

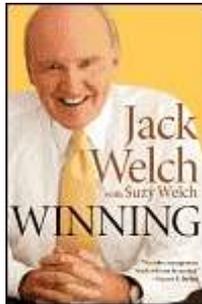
Excerpts from our Newsletters

In our Newsletters, we provide reading-advice, experience-sharing, case studies and practical ideas for readers to learn, reflect and take actions, and improve their effectiveness as managers and leaders.

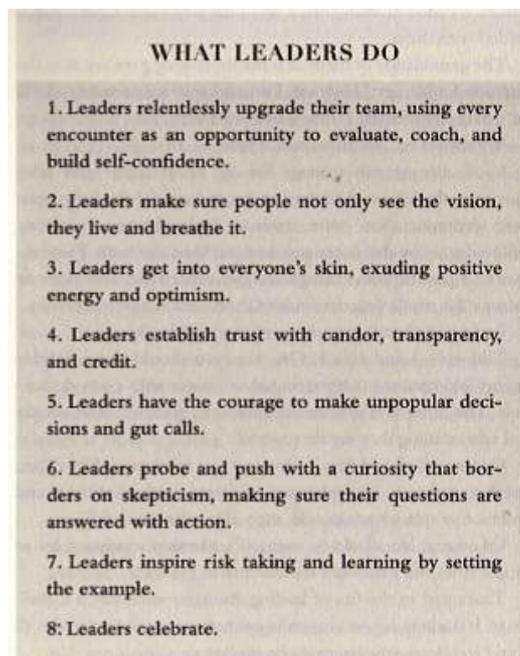
Here we provide a few extracts from the newsletters.

Reading advice: What leaders do... from Jack Welch

I enclose a short excerpt from Jack Welch's famous book "Winning"; valuable and quick reading for all managers... and cheap: 289THB.



You may like to go through Jack's 8 points about "what leaders do" with your managers, regularly, and check in which area they can improve.



Jack's key-idea is "**when you become a leader, success is all about growing others**". As you know, this is a point worth emphasizing with most newly appointed managers.

You might also enjoy listening to Jack Welsh's conference at the MIT last year; a free video is available at <http://mitworld.mit.edu> ; select "Business/Leadership" in the top right-hand corner of the screen, and browse through the conferences list until you see "Jack Welsh".

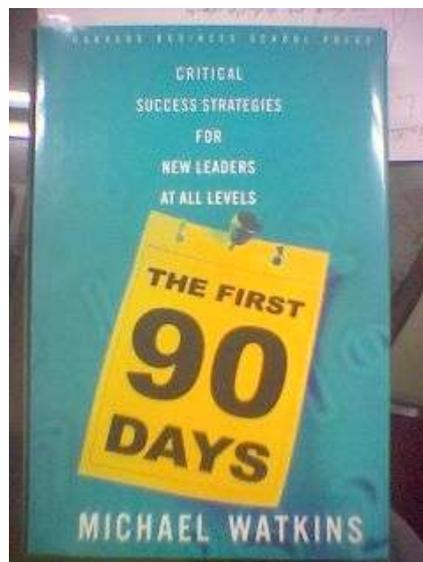
You will find other great free videos on that website; I recommend that of Carly Fiorina (ex CEO of HP-Compaq), on leadership too. She says there:

- "Management is about producing acceptable results within a known set of parameters."
- "Leadership is all about change (...) seeing possibilities that others do not see".
- "I believe deeply that anyone can lead from any place at any time."
- "Leadership is not about how many degrees you have; Leadership is about making the decision to make a positive difference and change the order of things".
- "My most important lesson about leadership came when I was a secretary... Two men (...) told me « we think maybe you can make something more »; the lesson I learnt that day: **it is a leader's job to see possibilities in other people and in circumstances**".

Reading advice: The first 90 days

Another useful and well-known reading for your newly appointed managers is "The first 90 days", by Michael Watkins.

I enclose the book-cover photo and a summary. By the way, you may like to buy such executive-summaries of books you lack the time to read, at www.summary.com.



You may like to debrief your managers after they read the book and **leverage some of the book's advice into their "integration plan"**.

Reading advice: Bad habits from Successful Managers, and best coaching advice ever... from Marshall Goldsmith

Marshall Goldsmith has the reputation of the "best coach" worldwide.



The first questions he asks to the CEOs he coaches are usually:

1. Do you clearly communicate a vision?
2. Treat people with respect?
3. Solicit contrary opinions?
4. Encourage others' ideas?
5. Listen to other people in meetings?

Isn't that a good, simple check-list to refer to regularly, for all of us and our team-members?

Marshall Goldsmith has written an excellent book ("What got you here won't get you there", out of stock in Thailand at the moment, so order it on www.amazon.com) where he explains that successful managers need to change some of their work-habits to become even more successful.

He introduces his book on a 1'34" video on <http://link.brightcove.com/services/link/bcpid6154807/bclid5743495/bctid176904159> (select "who moved your cheese" in the right-side menu of "Success Television videos"; preview in file attached "Marshall Goldsmith on TV")

The 20 habits he requests leaders to stop -in case they have some- are:

1. **Winning too much:** The need to win at all costs and in all situations; when it matters, when it doesn't, and when it's totally beside the point.
2. **Adding too much value:** The overwhelming desire to add our two cents to every discussion.
3. **Passing judgment:** The need to rate others and impose our own standards.
4. **Making destructive comments:** The needless sarcasms and cutting remarks that we think make us sound witty.
5. **Starting with "No", "But", or "However":** The overuse of these negative qualifiers that secretly says to everyone, "I'm right. You're wrong."
6. **Telling the world how smart we are:** The need to show people we're smarter than they think we are.
7. **Speaking with anger:** Using emotional volatility as a management tool.
8. **Negativity,** or "Let me explain why that won't work": Sharing negative thoughts even when we weren't asked.
9. **Withholding information** in order to maintain advantage over others.
10. **Failing to give proper recognition:** The inability to praise and reward.
11. **Claiming credit we don't deserve:** The most annoying way to overestimate our contribution to any success.
12. **Making excuses:** Repositioning our annoying behaviour as a permanent fixture so people excuse us for it.
13. **Clinging to the past:** The need to deflect blame away from ourselves and onto events and people from our past.
14. **Playing favourites:** Failing to see that we are treating someone unfairly.
15. **Refusing to express regret:** The inability to take responsibility for our actions, admit we're wrong, or recognise how our actions affect others.
16. **Not listening:** The most passive-aggressive form of disrespect.
17. **Failing to express gratitude:** The most basic form of bad manners.
18. **Punishing the messenger:** The misguided need to attack the innocent who are usually only trying to help.
19. **Passing the buck:** The need to blame everyone but ourselves.
20. **An excessive need to be "me":** Exalting our faults as virtues simply because they're who we are.



May I suggest you review this list with you subordinates who need to "stop" one or more of these "bad habits"?

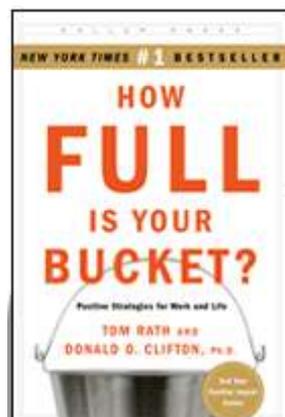
I also recommend you visit <http://www.marshallgoldsmithlibrary.com/> where you will find lots of "free resources" such as videos (http://www.marshallgoldsmithlibrary.com/cim/video_Athena.php) and articles.

