



Paradigmas, Practicas y Decisiones en Liderazgo

Santiago, Julio 2009

Quien es Gary Hughes?



Power of the Puma

The puma was chosen as a symbol for the company's values when Sandvik Mining and Construction's regional manager for Latin America adapted Sandvik's general value terms to the local organization.

Gary Hughes is described by his colleagues as a compassionate and honest person who is great at getting things done. He sees himself as a person who appreciates working in a team, values diverse organizations and a multi-cultural environment, something that is required when he moved to Chile in 2003. "I've been fortunate to find a company that has been able to adapt and embrace a new organizational culture based on global Sandvik core values and the local reality. It has helped me learn to think and grow as a manager and leader of people," says Gary Hughes, who believes that leadership must be based on strong personal and corporate values. "I believe in the power of values to drive organizational change and performance. My principles are to discuss, decide on, adhere to and prevent any commonly agreed organizational values and to serve customers. To me, leadership is about being true to your beliefs, being credible and being an excellent role model. If I don't live up to our values and make sure others do, what is my credibility?"

Gary Hughes shares Sandvik's core values - Open Mind, Fair Play and Team Spirit - which he has adapted and used to promote a leadership style. However, he emphasizes the importance of adapting the English expressions to local conditions in order to facilitate understanding and acceptance.

Local organizations make a mistake when trying to translate the meaning of values word-for-word. To get our organization in Latin America to grasp the meaning of our values, we established our own set of values that represent the core values of Sandvik and the business area.

The local set of values that Gary and his team developed includes flexibility, adaptability, teamability, quality, respect and commitment. The puma was chosen as the symbol for these values, and visual images of the powerful cat are found across the organization.

"I believe in the power of metaphors. They are great for getting teams to work together and to give common identity to something," explains Gary Hughes.

The local values are communicated through our core organization using a variety of media, from meetings and workshops to employee introductions. The values have helped to drive organizational changes in the region, according to Gary Hughes.

Flexibility and quality, for example, were demonstrated by SMC moving its Brazil sales office from Sao Paulo to Belo Horizonte to move closer to customers in the mining heartland of Minas Gerais.

During 2008, the business area also moved five separate facilities into a combined new facility in Chile. In addition, a process was actively initiated to establish manufacturing in Yaguajay in Brazil.

Commitment is focused on fully supporting our construction customer base in Central America and the Caribbean. Investments to improve support to the other parts of business, with the exception of Mexico, which is in progress, he says.

Local initiatives have been in Chile. He started with his family in Zambala in 1987. After studying in Zambala, South Africa and the UK, he became a well-qualified mining engineer who spent ten years working in Zambala's copper mines. In 2001, he moved back to South Africa to work at Sandvik's regional office as vice president and business area manager.

Before moving to Chile in 2003, Gary Hughes studied to become a manager, having his master's degree from the Latin American, but he worked in Brazil.

"We usually tend to view getting to know another culture as a struggle, but that is completely wrong for me. Instead of taking a three-month course on the culture, I was able to learn, why not just sit down and talk to people once in a while? Unlike here, you are given a work schedule, when you want to achieve and then do it."

"Working in South American is a challenge and Latin America, Gary Hughes has come to understand how similar the difference cultures are.

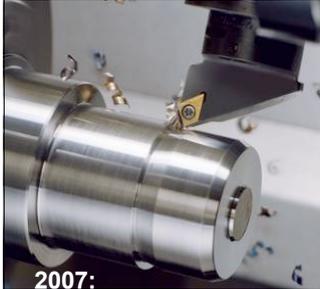
"We all look for common material values of fairness, honesty and commitment," concludes Gary Hughes. ■

Sandvik Liderazgo Global

Sandvik Tooling

Sandvik
Mining and Construction

Sandvik
Materials Technology



2007:

