



Jamil Janjua,
CEO, Octara & Chief Editor
janjua05@gmail.com

Dear Reader,

The Red Alert is on again and the masses are being told to hunker down and rein in their naturally exuberant selves and draw a curtain (read mask) across their fabulous smiles that have lit up the world and spread positivity across the globe in the pre-COVID era. Such an insidious enemy mankind has not known before. May Allah keep us in His protection, ameen.

In this era of multi-front warfare, there is a valiant warrior in our midst waging an impassioned war on those that would deny us the mangroves. **Tariq Alexander Qaiser**, known to friend and foe as TAQ, has sounded the bugle and is rallying the troops, and we carry his thoughts in our lead story.

In our deep dive into the fabulous Octara database we have come up with a real jewel for you this time! None other than the Guru of global gurus, **Dr. Peter Senge**, who visited Karachi on Octara's invitation not so long ago and held forth on the highly thought-provoking topic of 'Thinking about Thinking'! What does it take to lead in an interdependent global environment and foster innovation in times of unprecedented change, is the question that Dr. Peter Senge took upon himself to answer.

In his estimation, true leadership is about cultivating the collective capacity for people to shape futures they truly desire. It requires cultivating a culture of openness, trust, challenging our past assumptions and willingness to experiment throughout the organization. That indeed is the need of the hour as we battle hidden enemies within our ranks, and wage what has now formally been branded as 5th generation warfare.

Also, watch video on journey of Service Guru, **Ron** & his wife Jen Kaufman during pandemic and the transformation they have undergone since then.

In addition we have **Henry Coutinho-Mason & Rohit Bhargava's** blog "The Future Normal: Blue-collar remote work".

The great news this edition is that **Dr. Valerie Bram and Dr. Raj Kumar** are chipping in with two free webinars on "Corporate Communication & Your Brand" and "Blue Ocean Strategy" respectively. Hurrah!

So sit tight, and don't let the COVID bug bite! ☺

Editorial Compiled by Adil Ahmad, Special Correspondent, octara.com
Creative & Design by Zainab Essajee & Nazim Ansari

Feedback: info@octara.com

Let's Click & Play



A Public Service Message
to Prevent COVID-19

INSIDE



Delta on Edge of Extinction
MANGROVES MATTER - Tariq Alexander Qaiser
- Interviewed by Adil Ahmad



OCTARA EVENTS FROM PAST
Thinking about Thinking, Thought Provoking !
Dr. Peter Senge Graces Karachi Courtesy Octara



Journey of Ron & Jen Kaufman during
Pandemic COVID-19



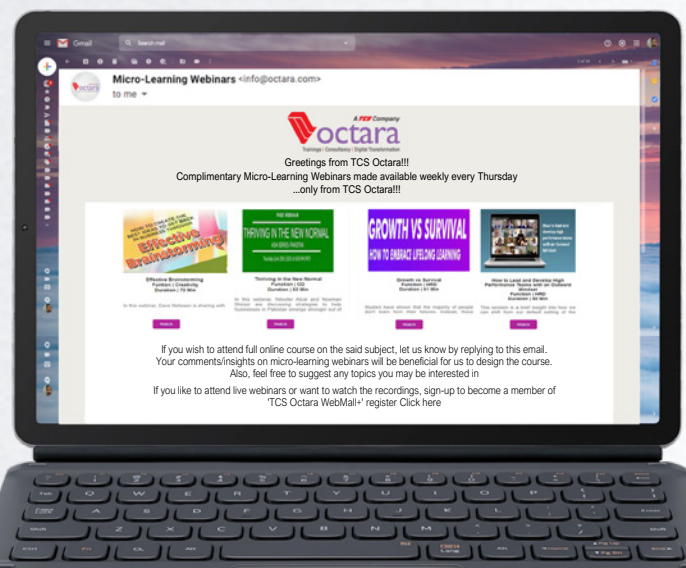
THE FUTURE NORMAL
What if... Blue-collar Job could be done remotely?
- Henry Coutinho-Mason & Rohit Bhargava

Octara FREE Webinars in December 2020 & January 2021

December 16, 2020 via Zoom Meeting at 3:00pm PST
FREE Webinar: Corporate Communication & Your Brand
Speaker: **Dr. Valerie Bram**

January 21, 2021 via Zoom Meeting at 3:00pm PST
FREE Webinar: Blue Ocean Strategy
Speaker: **Dr. Raj Kumar**

Octara Calendar (December 2020 & Upcoming 2021)



Delta on Edge of Extinction



MANGROVES MATTER to TAQ



tariq.alexander.qaiser

TAQ's awareness campaign launched at Canvas G



TAQ explains his imagery



“Pakistanis are doing incredible work in replanting mangroves. But we also need to save our EXISTING ancient and mature mangrove trees.”



taq and crew

In Search of Sustainability

Tariq Alexander Qaiser, codenamed TAQ, is an architect turned frontline conservationist clearly fighting an unwinnable battle. But the mangroves in the creeks around Karachi are a cause worthy of championing even if they are generally seen as a lost cause, the inevitable sacrifice that human settlements must make if they're to progress up the development ladder. That, however, is an old paradigm long redundant and discarded by enlightened societies that have understood the very tangible benefit of staying on the right side of Nature.

