your personal temptation:

- ▶ Which of these temptations am I most vulnerable to?
- ▶ What are two or three recent situations where I succumbed to this temptation?
- ▶ How did my behavior in this area impact the organization?
- ▶ How did my behavior in this area impact my effectiveness as CEO/Leader?
- ▶ How could have I acted differently to have a more positive impact on the organization?
- ▶ What do I need to do to avoid falling prey to this temptation?

Weakest Link:

- ▶ In the chain of trust-conflict-clarity-accountability-results, in which link is our organization the weakest? Why?
- ▶ How do I personally contribute to making that link weak?
- ▶ What could I do differently to strengthen the link?
- ▶ What could we do differently as an organization to strengthen the link?