

**LEADERSHIP CHARACTERISTICS  
FOR SUCCESS IN  
INTERNATIONAL BUSINESS**

**IRS ASPIRE NATIONAL CONFERENCE  
JUNE 2007**

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# Seeta Resources

## Rediscover, Reinvent, Rejuvenate Businesses

- **Oil & Gas** — Baker Hughes, Baroid Corporation, Daniel Industries, Dresser Industries, Dresser Oil Tools, Integrated Exploration Systems (IES-Germany), Landmark Graphics, NL Industries, NSI Upstream, Numar, OFS Portal, Photon, PGS, Praxis, Sperry-Sun, Object Reservoir (US Venture Partners), Volumetrix
- **Engineering/Manufacturing** — AirXChangers, CompX, Fabsco, Fort Lock, Gundle/SLT Environmental, Harsco Track Technologies, Hendrickson Trailer, IKG Industries, National Cabinet Lock, Nutter Engineering, Patterson-Kelley, Waterloo Furniture Components
- **Technology** — AMD, Sun Microsystems, Metasolv, Avalon Imaging, Scicom, Silicus, Facet, ZResearch
- Vice-President, Marketing at **Landmark Graphics** (a Halliburton subsidiary)
- North American Operations Manager, Baker CAC, **Baker Hughes**
- Business Development Manager, **Sperry-Sun** (a Halliburton subsidiary)
- Co-Founder, President & COO of **PointCross**, Inc., a technology startup



