Being a Chief Executive Officer at Quark Security

Quark Security's Evolving Definition:
The Chief Executive Officer (CEO) works with the C-level team to develop the corporate vision. The CEO owns that vision and continually makes sure that the actions at hand are leading Quark Security in the right direction. The CEO is responsible for being the public-facing company figurehead. The CEO works to make sure all resources, human and otherwise, are in place and appropriately managed. The CEO reports to the board of directors. The CEO, like all other C-levels, must lead by example.

Overarching Responsibilities:
1. Set overall company vision and strategy (corporate goals).
2. Implement a strategic plan to reach those goals.
3. Lead execution of the strategic plan to reach those goals.
4. Make sure the company sticks to that strategic plan.
5. Communicate on behalf of the company to others, e.g. employees, customers, Government, public).

Detailed Responsibilities:
1. Work with CFOO & CTO to:
   a. Define short, medium, and long term strategic goals annually.
   b. Develop plan to achieve those strategic goals annually.
2. Own the corporate strategic goals and define the strategic plan annually.
3. Submit the strategic plan to the board for review one week before the June board meeting.
4. Define business plan annually.
5. Communicate strategic plan:
   a. Internally
      i. Sell the plan internally.
   b. Externally
      i. Engage with industry groups to promote the company and gain useful insight into the industry and capture useful data.
      ii. This is about the “product,” how the product is used in people’s lives, why the product is important to people.
6. “Are we sticking to the plan?” Continually check to ensure current landscape is on the path to achieving corporate goals.
7. Work with CFOO to ensure resources are in-place and properly organized - human, physical, information, all types of resources.
8. Work with CFOO to ensure company expenditures are within projected budget.
9. Develop strategy to monitor and manage risks to the company.
10. Assess risks to the company.
11. Act as communication liaison - be the voice of the company in all areas.
12. Monitor external activities that may have an impact on the company, e.g., competition, laws, etc. and inform the rest of the company of relevant changes in the environment.
13. Lead by personal example and encourage all employees to conduct themselves according to not only corporate standards, policies, and laws, but also those standards associated with being a good human being.

**Performance Measurement:**
Most of the CEO’s performance metrics come down to earnings, growth, and sales. These will be identified in the strategic plan. Metrics will be extracted from the strategic plan and agreed upon by the board. Performance will be evaluated in June and November. Typical measurements derived from the strategic plan include:

1. Revenue growth
2. Net income (profit) growth
   a. Earnings per-share might be an ideal metric here once we become profitable
3. Sales numbers
4. Internal, non-financial goals (e.g., products group growth)

Note: eventually historical values will be used for comparison in the performance evaluation but as a start-up, Quark Security will refer to agreed upon peer values.

**Tidbits of Wisdom:**
- CEO is really chief editor. Edit the team, edit the story.
  ○ “There is basically one thing you have to do. You have to make every detail perfect and you have to limit the number of details.”
- Answer time and time again: “what business are we in and what business are we not in?”

**References:**
- [http://www.sterling-resources.com/docs/RolesAndRespCEO.pdf](http://www.sterling-resources.com/docs/RolesAndRespCEO.pdf)
- [http://www.steverobbins.com/articles/ceojob](http://www.steverobbins.com/articles/ceojob)
- [http://hbswk.hbs.edu/item/6665.html](http://hbswk.hbs.edu/item/6665.html)