

Top Tricks and Tips as a Board member

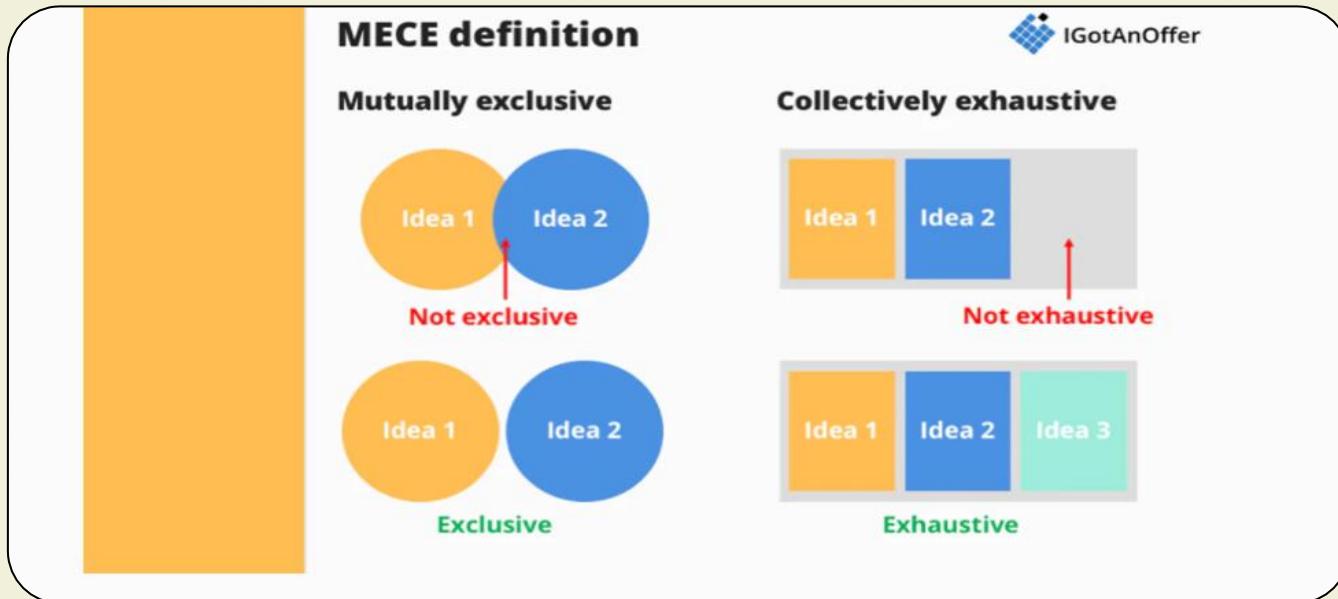
Agenda:

- **Handling tough situations**
 - **Think out of the box**
 - **MECE**
- **Top and impactful presentations on different Scenarios**
- **Powerful Emails**
- **Action plans with top templates**

Think out of the box

- Think extreme, think opposite
- Think upside down
- Think enemy
- Reposition yourself according to situations
- Create perception
- Bring outside in perspective

MECE – Mutually Exclusive Collectively Exhaustive



Handling tough situations – Chairman's Demise

Due to the sudden demise of your present Chairman of your Company, you have been elected as the Chairman of the Company and there is likely to be a Board Meeting in the next 20 Minutes.

What would be your

- *Opening remarks*
- *What would be the agenda of the board meeting*
- *With whom would you first speak to, to decide the agenda of the meeting*

4 important people in this Situation

- *CEO*
- *CFO or Finance Head*
- *Top Shareholders of the Company*
- *Influential Customer Group*

No Surprises

Handling tough situations – Credit Stealing

You are heading a department which is not directly contributing to revenue. Sales department head is taking credit for all the work that you are doing, as he contributes directly to business.

If the next level position opens up, you and Sales head are direct competitors for that.

