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Context to the nugget

Mr Bhatt talks about the criticality of a Board review to ensure Board members get tailored, actionable feedback that can raise the bar on the performance of the Board. He talks about the criticality of the role of a Chairman in processing the feedback that he/she is given as part of the process and in how he/she leverages that to get the most out of each Board member.

Transcription

Deepak Jayaraman (DJ): How do you determine if you are adding value the sense I get is as a board member sometime you make a few participate in a few discussions here and there and you make a few statements net when you go back home when you are an executive you know you add a KPI you meant the KPI and you have taken the box. But a board member...

OP Bhatt (OP.B): So this is really important there are two things around this so one is again its chairman role so I have seen Boards where the chairmen takes time to spent some of it with you it could be a cup of date could be just walking down the corridor or something like that and to make some very helpful suggestions so the intent is to tell something about your value or a contribution as a board member or it could come about by talking about something which happened or some topics. It depends upon how wise the chairman is. So, most good chairman will find an opportunity and a way sometime they do it blindly what is necessary but mostly it will be done very tactfully so whether they are giving positive feedback or negative feedback. Who is chairman find time, find way and find the person to tell him certain things and they will and if the policy they will really say look great I really value your support and I am so delighted that you are on the board. So that is very easy but if you are saying something different or you want to so he is not condemning someone but he is trying to build up where he things there is weakness or a deficiency. So again, it depends upon topic, tack, twister and all those so that is one so that the chairman's role. The chairman's role is to get the best of all his people. So, its cannot be only dialogue around that table it has to be dialogue away from the table also. So, one is the dialogue which I talked about that issue based and get to know each other but the other is this also you know "feedback" and how do you give feedback this are all senior people and some and surprisingly the most senior or sometimes you get hurt very quickly. The other is this board evaluation now board where is it when is done in house by the board itself. The board members may not get any feedback on themselves because in most boards I have find that every board will be giving to every board member five out of five. End of story right you don't get anything. But sometime or at least every alternate year this evaluation can and it should be done in my opinion by an outside expert firm SWAT evaluation right. so, this people quite an extension job they seat in meeting, they seat in boards they interview people one to one, they ask all kind of question, regrettable questions they interview each and every board member and the purpose of this entire exercise it depends upon how good is this firm is. The entire exercise to be helpful to the

board, to the board committees to the board directors to observe what is happening so interpersonal dynamics, usefulness of a committee out comes they look at everything ring and they can take a month or two or three it doesn't happen overnight. Then the feedback that they give so one they give feedback to every individual they will give some feedback to every individual. Then they give feedback about each individual to the chairman now these two feedbacks can be different because there are certain things which an outside company will not tell to every individual director. But whatever they have gleaned as result of this exercise they are bound to tell everything to the chairman so they will give feedback to individual, they will give feedback to committees, and they will give feedback to the board. They will actually come to the board and spend an hour or two telling them what they have discover during that month or two that they have been with the company. The individual feedback is giving to the chairman again it is for the chairman. How does he use it individual feedback if there is something important or something where the director needs to build more? How we use the feedback for an outside agency about a director in his board to the director how, when, this, there. So therefore, you should at it the chairman's role actually is very important and it's a role which is difficult to define and it's a role where you know, how well he is doing his role there is very little visibility except it the everything function so well. So, these are the two things.

Reflections from Deepak Jayaraman

DJ: What struck me in what Mr Bhatt says and what I have observed in evaluation of leadership teams as well is that there are often 3 outputs and each of them serves a different objective.

1) Is the feedback to the leader, chairperson in this case on how well he/she is doing and where the opportunities for improvement are. There is also a feedback on each member of the team which is helpful data in the leader working with that individual moving forward.

2) Is the feedback to each individual. This gets into specific behaviours that need to be amplified or tweaked to be more effective. This has confidential inputs from the other Board members and stakeholders in the company.

3) Is the feedback to the collective. To the leader and the team as a group. In this case to the Chairperson and the team. Here we talk about the dynamics in the team as a whole, what is working well, cultural issues that need to be addressed and so on. You also get a bit of an aggregate view of how the Board is doing.

I guess it is critical that any team evaluation, not just a Board evaluation should consist of each of these elements as there is a different benefit from sharing the feedback with each of these audiences.

Thank you for listening. For more insights on Transitioning from an Executive to an NED role and for being an Effective Board member, please visit Playtopotential.com and look for the relevant playlists under the category of Transitions. You might also find segments of conversations with Ravi Venkatesan, Vinita Bali, Vedika Bhandarkar and Rama Bijapurkar thought provoking in this context. This is your host Deepak Jayaraman here. To know more about the Executive Coaching and the Transition Advisory work I do, please visit www.transitioninsight.com

End of nugget transcription

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OP Bhatt - Nuggets

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About Deepak Jayaraman

Deepak seeks to unlock human potential of senior executive’s / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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