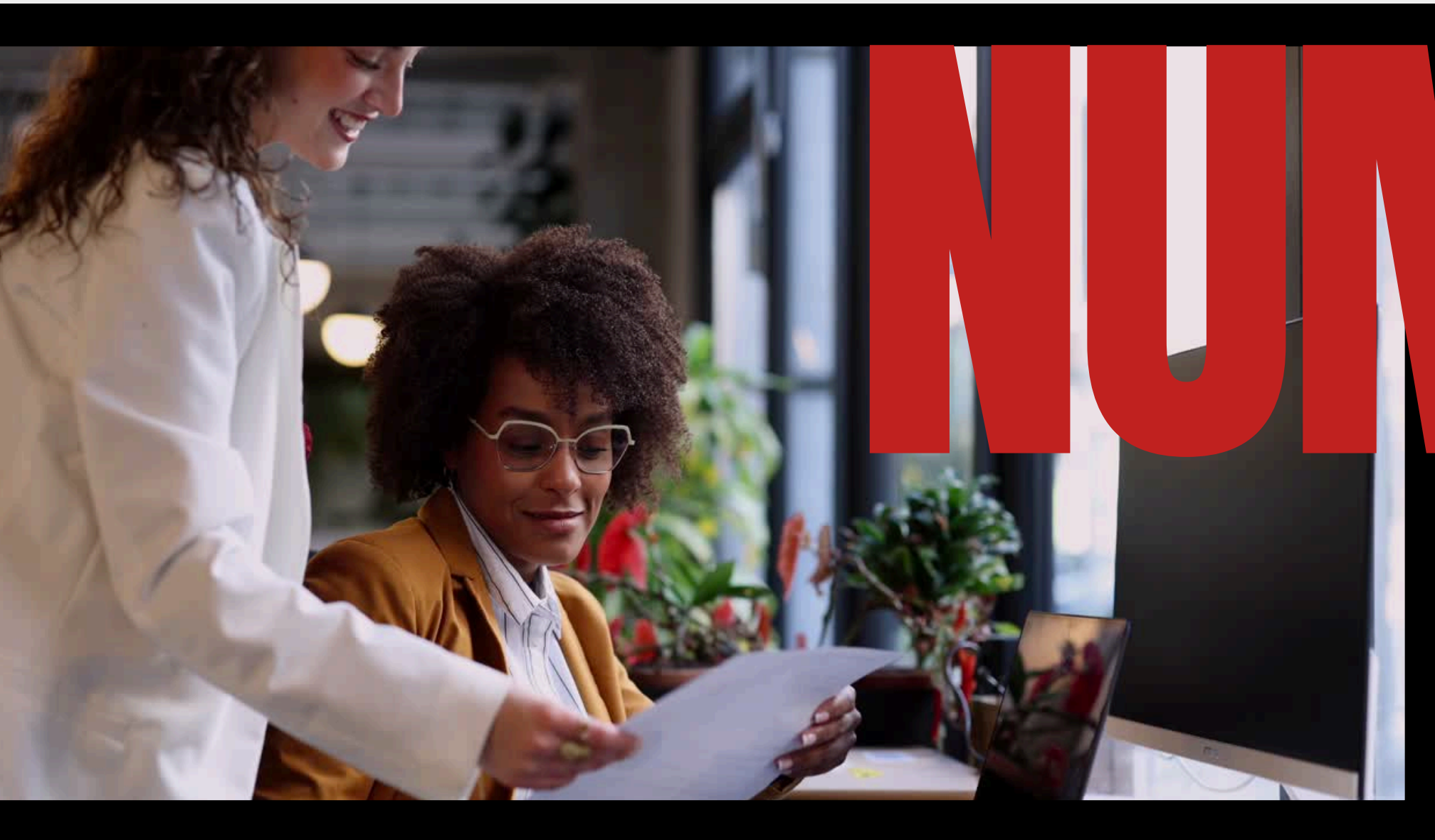


I DO



NUMBER 2

THE POWER, PRECISION, AND PURPOSE OF THE EXECUTIVE SECOND

ABOUT ME

MELVA K. WALLACE

PRESIDENT AND CEO



 HUSTON-TILLOTSON UNIVERSITY
AUSTIN, TX



PAST LIFE



- FORMER CHIEF OF STAFF TO FOUR UNIVERSITY PRESIDENTS
- FORMER VP FOR STUDENT AFFAIRS AND ENROLLMENT MANAGEMENT
- FORMER ASSISTANT VP FOR ACADEMIC AFFAIRS
- FORMER DEAN OF THE COLLEGE
- PWI
- HBCU
- CORPORATE HR DIRECTOR
- PRESIDENTIAL LEADERSHIP SCHOLAR
- SOLUTIONIST



IS HARD



- DEEPLY UNDERSTANDING THE LEADERSHIP STYLE AND YOUR PARAMETERS
- BEING A NUMBER 2 MEANS FIXING PROBLEMS BEFORE THE CEO EVEN KNOWS THEY EXIST, BUT NEVER LEAVING THE CEO OUT OF THE LOOP.
- WHEN SOMETHING GOES WRONG EVERYONE LOOKS AT THE PRESIDENT... BUT THE PRESIDENT LOOKS AT YOU
- IF THE MEETING GOES PERFECTLY THE CEO GETS THE CREDIT. IF THE MEETING GOES SIDEWAYS THE CEO ASKS YOU... "WHAT HAPPENED?"
- THE HARDEST JOB IN THE ORG...
- SELFLESS, SOMETIMES THANKLESS, MOST REWARDING AND BEST PLACE TO LEARN EVERYTHING.



THE JOB



DESCRIPTION.

ANALYTICAL
THINKER

DETAIL-ORIENTED
STRATEGIST

VISUAL
ENTHUSIAST

COMMUNITY-
DRIVEN
COMMUNICATOR

IMPECCABLE
