

# **Czech Entrepreneur Andrej Babis's Path to Success**

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**Tomas Bata University in Zlín**  
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Univerzita Tomáše Bati ve Zlíně  
Fakulta humanitních studií  
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## **ZADÁNÍ BAKALÁŘSKÉ PRÁCE**

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Zásady pro vypracování:

**Definujte tzv. prototyp úspěšného manažera na základě obecných stereotypů.  
Představte Andreje Babiše a popište jeho úspěchy v dosavadní kariéře.  
Na základě osobního rozhovoru analyzujte rozdíly mezi teorií a praxí.  
Zjistěte, co je klíčem k úspěchu Andreje Babiše.**

Rozsah bakalářské práce:

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**YIN, Robert K. Case Study Research: Design and Methods. 3rd ed. Thousand Oaks: Sage, 2003.**

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**MARGOLIS, Jonathan. Choosing a Career. Washington: eJournal USA.**

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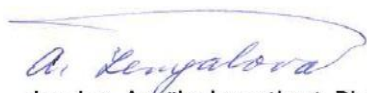
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## **ABSTRAKT**

Tato bakalářská práce se zabývá osobnostními rysy úspěšného lídra a úspěchem samotným. Zaměřuje se na prvky, které jsou stěžejní pro úspěch. Teoretická část popisuje různé kvocienty – IQ, EQ a CQ ve vztahu k lídrům, a úspěch a jeho vnímání. Analýza představuje případovou studii Andreje Babiše. Výzkum analyzuje jeho odpovědi, které byly sestaveny na základě teoretické části. Výsledek práce poukazuje na to, co je důležité proto, aby se lídr stal efektivním a úspěšným.

Klíčová slova: úspěch, lídr, emocionální inteligence, Andrej Babiš, byznys

## **ABSTRACT**

This bachelor thesis deals with personality traits of a successful leader, and success itself. It focuses on features that are crucial for being successful. The theory describes different quotients – IQ, EQ and CQ, in relation to leaders and the perception of success, while the analysis is represented through a case study of Andrej Babis. The research analyzes answers of Andrej Babis that were based on the theoretical discussion. The outcome of the thesis suggests what is important in order to become an effective and successful leader.

Keywords: success, leader, emotional intelligence, Andrej Babis, business

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## INTRODUCTION

Career. Achievement. Success. These are the objectives which a majority of business people would like to achieve. Nowadays, there is a great variety of leaders within the business environment, yet not all of them can be considered as being successful at their job and they are likely to set themselves to fail by ignorance of what really matters. Those who would like to improve themselves usually focus only on improvement of skills or advice provided by How-To manuals. However, it may result in an artificial way of leading, which might not help in the long term. As far as success is concerned, the psychological aspect is very important, and yet, it is not given the credit it deserves, as it sounds rather un-business-like.

The main aim of the thesis is to discover what is crucial for being successful, not only at work, but also in life. This includes important personality traits of a leader and the actual key to success. Furthermore, the thesis is to illustrate possible deviations between theory and real business practices.

The thesis orients itself on characterization of quotients; mainly IQ – intelligence quotient, which is believed to be of capital importance, and EQ – emotional intelligence, which is considered to be a modern way of assessing leaders and perception of success from a psychological point of view. The theoretical findings will be compared and analyzed according to the case study of Andrej Babis, one of the most successful leaders in the Czech Republic. The outcome of the thesis will help individuals and leaders to become conscious of what is important and what is worth their effort.

The first chapter will outline the role of a leader, while the second chapter describes IQ – intelligence quotient, EQ – emotional intelligence and CQ – cultural quotient and their features according to management. Beyond describing characteristics of the quotients, they will also be briefly compared to one another in order to demonstrate their significance. The last chapter of the theoretical analysis will be devoted to success and its perception by individuals and society.

The analysis will be parallel to the theoretical findings, all of which will be applied to Andrej Babis and his path to success. Andrej Babis was to answer questions based on the theory of the thesis. The analysis is crucial in clarifying what really matters while one strives to achieve their goals and attain success.

## **I. THEORY**

## 1 MANAGEMENT IN TERMS OF LEADERS

Management has become more difficult and more demanding over the past decades. It is not as simple as it used to be anymore. There used to be two sides, those who bossed and those who were bossed. Direct management was a common system among managers and labor. However, such a system was less and less effective due to the fast-growing market. Management has been divided into more levels (low; middle and top management) and certain areas (strategic management, change management, marketing management, etc.). Nowadays, there are higher demands on managers to have a better qualification in their field, as they need to be able to think strategically, to be able to predict things and so on. Only those who are capable of managing all of these musts can be considered as successful managers, since they are able to respond to the business environment. Even though management has changed its structure over the time, it is necessary to emphasize that it is still a process that is done by people who are considered to be the most important source for leaders. Managers have to delegate the work to their subordinates or other people related to the company or particular issue, and yet, they have to be a part of the process as well, but, of course, on a different level. (Owen 2006, 14-16)

Managers in general are required to achieve definite goals and objectives set by either themselves or by companies. These can be achieved via an effective use of certain sources such as people, finance or material source that a company or managers have available. However, the most successful managers can go even beyond their objectives and therefore put their company in a position of a great competitor, or even a leader on the market. Such people are either in top management of companies or simply founders/owners of companies. (Armstrong 2004, 15-19)

A process of management can be divided into a large number of particular processes that are specifically put in place to simplify accomplishing one's goals. These methods should help managers to work in a fast-paced and unpredictable environment more systematically, logically etc.

- **Planning:** What and when? Business goes forward, therefore companies and their representatives are expected to keep up with it. In order to do so, it is crucial to set objectives which have to be attained in a certain period of time. Several factors need to be taken into account such as a budget, a target group, strategy etc. Planning is a quite intricate process that requires a lot of time and effort. However, it depends on its complexity.

