

URL: <https://stvp.stanford.edu/clips/subtler-skills-of-leadership>

Aside from the typical traits associated with strong leaders - like vision, determination and execution - Bob Tinker points out equally important skills that aren't talked about as often but are essential for any CEO. Among them, according to the co-founder of MobileIron, are an ability to develop an acute self-awareness, to balance confidence and vigilance, and to be persuasive to a broad set of stakeholders.



## Transcript

- What most people talk about when it comes to the job of being CEO is sort of the stuff that's on the outside, vision, determination, leadership, execution.. All that stuff's super important, but what doesn't get enough air time is what's the stuff that's going on inside.. What are those sort of hidden behaviors or skills that are really sort of the soul of who's leading the company and I wanna talk about sort of what I think are the top three.. The first one is self-awareness.. It is really uncomfortable to look in the mirror, both for a person as well as a team, but unless you do it, you don't actually learn and get any better, so listening to feedback, hearing the tough information, taking that into account, adapting, learning all has its root in self awareness.. The second one is schizophrenia.. You might ask why schizophrenia.. So on one hand, you need to be this super optimistic Moses type character, leading people up the mountain and on the other hand, you need to be this completely paranoid pessimist looking over your shoulder wondering what could go wrong.. It's kind of psychotic actually, but you have to be able to do both at the same time and then the last one is the ability to close and this sometimes gets mistaken for can you win customers and sell stuff? That's sort of part of it, but it's actually much deeper and much broader than that, which is one of the most important jobs and skills is your ability to get other people to jump on the bus with you.. You know that could be how do you win a customer, sure, but it could also be how do you convince an investor to bet on your business, how do you recruit a top executive that you really wanna be a part of the company, even like how do you close your own management team on your goals for the next year..

^You're doing it all the time...