SOFT SKILLS

MANAGES UP DOWN AND SIDEWAYS, PROTECT THE LEADERS TIME AND CREDIBILITY, PROBLEM SOLVER, KNOWS HOW TO OPERATIONALIZE A VISION, KNOWS EVERYTHING EVEN THE WEATHER FOR THE NEXT 30 DAYS, REMEMBERS EVERY TASK, NEVER WONDERS WHAT TO DO NEXT, STRATEGIC THINKER, KING AND QUEEN OF LOGISTICS.



THE JOB DESCRIPTION.



JOB SUMMARY

THE NUMBER 2 IS RESPONSIBLE FOR ENSURING THAT THE PRESIDENT/CEO APPEARS CALM, ORGANIZED, VISIONARY, AND BRILLIANT AT ALL TIMES—EVEN WHEN THE ORGANIZATION IS ON FIRE BEHIND THE SCENES.

CORE RESPONSIBILITIES

MIND READER

ANTICIPATE WHAT THE CEO NEEDS BEFORE THEY ASK FOR IT... OFTEN BEFORE THEY KNOW THEY NEED IT.

CALENDAR MAGICIAN

FIT 14 HOURS OF MEETINGS INTO AN 8-HOUR DAY WHILE CONVINCING EVERYONE THEIR MEETING IS THE MOST IMPORTANT ONE.

TRANSLATOR OF EXECUTIVE SPEAK

TRANSLATE STATEMENTS LIKE:

“LET’S CIRCLE BACK” INTO ACTUAL TASKS WITH DEADLINES.

MEETING ARCHITECT

PREPARE AGENDAS, TALKING POINTS, DATA, AND OUTCOMES SO THAT THE CEO CAN LOOK LIKE THEY WOKE UP BRILLIANT THAT MORNING.

DIPLOMAT-IN-CHIEF

MANAGE STRONG PERSONALITIES, FRAGILE EGOS, POLITICAL DYNAMICS, AND OCCASIONAL DRAMA WITH GRACE AND DISCRETION.

