

## **THE 5 TEMPTATIONS OF A CEO**

**By Patrick Lencioni**

### **Temptation 1: Choosing status over results**

Don't worry about public recognition, seek results.

### **Temptation 2: Choosing popularity over accountability.**

Don't water down negative feedback for the sake of friendship. Be honest and seek results.

### **Temptation 3: Choosing certainty over clarity.**

Don't get caught up in unnecessary debates over minutiae. In other words, be wary of the paralysis of analysis.

### **Temptation 4: Choosing harmony over productive conflict.**

Don't focus on harmony, but focus on results. Spirited debate can lead to greater success. Conflict can create an opportunity for re-evaluation, which may lead to a preferred future.

### **Temptation 5: Choosing invulnerability over trust.**

Don't be insecure. Admit when you are wrong. Acknowledge your weaknesses and surround yourself with people who can help you.

### **Other considerations:**

1. 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.
2. I Love Lucy episode: Ricky comes home to find Lucy crawling around the living room on all fours. When he asks her what she's doing she explains that she has lost her earrings. "You lost your earrings in the living room?" Ricky asks. "No, I lost them in the bedroom—but the light is so much better out here."
3. More important than intellectual acumen are personal and behavioral discipline.