And finally, I wish to encourage you to listen to Marshall's "**best coaching advice ever**" at [YouTube.com http://uk.youtube.com/results?search_query=The+best+coaching+advice+Marshall+Goldsmith](http://uk.youtube.com/results?search_query=The+best+coaching+advice+Marshall+Goldsmith); it is funny and I am sure you will agree he's right... yet you might not follow his advice enough, both in your private and professional lives!... Check it out!

(PS for those who could not watch the video: Marshall's "best coaching advice ever" for private life is: "(1) be happy now, (2) help others, and (3) try to go for your dream".)

Reading advice: Power of positive feedback... by Tom Rath

Tom Rath (from Gallup) has written a pleasant short book on the power of positive feedback, called "How full is your bucket?" (311 THB at Kinokunya):



His story is that we all carry an "invisible bucket" where we store all the positive emotions we receive, coming from positive feedbacks, thanks, praise, etc... When our "bucket" is full, we naturally have a positive outlook and feel highly energetic. Then, as managers, we need to "fill" our subordinates' bucket regularly with positive emotions, so that they too feel positive and energized, and thus achieve even more. On the contrary, if we consistently download negative feedback to our colleagues, their "bucket" risks being emptied, and they will quickly lose their enthusiasm and energy.

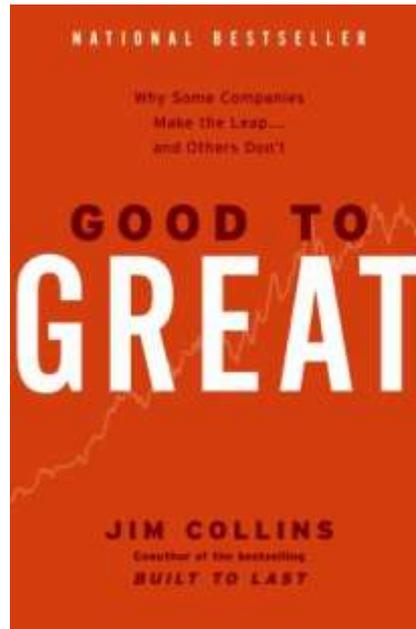
May I advise you to go through the book, which contains several memorable stories, and circulate it to your subordinates / colleagues who are not -yet- good at providing positive feedback to those who work with them?

A couple of statistics for your consideration:

- Number one reason why people leave their jobs: because they don't feel appreciated
- 9 out of 10 people say they are more productive when they are around positive people
- the "magic" ratio: 5 positive interactions for every negative interaction with others

Reading advice: "Good to Great" - "level 5 leadership"; by Jim Collins

The good news here is that if you are not ready to sacrifice your values and walk-over your colleagues to achieve outstanding career success... you may well become one of those great leaders who build super-performing companies over the long-term, selflessly... *Check it out!*



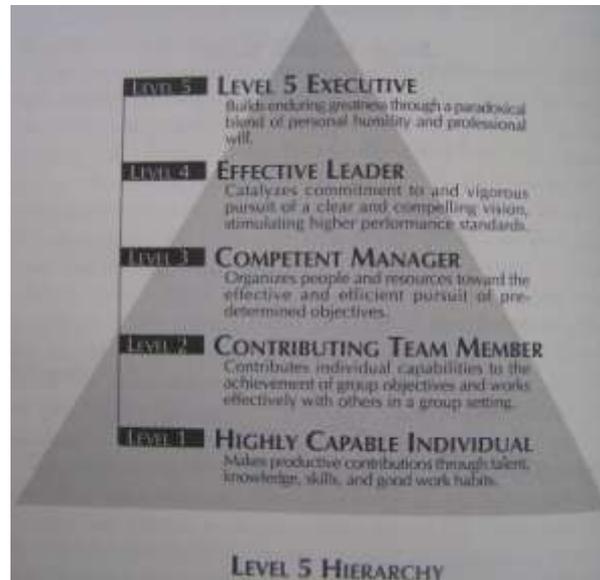
Jim Collins, who wrote "Good to Great" (over 2 million copies sold), is a highly respected expert in Management Research in the USA.

In "Good to Great", he studies the key-success factors of companies which have consistently outperformed their competitors over a period of 15 years.

Based on very extensive research, he finds these "star" companies actually adopt great **discipline in matters of:**

1. **People** ("level 5" leadership style -humility and strong will- and place the right people in the right positions)
2. **Thoughts** (confront reality systematically and adjust your business-scope to what you excel at)
3. **Actions** (combine a culture of discipline with an ethic of entrepreneurship, and choose your technology carefully)

In his chapter on "level 5" leadership style, he proposes this pyramid of capabilities:



From the book, I chose two key-points:

1. A "Level 5" leader...

- is very ambitious, first and foremost for the Company, not him/herself
- sets-up his/her successor for even greater success
- is fanatically driven to produce sustained results, no matter how hard the decisions
- takes full responsibility, doesn't blame others
- is modest...

2. It is critical to have the "right" team at all times...

- when in doubt, don't hire, keep looking
- when you know you need to make a people-change, act
- put your best people on your biggest opportunities, not your biggest problems
- debate problems vigorously, reach best answers, unite behind decisions

The other chapters in the book provide very valuable insight on other aspects of leadership; you may like to buy the book at Kinokunya or Asia Books, for around 1,000 THB, and then reflect how far-up you want to go in the leadership pyramid!



Experience-sharing: 10 tips for coaching subordinates

Here are 10 of my tips to coach your subordinates effectively. I enclose them in word format too, *with illustrations*.

1 Create confidence, intimacy, motivation and set the rules of coaching sessions

Convince the executive he/she can improve him/herself.

Motivate on “how good it will feel to succeed”.

Agree on rules of interaction during coaching sessions, in particular:

- you two are on equal footing, and fully committed to success
- absolute confidentiality is guaranteed
- you are ready to assume risks and mistakes, to help your subordinate grow
- both guarantee honest feedback at all time, even when it is unpleasant!
- remind that coaching helps executive finds solution him/herself

Do not postpone or shorten coaching sessions.

2 Clarify needs for improvement and coaching goals

Agree precisely with the executive what are his/her needs for improvement.

Set coaching goal(s), which need(s) to be **stretching**, to ensure the subordinate changes his/her ways, and SMART:

- **S** Specific
- **M** Measurable
- **A** Attainable
- **R** Relevant
- **T** Time-bound

Break complex objectives into smaller ones.

List key-success factors, particularly in the subordinate’s attitude.

3 Plan coaching sessions, each one with a specific outcome

Plan each coaching session, with a specific focus, tools/documents used and the expected outcome. Example:

Session focus	Tools and documents used	Expected outcome
Project planning	Fine tune project objectives; articulate priorities and urgencies; anticipate difficulties and solutions; identify and gauge resources and costs; planning tools (Gantt charts, etc...)	We build-up a comprehensive planning of the project, with clear priorities and a Gantt chart; difficulties and solutions are assessed; resources and costs are presented

4 Ensure each coaching session is highly productive

Focus work on up-coming issues and get tangible results by the end of the session.

Work under time-limits, to improve effectiveness.



5 Encourage autonomy, at calculated risks

Allow to fail... and rebound successfully! Take responsibility for subordinate's mistakes.

