

Last updated: 16:00 (GMT+04) Wednesday, July 23, 2008. Rajab 20, 1429.

gulfnews.com

THREE PROGRESSIVE

Search

Mobile edition

ePaper

Live weather

Shortcuts

Go

GNAds4U

JOBS4U

WHEELS4U

PROPERTIES4U

CLASSIFIEDS4U

THE NATION

THE GULF

THE REGION

THE WORLD

BUSINESS

SPORT

TECHNOLOGY

IN DEPTH

GALLERIES

YOUR PICTURES

VIDEO

FEATURES

TABLOID

FRIDAY

E+

EXPLORE

UNWIND

NOTES

SPORT EXTRA

ASK THE LAW

RESIDENTS GUIDE

ABOUT THE UAE

SPECIAL COVERAGE



Pictures from the past

YOUR SAY

LETTERS

POLLS

EMAIL US

OPINION

EDITORIALS

COLUMNS

WEEKEND REVIEW

GN FOCUS

ABOUT GULF NEWS

SEARCH

PAST EDITIONS

FRONT PAGE PDF

EPAPER

MOBILE EDITION

SUBSCRIPTIONS

GN REWARDS

RSS FEEDS

JOBS AT GN

BUSINESS

COMMENT AND ANALYSIS

Using tough love to get results

By Carole Spiers, Special to Gulf News
Published: June 16, 2008, 23:06

The skills shortage in industry is focusing attention on how to grow your own high-flyers, by monitoring and managing their performance as an integral part of the management agenda.

It is commonly accepted that performance management cannot be conducted as an impersonal process. It should be a motivational methodology, powered by interpersonal relationships that respect not only ability and potential, but also experience and authority.

This revives the long-running debate over the roots of motivation in the workplace. And recent findings are tending to show up the limitations of the new, enlightened, 'caring-&-sharing' management style that is assumed to score measurably over yesterday's autocratic approach.

It seems that dynamic, ambitious workers don't necessarily respect people who just want to be liked, at the expense of delivering results.

The analogy with football teams is obvious - no-one wants a losing manager. This is confirmed by a major recent study by Europe's largest provider of leadership and management skills that showed that people would rather work for a hard taskmaster who always meets targets than an easy-going one, who often misses them.

Significantly, there used to be many official and rather long-winded descriptions of leadership. Today, there is a strong consensus in favour of a more modern version, i.e. 'making people do what they don't necessarily want, in order to achieve a desired result'.

There will be times, of course, when leadership has to be prepared to say the unpopular thing, break the unwelcome news and level the hurtful criticism - when appropriate.

In other words, the Tough Love factor should be incorporated into the management policy you decide to operate.

We can take two examples of how the modern approach may represent bad management.

First, the tendency to help out by performing tasks yourself that you were meant to delegate. Too much emphasis on the 'team as a partnership' may obscure the need for an employee to

RSS RSS FEED

>> Get Business as a news feed

YOUR MONEY

>> Latest Forex rates

LATEST STORIES FROM BUSINESS



BUSINESS
Mercedes-Benz launches new generation cars



BUSINESS
Oman plans makeover of ancient forts and caves

AUTOMOBILES

>> GM unveils 2010 Camaro

AVIATION

>> Etihad flights to Almaty in Kazakhstan start in December

BANKING AND FINANCE

>> Emirates NBD profit soars 45%

>> AUB net profit touches \$211.7 million in midway 2008

>> UNB earnings soar 41% to Dh764.6m

>> Emirates NBD plans Saudi operations

>> Noor in venture to open Islamic bank in Maldives

>> Darling hints at 'profound' effects of global credit crisis

>> Sukuk issuance in Gulf rises 17% to \$17b

COMMENT AND ANALYSIS

>> IT industry holds much potential for future growth

>> Winners of oil prices aren't only international majors

>> Going through a transformation

>> Chinese banks could see shrinking profits in coming days

COMMODITIES

>> Apple posts \$7.46 billion third-quarter revenues

>> Costly food and fuel drive Italy's consumer morale to 15-year low

>> Vietnam to tax rice and fertiliser exports

CONSTRUCTION

>> Housing quality in Dubai has a 'long way to go'