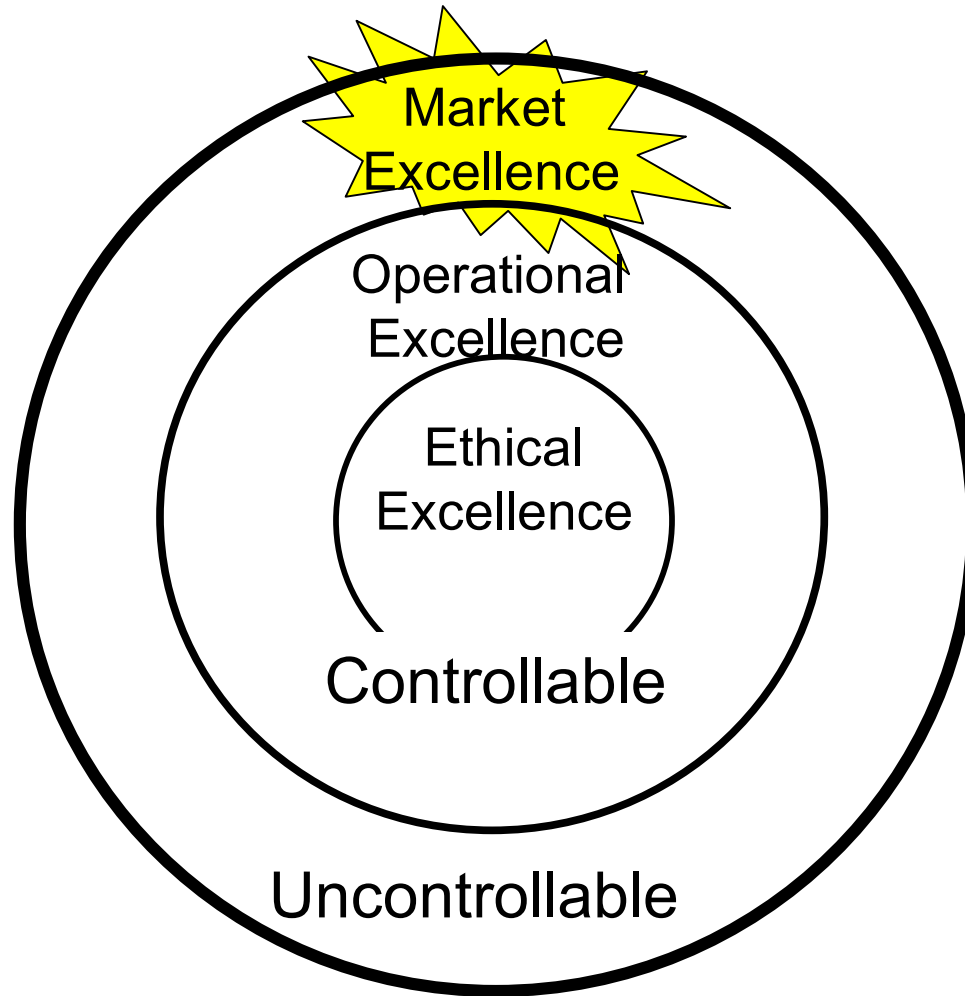
*AN INDIAN  
IN  
COWBOY COUNTRY*

Stories from an Immigrant's Life

Foreword by  
Nandan Nilekani, CEO, Infosys Technologies Limited

*Pradeep Anand*

# Our Focus: Achieving Market Excellence

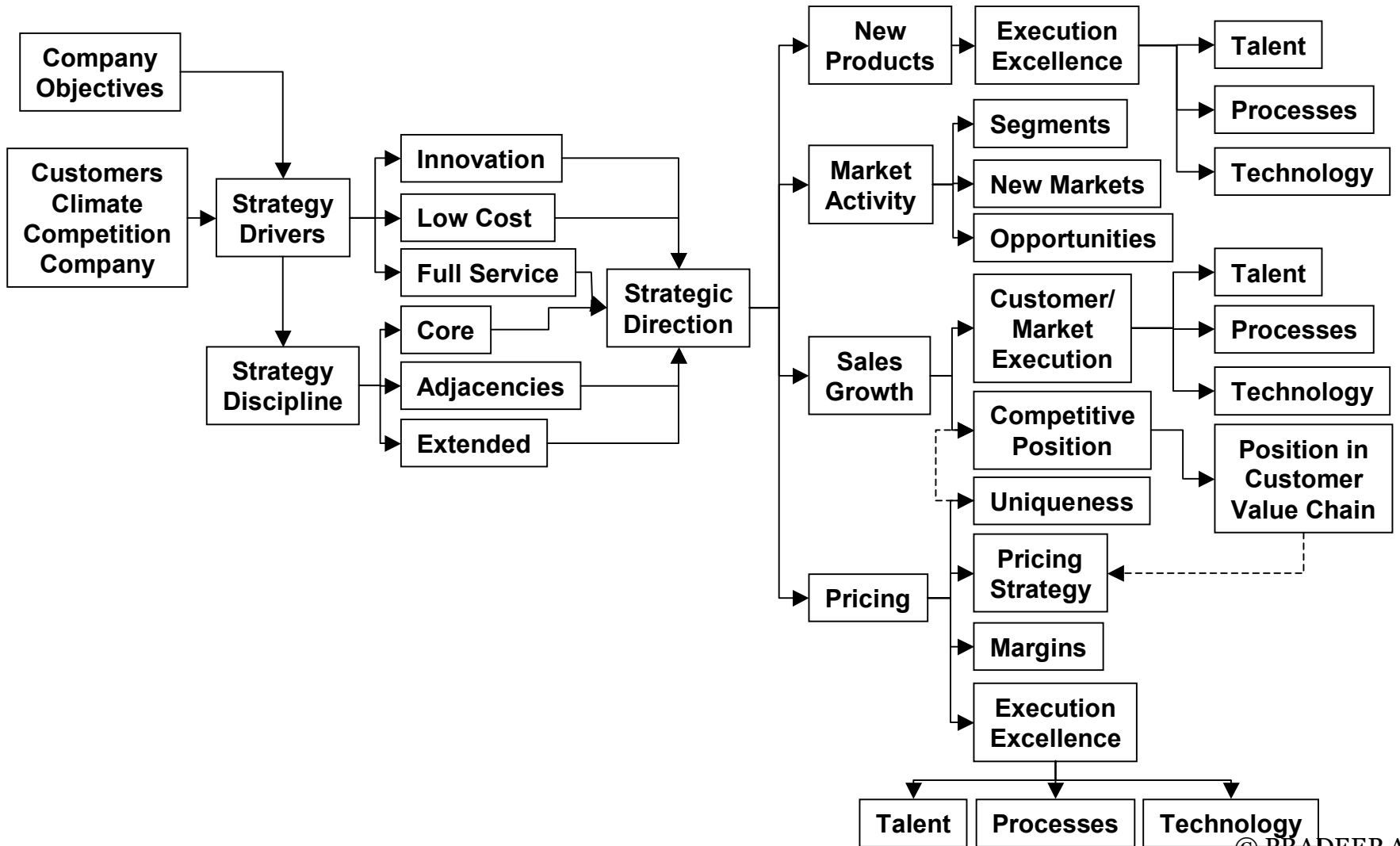


# Process for Achieving Market Excellence

## Analysis/ Synthesis

## Strategy

## Execution



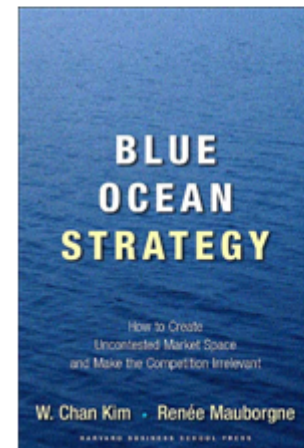
