



5-Time CEO Jim Weaver on the Common Traits of Great CEO Leaders

Steve Sanduski:

Hi everybody, thanks for joining us today. I'm your host, Steve Sanduski, and our guest today is Jim Weaver. Jim is a five-time CEO, who brings 25 years of successful leadership experience in helping grow both public and private companies. Jim has built and grown these companies in multiple industries, including software development and systems integration payment processing, and telecom.

On today's show, we talk about what it takes to be a great CEO. And Jim shares what it was like the first time he was a CEO, and some of the key things he learned by the time he had his fifth go around in the CEO seat. And be sure to listen to the end, when Jim shares one of the personal traits that he says top performing CEO's need to exhibit. Jim is also a long time YPO member and he is now a coach at CEO Coaching International. With that, please enjoy my conversation with Jim Weaver.

Jim, welcome to the show.

Jim Weaver:

Thanks, Steve. It's really great to be here with you today. I'm looking forward to it.

Steve Sanduski:

Well I am as well, and as I was doing a little bit of my research on you, I noticed that you are a five time CEO. So we're gonna spend a fair amount of our time today talking about the role of a CEO and so I've got a lot of questions about that. But let me begin with this one. When you were coming out of school, did you aspire to be a CEO?

Jim Weaver:

That's a great question. The short answer is no. I'd like to say that when I was coming out of school I had it all planned out and I was gonna run X number of companies and continue to take on more and greater leadership positions. But I did not. That was not really what I thought would happen with my career.

Steve Sanduski: So what did happen? So as you're coming out of school, maybe tell us what that first job was, and then let's roll into the very first CEO job that you had.

Jim Weaver: Sure. So coming out of school, I took a position in government, working in, actually, county government in western Pennsylvania, where I was working in health and human services. So hearing child support and child welfare cases, and I quickly realized that there were better ways to do things, but there were a lot of constraints within government, that made it very difficult to create change. And fortunately, while I was working that job, I took several bigger jobs, in terms of responsibility, and eventually started running several big child support offices. Initially in Pennsylvania and then eventually in Virginia. And while doing that, I found Lockheed, this was Lockheed Aerospace, before the Lockheed, Martin Marietta had a merger, and I realized that they were doing outsourcing in certain government functions, and one of those happened to be broadly health and human services.

So I took the opportunity to join Lockheed in their DC office, and it was the antithesis really of working for government in many. So there are certain constraints that are specific to government, and I would argue that maybe some of those need to be there, but when you got into the private sector, it was completely different. So if you could find better ways to get things done, in a shorter period of time at less cost, then you got rewarded for that. So I was fortunate enough to join a division of Lockheed in the early stages of their development of their health and human services practice. And that gave me a phenomenal opportunity to learn how to build a business, while at the same time I had the benefits of the Lockheed Aerospace corporation behind me. So that was how I got out of school, into working for government, then alternated to private sector.

Steve Sanduski: So that profit motive of the private sector is a big help in helping companies be lean and mean and aggressive.

Jim Weaver: It truly is. So what I found was that, again these constraints within government, everything from you had to buy things off of a state contract. If it were office supplies, is an example where I could go to another location and buy office supplies for half the cost, but we were prohibited from doing that. In the private sector, everything was focused on quality at the lowest cost, typically. And so there, if you were able to do things with high quality, low costs, you win. And then winning could be either winning the job, the bid, the opportunity, or really advancing your career, because you found ways to do things more effectively, ultimately driving more profits for the company.

Steve Sanduski: And what were the different industries, that you were in where you were the CEO, just so we can get a sense, 'cause I think you've got a pretty broad background here, in terms of the different industries that you were working in.

Jim Weaver: I do. So I've worked largely in technology and payment processing, I would say at the highest level. But within that, as I've mentioned, I've done a lot of work within health and human services. We were building large, statewide child support, child welfare, and welfare systems. I've worked in law enforcement. I've worked in transportation. I've worked in parking. I've done things ... Actually, I launched an online recruiting application or solution in September of 2008. As I'm sure you recall, September of 2008 was not the best time to launch a company. So we had a very successful launch. We thought we were off to the races, and the market shut down on us, so we had to mothball that solution, but ... So it's ... I've had the opportunity to work in different markets, all with sort of a technology focus at some point.

