

*“If you would like to know the value of money, try to borrow some.”
– Benjamin Franklin*



On the Cover

The pressure on business leaders to meet or exceed short-term performance expectations continues and can, and often does, result in actions that may damage long-term value. Dynamic leaders will not allow that to occur. They have the vision, courage and motivation to stay on the path to building long-term, sustainable value for their organizations. The individuals

appearing on the cover are committed to producing innovative products and providing superior services which create long-term and lasting shareholder value.

General Motors Company produces vehicles in thirty countries and holds leadership positions in the world's largest and fastest growing automotive markets. Discussing his focus on long-term growth and some of the major structural changes made at GM, Daniel F. Akerson, Chairman & CEO, says “We still have more work to do - especially in areas like material costs and logistics - and our job is never really finished. But the sense of change you get around GM is real. We believe we are on plan to position GM for success now and for the long term.” He adds, “Today's General Motors is a new company.”

Doug R. Oberhelman, Chairman & CEO of Caterpillar, Inc., joined that company in 1975 and has served in a variety of positions in different parts of the world before becoming CEO in 2010. With sales and revenues reaching almost \$66 billion in 2012, Caterpillar has continued to grow despite the recessionary pressures of recent years. Looking well into the future, Oberhelman says “...the biggest weight on my shoulders are the strategic pieces - are we doing the right things to be sure we'll be here for a long time?”

HCL Technologies Ltd. takes pride in its philosophy of “Employees First, Customers Second,” which empowers their over 85,000 transformers to create real value for their customers. A thought leader in effective management, Vineet Nayar, Vice Chairman and Joint Managing Director, notes that the recent recession “brought about an epidemic of ‘short-termism.’ A related issue is the fact that the tenure of senior management is becoming shorter over time and, therefore, they are not focusing on longer term strategic issues like culture.”

Carlson operates in more than 150 countries and its brands employ more than 175,000 people. As President & CEO, Trudy Rautio emphasizes the importance of carrying the company into the future and notes, “we are now beginning to frame up vision 20/20, which builds upon our competitive strengths: strong and deep relationships with our franchisees, partners, and clients, and being private at the core, which allows us to take a long view.”

In exclusive interviews that follow, Akerson (page 10), Oberhelman (page 15,) Nayar (page 18) and Rautio (page 32), clockwise from top left, are committed to ensuring that the effects of their leadership are felt long after they have departed their current posts. ●

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