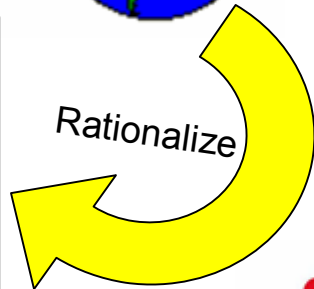
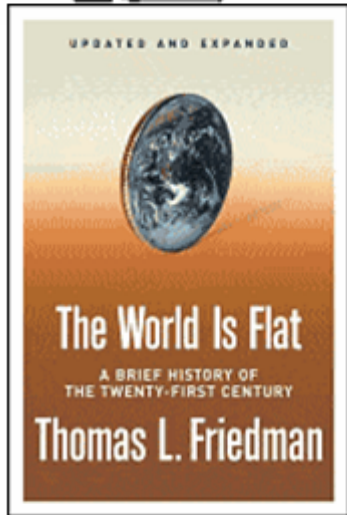
**SEVEN CHARACTERISTICS  
OF  
EFFECTIVE LEADERS**

# 1. Vision, Direction & Action



***VISIONARY***  
***Creating a vision, setting***  
***goals and direction***

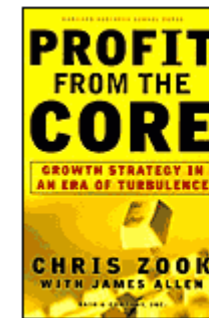
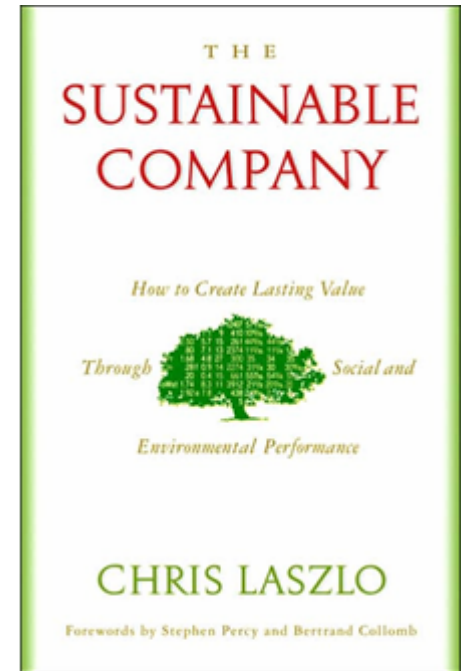
## 2. Seeks & Creates Global Opportunities



