

5 Temptations of a CEO

- 7 th July 2008

**No 1 : Bothered more
about own career
status rather than
company progress**

Antidote to No 1 : make results the most important measure of personal success, or step down from the job. The future of the company is too important for customers, employees and shareholders to hold it hostage to your ego.

No 2 : Being popular vs Holding people accountable

Antidote to No 2 : Work for the long term respect of your direct reports, not for their affection. Don't view them as a support group but as key employees who must deliver on their commitment if the company needs to produce predictable results. And remember, your people aren't going to like you if they ultimately fail.

**No 3. Trying to
choose certainty
over Clarity**

Antidote to No 3 : Make clarity more important than accuracy. Remember that your people will learn more if you take decisive action than if you always wait for more information. Its your job to risk being wrong. The only real cost to you is loss of pride. The cost to your company of not taking the risk of being wrong is paralysis.

No 4 : Seeking harmony vs Constructive conflict

Antidote to No 4 : Tolerate discord. Encourage your direct reports to air their ideological differences. Tumultuous meetings are a sign of progress. Guard against personal attacks, but not to the point of stifling exchange of ideas.

Company Confidential

NOKIA

**No 5 : Trust your
subordinates with your
career, or show
vulnerability.**

Antidote to No 5 : Actively encourage people to challenge and question your ideas. Trust them with your reputation and ego. As a CEO this is the greatest level of trust you can give. They will in turn return it with respect and honesty and with a desire to be vulnerable amongst their peers.

Summary :

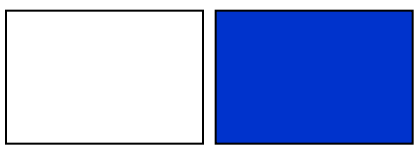
- 1. Choose trust over invulnerability**
- 2. Choose conflict over harmony**
- 3. Choose clarity over certainty**
- 4. Choose accountability over popularity**
- 5. Choose results over status.**

Masterbrand color palette

Note:

To prevent printing a hidden slide (like this), de-select "Printing hidden slides" option in print menu.

Core white & blue



R 255	R 000
G 255	G 051
B 255	B 204

Neutrals



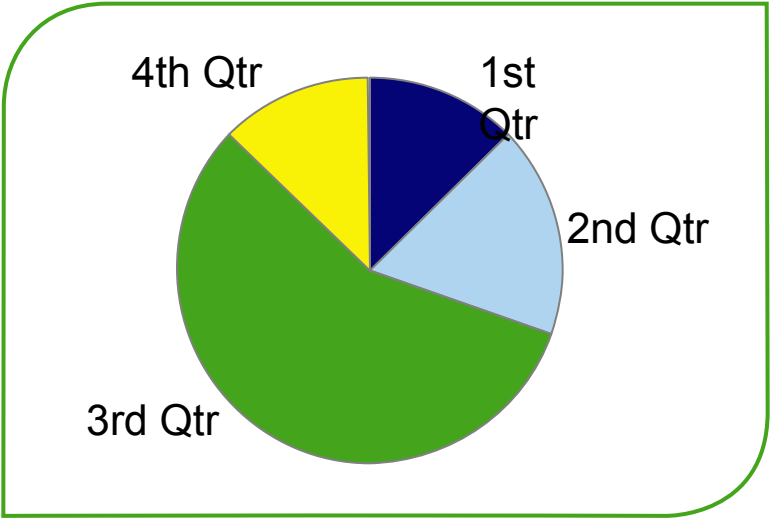
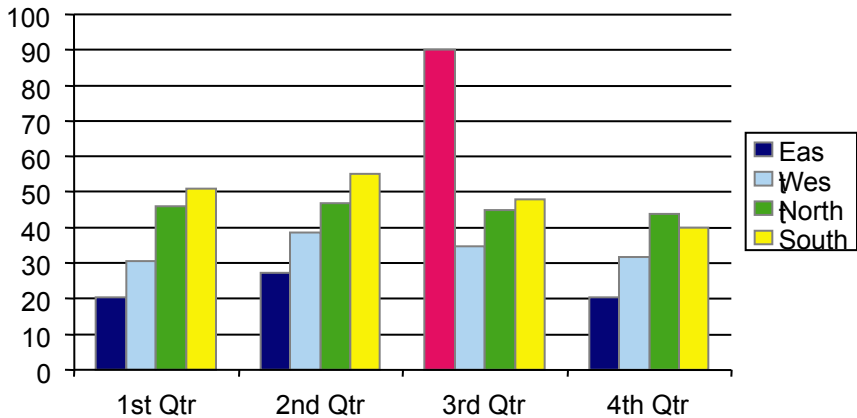
R 004	R 002	R 224	R 175
G 004	G 076	G 219	G 212
B 119	B 028	B 202	B 240

