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Team Octara wishes

Happy  
Eid-ul-Fitr Mubarak  
in advance to all the  
Muslim Ummah



**Jamil Janjua,**  
CEO, Octara & Chief Editor  
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*Dear Reader,*

## FORGING AHEAD.

This issue of our e-zine plumbs the depths of profundity as is fast becoming the norm at OCTARA, a testimony to the loaded deck of Aces that we have gathered in our associates, both overseas and local.

**Dr. Tommy Weir PhD** opens the bowling with three devastating deliveries that shatter the novel Corona COVID-19 wickets, sending bales flying over the boundary line. He is the leading CEO Coach in the Emerging Markets and, sitting in their shadow, he typically advises them on growth and turning adversity to advantage. From learning how to make the most of meetings, in-person and on-screen, to the power of positive thinking, to celebrating simplicity as the ultimate sophistication, Tommy Weir delivers a potent boost of energy to high performance teams and their leadership hogtied by quarantine and lockdown.

In this new age of social distancing and the lockdown the webinar reigns supreme, and Octara has lined up a quick one-two with **Dr. Frank Peter** and **Hira Ali** on "Three Essential Strategies to Ace your Social Marketing" and "Smashing the Glass Ceiling" respectively, with dates and details contained within.

We are privileged to carry an interview by **Tina Olivero**, Founder of The OGM - Our Great Minds, with an unabashed celebration of Barack Obama, a man who leveled many a playing field and presented "the opportunity to rise above the darkness and liberate ego-minded limitations."

Up next is **Abbas Husain**, directing the Teachers Development Centre (TDC) since 1997, and expounding on "Money and the Man," a timely reflection in this holy month of fasting on man's seemingly insatiable desire for more.

**Ben Stevens**, a renowned Maintenance & Reliability Expert, brings us back to the nuts and bolts of the machines that make production possible with his piece on "Better Planned Maintenance," and **Alexander Borg** MCIPS (Stam) MIM MCILT UK, Director & Managing Consultant at Support & Supply Management (SSM) Group Ltd addresses the burning issue of "Anti-fragile Supply-chain". Also included in this issue is the video link to **Michael Moore's** Documentary about Renewable Energy "Planet of the Humans" guaranteed to get you thinking as never before and a video message from Octara's Associate, **Dave Nelissen's** on Effective Brainstorming Techniques.

Bringing up the rear is Octara's detailed offering of training programs for the rest of the year, as well as an invitation to avail our painstakingly developed resource at the **OCTARA DESIGN HOUSE** that offers solutions to all your Design, Printing and InfoTech needs.

Here's wishing all our readers a very intimate Eid celebrated with the immediate family. May Allah bless us all with the choicest of health, wealth and happiness, Ameen. (🤲)

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With permission from The OGM

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## Michael Moore Presents: Planet of the Humans | Full Documentary

With permission from The OGM - Our Great Minds  
- Founded by Tina Olivero

## Video Message by Octara's Associate

- Dave Nelissen

## • Upcoming Octara Training Programs (May- Dec 2020)



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.

# We Are Productive.... Virtually

**Blog by Dr. Tommy Weir**

Published on May 5, 2020

For those of you who know me or follow my work, you'll know that timewasting is a pet peeve of mine, and a factor that I regularly cite as one of the biggest drags on productivity growth. So, when a recent conversation with a CEO friend of mine turned to the topic of meetings, my interest was piqued, for nowhere is more time poured down the drain than in the meeting room.

My friend was in good spirits: he had just been in a virtual meeting with his team, and what would have taken a day and a half to discuss face-to-face, had taken just two-and-a-half hours via video link. The participants on the call had joined on time and had come prepared. According to him, the whole experience had been more efficient all round, and more than sufficient to address the needs of the day.

He is not alone. One of the by-products of remote working is that leaders and their employees are discovering the ease and efficiency of video conferencing and reaching the conclusion that connecting virtually can be as good if not better than connecting face-to-face. A light switches on as companies start to realize that virtual meetings are not the logistical or technical nightmare they were a decade ago, leading many managers to ask themselves, 'why weren't we doing this before?'

But I have another question – well, two in fact. Why has it taken a walk on the virtual side for us to realize just how inefficient and unproductive our in-person meetings are? And, more importantly, why are we not more productive “onsite” in the first place?

As a tech fan and a proponent of productivity aids, I am all for holding meetings via the digital ether, but in this particular case, my passion for technology is tinged with disappointment – a little sadness even – that we appear incapable of the same efficiency and productivity face-to-face.

Who knows, if the world continues to remote-work, maybe our ability to get things done in-person, in the office, will become irrelevant, but I doubt it. Remote working is here to stay, that's for sure, but in some shape or form people will return to the meeting room and when that happens, things will have to change. Starting from now, companies need

to take a step back and re-evaluate how, when and why they conduct meetings, and draw lessons from the virtual world.