CONFIDENTIALITY VAULT KNOW ABSOLUTELY EVERYTHING...AND SAY ABSOLUTELY NOTHING TO ANYONE EXCEPT THE CEO

RAPID RESPONSE UNIT

LOCATE OBSCURE DATA REQUESTED WITHIN 12 SECONDS—EVEN IF NO ONE KNEW THAT DATA EXISTED.

SHOCK ABSORBER

ABSORB CHAOS, STRESS, AND LAST-MINUTE REQUESTS SO THE CEO CAN REMAIN VISIONARY AND COMPOSED.

QUALIFICATIONS

- EXTREME EMOTIONAL INTELLIGENCE
- OLYMPIC-LEVEL MULTITASKING
- ABILITY TO REMAIN CALM WHEN THE CEO SAYS “CAN YOU PULL THAT REPORT REAL QUICK?”
- COMFORT OPERATING WITH LIMITED INFORMATION AND UNLIMITED EXPECTATIONS

PREFERRED SKILLS

- TELEPATHY
- TIME MANIPULATION
- ABILITY TO READ MINDS DURING MEETINGS

COMPENSATION

- PROFESSIONAL PRIDE
- BEING LEFT ALONE WHEN THE PRESIDENT IS ON AN AIRPLANE AND CAN'T TEXT OR CALL
- THE QUIET SATISFACTION OF KNOWING THE ORGANIZATION WOULD COLLAPSE WITHOUT YOU

THE DATA.

 85% OF SENIOR EXECUTIVES SAY THEIR EFFECTIVENESS DEPENDS ON A TRUSTED INNER CIRCLE OF ADVISORS (MCKINSEY)

 CEOS MAKE APPROXIMATELY 35,000 DECISIONS PER YEAR

 EXECUTIVE ASSISTANTS CAN SAVE 8–10 HOURS OF EXECUTIVE TIME PER WEEK

 CHIEF OF STAFF ROLES HAVE GROWN 60% OVER THE PAST DECADE



IMPECCABLE SOFT SKILLS

A SUPREME NUMBER 2 “MUST”:

