THE SECOND IN COMMAND

Unleash the Power of Your COO

CAMERON HEROLD

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Summaries.Com

MAIN IDEA

Every Chief Executive Officer (CEO) has visions of growing the business. The problem is CEOs can get bogged down and drained by all the day-to-day issues and challenges. The key to giving the CEO more time for strategic thinking and action is to hire a great COO (Chief Operating Officer) to be second in command.

COO

CHIEF OPERATING OFFICER

A good COO will be the CEO's preferred collaborator. Ideally, the COO will cover the CEO's blindspots, creating a yin and yang dynamic. The right COO will bring skills to the mix the CEO does not have, thereby fueling exponential growth. A good COO should be a force multiplier.

"If you can find a COO who complements your skillset, the partnership will set your business on fire. You won't be by yourself anymore. That alone is a huge change that will give you space to be strategic again. In many ways, you will be one of two in the box on the org chart. And the power of two doesn't just double your effectiveness. It multiplies it exponentially—and it brings the Vivid Vision that inspires you within reach."
– Cameron Herold

"There's an old saying that if the rate of change outside your business is greater than the rate of change inside your business, you're out of business. In a full-employment market, it's the same if you're not building a better company. If you've reached the point where you can no longer keep up with the rate of change on your own, the right COO won't just help you stay in the game. They'll help you positively thrive."
– Cameron Herold

COO

CHIEF OPERATING OFFICER

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KNOWING WHY YOU NEED A **COO** CAN BE A GAME CHANGER	HOW TO HIRE JUST THE RIGHT **COO** FOR YOUR COMPANY	HOW TO WORK WITH A **COO** TO ACHIEVE GREAT RESULTS

1. Knowing why you need a COO can be a game changer . . . . Pages 2 - 3

The essence of the COO philosophy is the COO has to be great at whatever the CEO pretty much sucks at. If the CEO is outward-facing and loves getting involved in PR and sales, bringing onboard a COO is inward-facing and who can focus on operations, execution, and engineering will be great. That's why the search for a COO doesn't start with the COO – you have to start with the personality of the CEO and what they need.

2. How to hire just the right COO for your company . . . . Pages 4 - 5

The key to hiring the right COO is to have a clear picture of the type of person you're trying to hire first. Figure out who would be the yin to your CEO's yang. The aim is to create a well rounded dynamic between the CEO and the COO that will add value to your organization. Once you truly know what you need, you can then start looking for the right person in your personal network, and through smart search mechanisms.

3. How to work with a COO to achieve great results . . . . Pages 6 - 8

Once you have the right COO, it's then time to enjoy the synergies they can generate. Achieving that is generally a four-step process which goes something like this:

1 **ONBOARD**

2 **LEARN TO WORK TOGETHER**

3 **DELEGATE**

4 **MAKE AN IMPACT**

COO