Until recently, just like the concept of working from home, video conferencing wasn't taken very seriously– the typical example of employees jumping on calls dressed in a combo of work attire and pyjamas springs to mind. But as it turns out, virtual communication is not to be taken lightly. Of course, there will always be instances of young children bursting onto camera in the background, but the benefits appear to be outweighing the embarrassing disadvantages. And hey, if the job gets done faster, better and more efficiently via video call, does it really matter if your ops manager is dressed in sweatpants from the waist down?

**Many of the lessons from the virtual world are simple but effective: Only hold meetings when necessary. Remove all potential distractions in advance. Come prepared. Stick to the point. Listen to each other.**

Many of the lessons from the virtual world are simple but effective: Only hold meetings when necessary. Remove all potential distractions in advance. Come prepared. Stick to the point. Listen to each other.

In a virtual setting, these come as second nature, but transport that meeting to the office, and the seemingly obvious flies out the window. On a video call, there is no scope for whispering to others in the room. You cannot arrive late because you were held up in the corridor. Nor can you slip out unnoticed for a toilet break or hide behind

colleagues in the hope that your lack of preparation will remain undiscovered. There is no knocking on the CEO's office later that day to follow up – that call is your only chance to get things done.

There are not many positives to come out of COVID-19, but learning how to make the most of meetings, in-person and on-screen, is one ■

Source:

<https://www.linkedin.com/pulse/we-productivevirtually-tommy-weir/>



*Dr. Tommy is the leading CEO Coach in the Emerging Markets. Sitting in their shadow, he typically advises CEOs on growth in the emerging markets. He is exclusively working with Octara for his workshops in Pakistan and was the Keynote Speaker of 17th MAP Convention 2015.*

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# Turn the Lemons into Lemonade

**Blog by Dr. Tommy Weir**

Published on April 28, 2020

**M**y uncle taught me, when life gives you lemons—which we have a few in the world today—make lemonade. In all this doom and gloom, we can make lemonade. Yes, national economies are grinding to a halt, markets are taking a hit and US oil prices have hit rock bottom, but if you can cultivate a positive state of mind, then that's pretty much the most important asset you will ever possess as a leader.

Ok, so the power of positive thinking is not exactly a revelation, but in a context of acute coronavirus fatigue and a lockdown that feels like an eternity, it's something worth remembering, if you ask me.

When it seems like the outside world offers nothing but bad news, and our homes start to become a breeding ground for anxiety, frustration and boredom, it's easy for negative thoughts to worm their way into our minds. Don't get me wrong, lockdown is infinitely preferable to the prospect of being wired up to a ventilator. And as one World War II veteran recently reminded the media, "all we're being asked to do is stay at home" (as collective "war" efforts go, that's not so bad). But none of that makes this life of confinement fun. As the weeks draw on, isolation begins to test relationships, drain morale and chip away at the focus, concentration and productivity of the millions of people now working remotely.

So, with COVID-19 refusing to pack up and leave, the importance of positive thinking is greater than ever – especially if you're in a position of leadership. Right now, your employees need you, and your positive thinking will provide them with much needed confidence and reassurance that there are brighter days ahead. It will help dilute the fear and anxiety that might be preventing them from performing at their best as they sit with their laptops in the discomfort of their makeshift home offices.

And let's not forget, just as much as you matter to your employees, they matter to you too. A simple truth of management is that regardless of your personal achievements, success boils down to accomplishing work through others. To that end, one of the best ways of making people actually want to do their best for you, is to develop an infectious positive outlook that touches everyone who crosses your path.

Writing in Harvard Business Review several years ago, Shawn Achor, CEO of BetterUp, highlighted Burt's Bees as an example of how powerful positivity can be. Achor explained how during a particularly stressful period of international expansion for the natural cosmetics company, then-CEO John Replogle would send out a daily email singling out an employee for praise, and how he facilitated a three-hour session with employees on the topic of happiness. A senior member of the Burt's Bees team told Achor that Replogle's focus on positive leadership kept managers engaged and cohesive, resulting in a successful transition to a global company.

For Burt's Bees, positive thinking paid dividends, yet the role of happiness in success is often underrated – written off as too "hippy" for

business or management science. But research indicates that it plays a critical role in driving performance. In an analysis of more than 200 academic studies, researchers Sonja Lyubomirsky, Laura King, and Ed Diener found strong evidence that pointed to directional causality between life satisfaction and successful business outcomes.

Of course, achieving life satisfaction is easier said than done – it is a lifelong pursuit on a good day, never mind in the depressing climate of COVID-19. But even in the toughest of times, a little

positive thinking can go a long way.