- Organizing: It is an action of putting planning into operation. Using all the sources available and necessary to implement the plan and therefore achieve the objectives.
- Motivation: People are vital for making things happen. However, their performance is not always what it could be and so the best way how to enhance staff performance is to motivate them. There are several ways of motivation, but the most effective are financial benefits. Even so, speaking of leaders that are driven to succeed, motivation is rather desire to achieve something they want to. (Goleman 2004, 6-7)
- Controlling: While realizing a plan, it is essential to control the process step by step whether the schedule is adhered to or vice versa. Controlling helps managers discover what goes well and what needs to be improved. Staff is expected to generate as good performance as possible which is measured as well. (Armstrong 2004, 20)

## 2 PERSONALITY TRAITS OF A LEADER

In the course of time business in general has developed, therefore it requires much more managers than before. There are certain management levels and as a result different management roles need to be covered. Lower level managers, or in other words day-to-day managers who have to manage a team of a various number of people and also themselves on daily basis, are in charge of short or day-to-day planning. Lower level managers refer to middle level managers; a person who is in charge of a broader area including the area of the lower level manager. Middle level managers refer to top level management that is in charge of the whole business unit. The higher level of management the less managers it involves.

Since there is such a high demand for managers there are two categories – good managers, and unfortunately, bad managers. A man cannot become a manager overnight; if one does not have a talent for it he/she cannot be a successful manager in years. There are several “How to” books about management that are supposed to be some kind of guidelines or manual that give us clues as to how to become a successful manager, or how to be an even better manager and so on. Does it mean that a man becomes a successful manager after having read the book? Or does it help to succeed or to achieve one’s goals? Not really. It may help to realize certain things and broaden one’s horizons what can be improved or what should be changed, etc. But what makes manager a successful manager?

A successful entrepreneur can be described as a person that has a strong dose of skills and abilities relevant to a job of manager. The qualities can be classified in to particular quotients or intelligence. The most well-known is IQ – Intelligence quotient, but EQ – Emotional intelligence has become very popular lately.

### 2.1 IQ – Intelligence Quotient

IQ is the only quotient that can be measured. Such service is provided by Mensa International which is a worldwide spread company with members from more than 100 countries in the world. (as indicated on the Mensa web site) Mensa International presents itself as “The International High IQ Society.” (as indicated on the Mensa web site) To Join Mensa International it is necessary to take an IQ test, however, there are several IQ tests that can result in different IQ score. To avoid any confusion the result is converted into a percentile. People who would like to join Mensa have to achieve a minimum of 98th percentile on a standard test of intelligence, therefore the result counts them among only

2% of people more intelligent than the rest of the general population that took the test. (as indicated on the Mensa web site)

Intelligence quotient indicates logical thinking abilities and technical skills. At a glance IQ can appear to be the most important feature of a leader as it is the best known among people. To them, IQ may be associated with power and holding top ranks in the business. At some point IQ is a prerequisite for being extraordinary and successful at what you do, nonetheless, it depends on the field of work. For example, surgeons must heavily rely on their technical skills and knowledge and so must engineers, lawyers etc. Regarding management, people do not have to depend on IQ too much and yet there are several competencies, for which is IQ crucial. (Jensen 2012)

“IQ tells you what level of cognitive complexity a person can manage in their job: you need high levels for top management, the professions, the sciences, while lower levels work fine in lower echelons“. (Schawbel 2011)

IQ is not only a number that expresses one's brainpower it also indicates a level of competence that the person has. “It reveals how much you can do and how well you can do it“. (Sidhu 2010) People with a high IQ are capable of getting tasks done precisely, more likely able to deal with challenges, as well as figure out what opportunity is worth one's time and effort. On the other hand, such people are not usually willing to co-operate and to make a compromise. Moreover, they can feel unique and therefore have the same attitude. (Sidhu 2010)

### 2.1.1 IQ Skills

- Starts from the end: Sees a positive outcome of work, simplifies tasks by focusing on what really matters and the outcome.
- Achieving objectives: Sets clear expectations of what each from the team can achieve and fulfills them. Takes responsibility for his/her actions.
- Makes decisions: Learns fast what works in a company and what does not and takes an action.
- Solving problems: Focuses on practical and functional solutions, not on precise and non-functional solutions. Tries to get people involved in a problem in order to deal with it in an effective way.
- Strategic thinking: Understands the priorities of management and combines his/her own program with a program of the company.



- Creating budget: sets realistic objectives that are oriented upwards and those that are exacting are oriented downwards. Succeed in managing political aspects related to the budget.
- Managing budget: sets objectives on time or in advance in order to avoid possible complications. Segments expenses into several phases to make sure that the substantial investments are realized at the beginning of the year.
- Managing costs: is ready for the pressure at the end of the year. Knows where is the additional source. Is effective at negotiating in case of audit.
- Managing IT data: Understands what numbers are crucial for the company and works with them constantly.
- Knowledge of numbers: Knows how to use numbers to persuade others. Uses a process of verification and validation to convince people and obtain their support.

(Owen 2006, 219-220)

## 2.2 EQ – Emotional Intelligence

The higher my IQ is, the better I will be. However, the idea of having a high IQ means an automatic success is no longer true. Although someone may test to have a high IQ, if they do not show signs of a strong EQ – Emotional intelligence, they will not prove to be a very effective manager and a leader especially. “IQ and technical skills are important, but emotional intelligence is the *sine qua non*<sup>1</sup> of leadership.“ (Goleman 2004, 2) In the time of globalization and a constantly developing marketplace, great ideas or a degree from prestigious universities are not sufficient anymore, emotional intelligence is what matters today. Speaking of EQ, it may stand for different abilities to various people - some may imagine a person extremely friendly, emotionally founded or even pathetic. Others may imagine a person that is reserved, lacks sense of humor etcetera. Human’s fantasy is endless and thus what to actually imagine while speaking of EQ and what to expect from it?

According to Daniel Goleman (2004), there are five components of emotional intelligence: Self-awareness, self-regulation, motivation, empathy and social skills.

