



octara.com

e-Newsletter | September 2019 | Issue - 6



Jamil Janjua,
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Dear Reader,

When the going gets tough the 'tough' get going to greener pastures overseas, or so it has been the case in the past. The new tough and resilient generations of Pakistan are rolling up their sleeves and digging in their heels, and doing battle with adversity right here at home, determined to persevere and prevail no matter how daunting the odds and how loaded the dice. Bravo!

We too at OCTARA are stepping onto the front foot and seeing the ball early, for the earlier you see the ball the better shot you will hit, and that's the entire point of it. Digitalization is the name of the game if we want to get ahead in the global village, and our new found love affair with Dr. Frank Peter, a heavyweight Don of the Digital Age, has matured very quickly over the span of less than a year, and he is returning to Pakistan for an extended tour of duty during which he will put through their paces Finance, HR, and Marketing's elite professionals in Karachi, Lahore and Islamabad as per the schedule provided within our pages.

On the issue of developing uncontested market spaces the Blue Ocean Strategy is back in focus in this issue with a detailed interview of OCTARA's extremely valuable senior associate and BOS authority Raj Kumar, the CEO at the UCSI Consulting Group and a certified member of the global Blue Ocean Strategy Community of Practice based in Malaysia.

Taking Communications, Creativity and Innovation to the next level are fresh faces Omar Farooq and Mehreen Farooq, both directors at "TALK!" who, on the 24th and 25th of September will conduct "Theatre For Business – The Manager As Actor, The Office As Stage", details of which appear within our pages. On the 18th of September OCTARA Associate Ghaus A. Jafri will engage the healthcare sector with "Corporate Etiquettes for Pharma Sales Professionals". In this issue we touch upon a touchy issue made so by the #MeToo movement, the question "Can a Male Boss Mentor You?" in a piece taken from The Sunday Times and written by Fleur Britten.

OCTARA's Global Consultants, a listing of who is provided at the end of the Newsletter, are at your service to customize in-house trainings for your workforce, and we standby to add value to your human capital acknowledged as central for sustained prosperity in any business, especially in this day and age of VUCA operating environments.

Thank you for giving OCTARA the privilege of serving you, and may Allah grant the Kashmiris the right of self-determination, and rid them of their present anguish, Ameen

Thank you for letting us into your lives. 😊

Feedback: info@octara.com

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Fleur Britten - The Sunday Times

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- Octara's Customized In-House Trainings
for your Workforce

Adil Ahmad, Special Correspondent, octara.com



ACTION STATIONS ON DIGITALIZATION!

Get Connected; Offer Your Products Online; Access the Global Village & Marketplace

Octara has raised the curtain on the Digital Marketing & Transformation Dynamo

When I first interviewed him earlier this year, or was it late last year, I was struck by the fact that Dr. Frank had resided and worked in Malaysia for the past 25 years and yet was on his first ever trip to Pakistan. His neighbors in Malaysia were Pakistani and grew for him a comfort zone about what has roundly been proclaimed as the most dangerous place in the world, a billing which we may well be living up to given the Indian ingress into Kashmir.

Nobody invited me to Pakistan, Dr. Frank had said, and Octara took that privilege and got him across for the first of what's proved to be a highly sought after workshop on digital marketing and getting savvy on social media. Dr. Frank is returning on popular demand with Octara setting a nation-wide stage for him; On September the 16th (Marriot, Karachi – Digital Transformation for Finance Professionals), 18th (Pearl Continental, Lahore – Digital Transformation for HR People), 29th (Pearl Continental, Lahore – Social Media Marketing Tactics), and 20th (National Incubation Center, Islamabad - Social Media Marketing Tactics).

On the 3rd, 4th and 5th of July just past Dr. Frank was in town delivering a flurry of punches that hopefully moved the audience from passive to active participants in the digital world, shaking them out of a detrimental slumber that has kept Pakistan way behind the curve due to our reluctance to move away from the old ways, and retrain and reinvent ourselves to successfully ride the many disruptions that characterize our Age, the Intelligence based fourth revolution of human evolution.

'SOCIAL MEDIA MARKETING TACTICS'

On the 3rd of July at the Marriott Hotel that turns into a hot and happening learning center by day and the hub of social activity by night, Dr. Frank Peter engaged the sizeable number present on 'Social Media Marketing Tactics' that focused on learning to establish social media marketing strategy; learning to make content writing more effective and building on its success; learning to look beyond 'Likes' and Comments' to increase social return on investment; and finally, learning to analyze your social media marketing data for continuous improvement.