Try to see the lockdown as a rare window to prepare for the future. Take the time to devise new strategies, clarify your vision and enhance working practices. Most importantly of all, instill positivity in your people through your own belief and positive outlook. It is in times of crisis that the strongest bonds are forged, so seize the chance to rally your team. The chances are, you will never get this opportunity again ■

Source:

<https://www.linkedin.com/pulse/turn-lemons-lemonade-tommy-weir/>



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# Bringing Simple Back

**Blog by Dr. Tommy Weir**

Published on May 12, 2020

Here's a question for you: What did Albert Einstein and Leonardo Da Vinci have in common? Genius, yes. But there's something else. Underneath all the mindboggling intricacy and complexity of their work, both believed in the power of simplicity. According to the German-born physicist, "The principle of the universe will be beautiful and simple," while for Da Vinci, keeping things simple was the epitome of elegance and style. "Simplicity is the ultimate sophistication," reads the famous quote now associated with his name, and I am inclined to agree.

It is a philosophy that I was reminded of recently when I came across Ockham's razor – the problem-solving principle that the simplest solution is most likely the right one. Ockham was a medieval philosopher and Franciscan friar who famously wrote that "Entities should not be multiplied without necessity." As a deeply religious man, he used the idea to defend divine miracles, but it has found a firm place in science too, where the simpler the theory, the more testable it is. According to the principle, it is necessary to shave away unnecessary assumptions in order to arrive at the right answer – hence the "razor" connection.

For more than 800 years, humanity has preached the importance of simplicity in one form or another, yet in today's world, the message appears to have gotten lost. Rather than heeding the wise words of Ockham, Da Vinci and Einstein, we seem to have developed a preference for overcomplicating things in order to appear smart and sophisticated – and the practice is rife within business circles. From the way we organize our people and processes, to the strategies we devise and the products we promote, complexity oozes from almost every crack.

Last week, I wrote about meetings (a pet peeve of mine), and I feel compelled to highlight them again. How many times have you endured a long presentation and emerged the other side asking yourself, "what just happened here?" All too often, colleagues leave the meeting room feeling dumb and perplexed, when in fact it is the presenter who is at fault. Like a kid who forgot to do his homework, employees and business leaders alike attempt to disguise their lack of prep or understanding by

losing audiences in a labyrinth of slides, bullet points and lengthy explanations.

It reminds me of school; the very best teachers – the ones who were passionate about their subjects and really knew their stuff – could make the most complicated concepts sound simple, while those who had taken up teaching for the long holidays lacked the confidence and the knowledge to diverge from the textbook. Instead, they would bombard students with hours of dry and convoluted theory, leaving them feeling bored at best, stupid at worst.

We complicate to compensate. The smartest companies with the smartest people can articulate their ideas in a single page – or even a single sentence. But it's not just a question of smartness. Simplicity is not

for the lazy; people who are serious about an idea spend weeks, months and even years honing it, challenging it and – to evoke Ockham's razor – "shaving it down", until it's light, agile and effortless in the eyes of the observer. If someone can present a product or idea in a single sentence, you can guarantee that underpinning every carefully chosen word are countless hours of hard work.

All too often we view simple solutions with scepticism. We mistakenly equate simplicity with a lack of effort or incompleteness, when in fact it can be the hardest and most valuable of feats

to achieve. The irony is, there's something in human nature that craves it. Repetitive mantras win presidential races and in a world of gray, we look for answers that are black and white.

It is in this world that artificial intelligence finds its home. Like the smartest minds, AI puts in the hard work and turns webs of complexity into digestible insights. Finally, eight centuries on from Ockham's razor, artificial intelligence is bringing simple back ■

Source:

<https://www.linkedin.com/pulse/bringing-simple-back-tommy-weir/>



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# Free-to-attend WEBINAR

Mark Your Calendar  
**Monday, May 18, 2020**  
2:00 – 3:00 pm (PST)

# THREE ESSENTIAL STRATEGIES TO ACE YOUR SOCIAL MEDIA MARKETING

Why you should not miss this webinar?

The main aim of Social Media Marketing is NOT to bluntly advertise or sell your products & services. Instead, your social media efforts should help in building an emotional connection between you/your brand and your most valuable prospects. Simply posting and hoping for the best is obviously not the way.

This webinar will share with you the **three highly targeted strategies** that, if used together, will result in building long-term, profitable relationships with your most important clients and customers.



