



“E2B”

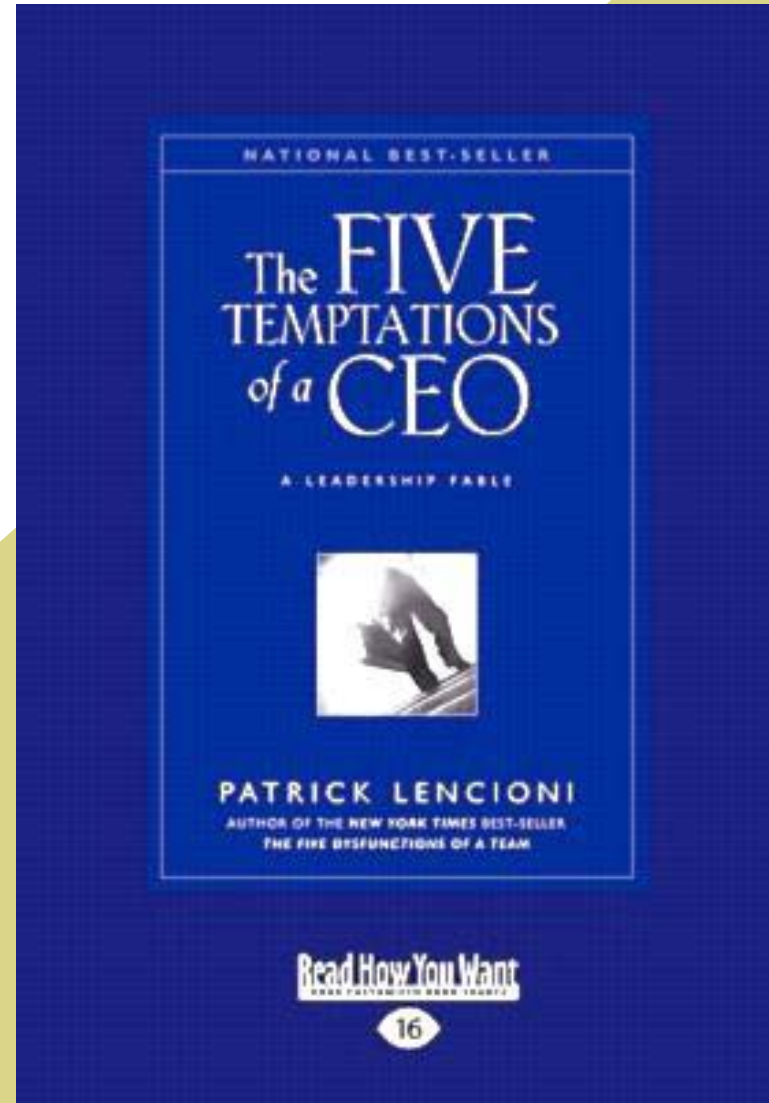
EXECUTIVE BRIEFING

GET READY!!  
DISCOVER YOUR  
TEMPTATIONS!!

“THE  
5 TEMPTATIONS  
OF A CEO”

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&  
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WEDNESDAY,  
MAY 30<sup>TH</sup>, 2012  
8:30 AM-11:00 AM



# THE FIVE TEMPTATIONS

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

# THE FIVE TEMPTATIONS

Which is your most susceptible Temptation?

# THE FIVE TEMPTATIONS

## 1. Choosing Status over Results

Temptation: The desire to protect the status of your own career.

## 2. Choosing Popularity over Accountability

Temptation: The desire to be popular.

## 3. Choosing Certainty over Clarity

Temptation: The need to make correct decisions, to achieve certainty.

## 4. Choosing Harmony over Conflict

Temptation: The desire for harmony.

## 5. Choosing Invulnerability over Trust

Temptation: The desire for invulnerability.

**Those who fail to question,  
fail to learn.....**

**Those who fail to learn,  
simply fail.....**

**gem**

# TEMPTATION 1

## Choosing status over results

Do you personally consider it a professional failure when your organization fails to meet its objectives?

Do you often wonder, *What's next? What will I do to top this in my career?*

Would it bother you greatly if your company exceeded its objectives but you remained somewhat anonymous relative to your peers in the industry?

## TEMPTATION 2

### Choosing popularity over accountability

Do you consider yourself to be a close friend of your direct reports?

Does it bother you to the point of distraction if they are unhappy with you?

Do you often find yourself reluctant to give negative feedback to your direct reports?

Do you water down negative feedback to make it more palatable?

Do you often vent to them about issues in the organization?

For example, do you refer to your staff as “we” and other employees as “they”?

## TEMPTATION 3

### Choosing certainty over clarity

Do you pride yourself on being more intellectually precise?

Do you prefer to wait for more information rather than make a decision without all the facts?

Do you enjoy debating details with your direct reports during meetings?



## TEMPTATION 4

### Choosing harmony over productive conflict

Do you prefer your meetings to be pleasant and enjoyable?

Are your meetings often boring?

Do you get uncomfortable at meetings if your direct reports argue?

Do you often make peace or try to reconcile direct reports who are at odds with one another?