'DIGITAL TRANSFORMATION FOR HR PEOPLE.'

On the 4th of July, once again at the Marriott, even as Uncle Sam lit up with fireworks, parades and festivity, Dr. Frank Peter was addressing the Human Resource Management professionals on 'Digital Transformation for HR People.' Digital transformation is the integration and acceptance of new technology in all areas of business, enabling a more innovative and productive workforce and the role of HR is crucial in successful digital transformation, says Dr. Frank.



'DIGITAL TRANSFORMATION'

On the 5th of July Dr. Frank conducted a half day discussion and overview on 'Digital Transformation' and what it actually is. This time too at the Marriott there were plenty of takers who turned up to get up to speed on working smarter and doing more with less by embracing technology. Digital Transformation is a process, says Dr. Frank, meaning that every aspect of it can be learnt. "Don't shy away from future proofing yourself and your organization simply because you lack the knowledge or fear the unknown. Come and learn what it actually means, not only as a concept but in the real world day-to-day operations.



I concur with Dr. Frank Peter. Each one of us possesses a secret desire to sail on the high seas and explore distant shores, but quite a few are afraid of losing sight of the land. The land that has nourished us for ages is changing constantly, and staying alive becomes a challenge if we don't move with the times ■

Report filed by **Adil Ahmad**, Correspondent, octara.com

Dr. Frank Peter returns to Pakistan in September 2019



DIGITAL TRANSFORMATION FOR FINANCE PROFESSIONALS

SEPTEMBER 18, 2019 | MARRIOTT HOTEL, KARACHI
9:30 AM - 5:00 PM

Course Facilitator: Dr. Frank Peter, Ph.D.

A LEADER ACCELERATION PROGRAM
Only from Octara

The banner features a dark blue background with a glowing laptop displaying various charts and graphs. A small portrait of Dr. Frank Peter is on the left, and a circular logo with the text 'A LEADER ACCELERATION PROGRAM Only from Octara' is in the top left corner.



DIGITAL TRANSFORMATION FOR HR PEOPLE

Emphasize | Re-inforce | Align

September 18, 2019 | PC Hotel - Lahore | 9:30 am - 5:00 pm

Course Facilitator: Dr. Frank Peter

A LEADER ACCELERATION PROGRAM
Only from Octara

The banner has a blue background with silhouettes of people and a large portrait of Dr. Frank Peter on the right. A circular logo with the text 'A LEADER ACCELERATION PROGRAM Only from Octara' is in the top left corner.



SOCIAL MEDIA MARKETING TACTICS

September 19, 2019 | PC Hotel, Lahore | 9:30 am - 5:00 pm

Course Facilitator: DR. FRANK PETER

A LEADER ACCELERATION PROGRAM
Only from Octara

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SOCIAL MEDIA MARKETING TACTICS

September 20, 2019 | NIC Islamabad | 9:30 am - 5:00 pm

Course Facilitator: DR. FRANK PETER

Marketing Partner: CGi | Venue Partner: National Incubation Center

A LEADER ACCELERATION PROGRAM
Only from Octara

The banner features a dark blue background with social media icons. It includes the Octara logo in the top left and logos for 'Marketing Partner: CGi' and 'Venue Partner: National Incubation Center' in the top right. A large portrait of Dr. Frank Peter is on the right, and a circular logo with the text 'A LEADER ACCELERATION PROGRAM Only from Octara' is in the top left corner.

An Exclusive Interview for Octara.com

RAJ KUMAR on

BLUE OCEAN STRATEGY

Raj Kumar is the CEO at the UCSI Consulting Group and a certified member of the global Blue Ocean Strategy Community of Practice based in Malaysia.



1. How did you come to specialize in Blue Ocean Strategy?

In 2007, I worked in a company called Creative Technologies, which was based in Singapore. During that time, I was in the company's strategy team and I read the book, Blue Ocean Strategy by Prof. W Chan Kim and Renee Mauborgne, and I was really interested in it. This interest resulted in the implementation of a Blue Ocean Strategy project called "The Learning Factory" and the project was successful.

