

Compulsion or Influence?

Staff Feedback to Supervisor (2003)

“I got your appraisal of me and its really unfair. You ignored all the good work I did. You don’t know how to motivate or manage people and honestly that is why you never got promoted while everyone else got promoted. You are the worst Boss I’ve ever worked with and I never want to work with you again. ”

Binod Shankar - Profile



- Chartered Accountant and CFA charter holder
- Ex- Deloitte, Ex-KPMG, Ex Anderson, Ex-E&Y
- Finance Director at Nakheel
- Executive Director at Gulf Finance House
- Managing Director (Kaplan Genesis, 2008 –2018)
- Mentor
- Columnist (Gulf News, SME Advisor, The National, LinkedIn Plus)
- TV Guest (Financial Markets Expert: CNBC Arabia, Dubai One)

Traits

- Lacked empathy
- Expected subordinates to be clones
- Zero tolerance for mistakes
- Criticism of juniors with feeble praise
- Lacked patience and tact
- Very sensitive to criticism
- No role models or mentors
- High IQ; Low EQ
- Lacked self awareness
- Driving by compulsion

Pacesetting Style

Features

- Motivated by achievement not money
- Lack self awareness
- Holds & exemplifies high performance
- Obsessed with Better and Faster and asks this of everyone
- Quickly pinpoints laggards and jumps in if they don't rise
- Doesn't give detailed guidelines
- Lack empathy

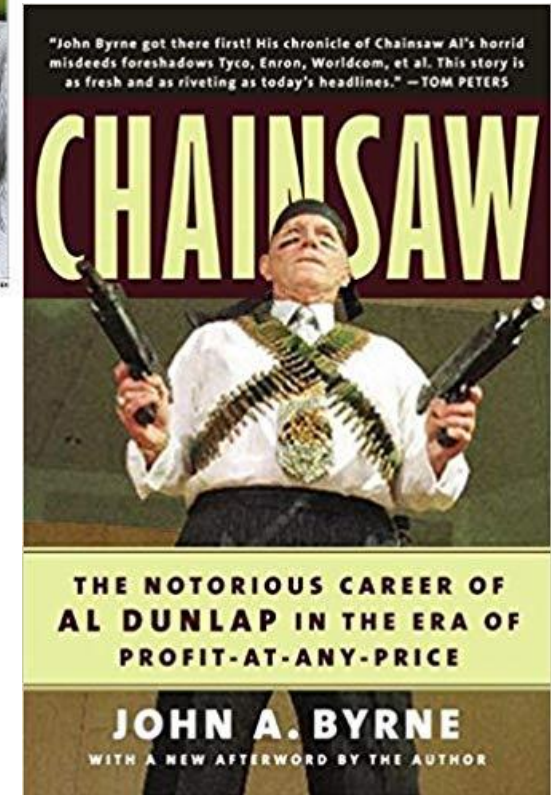
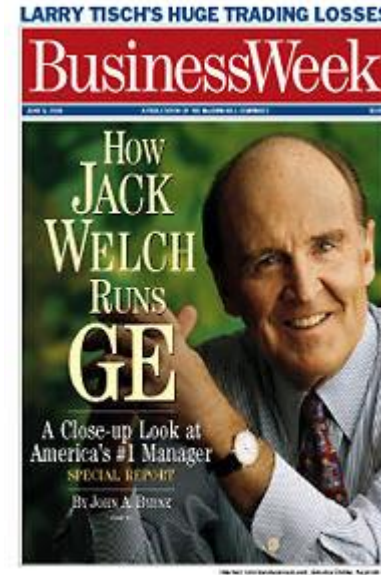
Downsides

- Staff feel hard pushed
- Staff are confused and stressed
- Poor execution
- Creates dissonance

Works with a highly motivated and competent team!!

Command Style

- Yes, in a crisis. To Shock and Turnaround (Jack Welch at GE)
- Works when all else has failed with problem staff
- Use with extreme caution
- Legacy of old hierarchies in 20th century businesses
- Reason for the current leadership crisis in Medicine
- Should not be the only tool in the Leader's toolbox



Manager Feedback to CEO (2017)

“I have known X since the beginning of 2015 when I joined his team. From then on, to date, I have seen a significant change in his leadership and management style. I feel this has been possible due to his sincere personal commitment to be an inspiring and more approachable leader.

He is more open and accepting of people's shortcomings. He is very forthcoming in showering praise on his team. He is open to criticism; he is genuinely willing to accept and work on his shortcomings... a very rare trait in a business owner!

