

**In their own Words ...**  
**Six Personal Qualities Instrumental to Successful Leadership**  
*from PREPARING CEOS FOR SUCCESS: "What I Wish I Knew"*

1. **Integrity** – Candor, follow-through, and delivery on commitments; taking actions that are consistent with stated values even if inconsistent with prior organizational practices.

*"I know that it is important to attend to peoples' hearts and heads. I, and the senior team, must work from an inverted organizational pyramid. The position of the senior leadership team is at the bottom of the pyramid, and our role is to enable others to perform and to remove obstacles for them."*

2. **Courage** – The personal willingness to be decisive and adhere to an unpopular decision, to remove people who are former peers from their roles in the organization, or to take the company in a direction others feel is risky.

*"I know the buck stops with me. Courage comes from watching others trying, and pulling them up when they fail. So, in this role, if you think something needs to be done, then change it. Anything that is not working well or right in the company is my responsibility. I can point no fingers."*

3. **Intellectual Curiosity and Continuous Learning** – Viewing events (including failures) as learning opportunities and maintaining a constant curiosity about people, the outside world, and other industries; having a routine of reading, attending selected conferences, and taking advantage of ongoing educational opportunities.

*"I think it is helpful to remain connected to the rest of the world... It is so easy to just get caught up in your CEO role and responsibilities. At both the personal and professional level, it is important to maintain a working knowledge of what is happening in society."*

4. **Resilience** – The ability to cope with constant questioning, criticism, and scrutiny by various constituencies such as shareholders, board members, the press, analysts, government regulators, employees, and political groups.

*"I knew that because of the nature of our business and the role of the CEO, I would be highly visible. I knew I had to be 'on stage' almost all of the time, but this visibility also extends to the family in both positive and negative ways."*

5. **Self-awareness and Humility** – The practice of frequent self-assessment and actively identifying personal shortcomings to understand, address, or compensate for them; to have natural regard and admiration for the talents that others bring to the organization to create a space for others to express themselves.

*"I believe one of the most important things I can do is to understand my own strengths and weaknesses. I have to do this in an objective and introspective manner, and I have to engage in some form of reality testing regarding my self-assessment."*

6. **Dispassionate Compassion** – The ability to remove oneself from allowing one's past and personal relationships to color decision making about the business, while still holding strong empathy for those constituencies that the CEO serves.

*"Becoming the CEO required me to become a different person. I had to develop and adopt behaviors that were different than the behaviors that got me to this role. I found that I had to act with dispassionate objectivity, separating myself from personal and professional loyalties."*