

Dear All

All of you have seen the results of the US Presidential elections.

Things have moved in different directions, some expected and some unexpected.

The G 20 meet is on virtually right now.

My lessons are from what happening from the summit.

1. One country blamed the US for not providing direction and global leadership in the Covid crisis. This was funny since this was a country which supported the US president wholeheartedly for the last four years and benefited from that support through very tough situations. This is what is classified as 'turncoat behavior'.
2. What is turncoat behavior and where do we experience it? A turncoat is someone who switches loyalty and ideology betraying the original cause. This expression came from the war days where a certain army changed their coats inside out to be more like their enemy's clothes.
3. We see turncoat behavior most in politics, especially disgruntled politicians. We also see turncoat behaviour in sports where a person moves from one club to another, selling their talent. This is labeled more as a mercenary tendency and not a turncoat unless of course one moves from one club to another sworn rival club like Barcelona player to Real Madrid or Manchester United to Manchester City.
4. We see turncoat most in politics, where a politician moves from set of ideologies to another set of ideologies. This is more in fledgling democracies and where the people do not hold the candidate accountable to an ideology.
5. We see turncoat behavior in companies whenever the boss changes. I had a friend in Airtel who decided to quit when his team changed their tune and said whatever was done in the past is wrong as soon as a new super boss came in. This friend of mine was amazed at the intellectual dishonesty of his team, and their lack of pride in the work they had done so far.
6. Why does this happen? It happens because of a number of factors. Every incoming leader wants to be pampered and his ego bloats when someone shows the ast in poor light and paint him as the savior. It also happens because the individuals in the company are working more for a person and less for the institution.
7. One sees this happen when the company is bought over and the managers try and align with new management. That's why senior managers tend to leave first in a takeover/merger because they feel that what they have worked for over years is not appreciated.
8. Which leads me to an important question - what does it take to show institutional mindset so that the baton moves smoothly and the institution gets stronger. Institution building requires people to have a high level of confidence in their own competence. It requires high trust in the organization. Every time you have turncoat behavior, then that hurts the trust and the process of institution building.

Feedback welcome

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