6 Question, play roles to help executive solve issues him/herself

A solution not implemented is quickly forgotten, so your subordinate must find solutions to problems him/herself, and then execute.

7 Illustrate with stories, your own and others

8 Measure progress and recognize success

Never miss an opportunity to say "well done"!

9 Take any set-back as a learning experience

Always remember that learning from mistakes is so valuable.

10 Ensure that your subordinate recognizes that he/she made the progress...

... so as that he/she gains confidence and autonomy! Then you both win!

Experience-sharing: 6 questions for business review meetings one-on-one

One last piece of advice: when you have regular progress-review meetings with one of your subordinates, why not try the following "very simple" questions?

- 1. What is the "big picture" of your business/activity?**
- 2. What do you focus on?**
- 3. What is going well?**
- 4. What do you want to improve?**
- 5. How can I help you?**
- 6. What advice do you have for me?**



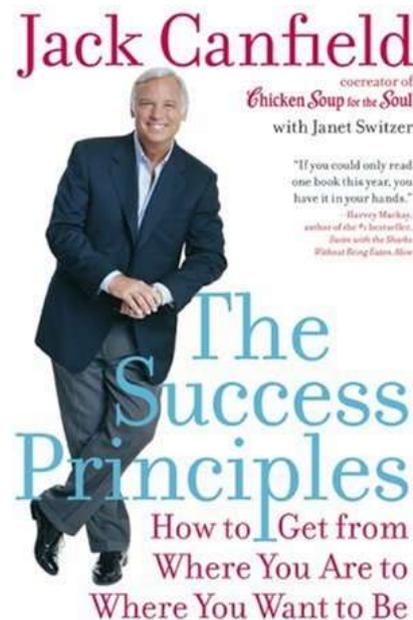
Coaching beyond Success

Reading advice: "The Success Principles" by Jack Canfield: "how to get from where you are to where you want to be"

This is a big book (over 400 pages)... but easy to read, because it is filled with short stories, quotations of famous people and cartoons.

Very entertaining, as is Jack Canfield, a very famous motivational speaker in the US.

I believe many stories can inspire you when you coach your subordinates.



You may find out there are just "too many" advice to choose from (64 principles!); still you can pick just a few and get an excellent return from your reading-effort!

There are six parts, out of which I have selected a few pieces of advice that can help you in coaching your subordinates:

1. The Fundamentals of Success

- "If you keep doing what you have always done, you'll keep on getting what you've always got"
- "Give up blaming", "give up complaining", as this creates no value
- "Pay attention to results, results don't lie"
- "Look for the opportunity in everything"
- "Success is 10% inspiration, 90% perspiration"; so: no wonder that most successful people are action-focused!
- Persistence: "ask repeatedly, until you get what you want" (see my practical advice on this, further below)
- "Use feedback to your advantage"



2. Transform Yourself for Success

- "Recognize your positive past"
- Stop a few minutes every evening to review where you could have been more
 - effective
 - conscious
 - loving
 - assertive
- "Transform your inner critic into an inner coach: talk to yourself like a winner"

3. Build your 'Success-Team'

- "Stay focused on your core-genius"
- "Build a powerful support team, and delegate to them"
- "Once you have chosen your team, trust them"
- "Say no to the good so that you can say yes to the great" => focus your actions and your team's actions on maximum returns
(Pareto: 20% of your activity produces about 80% of your success)
- Find a mentor
- "Make time to listen"

4. Create Successful Relationships

- "Tell the truth faster"
- "Speak with impeccability, as your words have power and create ripple effects"
- "Practice uncommon appreciation", as that is what motivates employees the most
- Lead by example

5. Success and Money

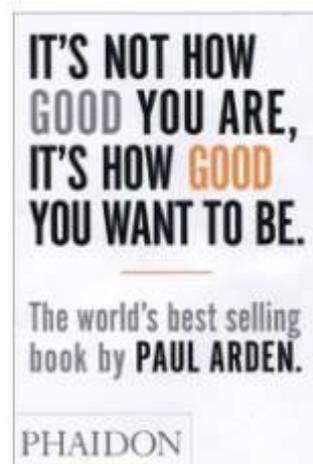
- "Serve more, as service always come back multiplied"

6. Success Starts now

- "Empower yourself by empowering others: when you lift up others, they will lift up you"

Reading advice: "It's not how good you are, it's how good you want to be" by Paul Arden

Paul Arden had a brilliant career in advertising and -as Executive Creative Director of Saatchi & Saatchi- he conceived some of the most successful advertising campaigns worldwide, and famous slogans such as "The Independent - It is. Are you?" (for the British daily "The Independent").



He just wrote that funny little book, with lots of pictures, cartoons and not much text (295 THB). Some thoughts are quite provocative and you may disapprove. Here is a selection:

- "Nearly all rich and powerful people are not notably talented, educated, charming or good looking; they become rich and powerful by wanting to be rich and powerful"
- "Energy: it's 75% of the job; if you haven't got it, be nice"
- "If instead of seeking approval you ask: *"what's wrong with it? How can I make it better?"*, you are more likely to get a truthful, critical answer"
- "Do not covet your ideas: give away everything you know, and more will come back to you"
- "Don't look for the next opportunity; the one you have in hand is *the* opportunity"
- "If you can't solve a problem, it is because you are playing by the rules"
- "The person who doesn't make mistakes is unlikely to make anything"
- "Fail, fail again, fail better" (Samuel Beckett)
- "Success is going from failure to failure with no loss of enthusiasm" (Winston Churchill)
- "Don't give a speech, put-on a show"
- "The first thing to decide before you walk into any negotiation is what to do if the other fellow says no" (Ernest Bevin)



Experience-sharing: The power of repeating one simple question to your subordinate over time

In my coaching practice, I often work-out with executives about which is the most important adjustment one of their subordinates needs to make in his/her behavior. And then we word-out a "power-question" to be asked repeatedly over-time to that subordinate, so that he/she keeps doing the effort to adjust him/herself. The power of repeating this same simple question over and over again is strong and yields significant results.

Examples:

- *to a bad listener:*
How much have you learnt from others this week?
- *to a self-centered manager:*
What have you done to grow your people this week?
- *to a military-style manager:*
What staff-initiatives have you encouraged this week?

Reading advice: Sun Tzu - War and Management - Part 1 of 2

Sun Tzu was supposedly a Chinese General, about 2,300 years ago, famous for his achievements in expanding his King's realm, who wrote-down his thoughts and advice on strategic warfare in "The Art of War".