Steve Sanduski: Well let's go back to that first CEO job that you had, and if you can think about what you knew back then, and compare that to what you knew as a five time CEO, many years down the road. How would you compare and contrast the two things? Maybe this first time, perhaps rather naïve CEO, to the fifth time, a super successful, well seasoned CEO. What did you know back at the beginning? And what did you know back at the end? And maybe can you create a bridge between those two?

Jim Weaver: Wow, sure. So ... How much time do we have, Steve? Let me think about that. So, the first company actually was a company that I was involved in taking public, through technologies, and initially we were doing large system's integration jobs in health and human services on the government side, and then we also did some system's integration work in the insurance industry. And we eventually pivoted and turned the company into a 100% focused government contractor, doing payment processing for certain government agencies. So it was a pretty big pivot.

Some of the things that I had learned there, this being my first opportunity to be the CEO, is that getting A players into key seats, and maybe quite frankly into every seat, is critical to the success of the business. And if you don't, if you can't get an A player, which might be difficult in every seat, certainly having a B player that can be coached up to an A player, I think is a critical piece. I think another learning is, obviously as the CEO of the company in particular here, a public company, it was very clear that one of my primary obligations was to raise capital for the growth of the business, that we took the company public and did a couple of follow on secondaries where we raised hundreds of millions of dollars. So that was very a key part of my responsibility then.

And then I guess the other thing that I had learned, that I think this is important is, as the CEO, you're really responsible for key client relationships. I think that's also critical. A key client can have a significant influence on your business, and they wanna know that they can talk to the CEO. So I would say that's probably the third major item that I learned in my early stages of being a CEO.

Steve Sanduski: Okay. Well I wanna explore those. But before I get to that, one of the things you said was you made a big pivot. So take me back to that time. What was the thinking? Why did you feel you needed to make a pivot? And what was the thinking process, the thought process, that you went through to decide to make that pivot?

Jim Weaver: Sure. So we were building, as I'd mentioned, large system's integration jobs for, basically state government agencies. Child support, child welfare, and welfare agencies. And in the process of doing so, we realized that there were opportunities to outsource, or be a part of an outsourced function of that government entity. So specifically, we looked at child support payment processing. So we were building case management and financial management systems, for child support agencies. We then saw the opportunity to actually be the fiscal agent for child support agencies. And the difference in those businesses were significant. So on the system's integration side, all of that was sort of one times revenue. So you had a job, it may be a 30 or 40 or 50 million dollar job, but when that job was done, that job was done and there was no residual revenue from that job.

So I pretty quickly realized that there was an opportunity to be a part of a recurring business model, in the form of processing payments for child support, and that's when I first was introduced to the notion of a recurring business model and embraced it. When you're trying to grow your business 20, 30, 40% per year more, it's a lot easier to do that when you're growing your business on last year's base, or the majority of last year's base, as opposed to having to replace all of last year's revenue and then have your growth metrics on top of that.

So that was really a major factor in us making the decision to make that pivot. And that pivot, again, was to payment processing, and then that allowed us to do a couple of acquisitions in that space, and then ultimately, as I mentioned previously, payment processing company predominantly for government clients.

Steve Sanduski: Now when it comes to a pivot, would it be fair to say, that there can be a proactive pivot and a reactive pivot? Meaning proactive, which it sounds like was your situation where you already had a nice business, but you saw an amazing opportunity, so you decided to pivot the company, from a position of strength, to something even stronger, versus a reactive pivot would be, our business is hemorrhaging right now, or we had something that happened to our business or lost a big customer or some really negative thing, that if I don't pivot, I'm gonna go out of business. Would that be a fair framework to look at?