**Speaker:**

**Dr. Frank Peter, Ph.D.**

International Expert & Speaker on  
Digital Marketing & Digital Transformation

Registration link : <https://bit.ly/3csA4qZ>



SCAN ME

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# HER WAY TO THE TOP -Smashing the Glass Ceiling

Octara is pleased to announce 90 minutes webinar with Hira Ali, who is a keynote speaker; author & executive coach on women & ethnic leadership development based in London, UK. She is very passionate about empowering women and is a strong advocate of diversity and inclusion at work place.

*Some believe that your background and culture can have a huge impact on your behavioural patterns and that any challenges you face are distinct to your environment.*

## Highlights of the session:

- Informed by 14 years of coaching experience and survey responses from 300 working women, Hira will reveal the universal internal and external roadblocks that can impede a woman's climb to the top, regardless of her culture or geography.
- Hira will also explore the role of HR, senior leaders as well as that of male allies in supporting a woman's climb to the top.
- Tactics will be shared that will highlight how men can support women at work and how organizations can deploy systems and policies to facilitate women in achieving unfettered career success
- Participants will walk away with actionable strategies that they can implement right away to create a work environment that prioritizes protecting women from harassment, bullying, and sexism.



## Presenter: **HIRA ALI**



- Chief Executive Officer of Advancing Your Potential, UK
- Managing Director of International Women Empowerment Events
- Associate Certified Coach accredited by International Coach Federation
- Recently published a book HER WAY TO THE TOP
- Professional member of the Association for Neuro Linguistic Programming
- Published articles in The Huff Post, Thrive Global, Women@Forbes, Ellevest Network, Entrepreneur, Women Entrepreneur, Gulf News, The Female Lead and many more
- Featured and interviewed in local and international magazines, newspapers and radio channels, one of the recent one being by former BBC journalist Dan Parry
- Featured as a role model in New York best seller book "Girls Who Do You Want To Be" alongside global female influencers
- Her famous podcast is 8 Minutes of Learning with Hira Ali on career development

To know more about Hira Ali, visit her official page  
<https://advancingyourpotential.com/about-me/>

Registration Link: <http://www.octara.com/webinar-hiraali>

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# BARACK OBAMA: He Levelled The Playing Field

by Tina Olivero

Founder of The OGM - Our Great Minds

PHOTO: Dave Howells Photography for St. John's Board of Trade

I was living in Abu Dhabi at the time that Barack Obama became elected to the Presidency of the United States of America. It was Jan. 20, 2009.

While I hadn't followed the election closely as I was halfway around the world, I distinctly remember the tears of freedom roll down my face when I heard the news.

I say tears of freedom because that's precisely what they were. Freedom from racism, women's oppression, sexual orientation suppression, financial corruption and so many other barriers to human progress came crashing to the ground when Barack Obama became leader of the US.

I knew intuitively way back when, that Barack Obama would bring all of this to the table, and more.

## ▶ THE PEOPLE'S PRESIDENT

Barack Obama was far more than a President. He was the opportunity to rise above the darkness and liberate ego-minded limitations. His tenure was a chance to embrace the planetary consciousness that was trying desperately to come in, if humankind would just get out of their own way.

Barack shattered political beliefs that power came from the White House, and he put it back in the hands of every American. He said, "Change doesn't come from Washington. Change comes to Washington," and he led the government from that vantage point.

He guided the nation with a policy of integrity. He said, "Transparency and the rule of law will be the touchstones of this presidency." It was an era of openness, and when Obama appointed the nation's first Technology Officer, the stage was set for unprecedented transparent government operations.

The Obama administration broke down long-standing barriers to public access and opened up previously inaccessible records.

His was the first government to voluntarily disclose the list of people who visit the White House. The administration declassified information on the current size of the U.S. nuclear weapons arsenal as well they published the intelligence budget requests. President's Daily Briefs were also made exempt from declassification, which then sparked a historical precedent where thousands of previous President's Daily Briefs became declassified and made available.

The Obama Administration established a National Declassification

Center to facilitate and streamline declassification, making it one of the most historical and transparent systems to date.

## ▶ GET ON WITH IT

Barack spoke to people as he would talk to his own daughters, full of compassion, hope, and wisdom. He shared his philosophy for getting things done, "The future rewards those who press on. I don't have time to feel sorry for myself. I don't have time to complain. I'm going to press on."

And press on he did. During his tenure as President, Barack changed the course of history. Founded on the understanding that those who voted for him were the reason he could be the best President possible, Barack was 'people empowered.' In the people's eyes, Barack Obama came to life.

## ▶ LEVEL THE PLAYING FIELD

Barack's reverence for his wife, Michelle Obama, and his two daughters, the 44th president of the U.S. and the first African American president, was clearly an advocate for diversity and equality.

Obama historically appointed the first Hispanic woman in the United States to the highest court in the land, the Supreme Court of America. Her name is Sonia Sotomayor.

