

# LEAD LIKE A CEO

Next Level Leadership Skills for Small Business Owners

**ACTION GUIDE**



**TAKE ACTION**

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## How to Use Your Action Guide

You'll get the best results from any course you participate in by completing the Action Steps at the end of each module. They will help you apply what you learn directly to your business and your life, maximizing the investment you're making.

Use the following Action Guide to record your answers, insights, and other notes for the action steps, which are outlined in your Course Guide. You'll want to refer to each module's content as you complete the related steps.

While we have left space in the Action Guide for each action step, you may feel more comfortable using a separate notebook or digital application for your work. Use whatever method you feel most comfortable with and don't feel constrained to using the space in the Action Guide alone.

You don't have to complete all the steps at once. Instead, try setting a specific time on your calendar to work on them. And don't feel that you have to get it right the first time. Learning is a process that happens as you apply your new skills and knowledge. You'll want to return periodically to your Action Guide and both remind yourself of the work you've achieved and edit your answers as you see their impact.

Have fun with it and enjoy the progress and successes that will happen as a result of your work!

# Introduction

## Expectations

Before we start the course, take a minute to think about what you want to get out of it.

Write down three skills you expect to gain.

<b>1</b>	
<b>2</b>	
<b>3</b>	

# Module 1 – The CEO Mindset

1. Look at the 5 key skill areas for CEOs and note down which you find easiest and which are more challenging for you. Identify the areas you'll need to focus on as you develop your CEO mindset:

<b>Measure and analyze</b>	
<b>Focus on your ultimate goals</b>	

<p><b>Stay flexible</b></p>	
<p><b>Stay open to innovation</b></p>	
<p><b>Motivate those who work with you</b></p>	

2. Complete the **CEO Mindset Checklist**.

## The Mindset Checklist

Leading like a CEO means approaching the role with a particular mindset. If you're always waiting for someone else to tell you what to do then you won't make a successful CEO. You need to be a self-starter with certain attributes.

Answer the following questions honestly to check out your current mindset.

Can you...?

Say "I don't know but I'll find out"	<input type="checkbox"/>
Listen to others	<input type="checkbox"/>
Step out of the day-to-day and see the big picture	<input type="checkbox"/>
Set the direction for the business and make long-term decisions	<input type="checkbox"/>
Respect other people	<input type="checkbox"/>
Be open to other ideas	<input type="checkbox"/>
Ask for feedback	<input type="checkbox"/>

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Retain focus and motivation on your goals	<input type="checkbox"/>
Inspire others with your vision	<input type="checkbox"/>
Stay positive even in the face of challenges	<input type="checkbox"/>
Problem solve when things go wrong	<input type="checkbox"/>
Take responsibility for what happens in your business	<input type="checkbox"/>

If you checked every box, then you're already leading like a CEO. It's more likely you only checked some. Note down any points or insights below that you want to remember from this exercise.



3. Review your current strategy position by answering these questions:

<b>a. What is your company's overall strategy on:</b>	
<b>Finance?</b>	
<b>Products /services?</b>	
<b>Marketing?</b>	

<p><b>b. Where do you lack strategic direction?</b></p>	
<p><b>c. How often do you discuss strategy? Are there recurring themes in those meetings?</b></p>	
<p><b>d. How does lack of direction affect your business outcomes and growth?</b></p>	

## Module 2 – The Decision-Making Blueprint

1. Analyze any difficulties you have making decisions. Write down the reasons and what you could do to improve.

<b>Reasons for difficulties</b>	<b>How could you improve?</b>

- a. Review a decision you've made recently. Write down the steps you went through to reach your decision.

<p><b>b. Note the outcome and how satisfied you were with it.</b></p>	
<p><b>c. What process did you use to come to your decision? What was the outcome?</b></p>	
<p><b>d. What could you have done differently?</b></p>	

2. Choose a current operational situation you're having trouble making a decision on, or a decision you have to make soon. Complete the **5-Step Decision Making Process Worksheet** below to help you plan.

## The 5-Step Decision-Making Process - Worksheet

Use the 5-Step Decision Making Process for all your decisions no matter whether they are strategic or operational.

To get some practice, choose a current operational situation you're having trouble making a decision on, or a decision you have to make soon.

The Decision

Next, complete each of the steps to help you prepare to make the decision.



