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#### Executive

Steer the company toward long-term success while ensuring that it remains competitive, financially stable, and aligned with its mission and values.

Strategic Direction

Operational Oversight

Financial Responsibility

Team leadership and development

Stakeholder & Investor Relations

Innovation and Growth

Governance and Compliance

Inspiring and Influencing



## Realisations

- 1. You have to want it
- 2. First team is the Exec
- 3. Being a great functional leader isn't enough
- 4. The Board is also your boss
- 5. It's no longer just a job, it's your company
- 6. You are accountable for EVERYTHING
- 7. How you are evaluated will be different
- 8. Relationships are more important than ever
- 9. You inherit the debt of your predecessor
- 10. It can be lonely
- 11. You will grow in ways you did not expect
- 12. You need to be able to lead through influence



Three things to focus on as a new (or aspiring) exec

Learn the business

Run the business

Influence



## Learn the business

Enough to be able to make informed choices and set strategy

Business and financial acumen

The product

The market

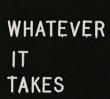
Customers

Competitors

Regulators

## Run the business

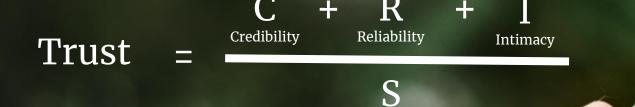
Embrace the accountability
Be broader than tech
Focus everybody on outcomes
Own the strategy
Help others get issues to closure
Get into the operational details





How do you lead through influence?

Build Trust, Relationships and Inspire



Self-orientation

# Things I have done for myself

Deep dive on the business (~6 months)
Work on self awareness (360s, get a coach)
Build a trusted network



# How to help managers prepare for the transition from Engineer to Exec

Spot people with the capacity to lead

Learn the business

Run the business

Learn to influence