Jim Weaver: Yeah, Steve, that's a great framework, and I think one that's not always looked at, quite frankly. So clearly, the pivot that I just described, was a pivot of intent where we saw a much greater opportunity. We certainly could have continued to be a system's integration company, and we would have had our success

there, but I think it would have been very different than having made that pivot to a pure play, payment processing company, predominantly with the government. I've done other pivots that were done for other reasons, but that one clearly was proactive.

Steve Sanduski: Okay, well we may get to those.

Jim Weaver: Okay.

Steve Sanduski: Alright, so you talked about ... So early on in your time as a CEO, you mentioned three key things, having those A players, or having B players that you can coach up to an A level, being able to raise capital, and then also being responsible for the key relationship. So, fast forward a ways here, to maybe the fifth time that you're a CEO. What changed or what didn't change, in terms of what you understood as the role of the CEO?

Jim Weaver: Well, certainly those three items are still, I think, critical. I think what changed for me is that I just had the experience, having done that five times now. So I think I probably just have a greater appreciation and a greater focus on, these are probably the three key elements, and you could obviously add in strategy into that as well, but these are sort of the key elements that the CEO needs to be responsible for. So I would add in, probably, vision. And to those other three. But, clearly, I think the other thing that's happened is that I've just gotten more focused on it and probably just much better at it, having done it five times.

Steve Sanduski: Alright, so let's talk about the people part. You talk about the importance of having the A players on the team. So how do you go about and identify the A players, and do you have a preference for trying to promote from within? Let's say to your senior leadership team, or did you like to go outside the company, maybe to get some fresh blood and add them to your executive team?

Jim Weaver: Yeah, so I think if there's the opportunity to promote from within, I would always look to do that and give serious evaluation to that as an option. If that person ... And frequently that is an option. That's certainly the environment that we try to create in any of the companies that I've been a part of, where somebody has that opportunity to grow into that next level position. So absolutely, I would look to do that first.

I think the other key is to ... Hiring is probably one of the hardest things to do, and certainly when you raise the bar, it suggests that you're gonna hire only A players or B's that'll be coached up to A ... You raise that bar even higher and I think one of the challenges is ... The hiring process, we often times start to be driven by the fact that we haven't filled that position. So you have the issue of, anxiety that you've got this open position that's maybe open longer than what you ultimately hoped it would be. And I think that's one of the lessons that I've learned, is I think that can cause you to make bad decisions or maybe convince yourself that there's somebody for that position that probably could be coached

up to an A player, when at your heart of hearts you know that's not gonna happen. So I think that's another significant learning for me, which is, you're far better off to take an extra month or two, if that's what's required, and really get that A player into that seat.

Steve Sanduski: And are there any, let's say nonnegotiable characteristics or traits of a person that you wanna hire into the executive suite that you can assess during the interview process or somehow you can identify that through the interview process?

Jim Weaver: Yeah. I've always believed, I mean it's tough to glean a lot from an hour, hour and a half, two-hour interview. So often times, I will meet with the federal candidates or certainly candidates that are in the final running, multiple times. We'll also have them meet with people up and down the organization, because I think people, everybody within the organization will have the opportunity to develop a view, an opinion that could be valuable in helping to really think through the fit of that person in the organization.

Some of the keys I think those ... And it's difficult sometimes to assess these in that brief period of time, but you certainly want somebody who you believe is trustworthy. If they have a sense of vulnerability, that's great. Somebody whose ego is not so large that they aren't gonna come in and disrupt the organization. And I think the idea of treating people with dignity and respect, if it's a leadership position, is a critical piece as well.

Steve Sanduski: And do you have a go to interview question, or two, that you found over time that, gosh this is the one or two questions that I will always ask, because I find it's maybe something they haven't necessarily prepared for, but their answer gives you some really good insight, in terms of who they are?