### **DISCOVERER**

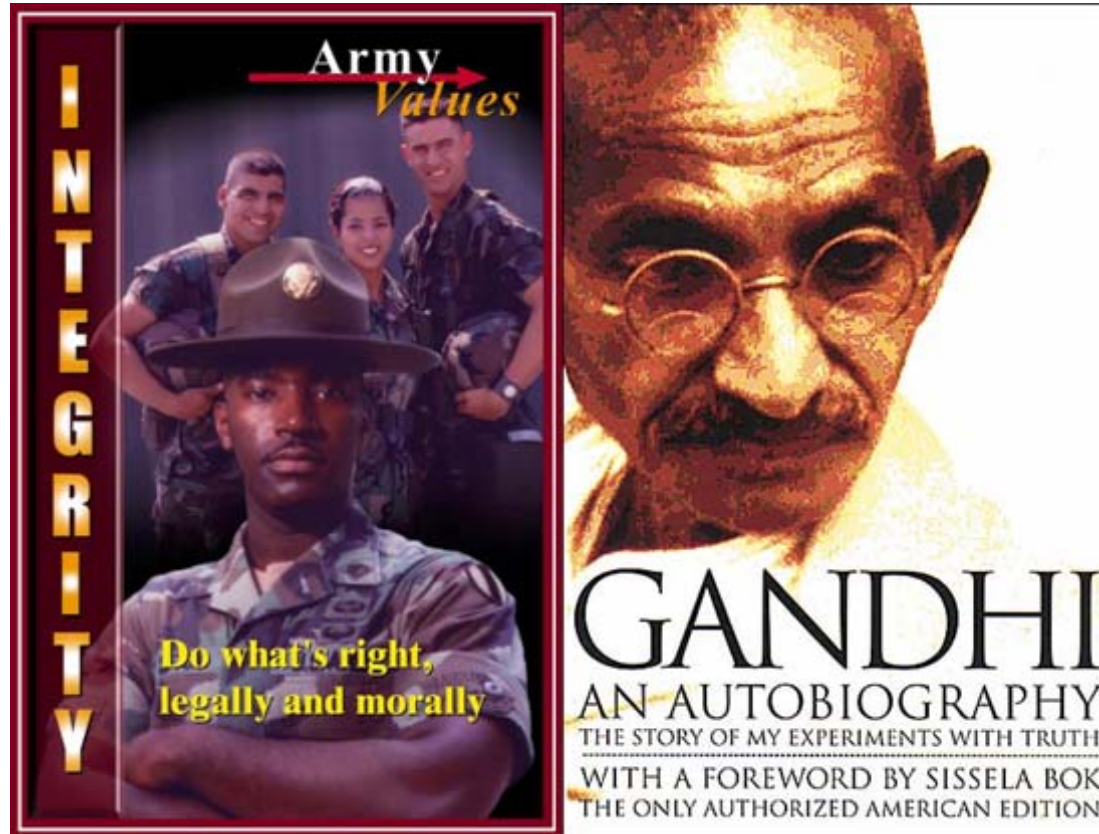
*Capacity to uncover and clarify new problems, questions, and phenomena*

