

**Pradeep Anand**

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# **Characteristics of Good Leaders**

## **ICC Leaders' Conference**

**June 16, 2013**

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# Agenda

- My Background
- Leaders and Managers
- Some Key Characteristics of Good Leaders
- A Checklist to Improve Leadership Skills

# What do I do?

I help  
CEOs, General Managers and Business Owners  
**Increase their Firms' Valuations**  
by  
providing advisory services  
that  
**Accelerate Growth of Revenue & Margins**

# Worked with more than 50 CEOs, GMs and Owners

- Vice-President, Marketing, Landmark Graphics Corporation
- Manager, North American Operations, Production Automation, Baker Hughes
- First Marketing/Business Development Manager, Logging-while-Drilling, Sperry-Sun Drilling Services

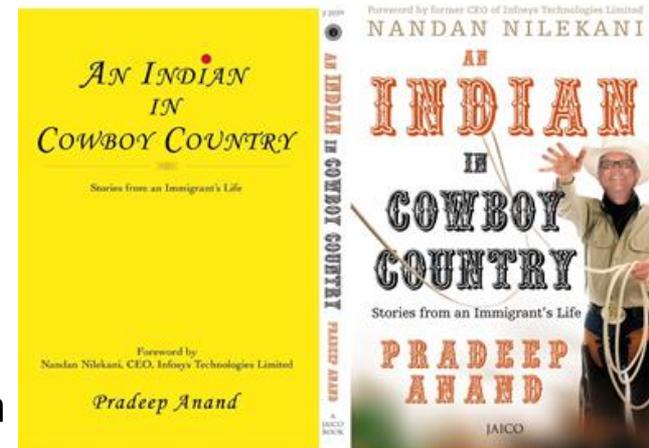
## Clients (Since 1994)

- **Oil & Gas** – Baker Hughes, Baroid Corporation, Daniel Industries, Dresser Industries, Dresser Oil Tools, Express Integrated Technologies, Integrated Exploration Systems (Germany), Landmark Graphics, NL Industries, Numar, OFS Portal, Photon, PGS-Tigress, Praxis, Preng & Associates, Sperry-Sun, Object Reservoir (US Venture Partners), Volumetrix
- **Engineering/Manufacturing** — Aggreko, AirXChangers, Astralloy, CompX, Continental Carbon, Excell Minerals, Fabsco, Fort Lock, Gundle/SLT Environmental, Harsco Corporation, Harsco Industrial, Harsco Infrastructure, Harsco Metals & Minerals, Harsco Rail, Hendrickson Trailer, IKG Industries, MultiServ, National Cabinet Lock, Nutter Engineering, OnePoint, Patent Construction Systems, Patterson-Kelley, Reed Minerals, SGB, SteelPhalt, Waterloo Furniture Components
- **Technology** — AMD, Avalon Imaging, Facet Technologies, Metasolv, Laversab, NobleTek, Sun Microsystems, Scicom, Silicus, Syntel, VisionMonitor Aviation, ZResearch
- **Other** — Kanaly Trust, Fort Bend Independent School District, American Sleep

# Background Snippets



- **Rice University**
  - Adjunct Faculty Member, Jones Graduate School of Business's MBA Program: Teach "Marketing Management in the Energy Industry"
- **University of Houston**
  - Dean's Advisory Board Member, College of Technology
  - Advisory Board: India Studies program
- Program Chair—IIT 2013 Global Conference, December 6-8, 2013, Hilton Americas
  - 625+ paid registrants
  - Capacity 2000 people
  - [www.iit2013.org](http://www.iit2013.org)
- BS, Indian Institute of Technology, Bombay, India
- MBA, Bauer College of Business, University of Houston



# Some Statistics about Leaders/CEOs

- Only **10%** of Americans believe business leaders generally work for the **greater good of society**; the **majority (52%)** believes **corporate bosses** work mainly to **benefit themselves**
- The average optimal **CEO tenure** is just **4.8 years**
- Just **9.8%** of **chief executives** can be categorized as **risk-averse**, compared with **64%** of the (similarly aged) **general population**
- 80% of CEOs are very **optimistic**, well above the mean
- A **business major's chance** of becoming **CEO** of an S&P 500 company is **34% lower** than an economics major's

# More Stats about Leaders/CEOs

- Companies whose CEOs have **borrowed 100%** of the value of their homes have **debt ratios** that are **7.2 percentage points higher**, on average, than those of comparable firms led by CEOs with zero **mortgage debt**
- Companies run by **unmarried CEOs** appear to **invest more aggressively** and take **greater risks** — their investment level is **10% higher**, on average, and their **stock-return volatility** is **3% greater** than that of other firms
- In **times of competition**, individuals who are **less altruistic** are seen as dominant and **more appealing as leaders**
- **57% of Russians** say having a **strong leader** is more important than having **democracy**