Jim Weaver: Yeah, probably a couple ... So on the business side of things, I will frequently ask somebody where they see themselves, if we brought them on, where do they see themselves 12 months out or maybe three years out. And that's always interesting because I think they're thinking, in the interview process, how do I respond in a way that convinces this hiring manager that I'm good today, and this forces them to think, "Okay, what do I need to do between now and that 12 month mark, or that three year mark," whatever the question might be. So I think, I often times get a lot of interesting responses from that question. And it's pretty introspective as well, so it forces a person to think which I like. I will also often times just try to explore questions that are not specific to the position itself. So it's to try to get a better understanding of who the individual is, what do they do when they're not working? I mean, how, what things in their life are important to them? So I always like to ask those types of questions as well, because you can get a lot of insights into the individual that way.

Steve Sanduski: And on that first question about where do you wanna, where do you see yourself three years from now, has anyone ever said, "Well Jim, three years from now, I'd like to have your job."?

Jim Weaver: You know, I have not had that, but I would love that response-

Steve Sanduski: Yeah, wouldn't that be good?

Jim Weaver: ... Because I believe ... Absolutely. 'Cause it actually makes me think about another ... It's one of the things, even with my direct reports that I have always tried to impress upon them, that they should always trying to hire someone who's better than them. And I own that as well. I mean, I want people in who are smarter than me and, so hopefully there are those people who I've brought in, and I think I have had people who could certainly take this position. So I think that is a key part to hiring with the focus of the A player and somebody who can replace you.

Steve Sanduski: Yeah, and I think you made a really important point there, about each person that you hire, I love to always say, as you're evaluating someone, if you're replacing a position say, "Is this person gonna be a significant improvement from the person who just left this role," would be one good thing, and then a second thing would be, like you just said, "Is this person much better than I am?" Because as you continue to grow the organization in scale, you wanna make sure that you're really bringing on top notch people and elevating the quality of the team that you bring on each time you add a new person to the organization.

Jim Weaver: Absolutely, that's a great point. Because you're not hiring for today. You're obviously hiring for where that company's gonna be three, five years out.

Steve Sanduski: Exactly. Alright, now you also mentioned the importance of the CEO being responsible for key relationships. So give me some examples of what key relationships would mean to you.

Jim Weaver: Sure. So certainly, key relationships could be defined by a couple of different ways. I would say your larger clients, and depending again on how many clients you have and this would vary in terms of the number but, the company, the clients are largest in the sense of revenue and profitability for the company, I would certainly put those in that category. But beyond that, I think there are other clients, maybe if you're rolling out a new product, or you have a beta product and you've gotten a client that's willing to pilot that for you, that clearly is a critical client, then I think having the opportunity as the CEO to be a part of that whole piloting process and to help a client understand their value to you and your value to them, is critical in the success of that rollout of that piloting. So I would say those are probably the keys.

Steve Sanduski: Okay, now you also mentioned strategy as an important role of the CEO, so has your thinking about strategy evolved over time? So again, let's go back to maybe the early days of being a CEO, to more recent times. Has your thinking about strategy evolved? I know, back years ago we used to have these five year and ten year plans and now people say that everything is moving so fast that we can't plan that far into the future. So have things evolved for you, in terms of how you think about strategy today?

Jim Weaver: Absolutely. I do think, to your point, that thinking about ... You wanna be thinking about where the company can be five to ten years out. I would question how many specific actions or things you can put into place today that are gonna absolutely guarantee that you're gonna get there, I think if you're looking, certainly, 12 to 36 months out, you have to be doing that. But in terms of what I've learned, relative to strategy is, while the strategy may be clear to you as the CEO, as the founder, as the leader, as an executive of the company, you can never assume that it's clear to the entire organization. And quite frankly, it's probably not. So I think that how you drive the strategy, the understanding of the strategy down through your organization, is something that I've learned and probably I didn't do as good of job in the early part of my career, as I do now, because I'm really focused on that as a significant component of what the CEO could and should be doing.

Steve Sanduski: And how do you actually do that? As the CEO, how do you continue to reinforce and reiterate the strategy and have that kind of cascade down through the organization?