This eventually led to my meeting with Dato' Peter Ng, who is the founder and chairman of UCSI Group. During that time, UCSI Group had just received a license to develop the consulting practice of Blue Ocean Strategy in 10 countries in 2009. I then joined the group as a certified Blue Ocean Strategy practitioner. It is a natural progression of theory into practical that bears fruits. And for the past 9 years, we have really seen how Blue Ocean Strategy creates an impactful success in businesses and society.

2. In the face of accelerating change caused in no small measure by global warming and climate change, the ability to build alliances with potential competitors has been cited as a key quality in senior management for success in business. The focus here seems to be on turning red oceans blue rather than a search for new blue oceans. Would this qualify for business collusion, and is it ethical?

In today's world, when we talk about forming alliances, it is all about collaboration. I think instead of just competing with each other, collaborating is a form of innovation. If there is a conflict of interest, it is definitely unethical but if there is no conflict of interest, it is an opportunity to



synergize with other parties and create a bigger Blue Ocean instead of competing.

Take Target, for example, a big name in the retail industry. It is not easy to innovate in an industry that is very competitive. This can be said for the big players and small retailers alike. Realizing this, what

Target did was to build a strategic network that emphasized on collaborative relationships. They worked together and allied themselves with other retailers to develop joint campaigns using pop-up concept with other retailers, creating buzz while driving sales. This resulted in the generation of more sales for Target.

Examples like this showed that there is indeed possibility of a strategic collaboration, even with your competitors, which is not a form of collusion, thus no question on its ethics. Of course, this is true as long as there is no conflict of interest.

3. There is a great deal of emphasis on entrepreneurship these days, but the vast majority remains imprisoned in the employee mindset. How does one effect a change to an employer mindset?

There are 2 points that I would like to address:

First, there is nothing wrong with being an employee. You can still be a blue ocean employee and create blue oceans in your company. For example, you can create new businesses; new streams of business. If you are successful, you can end up being the head of particular division or you might become the CEO and

lead the entire company.

It is good to become an intrapreneur and I think it is something that we should know because you are given the platform to experiment, develop business prototypes and business models into something beneficial to the company. These days, I think organizations are more open to the idea of having intrapreneur as it could increase the performance of the company and expand the stream of new business.

Secondly, many companies fail to survive these days, especially in the current economy. And in terms of entrepreneurship, it becomes a challenge in the company to survive. That is why we need to have strong value propositions, sustainable business models and positive cash flows to operate the business. It's the ABC of business: Awesome Value Proposition, Business Models that are sustainable, and a strong Cash Flow.

Every great entrepreneur was once a blue ocean employee or apprentice before they become successful. As an entrepreneur, you have to go through the process of maturity to build your own business.

4. Early specialization in the education system has curtailed the ability of the individual to think out-of-the-box, a prerequisite in the search for blue oceans. How would you suggest we switch back the focus to a broader spectrum of study encompassing the social sciences and languages?

What is more important in the education



system is the ability to think, which people might lack, and this is very true in many countries. We tend to just teach students to learn within a particular stream and think inside of the box. I think it is okay to specialize in one area but there must be emphasis on balance. The focus should be 50% on the cognitive skills while the rest is on the specialization. For example, even if the students graduate with an engineering degree, having gained the skills to approach a problem with analytical mind, they can go to some other creative industry and explore many other things and not just solely focus on one area. Besides, having been equipped with the cognitive skills, can also complement their engineering knowledge.

So, the ability to think and critically, creatively and



Salman Akram
Managing Director
TCS

S.A. Rab
CEO, Greenstar
Social Marketing

analytically is the most important thing for me.

About the idea of switching back to the broad spectrum, I think it can be done with a balance. We cannot just develop a broad education system which makes people not to recognize their area of specialty, but we also recognize that narrowing down their focus might not be good for students who are still developing. We must be able to bring something to the table, but at the same time, it must be flexible enough to have a broader perspective. I would say it is about developing a formula and dividing it into 50-50 or 70-30 kind of process.

Balance is the key here.

5. Blue oceans remain blue only until the competition catches up and starts turning them red. Is it therefore necessary to engage in continuous innovation and reinvention with a constant review of the business model? And what percentage of business around the

world do that in your opinion?