	<b>Definition</b>	<b>Hallmarks</b>
<b>Self-awareness</b>	The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others.	Self-confidence Realistic self-assessment Self-deprecating sense of humor
<b>Self-regulation</b>	The ability to control or redirect disruptive impulses and moods. The propensity to suspend judgment – to think before acting.	Trustworthiness and integrity Comfort with ambiguity Openness to change
<b>Motivation</b>	A passion to work for reasons that go beyond money or status. A propensity to pursue goals with energy and persistence.	Strong drive to achieve Optimism, even in the face of failure Organizational commitment
<b>Empathy</b>	The ability to understand the emotional makeup of other people. Skill in treating people according to their emotional reactions.	Expertise in building and retaining talent Cross-cultural sensitivity Service to clients and customers
<b>Social skill</b>	Proficiency in managing relationships and	Effectiveness in leading change

<sup>1</sup> An essential element or condition.

	building networks. An ability to find common ground and build rapport.	Persuasiveness Expertise in building and leading teams
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*Table 1: The Components of Emotional Intelligence (Goleman 2004, 3)*

**2.2.1 Self-Awareness**

Self-awareness could be considered as a foundation stone of emotional intelligence. To be successful and effective at work, but also in life, it is important to know yourself in-depth, be aware of your assets and drawbacks, emotions and needs, and act accordingly. People who are self-aware are realistic, and therefore, they are not excessively hopeful, which could lead to disappointment afterwards, or they are not too critical, which could result in disappointment as well. They also know, or at least expect, what will be their reaction to a certain situation and how it could affect others. A person who has a good understanding of oneself is then more likely to set and achieve objectives that are attainable. Such people also align their performance with their own values and goals to some extent; hence, they are more efficient and enthusiastic about their work. Most people and leaders have failed in their jobs, but there is one major difference between self-aware people and those who lack the confidence – openness and self-deprecating sense of humor, which may seem irrelevant at first, even if it becomes more clear and relevant after being reconsidered. A self-aware leader is more likely to share his/her bad experience or failure with other people, and furthermore, he/she is likely to do so with a smile on their face. (Goleman 2004, 3-5) They do know that failure is actually a very powerful and valuable experience from which they learn and may apply the knowledge to their successful ventures. (Greene 2012) Moreover, it is said that “short-term failures can be hidden long-term successes, while quick wins can sometimes lead to future losses.” (Frost 2013)

Being aware of his/her strengths and weaknesses, a confident person is still grateful for any feedback and any critique yet relevant and constructive. Necessity for improvement is not an obstacle, vice versa. On the other hand, leaders who focus on improvement of their strengths in order to master them are proven to be 2-3 times as effective as those who chose to work on their weaknesses. (Zenger 2013)

In accordance with self-confidence people do not take more than they know they cannot handle. On the other hand a person who lacks confidence may overestimate his/her capabilities and take more than he/she is able to handle in order to prove or defend his/her competence. Such action, however, is likely to result in a failure. (Goleman 2004, 3-5).

Being truly objective about yourself may be quite difficult sometimes. Nonetheless, in order to be a real leader you need to assess yourself objectively and work with it. (Andersen 2012)

### **2.2.2 Self-Regulation**

Stronger or weaker, every single human being has feelings which are expressed by emotions. Some people freely expose their feelings which might not be always appropriate especially while dealing with people who do not know what to expect from us. This is a point of time when self-regulation plays an important role. Those who are able to control their emotions are regarded as reasonable, since they think a particular situation through before responding to it. Thus, such ability evokes a sense of a stable, and to some extent, predictable working environment. Self-regulation is advantageous in regard to competitiveness, as people are more likely to be adaptable to upcoming changes instead of giving up or protesting against it. High volume of problems and obstacles do not enhance staff's morale and performance, thus, self-regulation is believed to improve integrity among team members. While doing business it is essential to remain prudent and resistant to pressure, to be able to say no to what we do not agree with. (Goleman 2004, 5-6) According to Neck and Houghton (2006, 276), self-regulation is connected with confidence and perception. If one is confident or has positive expectations about attaining their goals, he/she is likely to put more effort into it in order to prevent any disappointment which might cause the overreaction.

People who are in control of their emotions can be found less enthusiastic about their job and those who randomly explode because of anger are regarded as strong and passionate leaders. Yet this is not a sign of effective leadership since respect can be attained in other, more cultivated ways as well. (Goleman 2004, 5-6)

### **2.2.3 Motivation**

Motivation is fuel of every leader that wants to meet expectations or even go further than that. Motivation varies among people, everybody had its own goals such as money, title etc. However, those who are to make great leaders are motivated by "a deeply embedded desire to achieve for the sake of achievement." (Goleman 2004, 6) Yet external rewards still go with the determination to achieve as any achievement will be reflected by, for example, money reward, promotion etc.

First of all, the work should be something that a leader is passionate about and tries to do it as effectively as possible. Being passionate about something is a “desire that helps us pull all of our strengths and energies together towards the acquisition of these objects.” (Mourdoukoutas 2013) As a sign of interest, leaders constantly check the results and keep track of them, which helps them to discover whether their performance is good or whether it should be improved. If the set objectives are too easy, effective leaders will not settle for them just because it has been settled, but they will go even beyond them in accordance with their abilities. In terms of failure, they surprisingly remain optimistic despite the fact that things are rather against them. (Goleman 2004, 7)

All in all, motivation is a component of emotional intelligence that drives performance forward and it is likely to bring results. It does not necessarily involve other people, since motivation is one’s self-determination to do something, nonetheless, it can be achieved through other people.