Being an avid photographer, a writer, and a filmmaker makes TAQ a potent environmentalist, and as Founder of EDGE OF DELTA since January 2019 he is producing a series of hard hitting short films about the depleting mangrove forests of Karachi, as well as a set of four books on the Indus Delta while running his Architectural practice TAQ Associates where he has clocked 30 years and 6 months.

Undeniably unsustainable

"Many days I exit our mangroves feeling very despondent and sometimes with tears in my eyes," laments TAQ. "The experience of being ensconced in nature is beyond compare. To be embraced by sights, sounds and the feel of terrestrial life merged with aquatic is unique. This sense of well-being is however shattered with increasing sightings of destruction and unnatural decay. The cutting of trees here has escalated to a pace that is undeniably unsustainable. It has increased on Bundal Island nowadays. The mangrove forests on Karachi's Islands ARE in trouble, Karachi needs them... and will lose them if..."

His short documentary shows a clump of trees on Bundal Island transitioning from being lush and full to being cut and left as 'Bhandar' (leftover stumps of trees).

Done with impunity

"The harvesting of drying branches for individual needs has been ongoing for centuries. It was sustainable. This has changed. The trees are now being clear-cut. The wood is used for burning, making coal, or packing cartons. Its market value is cheap and

Loot & Plunder



Mangroves wood to coal for barbecues



Mangroves Stumped



lucrative. But then, it's free... and the men cutting the wood are poor. It's an old story, but what has changed in the last few months is that the cutting is done with impunity and at a visibly much faster pace."

An alternative source of fuel (gas?) needs to be provided urgently to those that have no alternative for cooking their meals, says TAQ. "The sale of mangrove wood needs to be stopped and the businesses using it to fire industrial burners, making coal, grilling barbecue, etc. need to be stopped. This is possible."

These much needed forests can be recovered and regrown, affirms TAQ. "Pakistanis are doing incredible work in replanting mangroves. But we also need to save our EXISTING ancient and mature mangrove trees."

KARACHI'S ISLANDS on the Korangi Creek have some of the largest mangrove trees... they need to be saved and not burnt... NOT CUT.

"I appeal for all to ask for these forests to be actively protected by a NATURE RESERVE, a MARINE PROTECTED AREA."

More power to Tariq Alexander Qaiser ■

Compiled by **Adil Ahmad** (Correspondent, OCTARA.COM)

OCTARA EVENTS FROM PAST

Extracted from the octara.com Newsletter April - June 2015 / Issue 19

Dr. Peter Senge Graces Karachi Courtesy Octara **THiNKING about THiNKING, THOUGHT PROVOKING!**



Sponsors:



ICI PAKISTAN



Management Association of Pakistan

In April 2015, Octara brought to Karachi a living legend, the Author of *The Fifth Discipline: The Art and Practice of The Learning Organization*, identified by Harvard Business Review as one of the seminal Management Books.

Dr. Peter Senge's 'The Fifth Discipline' has more than 2 million copies sold worldwide, and comes accompanied by 'The Fifth Discipline Fieldbook' that Dr. Peter Senge has co-authored with Richard Ross, Bryan Smith, Charlotte Roberts, and Art Kleiner. The 'Fieldbook' contains stories that show how communities in various endeavors can undo their 'learning disabilities' and achieve superior performance. Dr. Peter Senge encourages first reading the 'Fieldbook' before proceeding to 'The Fifth Discipline'. His concept of "The Learning Organization" is taught and practiced throughout the global business world today. Dr. Peter Senge works with top multinational organizations around the world which include IBM, Unilever, Boeing, Xerox, Nike, Schlumberger, World Bank Group, Shell, Bayer and many more.

LEADERSHIP IN AN INTERDEPENDENT WORLD

What does it take to lead in an interdependent global environ-

ment and foster innovation in times of unprecedented change, is the question that Dr. Peter Senge takes upon himself to answer.

In his estimation, true leadership is about cultivating the collective capacity for people to shape futures they truly desire. It requires cultivating a culture of openness, trust, challenging our past assumptions and willingness to experiment throughout the organization.

Rather than being defined by position or formal lines of authority, the leaders are those who contribute to shaping this capacity. While executive leadership is crucial, so too is the leadership contributed by many people at many levels & positions in the organization.

Creating new sources of value is not possible in today's world without first cultivating resilient and generative leadership ecologies and ongoing innovation.

Amongst the over 200 attendees that Octara and Dr. Senge attracted were Chief Executive Officers, Chief Operating

Officers, Chief Financial Officers, Managing Directors, Human Resource Directors & Managers, Organizational Development Directors and Managers, Marketing Directors and Managers, Emerging Business Leaders, Strategic Planning Executives, Public Sector Managers, General Managers, and Business School Faculty.