### 3. Serve Stakeholders



***ETHICAL***  
***Fulfillment of one's responsibilities as a worker and citizen***

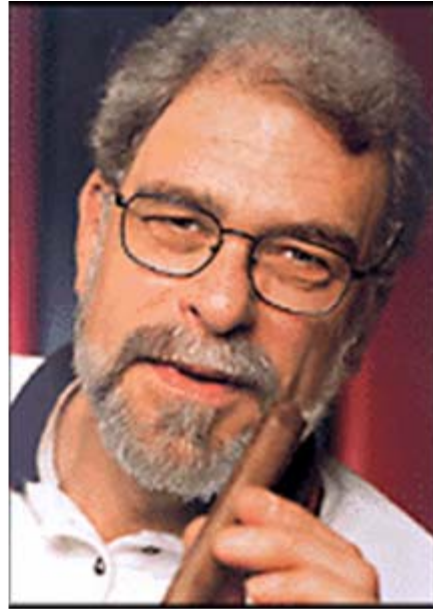
## 4. Integrity



***ETHICAL***

***Fulfillment of one's  
responsibilities as a worker  
and citizen***

# 5. Synthesize & Communicate



## **SYNTHESIZER**

***Ability to integrate ideas from different disciplines or spheres into a coherent whole and to communicate that integration to others***

# Synthesizing International Markets

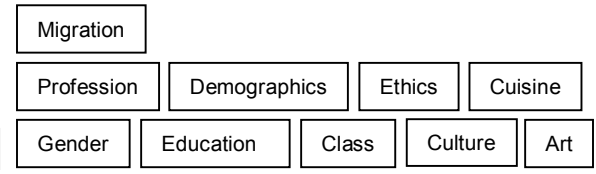
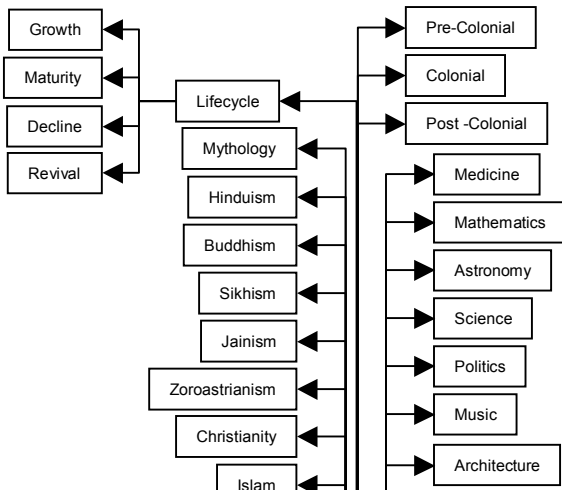
- Macro Dimension
  - Cultural, religious, scientific, political, architectural, and economic histories of a people
- Micro Dimension
  - Characteristics, drivers/motivations of individuals
- Resources that are available or not available to a society
- Institutions that operate that society or country
  - Political, religious, economic, legal, social and others that are important to business activities

***RESPECTFUL***

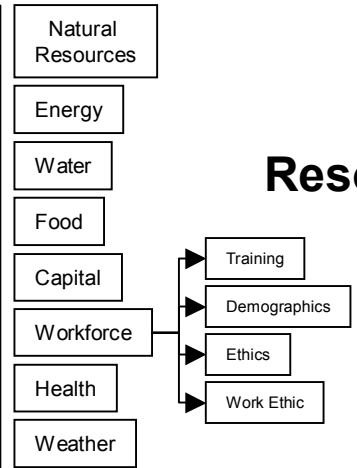
***Awareness of and appreciation for  
differences among human beings  
and human groups***