**Step 1** - Define exactly what decision needs to be made

*Use these questions to help you:*

- *Why is a decision needed?*
- *When does the decision need to be taken?*
- *Who will be impacted by this decision?*
- *What information do you already have?*



**Step 2** - List your possible courses of action

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**Step 3** - Do a reality check

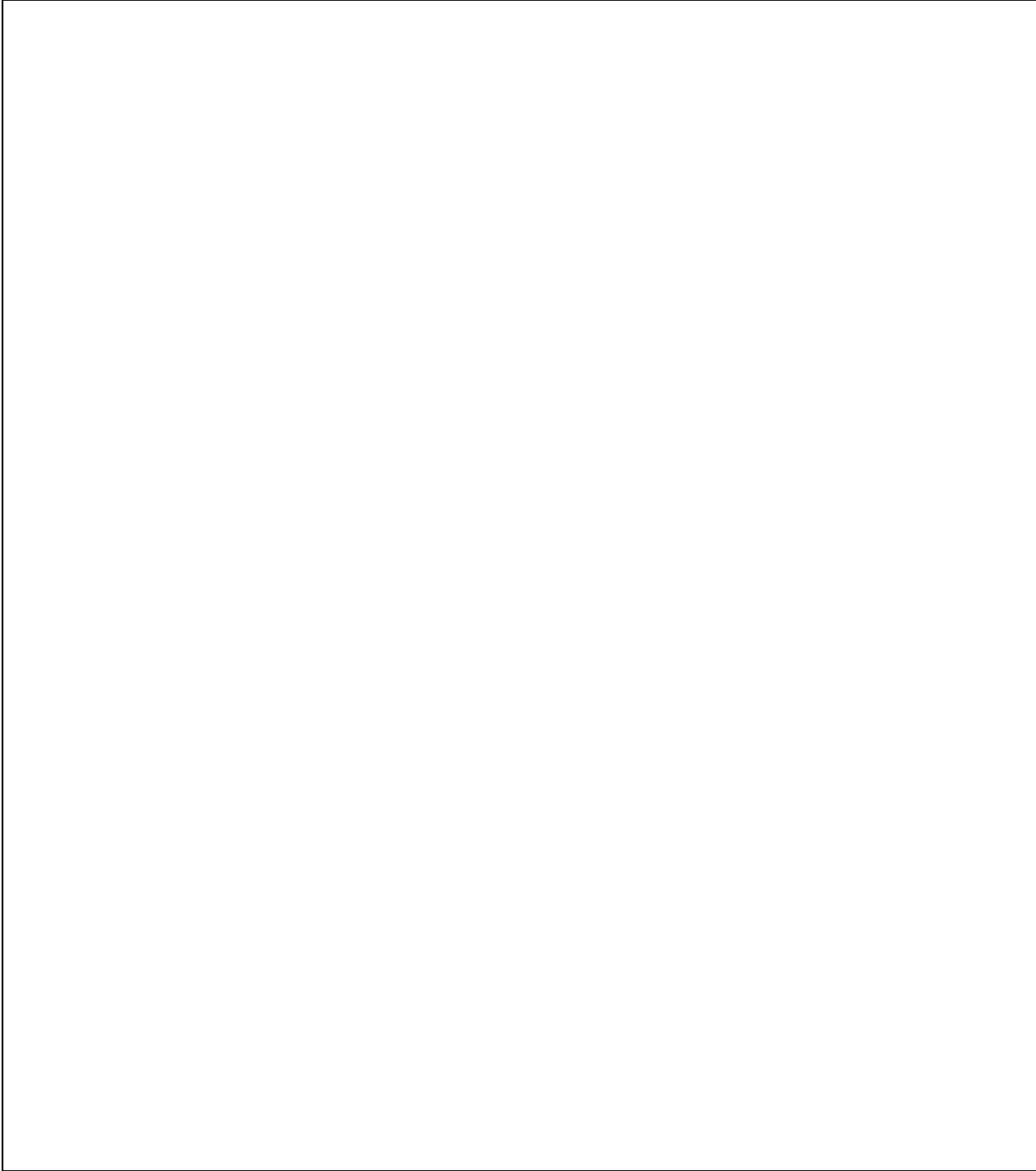
*Which of your possibilities is most likely to bring about a successful outcome given where you are right now?*

**Step 4** - Choose one possible option and implement it. Note steps taken below

**Step 5** - Review and evaluate its effectiveness

*Take the time to evaluate what's gone on in an impartial way. Some decisions don't provoke the outcomes you wanted. This will help you in your decision-making next time.*

Notes



## Module 3 – The Delegation & Accountability Blueprint

Write down what gets in your way of delegating, for example what your fears and fantasies are.