VALIDATING KNOWN TRUTHS

Dr. Peter Senge is a very soft-spoken man who speaks slowly and with a great deal of deliberateness, weighing each word and making it convey the profoundness of the subject matter.

None of what he articulates is rocket science, or even new, for that matter. Most, if not every individual at the seminar knew and understood that which was being said. It is the stuff that flighty conversations are made of, and we Pakistanis are world champions when it comes to flighty conversations. But here was a man seriously intent on delivering at the practical plane, through reflection and the art of thinking about thinking, a workable route to good governance that could save Planet Earth and its many corporate entities from chaos and ultimate destruction, Allah be praised.

Amongst the select collection of slides that Dr. Peter Senge used that day to convey his meaning a few that carried his quotes stood



Jamal Nasir - HBL

“Every situation is unique and it’s your ability to recognize this and act accordingly that makes for effective managers.”

out. ‘Courage is simply doing whatever is needed in pursuit of the vision’; ‘The world is made of circles and we think in straight lines’; ‘People don’t resist change, they resist being changed’; ‘The only sustainable competitive advantage is an organization’s ability to learn faster than the competition’; ‘You cannot force commitment, what you can do is you nudge a little here, inspire a little there, and provide a role model. Your primary influence is the environment you create’.

The problem is that Leadership mostly translates to boss-ship, says Senge. “The leader is the boss. In such cultures when asked to focus on the customer, the executive insists that he does. ‘I have always focused on the customer, my boss!’”

STEPPING ACROSS THE THRESHOLD

“Leadership comes from ‘stepping across the threshold’. We confuse leadership with position of authority. There is deep confusion. Positions of authority are very important, but personal capacity to lead is imperative. To be an innovative, learning organization it needs leaders at all levels of the hierarchy.”

A defining feature of an effective leader is his ‘don’t wait for permission, but be ready to ask for forgiveness’ attitude. Post-colonial societies have similar issues. The colonial masters

instilled a certain mindset wherein the boss is the boss, and no questions asked. This attitude is hierarchical and authoritarian and does not inspire innovation. Leadership is collective as well as individual. Succession planning is not about finding the next hero. “It’s about setting up an effective organization.”

‘To become a leader is to become a human being’ is a saying attributed to Confucius. Senge brought attention to the term ‘charismatic leader’, saying that in the Western world it referred to mostly males. ‘Charism’ means divine gift in the Christian faith, as indeed does the word integrity come from integral. To be charismatic is to be yourself, and the best leadership style is your own. Many different leadership styles have been coined by management gurus, and these include the creative energy style; the thoughtful, soft-spoken style that one could associate with Senge himself; the Ying and Yang style, etc.

These styles are necessary tools to grow the people, says Senge. “But tools don’t produce outcomes, the people do. Practicing with the tools is what makes for perfection. The operating context is important.”

ASPIRATION OR DESPERATION

Reflection means thinking about thinking, and occupies a central tenet in Senge’s discourse. “Perceptions are shaped by experiences. Reflective conversations make us more aware of what’s going on. None of us see reality as it is, objectively. We do not describe what we see; we see what we know how to describe.” Engaging in hindsight through a ‘chewing of

the cud’ never fails in clearing the cobwebs of the minds and generating clarity in thought.

Fostering aspiration also came under the microscope. “The oldest word associated with leadership is vision. Can people relate to that vision? Tap the capacity for aspiration. There are only two fundamental motivations for change – aspiration and desperation. Negative vision drives change through fear of loss, but that works only for short periods of time. Having survived the scare it’s back to business as usual. One cannot build an innovative culture around fear.”

Managers are concerned with motivation. Extrinsic motivation works through money, promotions, and other such material inducements. “We tend to substitute extrinsic motivators for intrinsic motivators. Passion is generated internally. William Edwards Deming is some one Senge holds in high esteem, and says that Deming advocated a healthy balance of extrinsic and intrinsic, with efforts made to substitute fear with passion.

UNDERSTANDING COMPLEXITY

Understanding complexity or interdependence is at the heart of Dr. Peter Senge’s work, and calls for seeing the health of the enterprise as a whole. Vision without reflection will generate a very frustrated and cynical organization, he says.



Jamal Nasir - HBL



M. Abid Ganatra - ICI



M. Hanif Jakhura - COC



Danish Aziz - Jang



M. Arif & JJ - Octara

“How do we create conditions where people can be at their best? We learn to walk because we want to learn to walk. Primary and secondary education is very important for our future. Children are instinctive systems thinkers and they learn it from their family. In school the teacher beats that out of us. Where do we learn to ‘please the boss’? In school! There’s a very clear authority structure. Very often it is also true in the home. ‘Never challenge the parent’ is a paradigm that persists, and responsible for phenomena like the ‘generation gap’. Family, school and work shape us. Institutions have to grow and evolve for change to happen.”

BANE OF THE QUICK FIX – SYMPTOMATIC VERSUS FUNDAMENTAL SOLUTIONS

Senge has spent a lot of time teaching in China and studying the Chinese. “In 2 or 3 decades China has uplifted hundreds of millions of people to a higher level of affluence. Kids start the day with doing Taichi. They practice calligraphy to hone their creativity, and engage in recitation and chanting, creating a vibrational field and a sense of harmony. The DNA about how things are done has to be deeply embedded in the family, school and work. Modern institutions’ DNA is about profit and more profit. Social harmony has to replace the lust for profit.”