Obama understood diversity before it was in vogue: He appointed the most diverse cabinet to serve the U.S. government in history. On marriage equality, gay couples got all the same options as straight couples.

## ▶ ACCESS TO POWER

Before his presidency, Barack Obama was educated as an American attorney, and he understood the power of education to elevate us all. Under President Obama's administration, he achieved the highest record of high school graduates in American history. The rate hit 83%.

With financial security top of mind, President Obama, during his two-term tenure, turned the economy around and reduced unemployment from 10% to 4.7%. America enjoyed 82 straight months of consecutive job growth, unprecedented considering the volatility of job gains and losses in the country in previous years.

Obama reduced the federal deficit from 9.8 % GDP in 2009 to 3.2 % in 2016.

Obama got tough with banks. Banks now have to take 'stress tests' so that they can no longer take down the economy when they collapse because of risky practices. Banks are also now no longer permitted to use your money to make risky bets for the sake of profit. Barack said, "Food Stamp recipients didn't cause the financial crisis; recklessness on Wall Street did."

Under President Obama, your credit card could no longer increase rates without telling you. Companies could no longer fire you because you are gay or trans.

Obama's administration shut down for-profit-colleges identified as taking student loan money and who unethically failed to deliver an appropriate education to people enrolled in their programs.

## ▶ HEALTHY LIFESTYLES

President Obama was an advocate for health care and human rights, operating from compassion rather than judgment.

Under President Obama, federal prisons declined in population. Solitary confinement was banned for juveniles serving time in federal prison.

Obama also saved Medicare by reducing the costs associated with the Medicare program. He issued the executive order to improve access to mental health services for Veterans, Service Members, and Military families. American Veterans' homelessness was cut in half and reduced by 47% since 2010.

For the first-time, tobacco manufacturers had to declare what was in the cigarettes they made. It was no surprise to learn there were some 600+ chemicals used to keep people addicted.

Obama overturned the ban on research for stem cells advancement which ultimately opened up an entirely new world of medical possibilities.

## ▶ WHATEVER WAR CAN DO, PEACE CAN DO BETTER

An advocate for peace, Obama worked tirelessly to break down the perils of war and have people understand its dire consequences. He said, "Learning to stand in somebody else's shoes, to see through their eyes, that's how peace begins. And it's up to you to make that happen."

Only when we shine the light on darkness will things transform to light. When we witnessed fallen soldiers coming home on television, it became evident what the cost of the war was to us all. When the remains of U.S. service members were flown back home, it used to be a secret, and no cameras were allowed. That secrecy order was not only abolished, ensuring the crisis of war to be apparent in every living room but appropriately, the expenses of sending fallen soldiers home were also paid.

The Don't Ask Don't Tell ban was repealed in the military, doing away with discriminatory actions in the military, as was the ban on transgender soldiers serving openly. All combat positions were open to women.

Obama shut down all secret overseas prisons, and he ordered the closure of 'black sites' where CIA and European security services have interrogated suspected terrorists under Bush's orders.

Obama created bi-annual security summits and convinced other nations to get rid of nuclear material. Under Obama's administration, Syria agreed to destroy its lethal chemical weapons. The U.S. government banned torture by all U.S. personnel in all circumstances.

A United States embassy opened up in Cuba, creating new relations and normalizing business between the two countries.

## ▶ OBAMA IN NEWFOUNDLAND

Having served two terms in office, Obama's leadership has empowered

not only Americans but people all over the world. We've been inspired to no longer accept the status quo and to take things on at a personal level. Everyone can make a difference, "yes we can."

Having given so much of his life to serving the public, one might wonder what's next for such a great leader.

Since leaving office in 2017, Barack Obama has taken some time off, and he has also traveled the world, working to inspire other businesses and association members.

He is said to be writing a book and has committed to developing programs that will make a positive difference in the world.

## ▶ ST. JOHN'S BOARD OF TRADE

The local business association, The St. John's Board of Trade, organized Obama's up-close-and-personal talk to thousands of admiring people in St. John's, Newfoundland, Canada, at Mile One Stadium.

Obama spoke about climate change, the issues of the internet, false media, globalization, and of course, the audacity of hope.

Accompanied by local entrepreneur Zita Cobb, who was asking all the questions, Barack Obama sat with enthusiastic listeners for about an hour, answering questions and offering solutions, as he most eloquently could.

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SAID, "CHANGE WILL  
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I was sitting there, taking notes as Obama spoke. What struck me most about this man was his air of calmness and assuredness, not only about the world and its possibilities, but also about who we are as influential individuals who can shape the future ourselves. One person at a time.

Barack's primary concern for the world right now is climate change, "Climate change is one issue that if we don't rapidly get at it, then the consequences will be very difficult to reverse. I don't think there is much left to debate about the facts. There are conversations to have on how we respond."

