

Meeting Minutes

Time: Saturday 04.09.21, 11 am ET, ClubHouse

OPMs: [Volodymyr \(Vol\) Berezhniy](#), [Ricardo De La Fuente](#), [Freddy Sidi](#), [Jeff Stuart](#) and more

Secretary (not OPM): [cristina brodu](#)

Topic: HBS OPM ClubHouse 17th Meeting: "MANAGING CONFLICT & MISALIGNED VISION"
(Next meeting: 14.08.21, 11 am ET. Topic: "TURNAROUNDS: CLOSE OR CONTINUE?")

- Vol: working with partners in a business venture there might be conflicts, how do you approach it?
- Sharif: he experienced conflicts with employees, but within the leadership always good alignment. This requires emotional intelligence, sincerity, empathy for each other, patience and understanding.
- Vol: he thinks starting a business with 1 person [eg. equity+voting 50-50] is easier to find solutions Riccardo suggested a book re resolving confrontations at work and home: "[Crucial Confrontations](#)"
- Riccardo: in a book of an OPM professor re [stakeholder and organizational] alignment and vision, "vision is the aspiration about what you'll have in 5 years, strategy in 3 to 5 years, execution in a few days to 3 months". Vision helps to structure communication at all levels of the organization, aligned to what to strive for. But sales compensation incentives often aren't aligned with vision or marketing (eg. incentivizing too much 1 product: if a seller won't meet quota postpones its sale to next quarter)
- Vol: for him conflict is less about incentives and more about a common vision to lead the company
- Riccardo: finds interesting in the book that "star sales people, poached from others" need training
- Vol: the book is more re "talking + getting in action mode for steps to talk if there's misalignment"
- Bella: "vision sets the goals and data helps but does not give the full picture". If sales rep has skills based on incentives, if these are removed, will no longer find advantageous to do as with incentives. "During the reconstruction of Japan all the workforce had to contribute to the vision, from the genitor to CEO". "When we segregate, looking away from an [intersectional view point](#), misalignment starts"
- Freddy: there's balance between vision alignment and leadership, and it's important leaders accept inputs to form vision and decisions, but not so much that affects alignment. Eg in a 50-50 scenario, or 30-30-30, if alignment is off with employees in vision, they either have to get aligned or eliminated
- Bella: she admires a US GS director in PE from Nigeria who always had an intersectional mindset. But with management who 'cuts-off' people who don't align, there are huge issues, as people are not commodities but are in an organization to support the vision. She suggests to read [The Culture Code](#)
- Freddy: he thinks Bella's example is of a leader who had another role. He thinks a CEO must realign
- Riccardo: he finds his father a good example for vision, as when asked what business was in replied: "I'm in the business of making money" through selling real estate and cars, and told his employees: "we are here to make money, everything else is secondary". He finds this "very to the point on vision"
- Vol: good example is the mission + vision of his firm, thinking who is helping, beside making money
- Gustavo: also in his case his company established a vision and mission of making money. Because a small business's vision is about money: it's different only for a firm that aims to conquer the world
- Milan: 5 years ago his vision was tailored to target a market and he set his firm values. He created a product line that solved problems of his clients, so the clients said they were aligned to his vision
- Corentine: a book he suggests is [The Heart of Business](#) by H. Joly, where it's said "the purpose of a company is not to make money but to contribute to the common good and serve all its stakeholders"
- Riccardo: "we're not in business just to make money but the aim to make money prioritises actions"
- Bella: her father said "you don't get wet from the world water" (actions more important than words)
- Cristina: purpose and mission are linked to vision, contribute to align decisions to it, and bring the workforce together to build the firm. Eg WeWork CEO's mission and slogan helped to persuade and keep united his employees: when things get tough, money motivation is not enough. Thanks to this he doubled his firm size every year for 10 years [closed huge leases, raised "the largest PE ever"]. Also, 'cutting off' who disagrees creates a culture of terror. If you don't engage a workforce you don't bring it along. Finally, staff may need L&D to learn to discuss in armony opposite ideas, to create progress