1. Make a list of daily tasks and how much time you spend on them. Note especially tasks that take up time or that you're not equipped to deal with.

	<b>Daily Tasks</b>	<b>Time Taken</b>
<b>1.</b>		
<b>2.</b>		
<b>3.</b>		
<b>4.</b>		
<b>5.</b>		
<b>6.</b>		
<b>7.</b>		
<b>8.</b>		
<b>9.</b>		
<b>10.</b>		

Ask yourself these questions:

<p><b>a. What am I doing that need not be done at all? What tasks do I engage in that aren't essential and consume a lot of time?</b></p>	
<p><b>b. Which of my activities could be done by somebody else just as well, if not better?</b></p>	
<p><b>c. Where do I have gaps in my skills or knowledge that could be helped by outsourcing to an expert?</b></p>	



2. Review the list again:

- a. Identify tasks that can be automated. Plan to find the tools and set up the systems.

	<b>Tasks to Automate</b>	<b>Plan</b>
<b>1.</b>		
<b>2.</b>		
<b>3.</b>		
<b>4.</b>		
<b>5.</b>		

b. Identify tasks to outsource. Plan how you'll do this.

	<b>Tasks to Outsource</b>	<b>Plan</b>
<b>1.</b>		
<b>2.</b>		
<b>3.</b>		
<b>4.</b>		
<b>5.</b>		

3. Choose a task to delegate and follow the delegation process. Use the **5-Step Delegation Process Worksheet** to guide you.

## The 5-Step Delegation Process – Worksheet

**I**dentify a task from your list that could be delegated. Use this sheet to develop a delegation plan for this particular task.



<b>Step 1: Identify the need</b>	
<b>Describe the task or procedure that you're asking someone else to do.</b>	
<b>List your specific standards and expectations for the work.</b>	
<b>Decide the progress checks</b>	

<b>Step 2: Identify the person</b>	
<b>Who has the right skills?</b>	
<b>Abilities?</b>	
<b>Level of interest and motivation?</b>	
<b>Time availability?</b>	
<b>Previous relevant training and experience ?</b>	

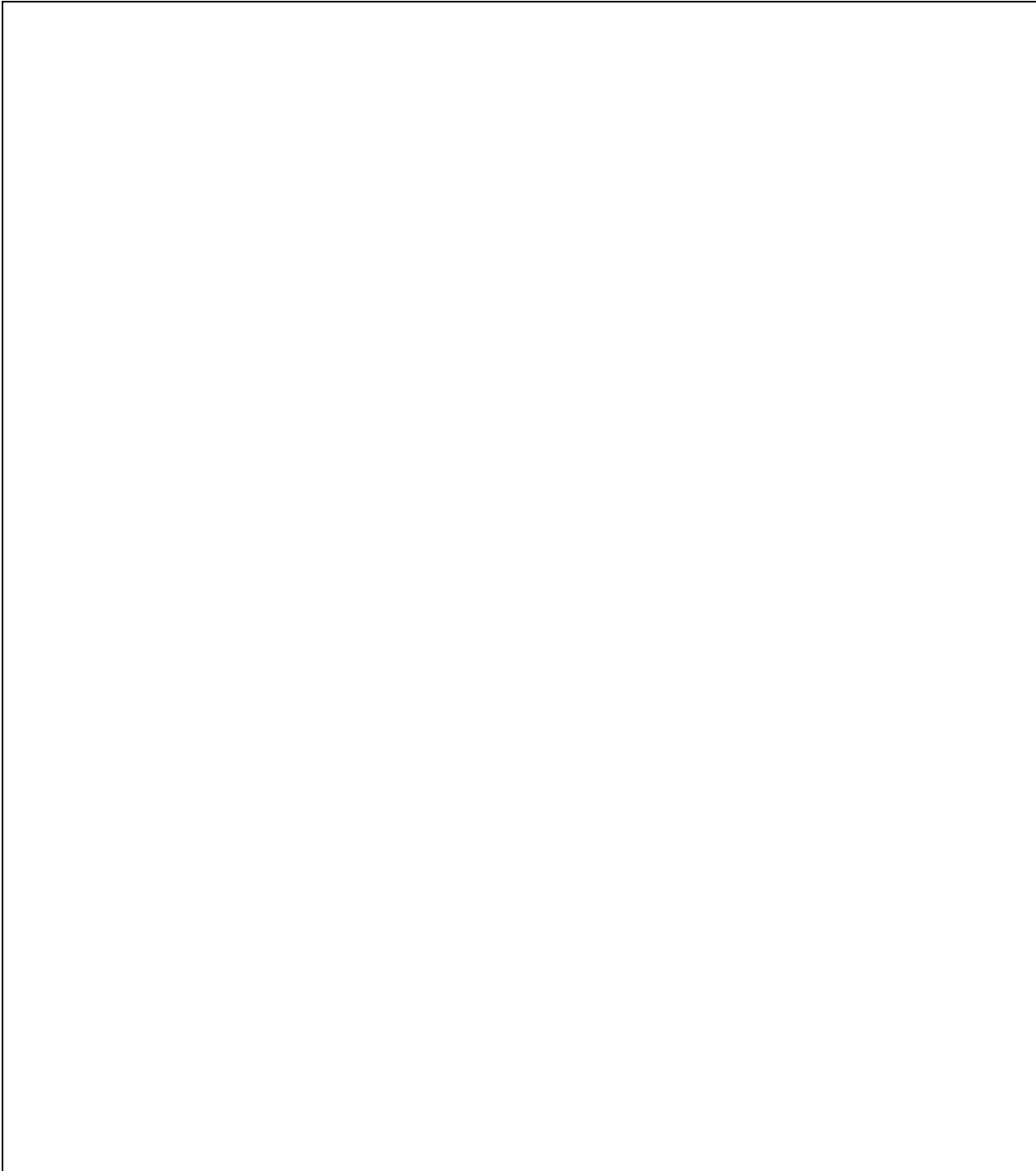
<b>Step 3: Create a delegation plan</b>	
<b>Put the task into context and explain why it's important</b>	
<b>Specify the outcome you're looking for by explaining the results you want to see</b>	
<b>Agree the level of support needed and when you'll review progress.</b>	