Creating a blue ocean is a continuous process and every blue ocean will eventually become a red ocean. If we have a look at other industries, it is all about a continuous innovation process. In the Blue Ocean Strategy book, there was a study of 108 business launches. It mentioned that 14% of companies were considered to be in the blue ocean while the rest of them, 86% were in the red ocean. These blue ocean companies had 38% revenue impact and 61% profit impact, while the red companies (86%) had 62% revenue impact but only had 39% profit impact.

As said by the authors of the book Blue Ocean Strategy, Prof W Chan Kim and Prof Renée Mauborgne: "There's no such thing as a permanently great company or a permanently great



Nadeem R. Malik
Deputy CEO
IGI Pakistan

Jamil Janjua
CEO
Octara

industry. All industries rise and fall as do companies. However, there are permanently smart strategic moves".

6. Please share with us your school, college, and university days, subjects you excelled in and your favorite extracurricular pastimes.

I enjoyed subjects that deal a lot with thinking and cognitive skills. I excelled at all of my favorite subjects. Science subjects were always my favorite subjects. In university, I liked physics but I also like management strategy subjects and I am a big fan of Michael Porter.

My favorite extracurricular activity is swimming but I also like reading, meeting people, travelling and understanding different cultures.

7. What books are you reading these days and do you have a favorite author?

My favorite author is Clayton Christensen and I love his books on innovation. These days, I read a lot about social enterprise and "impact investing". Currently, I'm reading this book called Doing Good Great and it talks about businesses that have a very strong purpose, not just doing great but also doing good. The businesses, while creating values for themselves, also transform the society around them. I firmly think that this is the future for sustainability.

8. Please render your impressions of Pakistan and your experience with Octara.

In the beginning, I was very conservative about Pakistan, but as I went there, there was a paradigm shift and I met people who are smart and very hungry for knowledge. Pakistanis are very serious about developing their country and building blue ocean business.

My experience with Octara has been tremendous, because I think that they are very customer-centric and they are very keen to give the best to the people in the country. Octara is a purpose-driven company, very experienced with their role and they are doing it very well. ■

www.ucsiconsulting.com

Interviewed by **Adil Ahmad**
Correspondent octara.com



THEATRE FOR BUSINESS

TALK!

The Manager as Actor : The Office as Stage

Course-1

THEATRE FOR COMMUNICATION

September 24, 2019 | Marriott Hotel-Karachi | 9:30 am – 5:00 pm

Course-2

THEATRE FOR CREATIVITY & INNOVATION

September 25, 2019 | Marriott Hotel-Karachi | 9:30 am – 5:00 pm

2 Separate Programs

COURSE OVERVIEW

These two sessions are aimed to teach people how to communicate and be creative allowing them to be able to function at an optimal level from a wholly relaxed state of mind and being. The story-telling and improvisational aspect of these sessions, opens up channels in participants minds that allow them to take initiative, be creative, be spontaneous, think quickly and remove any internal hindrances to stepping forward and participating – all done through play and experiential learning.

COMMUNICATION

Communication is 7% verbal, 55% body language and 38% tone of voice. 93% of our communication is non-verbal. Theatre teaches us how to master our non-verbal communication and allows us to communicate clearly, succinctly and effectively while fully engaging our body language, expressions and tone of voice. This program will teach each participant to align their intention with what they are saying, allowing them to deliver an effective message that influences, impacts and inspires.

CREATIVITY & INNOVATION

Without ideas neither performances nor businesses would exist. Working in today's world requires the ability to creatively innovate and steer a team in an ever-changing business environment. The story-telling and improvisational aspect of these sessions, opens up channels in participants minds that allows them to be creative in ways they couldn't have previously imagined, as a result of being able to open up in a space that is free of judgments, where there is no such thing as a mistake and everyone can freely connect with their inner child, the ultimate source of creativity and innovation.

WHO SHOULD ATTEND:

This 2 separate courses are recommended for:

- Professionals of all levels who want to enhance their communication skills and maximize their performance.
- Professionals of all levels who wish to foster and promote creativity and innovation in the workplace.