#### **2.2.4 Empathy**

“Empathy is our ability to identify what someone else is thinking and feeling, and to respond to their thoughts and feelings with an appropriate emotion.” (Baron-Cohen 2011) As far as business is concerned, empathy is not just identifying oneself with somebody’s feelings. Empathy, in this case, rather helps leaders to contemplate certain situations together with other possible facts, and make a decision or find solution based on the consideration. Regarding business, empathy might seem to be insignificant, however, due to the onward going marketplace, importance has been attributed to teams, which goes along with co-operation on an international level. (Goleman 2004, 7-8) Empathy serves as a tool to create a culture of trust. However, it is important to preserve double-minded focus of attention, which means being oriented on both sides – yourself and other people’s mind. Being self-oriented (single-minded focus of attention) is not the best way of doing business since it might cause violation of basic principles of co-operation. (Powe 2012)

Companies look for talented people whom they mainly try to keep because of the knowledge of internal information. Nowadays, empathy is something that is really basic in terms of collaboration among a team, everyone should feel like a valuable part of it. Speaking of globalization, empathy plays a substantial role in regard to different cultures. Knowledge and understanding of other cultures is very useful while doing business abroad. (Goleman 2004, 7-9)

### 2.2.5 Social Skill

As well as empathy, social skill is a component of emotional intelligence that helps leaders to maintain relationships with other people. “Social skill, rather, is friendliness with a purpose: moving people in the direction you desire.” (Goleman 2004, 9) People that are socially skilled are able to get on well with various types of people they have a large number of acquaintances and continue to make new contacts according to their needs or suppositions for the future.

Social skill should reflect all components of emotional intelligence, combination of them is crucial no matter what level they are on. Nevertheless, self-awareness and self-regulation come first, since it is crucial to know and understand oneself in order to be able to work with other people. In addition, empathy along with self-awareness and self-regulation are greatly reflected on social skill while persuading people and moving them where we would like to. As a result, social skill is an ability that helps leaders to actually work with people and get the work done through them. It is a component that is considered to be the most important for a role of leader. “Social skill allows leaders to put their emotional intelligence to work.” (Goleman 2004, 9-10)

### 2.2.6 EQ Skills

- Motivating people: shows a real interest in his/her subordinates who are willing to follow him/her.
- Influencing of people: is open to listen to people anytime.
- Coaching: helps other people to figure out what works and what is useful for them. Acknowledges that there are many ways how to be successful, therefore he/she does not try to impose his/her personal approach on people.
- Delegating: delegates difficult and usual tasks meaningfully, sets clear and logical expectations, does not blame other people.
- Handling conflicts: rather than supports conflicts he/she softens them. Knows what is worth fighting and what is not.
- Giving feedback: a prompt feedback is delivered to team members in order to develop them. Approaches problems with solutions and actions.
- Managing yourself: knows how to motivate himself/herself. Knows what impression he/she gives and is able to adapt to certain situations and people.

- Using time efficiently: sets clear objectives in short-term, medium-term and long-term perspective. Concentrates on the result not the activity.
- Surviving the management marathon: keeps things under control even if not all of them are going well. Rests adequately and constantly thinks of things, learns from it and grows up.
- Learning the right behavior: is an example of good behavior in the company. Is constantly optimistic, professional and people orientated.

(Owen 2006, 228)

### **2.2.7 Emotional Intelligence in Practice**

According to Daniel Kahneman “people would rather do business with a person they like and trust rather than someone they don’t, even if the likeable person is offering a lower quality product or service at a higher price.” (Jensen 2012) In comparison to technical skills and IQ, emotional intelligence is proven to be twice as important as the others in terms of job performance. (Goleman 2004, 2) Besides, 85% of financial success is due to emotional intelligence, whereas only 15% is due to technical knowledge. (Jensen 2012) Moreover, majority of employers look for those people who show a sign of emotional intelligence along with a “can-do” approach rather than people with excellent education in the first place. (Hasslet 2011)

Level of emotional intelligence rises with age and experience and unlike IQ, emotional intelligence can be, fortunately, learned. However, in order to learn or improve emotional intelligence a man has to it is necessary to stress real intention and willingness. There is a high volume of trainings focusing on teaching emotional intelligence, but not all of them are good and worth the money. After all, trainings and seminars can provide us with information and clues, but determination is what matters in terms of becoming emotionally intelligent.



### 2.3 CQ – Cultural Quotient

Goleman (2004) already came up with an idea of cultural awareness. He included it in one of the components of emotional intelligence – Empathy. Due to globalization, cultural awareness is not only a matter of empathy anymore. For last decade, working on an international level has become more frequent and common to businessmen, and even yet, not every manager that has significant qualities and skills is an automatic success example. They may have good experience in business, they may be remarkable at what they do, but talking about international, or rather intercultural workplace, they can easily fail. Why? There is something missing. And it is some kind of understanding of different cultures that come with different way of thinking, different manners, different etiquette, etc. And so what is the key to get along with that? Another intelligence comes up – CQ, that can be described as “the capability to function effectively in intercultural setting”. (Vorhauser-Smith 2012)

CQ can be learned just like emotional intelligence. However, it takes time and experience. One may have gained basic knowledge of a particular culture such as local customs, etiquette etc., but is it really enough? The whole idea of CQ is to get under the skin of that particular culture; to think out of the box. What is acceptable for an Englishman does not have to be accepted by a person of different culture. Nevertheless, there is no need to adopt the culture, what is important is to adapt to the culture, to understand it and work with it.

### 3 SUCCESS

Success is something that most of the people look for in their lives, but what is it? Is it a lot of money on your bank account or a job that you have ever wanted to get or a victory in a sports competition. All of these may represent success to different groups within society. One can write and publish a book which is a big success for him/her, but somebody who is not in favor of reading may find it a waste of time. What are the factors that determine whether you are successful or not then? In terms of success, there is no such thing as a factor that really determines your success as it is rather a state of mind. All the same, your personal state of mind does not necessarily matches with society's perception of success.

It is said that 95% of people are not successful in their lives, and only 5% are. Now converting these per cents into numbers we get shocking results. Considering population of Czech Republic which is estimated to have approximately 10 million inhabitants, there are 500 000 people who, according to the percentage, belong to the successful group which is not too bad in the first place, but then there are 9 500 000 people who failed in their lives which is rather surreal. Only one person out of twenty is likely to be successful. (Toman 2012)

*“God gives every bird a worm, but he does not throw it into the nest” – Swedish proverb.*

First of all, every single person was born the same way as the other, and thus, everybody starts from the same position. However, in the course of life, raising children is what matters and psychological side is very important or even crucial for being a success in your life. If a child is underestimated from its very childhood it is difficult to find any self-confidence in the same person already grown up. Self-confidence can be considered as a foundation stone of your success, if you believe in yourself and think of yourself as a success you are very likely to be successful.