Obama expressed the need to understand globalization and all of its challenges and opportunities. He said,

"We do not have a handle on how globalization is rapidly changing the relationship between capital, labor, and communities, and we are going to have to rebuild how we think about responsible capitalism to maintain the democratic structures we have."

## ▶ PRESIDENT OF THE WORLD?

You only need to mention Barack Obama's name to see people's faces light up with enthusiasm and hope. He is a great man, and we expect to see a lot more of him as his life with Michelle moves onto foundations of contribution in all its various forms.

While his presidency has completed in the U.S., Barack still iconically looks, feels, and speaks like 'our president.' Indeed he is the world's president. And this is so because of his fairness, truthful demeanour and ultimately his belief in every one of us.

Barack Obama said, "Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek. ■"





# MONEY AND THE MAN

Article by Abbas Husain

Let me begin with a trick question: What do you think is the most important word in this wise saying from Somerset Maugham?

Money is the sixth sense that allows you to enjoy the other five.

Did you like most people, say it was “enjoy”? Did you as a reaction to the whole sentence also think: “ah yes, that’s true!” If you have answered yes to both questions read on, and find out where you really stand!

And yet, how many times have we heard of people who had millions but were sleepless at nights? Who suffered mid-life crisis? Men and women who at the peak of their fame and achievements found it all to be empty and worthless? Yet, I am sure you are thinking, even as I used to, “sure...there must be something wrong with them. Just give me a couple of millions and see what I do!”

Here then is a paradox: of itself money will not give you happiness...it is known that people manage to be happy with very much less than others think is basic necessities. Teenagers in Sweden commit suicide far more than those in Calcutta do...it cannot be having a higher standard of living. Money does not automatically teach the possessor of it values....and yet people are after the physical touch of money as if it is the ultimate joy itself. Why does this happen? What are the roots of this sort of thinking?

I would like to first of all define money. After that I will describe some of the realities in our society. Then I will offer some recommendations for what to do to not pay the high cost of wealth...because surely the maxim of Jesus Christ is true: What does it profit a man to gain the whole world and lose his immortal soul? If getting the wealth is going to cost me more than it is worth, than I am involved in a losing bargain...the very thing that money-mindedness teaches me to avoid!

## MONEY DESCRIBED

A businessman of Karachi, Kazim Ali Merchant, 42, says in a local way: paisa tau haath ka mail hay (money is like the grit of the hand). There are many more ways of defining it. Carl Sandburg puts it well: Money is power, freedom, cushion, the root of all evil, the sum of blessings. And then there are the variations: R. L. Stevenson said: The lack of money is the root of all evil. John Rogers in his book LIFE 101 has a wise discussion on the actual meaning of the New Testament quotation: “The love of money is the root of all evil”. He says that the actual word translated as love from the Greek actually means lust and that makes a lot of sense: The lust for money is the root of all evil.

Money is a form of energy. It is the actual measure of our worth. It is the oil of envy; it is the comparison which makes for sleepless nights... just wait until you find out that someone whom you think is your equal makes a thousand more than you. The envy that grips you is so painful that the mind actually reels with bitterness and anger at the sheer injustice of the world. Money is an axis of desire: all that we want is at the other end of the hand that has money.

It is the stuff of our dreams, our wildest plans fuelled by a commercialism and advertising that triggers in us the wishes that go on endlessly and the credit cards that allow us to do impulse buying and get us into a treadmill that grinds us and we wake up with children in the school and the club fees mounting and the shame of being a defaulter looming before our eyes... and then finally it hits us: how did I get here?

Sounds familiar? Is this your story? Do you now see why there is white collar crime? The poor fellow is so deeply caught in the mess that he/she thinks there is no option at all. Sadly, if you try to talk the person out of it, there are rationalizations available. (By the way, have you noticed: rationalize = rational lies). Does this fit your reading of the situation we are all in... some more, some less?

And so I want to draw your attention to some ways of thinking about money and ask you to read the opening quotation: would you change the word? More on that below...

## MONEY AND VIOLENCE

Many marriages are in great danger of breaking up because there is an endless feud over money. One common scenario is this: the husband makes sure the wife has nothing more than basic necessities: she makes sure that she buys absolutely useless stuff as a way of getting even with this attitude... which leads him to tighten the rein more which leads her to be even more wasteful.... and thus a terrible spiral is underway.

Psychologists offer an interesting insight into this: they say this is a way by which both are doing violence to each other and need to clarify what money means to them. Dr. Abida Khanum has a nice insight into this: “Money is a form of crystallized time. It represents the hours of his life that he has spent working in exchange for which he has received this amount. As such it is his time-hours turned into a tangible form. By wasting it, she is making him know how she can hurt him... without lifting a finger. As you can see, unless this is openly discussed and the underlying causes addressed, the arguments over money will simply not end!”