The bane of the quick fix is of particular concern to Dr. Peter Senge, and the question that needs answering is that if profits are down do we opt for symptomatic solutions or fundamental solutions? Symptomatic solutions are a reactive approach that shifts the burden to quick fixes in the short term. Fundamental solutions may cost more and take more time, but they fix the problem once and for all.

Senge gave the example of P&G’s problem where its brand sales were below target. The product manager was central and sales promotion was the symptomatic solution that relied on soap operas because P&G wanted to sell more soap through advertising promotion. That, incidentally, is where the term ‘soap opera’ evolved from.

Symptomatic solutions have side effects over time, and fundamental solutions require basic innovation. Last 5 P&G CEOs had come from sales & marketing backgrounds, and the last CEO had written copy. Being an advertising man, he was heavily biased towards sales and advertising with no experience of innovation. The next CEO didn’t come from sales and marketing and was more inclined to probe deeper in search for product innovation and fundamental solutions.

SYSTEMS THINKING

“Systems thinking is about seeing patterns,” says Dr. Peter Senge, regretting that the toughest issues are undiscussable, and their undiscussability is undiscussable!



"We kid ourselves that symptomatic solutions are fundamental solutions, but they yield relief only in the short term with the same problems cropping up time and again. Fundamental solutions create the basis for long term effectiveness and require sacrifice in the short term. The real processes of change are more complicated than figuring out the solution & then implementing it. Flexibility is the hallmark of innovative organizations. Every situation is unique and it's your ability to recognize this and act accordingly that makes for effective managers."

The Ladder of Inference is a useful tool to determine how well rooted a hypothesis is. High on the ladder of inference means there are a lot of assumptions behind the hypothesis with empirical evidence conspicuous by its absence. What are the assumptions behind the challenges? Shell was a pioneer in 'scenario planning.' The 'crumbling walls' scenario about the collapse of the USSR was being addressed 4 years before the Berlin Wall came down.

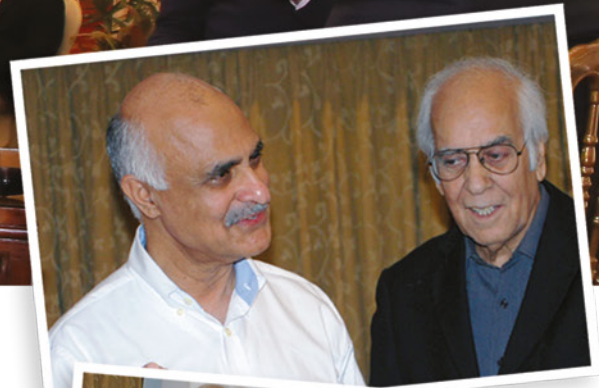
First rung of the Ladder comprises data directly observable input; second rung comprises immediate interpretations, and this happens very quickly and there are pitfalls. An American nodding means 'I agree', while a Japanese nodding means 'I hear you' and does not indicate agreement. The 3rd rung includes attributions, while the 4th rung comprises generalizations. There are a lot of options available with us, and the jumping to conclusions is one of them best avoided.

Leaders are forceful advocates, says Senge, citing William O'Brien the CEO of an insurance company in the USA who was also his mentor. "O'Brien was high on advocacy and high on inquiry. You have to genuinely believe that you don't have all the answers. The big mistake that we are prone to making is thinking that we know what is being said. When crossing cultural lines always reconfirm your understanding of what is being said." The other question worth pondering is how can we challenge each others' views without insulting each other and invoking defensiveness?

The Questions and answers sessions threw up some interesting thoughts. 'What is popular is often not right, and what is right is often not popular'; 'Sacrifice means to make sacred'; 'Deming coined a term 'overcompensation' to denote payment for services that people were willing to provide out of kindness'; 'George Marshall (5 star general) of the Marshall Plan said 'great leaders are born and then made'; 'Blindness exists at the top of the hierarchy'; 'We don't need globalization as a process of marginalization; Globalization must happen from the bottom up.'

REFLECTIONS

Amongst other goodies tucked inside the Octara briefcase presented to



Corporate Gathering at Peter Senge Event



all seminar participants, was a slim spiral bound document of some 16 pages. The slimness of the document was deceptive indeed, for within those 16 pages were words whose weight would rock the world & turn it upon its head for its own good. Titled 'Reflections' (reflections.solonline.org), this was the Journal of the Society for Organizational Learning, set up by Dr. Peter Senge, and dedicated to Knowledge, Learning and Change.

Of the 16 pages, 12 were dedicated to the cover story 'Creating Desired Futures in a Global Economy' penned by Senge

himself. In it he says that there is nothing more elemental to the work of leaders than creating results, but it's no longer possible to create positive results in isolation. He then asks what it means to live in a global society, and follows it up by narrating the experience of the World Bank's Mieko Nishimizu who met an Indian woman who had to walk four miles every day to gather fresh water. "This is not life," the Indian woman had said. "This is only keeping a body alive."