READ THE ROOM INSTANTLY

MANAGE STRONG PERSONALITIES DIPLOMATICALLY

MAINTAIN ABSOLUTE CONFIDENTIALITY

COMMUNICATE DIFFICULT TRUTHS RESPECTFULLY

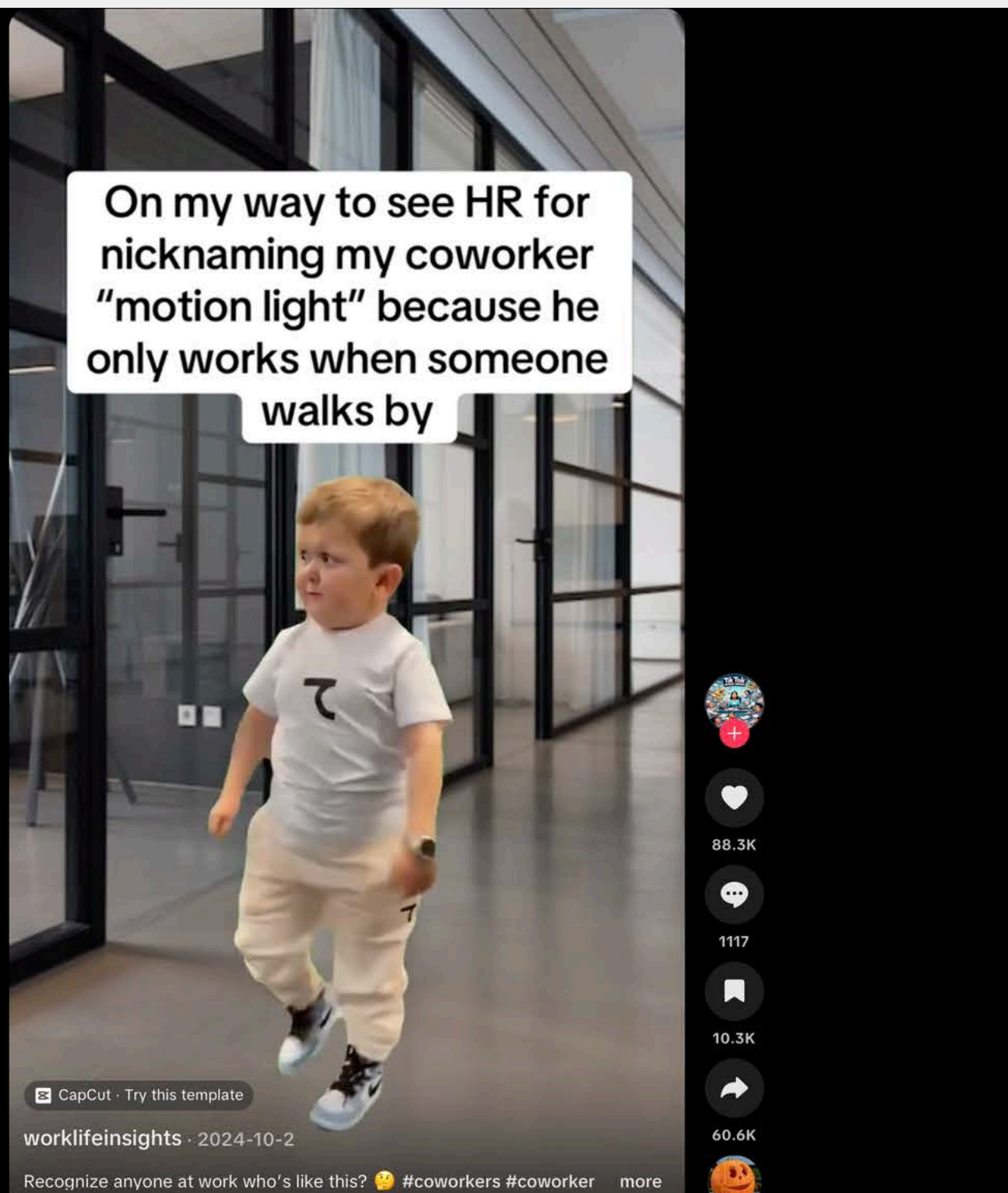
PROTECT THE REPUTATION OF THE
PRESIDENT

THINK OF WAYS TO IMPROVE THE BOTTOM LINE.
YOU SHOULDNT ALWAYS BE TOLD WHAT TO DO. YOU SHOULD CREATE THE TASKS.

A MASTER OF POSITIVE BODY LANGUAGE AND EXECUTIVE PRESENCE

IS NEVER NOT EYES UP ON THE LEADER, THE PRESENTATION, OR
FOCUSED ON THE DISCUSSION AT HAND.

IF THE PRESIDENT IS IN THE ROOM, YOU SHOULD ALWAYS BE FOCUSED ON
THE NOW AND NOT VISIBLY NAVIGATING WHAT'S NEXT.



DETAIL ORIENTED: NOT LEVEL 10... LEVEL 20,000 GREAT NUMBER 2S:



TRACK COMMITMENTS FROM EVERY MEETING

KNOW DEADLINES BETTER THAN ANYONE ELSE

CREATES DEADLINES THAT BUILD IN TIME FOR THE PRESIDENT AND CEO
TO REVIEW THOUGHTFULLY

FOLLOWS UP WITH ALL CONSTITUENTS TO ENSURE THAT DEADLINES ARE MET

PREPARE REPORTS BEFORE THEY ARE REQUESTED

MAINTAIN ORGANIZED DATA FOR RAPID ACCESS

NEVER FORGETS A DETAIL OR A DEADLINE. THE PRESIDENT SHOULD NEVER HAVE
TO REMIND YOU, WONDER ABOUT, OR ASK **YOU** FOR A STATUS UPDATE



