

## **Relationship with bosses - if you don't like something, tell them!**

Earlier in my career as Country Manager, the Board of Directors decided that an ex-pat responsible for our product trading business would be stationed in my office, but he would not report to me. After a few weeks, it was clear that this employee was unwilling to follow my office's standard rules. He even tried to influence the staff negatively towards me. When he did report to me, it was negative.

I was very upset about the matter and tried to control the situation. Not long after that, the Board of Directors decided to meet in my country, in my office. I used this opportunity to speak to the Chairman, explaining my problem and frustrations with the product trader and that he was negatively influencing my staff's performance and mine. I said I was completely frustrated and that the problem was now his problem. However, I continued to host the board meeting in a relaxed manner.

Before my boss departed, he asked me what I planned to do about the issue. I was very clear and said, "if you don't solve the problem, I will resign!" Well, it took the Chairman less than a minute to tell me that the Board had decided that "the products trader now reports directly to you, and by the way, **YOU ALSO HAVE BEEN APPOINTED** as a member of the Board of Directors!" This experience exemplifies the importance of being extremely direct with your boss and the potential results.