

Fans will follow you over a cliff

From Mr Peter Cook.

Sir, I enjoyed Miles Johnson's article on management tips from Lady Gaga (Business Education, April 15) and wish to extend the points made by Salvador López, a marketing professor.

He suggests that we need fans in business. I partly agree. While businesses need fans in terms of marketing and branding, leaders need followers more than fans. Fanatics follow you over a cliff. Followers tell you before it's too late. We need more leaders with humility and engagement skills rather than hubris and narcissism.

I slightly disagree with Bruce Dickinson of Iron Maiden that we just need more determination rather than talent to solve the world's problems. From my wide experience, the music business is mostly the triumph of determination over talent. The world's greatest rock and pop musicians are indeed both talented and determined, having what psychologists call "emotional intelligence" or "suss". However, determination without talent is a dangerous mixture. We only have to watch *The X Factor* or *The Apprentice* hopefuls to know that.

Some of our economic problems have been created by the triumph of determination over talent. Steve Jobs was determined but also hugely talented, pursuing pathways that others would not have taken. As Prof López points out, Jobs was unusual



Ozzy Osbourne: not a CEO's role model

in so far as he understood the emotional side of business and built it into his brand and products. He was also unusual in that, although he was an introvert, he put himself out there as the embodiment of the brand, as do some introvert performers in the music business, such as Jimi Hendrix and Prince.

It's not a skill available to all chief executives. Heaven forbid that leaders start behaving like Kurt Cobain, Keith Moon or Ozzy Osbourne.

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