DETAIL ORIENTATION: LEVEL 20,000

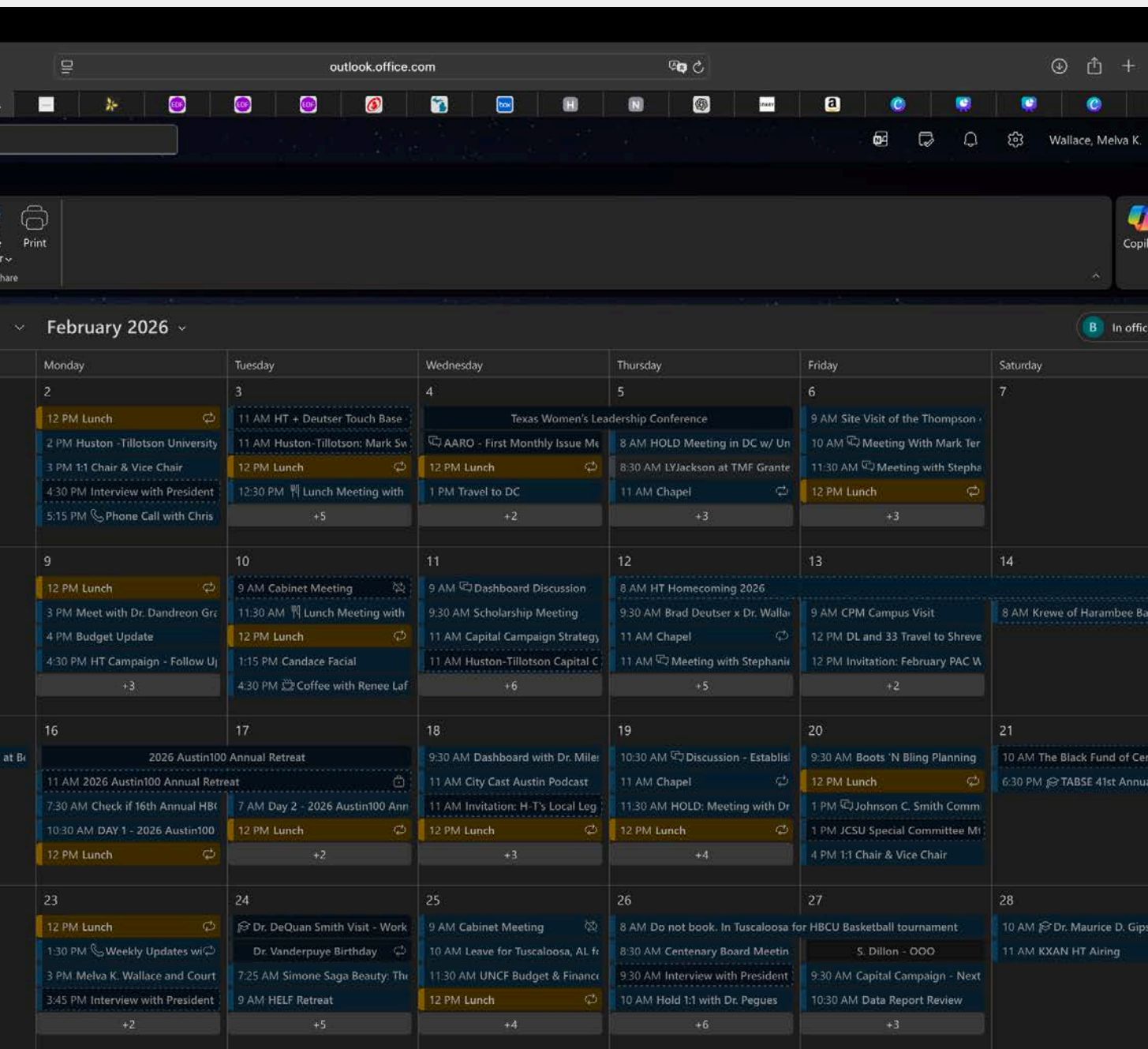
KEYPOINT:

IF THE PRESIDENT ASKS FOR A NUMBER...

