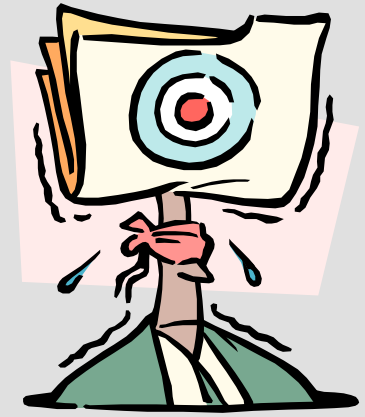


Making Reality-Based Decisions

Does Your CEO Believe that You “Get It”?

CEOs talk about managers who *Get It*, and those who don't. *Getting It* means to make decisions aligned with business reality. Employees who *Get It* avoid getting caught up in petty issues, time-wasting processes, and personal agendas. They keep strategic and financial priorities front of mind. They are preoccupied with results.

Who do you know who is smart and experienced, but still doesn't *Get It*? Here's the hard part. It may be *you*. Looking at your ratings below, what do you think upper management says about you?



| | OK? |
|---|-----|
| 1. I understand how our business makes money. I can read a P/L statement. | |
| 2. I align my weekly priorities with my annual objectives and boss' objectives. | |
| 3. I feel passionate about the same priorities as my boss. | |
| 4. I make decisions based on financial/strategic/customer reality, rather than my pet interests. | |
| 5. I embrace conflict when required. | |
| 6. I can articulate the most important needs, priorities and motives of my peers. | |
| 7. I easily articulate my “point of view” on current business issues. | |
| 8. I have the patience to put aside my thoughts and listen to others' ideas. | |
| 9. When I face conflict with a colleague, I take the time to examine my own contribution to the problem. | |
| 10. I avoid frustrating upper management by: Overanalyzing, bogging down in details Complaining about problems without proposing solutions Being cautious, timid or boring Getting sucked into personality conflicts Getting caught up with “process” rather than results Coming across as too slick or pretentious | |
| 11. I manage my professional image, and understand how I am perceived if I: Smoke Am overweight or have distracting features Dress differently than upper management | |
| 12. I speak my mind to upper management, without being concerned about criticism or retribution. | |
| 13. I build cooperative cross-functional alliances with my peers. | |
| 14. Upper management sees me as broad-gauged rather than specialized. They willingly give me time on their calendars. | |