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تقديم

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2020

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الرئيس الأسبق لشركة جنرال إلكتريك

1. Jack Welch

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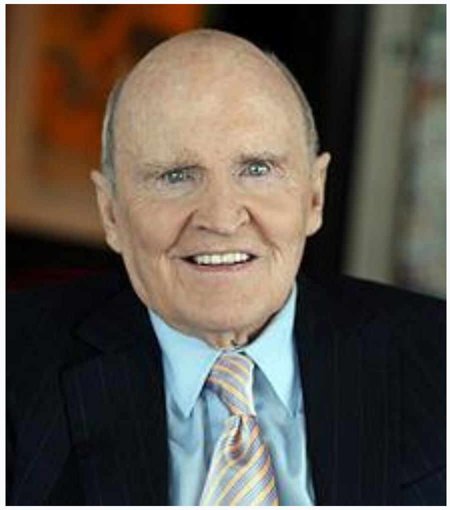

Welch in 2012

Born	John Francis Welch Jr. November 19, 1935 Peabody, Massachusetts, U.S.
Died	March 1, 2020 (aged 84) New York City, New York, U.S.
Alma mater	University of Massachusetts Amherst (BS) University of Illinois at Urbana–Champaign (MS, PhD)
Occupation	Business executive chemical engineer writer
Home town	Salem, Massachusetts, U.S.
Net worth	US$750 million (May 2018)[1]

Title	Chairman & CEO of General Electric (1981–2001)
Political party	Republican

John Francis Welch Jr. (November 19, 1935 – March 1, 2020) was an American business executive, chemical engineer, and writer. He was chairman and CEO of General Electric (GE) between 1981 and 2001. In 2006, Welch's net worth was estimated at $720 million.[2] When he retired from GE he received a severance payment of $417 million, the largest such payment in business history.[3]

Early life and education

Jack Welch was born in Peabody, Massachusetts, the son of Grace (Andrews), a homemaker, and John Francis Welch, Sr, a Boston & Maine Railroad conductor.[4] Welch was Irish American and Roman Catholic. His paternal and maternal grandparents were Irish.[5]

Throughout his early life in middle school and high school, Welch found work in the summers as a golf caddie, newspaper delivery boy, shoe salesman, and drill press operator.[5] Welch attended Salem High School, where he participated in baseball, football, and captained the hockey team.[5]

Late in his senior year, Welch was accepted to University of Massachusetts Amherst, where he studied chemical engineering. Welch worked in chemical engineering at Sunoco and PPG Industries during his college summers.[5] In his sophomore year, he became a member of the Phi Sigma Kappa fraternity.[5] Welch graduated in 1957 with a Bachelor of Science degree in chemical engineering, turning down offers from several companies in order to attend graduate school at the University of Illinois at Urbana-Champaign.[5][6] He graduated from the University of Illinois, in 1960, with a masters and a PhD in chemical engineering.[7][8]

General Electric

Welch joined General Electric in 1960. He worked as a junior chemical engineer in Pittsfield, Massachusetts, at a salary of $10,500, which would be equivalent to approximately $90,000 in 2018 dollars. In 1961, Welch planned to quit his job as junior engineer because he was dissatisfied with the raise offered to him and was unhappy with the bureaucracy he observed at GE. Welch was persuaded to remain at GE by Reuben Gutoff, an executive at the company, who promised him that he would help create the small-company atmosphere Welch desired.[9] In 1963, an explosion at the factory which was under his management blew off the roof of the facilities, and he was almost fired for that episode.[10]

By 1968, Welch became the vice president and head of GE's plastics division, which at the time was a $26 million operation for GE.[6] Welch oversaw production as well as the marketing for the GE-developed plastics Lexan and Noryl. Not long after, in 1971, Welch also became the vice president of GE's metallurgical and chemical divisions.[6] By 1973, Welch was named the head of strategic planning for GE and he held that position until 1979, which involved him now working from the corporate headquarters, exposing him to many of the "big fish" he would one day be among.[11] Not long after his promotion to head of strategic planning, Welch was named senior vice president and head of Consumer Products and Services Division in 1977, a position he held until 1979 when he became the vice chairman of GE.[6]

In 1981, Welch became GE's youngest chairman and CEO, succeeding Reginald H. Jones. By 1982, Welch had dismantled much of the earlier management put together by Jones with aggressive simplification and consolidation. One of his primary leadership directives was that GE had to be No. 1 or No. 2 in the industries it participated in.[12]

CEO

Through the 1980s, Welch sought to streamline GE. In 1981, he made a speech in New York City called "Growing fast in a slow-growth economy".[13] Under Welch's leadership, GE increased market value from $12 billion in 1981 to $410 billion when he retired,[14] making 600 acquisitions while shifting into emerging markets. Welch pioneered a policy of informality at the work place, allowing all employees to have a small business experience at a large corporation.[9] Welch worked to eradicate perceived inefficiency by trimming inventories and dismantling the bureaucracy that had almost led him to leave GE in the past. He closed factories, reduced payrolls and cut lackluster units.[15]

Welch valued surprise and made unexpected visits to GE's plants and offices.[9] Welch popularized so-called "rank and yank" policies used now by other corporate entities. Each year, Welch would fire the bottom 10% of his managers, regardless of absolute performance.[16] He earned a reputation for brutal candor. He rewarded those in the top 20% with bonuses and employee stock options. He also broadened the stock options program at GE, extending availability from top executives to nearly one third of all employees. Welch is also known for abolishing the nine-layer management hierarchy and bringing a sense of informality to the company.[17]

During the early 1980s he was dubbed "Neutron Jack" (in reference to the neutron bomb) for eliminating employees while leaving buildings intact.[18] In *Jack: Straight From The Gut*, Welch stated GE had 411,000 employees at the end of 1980, and 299,000 at the end of 1985. Of the 112,000 who left the payroll, 37,000 were in businesses which GE sold off, and 81,000 were reduced in continuing businesses. In return, GE had tremendously increased its market capitalization. Welch reduced basic research, and closed or sold off under-performing businesses.

In 1986, GE acquired RCA.[19] RCA's corporate headquarters were located in Rockefeller Center; Welch subsequently took up an office in the now GE Building at 30 Rockefeller Plaza. The RCA acquisition resulted in GE selling off RCA properties to other companies and keeping NBC as part of the GE portfolio of businesses. During the 1990s, Welch shifted GE's business from manufacturing to financial services through numerous acquisitions.

Welch adopted Motorola's Six Sigma quality program in late 1995. In 1980, the year before Welch became CEO, GE recorded revenues of roughly $26.8 billion and in 2000, the year before he left, they were nearly $130 billion.[14] By 1999 he was named "Manager of the Century" by *Fortune* magazine.[20]

Embedding succession planning and employee development is important since the departures of management can have significant consequences on an organization.[21] This decision will have paramount effects on future activities. Welch was passionate in making people GE's core competency.[22] There was a lengthy and publicized succession planning saga prior to his retirement among James McNerney, Robert Nardelli, and Jeff Immelt, with Immelt eventually selected to succeed Welch as chairman and CEO. His successor plan had always been a priority, as noted in his 1991 speech "From now on, [choosing my successor] is the most important decision I'll make. It occupies a considerable amount of thought almost every day."[23]

Welch's "walk-away" package from GE was not valued at the time of his retirement, but GMI Ratings estimates its worth at $420 million.[24]

He served as Chairman of The Business Council in 1991 and 1992.[25]

Criticism

Upon his retirement from GE, Welch had stated that his effectiveness as its CEO for two decades would be measured by the company's performance for a comparable period under his successors.

Welch had grown GE to over $450 billion in market capitalization, of which about 40% was in financial services. Twenty years later, the company's market capitalization was only $200 billion, and Welch refused to discuss its decline, other than noting much of the decline had resulted from investments in real estate, and that his immediate, handpicked successor, Jeff Immelt had to deal with the aftereffects of the September 11, 2001 terrorist attack.[26] The New York Times published a critical article in 2017, noting GE's stock price as overvalued under Welch because of the growth of the financial services sector, as well as describing the amalgamated corporation's decline in 16 years under Immelt, who likewise was one of the country's highest-paid managers and eventually sold off two of Welch's largest acquisitions, NBCUniversal and GE Capital.[27]

According to *BusinessWeek* in 1998, Welch's critics questioned whether the short-term performance pressure he placed on employees may have led them to "cut corners", thus contributing to subsequent scandals over defense-contracting, and/or the Kidder, Peabody & Co. bond-trading scheme in the early 1990s.[9] The following year, CEO Welch took issue with reclassification of GE in the Fortune 500 as a "diversified financial services company" rather than an "electrical equipment company", and by 2005 many had noted that the price-earnings ratios of the financial services sector were lower than that for GE.[28] In 2014, GE Capital (the company's major financial services branch organized during Welch's tenure) agreed to the largest credit card discrimination settlement in history, concerning many years of deceptive marketing as well as discriminatory credit practices.[29] After Welch's tenure, GE Capital had been labeled as "too big to fail" and had become regulated by the Federal Reserve. The retired Welch publicly praised his former firm's "slim-down" and return to being an industrial company.[28] In 2018 Welch discussed the different financial culture in Kidder, Peabody & Co., whose acquisition he arranged during his tenure at GE, and whose ethos was based on short term bonus calculations.[26] Shortly before the settlement was announced, GE Capital renamed itself as Synchrony Bank; the spin-off took two years.

