

Reading Learning Reflection

For Management Trainee

To: TM

From: Mingo Tsang

Dept: MT

Purpose

To facilitate the thinking process on your reflection after reading this book, which the reflection is expected to be applicable to your own professional development

Process

In the space provided below, share your learning from this book or how you are inspired by this book. Formulate a learning application plan that could benefit to your professional development

Payoff

You will be able to consolidate your learning and reminded your commitment towards your own professional development

Reading Summary

Book Title: Execution

Author: Larry Bossidy & Ram Charan

No. of Book: 4 of 18 Reading Period: Sept 2011

My Reflection

"Execution"

There are so many practical usages you can find in this book of how to get things successfully done. In the first part, I would like to extract some of the most enlightening points to share. In the second part, I am also eager to write down some key points after my own discretion and for future reference.

"Leading for execution is not about micro-managing, or being "hands-on," or disempowering people. Rather, it's about active involvement – doing the things leaders should be doing in the first place."

A leader who is good at execution should immerse themselves in some of the key details of the business and make good uses of his expertise to constantly probe and question. The logic is simple. Without appropriate questions to inspire and urge people to go exceed their limits, all your knowledge is merely yours. Also, without professionalism, keep asking questions will only demonstrate how ignorant you are and all the questions will go in vain eventually. In my point of view, "doing in the first place" means you must at least possess the key knowledge of how the operation runs and demonstrate how things can be done better. With this credibility, "active involvements" is all about asking smart questions.

As a management trainee, what I am now making an effort is to build up my professionalism in Telecommunication marketing by reading, observation and hands-on experience, which I believe gradually I will be well equipped. Yet, to learn how to ask smart questions really

need some real leadership experiences and learn from mistakes painstakingly. Despite this, I do believe that I can still learn faster when I dare to make more acceptable mistakes.

“ When I see companies that don’t execute, the chances are that they don’t measure, don’t reward, and don’t promote people who know how to get things done”

From the examples discussed in the book, it seems that people, even genius leaders, tend to put more focus on something conceptual and directional, without much emphasis on people, or more specifically, the people system. As mentioned, on many occasions, losing company is attributed not to its wrong marketing campaign or inappropriate directions from the top management, but to a significant group of idle staff.

In our company, I did realize that we are eager to measure and reward our talents by jointly setting the KPIs and having Internal Audit to keep checking. This measure could really enhance the productivity and efficiency at our workplace. Nevertheless, simply by looking at the KPIs may not be sufficient to measure one’s contribution. Regular personal coaching and face-to-face examining from heads of department to our frontlines, especially to the experienced, should be reinforced in our company, so as to alleviate the discontents and therefore increase the morale of our talents.

“ You surely have noticed that the best leader is often not the most brilliant person in the outfit, or the one who knows most about the business.....This man was smart and pleasant to people, and he knew the business. But he didn’t have emotional fortitude”

It is an indisputable fact that leaders with good execution must be able to assign right people to the right place in order to maximize the outputs. During the process, terminating improper staff seems inevitable and essential. Only with the capable talents having the same goal could a company be built with all the staff.

With regard to this issue, somehow I do suspect I would be likely to suffer from lacking in this “emotional fortitude” to lay off people. From my past experience as a leader, it is rather easy for me to get along well with others and motivate them by personal encouragement, but I find out that this advantage may turn out to be my disadvantage when I am obsessed with a good relationship instead of a result-oriented environment. I know that what I have to work hard is not to forfeit what I am capable of but to strike a proper balance between them. Having a clear guidance and talent policy, say everyone knows I must fire the bottom 5%, may be a good way out for me in this connection.

Other key points:

1. Understand your business by all means and as much as possible
 - Keep meeting with your staffs personally
 - Walk around and ask
2. Create the Framework for cultural change
 - Form working groups to list out problems, how to address them and let them resolve the problems on a competitive basis → WIT with heads of department as group members
3. Assess and promote people by not only his KPIs but also others' comments
 - Ask his colleagues about his personality and relationship with others
4. Let people go but with self-esteem
 - Admit that you also made a mistake in hiring him
 - Compensate him properly
5. Force people to think and discuss during meetings and let people do what they said in the meeting
 - People are more willing to and responsible when doing their own suggestions
6. Let your secretary write minutes for you and make sure all of your staff follow it tightly
 - Keep track of the milestones and review it regularly
 - Change the plan when necessary