The book covers notably:

- situation appraisal,
- formulation of goals and strategies,
- evaluation of strategies,
- implementation (human factor, operational factor),
- controls,

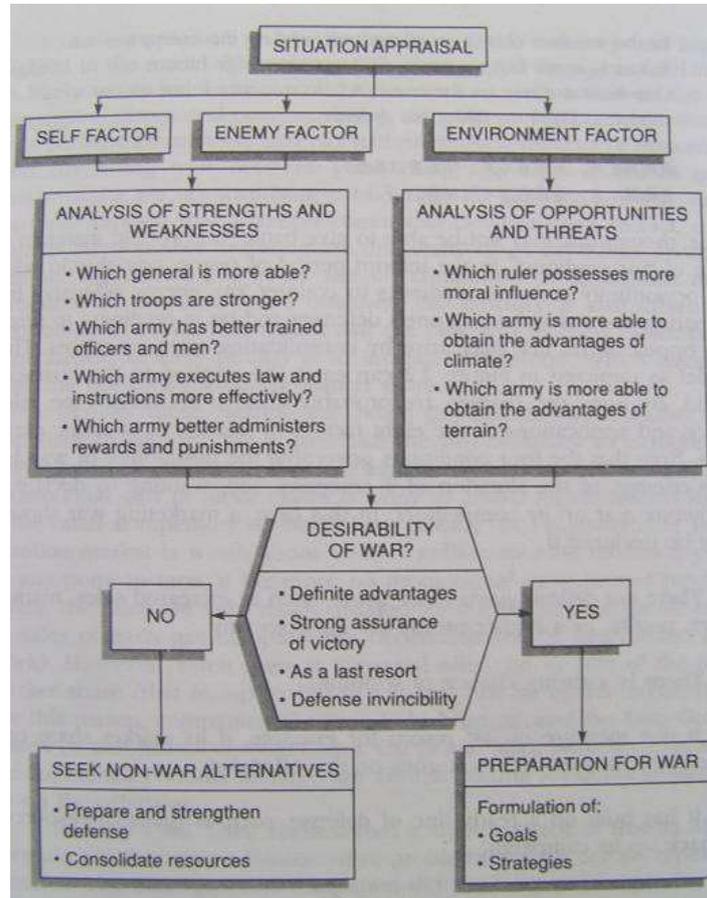
translates Sun Tzu's words into business strategic planning, and interestingly provides some quotations in Chinese characters from the original manuscript, for those of us who can read them.

I have chosen to highlight only a few points -on situation appraisal and formulation of goals and strategies- without interpretation, as food for thoughts in your business life.

- Seven **key success-factors in battle** are
 - "moral influence of the leader
 - ability of the leader
 - advantages of *climate and terrain* (= environment)
 - execution
 - strengths
 - training
 - administration of rewards and punishments"
- On **leader's/warrior's behavior**:
 - "if reckless, he can be killed
 - if cowardly, he can be captured

- if quick-tempered, he can be easily provoked
- if sensitive to honor, he can be easily insulted
- if over compassionate to people, he can easily be harassed"

- The conceptual model for **situation appraisal** is framed as:



- **Goals formulation** encompass:
 - sound prioritization (from best case to worst case):
 1. "attack enemy's strategy
 2. disrupt enemy's alliances
 3. attack enemy's army
 4. besiege walled cities"
 - ensuring goals are achievable...
 - ... and result in net gains
- **Formulation of strategies** can leverage 4 principles:
 - choice of battleground, critical to preventing the enemy with a larger force to engage [myself]; review in particular:
 1. areas with distinctive advantages
 2. areas ignored by the enemy
 - concentration of force:
 1. gain relative superiority where you plan to attack

"the enemy must not know where I intend to attack; if he does not know, he must defend in many places. The more places he defends, [...] the weaker is his force at any point".

2. keep battle plan secret

"If I can uncover the enemy's dispositions while concealing mine, then I can concentrate while he must divide. And if my forces are united while his are scattered, I can pit my entire strength against a fraction of his at any selected point of attack. There I will be numerically superior and the enemy will surely be in trouble".

- attack
 1. to the extent possible, war must be avoided!
 2. when attack is unavoidable, secure a profitable victory
 3. training is essential

- *zheng* (direct) and *qi* (indirect) forces
Qi force can mean surprising, extraordinary or deceptive force.
 The interchangeable employment of these two forces will make it difficult for the enemy to guess the real intention and at the same time create deception.

Most importantly, the Art of War is to win without engaging into war:

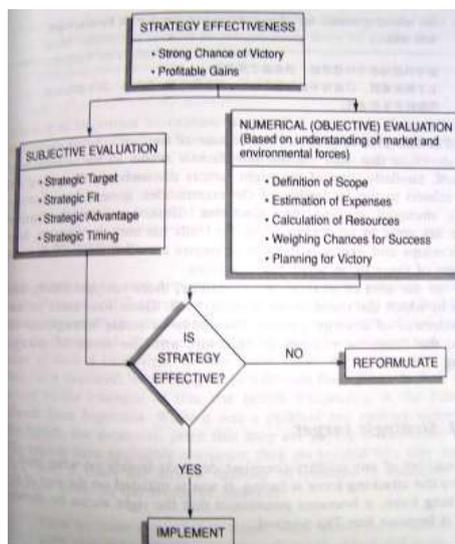
"To win a hundred victories in a hundred battles is not the hallmark of skill. The acme of skill is to subdue the enemy without even fighting".

Reading-advice: Sun Tzu - War and Management - part 2 of 2-

In the previous letter, we reviewed situation appraisal and formulation of goals and strategies. Today, I have chosen to highlight only a few points on evaluation of strategies, implementation and controls- without interpretation, as food for thoughts in your business life.

1.1. Evaluation of strategies:

- Strategy effectiveness (= strong chance of victory *and* of profitable gains) must be assessed "subjectively" and "objectively" (~quantitatively), as this flow chart shows:





- "If someone asks: "what should I do when faced with a large and well-organized enemy troop about to invade my territory?", my reply is "first **capture something that he treasures most**, and he will conform to your desires".
- "The adept in warfare ensures that he is **in a position of non-defeat, while never missing the opportunity to defeat the enemy**".

1.2. Implementation of strategies:

Human factors:

- "A general must not fight a battle out of resentment, for while anger can be restored to happiness and resentment can become pleasantness, a state that has perished cannot be restored and a man who is dead can not be resurrected".
- "The general who advances without seeking personal fame and glory, who retreats without fear of being punished, but whose main concern is for the welfare of the people and the interest of the sovereign, is the precious gem of the state".
- "Pay attention to nourishing the troops, and do not tire them un-necessarily"
- "An army may suffer from flight, insubordination, collapse, ruin, disorganization and rout. These six calamities are not attributed to natural causes. They are due to the fault of the general".

5 operational factors:

- Swiftness (timing, momentum, avoidance of long battles)
- Adaptability ("effective strategies most constantly change according to the situation of the enemy")
- Deception ("offer the enemy a bait to lure him; when he is in disorder, strike him; the crux of military operations is to pretend to accommodate one's plan to the designs of the enemy")
- Capitalize on available means
- Anticipation

1.3. Control of strategies

Intelligence (=acquisition of information): "the reason why the enlightened ruler and the wise general are able to conquer the enemy (...) is foreknowledge" (=understanding of enemy's situation and plans)

- Security (=protection of information):
 - with-holding strategic plans: "the general must be capable of keeping his officers and men ignorant of his battle plans"
 - use deception (refer to previous paragraph)

To conclude, I shall remind you that the most important in the Art of War is to win without engaging into war:

"To win a hundred victories in a hundred battles is not the hallmark of skill. The acme of skill is to subdue the enemy without even fighting".

May I suggest that -after reflecting on Sun Tzu's teaching- you put it in perspective with Michael Porter's 5 forces? The two complement each-other in several ways, and might help you set-up your approach to strategy-crafting.

Experience-sharing: a simple leadership model

A few readers asked for a "simple leadership model", as a discussion basis with middle-management.

Here is one, self-explanatory, formulated by Paul B. Thornton in 1999:

A leader...