The same logic must apply to those who take office supplies as a matter of right!

## BUT WHY DO THEY DO THIS?

While we are talking about some realities in our culture, we are also asking about root causes. My studies have allowed me to come to a very unique conclusion. The source of our misgivings about money and this life-long insatiable desire to have more is most often located in the messages that we have internalized in childhood. Parents please note: discussing money before a child is eleven years old is a big mistake!

This is a generalization of course... but the point is simple: by talking about something a child doesn't understand you are hardly helping him or her to grow up. Children do not know what time is when they are young... they need to be taught about it. In the same way they do not know that money is something that exists... they just see the things that are there and simply are for the taking.

And when they go to a toy shop and demand something exorbitant, the parents (both mother and father!) feel that they have been cornered, ashamed, belittled in front of the entire community! Particularly the father switches into a mode where he feels that his entire manhood is challenged... what kind of cheapskate is this man, he seems to be hearing the unspoken taunt in the eyes of the other customers eyes, that he is denying this cute child a mere toy!

The brave parent who has a firmer grasp on the priorities (it's not the cost of the toy that is the issue, of course, nor even the earning capacity of the father!) now makes a graver mistake: he says something to the effect: "are you nuts? I am not buying you yet another \_\_\_\_\_ costing Rs. \_\_\_\_\_!" There! Just by mentioning the cost, the amount of money, to the little child less than 11, the parent has infected the child with a problem.

Mind you, I am not saying all this happens when the parents say such a thing only once: I am describing in slow motion a process that is repeated many times a week for years on end.

"But" you say, "I don't get this! You have yourself said that the parent who has better priorities should NOT buy everything that the children demand (it's not possible anyway!) and yet you are saying there is a mistake here... why is mentioning the cost an error? Isn't it true? And how else will the children learn?"

That's the problem. Young children will learn a highly charged NEGATIVE lesson: they will learn that: "of all the things that deprived me of the fun of living, it was this thing called money... so no matter what else I do in life, I will earn so much that I will never be deprived of anything else for the rest of my life!"

And so it is that like a knot on the heart, this reiteration of having no money keeps growing and you now have a person with a life long lust for more. The actual toy that was to be bought is forgotten... just this total all-consuming passion is left in the heart and you have a person for whom all talk of values, religion, nobility, greatness of soul.... all sounding like rubbish.... you have a person for whom the only measure of a man is his net worth. To see the bottom line as the net worth of a man is indeed a common practice. But to think the bottom line as the horizon... that is a sad decline of value itself.

By the way: what does one do when the child threatens to throw a tantrum in the shop? Here's a suggestion: give any reason at all not to buy that thing EXCEPT the cost. Children are very easily distracted: say something like: "Aha! You want that Barbie doll! But darling it is in pink dress! And you like black dresses don't you? So, as soon as it comes out in black dress, we will have it!" Now I know that is truly corny: but you'd be surprised how easily the attention is deflected. Of course, if the next

shop you enter has one in black dress, you'd better buy it... just your luck!!!

And having now realized what a disaster it is, take a decision: do not talk about money to very young children. After 11, of course, teach them the value of time and how it translates into money. The penny will drop then.

## SOME COMMON SENSE ADVICE

Mohammad Husain, 77, has this say: "Take advice on money matters only from the person who is not charging you for it!" Otherwise, no matter how sincere the banker is, he will get you to part with your money in his bank! Hence the worth of this article!

First of all, put something away from each payment you receive. In other words, live below your means. There is no reason for you to think that 90% of the money you receive isn't enough for you manage. Remember: if you can't afford something, maybe the lesson is to earn more... rather than spend more.

Second: understand that no amount of money is ever enough for you to be able to have everything you want. It is always enough for your needs, though. See the crucial words: need... not wants.

Third: do this experiment. On a day when you are very thirsty, having walked in the sun for a while, and somehow dehydrated a little, take a good look at the cold glass of water in your hand. Feel its coldness. Now take a sip. Feel every drop of it cool your tongue, and feel the slow descent of cooling sensation all the way to your stomach. And now ask yourself: what amount of money in the universe is equal to that? i.e.: what amount of money would you be willing to pay for that?

Fourth: Observe that just being alive is a bonus. Nothing equals the sheer chanciness of being alive at all. So never miss a chance to make life better for others. Etsko Schuitema, a leading South African Management Consultant (recently in Pakistan) puts it like this: "Each moment we are going towards death. There is a world of difference in giving something of your own choice willingly to someone you wish to give than have it taken away. So you have only one choice right now: either give what you have [knowledge, money, advice, skills] or be sure that they will be taken away. Make no mistake!"