*“Success is a state of mind. If you want success, start thinking of yourself as a success”. – Dr. Joyce Brothers.*

There is only one obstacle, which is, nonetheless, the very key and it is your own mind and the way of thinking about yourself. If the thoughts are rather negative such as *I cannot do this* or *I am not good enough for this* or *she is way better than I am*, of course, it will be like this. On the other hand, thinking positively about yourself the whole situation will be completely different, but it is really necessary to believe in it and act accordingly. To attain success it is neither easy, nor fast. It requires a great deal of courage and hard work since nobody will give it to you for free. There may be problems and obstacles, and

so it is important to remain realist. Positive thinking itself and dreaming will not guarantee you success if you do nothing apart from waiting for miracle to happen. (Halvorson 2012)

One can produce approximately 25 000 thoughts per day no matter what they are. This is something that can be influenced in both ways –positively and negatively. A brain will always produce around 25 000 thoughts a day, therefore it is a point of time when you can move yourself where you want to be just due to the thinking. This is an incredible power which everyone is given, no exceptions, although not everyone is capable of using it effectively. (Toman 2012) If every single person suddenly started to think positively and considered herself/himself as a success, would there be enough for everybody? The answer is yes. We all do not want the same things; success is indefinite in this case and means something else to various people. However, it still can be defined as an achievement of something that one desired to achieve.

### **3.1 Inner Perception of Success**

There are two ways to perceive success – inner perception and outer perception. As previously mentioned, what one considers to be a success in his/her life, the general public does not necessarily view it in the same way. Speaking of individuals, there is one thing that reflects achievement and it is own personal satisfaction. When one achieves something he/she wanted to, it should result in his/her own satisfied state of mind. Naturally, society might not feel the same about the situation, unless it concerns them as well. (Plamínek 2010, 35)

### **3.2 Outer Perception of Success**

From the public's point of view, rather than one's feeling of satisfaction, the usefulness of achievement is what is considered to be an indicator of success. However, what is a much stronger sign from the public's point of view is the expression of recognition and respect. If a person is regarded to be successful by society, he/she is likely to be given credit. (Plamínek 2010, 36-37) Yet, there is another factor that may indicate success; envy. It is obvious that not everybody will be content with someone else's achievement, and it will be reflected by his/her jealousy, which is usually more powerful than respect.

*“Success makes so many people hate you. I wish it wasn't that way. It would be wonderful to enjoy success without seeing envy in the eyes of those around you.” – Marilyn Monroe*

### 3.3 Marshmallow Test

In terms of success, determination and will are of high importance. Interestingly, this can be already tested on small children by the marshmallow test conducted by Walter Mischel, a professor at Stanford University. The test is based on a piece of marshmallow given to a child, which is given two options. The child can either eat the candy straight away or is offered another one under one condition – waiting approximately twenty minutes. Those who wait for a certain period of time in order to get another sweet are likely to be successful in their lives because of the determination. However, this has been doubted by Celeste Kidd, who claims that social background is a factor that also influences children's behavior. (Bennett 2012) Despite the social background, four year-old children are still able to decide upon their desires and act accordingly.

## **II. ANALYSIS**

#### 4 ANDREJ BABIS

Andrej Babis is a Czech entrepreneur with Slovak origin who was born on 2 September 1954 in Bratislava, Czechoslovakia. He is known for being the second richest person in Czech Republic right after Petr Kellner. According to Forbes, Babis has been on the World's billionaires list since 2010 with net worth of \$1 billion and as of March 2013, he holds 736<sup>th</sup> place on the list with net worth of \$2 billion which indicates constant growth. (as indicated on Forbes)

Due to his father's diplomatic job, Babis had the opportunity to travel and live across several countries such as Switzerland, where he studied at public grammar school. Having completed two years Babis family was forced to move back to Bratislava where he graduated from grammar school. In 1974, Babis began studying international business at the University of Economics in Bratislava and he had completed it with honours. While studying at the university he also participated in AIESEC organization and was elected president. In 1985, Babis moved to Morocco in order to represent Petrimex and its fifteen subsidiaries. After the revolution in 1989, he moved back to Czechoslovakia. (as indicated on ANO 2011)

Due to the separation of Czech Republic from Slovakia, Babis decided to set up a company. On the 25th of January 1993, he established Agrofert LTD with four employees. In the course of time, the company transformed into Agrofert Holding PLC which is one of the biggest in profits in Czech Republic and also the biggest private employer nowadays. Agrofert handles around 300 subsidiary companies, such as Penam PLC, Olma PLC, Lovochemie PLC etc., across central Europe and concentrates mostly on agriculture, food industry and chemical industry. Agrofert Holding constantly builds and acquires new companies in order to establish a food and agricultural complex within central Europe. As of today, Babis is the only owner of 100% stock of Agrofert Holding PLC. (as indicated on ANO 2011)

Apart from business, Andrej Babis continuously donates money to various projects such as "Centrum polybove mediciny" in Prague or a robotic British double decker bus which was specially designed for Olympic Games in London 2012 and many more. In 2011, Babis came up with new political movement ANO 2011 that was established in respond to a current political situation in Czech Republic, which is believed to be extremely corrupt.

#### 4.1 Process of Co-operation

Andrej Babis was not supposed to be an object of my case study initially, since I had an agreement to be in co-operation with somebody else. Nevertheless, it did not turn out well and I had very little time to find another person who would be willing to work with me. I had written two slightly different letters which took me a lot of time, since I chose every word carefully. One of them was sent to Radim Jancura, the owner of Student Agency, and the second one was sent to Andrej Babis. I got a positive reply from both which was really surprising, however, I had to choose just one of them and I decided for Andrej Babis, since he had shown much more interest and enthusiasm.

