

BOOK ENDS



SPEED READ

David Mansfield on the mid-90s classic *What They Don't Teach You at Harvard Business School* By Mark H McCormack

Why did this book appeal to you?

I've always been interested in business books and have a library of them, but they can be hard going and some are quite dull. McCormack's book is written in a very open style - it's accessible and it doesn't preach.

What is it about?

It's written by a man who built a business and is a very clear explanation of how he did that. It's called *What They Don't Teach You at Harvard Business School* because they can't. It's built around real-world examples of how to deal with people. It's about reacting to situations and thinking about what needs to be done.

It was written in 1994. Why is it still relevant?

Because ultimately it's about building networks and human relationships. It's about listening and talking to people, and understanding and having empathy. McCormack makes the case that by doing the things that other people don't, you set yourself apart. If you want to persuade someone to do something and you really believe in it, then it's worth getting on a plane and going to meet them to get it done. That's probably more relevant now, where we've become far more used to communicating digitally and face-to-face meetings are not seen as quite so relevant or important. It's very difficult to build a relationship via email.

I chair a lot of boards and get involved in a lot of deals and it never boils down to who is selling the cheapest. In many instances it's down to who you trust.

Are there parallels between this book and your own?

When writing my book, this was a big inspiration. In some respects my book mirrors the style of McCormack's. Both are full of real-life examples of

things that did and didn't work and the lessons that we took away.

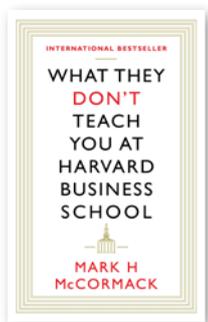
What's the biggest takeaway from the book?

McCormack gives the example of how he said Rolex should sponsor Wimbledon, and for years said the chief executive should do it. Eventually he persuaded him to come to the Wimbledon finals to watch the event. And then they sponsored it. The overriding lesson is that if you want to persuade someone to do something in business and you believe in it, then eventually you can make it happen. But it ultimately depends on meeting them face to face and convincing them that what you want to do is the right thing.

Who should read it?

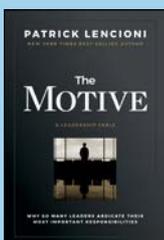
You should read this whether you went to business school or not: it's a very good book regardless. ●

David Mansfield has been a consultant, NED and business investor, and is visiting professor at Cass Business School. His first book, *Monday Revolution*, is out now



BOOKMARKED

The Motive by Patrick Lencioni (Jossey-Bass) £11.81



Billed a "leadership fable", this book sets out to question the motive for becoming a leader. It's aimed squarely at executives and its purpose is to encourage better leadership via honest self-assessment.

Part novella, part analysis, we begin with the tale of Shay and Liam, CEOs of rival US security companies. It's a plot with plenty of twists and turns and a mildly surprising ending, although the writer, Patrick Lencioni, founder of The Table Group, probably won't be troubling the fiction bestseller lists anytime soon.

Of course, that's not the point. This is all about the lessons to be learned, and if you didn't get the message in the fable, the second section breaks it all down into useable and digestible chunks. Action steps

are broken into five key areas - not the key responsibilities of a good leader, but rather the areas many leaders tend to avoid.

Ultimately, Lencioni says, people become leaders for different motives, but the primary one, it seems, is reward - status, notoriety or power. Herein lies the problem, as these leaders will pick and choose how they spend their time and energy based on what they're going to get, rather than what they need to give to the people they're supposed to be leading. The "servant leader", as he calls it, on the other hand, understands that "sacrifice and suffering are inevitable ... and serving others is the only valid motivation for leadership".

Overall an interesting and entertaining way of presenting useful guidance.