Welch also often received criticism for a lack of compassion for the middle class and working class. When asked about excessive CEO pay compared to ordinary workers (including backdating stock options, golden parachutes for nonperformance, and extravagant retirement packages), Welch labeled such allegations "outrageous" and vehemently opposed proposed SEC regulations affecting executive compensation.

Countering the public uproar, Welch declared that CEO compensation should continue to be dictated by the "free market", without interference from government or other outside parties.[30]

Welch's income and assets came under particular scrutiny during his divorce from his second wife, Jane Welch, in 2001, for adultery with the woman who became his third wife. Court filings during the divorce described Welch's GE compensation, which led to a Securities and Exchange Commission investigation of the then-retired Welch's employment contracts with GE.[31][32] In 1996, Welch and GE had agreed to a "retention package" worth $2.5 million, and which promised continued access after Welch's retirement to benefits he had received as CEO—including an apartment in New York, baseball tickets and the use of a private jet and chauffeured car.[31][33] Welch stated that he did not want more money, nor a more traditional stock package, but instead preferred to retain the lifestyle he had enjoyed as GE's CEO. According to a 2008 interview with Welch, he had filed the agreement with the SEC, and addressed the media attention and accusations of being "greedy" by renouncing those benefits.[33]

In 2012, Welch and his third wife, Suzy Welch, quit their business associations with Fortune magazine and Reuters news service after *Fortune* published an article which criticized Welch's tweet shortly before the 2012 election that alleged the Obama administration manipulated certain economic statistics, as well as another article which elucidated the 100,000 jobs GE lost during his tenure as CEO.[34]

Later career

Following Welch's retirement from General Electric, he became an adviser to private equity firm Clayton, Dubilier & Rice and to the chief executive of IAC, Barry Diller.[35][36] In addition to his consulting and advisory roles, Welch had been active on the public speaking circuit and co-wrote a popular column for *BusinessWeek* with his wife, Suzy, for four years until November 2009. The column was syndicated by *The New York Times*.[36][37]

In September 2004, the Central Intelligence Agency published a parody of Welch applying his management skills while serving as imagined Deputy Director of Intelligence.[38]

In 2005, he published *Winning*, a book about management co-written with Suzy Welch, which reached No. 1 on *The Wall Street Journal* bestseller list,[39] and appeared on *New York Times* Best Seller list.[35][36]

On January 25, 2006, Welch gave his name to Sacred Heart University's College of Business, which was known as the "John F. Welch College of Business"[40] until 2016, when it began using the name the "Jack Welch College of Business." Since September 2006, Welch had been teaching a class at the MIT Sloan School of Management to a hand-picked group of 30 MBA students with a demonstrated career interest in leadership.[41]

In December 2016, Welch joined a business forum assembled by then president-elect Donald Trump to provide strategic and policy advice on economic issues.[42]

Jack Welch Management Institute

In 2009, Welch founded the Jack Welch Management Institute (JWMI), a program at Chancellor University that offered an online executive Master of Business Administration. The institute was acquired by Strayer University in 2011.[43] Welch had been very actively involved with the curriculum, faculty and students since the beginning of the institution.[44][45] JWMI's MBA program was recently named the number one most influential education brand on LinkedIn[46] and one of the top business schools to watch in 2016.[47] The program has also been named one of the Top 25 Online MBA Programs four years in a row (2017, 2018, 2019, 2020) by The Princeton Review.[48] Its goal is not to make money, but to build over time focusing on the quality of the program and increasing the number of students enrolled year after year.[49]

At GE, Welch became known for his teaching and growing leaders. He had taught at MIT Sloan School of Management and taught seminars to CEOs all over the globe. "More than 35 CEOs at today's top companies [were] trained under Jack Welch".[50] JWMI students had direct access to Welch and he hosted quarterly video conferences with his students.[50]

It is known that along with his video conferences, Welch created many video responses to messages on bulletin boards and answered individual emails. His investment in the university was also reflected in his interest in the institute's Net Promoter score (NPS). He administered surveys on satisfaction regularly and scrutinized the results to find scores that needed improvement. In an interview with *Wired Academic*, Welch explained the overall status of his MBA program, stating that the persistence rate of students continuing on to a second year had grown from 90% to 95%, and that JWMI turns away very few students in the admissions process. He also said that he would like better leadership training for MBA students.[51]

Personal life

Welch had four children with his first wife, Carolyn. They divorced amicably in 1987 after 28 years of marriage.[52] His second wife, Jane Beasley, was a former mergers-and-acquisitions lawyer. She married Welch in April 1989, and they divorced in 2003. While Welch had crafted a prenuptial agreement, Beasley insisted on a ten-year time limit to its applicability, and thus she was able to leave the marriage reportedly with around $180 million.[53]

Welch's third wife, Suzy Wetlaufer (née Spring), co-authored his 2005 book *Winning* as Suzy Welch. She served briefly as the editor-in-chief of the *Harvard Business Review*. Welch's wife at the time, Jane Beasley, found out about an affair between Wetlaufer and Welch. Beasley informed the *Review* and Wetlaufer was forced to resign in early 2002 after admitting to the affair with Welch while preparing an interview with him for the magazine.[54] They married on April 24, 2004[55]

Starting in January 2012, Welch and Suzy Welch wrote a biweekly column for Reuters and *Fortune*,[56][57] which they both left on October 9, 2012, after an article critical of Welch and his GE career was published by *Fortune*.[58]

Death

Welch died from kidney failure at his home in New York City[59] on March 1, 2020, at age 84.[60][61][62][63]

Personal opinions

Welch identified politically as a Republican.[64] He stated that global warming is "the attack on capitalism that socialism couldn't bring", and that it is a form of "mass neurosis".[65] Yet, he said that every business must embrace green products and green ways of doing business, "whether you believe in global warming or not ... because the world wants these products".[66]

Regarding shareholder value, Welch said in a *Financial Times* interview on the global financial crisis of 2008–2009, "On the face of it, shareholder value is the dumbest idea in the world. Shareholder value is a result, not a strategy...your main constituencies are your employees, your customers and your products".[67]

Welch was widely criticized for his views on the job numbers from September 2012.[68][63] After the Bureau of Labor Statistics released employment data stating that the U.S. unemployment rate had dropped from 8.1% to 7.8%, Welch tweeted, "Unbelievable jobs numbers ... these Chicago guys will do anything ... can't debate so change numbers".[69] Welch stood by his tweet, stating if he could write it again, he would add question marks at the end to make it clear that his intention was to raise a question over the legitimacy of the numbers.[70] A subsequent New York Post article on the employment data suggested manipulation of some of the survey responses by an individual employee in 2010,[71] but that article was widely debunked, including the fact that the employee had not worked at the Bureau since 2011.[72][73][74] No proof of the political manipulation of the job numbers from September 2012 has been presented.[75] The Census Bureau later released a statement denying the possibility of systematic manipulation of the data.[76] Still, in an opinion piece in *The Wall Street Journal*, Welch wrote that the debate led to people looking at unemployment data more carefully and skeptically. Referencing his original tweet, he stated "Thank God I did", in a *Squawk Box* appearance,[70] and also wrote, "The coming election is too important to be decided on a number. Especially when that number seems so wrong".[77]

Legacy

Jack Welch instilled an organizational behavior that he called "boundaryless". He called such a company a "boundaryless company". He defined it as removing the barriers between traditional functions, and finding great ideas, anywhere within the organization, or from outside the organization, and sharing them with everyone in the company.[78][79][80][81] General Electric under CEO Jeff Immelt had realigned itself becoming more specialized, cutting off ties with older businesses, and is now more focused on services in finance, health care, and aircraft engines.[81]

An article from *The New York Times* highlights the fact that General Electric after the era of Jack Welch is more focused on core businesses after a spin-off of its North America retail finance business. After selling a fraction of its business, Immelt planned to use the proceeds to build the capital as a "standalone company", resulting in "a boost for shareholders".[82]

Welch has been described as “perhaps the most celebrated American boss of recent decades.”[83]

Popular culture

On March 11, 2010, Welch cameoed as himself in the NBC sitcom *30 Rock*, appearing in the season four episode "Future Husband". In the episode, Welch confronts Alec Baldwin's character, Jack Donaghy, to confirm the sale of NBC Universal to a fictional Philadelphia-based cable company called Kabletown. The sale is a satirical reference to the real-world acquisition of NBCUniversal from General Electric by Comcast in November 2009.[84]