INVESTMENT

Course-1

Theatre for Communication

PKR **25,000** +SST

Per Participant

Course-2

Theatre for Creativity & Innovation

PKR **25,000** +SST

Per Participant

2-Day Discount Package – PKR 35,000 +SST

Course Facilitators:

OMAR FAROOQ

- Director TALK!
- Founder of O's Organic Honey
- Executive Producer at Vinyl Studios
- Former Assistant Director at ARY Digital
- Former News Anchor at Geo Television Network



MEHREEN FAROOQ

- Director TALK!
- Masters in Text & Performance from Royal Academy of Dramatic Arts (RADA) London
- Artistic Director, Independent Theatre, Pakistan
- Performer Universal Studios, Singapore
- Facilitator & Performer, ACT 3 Theatrics, Singapore
- Debate Coach, Debate Association, Singapore
- Public Speaking Coach, Toastmasters, Singapore
- Event Manager And Coordinator, Lotto Carpets Gallery Singapore



Fee Includes:

Course material, certificate of attendance, lunch, refreshments & business networking

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...only from Octara!!!

Helping You Succeed!

Octara Training Calendar

September-October 2019

Dr. Frank Peter



Digital Marketing Strategies for Finance Professionals

16 September - Karachi

Digital Transformation for HR People

18 September - Lahore

Social Media Marketing Tactics

19 September - Lahore | 20 September - Islamabad

Ghaus A. Jafri



Corporate Etiquettes for Pharma Sales Professionals

18 September - Karachi | 1:00 – 6:00 PM

Omar Farooq



Theatre for Business-Communication

24 September - Karachi

Theatre for Business -Creativity & Innovation

25 September - Karachi

John Bentley



Emotional Intelligence for Success

16-17 October - Karachi

CAN A MALE BOSS MENTOR YOU?

Since #MeToo, senior men are more reluctant to mentor junior women — a lose-lose situation for everyone. How can we stop this disturbing trend?

Fleur Britten - The Sunday Times

Finding a mentor is often about finding the right moment. One female lawyer found hers during the drive to court, where she got to travel by car with a senior colleague and discuss cases with him. But post #MeToo, the movement that finally gave women the permission to speak out about sexual harassment and assault, the invitations came to an abrupt halt — as did the mentorship.

This, sadly, is no exception, according to new research has found that 40% of male managers in the UK are uncomfortable participating in a common work activity with a woman, such as mentoring, working alone or socialising together (a 33% jump from how they felt before #MeToo). What's more, senior-level men are twice as hesitant to spend time with junior women than with junior men in work activities such as one-on-one meetings, business dinners and travelling for work. Of the men surveyed, 25% admitted that it was because they felt nervous about how it would look.

The findings add insult to injury for women in the workplace. "It's clear that sexual harassment needs to be addressed in our workplaces, but it's not enough to not harass us," says Sheryl Sandberg, chief operating officer of Facebook and founder of LeanIn.org. She commissioned the research after hearing anecdotally that male leaders were concerned about being alone with younger women. "Sexual harassment is about power structures," she continues, "and to make our organisations safer for everyone, we need more women in leadership. That can't happen if men — who are the majority of senior leaders — are pulling back from mentoring and supporting women."

Like it or not, a male leader can accelerate a woman's success at work. "The research shows that if you have a male mentor, you make more money and have more promotions," says W Brad Johnson, an American psychology professor and co-author of *Athena Rising: How and Why Men Should Mentor Women*. Before you

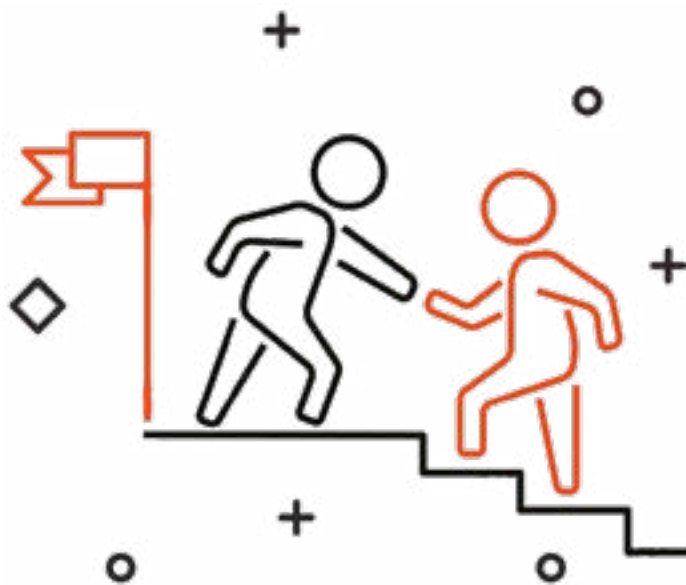


hurl this article across the room, Johnson explains: "It's not because men are better mentors." The workplace was created by and for men, he says, "and that continues, so there are often not enough women in senior positions. In male-dominated professions, if you don't have a male mentor, you're not going to get mentored."