Sales , USD M.	4,000	4,900	3,500
Margin %,	24.2 %	15.1	10.8
ROCE%	33.5	31.2	14.5

Sandvik Mining and Construction



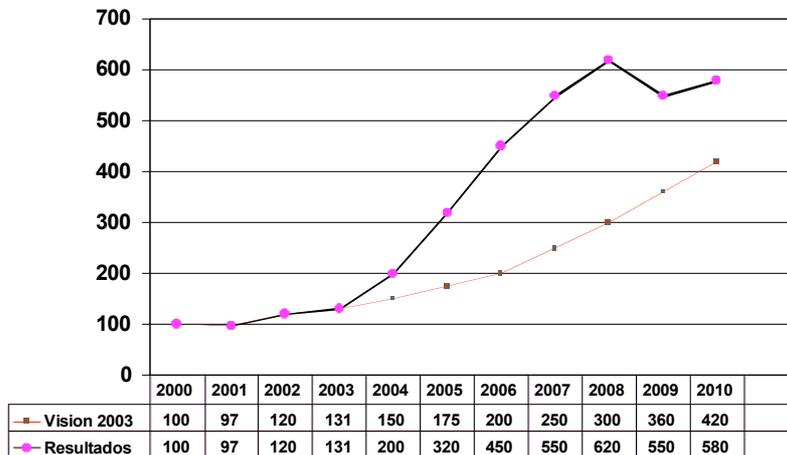
SMC Organisation en America Latina



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Lo Que Hemos Hecho ...



¿Mi definición de liderazgo?.....

- La diferencia entre hacer bien las cosas y hacer las cosas correctas o buenas
- Es el proceso de guiar a la gente a la fuente profunda de su propia habilidad
- Establecer sus sucesores para mejor
- Lo que me gusta llamar .."Pastoreo"

Liderazgo desde atrás.....



O desde
abajo..



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El Proceso De Crecimiento..



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La gente correcta – MIS SIETE Ps

- Personalidad
- Paso
- Prácticos
- Persistencia
- Pasión
- Persuasión
- Paciencia



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Uso de Metáforas...



¿Quién se Sube al Bus Azul?

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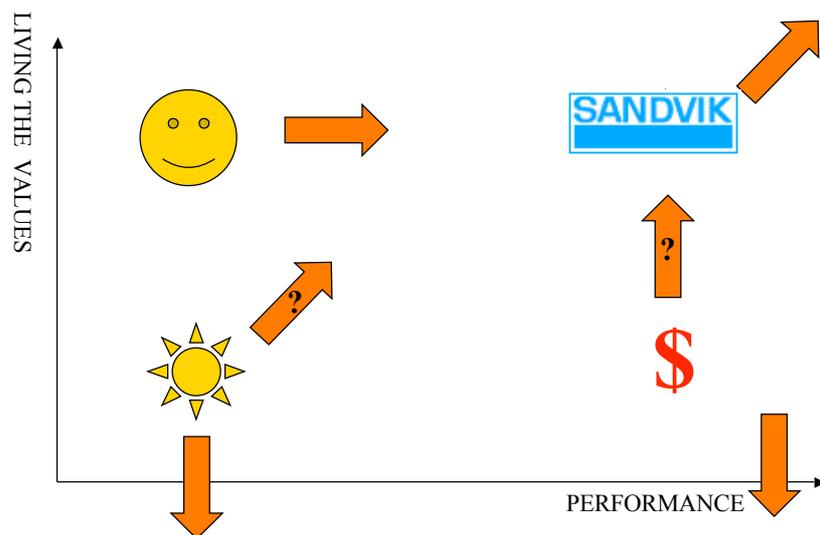


La Cultura del Puma – Valores Para Crecer

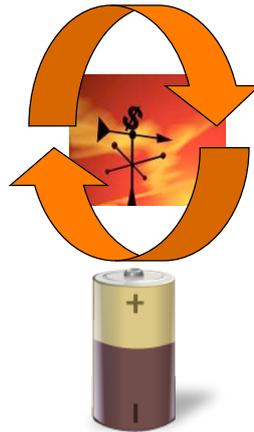
- Flexibilidad
- Adaptabilidad
- Capacidad
- Movilidad
- Especialidad
- Universalidad



Values and Performance



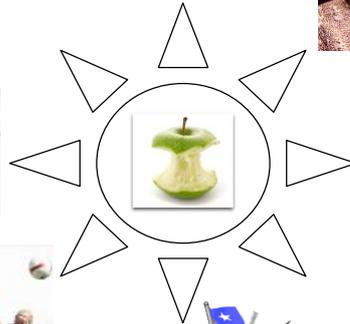
Herramientas para Manejarse y Portarse ?



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SANDVIK

SER UN ROL MODEL EL CORE DE LIDERAZCO



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SANDVIK

Mentes Pueden Mover Montañas!