At the very beginning of our co-operation, we communicated via emails only. I kept trying to arrange an appointment with Andrej Babis, but it had been quite difficult to do so, since he was always busy. I did not want to put pressure on him, since I was very pleased to work with him and I did not want to ruin it, and therefore, I gave him enough time to decide on what date would be the most suitable for him. Nonetheless, it did not work in a way I would imagine, as there has always been something coming up. And so on March 17 2013, I sent him an e-mail stressing the importance of the appointment and lack of time. Surprisingly, I got a reply from him on the very same day, which was Sunday, stating that there is a possibility to arrange a meeting on March 19 2013. I highly appreciated his speed of answering the emails, because I found it very polite and also rare. After two days on March 19, I was on my way to Prague to meet up with Andrej Babis. I was to come to *Centrum pohybové medicíny* which is one of the places that was funded by him. I was the very last person on his agenda that day, therefore I was lucky to get more of his time and to get to know him a little bit. To some people, Andrej Babis seems to be very rude and arrogant, and because of that, I was slightly nervous. Nevertheless, from the very first minute he was very polite and down-to-earth and I did not feel uncomfortable, vice versa. He was willing to answer a high number of questions that I had prepared for him and he was also interested in the thesis and me as a student and a person. Once he answered all the questions, we discussed various topics, and I got a chance to see Andrej Babis in the bigger picture; to know his opinions and to share experiences with me. The appointment lasted approximately one and a half hours, which was longer than I expected. I was even more excited after the meeting than before. To me, Andrej Babis has a strong charisma and personality and is a good example of a leader, even though he is not a typical example and is said to be controversial. I have to admit that I do identify with most of his statements and



the way of his self-presentation to be sympathetic to me, since I consider myself to be quite alike.

## **5 PERSONALITY TRAITS OF ANDREJ BABIS**

In recent years, Andrej Babis has become more publicly known, due to his fast-growing firm, Agrofert Holding, and to the political movement he established. As a result, there are various popularly held beliefs about him. Those who know Andrej Babis are either in favor of him, or vice versa, since he is considered to be quite controversial. There is nothing in between. Despite it all, he is very successful at his work, even though he is not a typical example of a leader. He is nothing like a “How-To” manual leader, as he has his own way of being and leading.

### **5.1 Andrej Babis’s Way of Leading**

The analysis is based on a qualitative research in form of an interview. The questions are parallel to the theoretical sections, and can be found attached in appendices.

#### **5.1.1 Self-Awareness**

Every person should know himself/herself, but speaking of leaders they should be well aware of themselves, since they work with other people and it is important to know yourself first in order to manage other people. Andrej Babis considers himself to be persistent, hard-working, and systematic as well as having a strong will. By contrast, what he finds to be his weaknesses is trustfulness and occasional enthusiasm for something that is not thought through properly and it may result in hasty decisions. In addition, he admits he has done many mistakes due to his weaknesses. Yet, he always tries to learn from it. In terms of view of life and psychology, Andrej Babis claims that he is a realist, but the way he presents his ideas is rather pessimistic yet he states to be an optimist on the inside. Consequently, the way of thinking is rather optimistic even though a presentation of it is realistic or may even appear pessimistic. He is aware of what he is capable of and thus sets realistic objectives; he actually delegates the work to his subordinates and expects them to come up with solution or suggestions. Furthermore, Mr. Babis says that he looks for people who are better than him and as a result, he declares to have many skillful people around him whom he really considers to be superior. Even if he has high-quality people on his team, he is the one who makes decisions eventually and acceptance of every advice is not a rule. Of course, that every opinion is taken into consideration, but as Andrej Babis says everybody gives you different ideas and based on his own perception he has to decide on what is the best. What plays role in a decision making process is, according to Mr. Babis,

intuition. As well as consideration of advice and opinions, he claims to accept critique as long as it is constructive; nevertheless, he is loath to accept it anytime just because it is expected from him. If he is persuaded that he is right, critique is not taken into account even though he is open to listen at any time. Unlike majority of leaders, Andrej Babis says that he appreciates when prospective candidates admit their weaknesses, since it helps to avoid any inconvenience afterwards. For example, he adds that he is about to hire a new person to manage their new subsidiary, who mentioned his drawback, that is not ideal. Even so, Mr. Babis clarifies that it is not a minus as long as he knows about it.

Andrej Babis claims that his work correspond with his values at any point, he is quite confident at what he is doing even though he regards himself as an introvert.

### **5.1.2 Self-Regulation**

As far as self-regulation is concerned, Andrej Babis is assumed to be explosive and time to time out of control of his own emotions. In addition, he is criticized for using inappropriate language which might be even offensive to some people. Andrej Babis himself is well aware of the fact that his self-presentation is not ideal, but he says he keeps working on its improvement. He mentions his participation in the latest television discussions such as *Otazky Vaclava Moravce* or *Mate slovo* where he tried to be calm and avoid using inappropriate language. What is really difficult for him is to stay calm and self-regulated while somebody openly lies. Besides that, he states that it also depends on people he deals with, if it is somebody he does not know he keeps control of himself, but concerning people that are familiar or close to him he does not focus on his expressing too much. Apart from expressing himself, Mr. Babis adds that people that are new in his company or new to business might be shocked by his methods, for example, he says that he exists on text messages only and he starts texting at 4.30am and finishes around 11.30pm. In addition, he does not use computer at all, since he considers it to be a waste of time, yet, he states that he learned to use email only one year ago, yet he sees them as longer text messages. When comes to a problem or a situation that is more outrageous and needs to be solved he asserts, that he thinks it through before making any verdicts rather that makes spontaneous decisions and, of course, those who are related to the issue are involved as well. Andrej Babis agrees with a fact that he is morally principled and that he presents reality the way it really is. Only thing which can be expected from him is true and as he says it is much easier, since he will never contradict his statements. Mr. Babis affirms that

he is able to directly say no to disadvantageous offer, but speaking of business he admits that occasionally it is inevitable to make a compromise, especially when considering main business partners such as retail chains. In addition, he accepts a statement that he would rather do business with somebody who is more likeable even though the offer would not be as good as the offer of a person who appears to be unsympathetic. He highlights that it is important to rely on your own feelings while dealing with people.

