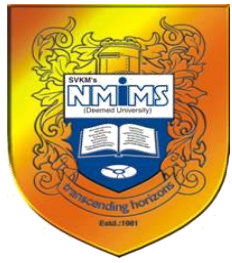


Global Leadership

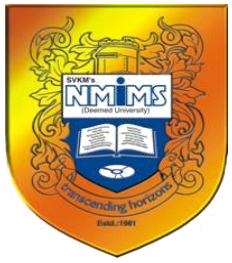
Presentation to BMA

May 28, 2005



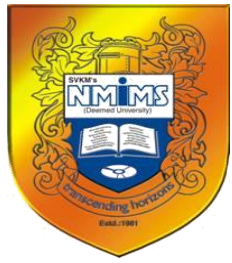
The Context

- Global Integration
- No protected environment
- Multiple geographies/currencies/businesses
- Diverse operations
- Regulatory frameworks
- Investor expectations
- Listing requirements
- Stringent disclosure requirements
- Management styles and culture changes



India

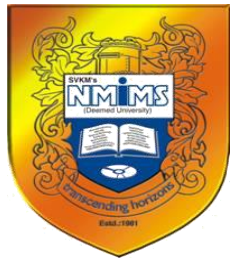
- World markets are growing
- India's share needs to grow proportionately
- Few Indian companies are truly global (esp. outside the IT sector)



CEO Challenges

GLOBAL RATINGS OF 539 CEO'S

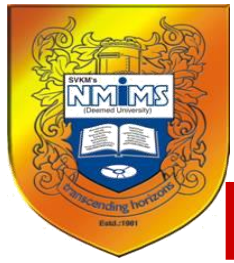
1. Sustained & steady top line growth
2. Speed, flexibility and adaptability to change
3. Customer loyalty



CEO Challenges

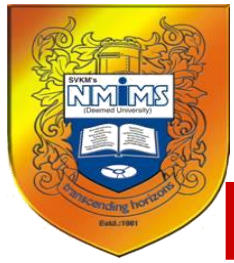
GLOBAL RATINGS OF 539 CEO'S

1. Sustained and steady top line growth
2. Stimulating innovation and creativity, enabling entrepreneurship
3. Cost/ability to innovate



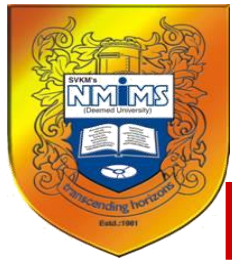
Lessons for Global Leadership

- If we play it right, growth is possible for Indian companies
- Need to manage scale of operations without compromising on excellence and customer satisfaction
- Dealing with a workforce that is multiracial and diverse
- Sustenance of excellence on the value chain



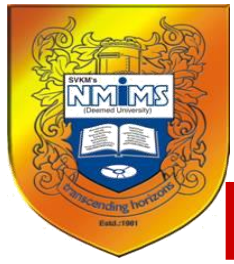
Lessons for Global Leadership

- Creating speed and flexibility of response in harnessing intellectual capital
- Dealing with increased scrutiny for compliances and governance
- Meeting standards on employee issues to compete globally
- Matching strategy and execution
- Global thinking in terms of size of operations, quality, scale, process, talent, best practices



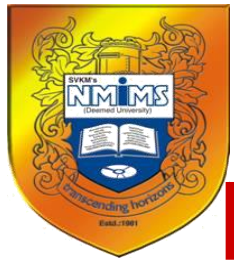
Lessons for Global Leadership

- Performance Management needs to benchmark globally on competency standards
- Management of cycles of change
- Indian leaders need to make decisions that are knowledge driven
- Need to embrace technology developed throughout the world



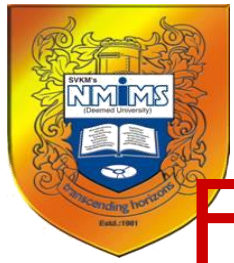
Lessons for Global Leadership

- People management challenges include creating and communicating a vision that is knowledge led and not person led, nurturing talent, building competencies, out of the box thinking, implementation of processes and methods.
- Managing differences through proactive problem solving strategies, not by playing the blaming game



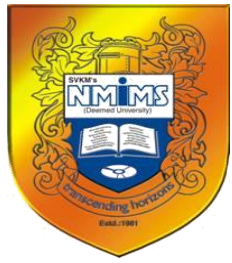
Lessons for Global Leadership

- Meeting regulatory compliances on an international scale
- Leapfrogging technology
- Image of manufacturing industry needs to change
- Placing different parts of the supply chain across the globe
- Changing pricing strategies



Fundamentals of Leadership

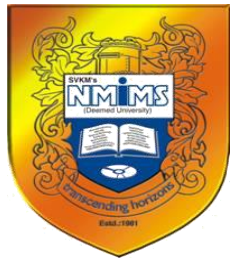
- Fundamentals of leadership have not changed
- Need to establish a visionary direction
- Build organisational architecture to translate positive visions to reality through system, process and structure
- Capability for action and reflection
- Commitment to modesty
- Fierce resolve to adapt to cross-border cultures
- Openness to collaborate



Peek into the Future of Business Strategy

LOOKING INWARDS

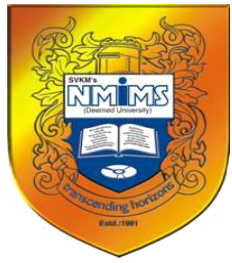
- Ethical strategy and governance
- Enterprise Risk Management practices
- Diversity management
- Talent management
- Benchmarking of operations
- Innovation and enterprise
- Away from feudal mindsets
- Measures and metrics



Peek into the Future of Business Strategy

LOOKING OUTWARDS

- Competitive intelligence
- Supply chain management
- Image management
- Investor behaviour management
- Innovations in forms of business strategy partnerships



Thank You

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