

PEOPLE ARE OUR GREATEST ASSET, AND OTHER MANAGEMENT LIES

1000 Words
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X Llopis accompanies this article.
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Times Syndicate

of directors for 40 years,
s de la Empresa professor Jaume
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UNDATED -- BC-GBP-MAN-
AGEMENT-LIES-DEC24-A-
RT-NYTSF -- Jaume Llopis is a
professor in the Department
of Strategic Management at
IESE Business School in Barcel-
lona. He has served at the
executive level at a number of
prominent European and Latin
Ameri...

company, but that force often
sputters. For this reason, the
Also be the chief executive, nor is
not really independent, may not
interests at heart.

and, with a good dose of irony, invites readers to
excellence in running a company.

Llopis argues that all business executives should
predictions about the future, constant adaptation
dedication to people. These principles permeate
they need to be questioned.

HOW NOT TO RUN A BOARD

Llopis debunks some myths about boards. He sa
a board effective only when it convenes. At the s
have been appointed because of their skills or ac

A board should be the driving force for change i
company's governing body should be composed of a group of high-performing professionals who place no
importance on the names and levels of influence of its members. A really effective board should comprise truly
independent professionals who serve the company all the time, not just when the board holds a meeting.

FAMILIES AND COMPANIES

Family-run companies are not necessarily skilled at adapting to change or better financed than other firms. Nor do
they think more about the long term, prepare the succession process properly or act as the backbone of the

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