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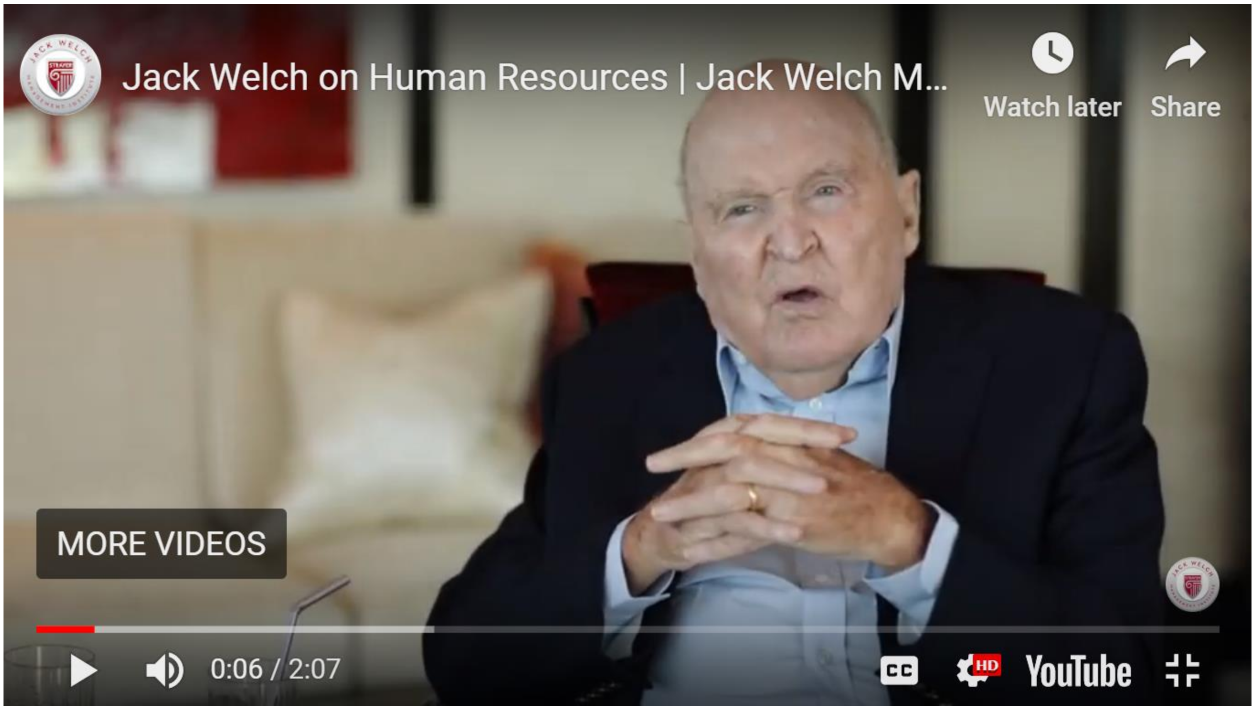
Videos about Welch



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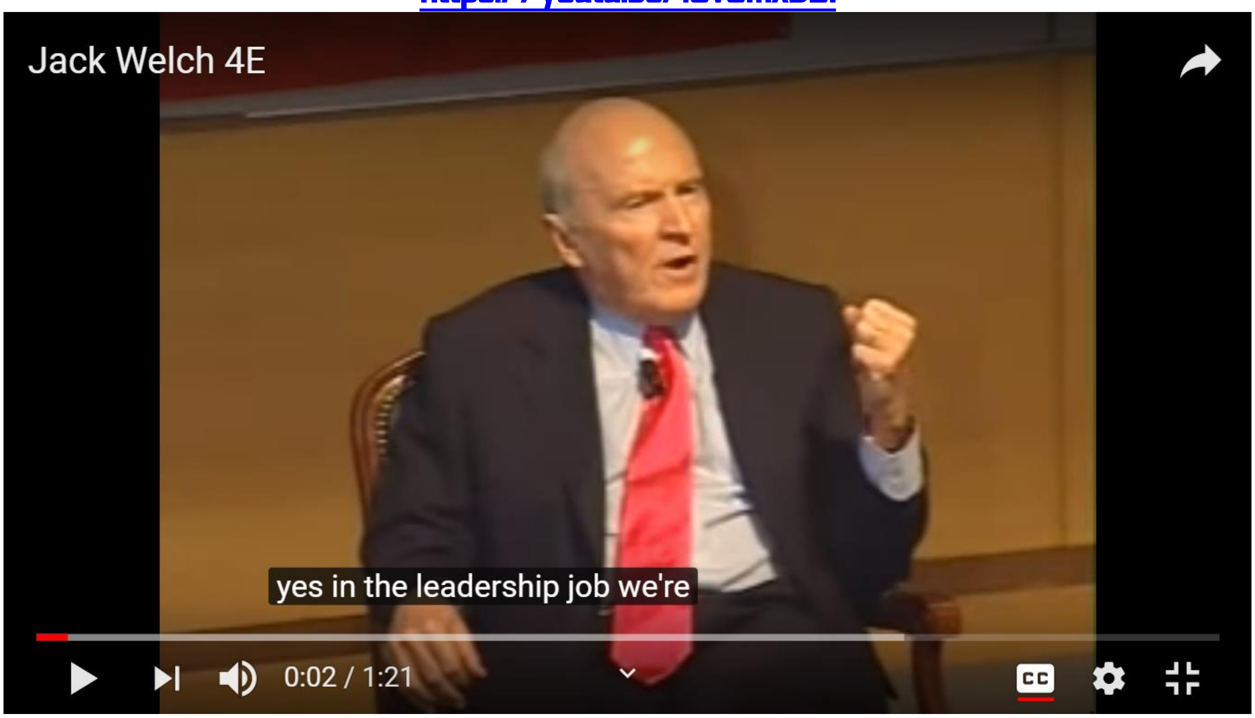

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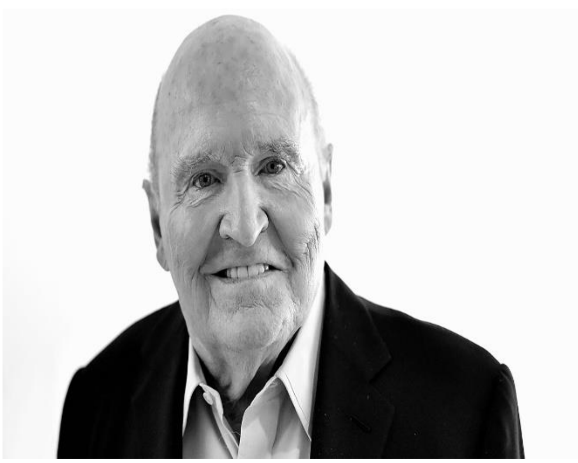
2. Jack Welch's Approach to Leadership[1]

by
Claudio Fernandez Araoz
March 03, 2020



Jack Welch was heralded by many as the greatest leader of his era. As CEO of General Electric from 1981 to 2001, he transformed it from a company known for appliances and lightbulbs to a multinational corporation that stretched into financial services and media as well as industrial products. He was initially criticized for cost-cutting and layoffs, which earned him the moniker "Neutron Jack," but as GE's revenues expanded and its share price soared in the ensuing years, he was lauded. In recent years, many have questioned his strategy, leadership style, and legacy. Was he too hard-nosed? Did his relentless push for growth, particularly at GE Capital, sow the

[1] https://hbr.org/2020/03/jack-welchs-approach-to-leadership

seeds for the broader company's later struggles? Was he really a CEO that others should emulate?

Of course, Jack did made mistakes throughout his career. And perhaps he isn't the ideal model for 21st century leadership. However, as someone who knew him both professionally and personally, I learned from him, and I believe that others still can too.

Here are three of his principles that I believe can work for today's managers as well as they did for him.

1. **Get your people decisions right**.

In Peter Drucker's classic HBR article on this topic, he noted that "executives spend more time on managing people and making people decisions than on anything else — and they should. No other decisions are so long lasting in their consequences or so difficult to unmake." Jack also believed this with all his heart. Although I interviewed more than 20,000 leaders in my three-decade career as an executive search consultant, I never met a practitioner more committed to and disciplined about great people decisions than he was. When I spoke with him while writing my first book, he emphasized that effective hiring was "*brutally* hard" but a key skill to develop. He estimated that, as a young manager, he had a hit rate of only 50%, but that 30 years later, as CEO, he'd improved enough to make a great selection four times out of five.

In his years at GE, Jack probably spent more than half his time getting the right people in the right places and then helping them to thrive. He would involve himself in hiring decisions that most global CEOs would delegate. And he avoided the typical mistake of assigning the strongest or most promising leaders to the businesses that were then the largest. He did not hesitate to send stars to India or China even when GE was a small presence in those countries. He also knew when and how to let underperformers or people who were poor fits for their roles go.

Jack is, of course, criticized for his choice of successor as GE CEO, Jeff Immelt, under whom the company lost many billions of dollars of value. I agree that neither the executive nor the company were positioned to weather the crises and disruptions of the 2000s. Unfortunately, this particular people decision may be remembered as part of Jack's wrong 20%.

After his retirement from GE, in his career as an investor, board member, educator, and leadership consultant, he would continue to advocate for careful hiring and firing, as well as measuring and judging managers by their own people decisions. He even proposed that anyone involved in bringing on or promoting employees be scored on their successes and failures – what he called a "batting average." He noted that this would not only help to asses someone's all-important selection skills, but also prompt bosses to support new hires or undo poor appointments when needed.

2. Speak with candor.

A second highlight of Jack's leadership was his extraordinary candor

The second chapter of his book *Winning* was devoted to this topic and, in it, he called lack of candor "a killer," noting that it "blocks smart ideas, fast action, and good people contributing all the stuff they've got." Every time I met with Jack, no matter how well I got to know him, he would surprise me with his blunt talk, probing to make sure that I was absolutely certain and well informed about whatever opinion I might be offering him.

Lots of people associate Jack's candor with his passion for differentiation (chapter three in *Winning*), which calls for employees to be separated into the top performing 20%, middle 70%, and bottom 10%, the latter of which, with "no sugar coating," Jack said, "have to go." Some saw this kind of candor – frank feedback or a firing — as cruelty. But Jack defended it as kindness. At a conference at which we both were speakers, he said something along these lines to an audience member who questioned his practices: "What would happen if for years and years you don't tell someone that they are underperforming, not giving them the chance to try to improve, check whether they can do something else in the company, or alternatively look for somewhere else? And then a recession comes, and you need to fire the person, older and unprepared, in a much tougher market? Which is crueler?" I should note that he was direct about more than performance, too. He emphasized values as well, and, in fact, used a two-by-two matrix to evaluate employees on both metrics. If people weren't achieving top marks in both categories, he let them know and, if they didn't improve, he let them go.

