

THE EFFECTIVE EXECUTIVE



#1

THE #1 JOB OF THE EXECUTIVE TO BE EFFECTIVE

You get hired to do one thing only - the get the right thing done - be effective. Your job is not to be brilliant or the best. **Your job is to make things happen and deliver results.** That's it.

EFFECTIVENESS CAN BE LEARNED

Being effective is a habit that consists of these skills: Managing **time**, focusing on **contribution**, building **strengths**, concentrating on desired **goals**, and making **decisions**.

SKILL



HOW TO BECOME AN EFFECTIVE EXECUTIVE

THE MOST VALUABLE RESOURCE

WRONG: Plan your work.
RIGHT: Plan your time.

To become effective:

Record your time:

Identify where you spend time.

Manage your time:

Prune all your time wasters.

Consolidate your time:

Block off time where you can make a real contribution.

TIME

THE #1 QUESTION FOR EXECUTIVES

“What can I contribute to help my organization achieve results?”

The job of the executive is to be effective and deliver results.



You should continually ask:

- What are we trying to achieve?
- What can you contribute to make that happen?

THE ONE THING TO BUILD ON

Your Strengths

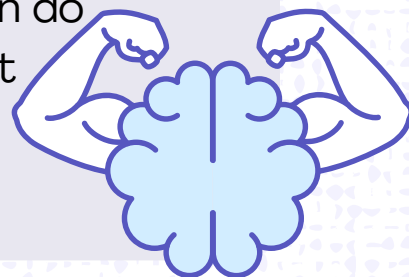
An effective executive knows that only strength produces results.

Staff From Strength

Fill positions and promote on the basis of what someone can do. Maximize strengths.

Make Yourself Effective

Know what you can do and what you can't do. Only strength produces results.



HOW TO MAKE EFFECTIVE DECISIONS

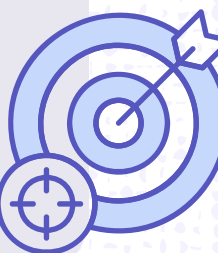
- 1 Ask the clarifying question: Is it a generic situation or an exception?**
Generic situations and problems must be handled with a rule or a principle. Exceptions must be handled as they come.
- 2 Clearly specify what the decision has to accomplish.**
What are the objectives you are trying to reach? What are the minimum goals? These are known as the decision's boundary conditions.
- 3 Focus on what is right, rather than on what is acceptable.**
This is your values checkpoint. Is what you are doing the right thing for the organization? Its stakeholders? Its people? Its customers?
- 4 Convert the decision into action. Ensure feedback is built-in.**
Who has to know about the decision? What action has to be taken? Who has to take the action? How will you track this action?



DO FIRST THING FIRST

The job of the executive is to contribute by delivering results. This is the primary focus.

“If there is any one ‘secret’ of effectiveness, it is concentration. Effective executives do first things first and they do one thing at a time.”



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