

Leadership in Changing times.

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We will discuss today

- **The 3 Challenges**
- **The Leader and his behavior**

The 3 Challenges

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1 ne. Building TRUST

We are coming out of the **worst**
global recession in the last 80
years.

Various Governments have spent a total of
10 Trillion USD as bail out and
support packages. That is **18 pc** of the
World 's combined GDP.

So, the **Role of**
Government is assuming a
different dimension.

Building back TRUST in
**Business, Government and Institutions is a
challenge for all leaders.**

TRUST : “You will
not hurt me if I am
vulnerable”

Trust in Business

	January 2008	January 2009	June 2009
USA	59 %	36 %	48 %
UK	48 %	46 %	44 %
France	39 %	30 %	41 %
Germany	34 %	34 %	39 %
India	75 %	71 %	75 %
China	58 %	62 %	60 %

Trust in Government

	January 2008	January 2009	June 2009
USA	43 %	30 %	42 %
UK	35 %	40 %	38 %
France	38 %	34 %	40 %
Germany	26 %	36 %	44 %
India	44 %	42 %	55 %
China	74 %	72 %	78 %

Trust in CEOs

Emergence of Web 2.0 has seen a western decline in CEO credibility.

2wo. Building People

**All organizations have
gone through
restructuring.**

**Take fear out of
people. Fear is a barrier
to Teamwork and
Productivity.**

Unemployment Data

USA	September 2009	9.8 %
Japan	September 2009	5.5 %
China	July 2009	4.3 %
Germany	September 2009	8.2 %
France	August 2009	9.9 %
UK	July 2009	7.9 %
Italy	June 2009	7.4 %
Russia	August 2009	8.1 %
Spain	August 2009	18.9 %
Brazil	August 2009	8.1 %
Canada	August 2009	8.7 %

**Structure divides
people , people unite
structures.**

**Leaders need to sacrifice
keeping the long term
view while some
employees might take a
short term view.**

**Emotionally
rewarding the
loyalty** of ecosystem,
partners and employees
Vs. the “I am hanging
around till I get the next
break” group!

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**Identify the young people
who had a stomach for
the tough ride in 2008
and 2009.**

Leadership

Unity.

**Learning to make decisions as a
community.**

1 plus 1

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60 % agreement but
100 % commitment.

Three. Building the Business.

Fortune 500 earnings

2006	\$785 Billion
2007	\$ 645 Billion
2008	\$99 Billion

**Am I coupled or
decoupled from the
global environment,
partners and the parent
company?**

**Is the recovery for
real, is the worst
behind us ?**

**The Caterpillar to
Butterfly journey?**

**Is my company safe
now to plan for
growth?**

**Uncertainty helps
well run companies.**

**The permanency of
strategy Vs. the
nimbleness needed
for today.**

**What are the
opportunities in this
situation?**

What is the China effect ?

We as Leaders...

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“This” AND “That”

**Building
Trust**
Honest, continuous
AND Frequent
Communication.

**Building
People**

**Democratic AND
Directive.**

**Building the
Business**

**Scaling Up AND
Scaling down.**

Summary

- **The 3 Challenges : BUILDING TRUST, PEOPLE, BUSINESS**
- **Leader : Honest, continuous AND Frequent, Democratic AND Directive, Scaling Up AND scaling Down.**

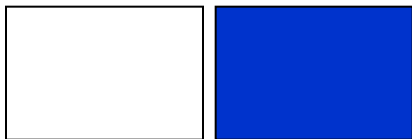
Thank You

Masterbrand color palette

Note:

To prevent printing a hidden slide (like this), de-select "Printing hidden slides" option in print menu.

Core white & blue



R 255	R 000
G 255	G 051
B 255	B 204

Neutrals



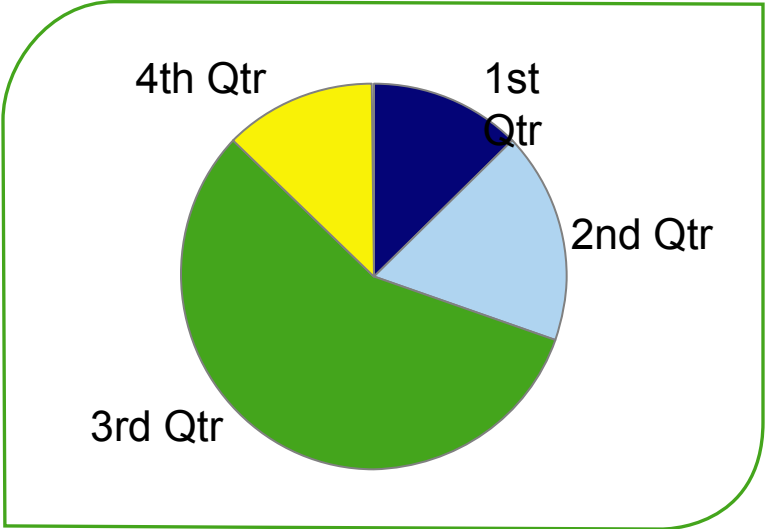
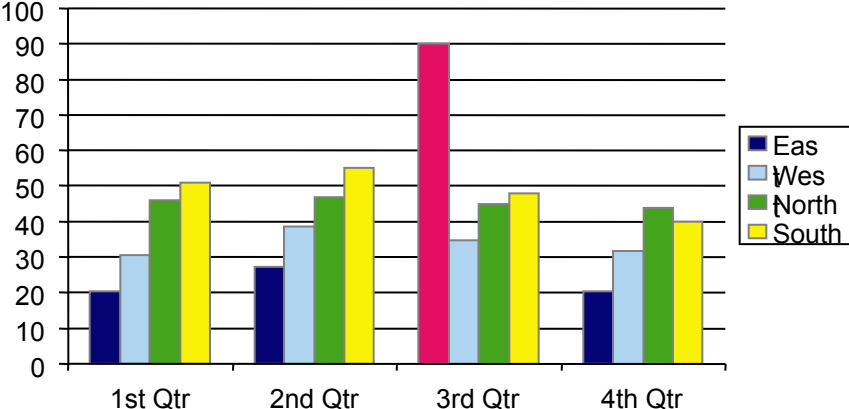
R 004	R 002	R 224	R 175
G 004	G 076	G 219	G 212
B 119	B 028	B 202	B 240

