

### **HAPPY NEW YEAR 2023**

"We're at our best when we support each other. Together, we are Stronger."

s we prepare to usher in a new beginning, let us open our arms wide to welcome the New Year with new hope and resolve. Hope in our hearts for a better, happier, fulfilling future and resolve in our minds to stand strong for making our workplace happier and joyful.

- 2. As the curtains come down on the year 2022 just gone by, we look back at the journey traversed through the year, draw inspiration from what we have achieved, and learn lessons from where we faltered. The year witnessed our esteemed institution, the State Bank of India, taking impressive strides in its growth trajectory. As State Bankers, our efforts to bring success have been unmatchable. Together we have been able to achieve the highest-ever yearly profit (FY22) and highest-ever quarterly profit (Q2FY23) for our beloved organization. One needs to acknowledge that such exemplary achievement comes at the expense, of the hard work, dedication, sincerity, sacrifice, toil, and sweat of every member of the SBI family.
- 3. I am sure we will continue doing good work in the upcoming year as well. Still, we have a long way to go. More concerted efforts toward the holistic transformation of the workplace are required. We have to recognize the everchanging requirements of Young Indians, we need

- to continue upgrading our technology platforms up to their expectations and further smoothen our in-branch operations and easy access to digital platforms. Contribution from each member of the SBI family including our members from the extended family like retired colleagues and contractual members is essential to strengthen the image of the Bank and to help it preserve the premier position. While we rededicate ourselves in the service of the Bank and turn that of the nation, we are confident of steady and robust growth in the business of the Bank. The progress of our bank is bound to result in benefits flowing down to each stakeholder of the SBI Family.
- 4. The year went by and witnessed several welcomes and goodbyes, but one that made our hearts melt was when the 11th month of the year bid farewell to Com. Soumya Datta, the leading figure of the trade union movement in the country, retired after attaining superannuation from the Bank's services on 30th Nov. 2022. The contribution of Com. Datta has been exemplary and outstanding not only in SBI but for the Banking industry in the country. His tenure as the General Secretary of AISBOF & AIBOC shall be remembered for several achievements, notably among them the AIBOC's strike on its strength in Dec 2018, the

respectable Wage Settlement despite Covid, Revision in family pension, and 'Bank Bachao Desh Bachao' Campaign and the March to Parliament a crusade to thwart Government's move to privatize Public Sector Banks.

- 5. He not only spearheaded several trade union movements at the industry level but also made notable progress towards a harmonious Industrial Relations environment in the Bank, which by all means is a significant achievement. The thaw in the relationship was witnessed when his farewell function was graced by the presence of the Chairman, SBI, and DMD(HR) & CDO, SBI, amongst others.
- 6. I think the more unexpected something is, the more there is to learn from it. And as we welcome the New Year, we look ahead with hope and optimism for a year full of promise and prosperity. We are firm in our commitment to make every effort for our legitimate rights to a fair and dignified work environment. To better our lot, we need to strengthen our Federation and affiliated Circle associations.
- 7. Unity among the rank and file of the officers' community is imperative to achieve what is just and fair. Our forefathers have built a mighty edifice on a solid foundation of trade union rights which stands before the world as the largest and strongest managerial trade union. Its girders are the pioneer traits of initiative, resourcefulness, self-reliance and pride in achievements. We can achieve the unachievable and we can further strengthen ourselves if we can make our youth clearly understand the relationship between individual effort and the common good if we can understand that our current privileges and advantages were won by the toil and sacrifice of generations before us,

and can be retained only by a comparable sacrifice on our part.

- 8. If we appreciate that a corollary of our premise of man's dignity is the individual responsibility of each one of us to maintain it against any threat; only then the future of our next generation will be safe.
- 9. Congenial atmosphere at the workplace can be attained with clear moral probity in all our dealings, working with utmost sincerity for our beloved SBI, imparting efficient customer service to our external as well as internal customers, projecting ourselves as a major stakeholder of the bank and working in unison as a cohesive team. Cohesion within our ranks is sure to keep the flag of our organization high, paving the way to make our voice heard and further aiding in realizing our aspirations.
- 10.At the Federation level, we are making strenuous efforts to maintain harmonious relationships with all the stakeholders and strengthen the communication links from the grass root levels to the apex level with the active participation of membership and circle associations.
- 11. We firmly believe that all the rights and might that we have today, do not come from someone offering them to us, rather it comes from linking arms with the person next to us and taking that power and influence for ourselves. Come and join the journey of progress and prosperity with our hands clasped and our heads held high.