3. Be insatiably curious

Jack asked more questions than anyone I've ever known, and it wasn't to show off his own intellect or importance. His aim was to sponge up as much information as he could. Once, when he visited Argentina, my wife María and I hosted a dinner for him at our home. When I asked who he wanted to join us, he said, "Claudio, don't invite the big fish. We would be delighted to get to know your friends, to see who they are, to learn about their lives." So we invited eight friends and then watched them grow increasingly frustrated as the dinner progressed: They were eating with Jack Welch and wanted to learn from Fortune magazine's "leader of the century" but he was asking all the questions. By the end of the evening, he wanted to explore how Argentina itself operated and queried us all in his usual penetrative, provocative style: "How do you have this crazy inflation? How can you forecast, plan, and even decide to carry on an investment? How is it that you have this corrupt government, and businessmen don't have the guts –" he used a different word — "to confront them?"

One of my friends later reassured me that he had learned something after all. "Claudio, that was the greatest lesson: He became the leader of the century by cultivating that insatiable curiosity!"

Jack may have led his company two decades ago, but his desire to learn is something that executives need even more in today's increasingly dynamic environment. In my own research, highlighted in [this article](), I have found that curiosity is the most important hallmark of high-potentials. When Boris

Groysberg and Tricia Gregg studied five remarkable tech leaders (Jeff Bezos of Amazon, Larry Page and Sergey Brin of Google, Bill Gates of Microsoft, and the late Steve Jobs of Apple) they also noted the importance of this character trait for staying relevant. Their conclusion: "CEOs can't have outdated skill sets. … They must be voracious [for] knowledge." Jack was way ahead on that game.

My friend, the former CEO of GE, was not a perfect leader. But his curiosity, his candor, and his focus on making the right people decisions ensure that he remains a role model. These are three aspects of effective leadership that we should all seek to cultivate.

Claudio Fernández-Aráoz is an executive fell

3. How to Make People Decisions[2]

by

Peter F. Drucker

From the July 1985 Issue

Executives spend more time on managing people and making people decisions than on anything else—and they should. No other decisions are so long lasting in their consequences or so difficult to unmake. And yet, by and large, executives make poor promotion and staffing decisions. By all accounts, their batting average is no better than .333: at most one-third of such decisions turn out right; one-third are minimally effective; and one-third are outright failures.

In no other area of management would we put up with such miserable performance. Indeed, we need not and should not. Managers making people decisions will never be perfect, of course, but they should come pretty close to batting 1,000—especially since in no other area of management do we know as much.

Some executives' people decisions have, however, approached perfection. At the time of Pearl Harbor, every single general officer in the U.S. Army was overage. Although none of the younger men had been tested in combat or in a significant troup command, the United States came out of World War II with the largest corps of competent general officers any army has ever had.

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2 https://hbr.org/1985/07/how-to-make-people-decisions

George C. Marshall, the army's chief of staff, had personally chosen each man. Not all were great successes, but practically none were outright failures.

In the 40 or so years during which he ran General Motors, Alfred P. Sloan, Jr. picked every GM executive—down to the manufacturing managers, controllers, engineering managers, and master mechanics at even the smallest accessory division. By today's standards, Sloan's vision and values may seem narrow. They were. He was concerned only with performance in and for GM. Nonetheless, his long-term performance in placing people in the right jobs was flawless.

The Basic Principles

There is no such thing as an infallible judge of people, at least not on this side of the Pearly Gates. There are, however, a few executives who take their people decisions seriously and work at them.

Marshall and Sloan were about as different as two human beings can be, but they followed, and quite consciously, much the same principles in making people decisions:

- If I put a person into a job and he or she does not perform, I have made a mistake. I have no business blaming that person, no business invoking the "Peter Principle," no business complaining. I have made a mistake.
- "The soldier has a right to competent command" was already an old maxim at the time of Julius Caesar. It is the duty of managers to make sure that the responsible people in their organizations perform.
- Of all the decisions an executive makes, none are as important as the decisions about people because they determine the performance capacity of the organization. Therefore, I'd better make these decisions well.
- The one "don't": do not give new people new major assignments, for doing so only compounds the risks. Give this sort of assignment to someone whose behavior and habits you know and who has earned

trust and credibility within your organization. Put a high-level newcomer first into an established position where the expectations are known and help is available.

Some of the worst staffing failures I have seen involved brilliant Europeans hired by U.S. companies—one based in Pittsburgh; the other, Chicago—to head up new European ventures. Dr. Hans Schmidt and M. Jean Perrin (only the names are fictitious) were hailed as geniuses when they came in. A year later they were both out, totally defeated.

No one in Pittsburgh had understood that Schmidt's training and temperament would make him sit on a new assignment for the first six or nine months, thinking, studying, planning, getting ready for decisive action. Schmidt, in turn, had never even imagined that Pittsburgh expected instant action and immediate results. No one in Chicago had known that Perrin, while a solid and doggedly purposeful man, was excitable and mercurial, flailing his arms, making speeches about trivia, and sending up one trial balloon after another. Although both men subsequently became highly successful CEOs of major European corporations, both executives were failures in companies that did not know and understand them.

Two other U.S. companies successfully established businesses for the first time in Europe during the same period (the late 1960s and early 1970s). To initiate their projects, each sent to Europe a U.S. executive who had never before worked or lived there but whom people in the head offices knew thoroughly and understood well. In turn the two managers were thoroughly familiar with their companies. At the same time, each organization hired half a dozen young Europeans and placed them in upper-middle executive jobs in the United States.

Within a few years, both companies had a solid European business and a trained, seasoned, and trusted corps of executives to run it.

As Winston Churchill's ancestor, the great Duke of Marlborough, observed some three centuries ago, "The basic trouble in coalition warfare is that one has to entrust victory if not one's life, to a fellow commander whom one knows by reputation rather than by performance."

In the corporation as in the military, without personal knowledge built up over a period of time there can be neither trust nor effective communication.

The Decision Steps

Just as there are only a few basic principles, there are only a few important steps to follow in making effective promotion and staffing decisions:

1. Think through the assignment.

Job descriptions may last a long time. In one large manufacturing company, for example, the job description for the position of division general manager has hardly changed since the company began to decentralize 30 years ago. Indeed, the job description for bishops in the Roman Catholic church has not changed at all since canon law was first codified in the thirteenth century. But assignments change all the time, and unpredictably.

Once in the early 1940s, I told Alfred Sloan that he seemed to spend an inordinate amount of time pondering the assignment of a fairly low-level job—general sales manager of a small accessory division—before choosing among three equally qualified candidates. "Look at the assignment the last few times we had to fill the same job," Sloan answered. To my surprise, I found that the terms of the assignment were quite different on each occasion.

When putting a man in as division commander during World War II, George Marshall always looked first at the nature of the assignment for the next eighteen months or two years. To raise a division and train it is one assignment.

To lead it in combat is quite another. To take command of a division that has been badly mauled and restore its morale and fighting strength is another still.

When the task is to select a new regional sales manager, the responsible executive must first know what the heart of the assignment is: to recruit and train new salespeople because, say, the present sales force is nearing retirement age? Or is it to open up new markets because the company's products, though doing well with old-line industries in the region, have not been able to penetrate new and growing markets?

Or, since the bulk of sales still comes from products that are 25 years old, is it to establish a market presence for the company's new products? Each of these is a different assignment and requires a different kind of person.

2. Look at a number of potentially qualified people.

The controlling word here is "number." Formal qualifications are a minimum for consideration; their absence disqualifies the candidate automatically. Equally important, the person and the assignment need to fit each other. To make an effective decision, an executive should look at three to five qualified candidates.

3. Think hard about how to look at these candidates.

If an executive has studied the assignment, he or she understands what a new person would need to do with high priority and concentrated effort. The central question is not "What can this or that candidate do or not do?" It is, rather, "What are the strengths each possesses and are these the right strengths for the assignment?" Weaknesses are limitations, which may, of course, rule a candidate out. For instance, a person may be excellently qualified for the technical aspects of a job; but if the assignment requires above all the ability to build a team and this ability is lacking, then the fit is not right.

But effective executives do not start out by looking at weaknesses. You cannot build performance on weaknesses. You can build only on strengths. Both Marshall and Sloan were highly demanding men, but both knew that what matters is the ability to do the assignment. If that exists, the company can always supply the rest. If it does not exist, the rest is useless.

If, for instance, a division needed an officer for a training assignment, Marshall looked for people who could turn recruits into soldiers. Every man that was good at this task usually had serious weaknesses in other areas.

One was not particularly effective as a tactical commander and was positively hopeless when it came to strategy. Another had foot-in-mouth disease and got into trouble with the press.
A third was vain, arrogant, egotistical, and fought constantly with his commanding officer. Never mind, could he train recruits? If the answer was yes—and especially if the answer was "he's the best"—he got the job.
In picking the members of their cabinets, Franklin Roosevelt and Harry Truman said, in effect: "Never mind personal weaknesses. Tell me first what each of them can do." It may not be coincidence that these two presidents had the strongest cabinets in twentieth-century U.S. history.

4. Discuss each of the candidates with several people who have worked with them.

One executive's judgment alone is worthless. Because all of us have first impressions, prejudices, likes, and dislikes, we need to listen to what other people think. When the military picks general officers or the Catholic church picks bishops, this kind of extensive discussion is a formal step in their selection process. Competent executives do it informally. Hermann Abs, the former head of Deutsche Bank, picked more successful chief executives in recent times than anyone else. He personally chose most of the top-level managers who pulled off the postwar German "economic miracle," and he checked out each of them first with three or four of the person's former bosses or colleagues.