Such conditions are a reality for an increasing number of people in most of the developing world, and cannot be separated from the shaping an increasingly global society. The future appears alien to us and differs from the past in as much as the earth itself is a relevant unit with which to frame and measure that future. We belong to one inescapable network of mutuality – mutuality of ecosystems; mutuality of freer movement of information, ideas, people, goods and services; and mutuality of peace and security. We are tied in a single fabric of destiny on planet earth. Policies and actions that attempt to tear a nation from this cloth will inevitably fail.

TWO THUMBS UP FROM SENGE!

A couple of weeks after Dr. Peter Senge had left Karachi's hallowed shores, Octara received an email from him which is reproduced below and is self-explanatory:

"It was a pleasure working with Octara on my recent visit to Pakistan. They did a great job coordinating all the details, from planning the content of the event, to visas and on-the-ground coordination. The event itself was produced in a thoroughly professional manner at a high level that would meet any standards internationally for room, sound and AV, food, and participant support.

Most importantly, I was very impressed by the caliber of attendees at the conference, which I am sure reflects Octara's reputation in Pakistan.

As a visiting speaker, this is one thing you can never control, and yet it is, in my judgment, the single greatest determinant of the outcome - especially if the event, like mine, involves a great deal of interaction among the participants. I look forward to working again with Octara in the future" -----

Peter M. Senge (MIT, Society for Organizational Learning, & The Academy for Systemic Change) ■

Report filed by **Adil Ahmad** (Correspondent, OCTARA.COM)

“It’s been a long journey of doing things which were not academic at all” Dr. Peter Senge

Dr. Peter Senge is the Senior Lecturer at Massachusetts Institute of Technology (MIT), and has been named “Strategist of the Century” by the Journal of Business Strategy, and rated amongst World’s Most Influential Business Thinkers by The Financial Times, Business Week and The Wall Street Journal. He was ranked in “Thinkers 50” in 2007, and developed the concept of “The Learning Organization.” Dr. Peter Senge is the Founding Chair of the Society of Organizational Learning.

During the lunch break Octara.Com caught up with Dr. Peter Senge, and gained further insights into what makes the world tick.

OCTARA Dr. Peter Senge! What a delightful privilege it is to have you here, Sir, in Karachi & Pakistan on your very first trip to Pakistan. I wanted some detail on you that is possibly not in the public domain, about your extra-curricular activities going through academia. What were you doing when you were not studying, and being curious & inquisitive? There is this element of co-curricular which was formerly called extra-curricular which educationist now feel is a very integral part of human development. What was your co-curricular going through school, college & university?

SENGE I have always been oriented towards doing a lot of things that I just really enjoyed. I was involved in sports activities all the time. I picked my university Stanford to play baseball, and also played basketball. More & more everything I do is extracurricular. If you look at my M.I.T career it’s not really a standard career. The important thing is to do what is really important to you, & that is often going to be not what goes on in the classroom. So it’s been a long journey of doing things which were not academic at all.

OCTARA In your view have you succeeded in creating a lot of wealth generators through your enterprises? How much have you contributed to the process? Has there been a net shift in global wealth as a result of Peter Senge’s efforts?

SENGE There’s no way I know anybody could tabulate or calculate that!

OCTARA Your book’s sold two and a half million copies!

SENGE It’s been a real honor to work with a lot of people who’ve done great stuff in schools and businesses.

OCTARA Thinking about your most memorable association during your career, who comes to mind?

SENGE There are quite a few. My inspiration has come from really innovative practitioners. Amongst my teachers have been

a lot of people who do this stuff. There is no one person quoted more extensively in the 5th Discipline than Bill O’Brien. He was the president of an insurance company, and I wondered how one could make an insurance company innovative? It’s insurance! But I discovered from working around him that he had taken a company that was bankrupt to becoming a top performing property and liability insurance company over two or three decades. His take on insurance was simple. ‘Life is unfair. Bad things happen to good people. Insurance is a way of compensating the good people’. My inspiration typically comes from practitioners who basically probe deep in terms of really understanding the changes, but they have to be practical. They are in practical settings and can’t just be intellectual in their analysis. I have never been a very traditional academic.

OCTARA Analyzing the Industrial Age disconnect in terms of symptomatic & fundamental solutions, and the emergent issues of climate change and global warming, do you think the Inter-governmental Panel on Climate Change is inching towards fundamental solutions, and are they at all possible given our penchant for conspicuous consumption?

SENGE Well, no. The reason I would say no is that deep down it’s what you’re alluding to. These are cultural problems. As long as human beings live in a state of confusion, and think that all that matters is how much I can earn and buy, then climate change is just a symptom. So we’re dealing with the symptom and not addressing the deeper problem; having said that, some symptomatic solutions are urgently needed if we are to survive. If we don’t do them then we will not have the time to engage with fundamental solutions. To bring about cultural changes takes many generations so we’re looking at this century to effect change, & not just this decade. But we have to make sure that we have enough stability in the world to sustain the change processes. In many ways the consumerism and materialism that you were referring to are the real issues in need of change.