THE ANSWER SHOULD ALREADY BE **OPEN** ON YOUR LAPTOP.



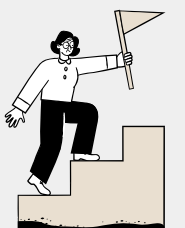
THINKING THREE MOVES AHEAD: THE STRATEGIC MIND OF THE NUMBER 2



WEEKS BEFORE A MEETING YOU SHOULD ALREADY BE THINKING ABOUT AND COORDINATING:

- WHAT DATA MAY BE NEEDED
- WHO SHOULD BE IN THE ROOM
- WHAT QUESTIONS MIGHT BE ASKED
- WHAT REPORTS/PRESENTATIONS SHOULD BE AVAILABLE
- WHAT OUTCOMES THE PRESIDENT WANTS
- PRE-DRAFT THE FOLLOW UP EMAIL IN ADVANCE OF THE MEETING ON BEHALF OF THE PRESIDENT
- INFORM THE PRESIDENT OF COMPLETED MEETING DETAILS
- SPEED AND ACCURACY IS KEY

THE BEST NUMBER 2 IS ALWAYS PREPARING FOR THE MEETING BEFORE THE MEETING HAPPENS... WEEKS IN ADVANCE.





LISTENING LIKE A STRATEGIST

HYPER-FOCUS IN
MEETINGS

DURING MEETINGS:

- LISTEN FOR KEY WORDS (ENROLLMENT, MAJORS, JOB PLACEMENT, CORPORATE PARTNERS, HISTORY, ETC...)
- CAPTURE COMMITMENTS AND FOLLOW UP WITH STAFF FOR DELIVERABLES
- TRACK ACTIONS



EXECUTIVE PRESENCE



BEING FULLY PRESENT WITH THE PRESIDENT

IN ONE-ON-ONE MEETINGS:

- MAINTAIN EYE CONTACT
- TAKE NOTES ON PAPER OR TABLET
- AVOID USING YOUR PHONE
- ASK CLARIFYING QUESTIONS
- COME WITH CLARITY OF PREVIOUS TASKS. SHARE CHALLENGES AND POINTS OF SUCCESS.

KEY MESSAGE:

- PHONES LOOK LIKE TEXTING
- NOTEBOOKS LOOK LIKE LEADERSHIP



PRESIDENTS HATE SURPRISES... EVEN ON THEIR BIRTHDAY



TELL THE CEO EVERYTHING

YOUR JOB IS TO COMMUNICATE:

- EMERGING PROBLEMS
- POLITICAL DYNAMICS
- OPERATIONAL RISKS
- STAFF CHALLENGES
- **NEVER** SEND A MESSAGE THAT SAYS "CALL ME BACK WHEN YOU CAN". ALWAYS TELL THE PRESIDENT WHAT YOU WANT...EVEN IF IT IS JUST THE CLIFF NOTES.

ALSO KNOW THEIR PREFERRED COMMUNICATION STYLE:

- TEXT
- PHONE CALL
- WRITTEN BRIEFING

KEY LINE:

IF THEY HEAR IT SOMEWHERE ELSE BEFORE THEY HEAR IT FROM YOU... THAT'S A PROBLEM.





PROTECT THE CALENDAR

A GREAT NUMBER 2 UNDERSTANDS TIMING.

MONITOR EVERY SINGLE CALENDARED EVENT WEEKS IN ADVANCE. PLACE FULL DETAILS ABOUT THE MEETING IN THE NOTES OF THE CALENDAR. CONFIRM MEETINGS AND LOCATIONS. ALWAYS HAVE A CONTACT NUMBER FOR EACH MEETING.

