

25th world gas conference
“Gas: Sustaining Future Global Growth”

The Future of the Gas Industry Winning the Race for Talent

Challenges for an Oil and Gas MNC in Asia

Dr Kenji Uenishi, President
GE Energy Asia Pacific

“Cultural Diversity & Global Reach :
How does it work in Asia?”

Tuesday 5 June 2012

Venue: Emerald Room, Mandarin Oriental

Patron



Host



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Regionalization GE's Example

Globalization - Old Model

- Knowledge and Expertise both technical & Leadership are held in CoEs/HQ
- Strong Control by HQ & **less Delegation of Authority** with Locals
- More overseas assignments from HQ

Regionalization – New Model

- Transfer of Knowledge to local talents in both technical & leadership
- **More Delegation of Authority to Locals & Local Leaders** with Local Nationals
- Increase local partnership and enhance customers relationship

Cultural Diversity & Global Reach : How does it work in Asia?

Leaders as Global Players

The paradigms of the Asia Leader

- | | | |
|-------------------------------------|------------|----------------------------------|
| ▪ Successful in country | <i>and</i> | Successful in Asia/Globally |
| ▪ Recognize need for hierarchy | <i>and</i> | Build a flexible and simple org |
| ▪ Thinking long-term | <i>and</i> | Responding to talent needs today |
| ▪ Staying through the Asian culture | <i>and</i> | Being rigorous and direct |
| ▪ Adapt in political complexity | <i>and</i> | Professionally run organizations |

= *Plenty of global opportunity to demonstrate*

Limited to calls + meetings

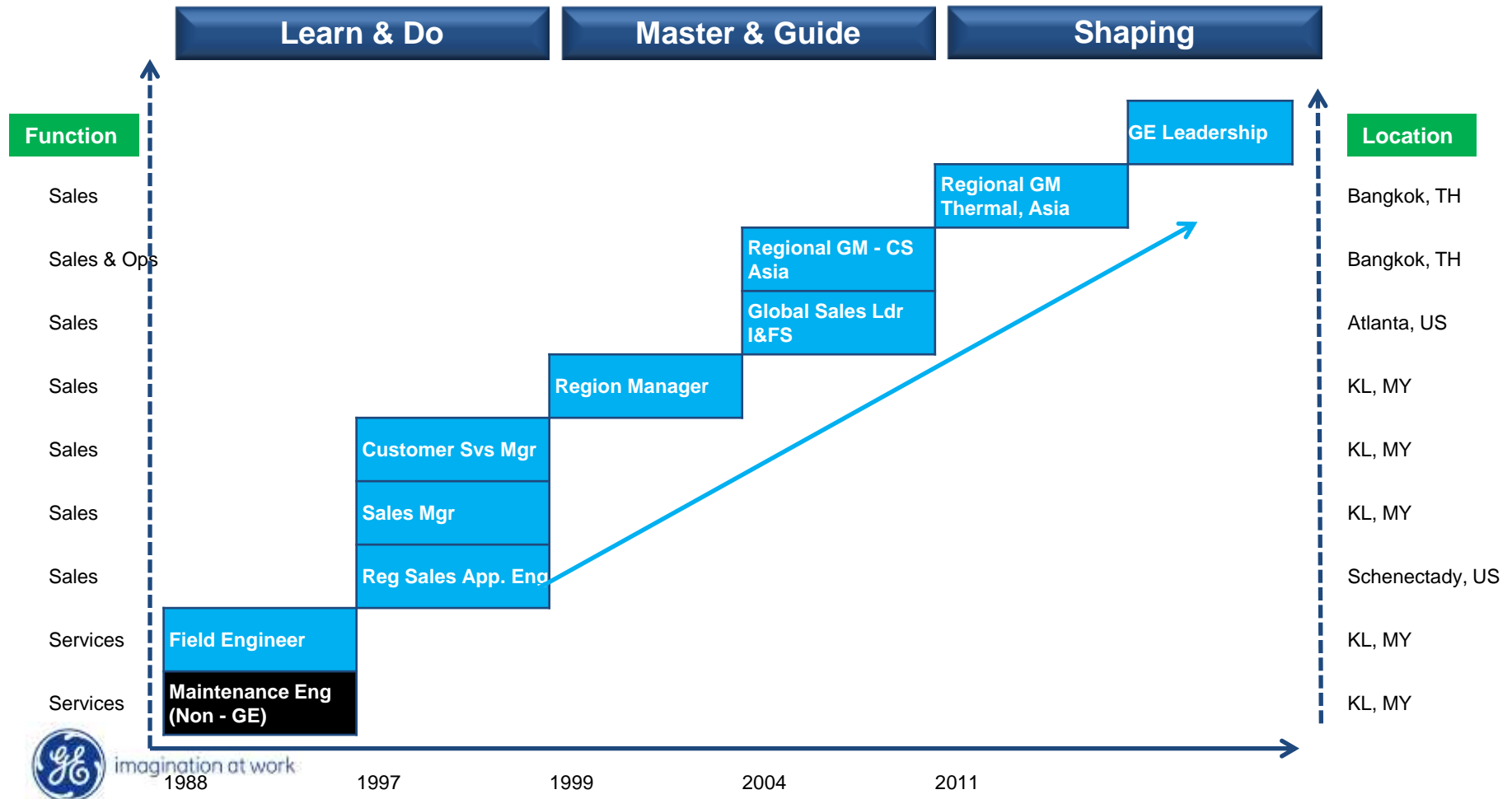
Invest on intra Asia & Global/HQT assignment:

- Focus on personal **leadership gaps vs culture gaps**
- 18+ months stretch talented leaders in expanded role
- Swap roles with Asian leaders
- HQ based **mentors**
- **Build the right career path**



GE Example: Global Leadership Development for in-country Talents

Asia Regional General Manager



The GE Recipe: Rally around our Growth Values Global vs Local

Clear and consistent set of values, the same everywhere....

ONE GE culture...consistent set of values and global operative processes

External focus



- Connects effectively with a broad group of stakeholders
- In tune with outside customers and environment, sees around corners
- Educated on global issues, curious about the world

Clear thinker



- Embraces ambiguity and uncertainty, is adaptive
- Connects strategy to purpose and communicates in a way that inspires
- Decisive, uses knowledge, experience, network, instinct

Imagination & courage



- Generates innovative ideas and makes it happen
- Encourages risk taking and learns from success/failure
- Challenges bureaucracy and non value-add work, drives speed and simplicity

Inclusiveness



- Welcomes opposing thoughts and ideas, listens and is humble
- Works collaboratively, respects individuals and cultures
- Drives engagement and commitment

Expertise



- Domain depth, credibility built from experience and results
- Continuously develops self and passionate about developing others
- Leverages technology to win



Always with
unyielding
integrity

.....with local variations in operational details to accommodate different cultures