OCTARA From what you have seen in your many travels, does it give you hope? Or are we doomed with Judgment Day closing in on us?

SENGE No one knows.

OCTARA Thank you very much, Sir!

Dr. Peter Senge is partial to Chinese food, & not surprisingly, keeping in view the great deal of time he has been spending in China. Thank you, Dr. Peter Senge, for braving needlessly negative travel advisories, and making the trek to Karachi, our magnificent mega-metropolis on the shores of the Arabian Sea. We hope that Octara brings you to Pakistan more often, Inshallah ■

Journey of Ron & Jen Kaufman during Pandemic COVID-19

This changed everything for us. We're curious...what's changed for you?

In March 2020, Jen and I were cruising through the Straits of Magellan visiting penguins and glaciers. We left Singapore to experience a new adventure and appreciate the beauty of our world with confidence in the stability of our lives. And we expected to return home on schedule.



[Click Here to Play](#)

But by the time our cruise was over, the global pandemic was raging. For three weeks we sailed seeking safe haven and a port to disembark. Chile and Argentina closed their borders. Uruguay allowed us to refuel but would not let us disembark. We sailed, and waited, and wondered.

Overnight the world had changed. Like so many others in so many places, we were adrift and did not know when or how we would return home.

When Jen and I finally arrived in Singapore after weeks at sea, we began a profound rebirth. Floating on the ocean and then cocooning in quarantine changed everything for us. We see things differently now – the world, our company, and our mission in life.

Our vision is unfolding. We are stepping into the future, creating systems, practices, and beliefs to enable new ways of being in our world. We know where we're going and we want to voyage there with you. This is worth the rest of our lives.

It's time for us – all of us – to create a future where we serve better, care more, and love life. We can do this together. We hope you're as excited by the possibilities as we are.

We made a short video about our journey for you.

Please take a look and let us know... "How have the last several months transformed your vision for the future?"

Ron & Jen Kaufman

#ServeCareLove

**COMING UP
NEXT!**

Octara Events from the Past
PEHLAY AAP! (You First) – Service with a Passion
RON KAUFMAN

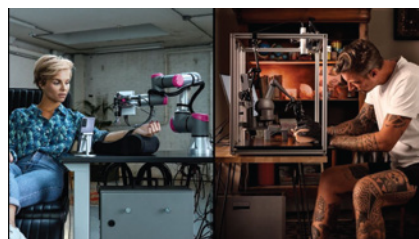
What if...

Blue-collar jobs could be done remotely?



What if it wasn't just creative professionals and managers who could work remotely, but tattoo artists, baristas and truck drivers?

Stijn Fransen had every reason to be nervous. She was speaking with Wes, a renowned Dutch tattoo artist, about her upcoming ink session. They had agreed on the design, but that wasn't what was making Stijn apprehensive. Her nerves were down to the fact that Wes wouldn't physically be holding the tattoo needle. He would be in his studio, and a robotic arm hovering above Stijn's arm would mimic his movements. 'The Impossible Tattoo' was a **creative marketing stunt** from T-Mobile Netherlands to promote the launch of its 5G network.



Over at the Circolo Hospital in Lombardy, Northern Italy, robots were being deployed in a very different context. The hospital was at the center of Europe's first major coronavirus outbreak in early 2020 and, with a shortage of personal protective equipment and frontline healthcare workers falling ill, the region's healthcare system was on the verge of collapse. Facing such challenges the Circolo Hospital was using **Tommy, a robot that was able to monitor patients' blood pressure and oxygen saturation**, as well as enable patients to speak with human doctors remotely. Dr. Francesco Dentali, director of the hospital's intensive care unit commented, "you have to explain to the patient the aim and function of the robot. The first reaction is not positive, especially for old patients. But if you explain your aim, the patient is happy because he or she can speak with the doctor."

Dull, dirty and dangerous

Technologists have long spoken about the promise of robots taking over blue-collar jobs that are "dull, dirty or dangerous". Indeed, the military was one of the earliest and most aggressive adopters of remote technologies. For over a decade, **US soldiers have operated drones** (or 'remotely piloted unmanned aerial vehicles') from bases in New Mexico, killing thousands of suspected militant fighters in conflict zones thousands of miles away.

Now, we are witnessing a convergence and mainstreaming of multiple overlapping technologies that will make blue-collar remote work increasingly practical. 5G will reduce latency (the lag between input and response that can make video calling and gaming frustrating) to levels below human perception. Artificial intelligence is allowing robots to recognise their surroundings and become increasingly capable. Virtual and mixed realities are getting closer to enabling people to practically manipulate digital versions of reality.

Truck driving, a WFH job of the future?