# EXAMPLE

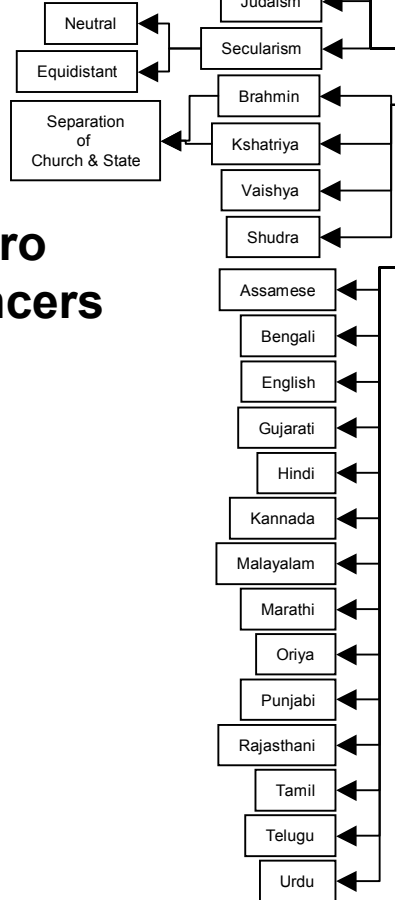
## Micro Influencers



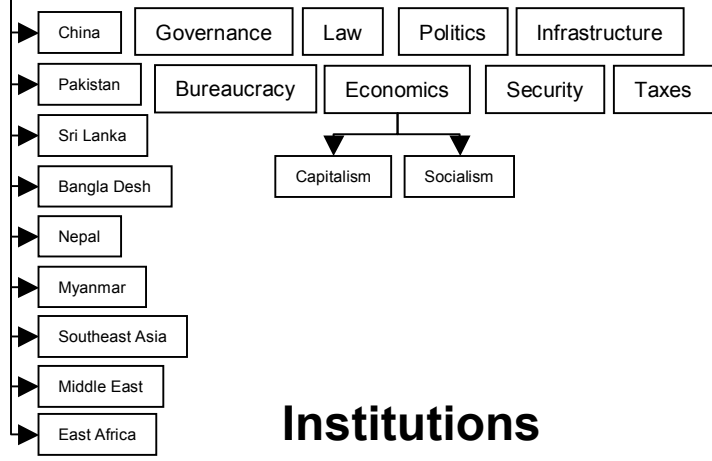
## Resources



## Macro Influencers



## Institutions

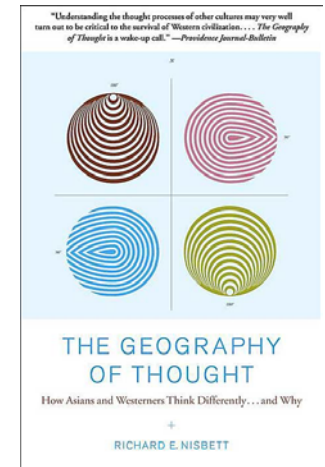


# West

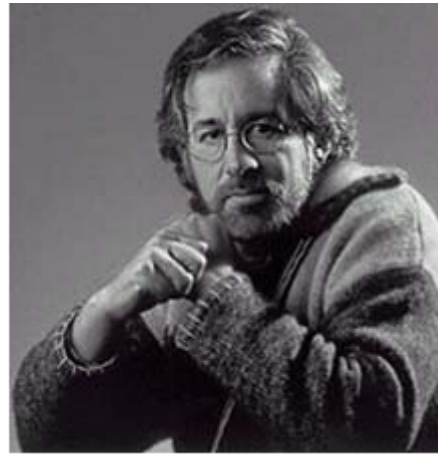
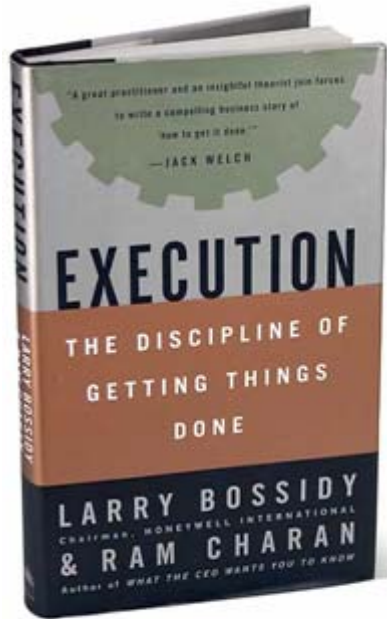
Independent  
Focus on Object  
Categorization  
Stability  
Individuality  
Simplicity  
Self  
Individual Action  
Individual Distinctiveness  
Achieved Status  
Debate - Win  
Polyphonic Music  
Stability  
Universal Rules  
Fixed Agreements – Transaction Focus  
Combative Legal System  
Debate – Rhetoric  
Company is a system to perform tasks  
and functions  
“At Will” Employment  
Language Noun Driven  
History – Causal (Why?)  
Religious Wars - Common

