

# THE MACRIS GROUP

UPDATE NEWSLETTER VOLUME NO. XVI- SPECIAL ISSUE

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## The Corner Office Syndrome

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### Background

It takes time, hard work and commitment to reach a senior leadership position. For many, most of their professional lifetime. When the opportunity presents itself, shortly after the immense feeling of joy and ecstasy, reality sets in. The responsibilities are huge, work hours long and problems never cease their onslaught.

You are the person the organization is entrusted to. The powers to be selected you because you have the knowledge, skills, charisma and all those leadership qualities everyone writes about. With that, you are supposed to lead with confidence, vision and a firm hand on the tiller. While others believe all this, as a CEO or senior executive, you realize the realities; it's a lonely place to be. The organization looks to you for answers to solve problems and make decisions. Leading by committee is not an option and is rarely, if ever, effective and dilutes your ultimate effectiveness. You must be strong, confident and resolute while having the emotional skills to lead people. Quite a challenge.

Most of our readers are familiar with our focus on leadership. Much of our work over the past 20 years has been to work with senior executives and CEOs. While we believe, as do our clients, our work has improved those organizations we also recognize the need for new and creative ways to help leaders improve. Getting groups of executives together, seceded for several days focused on a combination of slide decks, talking heads, discussions, and group sessions, is not a reality for today. Research substantiates our beliefs and points out that coaching is one of the more effective ways of conveying leadership skills and knowledge. That too has its limitations for several reasons; and we all know there are thousands of self-proclaimed coaches. The problem with this approach is, who is doing the coaching, plus in most cases the coaching is a singular mentorship relationship. Today it's about potency and effectiveness. There are no multiplicative

benefits from those methods of the past. It's always better to multiply by more than one. By multiplicative we mean sharing knowledge and experience of many who have walked in the same shoes for the benefit of one who is currently wearing the shoes. Why, because time is valuable and needless to say trial and error learning is neither effective nor efficient.

Couple all of the above with the fact that leadership is difficult; and sitting on the top is a lonely place to be. Some of the biggest leadership challenges to CEOs and senior leaders, is getting honest, truthful, candid, objective, qualified inputs and feedback, in a safe, non-threatening environment. The kind of inputs and feedback that helps in sorting out issues, ideas and problems and strategies. We know this because we have been there and have helped those who are there now.



Decisions affect employees, clients, customers, families, stockholders, and stakeholders. Leadership is a difficult role, constantly requiring assessment/feedback, adjustment in style, methods and measures. In addition, objective input prevents narcissism, builds and retains effectiveness and authenticity as a leader, and ensures ongoing support

of those being lead.

Many CEOs have their confidants or groups close to them, such as President's councils. These are people they trust, with a varying degree of applicable experience and knowledge. We bring this up because there is a need for this inner circle of trusted people who have the best interest of the leader in mind. To gain a multiplicative benefit though, and to improve leadership capacity, the inner circle should be multi-disciplined, experienced, knowledgeable and available as needed to enhance a leader's effectiveness. This approach is a departure from past leadership development methods, minimizes the disruption to normal work schedules and represents high octane inputs and support for CEOs and senior executives on their terms at their

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convenience.

At one point in my consulting career one of my close associates who actually was the client, made the comment that as a consultant it is imperative that one "leads the need." This stuck in my head since my early professional career. As a result of our experience, the data gathered, and research available, we have created "The Inner Circle" at The Macris Group.

## What are we suggesting?

Our clients confirm our belief; we are making a difference in their organizations. We have been able to select methods used over the years and assess what specific techniques, as a function of the level of the group or individual, as well as the resultant outcomes, that work best. We have found packaged programs are just that, packaged and generic. One size does not fit all, we design and tailor an approach to the person, organization and industry. Our team has a unique combination of:

- ◆ Common Sense
- ◆ Experience
- ◆ Knowledge and
- ◆ Proven Track Record

Our success centers on CEOs and Senior Executives who know and trust us.

The Inner Circle becomes the go to resource for objective, honest and candid insights in a safe and confidential environment. We are available to leaders in the following contexts:

- ◆ To solicit our thoughts, assessments, and insights on issues leaders wish not to share with others in their organization, their Board or close colleagues.
- ◆ We will respond as they wish and at the level of detail leaders desire. We can be a sounding board or we can provide detailed contributions and tangible actionable plans.
- ◆ If one of our team members has a unique capability or experience, we can offer individualized coaching, mentoring and/or assistance.

## How we operate

The Inner Circle exists to support leaders; as they wish. We are not offering standardized solutions. We take the best information and research from renowned organizations, as well as, our knowledge and experience and then listen. Once we have a clear picture of the issue or issues, we discuss our thoughts with the leader and amongst our team.

We want leaders to think of us as a resource they can trust, a mentor or a confidant. We highly respect confidentiality and will never compromise ones trust.

## Getting started

Our working relationships are as formal or informal as our clients desire. Flexibility and access is what we are about. Leaders can reach-out to anyone of us or to the person who they feel is best suited to address their issue. Based on our initial consultation, the Inner Circle will prepare an outline of our proposed service, the scope, expected outcomes, and other terms and conditions as appropriate. This allows us to be responsive and meet expectations and needs in a timely manner.

## Who are we?

Below is an overview of our principals at the Inner Circle. Detailed CVs are available upon request. Principals include:

**A. C. (Dean) Macris** – Dean is an independent consultant in the areas of human performance, ergonomics and operational and leadership training for over 30 years.

**William S. Skibitsky** – Bill is a former CEO of one of the five largest specialty contractors in the United States, and currently owner and Chairman of WST Industries LLC.

**Lawrence A. Reiter** – Larry is a professional in the areas of supervising, managing, consulting and leading organizations in a variety of industries including public utilities, management consulting firms and health care.

**Nancy Shapiro** – Nancy's experience includes design and facilitation of teaching/training experiences with a focus on communication, self-knowledge, and cooperative team processes.

**James P. Urbas** – Jim is an experienced Human Resource Executive with extensive knowledge in all facets of Human Resources and Administration having broad experience in large publicly held as well as entrepreneurial companies including manufacturing and construction.

**Peter Glankoff** – Peter has held leadership positions in corporate, non-profit, and advisory capacities in the areas of strategic planning, marketing, and public relations.

## Next Step

We ordinarily focus UPDATE on leadership issues and challenges. This is a slight departure, but we feel our readers are one of the best places to introduce the Inner Circle. We welcome your thoughts and comments. If you are aware of others who you feel will find this useful or interesting we ask you to please contact us or forward this article to them.