<b>Step 4: The person implements the plan</b>	
<b>What plans have you made to stand by to support if needed?</b>	
<b>Notes</b>	

<b>Step 5: Feedback and evaluate</b>	
<b>How did the person perform?</b>	
<b>Have you thanked them?</b>	
<b>Did the person meet your expectations and deadlines?</b>	
<b>Was this person suited for this task?</b>	
<b>Were you able to relinquish control while still maintaining ultimate responsibility?</b>	



Notes



# Module 4 – The Creativity & Innovation Blueprint

1. Make a list of any improvements you've been meaning to make or have been asked to make in your business.

<b>1.</b>	
<b>2.</b>	
<b>3.</b>	
<b>4.</b>	
<b>5.</b>	
<b>6.</b>	
<b>7.</b>	
<b>8.</b>	

- a. Choose one of the areas for innovation you noted and apply the 5-step creative process to it and note your progress. Use the **5-Step Creative Process Worksheet** below to guide you.

First choose one of your areas for innovation:

<b>Area for Innovation</b>

Apply the 5-step creative process and note your progress as you go along.

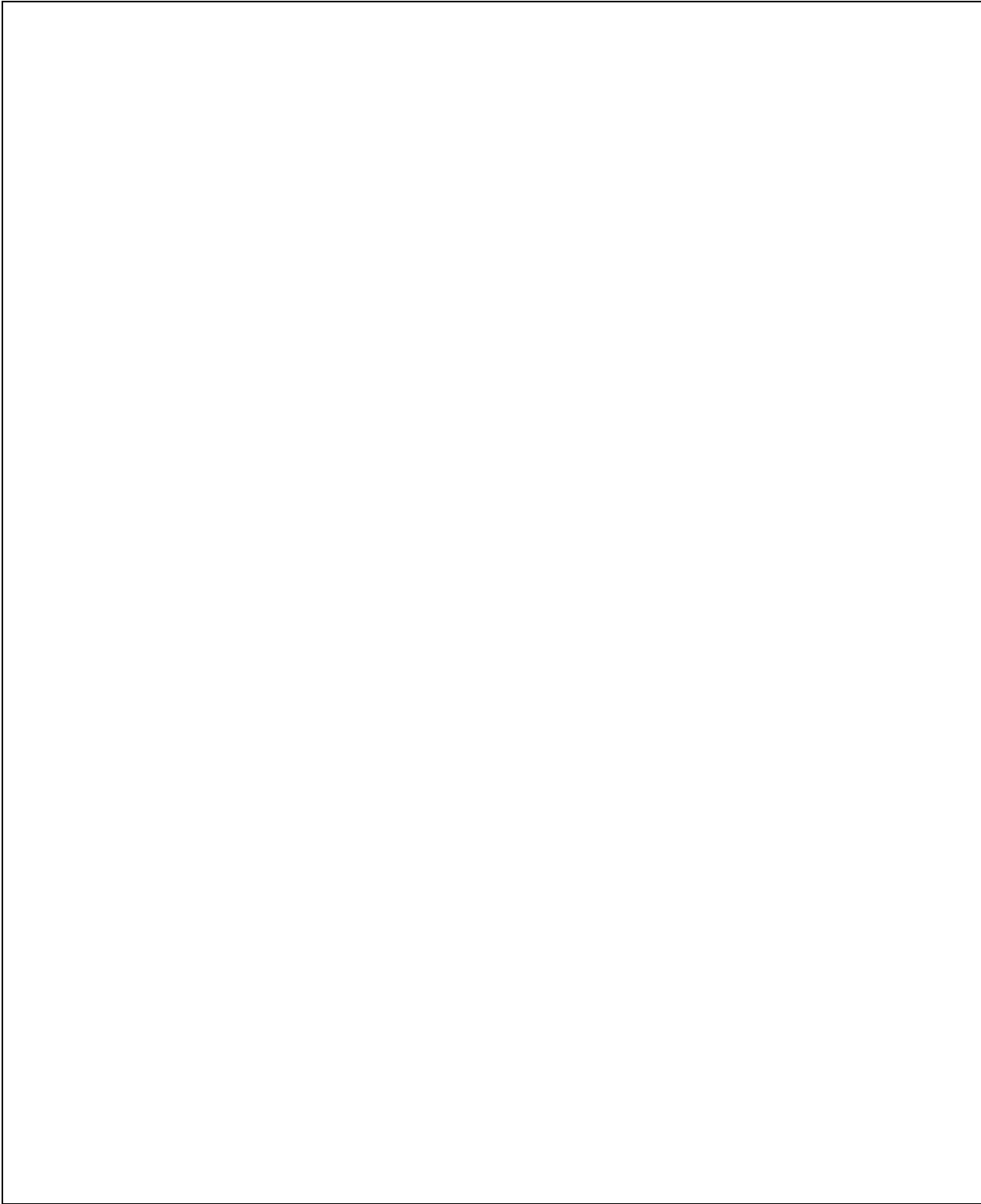


## **Step 1 - Preparation**

*Analyze the task, gather data, look for patterns, try out ideas, question assumptions.*

*In the first step, you gather materials and conduct research that could spark an interesting idea. Brainstorm and let your mind wander or write in a journal to foster divergent thinking.*

*This will help you consider all possible approaches to building out your idea. In this first part of the process, your brain is using its memory bank to draw on knowledge and past experiences to generate original ideas.*



## **Step 2 - Frustration**

*When habitual ways of thinking about the problem break down, creativity is possible. Once you've got an idea of where you want to innovate, it's easy to experience frustration that you can't find the solution immediately or can't see the way forward.*

*In fact, this feeling is a signal that your typical ways of thinking about the problem are breaking down and that creativity is becoming possible.*

*To be creative, you need to go beyond your current beliefs and mindsets to explore new territories and to bring what is outside of your consciousness into awareness.*

### **Step 3 - Incubation**

*Give up trying and hand over to your subconscious mind. Now it's time to give up striving, put your conscious problem-solving on hold, and hand over to your subconscious mind.*

*The brain will go on working on your behalf in the background to find an answer to the problem you've set it. Let it get on with its job and go do something else.*

*You give your conscious mind a rest when you sleep on the problem, so do something mundane like laundry or ironing, stare out of the window, go for a run, or simply get on with another task that needs to be done in your business.*