# East

Interdependence  
Focus on Field  
Relationships  
Change  
Fitting In  
Complexity  
Environment  
Collective Action  
Blend Harmoniously in Group  
Ascribed Status  
Discussion - Consensus  
Monophonic Music  
Change  
Contextual Rules  
Malleable Agreements - Relationship Focus  
Resolution/Middle Way  
Avoid Controversy  
Company is a group of people working in  
relationship to each other  
Lifetime Employment  
Language Verb Driven  
History – Contextual (How?)  
Religious Wars - Uncommon



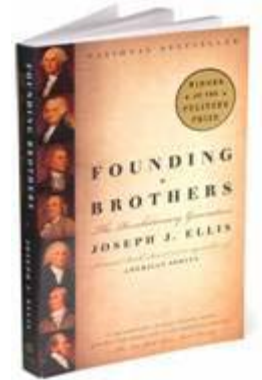
# 6. Imagination with Effective Execution



## **FULFILLER**

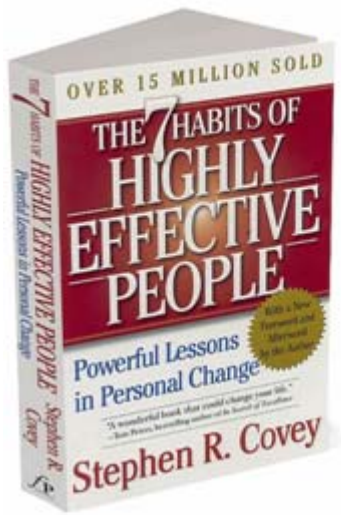
***Capacity to implement and execute imaginative activities of great complexity***

# Imagination with Effective Execution



## ***FULFILLER***

***Capacity to implement and execute imaginative activities of great complexity***

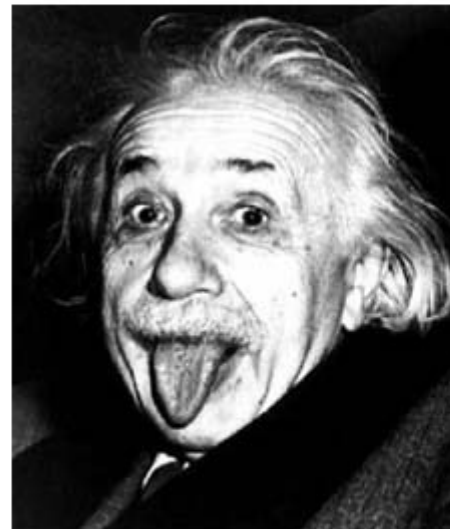


## 7. Balance & Fun!



### **BALANCER**

*Capacity to have a rounded, fulfilling life*



# The Composite Successful Business Leader!

## **VISIONARY**

*Creating a vision, setting goals and direction*

## **DISCOVERER**

*Capacity to uncover and clarify new problems, questions, and phenomena*

## **ETHICAL**

*Fulfillment of one's responsibilities as a worker and citizen*

## **RESPECTFUL**

*Awareness of and appreciation for differences among human beings and human groups*



## **SYNTHESIZER**

*Ability to integrate ideas from different disciplines or spheres into a coherent whole and to communicate that integration to others*

## **FULFILLER**

*Capacity to implement and execute imaginative activities of great complexity*

## **BALANCER**

*Capacity to have a rounded, fulfilling life*

## **LEARNER**

*Learns as if living forever*

**THANK YOU!**

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