5. Make sure the appointee understands the job.

After the appointee has been in a new job for three or four months, he or she should be focusing on the demands of that job rather than on the requirements of preceding assignments. It is the executive's responsibility to call that person in and say, "You have now been regional sales manager—or whatever—for three months. What do you have to do to be a success in your new job? Think it through and come back in a week or ten days and show me in writing. But I can tell you one thing right away: the things you did to get the promotion are almost certainly the wrong things to do now."

If you do not follow this step, don't blame the candidate for poor performance. Blame yourself. You have failed in your duty as a manager.

The largest single source of failed promotions—and I know of no greater waste in U.S. management—is the failure to think through, and help others think through, what a new job requires. All too typical is the brilliant former student of mine who telephoned me a few months ago, almost in tears. "I got my first big chance a year ago," he said. "My company made me engineering manager. Now they tell me that I'm through. And yet I've done a better job than ever before. I have actually designed three successful new products for which we'll get patents."

It is only human to say to ourselves, "I must have done something right or I would not have gotten the big new job. Therefore, I had better do more of what I did to get the promotion now that I have it." It is not intuitively obvious to most people that a new and different job requires new and different behavior. Almost 50 years ago, a boss of mine challenged me four months after he had advanced me to a far more responsible position. Until he called me in, I had continued to do what I had done before. To his credit, he understood that it was his responsibility to make me see that a new job means different behavior, a different focus, and different relationships.

The High-Risk Decisions

Even if executives follow all these steps, some of their people decisions will still fail. These are, for the most part, the high-risk decisions that nevertheless have to be taken.

There is, for example, high risk in picking managers in professional organizations—for a research lab, say, or an engineering or corporate legal department. Professionals do not readily accept as their boss someone whose credentials in the field they do not respect. In choosing a manager of engineering, the choices are therefore limited to the top-flight engineers in the department. Yet there is no correlation (unless it be a negative one) between performance as a bench engineer and performance as a manager. Much the same is true when a high-performing operating manager gets a promotion to a staff job in headquarters or a staff expert moves into a line position. Temperamentally, operating people are frequently unsuited to the tensions, frustrations, and relationships of staff work, and vice versa. The first-rate regional sales manager may well become totally ineffective if promoted into market research, sales forecasting, or pricing.

We do not know how to test or predict whether a person's temperament will suit a new environment. We can find this out only by experience. If a move from one kind of work to another does not pan out, the executive who made the decision has to remove the misfit, and fast. But that executive also has to say, "I made a mistake, and it is my job to correct it." To keep misfits in a job they cannot do is not being kind; it is being cruel. But there is also no reason to let the person go. A company can always use a good bench engineer, a good analyst, a good sales manager. The proper course of action—and it works most times—is to offer the misfit a return to the old job or an equivalent.

People decisions may also fail because a job has become what New England ship captains 150 years ago called a "widow maker."

When a clipper ship, no matter how well designed and constructed, began to have fatal "accidents," the owners did not redesign or rebuild the ship. They broke it up as fast as possible.

Widow makers—that is, jobs that regularly defeat even good people—appear most often when a company grows or changes fast. For instance, in the 1960s and early 1970s, the job of "international vice president" in U.S. banks became a widow maker. It had always been an easy job to fill. In fact, it had long been considered a job in which banks could safely put "also rans" and could expect them to perform well. Then, suddenly, the job began to defeat one new incumbent after another.

What had happened, as hindsight now tells us, is that international activity quickly and without warning became an integral part of the daily business of major banks and their corporate customers.
What had been until then an easy job became, literally, a “non-job” that nobody could do.
Whenever a job defeats two people in a row, who in their earlier assignments had performed well, a company has a widow maker on its hands. When this happens, a responsible executive should not ask the head-hunter for a universal genius. Instead abolish the job. Any job that ordinarily competent people cannot perform is a job that cannot be staffed. Unless changed, it will predictably defeat the third incumbent the way it defeated the first two.
Making the right people decisions is the ultimate means of controlling an organization well. Such decisions reveal how competent management is, what its values are, and whether it takes its job seriously. No matter how hard managers try to keep their decisions a secret—and some still try hard—people decisions cannot be hidden. They are eminently visible.
Executives often cannot judge whether a strategic move is a wise one. Nor are they necessarily interested. “I don’t know why we are buying this business in Australia, but it won’t interfere with what we are doing here in Fort Worth” is a common reaction. But when the same executives read that “Joe Smith has been made controller in the XYZ division,” they usually know Joe much better than top management does. These executives should be able to say, “Joe deserves the promotion; he is an excellent choice—just the person that division needs to get the controls appropriate for its rapid growth.”
If, however, Joe got promoted because he is a politician, everybody will know it. They will all say to themselves, “Okay, that is the way to get ahead in this company.” They will despise their management for forcing them to become politicians but will either quit or become politicians themselves in the end. As we have known for a long time, people in organizations tend to behave as they

see others being rewarded. And when the rewards go to nonperformance, to flattery, or to mere cleverness, the organization will soon decline into nonperformance, flattery, or cleverness.

Executives who do not make the effort to get their people decisions right do more than risk poor performance. They risk losing their organization's respect.

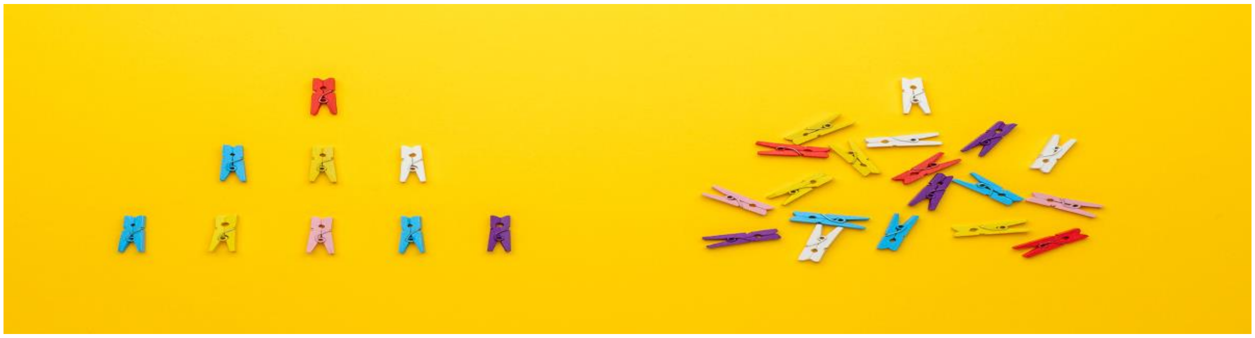
A version of this article appeared in the July 1985 issue of *Harvard Business Review*.

Peter F. Drucker (November 19, 1909 – November 11, 2005) was an Austrian-born American management consultant, educator, and author whose writings contributed to the philosophical and practical foundations of the modern business corporation. He was also a leader in the development of management education, he invented the concept known as management by objectives, and he has been described as "the founder of modern management."

This article is about MANAGING PEOPLE

4. How to Spot an Incompetent Leader[3]

by Tomas Chamorro-Premuzic
March 11, 2020



If you want to understand why some companies have a toxic culture, underperform relative to their potential, and eventually collapse — look no further than the quality of their leadership teams.
Whereas competent leaders cause high levels of trust, engagement, and productivity, incompetent ones result in anxious, alienated workers who practice counterproductive work behaviors and spread toxicity throughout the firm. Consider that the economic impact of avoiding a toxic worker is two times higher than that of hiring a star performer.
Incompetent leaders are the main reason for low levels of employee engagement, and the prevalent high levels of passive job seeking and self-employment.
When I first made this point seven years ago, a large number of people wondered about the meaning of incompetence, especially in connection to leadership. Whatever way you look at it, the essence of incompetent

[3] https://hbr.org/amp/2020/03/how-to-spot-an-incompetent-leader

leadership is easy to define: it is a function of the detrimental effects a leader has on their subordinates, followers, or organization. Few traits are as central to the anatomy of incompetent leadership as arrogance. Contrary to popular belief, most people are overconfident rather than underconfident. Neither is it the case that we are better off when leaders have a great deal of confidence. Confidence (how good you *think* you are) is primarily beneficial when it is in sync with your competence (how good you *actually* are). However, a great deal of research has shown that people who are really bad at something rate their own skills as highly as people who are really good at something — mainly due to a lack of self-awareness. This means that we cannot realistically rely on those in power to measure their own capabilities. But if this is true, who should be responsible for predicting, and ideally mitigating, incompetence in leaders?

In an ideal world, those vetting candidates for leadership roles — in both politics and the business world — would make an effort to detect the potential signals of incompetence.

Culture, whether good or bad, is just the product of the values and behaviors of our leaders. It follows that the best way to create a positive one is to stop unethical people from rising to the top. This applies equally to both genders, but for some reason we seem less preoccupied with combating incompetence in men than in women. Of course, from a fairness standpoint hiring managers could just make it easier for incompetent women to become leaders, but a much better alternative is to instead discriminate more widely against incompetent men, for they are currently overrepresented in such roles.

To start, those responsible for judging leadership candidates need to improve their ability to distinguish between confidence and competence. The one main advantage men have over women when it comes to being picked for these roles is our human tendency to equate hubris and arrogance to talent. Although it is true that all of us are generally overconfident, men tend to be more overconfident (and arrogant) than women. This is partly for biological reasons — gender differences in impulsivity, dominance, and aggressiveness appear in all cultures and from a very early age — but also for cultural reasons.

