

Reading Learning Reflection

For Management Trainee

To: TM

From: Kiana Shek

Dept: MT

Purpose

To facilitate the thinking process on your reflection after reading this book, which the reflection is expected to be applicable to your own professional development

Process

In the space provided below, share your learning from this book or how you are inspired by this book. Formulate a learning application plan that could benefit to your professional development

Payoff

You will be able to consolidate your learning and reminded your commitment towards your own professional development

Reading Summary

Book Title: The Five Temptations of a CEO – A Leadership Fable

Author: Patrick Lencioni

No. of Book: 9 of 18 Reading Period: Jan 2012

My Reflection

Deciding to steepen my learning curve by tapping into the world of the most senior executive of an organization – the CEO, so that I can better understand how our current leaders of this caliber can be successful in leading CTI from Good to Great.

“Being the chief executive of an organization is one of the most difficult challenges a person can face in a career. But it is not a complicated one”.

What? It is with great awe that I read on.

THE FIVE TEMPTATIONS AND DEVASTATING CONSEQUENCES

Temptation One – Desire for Status

If any senior leader is more interested in protecting one’s career status than in making sure the company achieves results, then the leader is heading for failure. According to Lencioni, CEO could be driven by ego, but it wouldn’t last for long as they worry less about the company’s performance than they do about their own level of comfort and status. It triggers me to review myself. Have I been overly concern of my status? Or am I dedicating to the team and building myself for future contribution?

Solution: *Make results the most critical measure of my personal success instead of focusing on status.*

Temptation Two – Desire for Popularity

Wanting to be popular is one of human’s most common needs and traits. Everyone is born fearing rejection, as a person. However, instead of holding others accountable and allowing latitude, leaders lose credibility with people by seeming inconsistent and unfair to them. I used to avoid being disliked by peers and sometimes “refine” myself to please others. But I finally realized this could be a

barrier to my development because I should actually grasp the concept of accountability instead of avoiding real issues at hand.

Solution: *Work for the long term respect of my direct reports, not for any affection. Do not view anyone as a support group, but as key talents who can deliver on commitments. Overall, the team must be capable of producing predictable results.*

Temptation Three – Desire for Certainty before Making a Decision

Lencioni stated clearly that some CEOs cannot move forward in the face of uncertainty since they are not willing to make mistakes. Executives fear of being wrong so much that they wait until absolutely certain about something but then we might end up letting things hang there ambiguously, without making clear and timely decisions. One of the valuable lessons I learnt at CTI is the firmness of our leaders' decision-making skills. In fact, this would develop the ability to make good judgments without perfect information. Gradually, one would make fewer and fewer mistakes.

Solution: *Make clarity more important than accuracy. Grasping opportunities to take decisive action is a key to success. If I am too afraid of being wrong or trying challenges, the cost is stop learning, while the cost to the company of not taking the risk is paralysis.*

Temptation Four – Desire for Harmony

Most executives failed because they are afraid to entertain conflict, to put their ideas on the line where they might get challenged. At the end, they will not be able to benefit from the various opinions and ideas of their people. I could understand that people may be refrained from argues and disagreements. Yet, if no one gets a little pushed out of shape during a meeting, we probably couldn't place all the issues on the table. During debates, we usually moderate discussions, arbitrating team members to solicit their thoughts and energize everyone to air opinions.

Solution: *Tolerate discord and encourage the team to air all ideological differences, and with passion. Tumultuous meetings are often signs of progress. Tame ones are often signs of leaving important issues off the table. It is critical to stifle important interchange of ideas!*

Temptation Five – Desire for Invulnerability

It is about risking and building trust. Before others can trust a leader, the leader has to trust them in the same way. People who trust one another are not worried about holding back their opinions or their passions. Reviewing myself, have I expressed openly my needs and my eagerness to learn? Or I am being too invulnerable? I should be able to explain my actions to achieve clarity and be humble enough to seek advice from all seniors and experts so as to improve myself.

Solution: *Actively encourage people to challenge any ideas. No matter which position, this is the greatest level of trust that people will reciprocate with respect and honesty.*

Of all the books I have read thus far, from Welch, Schultz to O'Kelly, they all share a few common traits with these 5 temptations and trust has been mentioned the most times. For the first time, however, I have come to learn that vulnerability is a very significant part of trust.