We welcome the New Year by extending warm greetings to our members and their families for a very happy, healthy and fulfilling New Year 2023.■

### THE NEW YEAR 2023: RESOLUTION FOR A BETTER TOMORROW

Text of AIBOC Circular No. 2023/01, dated 01.01.2023 contents of which are self-explanatory for the information of the members.

We bid goodbye to 2022 and welcome the New Year 2023 with the hope that a new beginning awaits us. The year 2022 has seen a gradual easing of Covid induced restrictions and a restoration of gradual normalcy in our daily life. Unfortunately, there is no letup in the government's design to open the economy's door in the guise of infusing efficiency by selling out precious national assets. We took justifiable pride when AIBOC took the lead in steering the bank employees' movement when a gloomy period descended over the trade union movement in particular and mass movement in general. The foundation for a sustained movement was well laid in the outgoing year; we need to consolidate and prioritize our tasks ahead to combat all the identified and emerging challenges. It is the time of the year when the economic outlook for the year ahead is visualized. A quick walkabout from the lifting of the curtains on 2022 to its end shows how epic geo-political events, including a warring Europe, continuing shock of the pandemic in certain parts of the world, weather extremities, and so on, have upset all economic calculations with devastating impact in the form of unemployment, retrenchment, price rise, etc., on the life of the citizenry. Challenges compounded with accelerating force and in varied spheres as a response to multiple shocks ranged from political to those economic policies. These remain on the landscape. The randomness endures. So the question to ask, at the very least, is how vast the challenges could be for the following year.

All pointers are towards the maintenance of unpredictability. The head of the IMF, Kristalina Georgieva, recently cautioned that the outlook was exceptionally uncertain and dominated by risk, including global financial tightening. An organisation is judged ultimately by the way it negotiates the challenge. The accepted ideals of the welfare state and inclusive social development

are under challenge. There is a growing tendency for autocratic rule and concentration of political and economic power in the hands of a select few. At the same time, thousands are thrown out of their livelihood, and the destruction of the environment is going on merrily to add more to the coffer of the neo-rich.

Comrades, while we have every reason to celebrate the occasion of the new year, at the same time, we have to make a fresh resolve to escalate our movement against all the draconian measures that may be undertaken to destabilise the public sector banking system and to be very sure the edifice of the planned economic development whose temples are the central public sector undertakings. To thwart this, we must continue to be connected and united and stand committed to the cause of saving the dominant role of the public sector units, including preserving the public sector character of banks and effectively negotiating the wanton attack over the old-generation banking space. Towards this, we call upon all our affiliates and members to be alert and prepared to continue our struggle on the street and virtual platforms in social media. Every effort should be made to disseminate the ill effects of privatization to society and harp on the truth that the depositors' money would be safe only with PSBs and RRBs.

Despite the challenges and despair, we wish all our Affiliates and members a Happy New Year 2023 and trust that it will usher in an abundance of happiness, landmark achievements, and the fulfilment of aspirations.

We wish you and your family members a vibrant and sparkling New Year 2023, marked with more militancy and organised struggles involving all stakeholders to protect the interest of the commoner and protect the sovereignty of the nation.■

Stay Well! Stay Safe! Emerge in Struggle!

### **UFBU MEETING HELD AT CHENNAI ON 15.12.2022**

Text of AIBOC Circular No. 2022/38, dated 16.12.2022, reproduced the text of UFBU Circular No.2022/13 dated 15.12.2022.

A meeting of UFBU was held on 15-12-2022 at Chennai. Representatives of all the nine constituent unions participated in the meeting. Various important issues confronting the bank employees and officers were taken up for discussion.

The meeting congratulated Com Rupam Roy on his recent assumption as General Secretary of AIBOC and all the participants in the meeting conveyed their best wishes to him. The meeting adopted a Resolution placing on record our deep appreciation for the contributions made by Com. Soumya Datta to UFBU during his tenure as General Secretary of AIBOC.