Overconfidence is the natural result of privilege. If the future of leadership were more meritocratic, and managers selected leaders on the basis of their talent and potential rather than Machiavellian self-promotion, reckless risk taking, or narcissistic delusions, we would not just end up with more women leaders, but also with better leaders. Many competent men are also overlooked for leadership roles because they don't match our flawed leadership archetypes — meaning, they are perceived as "not masculine enough," or fail to display the very attributes that make leaders less effective.

The good news is that science has found a way to combat this problem. For some time now, we have had at our disposal scientifically valid assessments to predict and avoid managerial and leadership incompetence. Even simple tests that may initially seem innocuous or ineffective can predict whether someone is likely to be an incompetent leader. The underlying reason is that there are systematic individual differences in how people present themselves, and these differences predict people's leadership style and competence. When you are able to put thousands of leaders through the same self-report questionnaires, and you link their responses to their leadership style, performance, and effectiveness, you can identify the key patterns of self-presentation that characterize good and bad leaders.

Consider the following questions, which are characteristic of science-based assessments used to evaluate leadership potential and match people to jobs. Hundreds of independent scientific studies have used such questions to predict the future competence levels of leaders. The process is really quite straightforward: you compare the responses of different leaders and correlate them to their levels of performance (i.e., how they impact their teams and organizations). To the degree that a question is useful to predict whether a leader will have positive or negative effects on their teams, it is retained and used to calculate a general competence coefficient (to take the actual assessment and find out your score, go here):

1. Do you have an exceptional talent for leadership?
2. Would most people want to be like you?
3. Do you rarely make mistakes at work?
4. Are you blessed with a natural charisma?
5. Are you able to achieve anything you want, just by putting your mind to it?
6. Do you have a special gift for playing office politics?
7. Are you destined to be successful?
8. Is it easier for you to fool people, than for people to fool you?
9. Are you just too talented to fake humility?

Why are such simple self-report assessments able to predict incompetent leadership? Because they can reliably measure arrogance and overconfidence. People with these tendencies, including narcissistic individuals, are typically uninterested in portraying themselves in humble ways. Consider this recent academic paper, based on 11 independent experiments, showing that you can spot narcissists with just one question: "Are you a narcissist?" The surprising findings here is not that an outright or transparent question is enough to identify narcissists, but that narcissists are (a) somewhat self-aware of their narcissisms, and (b) rather proud of it. In other words, people who love themselves disproportionately are often proud of their egos and more aware of their delusions than one may think.

The bad news is that, despite the availability of such tools, very few organizations are using them. The problem then, it seems, is not that we lack the means to spot incompetence, but that we more often choose to be seduced by it. This means we have only ourselves to blame for our self-destructive leadership choices. Perhaps it is time to stop paying lip service to humility and integrity, until we practice what we preach and pick leaders on the basis of these traits.

Instead of promoting people on the basis of their charisma, overconfidence, and narcissism, we must put in charge people with actual competence, humility, and integrity.

The issue is not that these traits are difficult to measure, but that we appear to not want them as much as we say.

Tomas Chamorro-Premuzic is the Chief Talent Scientist at ManpowerGroup, a professor of business psychology at University College London and at Columbia University, and an associate at Harvard's Entrepreneurial Finance Lab. He is the author of *Why Do So Many Incompetent Men Become Leaders? (and How to Fix It*), upon which his TEDx talk was based. Find him on Twitter: @drtcp or at www.drtomas.com.

5. 12 Signs That You're A Remarkably Good Leader[4]

Joel Goldstein

Entrepreneur

A lot of people get trapped in the idea that they are nothing more than ordinary. Salary men, simple teachers, students, office workers and many may feel like their professions or lack of a fancy title may mean they are meant to be a follower.

They couldn't be more wrong. **Leadership comes in many shapes and sizes; its qualities are subtle**. Here are twelve signs that show you're not only a leader, but a remarkably good leader:

1. You lead when you are needed to.

We've all met assertive go-getters who feel the need to be in charge no matter the task at hand. Whether it's a group project, following an itinerary, or even just a brainstorming session, these people need to be in charge and they will make sure everyone knows it. Always being in charge, however, doesn't translate to good leadership. **Good leaders know their areas of**

[4] https://www.lifehack.org/articles/work/12-signs-that-youre-remarkably-good-leader.html

expertise–they work for the good of the project and not themselves. They know when to stand aside and hand over the baton.

2. You lead for a cause, not a promotion.

While it's important to have ambition, a remarkably good leader dedicates their energies first to the cause, then to the team and lastly to him or herself. Leadership often comes with power, but that's not its defining characteristic. If you take on a project hoping to reap only self-benefit, it will show in its outcome and be reflected on the morale of your team.

3. You break the rules.

Leadership is about redefining things, finding new solutions and leading others to bigger and better things. Remarkably good leaders don't stay in a single place and carry out their activities outside the box. Leadership is about bringing progress and provoking evolution, and none of this can be done from inside the margins of the status quo.

4. You speak out.

Do you spot a double standard? Did you witness an injustice? Remarkably good leaders speak up in the face of adversity and stand up for what is right, not what is popular. Standing up for those who can't and taking a stand to help others is an important characteristic of a leader.

5. You know your team.

Imagine taking the wheel on a project but having no idea of who you are working with or what their strengths are. Now imagine working on a project and having the person in charge never call you by name, or worse, call you by the wrong name. Remarkably good leaders know everything they need to know about each and every member of their team, they are personable and always have their preferences in mind when delegating duties.

6. You appoint the right people to the right post.

What good is it to know your team and their abilities if you don't take advantage of them? Remarkably good leaders don't just know what their team is about, they know how to best delegate their strengths and weaknesses to get results.

7. You give credit where it's due.

Once a goal is reached, it's easy for others to place credit on the team leader. Bad leaders reap in the spotlight and are ready to take credit for the end results. Meanwhile, a remarkably good leader never fails to highlight others' individual work. Using "we" when speaking of triumphs goes a long way. True leaders know they are nothing without the people around them and they are not afraid of showing it.

8. You are extremely accountable.

Everybody makes mistakes and remarkably good leaders are not an exception. Failures more than successes separate the good from the bad, given that the latter searches for someone to blame instead of taking responsibility.

Great leaders often speak of failures in terms of "I" and take responsibility for their team. Remarkably good leaders are not fazed by periods of failures — at least they have a good team to get through it with.

9. You trust your intuition.

When leading a team into uncharted territory, remarkably good leaders trust themselves to make sound decisions. They draw from past experiences or ask for help from mentors or experienced members of their field. Fear of the unknown doesn't hold them back because they believe in themselves and their team.

10. Your positivity is contagious.

No matter the situation, remarkably good leaders keep their spirits high. They take failures gracefully and successes do not go to their heads. They keep an appropriate sense of humor, show humility, and more than team members, they have friends. Remarkable leaders generate enthusiasm for the work they do, their positivity is contagious and it shows on the quality of their team's job.

11. You are a good listener.

Remarkably good leaders don't want to rule their team, they want to work together. This means they are open to listening to new ideas or projects and are not afraid of seeking advice and learning from others. Most importantly, remarkably good leaders also listen to criticism and don't become defensive or upset when a team member or client voices a concern or points out an inconsistency or mistake.

12. You inspire others to change.

Remarkably good leaders know the difference between dictating and leading. Dictating involves scaring team members into getting results. Leading involves inspiring people to give the best they have to achieve said results. Remarkably good leaders inspire their team members to become the best version of themselves that they can be. They build solid foundations, and are not afraid of sharing knowledge. If you are always searching for ways to make the people around you grow, they will be inspired to do so and their work will reflect how proud they are to be part of your team.

6. What is a Full Life?[5]

It's a common misconception that one must sacrifice certain parts of their lives to fulfill others — from work, to health, to relationships.

But here's the truth:

We cannot afford to keep trading one important part of our lives to achieve another. No one can achieve true happiness this way.

Most of us juggle between work and life, why?

Maybe you're overwhelmed by all their daily demands. Maybe you don't feel like you have enough time and energy. Or maybe you just haven't untapped your own strengths and potential to achieve everything you want in life, and so when in times of adversity, you just give up trying to balance them all.

What you don't realize is that you will pay great consequences later if you trade off one thing to achieve another right now. And these consequences are almost irreversible.

Different areas of life are interlinked and interdependent. Everything influences the other; for example, a bad family life can bring down your career, and poor health can bring down everything.

Fortunately, you CAN live a full life.

When you're living a full life, you're able to tap into each of these areas harmoniously, without sacrifice. One of the most influential aspects of this work-life-harmony is the ability to believe in yourself and have a healthy dose of self-empowerment.

[5] https://www.lifehack.org/start-here

Are You Living a Full Life?

If you're struggling to meet different needs in life, it's time to reflect and see if you're living your life to the fullest yet.

Understand your life better now and you will prevent any life aspect from getting worse, or even dragging the rest of your life down.

How to Live a Full Life?

No matter your result of the Life Assessment, it's possible to not only balance all your life aspects, but to excel. You can live the life you truly want while still fulfilling your responsibilities.

How?

With the Life Multipliers – a set of core life skills that are developed and tested by Lifehack's founder, Leon Ho.

Over the past 15 years, Leon has gone through ups and downs in his life. Like many, he focused all his time and energy on his work and sacrificed his health and family time at the beginning when he started Lifehack. It seemed fine for a while until his back pain got more and more serious, and so serious that affected his work performance. As he tried even harder to boost his work performance, he neglected time with his wife and new-born son. It wreaked havoc on his life. That was when he realized that he had to change the way he approached life.