Brights



R 249	R 068	R 228
G 242	G 165	G 014
B 006	B 028	B 098

The pink highlight color is to be used sparingly, not in large areas and can only be used as 100%, never as a tint.



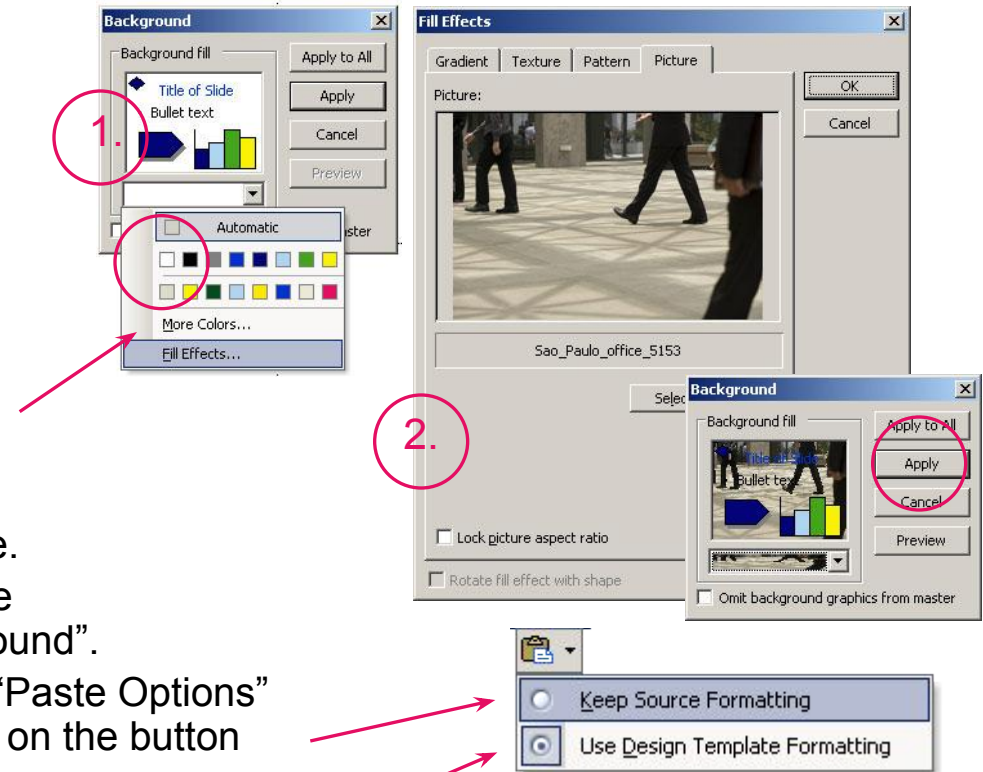
Working with images

Adding a background (full bleed) image

- 1) Right-click on a blank space on a slide (or, Format > Background)
- 2) Select: Fill effects > Picture > Select picture, and browse to find wanted background picture > Apply (or Apply to all).

Note: ensure that the dimensions are according to PowerPoint page setup (A4 by default).

- To **delete existing background** (picture or color), select white color from “Background fill” color palette.
- To **save the background image**, right-click the slide outside of any placeholders and click “Save Background”.
- To **retain the slides' original formatting**, click the “Paste Options” button which appears under the slides you pasted > on the button menu, click “Keep Source Formatting”.
- If you decide you want the **current design template** styles to apply, click “Use Design template formatting” (this is the default).



For more info and advanced options go to “Consumer touch points” / “Corporate applications” / “Office templates” in Nokia Brand Book.

Should we look at better self regulation in an industry?

What is the role of business in society and what is expected?

Optimism laced with realism.

An AND approach, not an OR approach.

Conversations with employees should not be press briefings. Candor AND optimism.