DEVELOPMENT

>> Mubadala forms \$8b GE venture

>> IFA launches \$200m project in Thailand

>> Lifestyle City raises budget to Dh4b

>> Depa venture wins Singapore contract

>> Work begins on tallest building in Jordan

ECONOMY

>> Inflation in Kuwait accelerates to 11.4%

GENERAL

>> e-governance gains ground in Abu Dhabi

>> Russian firm wins \$418m Dolphin deal

HOTEL & TOURISM

RADIO 1



Listen now

RADIO 2



Listen now

>> Streaming FAQs

>> Radio schedules

SPECIAL COVERAGE



Olympics 2008

face the responsibility of carrying out his specifically appointed duties.

It's similar to bringing up small children - continuing to carry them when you should be insisting that they learn to walk on their own two feet.

Second, this attitude indicates too much pre-occupation with how people feel about you. And this 'can take your eye off the ball'.

More specifically, it is also inefficient time-management. Worrying about other people's feelings or your popularity, in general, can waste unlimited amounts of time, while also distracting you from the proper implementation of your agenda.

Being overly supportive, therefore, may make you feel that you're an enlightened modern manager, but in reality, it reflects an abdication from essential leadership imperatives, and will fail the essential test of motivating and retaining the very people who represent the future of your organisation.

Key points: About the Tough Love principle

- The skills shortage is a major test of employee development
- Modern leadership methods may not challenge sufficiently
- Leadership has a lot to do with making unpopular decisions

The writer is a BBC broadcaster and motivated speaker, with 20 years' experience as CEO of Carole Spiers' Group, an international stress consultancy based in London.

More from [Business](#)

Email this article 	Printer- Friendly version 	Email the Editor 	Bookmark this article 
---	--	---	--

Post this story to:

[Del.icio.us](#) | [Digg](#) | [Facebook](#) | [Reddit](#)

>> Travelodge plans to boost UK seaside holiday market

INDUSTRY

>> Swatch, Rivoli tie up to boost market share in Saudi and India
>> Caterpillar's earnings climb 34% on Asia sales

MARKETS

>> Dubai market advances for third straight day as Arabtec gains 7.61%
>> Wachovia reports record quarterly loss of \$8.9b
>> DuPont earnings up 11% as sales gain
OIL & GAS
>> Fuel price rise boosts Chinese demand
>> Iran not to press for output cuts at Opec's next meeting
>> Demand for oil products hits two-year low in Korea

TELECOM

>> etisalat leads global mobile operators posting fastest first-quarter growth

TOURISM & TRAVEL

>> Oman takes a 'different approach'

TRADE

>> Strong currency forces Dubai to import less from euro zone

MORE STORIES FROM BUSINESS

AUTOMOBILES

>> Mercedes-Benz launches new generation cars

AVIATION

>> BA to transfer to Dubai Terminal 5

BANKING AND FINANCE

>> Doha Bank Q2 net profit increases 25%
>> Noor Islamic Bank expands in Maldives
>> Emirates NBD expands in Saudi Arabia
>> Emirates NBD profit up in Q2 2008
>> UNB records Dh764.6 million profit

COMMENT AND ANALYSIS

>> Do you really fly economy class?

COMMODITIES

>> GCC-based jeweller posts 55% growth

ECONOMY

>> Map of the global food crisis

INDUSTRY

>> GE, Mubadala tie up for global venture

INTERNET

>> Web threatens MidEast business growth

OIL & GAS

>> Dolphin Energy taps Russian contractor

REAL ESTATE PROPERTY

>> Limitless to build Jordan's twin towers

TECHNOLOGY

>> BlackBerry or Apple?
>> Joining the competition
>> Wearable gadgets are in
>> The degeneration of online debates

[Business](#) | [Opinion](#) | [Classifieds](#) | [Features](#) | [Pictures](#) | [Site Map](#)
[About Gulf News](#) | [Contact Us](#) | [Subscribe](#) | [Jobs at Gulf News](#) | [Advertising Guide](#)

[gulfnews.com](#) | [XPRESS4me.com](#) | [GNAds4U.com](#)

© Al Nisr Publishing LLC 2007. All rights reserved.