

# The Mansis Update

## The CEO Imperative

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One over-riding responsibility of the leadership of any enterprise is the Continued Existence of the Organization (coincidentally abbreviated the CEO). Ultimately this rests with the Board of Directors, but in reality, it is the responsibility of the CEO – the person the Board hires to run the place.

To ensure that the organization does function successfully and continues to exist for the benefit of all its stakeholders, it is imperative

to have a well-designed internal performance management system to guarantee that all members of the organization:

- know what to do and how to do it;
- receive support to make them successful in their respective jobs; and
- follow through and are accountable for meeting their performance expectations and obligations.

All other systems and processes in the organization are secondary to this essential system, which is the domain of the CEO.<sup>1</sup>

Of course sometimes the CEO assists in other roles such as sales, marketing, production, HR and finance to provide immediate solutions to current (albeit serious) problems. But this is a risky decision if the CEO becomes too involved in the less essential non-CEO activities and then has little time for the CEO perspective. For example, some CEOs are more comfortable in their pre-CEO functions and postpone their unique

responsibility to implement and use a performance management system to manage the enterprise as a CEO.

But assigning priority to ensuring the integrity of the organization's structural effectiveness will not only help to protect the organization's future, but also, in the process, save the CEO from spending hundreds of hours each year taking care of other people's business.

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<sup>1</sup> Other titles include President, Executive Director, Owner/Operator and General Manager