He tries hard not to let his personal preferences cloud his judgement. He cares about his team's personal lives & struggles; he gets his team to open up to him because he genuinely cares”

Triggers

- Affected company culture
- People were scared and disengaged
- Good people left (or looked out for jobs)
- Frustration at lack of impact and influence
- Coaching
- Higher EQ
- Higher self awareness

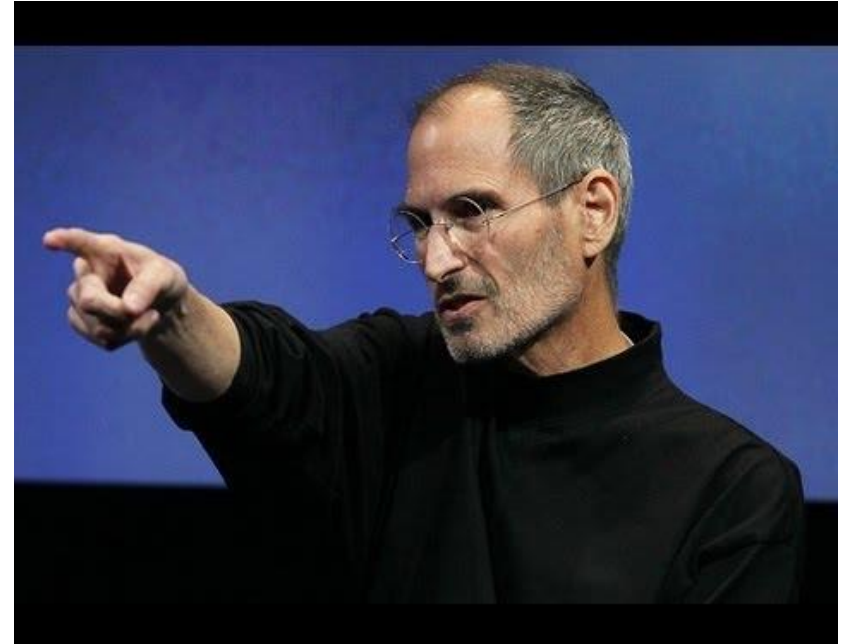
Lead by Influence

- **Trust.** Gain the trust of others. Give it as a gift even before it's earned.
- **Competence.** Build expertise and communicate
- **Enrol.** Encourage others to collaborate, innovate, and engage.
- **Culture.** Develop a cultural identity. Attract and retain great employees. Culture lasts; people and products will not
- **Ego.** Let it go. Balance personal humility with confidence and resolve

(Marcel Schwantes, Inc Magazine, 2 Nov 2016)

King of Jerks?

- Petulant, rude, spiteful, and controlling, a man who publicly humiliated employees, hogging the credit for work he hadn't done, throwing tantrums when he didn't get his way, or parking his Mercedes in handicapped spots.
- For many years, he even denied the paternity of his daughter so that the child and her mother had to live on welfare!
- Probably one of the world's WORST managers
- *Also probably the greatest chief executive of our time!*



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- A collage of Fortune magazine covers from the early 2000s, featuring Steve Jobs as the central figure. The covers include headlines such as "THE FUTURE OF THE PC", "CEO of the DECADE", "APPLE GENIUS BEHIND STEVE", "Wonder!", "AMERICA'S MOST ADMIRRED COMPANIES", "THE TROUBLE WITH STEVE JOBS", "50 GREATEST LEADERS", and "COMPUTER OVERHAUL". The collage also includes a hand holding a smartphone and a small inset of a person's face.



Nice guys do win



CFO to CEO

- Only 13% of CEOs moved into their position from a CFO role
- 64% of CFOs said they aspired to be a CEO; however, in the last four years, less than 10% actually moved from the CFO spot directly into the CEO role
- 44% of CFOs had never been considered for a board seat

Why???

CFA to CEO

“There's a **huge gap**. If you think about the left brain as very clinical, analytical, and decision-making based, CFOs have those traits. What they are often lacking is focused on the other side — there is a **big right-brain gap**. One of the reasons you move a CFO to a line position is to develop the right-brain skills that are needed to **manage people**. CFOs must become more agile and comfortable making decisions when there are no black and white answers. You have to learn how to effectively deal with customers, and you learn to **inspire others**”

- *Gary Burnison, CEO, Korn Ferry*

The Challenges



- Training rarely works; it targets the Neo Cortex
- EQ involves the Limbic system, which governs feelings, drives, impulses
- Hence very DIFFICULT to UNLEARN deeply ingrained habits learnt early in life
- Most leaders are DISCONNECTED from reality
- Most CEOs don't get useful feedback
- The higher you are, the higher you rate yourself; The POOREST CEOs had the HIGHEST self ratings and the LOWEST ratings from subordinates

Way Forward

- EQ can be learned
- Five step agenda:
 - ✓ Who do you want to be?
 - ✓ Who Am I? What are my strengths and gaps?
 - ✓ How can I learn?
 - ✓ How can I practice?
 - ✓ How can I be consistent?
- Surround yourself with the right people
- Be open to feedback
- Get a Mentor/Coach
- **Leaders are NOT born but are made**

Thank you

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PRIMAL LEADERSHIP

UNLEASHING
THE POWER OF
EMOTIONAL
INTELLIGENCE

THE
INTERNATIONAL
BESTSELLER
NOW WITH
A NEW
PREFACE

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