Almost every article about the threat to jobs from autonomous technology references truck drivers. They have become the modern day loom weavers, facing an inevitable extinction. Which is why Einride's job ad, for a **remote truck** operator, is so

intriguing. Einride is a Swedish startup hoping to electrify and automate the haulage industry. However, its approach to autonomous vehicles is markedly different from the totally human-free visions of many of its competitors. Indeed, Robert Falck, the company's founder, believes that maintaining some level of human operation is the secret to commercial success, despite Einride being the first company in the world to operate a regular autonomous, electric freight

vehicle route on public roads.

In the summer of 2020, the company demonstrated its plan for a single driver to remotely control up to ten semi-autonomous Pod vehicles. Essentially, the concept is that the trucks will be operate autonomously most of the time, but when they encounter obstacles, they will call for a human to intervene and take over remotely. Einride forecasts that remotely operated trucks could **reduce trucking industry fuel costs** from 60 cents per mile to 18 cents per mile, and reduce US transportation costs by 30% if one operator were able to remotely control 10 trucks. And those jobs at risk? It notes that the US has already been experiencing a shortage of truck drivers. Pär Degerman, Einride's CTO has commented:

"Remote support is here to stay... not just here for deploying quickly, it will be here for the remainder of our lifetimes. We'll always have human beings in the loop."

Einride isn't the only company experimenting with teleoperation. At the Sandaozhuang Mine in China's Henan Province, miners from **China Molybdenum use 5G to remotely control vehicles and machinery** at the mine from inside an office. Japan's advanced robot industry and tight labour market make it a natural home for these initiatives. The FamilyMart convenience chain has run tests with **telexistence robots stacking shelves**; MOS Burger installed OriHime robot servers at its outlets; similarly the non-profit Nippon Foundation deployed robot waiters in its office café that were **operated remotely by people with disabilities**.

These experiments hint at a future that's quite different from the traditional 'robots are coming for our jobs' narrative. The idea of blue-collar remote work is superficially extremely attractive: who wouldn't want people to be further removed from jobs that are dirty, dull and dangerous? But you shouldn't view a Future Normal where blue-collar work is done remotely as any less transformative. In fact, this is a trend that should trigger some profound and massive questions about the future of work and society. For starters:

What if...

- *Wages for dangerous or dirty blue-collar jobs are depressed, if the risk premium is removed?*
- *Whole new groups – from the elderly to those with disabilities – could enter the workforce, if their physical barriers were removed?*
- *We see specialist local blue-collar hubs serving specific global markets, as we saw with Chinese manufacturing hubs?*
- *Cities become even more unequal, if there was no need to physically accommodate or cater to lower-wage workers?*
- *It becomes economically and politically more feasible for ageing, rich countries to resist the physical immigration of younger workers that often take blue-collar jobs?*
- *The same winner-take-all dynamics are applied to physical creative jobs — such as tattoo artists or baristas — that to date have been largely limited to serving those located nearby? ■*

Source:

<https://www.linkedin.com/pulse/what-wasnt-just-creative-professionals-managers-who-coutinho-mason/>



Henry Coutinho-Mason and Rohit Bhargava, Masters of the Futurist Power pose – are bringing together our 20+ years immersed in trends in order to try and make sense of this current moment.

The Future Normal will give you a simple, accessible and deeply practical guide to the biggest opportunities of the next decade.

FREE TO ATTEND

WEBINAR →

CORPORATE COMMUNICATION & YOUR BRAND

Wednesday 16th December 2020

11:00am UK Time | 2:00pm Dubai Time | 3:00pm Pak Time

Speaker

Dr. Valerie A Bram

BA(Hons) DipEd PhD MIOD

MD of T2 Linguistics

(<https://www.t2linguistics.com/>)

30 years experience in world-wide consultancy

Specialist in Psycho-Linguistics

Worked in Africa, America, Asia, Europe,
Middle East, UK

Overview

Brands are unique and are designed to set organisations apart from one another. There is little point in investing in a brand if it's not reflected in all aspects of corporate behaviour and every facet of corporate communication.

So all written and spoken messages should employ a range of sophisticated psychological and linguistic strategies that project the personality of a company, along with its values and attitudes - which are carried in its distinct Tone of Voice.

One organisation. One persona. One voice.

Key Takeaways

This Webinar Will Explore How To:

- **Measure** the delivery of your brand across all aspects of your corporate communication
- **Implement** a strategy to close any gaps that emerge
- **Equip** your teams with enhanced psychological and language skills
- **Remove** barriers to essential changes that may be needed
- **Measure** the impact of improved communication on performance and profitability.

Who Should Attend

Anyone who wants to deepen their understanding of how language and psychology can transform corporate messages.

