

CAO Flagship Gathering

June 29, 2022

The Directional Leadership of the CAO



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Defining Directions

1. CAO
2. Subordinates
3. Colleagues
4. President

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CAO (You!)

Three Tips

1. Lead out of relationship
2. Practice professionalism
3. Be a life-long learner

Three Warning Signs

1. Short fuse
2. You don't have a truth teller
3. Making it all about you



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Subordinates

Three Tips

1. Lead out of relationship
2. Push/Pull dynamic
3. Demonstrate humility

Three Warning Signs

1. Everything is awesome...all the time!
2. The meeting after the meeting
3. Paranoia



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Colleagues

Three Tips

1. Lead out of relationship
2. Respect lanes
3. Absorb, deflect, and educate

Three Warning Signs

1. The last to know
2. Jealousy
3. Defensiveness



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President

Three Tips

1. Lead out of relationship
2. Practices gracious truth telling
3. Respect that you may not know the whole story

Three Warning Signs

1. Limited face-time
2. Square one all the time
3. Surprise! (over and over again)



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