So, can it be that #MeToo has actually undermined women's progress? No, insists Stephen Woodford, chief executive of the Advertising Association and founder member of TimeTo, an initiative to stamp out sexual harassment in advertising. "Sunlight is the best disinfectant. This needs to be put into the public domain to get people talking about it." #MeToo, he adds, has been "unequivocally good in surfacing these issues that have been there for ever. I've not heard from a single woman who says, 'Let's turn back the clock.'"

But #MeToo has had unintended consequence, namely that "a lot of really good guys are shying away from women", says Rachel Thomas, co-founder and president of LeanIn.org (who adds that the movement is "very net positive"). "It's not because they're harassers or difficult people, but because it's a knee-jerk response for them. By choosing to spend less time with women, they're sidelining them, but they're probably not internalising the impact of that." It's why releasing the data is so important, she adds.

In fact, these consequences come back to bite men, too, because everyone stands to benefit from female leadership. LeanIn.org cites research that shows when more women are in leadership, organisations tend to offer



employees more generous policies and produce better business results. What's more, Johnson adds, "when men have women in their networks, those men develop better communication skills, emotional intelligence and stronger networks. It's good for guys, too — they just don't realise it."

Reluctant male syndrome is a recognisable phenomenon, according to Johnson, who identified it with his co-author David Smith. So the reluctant male is afraid of how a mentoring relationship with a young woman might be perceived: "They fear it might initiate gossip," he says, "or that the woman might think that he was coming on to her. Or they might be concerned about what their partners would say." Perhaps most disturbing is the "implicit biases" that men hold: "They question how much time they spend with a junior woman because they see her as a ticking time bomb" — it wouldn't be deemed a good investment of their time if their mentee had children. Have they not heard of mother-of-two Sheryl Sandberg?

Feel free to be cynical about the reluctant male. "#MeToo provides a convenient excuse," says the feminist writer Clementine Ford, whose latest book, *Boys Will Be Boys: Power, Patriarchy and Toxic Masculinity*, is out at the end of this month. "It's basically saying, 'It's not because I'm sexist, it's just too risky for me.'" The implication is that it's women causing the problem; that "a young woman is either going to lie or overreact to something totally normal such as a man complimenting her or just touching her around the shoulder". If these men genuinely don't believe themselves to be a risk to young women, she adds, "then they shouldn't be concerned about mentoring them". As Sandberg puts it: "We need to raise the bar on what's expected from men at work. Don't harass us — but don't ignore us either."

So, how to navigate the bumpy path towards progress? "#MeToo has triggered a seismic and rapid shift of how

society operates, and that causes uncertainty," says Woodford, who this year featured in Management Today's Agents of Change power list. What's needed here is for men to be educated in modern masculinity, says Daniele Fiandaca, co-founder of Utopia, a culture change business for clients such as Coca-Cola and Universal Music. "Thanks to feminism, women have a much clearer sense of identity," he says. "Men are lagging behind, and are confused. They're scared of the change; they don't know what it looks like and where it leaves them, so they are often resistant."

The consensus is that communication is key. "We need to be open to discussing these uncomfortable issues," says LeanIn.org's Thomas. "We need men to be leaning in and spending more time with women, not less." Fiandaca advises creating "safe spaces" for men to build confidence and knowledge in order to address their fears, so they can "understand that they're not rational". Fiandaca believes that inclusion needs to be a workplace's overarching philosophy, which means ditching excluding behaviours. So long, then, to the slippery nipples (or indeed any kind of alcohol), footie "bantz" or a day on the golf course. Thank heavens for that.

Of course, progress will be slow and, says Woodford, "has to be part of a wider societal shift to equality". How companies create inclusive and respectful cultures will be hard work, agrees Thomas, and "will require a lot of consistency and fortitude". It is incumbent on all of us, she says, "to make sure we are getting more women into senior leadership, because that is a big part of the solution". Ready when you are, boys.

