



The CEO Tightrope: How to Master the Balancing Act of a Successful CEO

By Joel Trammell

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No CEO can find a point of balance and then stand still--that's not even possible on a tightrope. The expectation is that the business must always move forward.

The American CEO walks a tightrope daily . . . many times blindfolded and without a net below. The job of balancing the often-competing interests of a company's constituents is so challenging that the average lifespan of a newly minted CEO is around five years. Why is it that our most successful businesspeople, individuals who have been wildly successful at every other position in their career, often fail when they get to the CEO chair?

The job of the CEO is unlike any leadership position, yet many CEOs are unprepared for its challenges. Yes, you must have business acumen and people-management skills, but you'll also need to own the company vision, provide the proper resources, build the culture consistently and in alignment with company goals, make key decisions, and deliver performance that satisfies boards, shareholders, and investors. And, to complicate matters, you must work in an ambiguous environment in which you have absolute responsibility but questionable control.

Your biggest challenge will be the balancing act required to be successful--to grow your company in the short term and create a long-term advantage that makes your efforts sustainable. Joel Trammell, successful entrepreneur, CEO, and investor, explores the various points of balance that challenge every CEO. He identifies what it looks like when a CEO is off balance and offers modern techniques and approaches to regain balance, drawn from almost thirty years of study and experience. You'll learn about the 50+ daily struggles that might pull you off balance, such as how to build credibility while avoiding the cheerleader vs. Eeyore trap; how to identify the right growth opportunities while avoiding the budget blower vs. budget tyrant trap; and how to create strong alignment while avoiding the CIA vs. amateur trap.

Trammell has created this resource for aspiring, new, and more experienced CEOs. He shares stories that allow you to identify your own strengths and

weaknesses and provides questions that promote self-analysis. Filling a void in the market for a clear, compelling guide for CEOs, *The CEO Tightrope* is certain to become your go-to valued resource.

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Editorial Review

About the Author

Some boys dream of being a doctor or a fireman or an astronaut, but Joel Trammell always wanted to be a CEO. He's lived out that dream for more than 20 years as a successful entrepreneur and CEO of software companies. He is currently CEO of Korus, which provides a business management system for CEOs. Joel is also chairman of the Austin Technology Council and cofounder and managing partner of the private equity firm Lone Rock Technology Group. In addition, he serves on the boards of several public, private, and nonprofit companies.

Joel's leadership as a CEO has resulted in successful nine-figure acquisitions by two Fortune 500 companies. As CEO of the network management software firm NetQoS, he delivered 31 consecutive quarters of double-digit revenue growth and nearly \$60 million in revenue. CA Technologies acquired the company in 2009, generating more than a 10x return on capital to its private equity investors. In 2010, Joel cofounded Cache IQ, a storage software company that NetApp acquired two years later.

Joel holds a bachelor's degree in electrical engineering from Louisiana Tech University and is a former instructor at the Naval Nuclear Power School. He lives in Austin, Texas, with his wife, Cathy, and has three children.

Users Review

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Carl Carrillo:

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Donald Burgess:

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