- How will you start creating your visibility
- What will you say in different meetings to differentiate yourself
- What are the different opportunities you will use

Handling tough situations – Conflict at Sr. Management

There is a conflict at Sr. management, because of which the business is getting impacted.

CEO is asking for support from board to deal with this situation.

Part of his leadership team is on one side and the other part is on another side.
CEO is not able to convince any party to go with the other

As a board member,

1. What are the key data/questions you will ask him
2. What are the suggestions you will provide
3. What follow up mechanism that you will have

Handling tough situations – Undisciplined team

You have accomplished the business target from your team as committed. In certain cases, you have even over-achieved the results.

You were expecting appreciation and promotion at the end of the year.

However, your boss highlights a very small issue that 3 of your team members are not disciplined and shows his dissatisfaction

Those 3 people are top performers, even boss knows about it

1. How will you project your achievements in this situation
2. What will be your stand on boss's opinion and how will you communicate
3. What key actions you will mention that you will take in the future

Few more scenarios

- More men on board feels uncomfortable...how to manage...
- Bringing a new CEO
- Suggesting an idea to a CEO
- Burning issue
- Information -Data - Insight - Action - Result - Path for
- successful presentation

Helicopter View

Think through layers of organisation

- Board
- CEO
- Leadership Team
- Managerial Team
- Front end Team

Top Challenges | Questions | Data and dashboards | Stakeholders | Time frame | Key measures of success

WRITING POWERFUL EMAILS TO THE BOARD

Top Mistakes – Emails

- Do not project your proposal based on “Inside Out” Thinking.
- Avoid writing - based on your thinking but on the market and Competitor analysis always(Outside in)
- Avoid Essays - put points(ideally 3 or less)
- Avoid ambiguity.
- Avoid attachments with your email if you can. Write the summary.
- Avoid unnecessary formalities - more influence, less authority

Present an Idea to CEO

External

Subject: Netflix India's Profit Gap: A Marketing Expert's Solution



Hello Mr Reed,

Greetings from India!

I'm writing to you today as a passionate Netflix user and a **marketing strategist** with a proven track record of achieving 25% customer acquisition growth for a leading OTT platform in India – JioCinemas

While I admire Netflix's global success, **I've observed a gap in their monetization strategy in India compared to competitors like JioCinemas, SonyLiv and even Amazon Prime. They've achieved impressive subscriber growth through a highly localized content library and strategic partnerships with local telecom companies, which Netflix India hasn't fully explored.**

By leveraging my expertise in customer segmentation, targeted marketing campaigns, and content marketing, I'm confident I can help Netflix India implement a customer-centric marketing strategy that addresses this gap and unlocks significant growth potential.

I'm eager to discuss my detailed proposal and demonstrate how my skills can directly contribute to making Netflix India a more profitable OTT platform. I can help you:

- **Develop a data-driven approach to customer segmentation** to understand the diverse needs and preferences of the Indian audience.
- **Craft targeted marketing campaigns** that resonate with specific customer segments, leveraging the appropriate channels like social media, local partnerships, and influencer marketing.
- **Implement a content marketing strategy** that focuses on acquiring and retaining subscribers by promoting content relevant to the

Indian market and building anticipation through local trailers and social media engagement.

Thank you for your time and consideration. I look forward to hearing from you soon.

Best,

[Name]

Present an Idea to CEO

Internal

Subject: What's stopping us from growing more?

Thyagranjan Sir,

Thank you for taking the time to read my email.

As a proud employee at Genpact with nearly 2 years of experience, I've had the privilege of witnessing our company's commendable success in customer retention and market expansion, particularly in Portugal. The tremendous strides we've made in these areas have undoubtedly positioned us as leaders in the industry. However, amidst these achievements, I believe there's an opportunity to address a **critical factor impacting continued growth in IBM Bangalore**: Employee Retention. My research indicates a significant drop in your employee retention rate, falling from 40% to 23% within 14 months.

