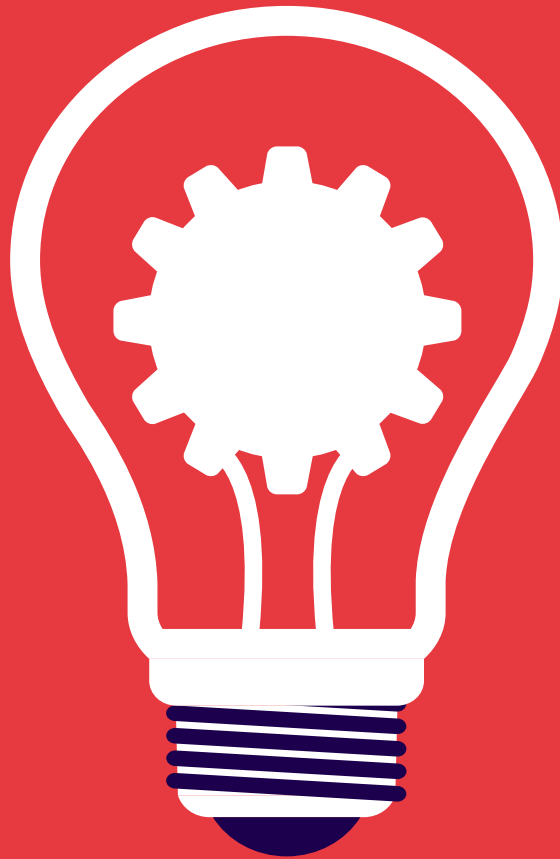


FOR SENIOR MANAGERS & DIRECTORS



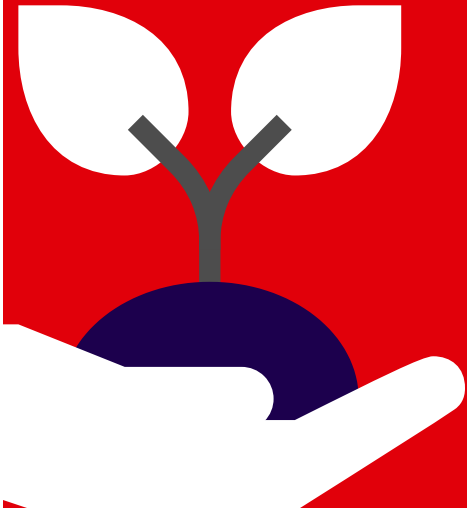
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3 REASONS YOU'LL NEVER BE CEO

AND HOW TO FIX THEM

WHAT'S THE PROBLEM?

Too many women miss out on senior roles leaving very hard-working people feeling disappointed, tired and hopeless. It doesn't have to be this way. Inside, you'll discover how to transform your work future.



BEHAVE DIFFERENTLY

How you behave is having a profound impact on your career. The actions that got you to your current position will not take you to the top. Hard work won't take you there either. A strategy shift is needed.



FEEL CONFIDENT

Your sense of self needs an update. The self-doubt that you carry around is a huge blocker. You need to trust yourself and know that you can do it. Genuine confidence is what will work.



GET RESULTS

A new personal strategy and an unshakeable self-belief makes it so you are unstoppable. The world will see and react very differently to you. Doors open and you can easily walk through.

NO. 1

YOU THINK SUCCESS COMES FROM WORKING HARD

Working hard is likely one of your many super-powers. It's certainly a key reason why you've done so well until now. However, to be CEO material you need to be able to manage your time, workload and stake-holders like you never have before. You will still need to work hard but in a completely different way.

WHY IT DOESN'T WORK?

Senior leaders know that their responsibility is to delegate to others. It's not about shirking your responsibilities or being work shy. It's about ensuring you do what only you can do. You are the one with the vision, the big picture and your team are the ones you bring on board to help you. And by the way, great leaders hire people that are better than them too. There isn't any room for ego if you really want to succeed. Working harder is a great excuse for not being visible too. You don't need to be a flamboyant extrovert with loud clothes, that isn't really what people expect of you. However, they do expect to see you and know something of you. Hiding in the background all the time is not the way forward.

WHAT'S THE FIX?