How to mentor in the modern world

- Give equal access to men and women.
- Don't create double standards — choose similar locations and timings for all.
- Choose breakfast over lunch or dinner, and avoid alcohol.
- Have several mentees for shorter times, not just one, and consider group mentoring.
- Be a good listener — listen for 80% of the time, talk for 20%. DON't bore them with your heroic tales. It's not about you.
- Give concrete, achievable feedback that's based on skills, not personal style.
- Check your intentions and don't be a dick, as they say!

Customize In-House Trainings for your workforce with Octara Global Consultants

Expert in	Consultants	Topic of Expertise
Leadership	 Roger Harrop	<ul style="list-style-type: none"> Managing the Leadership by "Staying in the Helicopter®" Leadership Development Masterclass "CREATIVITY, SPEED & CHANGE"
	 Ranjan De Silva	<ul style="list-style-type: none"> Mastery of Self through Neuro Linguistic Programming Mind Programming for Sales Success A Better Way to Sell – Sales Mastery through Self Mastery
	 Dr. Peter Senge	<ul style="list-style-type: none"> Leadership & Innovation for a Sustainable Future
	 Kate Sweetman	<ul style="list-style-type: none"> Reinvention - Accelerating Results in Age of Disruption
	 Dr. Tommy Weir	<ul style="list-style-type: none"> Leadership Dubai Style Leading for Future
Blue Ocean Strategy (BOS) & Leadership	 Raj Kumar	<ul style="list-style-type: none"> Blue Ocean Strategies for Leaders Creativity & Innovation
Business Communication & Leadership	 Lucy Cornell	<ul style="list-style-type: none"> Women, Power and Voice with Lucy Cornell Connect to Inspire
Digital Transformation	 Dr. Frank Peter	<ul style="list-style-type: none"> Digital Marketing for Masterclass Digital Transformation for HR People Social Media Marketing Tactics Digital Transformation for Finance Professionals
Sales & Marketing	 Bob Urchuck	<ul style="list-style-type: none"> Disciplined for Life: You are the Author of Your Future Motivate Your Team in 30 Days
	 Brian Tracy	<ul style="list-style-type: none"> High Performance Selling
Communications	 Jeremy Parsons	<ul style="list-style-type: none"> Crisis in Action Crisis in TALK
	 Catherine Bentley	<ul style="list-style-type: none"> Business Communication Masterclass Win Customers through Effective Communication
HR Training, SHRM & CIPD	 Tom Raftery	<ul style="list-style-type: none"> Aligning HR Business Case
HR & Training and General Management	 Soraya Sarif	<ul style="list-style-type: none"> Embracing the Millennial Mindset
Operations & Quality Management	 Alan Power	<ul style="list-style-type: none"> Strategic Quality Management Measuring, Monitoring and Improving Customer Experiences
Maintenance Management	 Ben Stevens	<ul style="list-style-type: none"> Certificate Maintenance Masterclass Certificate in Best Maintenance Practices Project Management Essentials
Crisis Management	 Jim Truscott	<ul style="list-style-type: none"> The Art of Crisis Leadership Incident Management in The Digital Age
Supply Chain Management	 Bob Forshay	<ul style="list-style-type: none"> Supply Chain Leadership Development Program
Remuneration, Compensation & Benefits and HR	 Robert Mosley	<ul style="list-style-type: none"> Compensation & Reward Management Performance Management Performance Appraisal & Pay-For-Performance Job Descriptions and Job Evaluation Compensation for Sales & Sales Incentive Plans Advanced Pay Benchmarking and Total Pay Design
Information Technology	 Fred Van Leeuwen	<ul style="list-style-type: none"> Certificate in Business-Aligned IT-Strategy
Exponential Organisations	 Dr. José Cordeiro	<ul style="list-style-type: none"> Business Transformation Via Exo Models Future of Business Management & the Millennials
Customer Service	 Ron Kaufman	<ul style="list-style-type: none"> Uplifting Service
Emotional Intelligence	 John Bentley	<ul style="list-style-type: none"> Emotional Intelligence for Success • Masterclass Emotional Intelligence for Leaders Emotional Intelligence for Technical Manager
Lego® Serious Play® (LSP)	 Per Kristiansen	<ul style="list-style-type: none"> Creativity @ Workplace using LSP Methodology

Bring this program In-house at Attractive Discounts

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Please contact Naveed Rahim at naveed.rahim@octara.com or call at **0334-3082767**