I understand that tech companies often face such troubles as employees believe they have lesser growth opportunities, and most of them are unable to cope up with hectic challenges they face at workplace and even at home. For us, this not only affects the overall HR department but is also impacting the company's overall growth

As a seasoned HR professional with 14 years of experience, I excel in fostering positive work environments and driving employee engagement. At IBM, a company similar in size and structure to Accenture, I implemented strategies that boosted employee retention by 33% in just one year. These included:

A comprehensive onboarding program ensuring a seamless transition for new hires.

A personalised career development plan framework aligning individual aspirations with company needs.

A competitive compensation and benefits package, prioritising employee well-being.

Implementing these strategies, alongside open communication and prompt addressing of employee concerns, resulted in improved team morale and productivity. Departments exceeded their targets by an average of 10% in the following year.

With my proven track record and deep understanding of HR best practices, I am poised to significantly address our employee retention challenges. I am eager to discuss my qualifications and proposed strategies further, confident in my ability to drive both employee satisfaction and company growth.

Thank you for your time and consideration.

Best,

My name

Reaching out for a
Job opportunity

Subject: Muthoot Finance Veteran Seeking New Challenges

Mr Amitabh,

As a seasoned finance professional with a proven track record at Muthoot Finance, I am reaching out to explore new challenges and opportunities for growth within [Finance Company]. Having been a loyal consumer of the brand, I have been following Axis's impressive track record in retail banking and admire its commitment to innovation and customer-centricity.

In my previous role at Muthoot Finance, I consistently demonstrated my ability to [Mention specific achievements] and contribute to the organisation's financial success. For example, I successfully implemented a new credit risk assessment model that improved loan approval accuracy by 10%, which resulted in a 5% reduction in loan defaults.

My key strengths lie in credit analysis, risk management, and financial modelling. I am also proficient in software or tools, e.g., Bloomberg Terminal, CIBIL Reports.

My proven track record, combined with my in-depth knowledge of the financial services industry and strong analytical skills, would enable me to make a significant contribution to Axis Bank's continued growth and success. I am particularly interested in exploring opportunities in credit risk management and retail lending.

I have attached my resume for your review, which further details my qualifications and experience. I would be grateful for the opportunity to discuss my qualifications and learn more about potential opportunities at Axis.

Thank you for your time and consideration.

Sincerely,
Name

Escalating an Urgent Issue

Subject: Addressing Concerns Regarding Senior Employee Conduct



Hi Shantipriya,

I am writing to you today to address some concerns I have regarding the conduct of a senior colleague within our team, Ronit Sharma.

While I appreciate Ronit's dedication, strong work ethic, expertise in project management area, I've observed certain instances of communication that could be perceived as unprofessional.

10/2/2024 at 12:30 during a team meeting, he used discriminatory language towards a colleague, which was offensive and inappropriate. This created a tense atmosphere and made several team members feel uncomfortable and disrespected.

26/2/2024, upon receiving constructive feedback on their project from a team member, Ronit engaged in verbal abuse and personal attacks, raising their voice and threatening the individual. This behaviour is unacceptable and fosters a culture of fear and intimidation.

Over the course of my career, I've encountered similar situations and have found the following strategies to be effective in fostering a more positive and professional work atmosphere:

- **Formal Mediation:** Facilitating a formal mediation session with an HR representative can provide a safe space for both parties to discuss the situation and reach a resolution that ensures future professionalism and respect.

- **Clear Expectations and Guidelines:** Having clear expectations and guidelines outlined for professional conduct can provide a framework for appropriate behaviour and ensure everyone is on the same page.

- **Conflict Resolution Training:** Equipping team members with conflict resolution skills through workshops or training sessions can empower them to navigate disagreements constructively and respectfully.

I am confident that by addressing these concerns and implementing some of these suggestions, we can ensure a more professional and positive work environment for all team members.

I am available to discuss this matter further at your earliest convenience. Thank you for your time and consideration.