HELP RESTRUCTURE THE CALENDAR AS PRIORITIES CHANGE

ALWAYS COORDINATE YOUR PRESIDENTS PRESENCE AT EVENT LOCATIONS PRIOR TO ARRIVAL:

- RESTAURANTS
- HOTELS
- MEETINGS
- PRE COORDINATE PARKING
- HOTEL OR AIRLINE UPGRADES
- SHARE NAMES OF THE CONCIERGE
- POINT OF CONTACT
- ETC...

PRIOR TO ARRIVAL

A NUMBER 2 NEVER EVER MISSES A MAJOR INSTITUTIONAL EVENT

AVOID LEAVE ANYTIME BEFORE BOARD MEETINGS

PROTECT EXECUTIVE PREPARATION TIME

EXAMPLES:

- DON'T TAKE OFF 30 DAYS BEFORE QUARTERLY BOARD MEETINGS
- AVOID LEAVE TWO WEEKS BEFORE MAJOR LEADERSHIP EVENTS



THE STORY

A TRUE CHIEF OF STAFF MOMENT



THE SUPREME NUMBER 2



THE TRAITS OF A SUPREME SECOND

A GREAT NUMBER 2:

- LEADS WITHOUT EGO
 - MASTER OF EXECUTIVE PRESENCE
 - SHARES THE WHY (GIVES PROFESSIONAL EXPLANATIONS)
 - ANTICIPATES CONSTANTLY
 - PROTECTS THE LEADERS HUMILITY
 - NO MISTAKES
 - HAS MASTERED AI
-



DOING NUMBER 2 MEANS



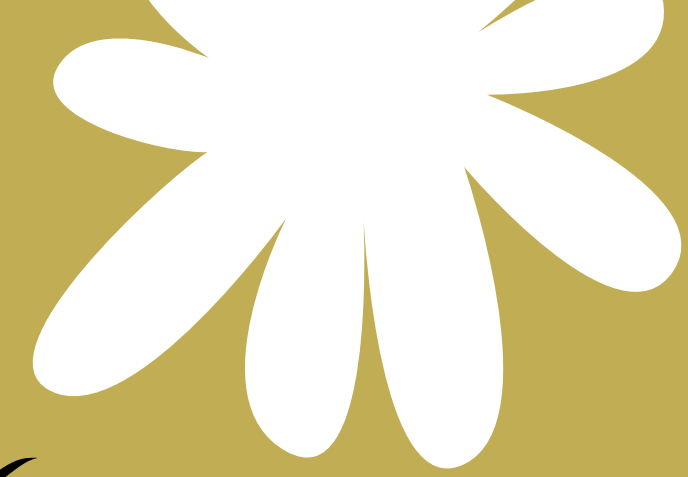
THE PRESIDENT LEADS THE VISION.



THE NUMBER 2 MAKES THE VISION POSSIBLE



AND WHEN THE NUMBER 2 IS EXCEPTIONAL...
THE ENTIRE ORGANIZATION THRIVES.