Privatisation of Banks - Sale of IDBI Bank and Nainital Bank: The meeting noted with concern that the Government is still continuing with their agenda of privatisation of Banks and hence our campaign against this ill-advised move should be continued. However the meeting took note that as per available information, the proposed Bank Privatisation Bill may not be listed and passed in the current winter session of the Parliament. But the meeting observed that IDBI Banks has invited Expression of Interest from private bidders thus taking another step towards privatisation of the Bank. Similarly, the meeting also noted that Bank of Baroda has invited Expression of Interest from bidders for buying their present share-holding (99%) in Nainital Bank. The meeting adopted a Resolution opposing these moves and decided to agitate against these decisions. The meeting also advised our Unions in these Banks to unleash agitational programmes.

Delay in resolution of Residual Issues: The meeting observed that while after the UFBU's call for strike in June, 2022, the IBA agreed to hold discussions to resolve the residual issues like 5 Days Banking, updation of pension, etc., only two rounds of discussions have taken place in the last six months and there is undue delay over the same and earnest efforts are not being made by IBA to expedite the

resolution of the issues. Hence it was decided to write to IBA to expeditiously resolve the pending issues failing which, UFBU would be constrained to revive the agitation.

5 Banking Days per Week: After discussions the meeting took the decision that in order to implement the 5 Banking Days per Week, we may agree for increase of 30 minutes in the total working hours per day from Monday to Friday by 15 minutes preponement in the morning and 15 minutes postponement in the evening i.e. 15 minutes advancing in the morning and 15 minutes delay in the evening. It was decided to convey the same to the IBA so that the issue can be taken forward.

**Updation of Pension:** After discussions, keeping the desirability to achieve some forward movement in this important issue, it was decided that updation of pension may be first achieved for those covered by 5th, 6th and 7th BP wage revision/Joint Note i.e. pre-Nov. 2002 retirees with a clear road map for updation of pension for the remaining pensioners.

Negotiation on Charter of Demands for Wage Revision: Since Charter of Demands has been submitted to the IBA by all the 9 constituent unions, the meeting felt that IBA should now commence the negotiations on these demands so that the Settlement is concluded without much delay. To commence the process, the meeting decided to impress upon the IBA for obtaining mandate from the Banks.

Be ready for agitational programmes: The meeting decided that if the IBA would further delay the discussions on Residual Issues and does not take steps to obtain mandate from the Banks and commence the negotiations on our Charter of Demands, the UFBU would decide upon agitational programmes and strike action on these issues along with demand for adequate recruitments in the Banks and other important issues.

## UFBU WRITES TO IBA AND CLC FOR DISCUSSION ON RESIDUAL ISSUES OF THE 8TH JOINT NOTE

Text of AIBOC Circular No. 2022/39, dated 19.12.2022, reproduced the text of UFBU Letter No. 2022/14 dated 18.12.2022. Addressed to Sri. Brajeshwar Sharma, Sr. Advisor – IR & HR, Indian Banks Association Mumbai.

Reg: Discussion on residual issues

You are aware that due to paucity of time, when we signed the last Settlement on 11thNovember, 2020, some of the important issues could not be fully discussed and finalized, particularly important issues like introduction of 5 Banking Days per week, Updation of Pension etc.

Hence, the minutes were signed with the unions on the various residual issues on 10-12-2020 and 4-1-2021. Since no discussion was emanated by the IBA, we had to serve a notice of strike on the IBA to resort to strike action on 27th June, 2022. In the consequent conciliation meeting held by the Chief Labour Commissioner (Central), the IBA agreed to commence the negotiations with a view to resolve the issues amicably in a time-bound manner. While the discussions started in right earnest on 1st July, 2022, only one more round of discussions took place on 23rd September, 2022. We are constrained to observe that none of the residual issues have been resolved so far. Similarly, while the updation of family pension has been made, the important issue of updation of pension remains unresolved. In the context of unabated inflation and its impact on the cost of living, the pensioners deserve periodical updation of pension. Hence, this issue has to be addressed on a priority basis.