Start getting comfortable with the idea of delegating tasks, hiring great people and accepting your new role in guiding them. Learn to trust and provide space to your team to get it done. Your role as leader is to create the vision and guide others by delivering clarity, simplicity and certainty. It is also about choosing a level of visibility that enables key stakeholders to at least have an opinion of you.

What action can you take to support a CEO confident version of you?

NO. 2

YOU BEHAVE LIKE A SUPPORTER NOT A LEADER

You've got this far because people have recognised that you deliver results. Smart people understand the value and results you bring to the table. They know your ideas are well-thought-out and your plans will be executed brilliantly. There is zero risks when you're on the case. Indeed, people may think you're too cautious. However, they absolutely love how you take all the worry, strain, and pain that would otherwise land on their lap. You are number one supporter.

WHY IT DOESN'T WORK?

To be the boss, you must lead. Right now, you risk being taken for granted which is the ideal place to be overlooked as a credible leader. It is not enough to deliver results, hide in the background, and then hope people will recognise your contribution. It'd be lovely if they did but people are busy. You have to start owning your achievements not diminishing them by telling people you didn't do much anyway! You need to start telling people what you've done. Remember, if you're hiding your achievements and someone else is proactively sharing theirs, it creates a vast impression difference. It also leaves ample opportunity for others to claim credit for your achievements, Only you can change it. Your peers, the executive committee, and the board need to know what you can do.

WHAT'S THE FIX?

Believe in yourself. That's a small sentence for a very big thing! Start by recognising your successes, wins, and achievements. It can be challenging when you've made a full-time job out of being critical of yourself and believing it makes you perform better. Creating a log of your achievements provides you with evidence that counteracts pesky self-doubts. Then, start sharing stories about your wins with others in a genuine and authentic way. Make a pact with someone else to share wins where it matters. It takes a bit of practice but you can do it.

What big success have you not been sharing?

NO. 3

PEOPLE THINK YOU'RE TOO NICE

Your leadership style is misunderstood. In negotiations, you take a win-win approach when others are playing the win-lose game. People notice that. If it looks like you're too agreeable, you diminish yourself in the eyes of others. You defer to senior people too much. You behave like a junior rather than an equal by being too responsive, too available, and too agreeable. You think you're being respectful, they think you're a doormat!

WHY IT DOESN'T WORK?

People expect a strong leader who can make a firm decision, manage conflict and win. We are familiar with old-style strong-man leadership. If your approach is too low key, it can be misinterpreted as a lack of certainty and confidence. It can make you appear weak. Consider, what kind of impact are you making? You want them to see you as a high performer, not as background noise. Can people see that you have an edge? People need to know that you mean business. Otherwise, people will not view you as CEO material.

WHAT'S THE FIX?

It's all about your leadership capability. Sign-post your approach and it's effectiveness so that people can understand you're employing a proven strategy. Yes, it's annoying but in sharing how collaboration and diplomacy, for example, deliver results you are building your own credibility. Let people know your boundaries, call out problems and deal with them. There is no need for drama but show you're well able to deal with it. Walk and talk about your values so people understand your motivation and know what you will NOT accept.

How can you start demonstrating your skill as a leader?



CREATOR OF CEO CONFIDENT

Fiona Kearns, creator of CEO Confident, crafted a programme that reconfigures your hard-work into the confidence to get the career success you want, not the disappointment you're getting now!

FIONA KEARNS BUSINESS PSYCHOLOGIST

Fiona has achieved success in senior roles but noticed that many women struggled to get ahead. She saw so many brilliant women miss out on CEO and other senior positions when less capable people went ahead. She was curious and frustrated to see this and committed herself to helping women overcome it.

She observed women were working harder than ever and producing brilliant work but still not getting the opportunities. They were following a plan that no longer worked for them. They needed to adopt a different strategy, one that helps them feel capable and delivers concrete confidence under pressure.

CONFIDENT AND CAPABLE

Fiona understands these challenges and has faced many herself. That is why Fiona helps women apply their skills differently so they can feel confident and capable going for bigger opportunities in life and work.

**Book a complimentary call to discuss your challenges with
[Fiona kearnsconsultancy.com/book-consultancy-call](https://www.fionakearnsconsultancy.com/book-consultancy-call)**