Sincerely,
Name

Seeking Possible Mentorship

Subject: A Mentorship Opportunity You Won't Want to Miss

Dear Vineeta,

My name is Rashi, and I'm an aspiring entrepreneur deeply inspired by your journey and the incredible success of Sugar Cosmetics. Within two years, your leadership and vision have resulted in a remarkable \$1 billion valuation for the company. This achievement, particularly in the competitive cosmetic landscape, is truly inspiring.

Your dedication to empowering women through your business and your commitment to sustainability deeply resonate with my vision. I'm currently developing a business idea focused on creating an edible cosmetic range which will be less harmful for women.

While I believe the potential of the idea is strong, I understand the value of guidance and expertise. I'm actively seeking mentorship from successful leaders like yourself. I believe your insights on building a purpose-driven brand and navigating the beauty industry would be invaluable as I navigate the challenges of launching and growing my innovative edible cosmetic line.

I understand your time is valuable, so I've attached a concise overview of my background and a one-page summary of my current project. I'm eager to learn from your experience and contribute meaningfully to our potential collaboration.

Thank you again for your time and consideration.

Many thanks,
Name

Case study – Writing email

There is an important meeting to be held about an investment in a New Service by your Company.

You realized that you had a different product or service in your mind, and you wanted to project that in front of the board to get the Approval.

Also if you do not attend that meeting, the former project would be approved and you would be in deep trouble after that.

You are all set for that, but suddenly there is a last minute emergency at your end and you are not able to attend that Meeting.

In this case you are required to write an email to the Board on your unavailability and also on what is your proposal to the Board.

Preparation for Powerful Emails

- Research on Top 10 best ever emails written by CEO
- Research on Top 10 speeches
- Go through (critical portions of) Warren Buffett's emails to shareholders
- Research on how to write email on how to handle toughest situations being a BM
- Pitch to the external community on your products and services by using the
- Core Branding video uploaded in the App(mandatory for Graduation)

CEO Letter

Activity

Write the headings of 5 paragraphs that you will write as the CEO of the Company

Link to Refer

<https://www.theverge.com/2014/2/4/5377318/microsoft-ceo-satya-nadella-first-letter-to-employees>

Warren Buffett's annual letters to Shareholder

Link - <https://berkshirehathaway.com/letters/2020ltr.pdf>

Examples of CEO written letters



In Aug 2015, a Chinese economic slowdown caused panic, wiping over \$1 trillion from Asian markets. **Starbucks's CEO, Howard Schultz, sent an inspiring memo to all 190,000 employees, urging special consumer consideration.**

“Our customers are likely to experience an increased level of anxiety and concern. Please recognize this and--as you always have--remember that our success is not an entitlement, but something we need to earn, every day. Let's be very sensitive to the pressures our customers may be feeling, and do everything we can to individually and collectively exceed their expectations.

...The experience we deliver in our stores, the strength and equity of our brand, and the primary reason for our current and future success is because of all of YOU. I believe in you and have never been prouder to be your partner.”



Email sent from Sundar Pichai, CEO at Google
regarding the US election

----- Forwarded message -----

From: Sundar Pichai <sundar@google.com>
Date: Wed, Nov 9, 2016 at 8:48 AM
Subject: The US Election and moving forward
To: Google <google@google.com>

Googlers,

It's been a long, tough US election season and I know many of you are surprised by last night's outcome. I want to reassure everyone that we will do everything we can to work with the incoming Administration to advocate for policies that are good for Google and the world. Our basic values remain the same:

- **First - we believe in building for everyone** by creating products and services that are accessible to people all over the world. That notion that everyone on Earth should have the same access to knowledge -- and the economic growth that comes with it -- remains core to everything that we do.
- **Second - we believe in social equality** and the idea that people of all races, religions, genders, and sexual orientations are equal and should receive equal treatment under the law and in the workplace.
- **Third - we continue to believe that open is better than closed.** That's true whether you're talking about an operating system, the free flow of information, or a reasonable immigration policy that allows us to hire the very best minds from around the world. There are many US Googlers here on some type of work visa and we will do everything we can to support their right to work in this country.