Jim Weaver: So it's something that we talk about in all of our leadership team meetings. We test it regularly to make sure that it still fits, it's still the direction that we're going, and we still, often times, will make ... I'll call little pivots or minor pivots along the way that affects maybe how we might articulate the strategy. I think if you look at the speed with which companies change today, that is a significant difference than what it was 25 years ago for me. 25 years ago, companies movements were much more nominal. Today, if you're not thinking about, what the technology's gonna look like, or what's happening to your industry is as close as six months out, then you've got issues. So I think from a strategy perspective, you have to be thinking about that. So that has to be clear to the leadership team, and then it's incumbent upon the leadership team, certainly, to push that down and do the same types of communications with the rest of the organization.

All hands meetings are critical to drive strategy understanding and discussion, and I do that. Having news letters within the organization that focus on strategy, we've done that as well and I think that's helpful. And having all of your business decisions, having a lens of filtering it through your strategy, that make sure that the strategy still holds up, I think is also a critical piece and everybody sees that. People begin to understand that.

Steve Sanduski: And do you have a specific meeting rhythm, that your executive team will use, whether it's weekly, quarterly, semiannual, annual meeting? Do you have some kind of formalized process like that?

Jim Weaver: Absolutely. So we, as a leadership team, we meet formally once a week, and then we have a one on one, or I have a one on one with each of my executives, also once a week. And I would say, Steve, that that's also a change from where I was 25 years ago, where I probably was less likely to schedule meetings quite that frequently. I probably had those meetings once a month and thought that was frequent. Today ... The communication, or the need for frequent communication, I think is even greater.

Steve Sanduski: And with those one on one meetings, with your direct reports, do you set the agenda? Or does your direct report set the agenda for those meetings?

Jim Weaver: Great question and I think it absolutely has to be both ways. So, we each come with items that are on our agenda. My item store, the executive, it's certainly their items for me. And quite, or if I had to put an emphasis, it's probably leaning a little bit more towards what their agenda items are, but I think it's bidirectional.

Steve Sanduski: And then, kind of staying with this strategy, let's say you've got a large company, maybe you've got thousands of employees, they're in multiple locations, maybe it's international. How does the CEO handle the high level strategy, and then everything cascades down to the different levels within the organization and then maybe there are some things that bubble up from the bottom of the organization, so how do you as the CEO keep a handle on that and be able to track and ensure that the organization even though it may be, again, thousands of people, they're all moving in the same direction and everything is coordinated and what this group doing in Kentucky is supporting what the home office is doing in London, to roll up to the big goal. How do you, and I know that's kind of a large question, but do you have any thoughts on how you handle that as the CEO?

Jim Weaver: I do, and let me relate it specifically to one of the companies that I ran. So the public company here that I've mentioned, we ultimately became a multi hundred million dollar company, growing from probably 25, 30 million when I joined the company, to just under 200 million, eight years later. But that growth was a combination of organic and acquisitive growth, so we add in the dynamic of acquiring companies, and we were on three different continents, grew actually to 2,000 employees over that period of time as well. So I think that's sort of the perfect storm for what you just described, in terms of the challenges around communication. And it is a challenge, in particular when you throw into the mix the fact that we've done acquisition, so I think, again, it's a function of constant, consistent, and repetitive communication throughout the organization.

I spent a lot of time, during my years there, traveling to our offices when, again, we had offices throughout the US as well as in the UK and Australia. So I spent a lot of time traveling, trying to have face time with employees, and all of those sessions, we would talk, certainly, about the strategy of the company, the direction of the company, and we were making a lot of strides during that period of time. Remember, I mentioned, we moved from a system's integration company in that instance, to a hard pivot to payment processing, so that adds yet another dimension of complexity, in terms of strategy, because you're changing it significantly and that causes a lot of uncertainty for people. So I think constant, regular communication. You cannot over communicate, in that situation. Literally, what I probably described was even more of a unicorn, in terms of the likelihood, but there's plenty of companies out there that go through similar types of growth.

