

[REDACTED]

Date: 12/8/2018 11:11:20 PM

Subject: Week 49 Learnings

---

### Who is a company man or woman?

Dear All

[REDACTED]

[REDACTED] A question I have asked myself right through my career, as an individual contributor, as a team player, as a team leader and as a CEO is ••who is a company man or woman?•• Every CEO wants people who are company men first and everything else later. Let me give you my perspective and then end with what I did about it.

1. A company man works for the interests of the company first and not just his immediate boss. His allegiance to the company is ahead of loyalty to boss and co - workers. A company man is committed but not a sycophant.
2. A company man has great and often in the view of others an excessive commitment to seeing the interests of the organization.
3. A company man works with discipline and ensures that he follows up on the basic discipline needed in every job from his team.
4. A company man does not indulge in loose talk about his company.
5. A company man will not agree with everything the boss says, he will try and find every way to explain why he disagrees. But once a decision has been made, he will go and execute it with all his commitment.
6. A company man will balance the right thing to do versus the right sentiment in the organization.
7. A company man rarely surprises his boss with negatives, he or she will warn the boss of issues before they surface.
8. A company man will not hide his teams inefficiencies just to look good with his boss.
9. A company man is focused on the larger purpose and not yesterday and its implications.
10. A company man disagrees without being disagreeable.

In Hyderabad, I gave a personal gift • ♣ LP Blazer to Hussain Khan for being a company man ahead of everything else. I have watched him for 6 months and he has diligently implemented all the forward looking initiatives without fear. He has learnt from the mistakes and corrected them as and when he has fresh information available to him. He has pulled up his team when they were short and equally inspired them through his support and trust in them.

Well done Hussain, we need to see in every company more company men, and that•s when the company becomes an enjoyable, achievening place to work.

Feedback welcome

Wr

shiv