- A. creates opportunities,**
- B. makes key-choices,**
- C. provides vision and inspires,**
- D. aligns everyone, and**
- E. grows people's performance daily with the 3 Cs:**



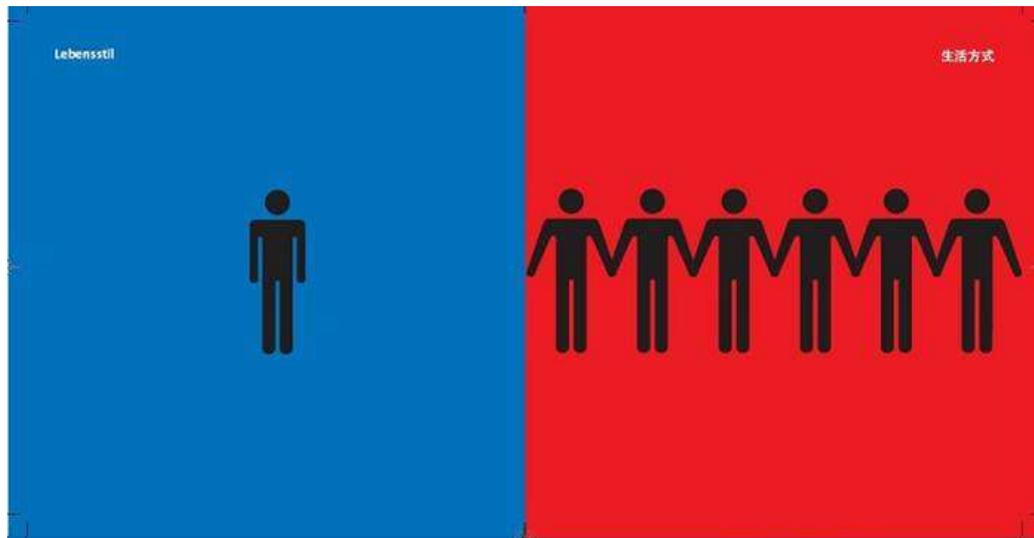
3. Cartoons from a young Chinese professional on Chinese/Asian culture vs Western

To wrap-up on a funny note, here are a few cartoons designed by Liu Young, a young Chinese professional, educated in Germany.

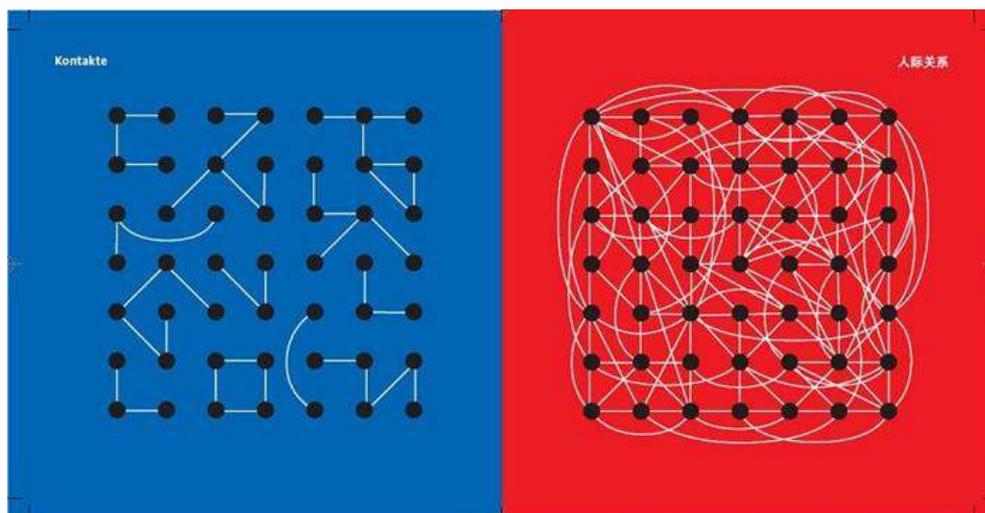
On a blue back-ground: his view of Western culture; on a red background: his view of Chinese/Asian culture.

I don't necessarily endorse any of these views, but I believe they reflect the beauty of Diversity!