### **5.1.3 Motivation**

People in general are doing things on purpose and as well as them leaders do so too. What makes them do it is motivation regardless its form which can be tangible or intangible. Form and subject of motivation change in the course of time and life. Andrej Babis claims that his motivation has been changing over the time. Initially it was about money, an apartment, a car and a house and then he wanted to leave the country. Later in time, when Czechoslovakia divided into Czech Republic and Slovakia, he decided to use the opportunity to found a company and become his own boss. Interestingly, he admits that on 27<sup>th</sup> April 1995 he got fired from work and that was the motivation to take his company even further as he says he decided to ruin those who were involved in his firing and he was determined to buy their companies. The first one took him two years and the other one ten years. As of now, his motivation is to keep his company on top and organize it in a way that it could be in operation even without him or he would participate in managing the company much less than he does now. The reason is family and a political movement that was established in 2011. In order to achieve something easier it is necessary to like what you do. Mr. Babis admits that he likes his job, because it is adrenalin, stress, competition. He tracks the performance of the company and checks results every month. He says he is satisfied when succeeding in something, but once it is done he does not focus on it anymore unless he fails instead, then he deals with the problem. If things go wrong Andrej Babis says that he tries to remain optimistic, however, it is sort of difficult and depressing sometimes.

### **5.1.4 Empathy**

Empathy is something that is considered to be rather un-business-like, nonetheless, due to increasing use of teams and leadership itself it is very advantageous to have a sense of empathy. Andrej Babis may appear to be very strict and lack understanding, on the contrary, he denies that and finds himself highly empathetic as he says he is well known for

being accessible to people and for not having barriers. He indicates that people who have known him for some time would agree on this with him. Finally, he adds he strives to behave in an ordinary way and to be humane and to be sympathetic to other people, because not everybody was as lucky as he was. Interestingly he continues saying that when he was a small child he was taught to say hello every morning when coming to kindergarten and that means to reply whenever somebody speaks to him, always. This is just a matter of politeness and these are the basics that he was taught by a teacher in the kindergarten. Based on this he emphasize co-operation with myself claiming that he did not have to reply at all and could have spent his time in another way. In terms of cross-cultures, Andrej Babis indicates it is necessary to adapt to local conditions such as mentality, habits and so on. He believes it is indispensable to look for information and learn about the culture and as a result, he says he has never been struggling in this way. Not only people of different cultures, but he states he is mostly able to assess people relying on his impression which he believes in and as already mentioned before he hires people based on that.

#### **5.1.5 Social Skill**

As far as business environment is concerned, it is necessary to maintain good relationships with other people, since they are actually those who help to take the business further. Moreover, it is about building rapport with people who might be helpful in the future even though they are not anyhow connected to one's business at the moment. This could be called friendliness with a purpose. Generally speaking, Andrej Babis claims to have good relationships with people and business partners. Furthermore, he does confess that he tries to push people in a way he wants them to be and even builds rapport with those who are not connected to his business. For instance, he says that one of these people started working in their company due to that.

#### **5.1.6 IQ and Technical Skills**

Other than emotional intelligence, intelligence quotient is what is said to be important for a role of manager. Andrej Babis states that it is, of course, important, but just to some extent. He says that it plays role in analytical stuff and technical skills, but in terms of work, he emphasizes emotional intelligence to be principal. He has never got tested at Mensa international, since he finds it insignificant, and he adds that there is an employee working in his company who is a member of Mensa International with IQ 157. After that, Mr. Babis

admits taking an IQ test on his phone, which estimated him to have IQ 127. However, he doubts its credibility.

Speaking of technical skills, Andrej Babis considers himself to be quite systematic and straight-forward. He claims he does not leave anything for later and makes effort to do it straight away, for example, replying to incoming messages, dealing with problems and so on. He says he is extreme at this. He says that everybody in the work has his/her own tasks for which they are responsible. Andrej Babis personally is in charge of hiring people, managing unprofitable subsidiaries, creating strategy for the companies and new acquisitions. Yet he does not use computer, since it is, as already mentioned, a waste of time for him. As to the planning, he claims that he sets realistic objectives in real time in order to be more effective at work, therefore he is not trying to chase after something impossible or exaggerated. Month by month, he checks the performance of the company and deduces further actions.

#### **5.1.7 Highlights of The Interview**

In conclusion, Andrej Babis believes that IQ is not as important as EQ. He acquires a good level of emotional intelligence, even though he is aware of his drawbacks, which he tries to keep in control and improve, especially while talking about self-regulation. Apart from the moderation, Andrej Babis does reflect the remaining components of emotional intelligence. However, the most significant is his determination and persistence to achieve his goals. This is his main personality trait that has been crucial on his way to the top.

## **5.2 Andrej Babis's Perception of Success**

Success is something what majority of people wants. Because of the fact that Andrej Babis is one of the biggest entrepreneurs in Czech Republic as well as the second richest person in the country, it is appropriate to say that he is very successful at what he does. Nevertheless, he says that success is relative and he identifies himself with Ivo Toman who, according to Mr. Babis, claims that success depends on certain criteria such as fortune and origin and thus when you are born, as Paris Hilton or a fourteenth child in Bangladesh, it is a good starting point already. Moreover, he adds that he believes in genetics as he thinks that four years old children are able to control themselves and decide what they want. Andrej Babis continues saying that he has invented his own theory that is called *a small shovel theory*. It means that when children are playing in a sandpit, there is always

some child who slams its small shovel over heads of other children and rules the place and on the other side there are kids that sit aside and Mr. Babis claims that those who sit aside are likely to be aside in their lives later on and it applies to almost all regimes. Talking about grown-up people, of course it is not possible to test them with a marshmallow or a short session in a sandpit and so he says that it is possible to distinguish people while taking into consideration what the person says and what he/she does consequently. In addition, he relies on his intuition and a moment of impression therefore, what comes to his mind during first two seconds it is likely to be right and he claims that subsequent reconsideration is wrong and only the initial idea matters. For example, the idea of constructing a robotic British double decker on the occasion of Olympic Games in London 2012 was something that grabbed his attention in the first place, as he believed it would attract world's attention to the Czech house. Andrej Babis says he cannot remember his early childhood and so he cannot apply the theory on himself. However, in terms of speaking of his student years, he says he had always been regarded as a leader and during his university studies he was working as an assistant and then he became a president of AIESEC.

