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Context to the nugget

Mr Bhatt talks about the tact with which Board member should provide and seek feedback. He specifically underscores the criticality of the role of the Chairperson in ensuring that he/she doesn't have a blind-spot in the way he/she is performing. He discusses how some effective Chairpersons find the subtle opportunity and timing to elicit timely feedback from some select Board Members.

Transcription

Deepak Jayaraman (DJ): And back to the earlier point you made Mr. Bhatt being tactful again decode that for us as a chairman giving sensitive feedback, developmental feedback to board member. What are the two three things?

OP Bhatt (OP.B): So, may be tact is not the right word, you know while being full respectful of your colleague who is on your board and serving your board, your company's interests. Still there is something more that you want him to do or something different that you want him to do and you are woeful of the fact that by giving this feedback you are not sure how it will be taken or whether there is any emotional quotient around it. There may be none but you have to be might full that could be one and you don't want to hurt anybody. I mean I am assuming that all board members that are doing their best according their lights but according to the lights of the chairman, according to the lights of the colleague, according to the lights of the outside agency may there is some, all of us can do something because I keep learning even now everyday something or the other is somebody tells me or I realize by myself. So how do you create that atmosphere and how do you find that language, that opportunity.

DJ: And actually, some I ask a mirror image question as a chairman how did you get feedback on yourself from the board members? How do you approach that?

OP.B: So again, good chairman, so again this is good that you are asking this question because chairman role is very important. So good chairman asks for feedback so they will ask for it, so they might not ask everybody board member what I have known many chairmen asking me they want to know either it will be, again either it will be either in the context of something that has happened or they may even ask something in general and I have always feel that it is my duty to tell the chairman things just like the chairman has to tell the board members things good for the individual, good for the board. So, I think it is the duty of that director also, if you feel strong enough to find time and tell the chairman or as even the chairman invites because most good chairman they may not take feedback from every board member but they might they will say let me ask him, let me ask him. So, they will also find an opportunity over a cup of tea may be a glass of wine something like that. Again, they will put it in context with something that has happened and all that you know so how do you

think it happened. I was thinking I'll do that but do you think I did the right thing. Ok so in general it should not be doing this, it should be. They will find some language but a good chairman has to be very conscious of the fact how he is doing, how he is coming across because he may be damaging the entire board he should know that. The good ones among them do try to find this out.

Reflections from Deepak Jayaraman

DJ: The key piece that stays with me here is that at the highest levels, timely, thoughtful feedback is often the biggest unlock for growth. Whether it is an entrepreneur running a company or a Board Chair, it is very easy to get consumed by the power that the position offers you. The really self-aware individuals go out of the way to create the right climate for people to speak up and share their candid and critical views to them and that really helps them work on that 1% which makes them even more effective.

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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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