Steve Sanduski: I wanna talk about leadership, for a minute here, and I'm gonna give an example from Urban Meyer and for the college football fans out there, you'll know that he's the head coach of the Ohio State University, and he ... I heard him speak one time and he made a comment and he said that talent will get you about seven or eight wins per season. Discipline can get you up to maybe nine wins per season. But he said if you want a championship team, he said you need leadership, and leadership is that key ingredient that's gonna put you over the top. So how would you define leadership?

Jim Weaver: Yeah, that's a great quote too, by the way. I love that quote. So I think leadership, in many respects, the role of leadership is to create an environment where A and B players can be successful. And if you do that, you're getting it through communication and through creating the right environment, the right culture of the company, and those individuals have the opportunity to be successful, and I've had situations where people were unclear about what their roles and responsibilities were within their organization, and what you end up finding out is that they're very creative individuals, but all their creativity is happening outside the office. There's something else that they're doing. They're either a coach on a team that's doing very well, or there's something outside the office where they're having the opportunity to really express their creativity or whatever they have passion for.

The key for the leadership is to create that environment where those individuals have the opportunity to express that creativity inside the company, and the benefits of that are synergistic ... That's when you really go from, quite frankly, from Good to Great if you use a Jim Collins reference. So when you create that environment, where people feel that this is where I really wanna express my creativity, then I think you go from Good to Great.

Steve Sanduski: Well you mentioned Jim Collins there and I think Collins talks about this idea of the level five leader, and as you think about what it takes to be a successful CEO, I think sometimes we have the stereotype that, oh it's the super, outgoing, motivational, maybe hard charging, hard driving person who loves the spotlight,

big ego perhaps. So as you think about the personal characteristics of what a great CEO is, and I know it's probably gonna vary but, did you have a thought on, can these people be introverts with just high integrity and discipline and empathy for other people? Or what are some of those, if you had to maybe design the ideal CEO, what would some of those characteristics be?

Jim Weaver: Sure, so I think one of the keys, and I've truly learned this over the years is that you have to treat people at all times, with dignity and respect, and when I say all times, when they're successful, when they're performing for you and they're doing well, and equally so and more so, quite frankly, if they're struggling. So I think that if you have this concept where you treat people with dignity and respect, those who are being very successful, they'll see that, they'll be rewarded by that, and quite frankly, assuming you're paying them a competitive salary, I think that is how you motivate people to go beyond what they're currently doing today. So dignity and respect's critical. If they're not performing, by the way, then that approach tends to cause people to stand out, and they tend to be the first one to recognize that they're not performing, without you having to necessarily tell them. So if there's actions that you need to take in that regard, I think it's easier for those actions to be taken, if in fact you've treated them, over their ten year, with dignity and respect.

The other thing I would say is clearly, vulnerability. CEO's that have huge egos, I think struggle to be successful. I think if you are vulnerable and you're willing to make mistakes, you're willing to admit your mistakes, and your, the leadership team, the organization, the entire company can see that that's how you operate, I think that has a huge impact of the success of the company. And I think just ... Maybe humility is similar, but I would put humility in that category as well.

Steve Sanduski: Yeah. Well I've talked to a lot of folks, over the years, about what it takes to be successful, and it's interesting that you mention vulnerability, because that is a word that, literally, just in the past maybe 12 to 24 months is something that is coming up with great frequency, in terms of what a characteristic is that they say, "Hey, this is what people need to be successful." So it was interesting to hear you use that word, vulnerability.

Jim Weaver: I would also say that the vulnerability can be external as well. So if you are having a challenge with a client then, again, as the CEO, you're responsible for those key clients. Being vulnerable, as opposed to trying to circumvent the problem, the situation, almost every instance I have found creates a path to resolution to that issue. And I do think that's critical. So vulnerability, both inside the organization and outside of the organization, I think is very important.