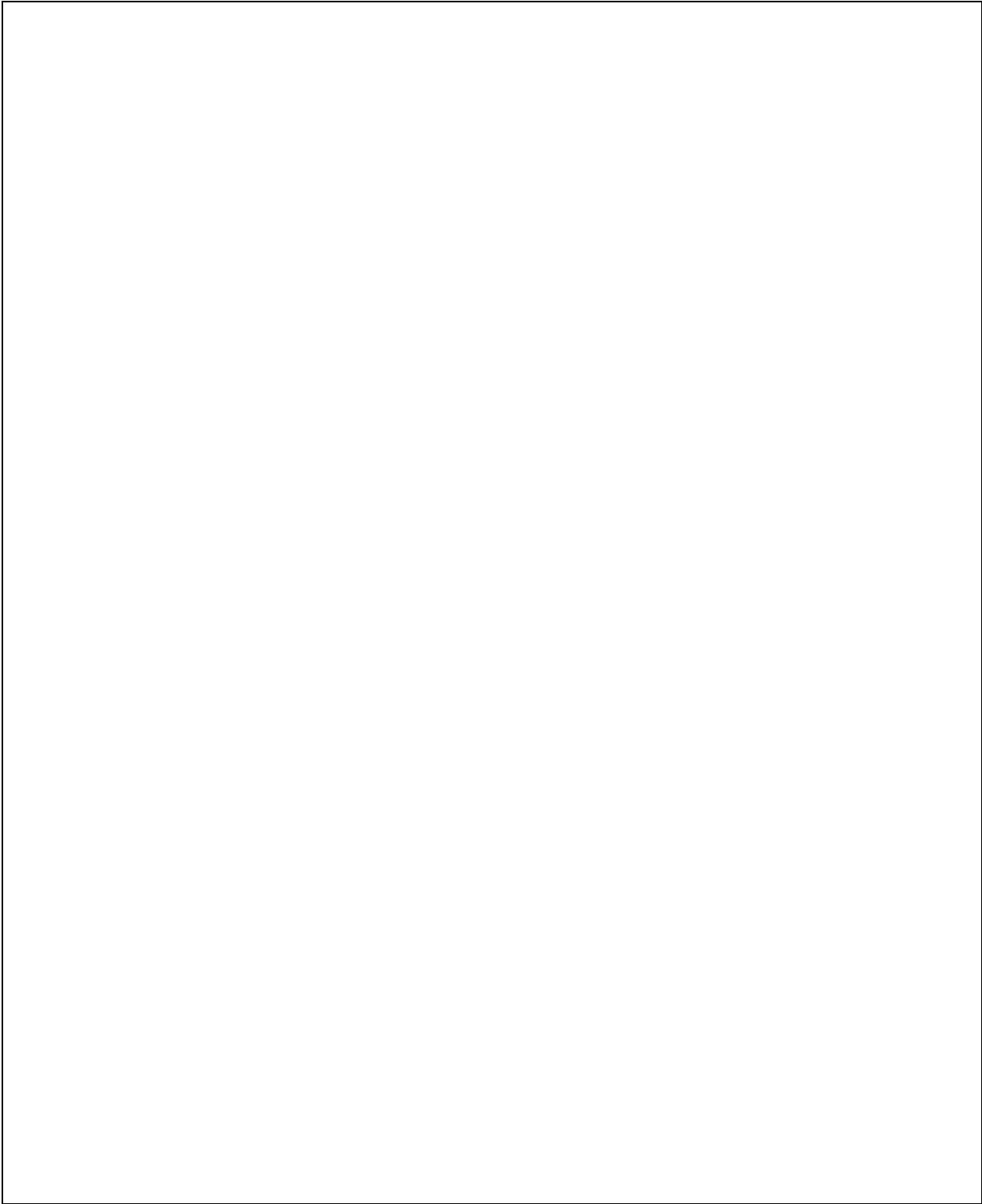
#### **Step 4 - Insight**

*This is the 'ah ha moment'.*

*Having done all the groundwork, wait for the moment of insight when something shifts and you give birth to a new idea, see things in a new way, or create new possibilities.*

*While the insight often appears to have come from nowhere, it actually occurs as a result of everything that has happened in the steps prior.*