# More Stats about Leaders/CEOs

- Executives with **larger waistlines** and **higher body-mass-index** readings tend to be **perceived as less effective** in the workplace, both in performance and interpersonal relationships
- **Narcissists** appear to be good leaders but **aren't**

# Leadership and Management

- Leadership and Management are two distinctive and complementary systems of action
- Management is about coping with complexity
- Leadership is about coping with change

# Management: Coping with Complexity

- Need created by the **emergence of large organizations** in the 20<sup>th</sup> Century
- Without it, **complex enterprises** become **chaotic** in ways that threaten their very existence
- Good management brings a **degree of order** and **consistency** to key success dimensions of a business
- Management involves **planning** and **budgeting**, **organizing** and **staffing**
- Management provides **control** and **solves problems**

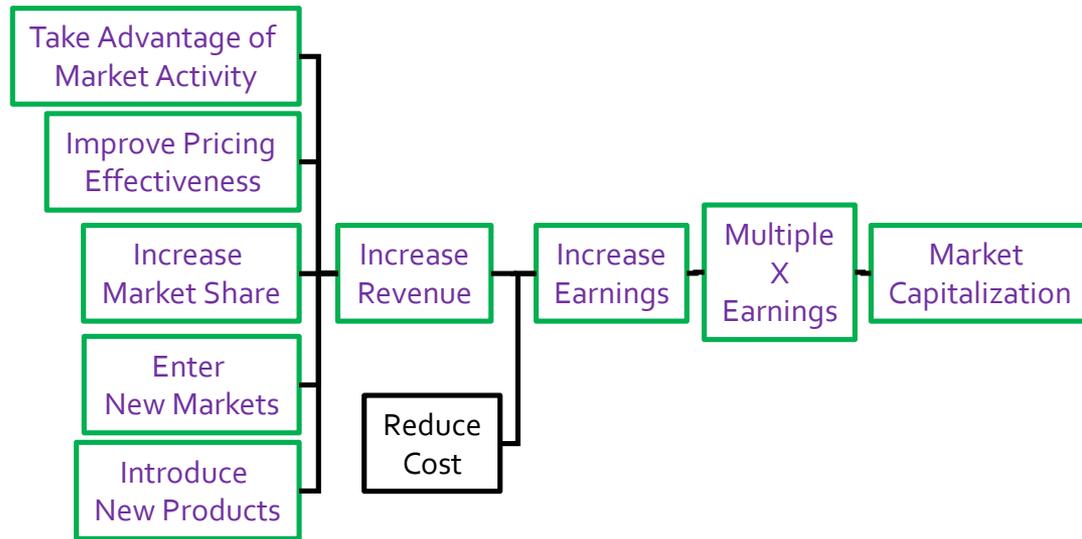
# Leadership: Coping with Change

- Every Company faces **unrelenting onslaught** from the **changing Business Climate/Environment**, aggressive **Competition** and demanding **Customers**
- What was **done yesterday**, or doing **marginally better**, is no longer a formula for success today
- **Major changes** are necessary to **compete effectively** and thrive in this new **volatile environment**
- **More change** always demands **better leadership**
- Leadership involves setting **direction** and **aligning resources**
- Leadership provides **motivation**

