

As a leader, talk is cheap. Action is what counts and practice makes a difference. Below are practical steps to improve performance.

- **Experiment more.** Bivo Co-Founder Robby Ringer talked in Episode 50 about the confidence he gains simply by experimenting. When you have a decision to make or are feeling one way you think you should go, experimenting allows you to make that decision more confidently or with a stronger gut feeling because the added data can push you over that last hurdle. Even small experiments can be great indicators you're headed in the right direction. Don't be afraid to experiment.
- **Understanding employees' distinct personalities is hugely important.** Carina Hamel, Bivo's other Co-Founder, spoke of how much they've benefitted from understanding this as leaders the last few years, recognizing everybody has their own strengths and learning to play to them. When you do this as a leader, your people will succeed.
- **Learn to say no.** You can't do everything. There just isn't enough time and there aren't enough resources – including people – to do all things well, so make sure you prioritize and give yourself permission to say no when necessary.
- **Know when to walk away.** As hard as that is, holding on too long to the wrong things in your business impacts your employees, customers, and in many ways yourself. With so many responsibilities on your plate, holding on too long distracts you from other opportunities right in front of you that might be better.
- **Don't forget the people involved in and impacted by your decisions.** Leaders are counted on by their people to look out for them, to have their backs. Make sure your people factor into your decisions, good and bad, and lean on your core values to guide you in the process.
- **Trust your gut and look at the data.** Great decision-makers understand the delicate balance of using good data while also trusting your gut. As our own Patsy Feeman said in this episode, a good dance requires a right foot and a left foot. Utilize both to sharpen your decision-making as CEO.
- **Know and live what you care about.** Do the work of knowing yourself, your Core Values, and what matters to you so you can then use that as a foundational piece to making decisions. Your conviction and job-satisfaction will both increase as a result.

Let's Get Practical

The Magic of Having a Plan – Part 2

Episode 50 - Interview with Carina Hamel and Robby Ringer

- **Hire who a person is over what that person has done.** CEOs who understand the power of great culture hire for personality and then teach their new employees the job. Whatever data you need to collect, whatever process you need to go through, do the work to get a good sense of a candidate's personality, then hire the ones who'll fit the culture you want to build. And as we just advised a few bullets ago, let your core values be your guide.
- **Take comfort in your plan.** Take the time to develop your strategic plan, then rest in knowing you have one to guide you. Trust it. Change it if it needs to be changed. But take comfort in knowing you have one to rely on.

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