The issue was discussed in the recent meeting of United Forum of Bank Unions held at Chennai on 15th December, 2022, and the meeting demanded of the IBA for expeditious resolution of all the residual issues so that thereafter, the Charter for the next wage revision can be taken up. The

meeting took serious note of the undue delay in resolving the residual issues and decided that if the undue delay continues, the UFBU will be left with no option than to revive our agitation and strike notice. Hence, we strongly urge upon the IBA to immediately hold a meeting and resolve the issues without further delay.

Text of UFBU Letter No. 2022/15 dated 18.12.2022, Addressed to the Chief Labour Commissioner (Central) Office of the Chief Labour Commissioner (Central) Ministry of Labour Shram Sakthi Bhavan, New Delhi.

REG: Our strike notice dated 10-6-2022 and the conciliation meeting held on 21st and 23rd June, 2022.

You are aware that on the basis of our strike notice dated 10-6-2022, you have convened a joint discussion and conciliation meeting in your office on 21st and 23rd June 2022. In the said meeting, we explained the undue delay on the part of IBA in discussing the residual issues pending for nearly two years. With your intervention and advise, the IBA agreed to commence the negotiation from 1st July, 2022, and hence, UFBU had agreed to defer the strike action.

While the discussions started on 1.7.2022, and one more round of discussions also took place on 23.9.2022, no tangible improvement has taken place in the discussions or on our demands. Hence, this is agitating the minds of the bank employees and officers about the non-serious approach of the IBA.

Before we once again revive our agitation, we take this opportunity to represent to you to intervene in the matter appropriately so that IBA comes forward and finds amicable solution to the residual issues.

## UFBU WRITES TO IBA FOR INITIATING DISCUSSION ON THE 9TH JOINT NOTE

Text of AIBOC Circular No. 2022/40, dated 19.12.2022 reproduced the Text of UFBU Letter No. 2022/13 dated 18.12.2022, Addressed to Sri. Brajeshwar Sharma, Sr. Advisor – IR & HR, Indian Banks Association, Mumbai.

REG: Initiating discussions/negotiations on our Charter of Demands for revision of wages and service conditions.

You are aware that four Officers' Unions (AIBOC, AIBOA, INBOC and NOBO) as well as four Workmen Organisations (AIBEA, NCBE, NOBW and INBEF) have submitted the Charter of Demands to IBA on 27.10.2022. You are also aware that BEFI has submitted a separate Charter of Demands to the IBA on 4.11.2022.

Since the period of XI Bipartite Settlement has expired on 31st October, 2022, the wages and service conditions have to be revised with effect from 1st November, 2022. Hence, we have submitted the fresh Charter of Demands for negotiations and discussions to arrive at the

revised settlement.

We observe that IBA has not commenced the process so far. In the meeting of United Forum of Bank Unions held at Chennai on 15th December, 2022, the issue was discussed and the UFBU felt that IBA should take immediate steps to commence the process for completing the Bipartite Settlement at the earliest without much delay. The delay in arriving at conclusions and signing the settlement is frustrating and demotivating and is generally resented to by the rank and file employees and officers. Hence, it is imperative that the process is started immediately so that the settlement can be signed as early as possible.

In this regard, the meeting observed that IBA has not yet referred our Charter of Demands to the Banks to obtain their mandate to start the discussions. We request you to take immediate steps to obtain mandate from the Banks so that this does not become an issue to be agitated upon.

## THE ART OF POLITENESS

Blog Post by Sh.S.P.Singh, Chief Ethics Officer, State Bank of India

Let me first take this opportunity to wish all of you a very healthy, happy and prosperous new year. When I decided to reach out and interact with you all through this platform, I pondered over what is the first thing I should talk about which is

extremely crucial yet underrated when it comes to the well-being of our employees as well as the organisation.



I recently came across an article, the title of the article reads "People don't quit their jobs; they quit their bosses". I firmly believe in the adage that unless you acknowledge the problem, you will never be able to solve it. So.

what is the biggest demotivation for an employee to go to his/her office every day?

## **BE TRUTHFUL, BE FEARLESS**

To most of us, it would be to interact with bosses and colleagues who are not polite, use harsh language and resort to unparliamentary words. Working in such a stressful environment will not only poorly reflect on the performance of the Bank but will also affect our quality of life. One of my colleagues rightly encapsulated the situation by saying "A good manager may at times fail in motivating his team, but a bad manager never fails in demotivating people working for him".