To stop strangling to live a more balanced life, he put together a set of skills that allowed him to improve his life one step at a time. With years of practice and refinement, these skills become today's Life Multipliers.

These Life Multipliers are core life skills that when combined, can transform your health, your relationships, your wealth, your work, and every other area of your life. If you master these skills, you'll be consistently happy and fulfilled in whatever direction they take in life.

Let's look at these skills one by one:

1. Self - Empowerment

Self- Empowerment is the ability to cultivate sustainable motivation and to have confidence about what one wishes to achieve.

With strong Self- Empowerment, you're crystal clear about your purpose, and have the ability to motivate yourself on demand, with concrete plans of action, in a timely manner, all while maintaining a positive work-life-harmony.

This skill also impacts attitude towards challenges or problems. If you have this skill, you will stay positive and motivated about stepping out of your comfort zone or when facing challenges in life.

2. Self- Control

Self-Control is the ability to consistently set clear goals and have plans set out for themselves. With Self-Control, you're capable of following through with your plans with no problems or hesitations. On a motivation standpoint, you won't even run into problems.

Self-Control boils down to discipline and determination to achieve anything. This skill allows you to recognize that success and growth doesn't come overnight.

Consistency will become your policy and so long as you stick to it, you'll grow in any area in life with this sort of model.

Everyone feels like giving up at some point, especially when it comes to building or breaking a habit.

3. Renewable Vitality

Renewable Vitality maintains a high energetic baseline. It is basically about your health condition.

When you have great Renewable Vitality, you're the type of person who eats right, exercises regularly, and also make and has healthy lifestyle habits. On top of that, you have a lot of energy and have no issues handling tasks that the day throws at you.

Anyone who is lacking this particular skill will feel left behind in other aspects of life. Most of the reasons boils down to the lack of energy.

4. Emotion Mastery

Emotion Mastery follows the idea that someone has mastery over their own emotions. With a highly developed Emotion Mastery skill, you can consciously manage your subconscious by being aware of your thinking patterns to reframe a situation and change the way you feel about it.

When you have a solid Emotion Mastery skill, you feel mentally stronger, happier and can build relationships with just about anyone. In short, you're seen as having high emotional intelligence.

5. Conscious Communication

Conscious Communication helps you to listen and express with purpose. You will be able to understand other people's ideas while being able to deliver your own thoughts and feelings clearly.

The skill focuses on trusting elements. If you're good at Conscious Communication, you can build both reliable and trusting relationships with anyone. You will also be a positive influence in other people's lives.

6. Smart Focus

Smart focus is the skill behind managing your energy and time in harmony. It is the art of getting the best of both worlds -- being effective in both time and energy at the same time.

A master of smart focus is able to increasingly do a lot more by doing less overall. With such skill, you know how to work smart and take control over your own time.

7. Learning & Adaptability

Learning & Adaptability is the skill where you can master any knowledge or skill quickly. With the right mindsets and toolkit to respond to change swiftly, you will never stop making progress in life.

Instead of resisting change on instinct like most others, this skill helps you to embrace changes and incorporate them quickly in your life.

8. Constructive Thinking

The last skill is Constructive Thinking. It boils down to having a clear mind and organized thinking patterns. It helps you to make connections between different ideas and look at things from different angles easily.

With Constructive Thinking, you can use your memory and brain power to not only be creative, but solve any problem in an effective manner.

Are You Living a Full Life?

If you're struggling to meet different needs in life, it's time to reflect and see if you're living your life to the fullest yet.

Understand your life better now and you will prevent any life aspect from getting worse, or even dragging the rest of your life down.

Now you can take this Life Assessment and get a detailed custom report for FREE based on your strengths, and discover how to live your life to the fullest.

All you need is only 5 minutes to find out if you're living to your life to the fullest yet.

Read each statement carefully and choose one of the five options for each statement indicating how well that statement describes you. Remember to pick your best, most honest answer.

- During hard times, I find it difficult to find positive meaning and to push on.

Strongly Disagree 1 2 3 4 Strongly Agree

- Any ideas or challenges that shake my beliefs are things that I ignore and move past.

Strongly Disagree 1 2 3 4 Strongly Agree

- Budgeting is something that I do every month or every quarter.

Strongly Disagree 1 2 3 4 Strongly Agree

- I always try to see the good in people and offer them my support as best I can.

Strongly Disagree 1 2 3 4 Strongly Agree

- I believe that the key to unlocking my higher self is through connecting with myself.

Strongly Disagree 1 2 3 4 Strongly Agree

- I have full confidence in my ability to achieve the goals and dreams I have.

Strongly Disagree 1 2 3 4 Strongly Agree

- I make an effort to be the "better person" and work on behaviors that caused issues with other people.

Strongly Disagree 1 2 3 4 Strongly Agree

- My work (including my salary, position and duties) is not big concerns in my life.

Strongly Disagree 1 2 3 4 Strongly Agree

- My money is spread across multiple financial investment instruments such as stocks, funds, bonds, GICs, and savings.

Strongly Disagree 1 2 3 4 Strongly Agree

- I pay attention to my body so I know when there is something wrong.

Strongly Disagree 1 2 3 4 Strongly Agree

- I have someone that I can confide in about any of my issues.

Strongly Disagree 1 2 3 4 Strongly Agree

- I have hobbies that I do on the regular.

Strongly Disagree 1 2 3 4 Strongly Agree

- I spend a lot of time working these days rather than play.

Strongly Disagree 1 2 3 4 Strongly Agree

- I have professional(s) to look over both personal and family financial plans.

Strongly Disagree 1 2 3 4 Strongly Agree

- I live from paycheck to paycheck.

Strongly Disagree 1 2 3 4 Strongly Agree

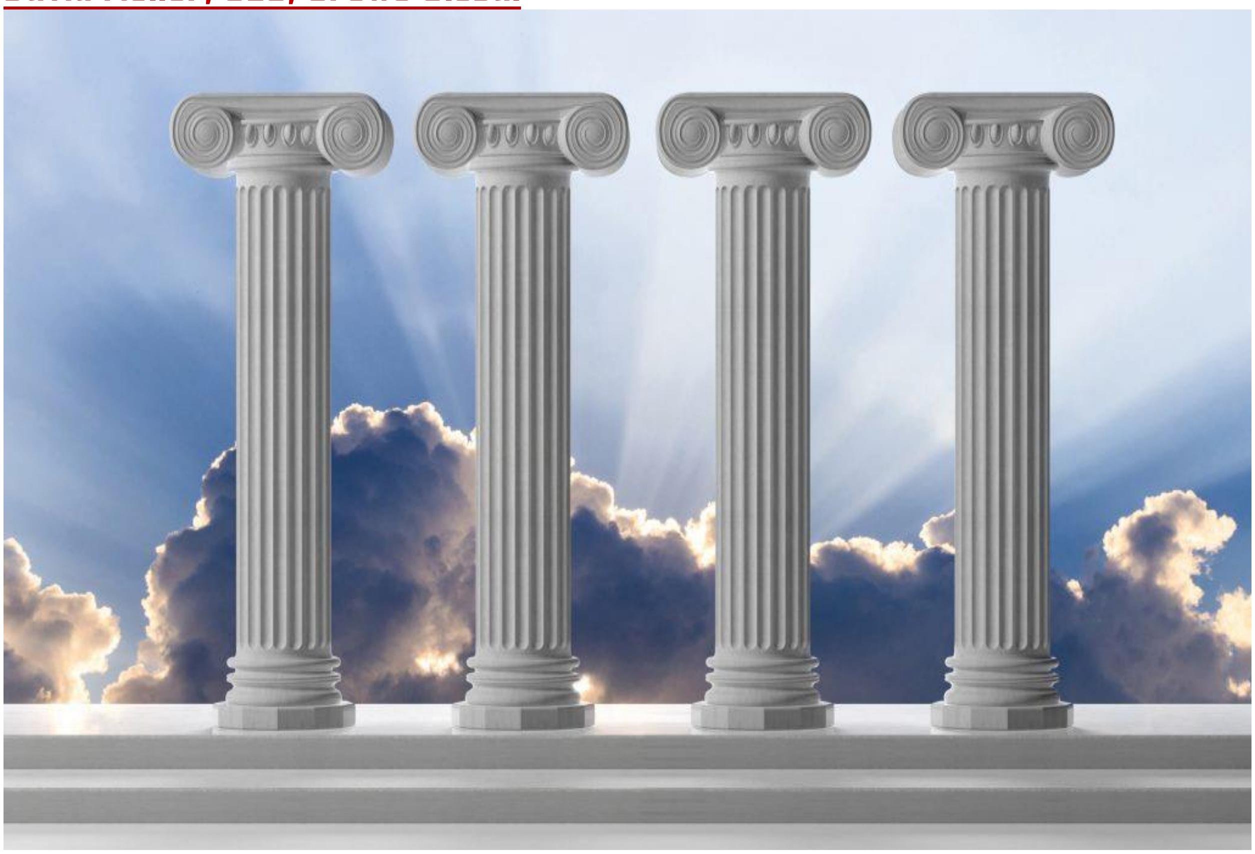
[Leadership](#)

March 11, 2020

7. Four Pillars of Successful Corporate Decision-Making[6]

Here's how to shift the decision-making process from a misunderstood art toward a mainstream science.