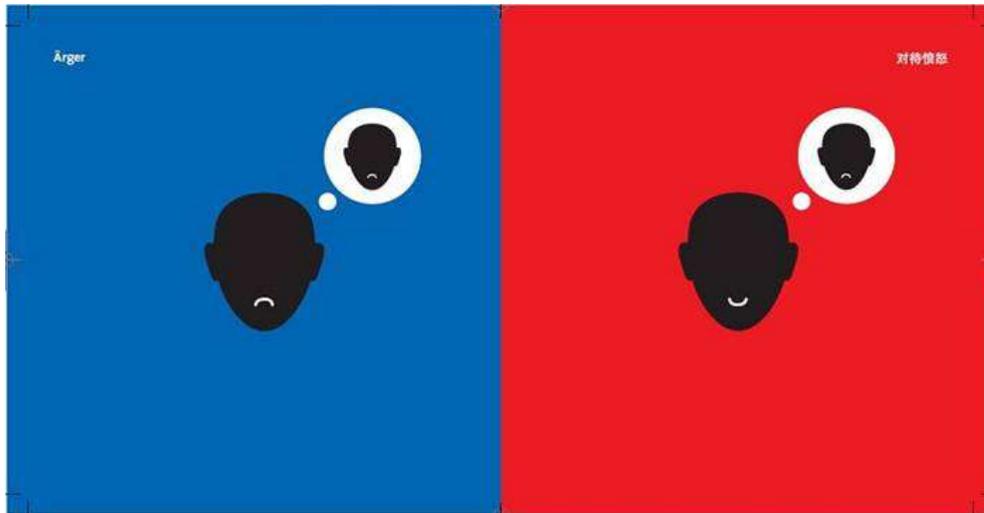
Way of Life



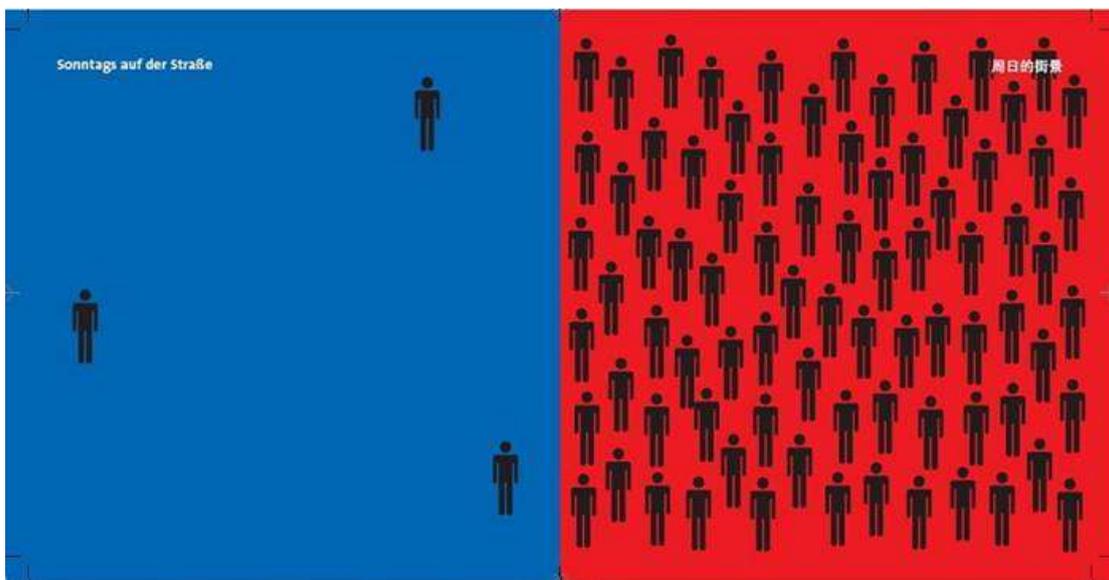
Contacts



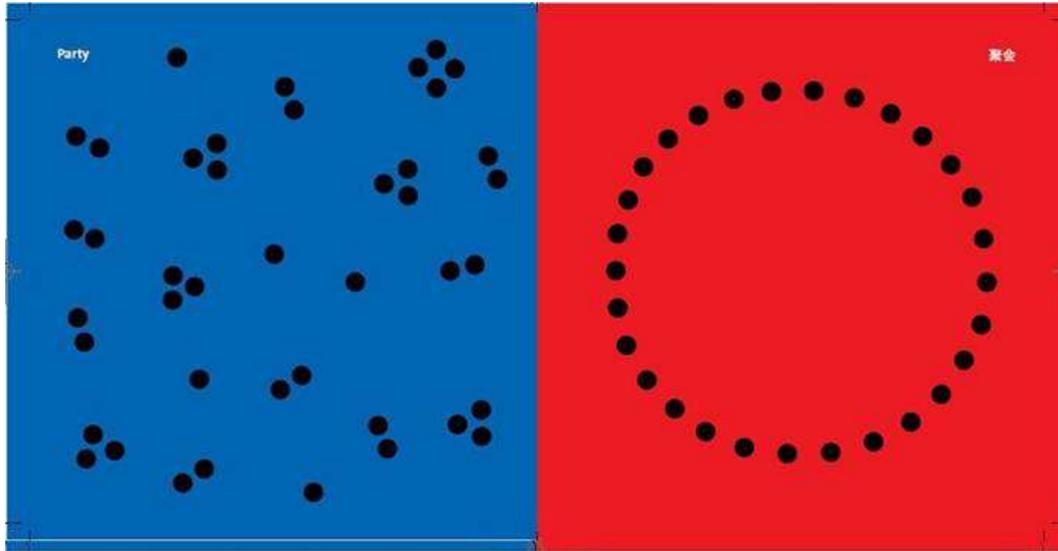
Anger



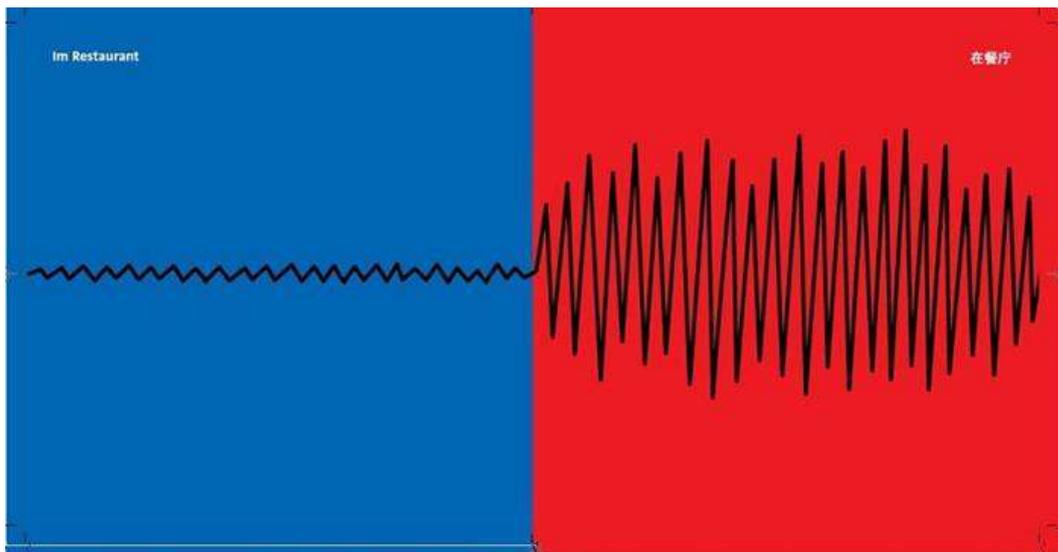
Sundays on the Road



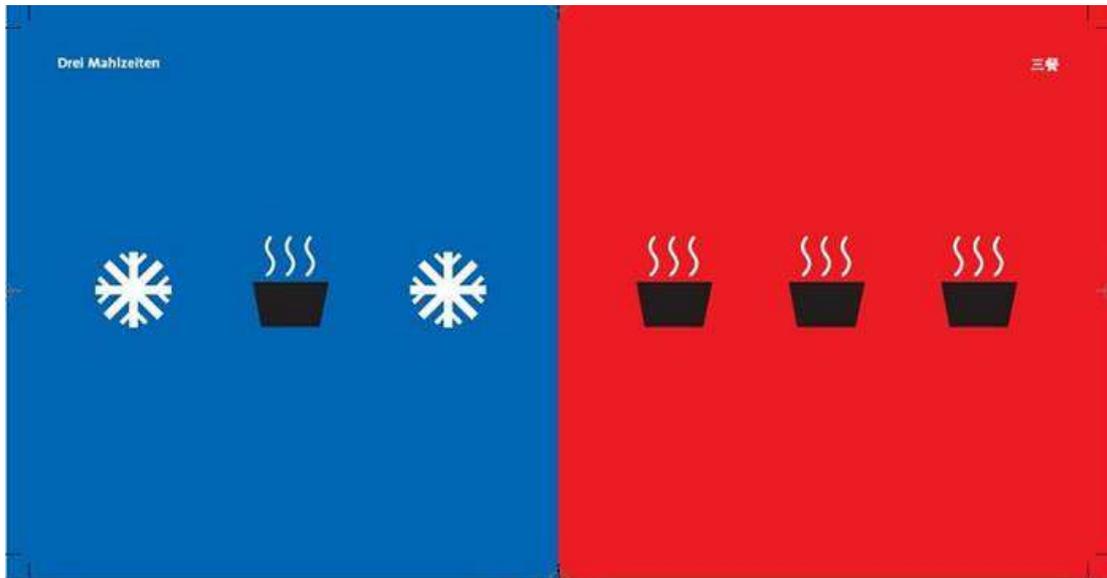
Party



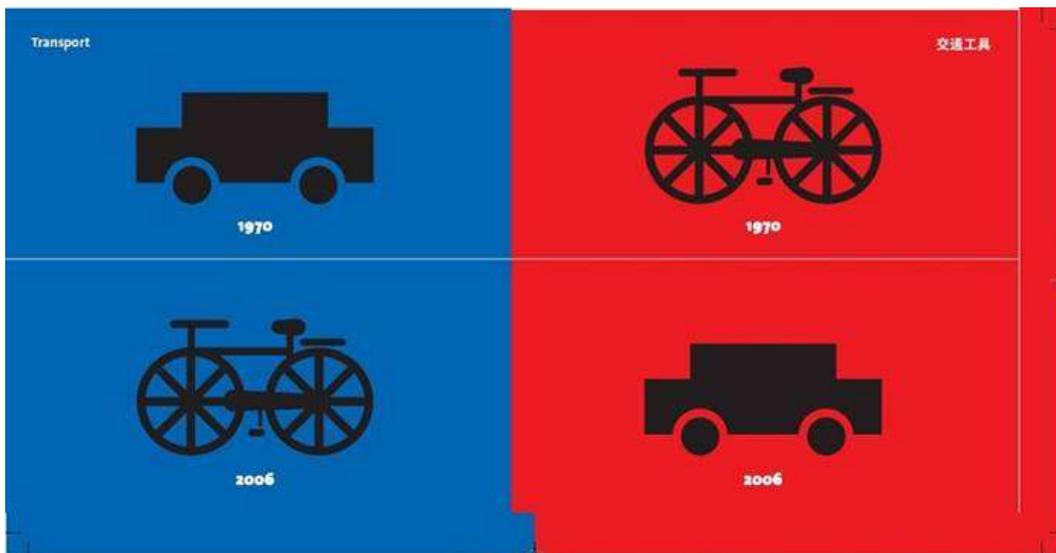
In the restaurant



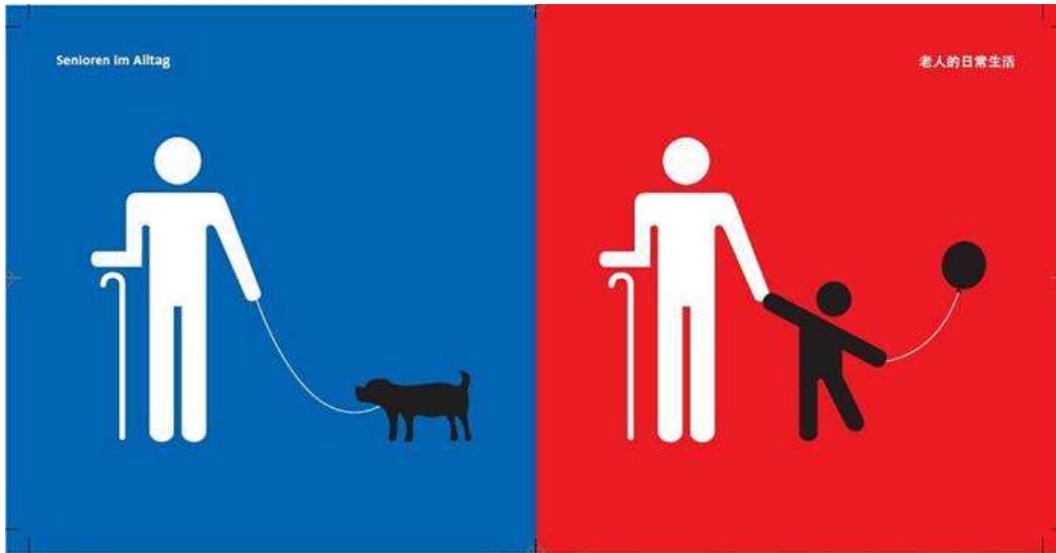
Three meals a day



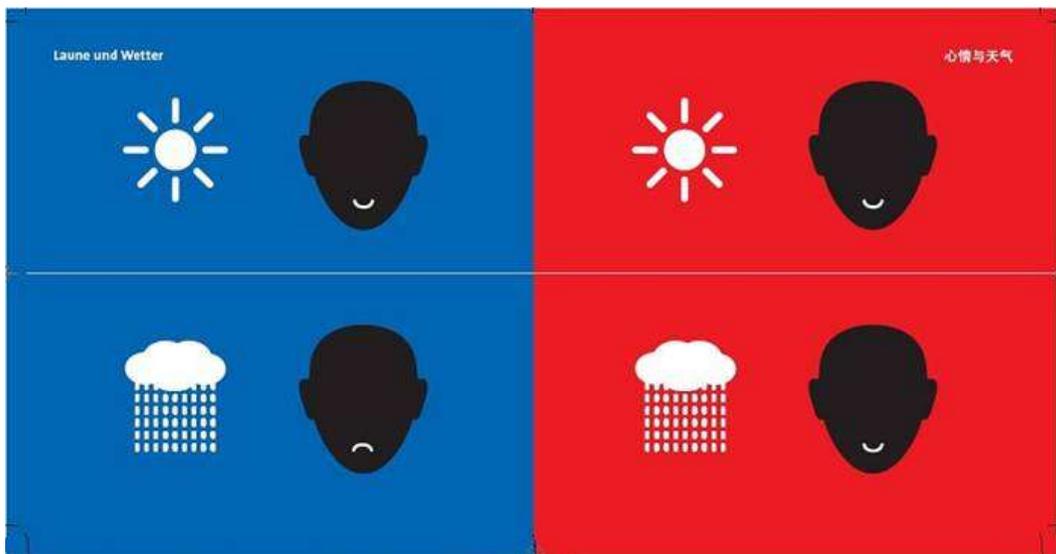
Transportation



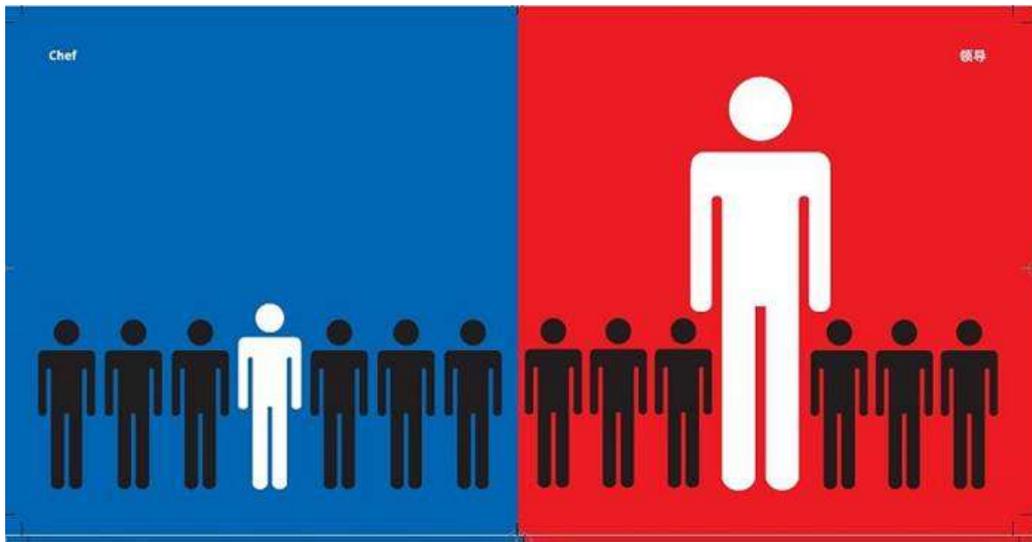
Elderly in day-to-day life



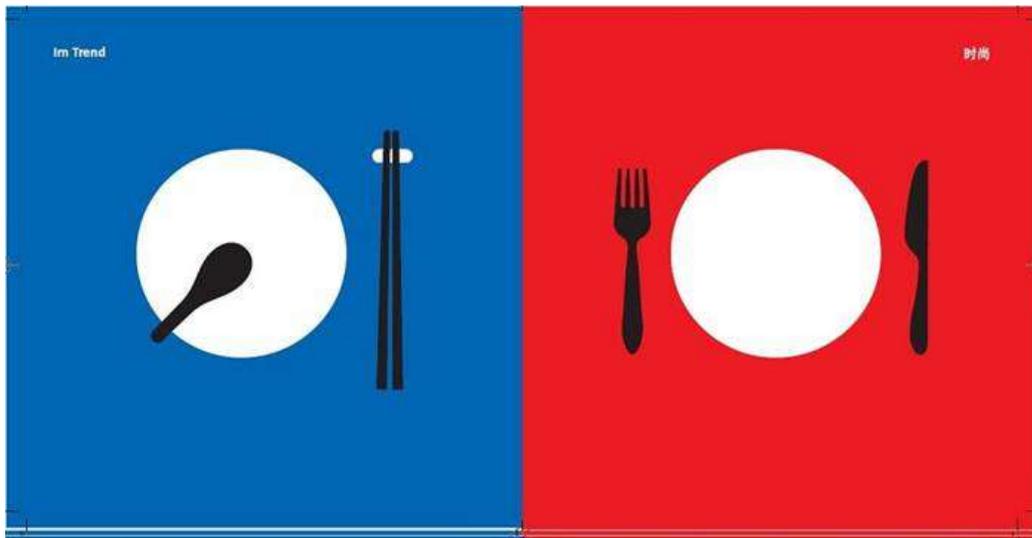
Moods and Weather



The Boss



What's Trendy



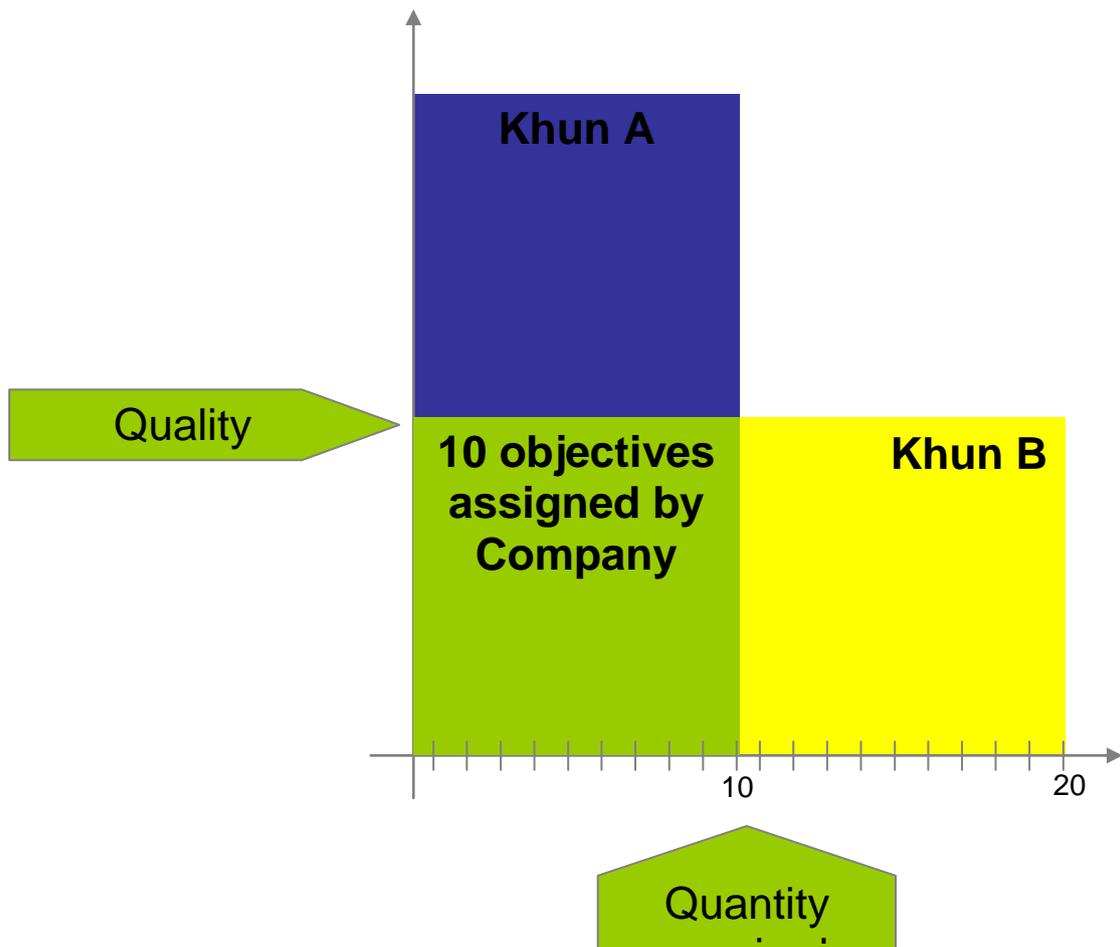
Experience sharing: How to handle a perfectionist?

If one of your subordinates is such a perfectionist that it impacts his/her productivity negatively, I suggest you coach him/her with this story and question:

Khun A and Khun B have the same position and responsibilities in the Company. Both have 10 objectives to achieve in the year.

Khun A is a perfectionist, and delivers the 10 objectives with a quality level that is very much above what the Company requires.

Khun B works is a fast worker, delivers the 10 objectives at the level of quality required by the Company by half year, and then has time to deliver on another 10 new objectives.



You then may ask your subordinate: "In most positions (not all), one of the 2 profiles is more likely to be promoted; which one?" And then coach him/her on the reasons for this fact of life.