It is a common belief that assertive people get ahead. To some extent, I agree but a good leader, he/she has to strike a balance between the right amount of assertiveness and respect for others. Be careful that in your pursuit, you do not become a bully or a nuisance. The cost of being overly assertive is not immediately apparent to us. If you shout at a subordinate, you may get your work done but then he may go home and update his resume or worst become impudent. Assertiveness can be appreciated only when it is for the benefit of the team. We have such examples in our top management whom I have never seen being impolite let alone shouting at colleagues. Modesty, good behaviour, and politeness, these qualities never acted as an impediment towards the betterment of the Bank or in their career progression.

The way we handle our workplace environment has a direct bearing on our stress level and those who we work with. There are instances where employees wait for their bosses to get transferred or retired but then the damage has been done. In our bank we take pride in the culture of mutual respect which is also the building block of forging strong teams. I am certain all of you will be onboard when I say we cannot achieve our goals in isolation, but it has to be through teamwork.

In the Bank our culture is to "Walk the Talk". If you have some apprehensions, let me enumerate the benefits which I have personally witnessed, emanating from sticking to this inexpensive virtue of politeness.

- i) Being polite, acknowledging efforts of employees by way of a simple "Thank You", motivates them to own up responsibilities, creates goodwill which translates into actual profit.
- ii) People are at ease in sharing ideas.
- iii) Calmer workplace results in better productivity and people contribute enthusiastically. iv) It helps employees relieve stress. None of us wants to attract negativity.

Again, please understand that being polite does not mean that you cannot take tough decisions. You all as leaders, have to ensure discipline and provide guidance. Do not compromise in ensuring discipline, achieving goals but then respect people. Like other investments to reap benefits in future, politeness and respect are also a form of investment to build a stronger **Team SBI**.

My humble request to all of you is not to wait for others, please step up and lead the way. Once we decide to foster this art of respecting people, the effect will compound and amplify. In this time of fierce competition, it is our duty to take care of the most important asset, that is our people. Let us together create an environment where employees work not only for their organisation but also for their bosses. Let us lead by example because it is the best way to see the change we want to see.

### PEOPLE DON'T QUIT THEIR JOBS; THEY QUIT THEIR BOSSES!

Article by Sh Gbenga Adebambo, Youth Empowerment Coach
"An employee's motivation is a direct result of the sum of interactions with his or her manager."-Bob Nelson

Buckingham said, "People leave managers, not companies". In actual sense, people don't leave bad companies, they leave bad bosses! Toxic bosses are the greatest liability to an establishment and even worse than fraud! Employees leave bad



bosses and the companies that allow the bad boss to thrive. A bad boss can prevent a new generation of dynamic and enterprising employees from emerging. There is nothing that kills dynamism, exterminate a 'new generation', and poisons change than a bad boss.

According to a survey conducted by an International Association of Administrative Professionals, a bad boss is the NO.1 reason employees quit. The greatest threat to a company's culture is a bad or toxic boss. The debilitating effect of a bad boss cannot be quantified as the time spent counseling, appeasing, consoling victimized employees, reorganizing departments or teams, and arranging transfers as an aftermath of the strain with bad bosses and managers produce significant hidden costs for the company.

Often talented individuals are forced to job-hop from one company to another in order to have a new lease of life. I have always said it that the greatest job of a leader is to create the right environment. When the environment is conducive, growth, fulfillment, and productivity are almost automatic and even inevitable. In recent times, turn-over rates in companies have become unprecedented by appalling. When you spend so much money and resources to train your employees and the end result is their exit, then it

is high time you reviewed the leaders and managers; they might just be the reason for the unhealthy exodus!

Working for a bad boss is the worst kind of mental and emotional abuse. In fact, it has been observed that the relationship between an employee and his boss is responsible for major breakdown in families, friendships, and even personal identity. Most stress and arguments in families and relationship are simply an outflow or aftermath of a resentful and unfulfilled relationship between an employee and his boss. Since the employee or victim of a toxic boss cannot vent his anger on his 'punisher', he is forced to look for other platforms where he can easily transfer his aggression; in most cases the family is normally the recipient!

