

IN OUR EXPERIENCE WITH  
EARLY-STAGE COMPANIES...

Almost everybody does it.  
But not everybody does it well.

## How to make a COO succeed in your company

*The real secret of  
the COO's success—  
is you, the CEO.*

*Are you ready?*

**The  
COO gets  
a headstart if...**

- You're used to hiring strong people.
- You regularly hire people smarter than you are.
- You give firm authority to your subordinates and stand behind them.
- You'd rather spend time on strategic issues than on day-to-day management.
- You're realistic about your own strengths and weaknesses.

**The COO's in trouble if...**

- You "micro-manage."
- You regularly second-guess subordinates' decisions.
- You can't keep your hands off internal operations.
- You still think you can do it all.
- You still think you know it all.

### 1. Give the COO a real job.

Crisply define what the COO will do. It may be sales, marketing, operations, IT, customer service, even finance. Generally, it's the day-to-day management of one or more internal operations—and it's usually an area where you, the CEO, are weakest.

### 2. Give the COO real authority to do his job.

### 3. Communicate the COO's job and authority to everyone in the company.

### 4. Hire the right person.

You want well-honed professional skills in the area he's going to manage. Someone who creates a positive presence and is good at building relationships with people. And a person whose expertise complements your own.

### 5. Schedule regular communications with the COO.

### 6. Draw boundaries between yourself and him; agree on how to work things out when you bump heads.

### 7. Get out of his way.

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