# I Help Business Leaders Cope with Change

Increasing Probability of Success  
Reducing Uncertainty

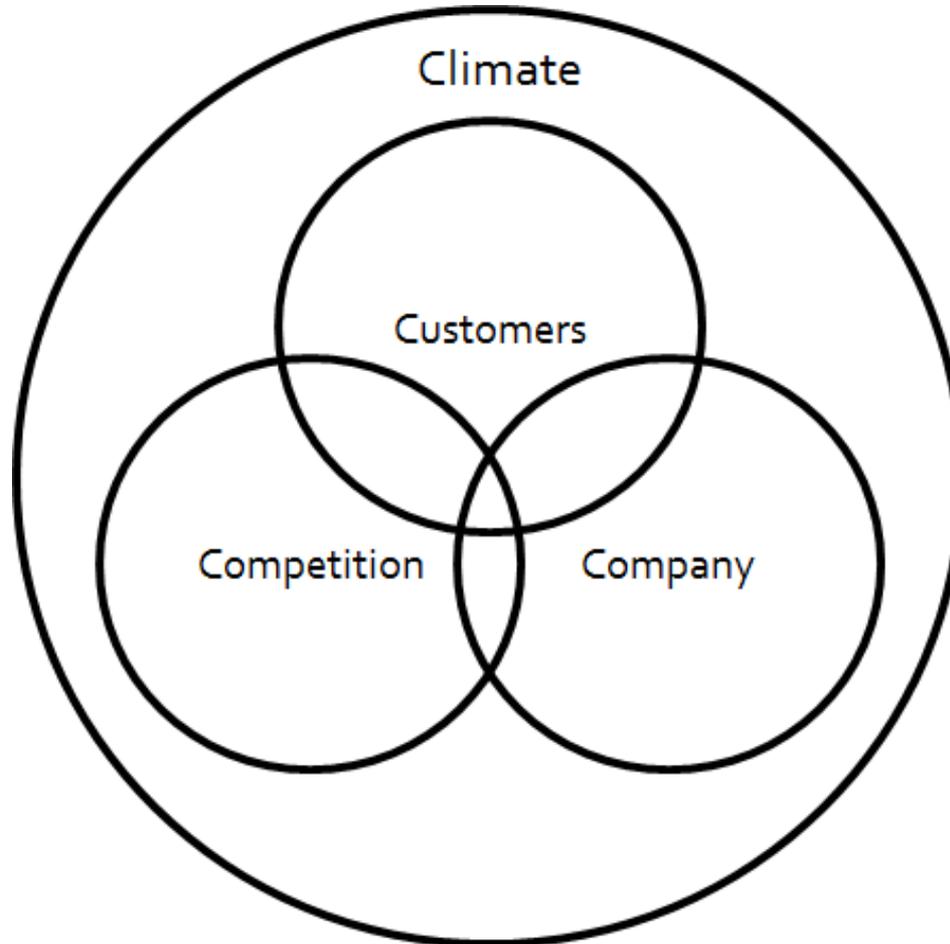
Sharpen Competitive Playing Skills



Where are we? Where can/should we go? How do we get there?



# Help Leaders Unravel the “Four Cs”



**Where are we? Where can/should we go? How do we get there?**

# Good Leaders

- Exhibit wildly different personalities, attitudes, values, and strengths
- All of them “Get the right things done, in the right ways, at the right time”
- 16 Characteristics of Good Leaders

# 4 Core Characteristics of Good Leaders

- Integrity
- Authenticity
- Action: Quiet, Calm, Determined, Persistent
- Humility
  - Success: Credit others, external factors, and good luck
  - Poor Results: Blame themselves

# +5 Individual Characteristics of Good Leaders

- Self-Awareness—knowing one's strengths, weaknesses, drives, values, and impact on others
- Self-Regulation—controlling or redirecting disruptive impulses and moods
- Motivation—relishing achievement for its own sake
- Empathy—understanding other people's emotional makeup
- Social Skills—building rapport with others to move them in desired directions

# +3 Characteristics of Good Leaders

- Anticipate change
- Adaptive capacity
  - Grasp context
  - Deal with the brutal facts of current reality
  - Encourage Creativity
- Vision with purpose that inspires themselves
  - Helps in creating energy, distinctive/compelling voice, authority, and strategic direction
  - Creates inspired standards that motivate
  - Motivates themselves and others
  - Engage others in shared meaning
  - Others help in achieving it

# +4 Characteristics of Good Leaders

- Focused
  - Capabilities: What firm can be best at
  - Economics: How firm's economics works best
  - People: What ignites their passions
- Delegation
  - Right People in the Right place
- Intolerant of Mediocrity
- Excel at creating Trusting Relationships
  - Capturing people's hearts, minds, and spirits

# 16 Characteristics of Good Leaders

- Action: Quiet, Calm, Determined, Persistent
- Adaptive Capacity-Context, Brutal Facts, Creativity
- Anticipate Change
- Authenticity
- Delegation-Right People in the Right Place
- Empathy-Understanding other people's emotional makeup
- Excel at Creating Trusting Relationships-Capture Hearts, Minds, Spirits
- Focused-Capabilities, Economics, People
- Humility-Credit Others, Take Blame
- Integrity
- Intolerant of Mediocrity
- Motivation-relishing achievement for its own sake
- Self-awareness-knowing one's strengths, weaknesses, drives, values, and impact on others
- Self-regulation-controlling or redirecting disruptive impulses and moods
- Social Skill-building rapport with others to move them in desired directions
- Vision with purpose that inspires themselves-Creat energy, authority, strategic direction, inspired standards that motivate themselves and others, shared meaning

# Checklist to Improve Leadership Skills

- Do I Act quietly, calmly, determinedly, persistently?
- Do I have Adaptive Capacity-Context, Brutal Facts, Creativity?
- Do/Can I Anticipate Change
- Authenticity?
- Do I Delegate and have the Right People in the Right Place?
- Do I have Empathy-Understanding other people's emotional makeup?
- Do I Excel at Creating Trusting Relationships-Capture Hearts, Minds, Spirits?
- Am I Focused-Capabilities, Economics, People?
- Am I Humble-Credit Others, Take Blame?
- Do I possess Integrity?
- Am I Intolerant of Mediocrity?
- Is my Motivation relishing achievement for its own sake?
- Am I Self-aware-know my strengths, weaknesses, drives, values, and impact on others?
- Am I Self-regulated-controlling or redirecting disruptive impulses and moods?
- Do I have Social Skills for building rapport with others to move them in desired directions?
- Do I create a Vision with purpose that inspires me to Create energy, authority, strategic direction, inspired standards that motivates me and others, with shared meaning?

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**THANK YOU!**

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