Zoom Registration Link:

<https://bit.ly/36v47gV>

For Details & Registration contact

Sarim Atique at: sarim.atique@octara.com, Mobile 0345-8949470

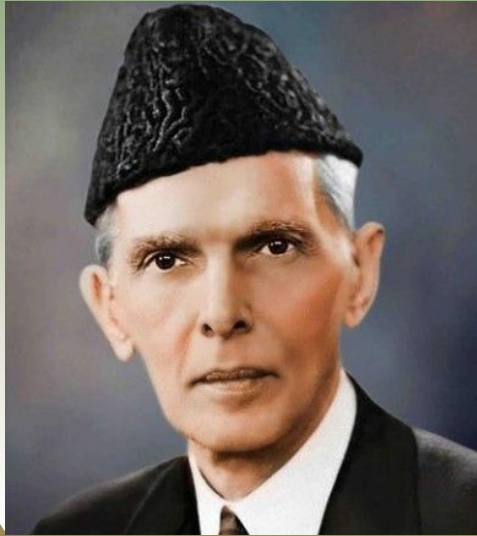
✉ info@octara.com  [teamoctara](https://www.facebook.com/teamoctara)  [octara.com](https://www.octara.com)  Octara - A TCS Company

...only from Octara!!!

Helping You Succeed!

25th December 2020

**Stay Safe. Stay Disciplined.
Follow SoPs on these days as well as all days.**



Quaid-e-Azam Day

“With faith, discipline and selfless devotion to duty, there is nothing worthwhile that you cannot achieve”

- Mohammad Ali Jinnah, Founder of Pakistan



**A very happy Christmas to our
Christian friends!**

This past year has been very difficult for us due to COVID-19 pandemic but we can always pray that the coming year brings more certain times for our loved ones.

Once again, Merry Christmas from Team Octara!



| Topic | D/s - H/s | Trainer | Month | Loc. |
|--|-----------|--------------------|-----------|------|
| December | | | | |
| MS Excel for Business Professionals (Marketing, Admin & Sales) | 1 | Jahangir Sachwani | 15-Dec-20 | KHI |
| FREE Webinar: Corporate Communication & Your Brand | | Dr. Valerie A Bram | 16-Dec-20 | Zoom |
| Upcoming Programs in 2021 | | | | |
| FREE Webinar: Introduction to Blue Ocean Strategy | 60min | Dr. Raj Kumar | 21-Jan-21 | Zoom |
| Online Training: Smart Selling Skills | TBC | Faizan Ahmad | Jan-21 | Zoom |
| Online/Classroom Training: Email Etiquettes & Business Writing Skills | TBC | Kanwal Akhtar | Jan-21 | KHI |
| Social Media Marketing Tactics | TBC | Dr. Frank Peter | Feb-21 | Zoom |
| Management Masterclass | TBC | Haseeb Hasan | Feb-21 | KHI |
| Online Training: Effective Brainstorming Techniques | TBC | Dave Nelissen | Feb-21 | Zoom |
| Performance Management | TBC | Hussain Adenwala | TBC | KHI |
| Managing Stress during Uncertain Times | 1 | Usman Riaz Qazi | TBC | KHI |
| Online Training: Negotiate to Win at Trade | TBC | Atif Farooqui | TBC | KHI |
| FREE Webinar: Protecting Financial Assets | 60min | Petros Geroulanos | TBC | Zoom |
| Job Evaluation & Grade Structures | TBC | Robert Mosley | TBC | Zoom |
| Emotional Intelligence for Leadership Excellence | TBC | John Bentley | TBC | TBC |
| Designing Agile Organizations | TBC | Frederik Haentjens | TBC | TBC |
| Online Training: Engage Remote Employees for High Performance | TBC | Ayesha Tariq Sethi | TBC | Zoom |
| Online Training: Digital Transformation with Cultural Alignment | TBC | Uzma Aitqad | TBC | Zoom |
| Impact of Future of Supply Chain Management | TBC | Thorsten Mebs | TBC | TBC |
| Certificate in Maintenance Planning / RCM | 2 | Ben Stevens | TBC | TBC |
| Channel Management | 1 | TBC | TBC | TBC |
| Corporate Governance | 1 | TBC | TBC | TBC |
| Creativity & Innovation using Design Thinking | 2 | Rody Vonk | TBC | TBC |
| Crisis Response and Communication Management | 1 | Ben Pronk | TBC | TBC |
| Corporate Etiquettes for Sales Professionals | 1 | Ghaus A. Jafri | TBC | TBC |
| Cyber Security Management | TBC | TBC | TBC | TBC |
| Enterprise Risk Management | 2 | Philip Griffith | TBC | TBC |
| Health Care Operation Management | TBC | David Ben Tovim | TBC | TBC |
| Key Account Management | TBC | David Vachal | TBC | TBC |
| Learning and Development Management Program | 2 | Ian Thomson | TBC | TBC |
| Measuring Return on Investment of Training | 1 | Jack J Philips | TBC | TBC |
| Strategic Marketing | 2 | Graham Hollins | TBC | TBC |
| Successful Product Launching and Brand Positioning | TBC | Jerome Joseph | TBC | TBC |



For Details Contact:

Karachi: 021-34520093, 34547141, 34520708

✉ info@octara.com 🌐 www.octara.com 📱 teamoctara

📺 teamoctara 📺 octaratrainings



Attend any one Octara workshop in year 2020 & avail complimentary TCS Octara Loyalty Card which will entitle you to a flat 15% discount on regular fee to all Octara workshops (online & classroom) & 'MORE' during the whole year 2020.