Corporate Culture:
Defining the Rules of the Game

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“Only the paranoid survive.”

Andy Grove,
Chairman of Intel Corp.
“If you don’t know where you are going, you may end up someplace else.”

Yogi Berra,
20th century philosopher.
It’s All About Balance...

The Skills Triangle

- Academic background
  - Currency with field
  - Experience

- Technical Skills

- Knowledge

- Job

- Products
  - Competition
  - Customers
  - Markets

- Personal Contributions
  - Professional behavior
  - Positive interactions
  - Ability to communicate
Radius 6052 km
Density 5.52 g/cm
Mass 4.87 (10^24 kg)
Gravity 8.9 m/s
108 million km from Sun
Rocky mantle and crust
Similar geological features
Rotation 243 days
Mean Temperature 464°C

Radius 6378 km
Density 5.24 g/cm
Mass 5.97 (10^24 kg)
Gravity 9.8 m/s
150 million km from Sun
Rocky mantle and crust
Similar geological features
Rotation 365 days
Mean Temperature 15°C
One Key to Success

(POP)\textsuperscript{e}

Professionalism, Observation, Passion
Powered by Execution!
10) Hand-holding will be minimal, and proportional to your stated needs
   – You were hired because of your skills and attributes – you will be trained, but not spoon-fed
   – Far better to confess uncertainty up-front than to fail later

9) Honesty is key
   – If you don’t understand or know something – ask, don’t vamp!
   – Data and process integrity are crucial deliverables

8) Procrastination is a killer
   – Department, business, and company performance is built on meeting deadlines
   – Sometimes the deadlines move up – rarely do they move back
   – Strive to beat deadlines, not meet them
   – Remember – It’s not a matter of time, but a matter of priority, because whatever has your priority will get your time

7) Avoid diarrhea of the mouth
   – You are the “NKOTB”, and by definition you know less than EVERYONE else
   – Keep your contributions modest and on point

*Courtesy of Dr. Keith Ward, Bausch and Lomb, as presented at the 4th Annual Life Sciences Career Development Conference, 2005, New York, NY
6) People, people, people
   - Understanding the psychology of decision makers is key to climbing the corporate ladder
   - Get to know all the key players well enough to anticipate how they think
   - LISTEN to how people respond, consider why they do, and learn to tailor your own communications appropriately

5) Keep a positive attitude – but follow through
   - “No” people do not get far
   - But they get farther than “yes” people who fail to deliver

4) Expect to be overwhelmed
   - When you arrive, you will be ‘drinking from the fire hose’ of information
   - Ability to “task shift” is critical to success
   - Develop good time management skills

3) Nearly all activity will be “matrixed”
   - Product teams composed of a mixture of folks from different disciplines
   - Team skills are critical
   - Learning from your colleagues can provide a tremendous development advantage
2) Perception IS reality

- Think about the image you project
- Example: Work hours – last in, first out does not project well
- Example: Dress for the position you want, not the position you have

1) You must take charge of your own professional development

- The lucky few will have a boss or mentor who will help
- Usually, company goals override employee development in the list of priorities
- However, the two need not be incompatible
- Find professional goals in line with business objectives, and leverage the resource available to you to get them done
  - Example – scientific publications on non-proprietary activities
- Professional development WILL take going the extra mile!
The most important thing about Industry

AND THE MOST IMPORTANT THING IN INDUSTRY is.....
BE NICE TO SECRETARIES!!

They can open doors for you, or they can shut them so tight that you will not get in, even with a crowbar.
• **It’s a different world out there**
  - *It pays to learn how the corporate world differs from academia—what to expect*

• **Success mainly depends upon balance**
  - *You need to hone business, technical, and personal, or “human,” skills . . . Remember the triangle*
In Summary:

- **You need to distinguish yourself to succeed**
  - Remember POP
  - Ultimately, there is not that much difference between you and your co-workers
  - If you stand out, you will succeed. If you fit in, you merely survive.

- **There are people to help you out there**
  - Find a mentor who fits your style—and listen!
You are here.
“If you are going to swim with the sharks, try not to look like food.”