# TEMPTATION 5

## Invulnerability vs. Trust

Do you have a hard time admitting when you're wrong?

Do you fear that your direct reports want your job?

Do you try to keep your greatest weaknesses secret from your direct reports?

# THE HARD WORK

## Susceptibility vs. Self-Examination

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Select Your Destination Spot

"THE FIVE TEMPTATIONS OF A CEO" BY PATRICK LENCIONI

# DESTINATION ~TEMPTATION

- Working in small groups as well as sub-groups!!!!

CEOs/PRESIDENT'S

Executive Team Members

- Locate your destination~

Take this time to openly and honestly assess your current temptation seductions and pitfalls.

Address the Impact of your CEOs/President's Potential Temptation to the Organization

Be Prepared to Discuss These Results with the Group!

# WELCOME BACK~OPEN DISCUSSION

What I Learned  
and  
I Will Take Away....

# **SIMPLE ADVICE FOR CEOs**

**Advice: Make results the most important measure of success.**

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**Advice: Hold people accountable, but with constructive empathy in mind.**

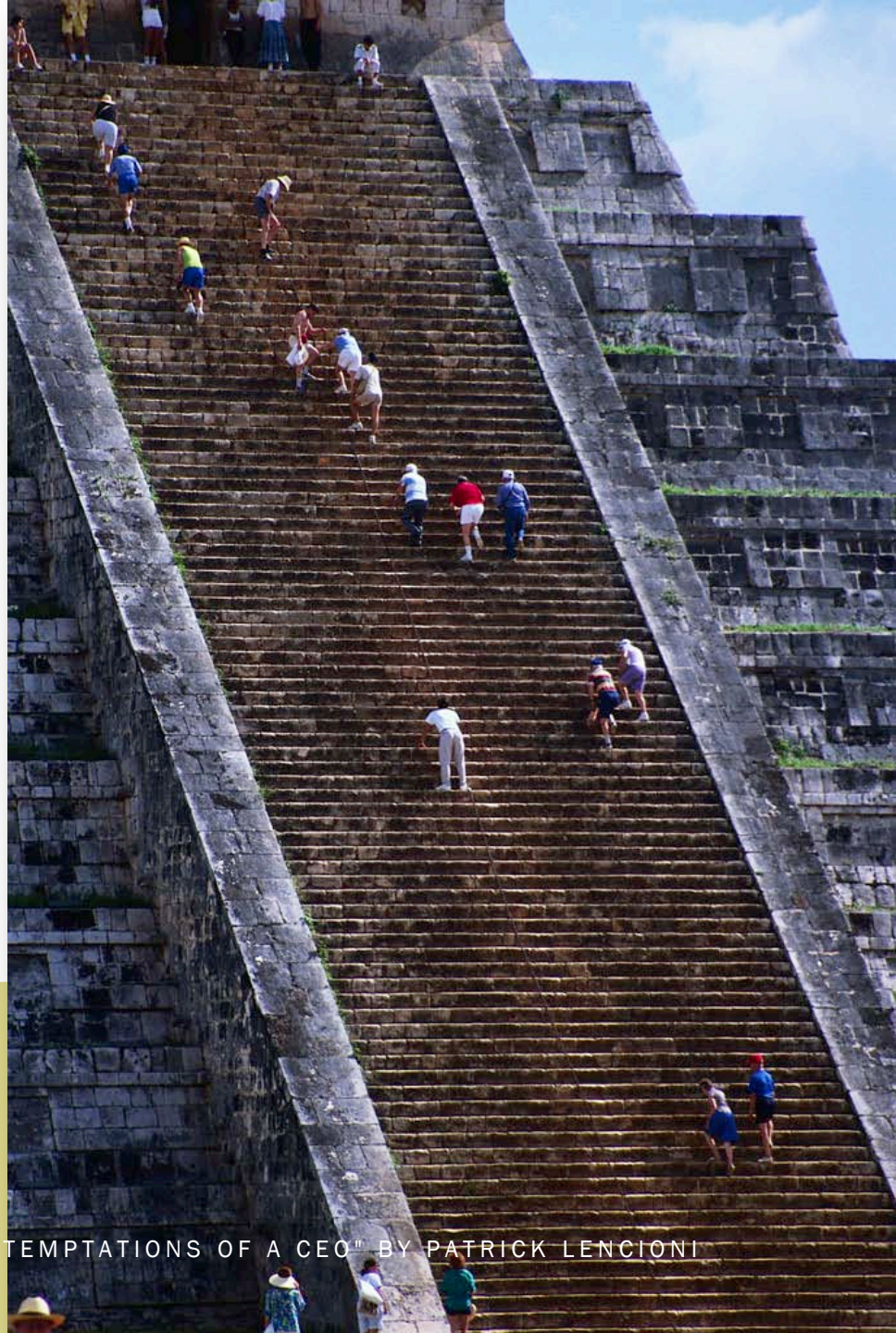
**Advice: Allow for constructive conflict to achieve better results.**

**Advice: Encourage constructive challenge for greater successes**

Next Steps

and

Thank You.



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