

# HR & LEADERSHIP FOR STARTUPS

THE HR & LEADERSHIP  
NEWSLETTER BY FUTURELEADS

# STARTUP

## WART-TIME VERSUS PEACE-TIME CEO

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Is your business working well and you are focused on creative ways to expand it, or do you face severe existential threats? **Peacetime and wartime puts CEO in very different modes.**

**Most CEOs have personalities that are suited for one or the other** and most CEOs do not switch their modes from peacetime to wartime or visa versa.

**Switching to wartime mode is easier.** As soon as the CEO becomes intensely interested in certain details – the company will react quickly and everyone will pick up the wartime mentality. Going the other way is far more complex and takes longer.

Usually, if a change must occur, the board fires the old CEO and brings on someone with the mindset for new conditions. In parallel, executives who like working for peacetime CEO often do not like working for wartime CEO. So, **how both CEOs differ in their approach, actions, attitudes and mindset?**



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### COVERED IN THIS NEWSLETTER:

- PEACE TIME CEO
- WAR TIME CEO

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- [RESTART: RE-DESIGNING YOUR COMPANY CULTURE](#)
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## PEACE-TIME CEO

**Peacetime Leader** tends to be diplomatic, patient, exceptionally sensitive to the needs of their teams, and comfortable giving them lots of autonomy and empowerment, and tolerate deviations from the plan.

### PEACE-time CEO

- **Enables empowering people**  
Focuses on big picture and empowers managers and employees to make detailed decisions for them.
- **Knows that proper protocol leads to winning**  
Build procedures and processes to support the efficiency and transparency.
- **Favours accuracy over speed**  
Decisions are thought through and cross checked to be as accurate as possible.
- **Spends time defining the culture**  
The culture will reflect company's desires and aspirations, like inclusiveness.
- **Aims to expand the market**  
Finding the niche and gap where to expand and enhance client relationships.
- **Has a contingency plan and strategy**  
Has a long-term strategy and plan for different situations or different scenarios on how to behave when, including responsible teams or people.
- **Respect the competition**  
Is aware of the competitors' services and products and think about how to differentiate or position differently.

## WAR-TIME CEO

**Wartime leader** tend to be far more comfortable with conflict, obsessed with their own ideas about direction of the organization, and very impatient and intolerant of anything other than perfection.

### WAR-time CEO

- **Requires controlling it all**  
The culture of empowerment gets diminished and CEO becomes the one in the overall decision making process.
- **Violates protocol in order to win**  
If current setup and procedures do not serve the actual purpose, they will be disobeyed to get what is needed.
- **Favours the speed over accuracy**  
Things and decisions are happening fast, usually at the expense of accuracy.
- **Let's the "war" define the culture**  
The culture will copy the current situation and traits like speed or long-time hours.
- **Aims to win the market**  
Nothing than winning or dominating the market is acceptable.
- **Limited or Short-time Strategy and Planning**  
The plan is what is needed the most at given time; usually juggling with several priorities at one time with same urgency.
- **Is suspicious with regard to competition**  
Believe and behave in a way that everybody wants to steal their product.



There is no fits-to-all HR solution – all depends on which phase is your company at, how many employees it has, how far and how fast it plans to grow, what problems you are facing, what skills and competence you have and need, how is positioned on the market, and how it wants to be perceived and valued, both internally and externally.

One of the solutions can be to hire Strategic HR partner who can advise you as you go or you can temporarily hire an Interim HR Manager who will become part of your company for a while to not only help you map your situation and set priorities, but the manager will help you design and create proper solutions and tools based on your needs, given situation and future aspirations.

### **STRATEGIC/INTERIM HR MANAGER can help you in the following areas:**

- Map your current situation and recommend priorities and areas where to focus on and how to best handle them step by step
- Advisory, coaching and HR mentoring for business owners, founders and managers on how to best approach and act in different HR areas and situations
- Design and develop HR processes, policies, tools and solutions for talent acquisition, onboarding and adaptation, employee training and development, performance management, remuneration and employee relations, retention and satisfaction
- Provide managers and teams support to increase the level of collaboration and employee engagement and cooperation, including training for managers and teams
- Active involvement in creating company culture, employer branding, including internal and external communication design and set up
- Create new HR team, or train and support your current HR team

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