On another side, reviews and studies have shown that bad bosses can actually make employees sick! It is a concluded study that the longer you stay in a job working for someone who stresses you, the greater the damage is to your physical and mental health. Recent data from the American Psychology Association shows that 75% of American workers

believe their bosses are a major cause of stress at work.

Swedish researchers, led by Anna Nyberg at the Stress Institute in Stockholm, have published a study in the Journal of Occupational and Environmental Medicine on the issue of leaders' behavior and employee health. They studied more than 3,100 men over a 10 year period in typical work settings. They found that employees who had managers who were incompetent, inconsiderate, secretive and uncommunicative. were 60% more likely to suffer a heart attack or other life-threatening cardiac condition. By contrast, employees who worked with "good" leaders were 40% less likely to suffer heart problems. Nyberg said, "For all those who work under managers who they perceive behave strangely, or in any way they don't understand, and they feel stressed, the study confirms this develops into a health risk."

One of the success story of the internet giant-Goggle Inc-is their constant culture of systematically 'flushing' out bad bosses or what they have now come to term as 'A Jerk in the workplace'. Goggle's "no jerk" policy has so much ensure that toxic bosses don't stay or even find their way into the company.

In the article, "How bad bosses can make you sick", Ray Williams said, "A jerk in the workplace is defined as someone who oppresses, humiliates, de-energizes or belittles a subordinate or a colleague. Their dirty tactics include: personal insults, invading one's personal space, uninvited personal contact, threats and intimidation (verbal and nonverbal), sarcastic jokes and teasing, public humiliation, rude interruptions, dirty looks,

treating people like they are invisible, and twofaced attacks".

Bad bosses come in different forms and shades, which is actually the object of this piece. What are those things that bosses do to drive their employees beyond the edge? These are:

#### **UNHEALTHY EXPECTATIONS:**

A good boss set expectations high enough to stretch us but healthy enough not to break us. Expectations are meant to stretch and not break us. It is good to have high expectation of others, but it must be complementarily healthy or else it becomes toxic. Unhealthy expectation strains the working environment. It makes others look as if they are incapable. We must allow people to grow at their own pace.

#### **OLD WAYS:**

Old ways won't open new doors! Albert Einstein said, "Problems cannot be solved by the same level of thinking that created them". We can play 'old school' with our culture, but it must never be with our methodologies and ideologies. Managers that have unyielding penchant for adhering to old ways normally frustrate dynamic employees and change gladiators. Thomas Edison once said, "There is always a better way; find it". Bad bosses are always inimical to change and even demoralize employees with revolutionary thought patterns.

#### **FAULT-FINDING:**

Toxic bosses are always looking out for faults in others. They have a keen eye for faults and are psychologically blinded to the 'goods' in others. There is no man that is flawless, and when we

embark on a diligent search for faults in others, we will ultimately find it. It is ironic to know that most times, fault-finders are actually part of the problem, or even worse-they are the problem! As the Dean of School of an educational establishment in Nigeria, I have come to realize that people don't give their best when they feel you are monitoring them to find fault in them.

#### **ZERO TOLERANCE FOR MISTAKES:**

Mahatma Gandi said, "Freedom is not worth having if it does not include the freedom to make mistakes". Mistakes are integral part of the learning system. When employees make mistakes which they will always do, we must encourage them to learn from it. Mistakes though can be costly but can also be used as a spring board for innovations. Denis Waitley said, "Mistakes are painful when they happen, but years later a collection of mistakes is what is called experience".

## PUTTING THE RIGHT PEOPLE IN THE WRONG PLACES:

Myles Munroe once said, "To know the right places for people, we must know their area of gifting". It is pure frustration when you keep putting people into roles that is not in tandem with their gifting. The easiest way to under develop people is to place them into departments that is not putting a demand on their talent and creativity. A good manager consistently do what is called 'strength analysis' and ensure that employees are rightly placed where their gifts, talent and expertise can be maximally utilized.