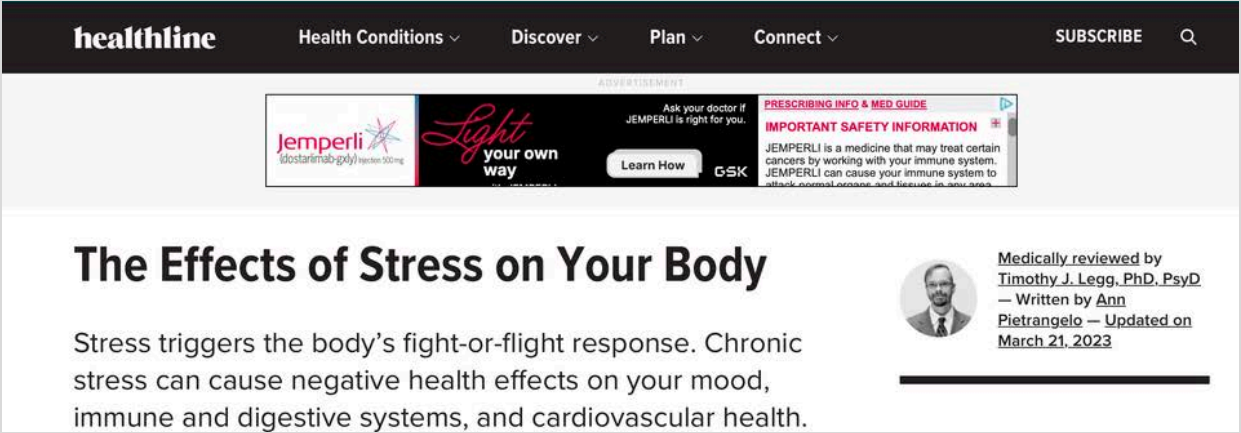
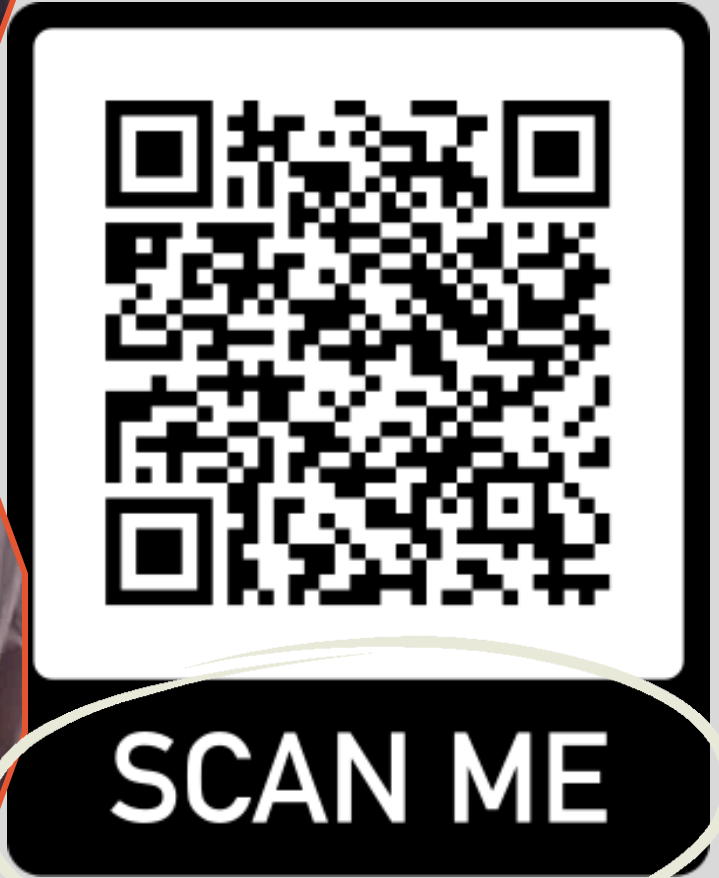


Balance...yeah right

SELF CARE ISN'T SELFISH

Finding Comfort in the Company of Our Village and Ourselves While Not Feeling Guilty for Ignoring All the Crap that Is Pressing and Arguably Important All While Trying to Keep Ya Pants on Straight and Excel in Your Career and Not Lose Ya Job, Your Family, and Your Sanity. 😊

WHY DOES THIS MATTER?



- Maternal Mortality
- Processing Stress
- Chronic Stress
- Managing Stress





HFT + you



Good Luck...



[https://www.instagram.com/clickup?
igsh=MzRIODBiNWFIZA==](https://www.instagram.com/clickup?igsh=MzRIODBiNWFIZA==)

 Preshus Sunshine



**I LIKE WHEN THAT
EMAIL DING**

**THANK
YOU.**



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