PODCAST GUEST

Andrew Trawick

Author of *The 8 Hats: Saying No to Everyone So Everyone Succeeds*

Every organization runs on the same eight functions: Finance, Fulfillment, HR, Legal, Marketing, R&D, Sales, and Technology. Each is a hat someone has to wear. Balance breaks when one hat takes over, or one goes unworn. *The 8 Hats* gives leaders a way to see all eight at a glance and names the one job only the person in charge can do.



Andrew Trawick founded Intelisys in 1991, bringing Fortune 500-level computing to small businesses a decade before anyone called it the cloud, and sold it in 2001. Since then he has been retained by Fortune 500 companies and developed CEOs and their teams in telecom, technology, nonprofits, healthcare, and the federal government's Senior Executive Service, across 40+ countries. He is the author of *The TMeeting System* and lives in Littleton, Colorado.

Talk topics

"Your job is to say no to everyone so everyone succeeds."
The advice a board member gave a stressed young CEO, and why the loneliness at the top is the job, not a side effect of it. Every request sounds reasonable. Saying yes to all of them is how organizations slowly go out of balance.

Promoted for excellence at one thing into a job that is mostly seven other things.
The chef who opens his own restaurant and stops cooking. The teacher who becomes principal. Why the hats nobody warned you about are the ones that end you, and which to hand off first.

The 8 Hats when AI does more of the work.
AI can take on more of the work under every hat. Deciding between the hats, which one gets a yes and which gets a no, still sits with the person in charge.

Questions hosts can ask

- Why eight functions, and what happens when the org chart only covers six?
- What does it look like when one function takes over?
- How can a CEO tell in sixty seconds which hat nobody is wearing?
- Does this apply to nonprofits, schools, and government?
- Does AI change which hats a leader has to watch?

For your listeners

A free one-page 8 Hats Self-Check at **the8hats.com/self-check**.

The book is available January 1, 2027.

Booking: info@truviangroup.com
Records from his own studio setup. Available for remote interviews.