David Mellor, CEO, Crowe Global



[6] https://www.cfo.com/leadership/2020/03/four-pillars-of-successful-corporate-decision-making/

Making smart decisions is central to the success of any organization. It is the compass through which corporate leaders can guide their business in pursuit of growth and is a key marker of what sets apart good leadership. But decision-making has always been an inherently imperfect art. There's no concrete template or algorithm for every scenario, and leadership style might skew such a formula even if one were to exist.

However, analyzing approaches to decision-making that have led to lasting value creation does provide lessons that help leaders shift their own decision-making process from a misunderstood art toward a mainstream science.

Although it is an area filled with challenges, at Crowe we have distilled the process into four key strategic indicators of good decision-making: growth, diversity, boldness, and innovation. These pillars provide a framework for measuring smart decisions, and for bringing greater structure to corporate decision-making methodologies.

The path to making a good decision is littered with potential wrong turns. Reaching an ultimate goal can feel like a game of snakes and ladders, where you take a step forward only to fall three steps back.

Some of these pitfalls are easily avoided if decision-makers embrace the four themes above.

Diversity and Growth

In Crowe's Art of Smart 2019, which analyzed company performance with these factors in mind, companies that scored highest on diversity also achieved strong growth. They have harnessed diversity as a driver of performance by fostering inclusive cultures that provide an array of viewpoints on which to base well-founded strategic and operational decisions.

As with any decision-driven initiative, confirmation bias, groupthink, and echo chambers are very real risks. They are exacerbated when decision-makers are homogenous. Embracing and prioritizing diversity is the most powerful and effective way to ensure that the decision-making process takes in an appropriate range of views.

Diversity — in all forms, not just gender diversity — is a major driver of innovation and change. Corporate leaders should consider how best to disrupt their business with diversity. Even companies that are already successful should look at this. They may never know the value of the opportunity cost if they don't take a bolder approach and challenge the status quo.

The most forward-thinking businesses are realizing that this is mission-critical. Even those that may be lagging behind in taking action to drive diversity largely acknowledge the theoretical benefits.

Diversity does not, in itself, determine business outcomes. No single factor does. But research, including Crowe's own, shows that there is a strong correlation between increased diversity (particularly among leadership groups) and improved performance.

A more inclusive culture will feed into, and draw from, a wider talent pool. Most businesses operating today must grapple with myriad, sometimes competing forces and influences. For those that operate across jurisdictional borders, or across sectors, this challenge is more overt. To navigate it, a diverse mix of professional backgrounds, personal skillsets, cultural viewpoints, and academic grounding is essential.

Diversity of thought can even be applied to an organization's approach to diversity itself. The benefits stem not only from improved gender diversity; the c-suite should be thinking about age diversity, cultural and racial diversity, and neural diversity (or diversity of thought), among others.

Boldness and Innovation

Look back on the history of innovation and it's clear that boldness and an appetite for risk lie at the heart of most of humankind's breakthroughs. Take space exploration. Television show "Star Trek" emphasized the importance of boldness when explaining the mission of the Starship

Enterprise: “to boldly go where no one has gone before.” Similarly, Aldous Huxley may have found rather less success in piquing readers’ interests had he written about a “mundane new world.”

Take another example: the lightbulb. Nowadays synonymous with the notion of a breakthrough or new idea, the lightbulb itself is taken largely for granted as a vehicle for transmitting light. Before its invention, however, the idea of such an object being invented could not have been bolder. Thomas Edison was a prolific innovator, but he may never have become a successful one if he hadn’t been willing to fail. It was his attitude toward risk that stood him apart. Having run through around 10,000 prototypes for his lightbulb, Edison famously said, “I have not failed. I have just found ten thousand ways that won’t work.”

Our research shows that bolder companies are often operating in more challenging business conditions. This means they, too, often need to fail — before learning from their mistakes and adapting their approach en route to success. Challenging conditions dictate the need to adapt or innovate, but at the same time present the opportunity to set a proposition apart.

In the same way that “necessity is the mother of invention,” a quick flick through the phrasebook also tells us that “smooth seas do not make skillful sailors.” Again, the same is true for corporate innovation. Without tough conditions and external pressures, innovation suffers and those diamond-in-the-rough ideas cannot be formed.

Innovative companies tend to be more prevalent in sectors where growth is sluggish, because there is a greater need for boldness and innovation to overcome growth-stalling headwinds.

However, perhaps more counterintuitively, our research also shows that younger companies do not necessarily innovate more. Despite the image of disruptive start-ups and the entrepreneurial exuberance of youth, this is down to a number of factors, including “older” companies being more resilient to the (initial or temporary) failure that attempted innovation can often bring.

Following Biotech's Lead

All of this shines a light on the theoretical best practice approach to decision-making. But where is this being done well?

The biotech sector serves as a good case study for corporate decision-making: It's a high-growth field that has seen private funding surge in support of R&D initiatives. It is also inherently innovative, in part because of its patent-driven nature.

Ultimately, Biotech's success has been driven by a focus on identifying needs that were not previously being met, or by developing next-generation processes. Here again, necessity is the mother of innovation.

Our research also showed that Biotech companies typically have diverse teams that "tackle problems in parallel," so the compound effect of scoring highly on two of the four key pillars of smart decision-making also sets it apart.

Problem-solving in teams, and looking at an issue from multiple perspectives at once, is another way of unlocking innovation. While the approach requires resources and can be expensive in the short term, it allows products to be brought to market much faster, returning profit to shareholders as quickly as possible.

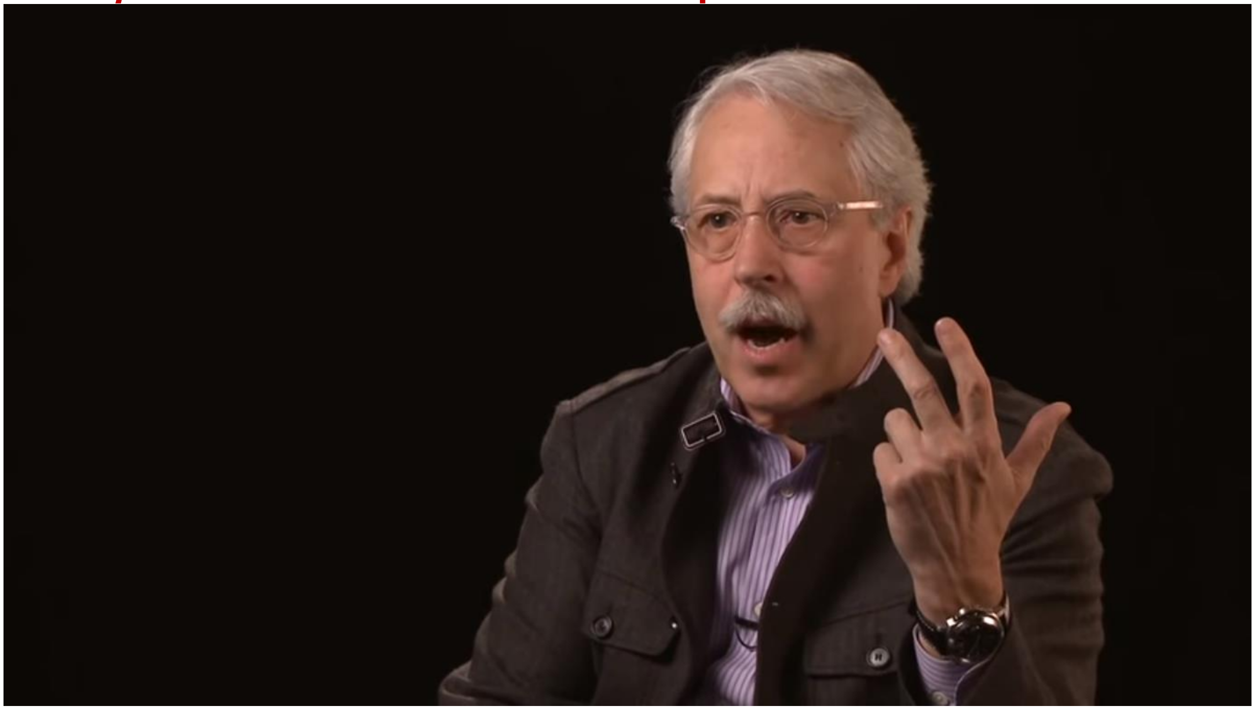
There is a cyclical nature to this, in that shareholders seeing returns will be more likely to enthusiastically reinvest or support future innovation, even in the face of risk.

The Nuanced Approach

Regardless of the sector that a business operates in, changing the approach to decision-making can breed massive improvements in its growth trajectory. For the most part, there is no need for a complete overhaul of processes; small changes that allow for a greater appreciation of nuance can be just as effective.

External factors will always have an impact, and this includes luck, as good and bad fortune can clearly be influential in determining success or failure. But a sound internal approach to decision-making will insulate the business from this, while also mitigating the stress attached to making decisions. Decision-making is easy. But smart decision-making is all about nuance. Diversity breeds a greater appreciation of nuance, while boldness and innovation allow a company to leverage that nuanced approach in a way that will translate to growth.

8. Gary Hamel ...Transformation-leadership



http://www.garyhamel.com/video/transformation-leadership-step-step

9. Leadership – Theories & Styles

https://youtu.be/KNbrtvglBjE

مع الأغنية والكاريكاتير

https://youtu.be/OnGEuZ2Tz5s

https://youtu.be/FjsDpe8zv7c

مثال للمدير الفعال ! ! ! !

إلى اللقاء في القراءات التالية

شخصية القراءة التالية

مؤسس بنك مصر

محمد طلعت حرب باشا