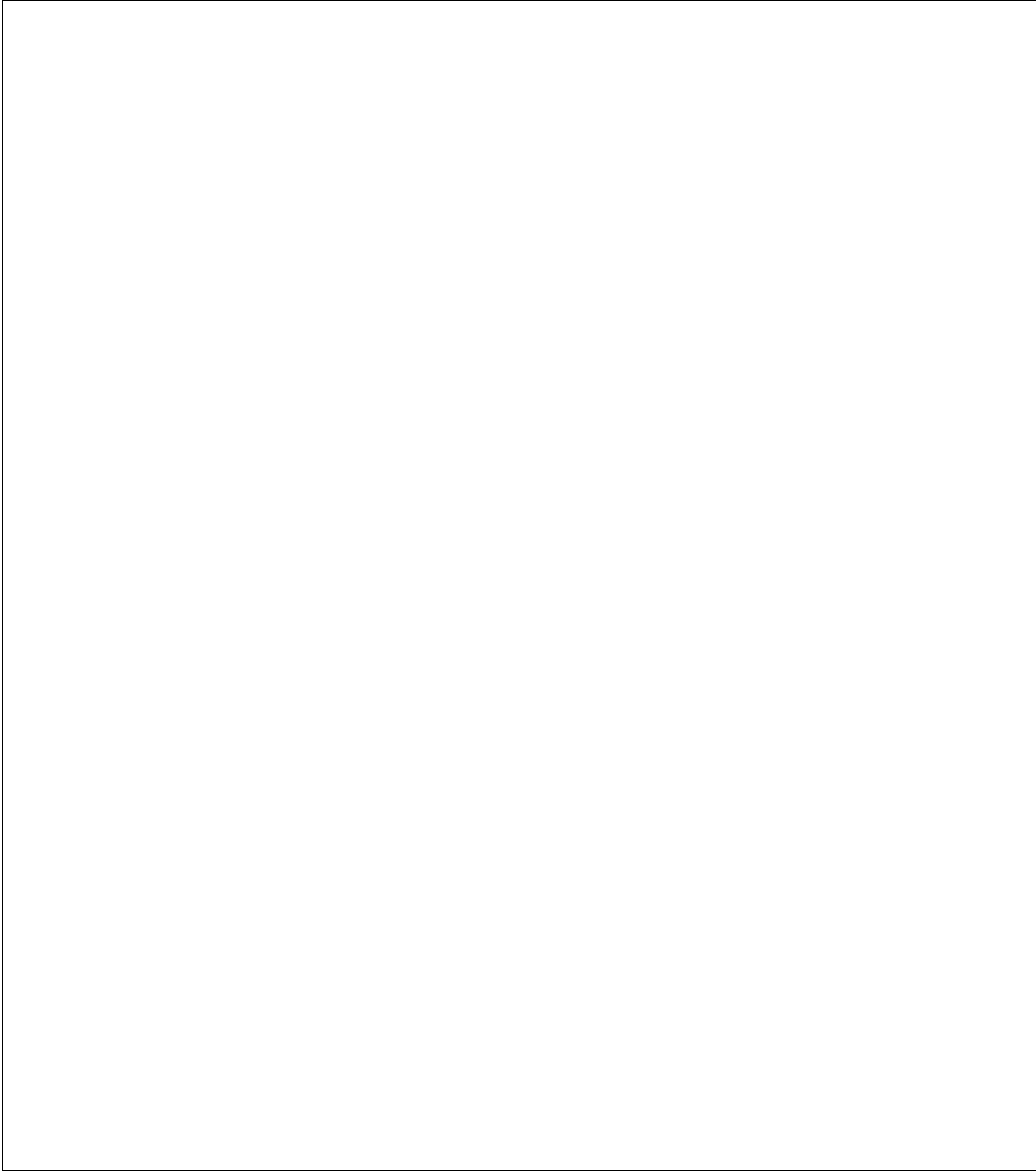
**Step 5 - Action**

*Turn insight into reality. To have an insight is one thing, to act on it and turn it into reality is your last step.*

*This involves testing your insights and using your decision-making skills to take the idea and turn it into an improvement in your business.*

*Keep your creative mind open to finding solutions.*

Notes



2. Stimulate your creativity as CEO by doing these exercises:

a. Exercise 1: New uses

<b>Item:</b>	
	<b>New Uses</b>
<b>1.</b>	
<b>2.</b>	
<b>3.</b>	
<b>4.</b>	
<b>5.</b>	
<b>6.</b>	
<b>7.</b>	

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<b>8.</b>	
<b>9.</b>	
<b>10.</b>	
<b>11.</b>	
<b>12.</b>	
<b>13.</b>	
<b>14.</b>	
<b>15.</b>	
<b>16.</b>	
<b>17.</b>	

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<b>18.</b>	
<b>19.</b>	
<b>20.</b>	
<b>21.</b>	
<b>22.</b>	
<b>23.</b>	
<b>24.</b>	
<b>25.</b>	