These have and continue to be Google's values. They have made us the company we are today, and we will keep standing by them and by all of you.

-Sundar



Mary Wittenberg, CEO of Virgin Sport, shares her views on unity and uncertainty amidst political shifts in gracefully written email

Dear Team,

Today doesn't seem real.

We might not like it, but it is.

From the Brexit shock to Trump's narrow win last night, these are unsettling times. Times that test us.

Times that call us to be our best. To stretch, to learn, to understand, to come together and actively help find a way through challenge. To be better than ever.

As I watched election coverage, I kept thinking, "what do I say to my two teen-age boys when they wake up," and I thought often of all of you. The rhetoric we heard during this election was divisive and disturbing and ran counter to so much of what we hold dear as New Yorkers and Americans.

My immediate reaction is to embrace those around me and remind everyone that our past and our destiny have been as that "one nation, indivisible, with liberty and justice for all." That's with liberty and justice for all.

There is a difference between unifying behind a country and standing with a designated leader. Let's start with each other.

Trump's win, similar to the Brexit win, is telling us something from our respective neighbors.

Let's be part of paving the way forward. Perhaps a way to protect all the advancements for so many people in the last decades and to an enlightened and prosperous future, is to attempt to better understand each other, in both our countries. To hear and understand those whose pain and fears are so acute that they voted the way they did in an effort to create change.

As a start-up, uncertainty in the UK and the US is a new challenge. At the same time, our purpose, our mission and our opportunity to bring people together — all kinds of people — has never been more important.

We've got important work to do.

Onward together,
Mary



Tim Cook, Apple's CEO, expresses thoughts on unity and navigating uncertainty amid political shifts in a thoughtfully crafted email.

Team,

I've heard from many of you today about the presidential election. In a political contest where the candidates were so different and each received a similar number of popular votes, it's inevitable that the aftermath leaves many of you with strong feelings.

We have a very diverse team of employees, including supporters of each of the candidates. Regardless of which candidate each of us supported as individuals, the only way to move forward is to move forward together. I recall something Dr. Martin Luther King, Jr. said 50 years ago: "If you can't fly, then run. If you can't run, then walk. If you can't walk, then crawl, but whatever you do, you have to keep moving forward." This advice is timeless, and a reminder that we only do great work and improve the world by moving forward.

While there is discussion today about uncertainties ahead, you can be confident that Apple's North Star hasn't changed. Our products connect people everywhere, and they provide the tools for our customers to do great things to improve their lives and the world at large. Our company is open to all, and we celebrate the diversity of our team here in the United States and around the world — regardless of what they look like, where they come from, how they worship, or who they love.

I've always looked at Apple as one big family, and I encourage you to reach out to your coworkers if they are feeling anxious.

Let's move forward — together!

Best,

Tim



CEO Reed Hastings wrote an email to reassure employees after a high-ranking employee was fired in 2018 for using offensive language, emphasizing that such behaviour doesn't align with Netflix's values and won't be tolerated.

All:

I've made a decision to let go of Jonathan Friedland. Jonathan contributed greatly in many areas, but his descriptive use of the N-word on at least two occasions at work showed unacceptably low racial awareness and sensitivity, and is not in line with our values as a company. The first incident was several months ago in a PR meeting about sensitive words. Several people afterwards told him how inappropriate and hurtful his use of the N-word was, and Jonathan apologised to those that had been in the meeting. We hoped this was an awful anomaly never to be repeated.

Three months later he spoke to a meeting of our Black Employees @ Netflix group and did not bring it up, which was understood by many in the meeting to mean he didn't care and didn't accept accountability for his words.

The second incident, which I only heard about this week, was a few days after the first incident; this time Jonathan said the N-word again to two of our Black employees in HR who were trying to help him deal with the original offense. The second incident confirmed a deep lack of understanding, and convinced me to let Jonathan go now.

As I reflect on this, at this first incident, I should have done more to use it as a learning moment for everyone at Netflix about how painful and ugly that word is, and that it should not be used. I realize that my privilege has made me intellectualize or otherwise minimize race issues like this. I need to set a better example by learning and listening more so I can be the leader we need.

