Corporate Leadership Roles Explained
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Thank you to our panelists!

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Why is it important to define a corporate structure and roles?

- Every business needs a structure!
    - First, create a plan, strategy and clear goal
    - Then define the roles needed to achieve that goal
    - Be sure each team member clearly understands how each role contributes to the mission
- Employees seek structure - usually an organizational chart - to understand expectations, to whom they are accountable and how they are evaluated/promoted.

How does company culture impact corporate roles?

- Culture is the essential foundation that should drive short and long term decision making and day to day work.
- Establish your culture and values clearly and up front - this sets the stage for everything that follows including organizational structure and protocols, communication style and structure, ability and willingness to embrace change, prioritizing individual's unique backgrounds and contributions.

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- Culture is what you can look to if you need to reorganize, restructure or pivot in a crisis; not something to create in a crisis.
- When establishing your culture and values, be mindful of how they may be interpreted both internally *and* externally.
- Every member of a team, and new hires, should clearly understand the culture, values and goals and be willing to live by them at all times.

Avoiding and Navigating a "Bad Hire" vs. a "Bad Fit"?

- #1 - Trust Your Gut.
- Your team are your best recruiters and tend to attract like-minded new hires. This drives back to culture.
- **A Bad Hire** may be hard to avoid. This person likely doesn't have the capacity needed.
- **A Bad Fit** may have a great attitude, shared values and capacity that can be best utilized in a different role than s/he was hired for.
- **90 Day On-Boarding is a Positive!**
  - Don't call it a "probationary period" - that has a negative connotation
  - Create a strategic onboarding plan including training, cultural acclimation and a mentor to determine if s/he is in the right position for his/her skills sets.
  - Be open to needing to redefine the role to empower the person to make the most valuable contribution.

Fostering Employee Growth and Development

- There is no perfect company, there are always gaps. Those gaps represent opportunities to level up! Good managers will empower team members to find innovative solutions. Great employees will volunteer and find solutions.
- If a company is not a good fit, sometimes you need to leave. Fear of change is not a reason to stay with a company that does not fit your values. It can be very difficult to change the culture of a large organization.

- - Particularly when companies merge, culture can shift.
- **Invest in talent development over "training"**
  - Training is transactional, limited and rarely leaves a lasting impression
  - Talent or leadership development requires an ongoing commitment to education and improvement
- "Being uncomfortable is the beginning of leadership." - Sandra Braham
- Encourage employees to volunteer within the organization to take on special projects to demonstrate a unique talent
- Be willing to connect with people who are different from you if you share values, mission and goals
- Create an email address "AsktheCeo@YOURDOMAIN.com" for team members to ask questions of the CEO - not meant for complaints/concerns that should be addressed to a manager or HR director.

Tips for a successful the interview process

- Never ask anything discriminatory - research what that includes before you start interviewing
- Look for competence, transferable skills and demonstrated ability;
- When interviewing someone ask them to demonstrate examples of achievements listed on their resume
  - i.e. for a successful sales person ask them to demonstrate how they get past a gatekeeper to get a sales appointment, or close a sale.

How are corporate leadership roles changing?

- Leaders will need to pay more attention to their employees and build more personal relationships, which has been facilitated by working from home.
- More women, people of color, are taking on C-Suite leadership roles
- Leadership will become less prescriptive and more focused on demonstrated problem solving, innovative solutions and results.
- Chief Virtual Officer may be a future role!

- Chief Diversity and Inclusion Officer - who is knowledgeable of different backgrounds and cultures and can help others understand and appreciate those unique backgrounds.

#1 Role of a Corporate Leader

- "3 Cs" - Culture, Connect and Competence - leaders need all 3!
- Driver of innovation
- Chief Convener
- Communicator
- Creating an environment and culture for success