b. Exercise 2: Improvements

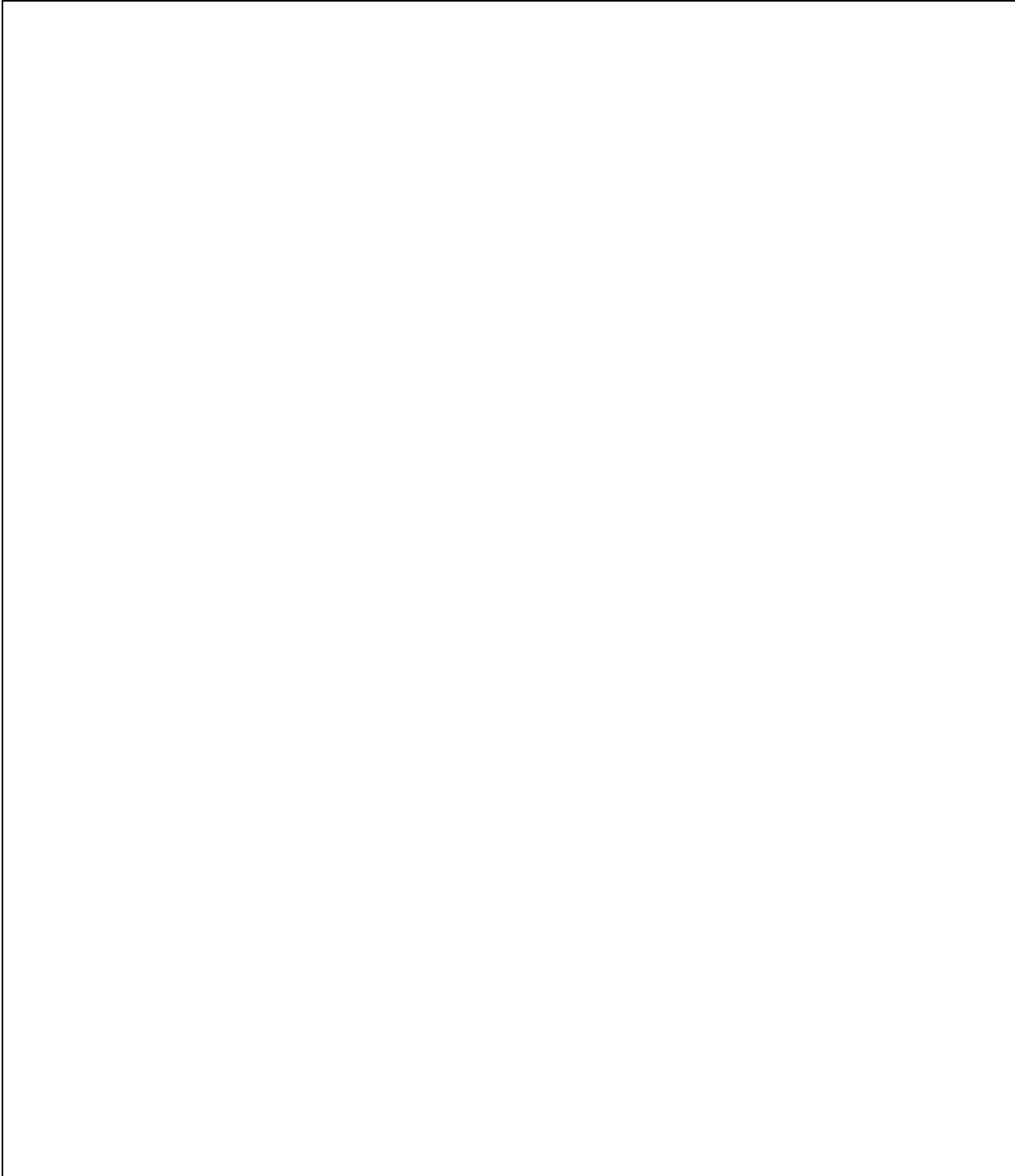
<b>Item:</b>	
	<b>Improvements</b>
<b>1.</b>	
<b>2.</b>	
<b>3.</b>	
<b>4.</b>	

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<b>5.</b>	
<b>6.</b>	
<b>7.</b>	
<b>8.</b>	
<b>9.</b>	
<b>10.</b>	



c. Note how it felt doing the exercises.

A large, empty rectangular box with a thin black border, intended for the user to write their notes on how they felt during the exercises.

3. Identify two ways you could inspire creativity in others and create a culture of innovation.

<b>1.</b>	
<b>2.</b>	

## Module 5 – Wrap Up & Integration

1. Make a decision on where to look for support in your role as CEO, for example peer support or coaching.



2. Review the course thoroughly and answer the questions below on what you've learned.

<b>What have you learned about thinking and behaving like a CEO?</b>	
<b>What difficulties have you encountered?</b>	
<b>How do you plan to address these?</b>	
<b>What further steps can you take to become totally comfortable with the process?</b>	

3. Use the action plan below to record your goals and what needs to happen next.

	<b>Action to Take</b>	<b>Action Deadline</b>
<b>1</b>		
<b>2</b>		
<b>3</b>		
<b>4</b>		
<b>5</b>		
<b>6</b>		
<b>7</b>		
<b>8</b>		
<b>9</b>		
<b>10</b>		

# Notes

# Notes