Depending on where you live or grew up in the world, understanding and sensitivities around the history and use of the N-word can vary. Debate on the use of the word is active around the world (example) as the use of it in popular media like music and film have created some confusion as to whether or not there is ever a time when the use of the N-word is acceptable. For non-Black people, the word should not be spoken as there is almost no context in which it is appropriate or constructive (even when singing a song or reading a script). There is not a way to neutralize the emotion and history behind the word in any context.

Going forward, we are going to find ways to educate and help our employees broadly understand the many difficult ways that race, nationality, gender identity and privilege play out in society and our organization. We seek to be great at inclusion, across many dimensions, and these incidents show we are uneven at best. We have already started to engage outside experts to help us learn faster.

--Reed



Bezos, CEO of Amazon wrote an email to employees in response to a New York Times article depicting a hostile work culture at Amazon, recognizing the potential impact on the company's perception and addressing the threat head-on.

Dear Amazonians,

If you haven't already, I encourage you to give this (very long) New York Times article a careful read:

<http://www.nytimes.com/2015/08/16/technology/inside-amazon-wrestling-big-ideas-in-a-bruising-workplace.html>

I also encourage you to read this very different take by a current Amazonian:

<https://www.linkedin.com/pulse/amazonians-response-inside-amazon-wrestling-big-ideas-nick-ciubotariu>

Here's why I'm writing you. The NYT article prominently features anecdotes describing shockingly callous management practices, including people being treated without empathy while enduring family tragedies and serious health problems. The article doesn't describe the Amazon I know or the caring Amazonians I work with every day. But if you know of any stories like those reported, I want you to escalate to HR. You can also email me directly at jeff@amazon.com. Even if it's rare or isolated, our tolerance for any such lack of empathy needs to be zero.



Jeff Weiner, CEO of LinkedIn, Shares Email Practice, Insights, and Learnings with Employees Over Email

As ridiculously simple as it sounds for such a pervasive problem, I've found this to be the golden rule of email management: Send less of it.

This rule first occurred to me during my experience at a previous company where two of the people I worked most closely with ended up leaving the organization within the span of several weeks. They were both highly effective communicators, worked long hours, and as it turned out, sent a lot of email. While they were at the company, our email cadence seemed absolutely normal. It wasn't until after they left that I realized my inbox traffic had been reduced by roughly 20-30%.

Turns out, it wasn't just their emails that were generating all of that inbox activity -- it was my responses to their emails, the responses of the people who were added to those threads, the responses of the people those people subsequently copied, and so on.

After recognizing this dynamic, I decided to conduct an experiment where I wouldn't write an email unless absolutely necessary. End result: Materially fewer emails and a far more navigable inbox. I've tried to stick to the same rule ever since.



Alex Turnbull, Groove's Founder and CEO, sends a welcome email to new subscribers with insightful notes.



Hey there!

I really appreciate you signing up to get new content from Groove.

Over the next few days, I'll send you some highlights with our best content to help you get started. I know that you're super busy, and I do my best to make sure that every email I send is valuable to you, with experiences and lessons that you can use to help grow your business.

You can reach me anytime at alex@groovehq.com. You can also follow me on Twitter at [@alexmtturnbull](#).

And if you're ever in Rhode Island or NYC, shoot me an email. I love to meet entrepreneurs and other interesting folks.

Thanks again, and if you ever have any questions or feedback, just send me an email -- I read and respond to every one.

Cheers,
Alex
CEO, Groove

P.S. I'll never send you spam, and I'll never share your email address with anyone. If you ever want to unsubscribe, just use the link in the footer of this email.

	Rating Before Program (1-10)	Rating After Program (1-10)	Rating – End Goal (1-10)	Actions for Future	Support needed from IL
Core Brand creation and communication					
Breakthrough capability development					
Pitch without Pitching					
Strategic outlook					
Breakthrough Target setting					

