

## CHIEF EXECUTIVE OFFICER (CEO) ROLE

### GOALS:

1. To state the expected role of a Chief Executive Officer (CEO) of a facility/organization related to the hiring process of supervisors, directors, and administrative/leaders.
2. To differentiate the role difference of hiring committee recommendations and CEO responsibility of decision-making regarding administrative/leadership hiring decisions.
3. Provide a suggested leader and follower criteria as a basis of a numerical system to determine a recommended administrator/leader.
4. Encourage the use of intuition as a final determinant of hiring decisions.

### KEYWORDS FOR APPLICATION:

Chief Executive Officer (CEO)  
Hiring Committee  
Recommendations vs. Approval  
Groups  
Administrator  
Executive Administrator  
Academic Education  
Shared Governance  
Hiring From Within  
Leader and Follower Considerations  
Intuition

So, you are the “Chief Executive Officer” (CEO) of a facility/organization. That means you are the highest-ranking officer of the facility/organization. Maybe, this is not your chosen title—perhaps you are known as the like-name of “Administrator” or “Executive Administrator”—or something else denoting your superior status. Whatever your accepted title, “A rose by any other name would smell as sweet,” said William Shakespeare in *Romeo and Juliet*. The responsibilities are the same. Things are what they are, no matter what name you give them, if you are responsible for the total and ultimate decision. However, suppose you are the head of a facility/organization (no matter your chosen title). In that case, the buck stops with YOU—you are the “high chieftain” of your organizational domain. Most likely (and hopefully), you have the necessary qualifications, and your monetary income and intellectual smartness are more than average! Otherwise, you wouldn’t be designated as the master of your supposed “kingdom”—or accept that responsibility—I hope!

As the CEO in ultimate charge, you are to determine methods of appropriate shared governance to help YOU make the final decision to hire experienced, intellectual, and successful administrators/leaders who know their required field of expertise. The groups of needed CEO direction and leadership expertise are often related to gatherings, programs, divisions, councils, departments, etc. Note that YOU are the person in charge of determining every process and the determination of final decisions related to the hiring of any administrator/leader to be under your direction as a representative of the specific groups. The “Buck Stops with You” is the intended message. That is, final decisions of employment (and even

other administrative “things”) are within the expected purview of the CEO, not an interviewing body or any other coercive enclave. A formal job interviewing body and even informal organizational gatherings provide RECOMMENDATIONS—A CEO (or like-name) provides APPROVAL!

Regarding advanced education: The CEO’s successful pursuance or final approval of hiring a manager/director (or other qualifying titles) of any group involves a decision regarding the academic accomplishments of an administrator/leader. It requires the manager/director/supervisor/administrator who works under a CEO to have advanced education and experience *over and above* (not the same as) the other employees to be supervised or led by that same person. As a CEO, to know and make such a bold academic approval decision as to the minimum criteria for a job interview by a shared governmental approval process (i.e., hiring committee) of administrators/leaders shows CEO tenacity and forbearance. The experience and proven abilities of highly educated administrators/leaders approved to work under the direction of the CEO can often be a “gold mine.” Yes, hiring approval of a competent administrator/leader with more academic accomplishments than current employees might cost more and should cost more! This person, however, might have more relevant positive experiences in expected administrative/leadership work behaviors, relationship abilities, expert connections, and life experiences on how to get the assigned and specific job done more effectively. The creative and critical thinking abilities might be a positive and pleasant surprise with excellent new ideas beyond your imagination! After all, some tenacity and intellectual ability provided the impetus for advanced educational success.

Absolutely—An effective CEO should consider hiring a highly educated, excellent, qualified administrative leader to be a director, program administrator, division head, council director, department administrator, etc., from another source other than the existing facility/organization’s choice of employees. Sometimes, no person in the facility/organization will meet the job’s rigorous requirements. When hiring from outside the facility/organization, there is less chance of a social entanglement with current staff, less emotional other-employee ties, and objectivity is increased. Manipulative other-employee behaviors are less likely to occur when familiarity and close friendship ties are absent. Suppose administrators/leaders’ academic achievement is (and should be) more than the current employees. In that case, it presents an example to current employees regarding the tenacity and ability of any group member to pursue higher goals of educational excellence which requires personal forbearance.

