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28.7.05

TO WHOM IT MAY CONCERN

This is to confirm that Prasad Kumar was the Process Facilitator for the *Retreat of the Strategic Leadership Team* of Texas Instruments India Limited. The workshop was held on December 22-23, 2004 in Bangalore, India.

The aim of the workshop was to build consensus in the Strategic Leadership Team around a direction for the Organisation for 2005 and beyond and to explore opportunities for consolidating the synergy amongst the team members.

The design provided for exploration of both the "hard" dimensions of business strategy, structure and the "soft" dynamics of synergy and interpersonal dynamics.

The Strategic Leadership team came up with an action charter for 2005 and beyond , assigning clear ownership to the action agenda.

The workshop objectives were met and have been sustained during the intervening period.

A handwritten signature in blue ink, appearing to read 'V. Kartikeyan', with a large blue checkmark or flourish extending from the bottom right of the signature.

V KARTIKEYAN
DIRECTOR – HUMAN RESOURCES
TEXAS INSTRUMENTS INDIA LIMITED

July 30, 2005

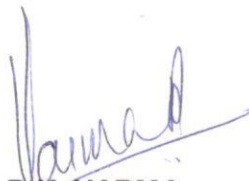
TO WHOM IT MAY CONCERN

This is to confirm that Prasad Kumar was the Process Facilitator for the workshop titled Building a High Performance Team for the Leadership Team of Ingersoll Rand India Limited. The workshop was held on August 7th to 11th - 2002 in Bangalore, India.

The aim of the workshop was to rejuvenate an existing team, surface and resolve intra and interpersonal issues with and among the Business Head and his immediate team, working in geographically dispersed locations.

The facilitator's role was centred on creating a climate of trust and candour in which to surface underlying group conflicts and enable the group to manage their differences. The role was also to help the team formulate working team norms which would result in seamless integration of the team in the professional context.

The participants were able to come out with a 'Working Theme' to address the issues in view of the tremendous business challenges they were facing and also work towards team norms that were acceptable to the team.



D.K. VARMA
VICE PRESIDENT- HUMAN REOURCES AND OD

28.7.05

TO WHOM IT MAY CONCERN

This is to confirm that Prasad Kumar was the Process Facilitator for a workshop on *Value Leadership* held for the Leadership Team of Marico Industries Limited. The workshop was held on September 24-25, 2003 in Mumbai, India.

The purpose of this workshop was to broad base leadership responsibility for deployment of Marico's Values, which at that point vested, by default, only with the Chairman & Managing Director. The workshop was conducted as an outcome of the *values survey* to assess the level and practice of stated values.

The key role of the facilitator was to encourage open discussion on the survey results and to get the group to reflect on leadership behaviour that may have caused both the positive and negative survey results. It was crucial that the senior team feel a sense of accountability as "value champions". The purpose of the workshop was also to identify suitable actions required to make the shift of broad basing leadership happen.

The workshop met it's objectives. The identified actions have also been carried out thereafter with Prasad's facilitation and the change has begun in the organisation. The outcomes have thus been sustained over the intervening period.



PANKAJ BHARGAVA
CHIEF – HUMAN RESOURCES
MARICO LIMITED



MOTOROLA
Global Software Group

05 August 2005

TO WHOM IT MAY CONCERN

This is to confirm that Prasad Kumar was the Process Facilitator for the workshop titled *Explorations in Leadership and Career Design* as part of the "Motorola India Leadership Program". The workshop was held on October 4th to 6th 2004 in Chennai, India.

The workshop was a kick off event for the "Motorola India Leadership Program", intended to accelerate the development of high potential leaders and build the Motorola India leadership pipeline. This "kick off" session was an exploratory workshop which focussed on themes of life space design, career design, personal signature themes and development potential.

The facilitator's brief was primarily to design the workshop in a manner that helps the participants engage in a meaningful dialogue around their life spaces and careers, leading to a customised development plan for each individual.

The workshop succeeded in crystallising clear development directions and potential career roadmaps for each participant.

For MOTOROLA INDIA ELECTRONICS LTD.,

RAGHURAM REDDAM
DIRECTOR – HUMAN RESOURCES
MOTOROLA INDIA & GLOBAL SOFTWARE GROUP ASIA PAC