Andrej Babis admits that in order to be successful he had to surrender something. He says he did not spend much time with his family, missed his first children and that he did not devote himself to them enough. Consequently, Mr. Babis says that what would be his present success is if he could sleep for eight hours, could read a newspaper, would not have to rush anywhere, would have some free time for himself and for travelling. Nonetheless, he admits that he can have it if he makes time for it and by the year 2014 he says he will accomplish it. In any way, he asserts that success means different things to various people and that it is changing over the time and life. Rather than possession, he agrees with a statement that success is a matter of emotions and it is state of mind. As far as his success is concerned, he highlights that the very crucial quality in his life is obstinacy. Mainly due to this quality he achieved what he wanted and speaking of this he gets back to his firing and stresses his determination to achieve something and the actual achievement. Another quality that might be taken into account is persistence, since he was determined to buy the companies no matter how long it takes.

## CONCLUSION

Nowadays, being successful is not a matter of ordinariness especially while speaking of leaders. Due to the fast-growing business environment it is quite simple to find plenty of managers in every company furthermore, some of them dare to consider themselves to be successful leaders. Some of them may be right and some of them not. The aim was to discover what makes a leader and what is the key to become successful.

The general idea that IQ is a crucial component of success is no longer true. Of course it still matters, especially in particular professions, but emotional intelligence is what has become much more important lately. Emotional intelligence is represented by five components: self-awareness, self-regulation, motivation, empathy and social skill. Emotional intelligence is proved to be twice as important as IQ and employers rather recruit people with a 'can-do' attitude rather than those with a degree and no sign of EQ.

First of all it is necessary to get to know yourself in order to understand and lead other people. You need to be conscious of your strengths and weaknesses and work with it, especially with the strengths; be aware of your emotions and keep control of them, yet remain natural and do not act artificially. Empathize with people and they will trust you and be willing to co-operate. Cling to your values, since this is the way how to stay motivated and optimistic about what you do.

Based on the analysis, it is not necessary to master all the components of emotional intelligence and Andrej Babis is a typical example. However, it is a must to concentrate on what you excel in. It would be useless to focus on improvement of weaknesses only. Improve your strengths and master them, become a superstar, because being just good is just an average that majority of leaders are. Moreover, if one does excel at something he/she is likely to think positively about himself/herself which goes together with self-confidence and these are the very steps to attain the goals. Concerning Andrej Babis, he is emotionally intelligent, yet not perfect, but he does master something – his mind. He is an incredibly determined person with a strong will, he is persistent and primarily he does not talk about things, he does them. It is not coincidence that Andrej Babis is one of the most successful people in the Czech Republic.

It is amazingly easy to complain about things, not try anything and do simply nothing, but it takes a great deal of courage, hard work and determination to accomplish what you want. Some may struggle, some may want to give up, but it is necessary to keep in mind that after the rain comes the rainbow. Always. After all, this is success.



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## APPENDICES

P I      Questions for Andrej Babis

## **APPENDIX P I: QUESTIONS FOR ANDREJ BABIS**

Znáte své silné a slabé stránky?

Jste spíše optimista, pesimista nebo realista?

Jaké si při práci stanovujete cíle?

Necháte si poradit?

Čím se řídíte?

Řeknete si o pomoc?

Jak se stavíte ke kritice?

Znáte se natolik dobře, že byste byl schopen určit jak byste se zachoval v různých situacích?

Když se Vám např. kandidát o pracovní místo zmíní o svých nedostatcích, jak to zvažíte?

Shoduje se to, co děláte s Vašimi životními hodnotami?

Odkládáte věci na později nebo se všechno snažíte dělat hned či s předstihem?

Máte kontrolu nad svými emocemi?

Promýšlíte a analyzujete problémy nebo je řešíte operativně z místa?

Probíráte dané problémy se zasvěcenými nebo je řešíte individuálně?

Jak se přizpůsobujete změnám?

Považujete se za morálně zásadového a čestného?

Jste schopen říct jasně ne i přes nátlak např. významného obchodního partnera?

Jak si myslíte, že vás vnímá okolí?

Co je vaše motivace dnes a co byla dřív?

Může to být i jen touha dosáhnout výsledku?

Baví vás vaše práce? Proč?

Máte radost z dobře odvedené práce?

Sledujete dlouhodobě výsledky vašeho podnikání?

I když vám výsledky nehrají do karet, zůstáváte optimistou?

Jste workoholik?

Jste empatický?

Vyjádříte v určitých situacích pochopení vůči vašim zaměstnancům?

Premýšlíte, jaký dopad by mohlo mít vaše rozhodnutí na zaměstnance?

Vedete tým nebo pracujete samostatně?

Rozebíráte situace a plány? Radíte se?

Měl jste někdy diskuzi se zaměstnanci o tom, jak se jim pracuje v podniku apod.?

Jak se vypořádáváte s jinými kulturami, jste schopný se adaptovat?

Myslíte, že umíte číst lidi?

Vybíráte si zaměstnance sám?

Jak vycházíte s lidmi, obecně řečeno?

Posouváte je nepřímo směrem, kterým chcete?

Vytváříte si známosti, které by se vám mohly do určité míry hodit?

Myslíte, že máte vyvinutou emocionální inteligenci?

Podstoupil jste někdy IQ test?

Víte, jaká je výše vašeho IQ?

95% lidí je prý neúspěšných a jen 5% úspěšných. Kdo jsou ti, co jsou součástí těch 5%?

Co považujete vy za úspěch?

Úspěch je tedy co? Váš vlastní pocit nebo jak vás bere okolí?

Znáte Marshmallow test?

Jak by se to projevilo u dospělých lidí?

Co je podstatou vaší lopatkové teorie?

Čeho jste se musel vzdát za účelem získat to, co chcete?

Obchodoval byste raději s někým kdo je vám sympatický, i když nabízí méně výhodný produkt než s někým, kdo je méně sympatický a nabízí produkt kvalitnější?