Sometimes the committee, programs, divisions, councils, departments, etc., are determined to retain their comfort rather than hiring a new and more educated administrator/leader. It is common to hear from these people comments similar to, “It has always been done this way. It has been working so far, and why change to a new outside person that will probably make us do something different and take us out of our comfort zone”? (or) “He/she is my friend and would do a good job” (or) “He/she knows us and will work best with us.” The coercive comments and reasons are possibly many—and sometimes threatening! Therefore, the current employees will forcefully entice the hiring committee to recommend a coworker for the administrative/leadership position. There is a tendency for some ineffective and easily coerced CEOs, current staff, or shared-governance hiring committees, groups, or boards to use the “We always hire from within” hiring philosophy or a reward system for friendship or employment longevity.

Establish an appropriate hiring committee for a “committee hiring recommendation.” The final accountability and responsibility for all hiring methods, processes, and final CEO hiring decisions as an outcome of the hiring committee recommendation are within the role expectations of the CEO.

As a CEO, determine the hiring criteria/expectations and interviewing process to be used by the hiring committee. The CEO establishes a common scoring process/score sheet for the hiring committee to use per each potential administrator/leader interviewed. Each hiring committee member individually completes the process/score sheet by representing a numerical score per each consideration—leader or follower. The purpose is to provide a numerical scoring process determining the degree of the hiring committee’s perceived compliance with the selected leader and follower considerations list-(see below). The cumulative scores provided by the hiring committee per each interviewed applicant determine the hiring committee’s recommendation for the administrative/leadership position.

The score process/sheet developed as a responsibility of the CEO encourages a numerical score, with the highest score representing the optimum presence of the consideration. The highest scores of the leader considerations relate to the most positive attributes, and the highest scores of the follower considerations relate to the most negative attributes for the administrative/leadership role. Therefore, it is ideal to have a high score in the leader considerations and a low score in the follower considerations. The cumulative scores of the hiring committee in each consideration (leader and follower) help determine the most qualified administrator/leader per the input of the hiring committee. Therefore, the hiring committee can make their objective group recommendation according to the group’s collective scores to the CEO for the role of an administrator/leader.

Hiring/Scoring Considerations for a Leader:

- Exhibits calm amid chaos
- Directs activities related to goals
- Makes decisions with concern for consequences
- Retains responsibility for outcomes
- Practices, knows, & determines policy
- Understands and utilizes legal knowledge
- Problem-solving skills follow a pattern for calculated outcomes
- Calm and ability to direct during a crisis
- Listens to and hears communication implications
- Seeks respect and recognized integrity

Hiring/Scoring Considerations for a Follower:

- Exhibits nervousness amid the chaos
- Performs activities only as directed
- Accepts rewards often accompanied by criticism
- Acts without no obvious concern for consequences
- Limited responsibility for outcomes
- Depends on others/leaders to give direction
- Relies on others to make a legal judgment
- Problem-solving occurs on a limited scale without great concern for overall results.

Dependent on other's leadership during a crisis  
Listens to words (only) and performs accordingly  
Seeks, mainly, to be liked by others

Being a CEO is a challenge, and being responsible for hiring processes and outcomes can be daunting. Suppose an educated administrative/leader that meets the minimum criteria for a hiring committee review is not immediately available to meet the administrative job requirements under your direction as a CEO. In that case, it is wise to be patient and continue searching for a qualified person to meet the interview criteria established by the CEO.

Finally, after considering the hiring committee's recommendation, use your intuition as a CEO in conjunction with the scoring of the considerations by the hiring committee. Some questions a CEO personally considers, in addition, to the hiring committee's recommendation are:

- Is this person recommended secure in administrative/leadership required skills, fair, trustworthy, and philosophically congruent with the philosophy and goals(s) of the facility/organization?
- Does this person meet the criteria for an excellent administrative/leadership choice?
- Does this person have a healthy ego that will allow/permit personal criticism?
- Is the essence of the appropriate use of personal power evident?
- Is the potential administrative leader a true leader and not a follower from a personal perspective and according to the hiring committee's assessment?
- Under my CEO's expectations, will this person work effectively as an administrator/leader?

Consequently, a CEO is ready to make the final hiring decision as an outcome of this sequenced process:

- Establishing a firm and known criteria process for eligibility to apply, be interviewed, and scored regarding leadership and follower criteria by the CEO.
- Scoring of leadership and follower considerations by a hiring committee and determination leading to a hiring recommendation
- As the CEO, ask the final specific and personal questions to determine the final CEO hiring decision.

Then, and only then, the CEO is ready to commit to a final CEO hiring decision for the administrative/leadership role under the CEO's direction.

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