Steve Sanduski: Right, and I think maybe something related to that is this idea of transparency. I know we had one of our folks on the podcast here, talking about how when the company was performing poorly, and they needed to get an increased credit line from their bank, that they went to the bank and they just laid the cards on

the table. They were very up front, they were very honest, they were very vulnerable, and said, "Here's the situation. We need a loan or this is what's gonna happen." And because they had developed a really good relationship, and that was one of the things you talked about, here a moment ago, was that to really cultivate and nurture the key relationships, this person had done that with their banker, and so in the time of need, the relationship was there, they put all the cards on the table, the bank was willing to work with them and they got the money, and big turnaround story and a big exit. So that could be a real key.

Jim Weaver: Yeah, and think about that. I mean, had they not had that relationship, or weren't able to get through that relationship, it could have been the demise of the company.

Steve Sanduski: Absolutely. Yeah. Well, I wanna wrap up with a couple of things here, but before I do that, let me just ask you one question, and that is, is there anything else you wanna mention that we haven't talked about yet?

Jim Weaver: I don't think so. I think that we've covered some key items in how I think about being a CEO and certainly the opportunities that I've had to explore those over the five companies that I've grown.

Steve Sanduski: Great. Alright, well now you are working with CEO Coaching International as a coach. So what got you attracted to the firm and got you interested in coaching at this stage of your career?

Jim Weaver: Yeah, it's interesting, Steve. So I've thought about, given the fact that I've had the opportunity to run five companies, and as we talked about it, the outside of this interview ... Different markets with really different technologies, I have learned a ton and, again, it would be disingenuous to say I planned that out 25, 30 years ago, because I truly did not. I followed my path and I've had the opportunity, as I said, to grow five companies, and that's just given me a wealth of experiences and along the way I've seen many things done correct, well, with really good results, and I've seen things that were challenging and as I think about what the next chapter is for me, the opportunity to work with other leaders and share some of those experiences is something I'm just very excited about. It's surprising, almost, how much enjoyment I'm getting out of being able to talk to people and maybe help them avoid some of the blind spots that I had as a younger CEO, or even in the middle and latter parts of my career as being a CEO. You're still always learning. I think that's another attribute of the CEO, and this opportunity to be able to help other leaders make big happen, to use one of our frequent phrases, is something that I'm really quite excited about.

Steve Sanduski: Well we are thrilled to have you here with CEO Coaching International. Someone with your level of experience and wisdom, it's gonna be a great addition here to the team and all the clients are certainly gonna benefit from that. Alright, let's jump into a few rapid fire questions here. So the first one I

wanna ask you is, what's one of your favorite books, that you'd like to share with our listeners?

Jim Weaver: I would say, probably, actually probably, Good to Great. We've talked a little bit about it during the call, but I think Good to Great has just been a really interesting book and it's sort of stood the test of time.

Steve Sanduski: And is there maybe one idea, from that book, that sticks out in your mind?

Jim Weaver: Yeah, I think it's partly what we touched on previously, which is this notion that to go from good to great, you need to have disciplined people, you have to have disciplined thought and you have to have disciplined action. So I would say that really has struck me and as you think about how you get from good and sort of break away to great, I think you have to have those underpinnings.

Steve Sanduski: Well, speaking of discipline, we've talked about leadership and what it takes to be a good leader. Can you think of maybe one daily discipline that is needed in order for someone to turn into a great leader?

Jim Weaver: Sure, so I think ... I've thought a lot about this type of thing, because obviously, it's something that impacts the entire organization and I think it's humility. I think, again, if you come in everyday and you're humble and you approach every day, every challenge, with a sense of humility, you're gonna make more correct decisions than you are incorrect decisions.

Steve Sanduski: Excellent. Alright, and the final question here, I'm just gonna start a sentence and I'd like you to finish it. And the sentence is, "What I know to be true is ..."

Jim Weaver: So what I know to be true is that there are probably numerous acceptable solutions to a problem, but taking no action is crippling.

Steve Sanduski: Alright, well we will wrap it up there. Well, Jim, thank you very much. I appreciate you taking some time here and, again, welcome and congratulations for joining the team here at CEO Coaching International.

Jim Weaver: Steve, thank you. Thank you for your time and I look forward to working more with you going forward.

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