Brights



R 249	R 068	R 228
G 242	G 165	G 014
B 006	B 028	B 098

The pink highlight color is to be used sparingly, not in large areas and can only be used as 100%, never as a tint.



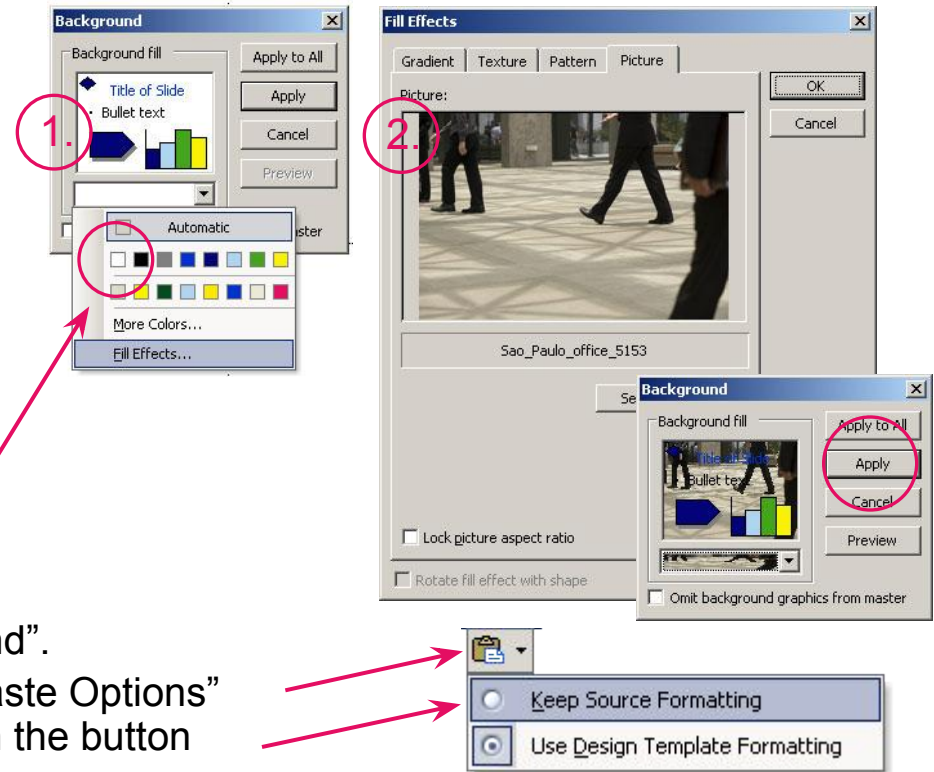
Working with images

Adding a background (full bleed) image

- 1) Right-click on a blank space on a slide (or, Format > Background)
- 2) Select: Fill effects > Picture > Select picture, and browse to find wanted background picture > Apply (or Apply to all).

Note: ensure that the dimensions are according to PowerPoint page setup (A4 by default).

- To **delete existing background** (picture or color), select white color from “Background fill” color palette.
- To **save the background image**, right-click the slide outside of any placeholders and click “Save Background”.
- To **retain the slides' original formatting**, click the “Paste Options” button which appears under the slides you pasted > on the button menu, click “Keep Source Formatting”.
- If you decide you want the **current design template** styles to apply, click “Use Design template formatting” (this is the default).



For more info and advanced options go to “Consumer touch points” / “Corporate applications” / “Office templates” in Nokia Brand Book.