Experience sharing: tips for priorities and time-management

To coach your subordinates on time management, you may ask them some of the following questions, in a supportive manner:

On factors with negative influence on efficiency:

- Do you allow interruptions?
 - Walk-in colleagues
 - Telephone calls
 - Emails check
- What are your other causes of stress?
- How much time do you spend on un-important tasks?
- Do you do tasks yourself which you could delegate?
- Do you do tasks at the wrong time of your « efficiency cycle »*?
- Do you deliver «over-quality» on tasks?
- Lack of control on work in-flow: can you refuse/postpone tasks... constructively?
- How frequently do you switch from task to task?
- How much time do you spend on what you are really paid to do?

On value created from time-spent:

- How much time do you spend on your main year-objectives?
- How do you protect your concentration when you work on complex/important matters?
- What are the options to deliver assignments more quickly?
- Is there room for more delegation?
- How much time do you spend on coaching subordinates?
- What are the options to outsource part of your work to cheaper resources?
- What are the technical possibilities to automate part of your work or your subordinates?

And here is a story about the importance of scheduling one's work on priorities before the rest of the tasks; you may like to share it with your "overwhelmed" subordinates.

'One day, an old professor got invited to train about 15 top-CEOs in a seminar on time-management. He got only an hour allocated for his session, so he had to make his point short. He said: "we are going to launch an experiment."

He took a big transparent glass-vase and laid it on the table in front of the audience.

Then he took stones -out a bag-, of the size of a tennis ball, and delicately placed them in the vase.

When the vase was filled to the top with those stones, and it was not possible to add one more, he asked the audience: "is this vase full?"

And they all answered "yes!"

After a few seconds, he asked back: "really?"

And then he reached for another bag, extracted some smaller size aggregates, and delicately placed them between the stones in the vase. Then shook the vase and added even more aggregates.

Then he asked the audience: "is this vase full?"

And someone -having understood the point- said "probably not".

The teacher answered: "Good."

Then he unloaded a bag of sand into the vase until the vase got filled to the top.

Then he asked his audience: "what great truth does this experiment teaches us?"

Thinking about the topic of the lesson ("time management"), someone proposed "it means that even when we believe our agenda is full, we still can squeeze in further assignments"...



The professor answered: “no, the greater truth this experiment demonstrates is that if we don’t place all the big stones before the others, we can never have them all together then.’