#### Inside the Leaders Club

How Top Companies deal with pressing business issues

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## Globalization has bound markets and industries more closely than ever before.

Business leaders have to grapple with an ever increasing checklist of challenges, often with imperfect information. Business is ultimately about people – how to hire them, how to inspire them.

The pandemic brought to the fore two types of leaders – the enabler and the enforcer.

Listening to customers and employees became more important in the pandemic.

A team is a promise to work together and get things done. It's a promise of different type of relationships with your peers, your colleagues. You can tell a high performance team and a high performance individual by the way they talk about their company.

Getting something wrong in an article in FT is followed up by an enquiry and then a public apology in the newspaper.

## Annual appraisals often leave people, confused, blindsided and even surprised.

#### Constant conversations and persistent feedback is better than annual appraisal.

In hybrid work model, one has to manage the innovation process that comes when people work with each other.

Millennials are used to comparing products and services on line, they tend to the same with jobs.

## Millennials are a visual generation and seek peer recommendation above all else.

If employees stay with their organizations and hope to get promoted, then they will be disappointed.

# Making employees redundant is an unfortunate aspect of work life today.

## Organizations need flexible working, flexible thinking and flexible schedules.

Our phones are an extension of our lives. People spend more time interacting with their phone than their children. Newspaper advertising used to rely on a headline for posters so that people could buy the newspaper. Today, they know with clicks which articles have readers.

# News as an industry is transformed and damaged digitally.

# Governments will give employees a right to disconnect digitally in the future.

English soccer fans and players feel closer to each other as a result of social media.

Social media can outpace the ability of your organization to keep up.

Any organization that keeps customers financial data will be vulnerable to cyber attacks.

Leaders need to distinguish between what's a crisis and what's an incident in a social media world.

The best innovations are small and incremental and the best ideas come from the frontline.

#### Innovation is the gap between ideas and invoices.

Start ups stay close to their customers, large organizations can learn from start ups.

Elite athletes go through training and coaching almost every day. The spectator of the sport doesn't see that.

Alex Ferguson would never allow a slack training day, every day was intense, virtually rehearsing matchday. The best sports coaches are like company managers-they reflect on what you are doing and why.

A common thing between sports and companies is measurement.

Getting the best out of talented people requires skilled leadership.

You need to free talented individuals from unnecessary interference.

# Companies that focus only on shareholder value, end up disappointing them.

Unilever did not deliver on the ESG targets set out by their CEO Paul Polman in 2010. He said they would drop by half the water used with its brands.

When Polman indicated he will step down by 2017, water usage had dropped 2 % only!!

CEOS have to be politically astute and informed compared to the past.

CEOs need to understand geopolitics as well as social change around the world.

New recruits in companies are putting pressure on companies with respect to climate change.

Work before the pandemic was actually there in that form only since 1945.

We learned through the pandemic that a lot of work need not be done from the office.

# Once employee taste work from home, its difficult to get them back full time to work.