### LACK OF TRAINING AND DEVELOPMENT:

Sir Richard Branson said, "Train people well

enough so they can leave, treat them well enough so they don't want to". An untrained staff is a liability! No matter the level of incompetency, consistent training will always make a difference! Henry Ford once said, "The only thing worse than training your employees and having them leave is not training them and having them stay". You don't build a business, you build people, and then people build the business. It is only a bad manager that expects the best from the employees without training them.

#### **NEGATIVE BOSSES:**

Positivity fuels productivity. Some leaders are only skillful in pulling others down. They lack the ability to encourage and empower others. Tom Ziglar said, "Negative people don't want solutions. Solutions mean they have to work to find something else to be negative about." Some toxic bosses have eyes only for what has gone wrong without taking time out to really appreciate countless efforts and sacrifices from their employees. A negative boss is the worst 'environment' in any work place!

## **INSECURE BOSSES:**

The greatest threat to an organization is an insecure boss. An insecure boss will always short-circuit the growth and advancement of his subordinates. When a man is insecure, everyone around him is always a 'suspect'. A healthy self-esteem is the greatest asset of any leader; it ensures that the boss sees everybody as a collaborator and not a competitor. An insecure boss will always ruin other people's happiness just because he can't find his own!

#### **AUTHORITARIAN BOSSES:**

These are very toxic bosses that seldom listen to the views and opinions of their employees. Andy Stanley said, "Leaders who don't listen will eventually be surrounded by people who have nothing to say." Great leaders value feedbacks and criticism. Leaders who surround themselves with people that say only what they want to hear are headed for a journey into oblivion. A leader that is beyond confrontation will self-destruct himself! Great bosses surround themselves, not only with people that say what they want to hear, but with people that say what they ought to hear. Criticisms and feedbacks are the lifelines of leadership.

## OVER BEARING, CONTROLLING AND POSSESIVE ATTITUDE:

Steve Jobs once said, "It doesn't make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do". Bad bosses can be stifling and over bearing. Great bosses must give their employees breathing space, and the privilege of not having the superiors always breathing down on their neck every time. Many times, we need to give employees platforms to be themselves and nurture their individualities. A possessive boss acts as if he owns people, you don't own people! Creativity and innovation needs space. Everybody is entitled to have his own experience and space, and when we deny people this 'privilege', it stifles personal growth and experience. People are meant to be accommodated and not controlled; if people were meant to be controlled, they would

have come with a remote control!

## BLAMESTORMING AND NOT BRAINSTORMING:

Some toxic bosses don't ever have compliments to throw at people, the only thing they throw is 'blames'. The most malignant ones can even make you believe you are unworthy, incompetent, and even unlovable. It is very obvious that employees will always come with their load of strength and weaknesses: a bad boss overlook the former and focuses on the latter. Great bosses utilize employee's strength while working on their weaknesses. While I agree that employees weaknesses must not be trivialize, they must not also be the object of our focus. Brainstorming attacks the problem by evolving viable solution while blamestorming evades the problem and attacks the person. It kills initiative and reduces people's morale. I have come to realize that when we truly brainstorm, we will have less time to blamestorm.

# VALUING CUSTOMERS MORE THAN THE EMPLOYEES:

Richard Branson said, "Put your staff first, your customers second and your shareholders third". While customers ensure profitability, employees ensure sustainability. Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients. A person who feels appreciated will always do more than what is expected. Toxic bosses are never

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grateful; they seldom say the words 'Thank you' to their employee.

MAKING BUSINESS MORE IMPORTANT THAN FAMILY:

Family is everything! A good boss will ensure that you don't sacrifice family for business. The easiest way to win employees is to show deep interest in their family and welfare. A toxic boss stretch employees to the detriment of their family and leisure. Employees will always accomplish more when family is priority.

The greatest gift you can ever give your employees is the gift of a 'good boss'. In order to make working environment more productive, fulfilling, and lively, we must ensure that executives and managers have positive and healthy relationships with employees. The cost of a bad boss is not only too expensive; the damages are mostly irredeemable. Napoleon Bonaparte said, "A leader is a dealer in hope". The

true essence of leadership is in firing up people's morale to achieve common and audacious goals. CEO simply means Chief Encouragement Officer!

"A leader is admired, a boss is feared"-Vicente del Bosque



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