

- One way to view this framework is to ask who is intended to be the primary beneficiary of the role: the firm, the CEO, or the new COO?
- This is a theme echoed by many: a COO who is more
 - concerned with trying out for the CEO position is likely not putting the company's interests above his or her own.
 - is often said that hitting the numbers allows one to ignore small problems ; it may be that not hitting the numbers brings additional scrutiny.
 - intensive. At the end of the day, that is what it is. It is figuring out who the right people are, as Jim Collins says. It is figuring who ought to be on the bus that is more important than, frankly, figuring out where you want to steer the bus. If you have the right people, then remarkably they will help you figure out where you want to go. If you have the wrong people, you have no chance.
- the COO job is to make the CEO successful;
- in doing so, the COO in some ways lessens his or her apparent contribution.
- three categories of COO positions: those where the incumbent predominantly operates inside the firm, working to manage either a particular initiative or day-to-day operations; those individuals
 - brought in to create a partnership with the CEO, often characterized by an amorphous division of labor between the two; and those labeled situational—in other words, those not falling neatly into either category because the nature of the position seemed determined by idiosyncrasies of the focal company, its context, and its strategy.
- First, I would encourage that person to pose some basic questions. What are the roles and responsibilities of the COO? Does the CEO really want a COO, or is the board forcing him? Is the CEO creating a COO because there are things that may be right for the company but he just doesn't want to do them? In situations like that, the new COO gets stuck with a funny agenda and no support. I don't know the COO batting average in terms of job success, but I wouldn't be surprised if it's pretty low.