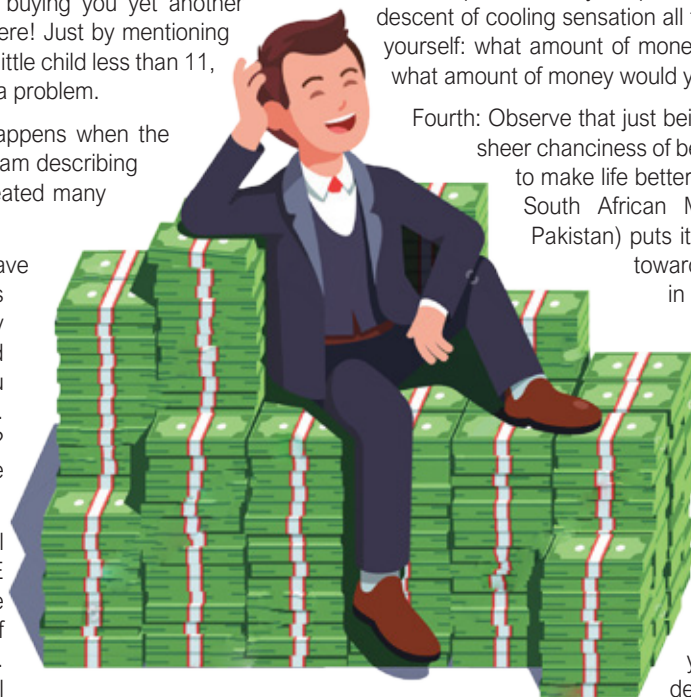
Finally: a High Court Advocate Shoaib Ashraf, 47, says it well: Use money for a purpose better than money itself. That is to say: suppose that friendship is a value for you. Use your means to make your friendship deeper, more cherished, more memorable.

Having a meal together in a nice place is a means of celebrating companionship... and good friends and good conversation are simply priceless.

If all this is good enough let me revert to my question I asked at the beginning of this article: What is the most important word in the quotation by Maugham?

My answer is "you". If you haven't taken the effort and the trouble to make something of yourself, if you are a bundle of impulses, crass bigotry, gaudy tastes, with no awareness of the world of the arts, good music, poetry and the best thinking of the world.... then even with a million, you will be the same bundle of impulses, bigoted and tasteless.

Take money seriously by all means: but only because you take yourself more seriously ■



Abbas Husain directs the Teachers Development Centre (TDC) since 1997. He is known for his highly interactive facilitating style. He is working with Octara on management training programs.

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# We Need Better Planned Maintenance

- Article by Ben Stevens



A simple truth that hides many questions. Let's first ask "What is 'Planned Maintenance'?"

Work Orders have several starting points – work requests, inspections, PM's, breakdowns etc, and from these the Planner prepares a Planned Work Order for a job. Thus, Planning ensures the technician, inspector, contractor etc. has all the requirements for the job to be done effectively; hence for a planned job the planner has:

- understood the job requirements (including perhaps an on-site inspection and or discussions with operations, work requestor, etc.);
- reviewed relevant work and equipment history – for a repeat work order, then the latest completed version;
- ensured the latest "Company Best Practices" are understood for the job;
- identified all tasks in the correct sequence;
- for each task, identified all the resources (parts, materials, labour, skills, tools, permits, supervision, sign-offs, data), and the timing for each job and for the resources;
- identified additional data (SOP's, safety instructions, etc.) that makes the job safer, better and easier; and
- has built it all into an approved work order.

WO Quality standards are set by the Maintenance organization. Therefore Work is Planned if Work Orders meet this standard.

Next, some real-life issues....

- Many WO's are often very brief – example "repair motor", "investigate and report", and contain little or no detail. YES, Work Orders, but NO, not Planned. For regular "one-task" WO's this may be ok - if work performed matches quality standards
- Routine WO's assigned to experienced technicians are often not planned. Maybe OK if the results of the work, the "As-Left" equipment status data is properly recorded. But changes in procedure or a new technician are difficult to manage. Plus these jobs do not provide for materials requirements to be pre-released to stores for job-site delivery.
- WO's that are carried out without any documentation – eg instant belt adjustments, oil top-ups etc are often not well recorded. For trend analysis and failure prediction we need to know when and how much.

**Work Orders have several starting points – work requests, inspections, PM's, breakdowns etc, and from these the Planner prepares a Planned Work Order for a job. • Thus, Planning ensures the technician, inspector, contractor etc. has all the requirements for the job to be done effectively.**

- Inspections should be planned. Inspectors compare actual readings to Operating Standards, Potential Failure and Functional Failure levels; a pre-planned inspection sheet is required.
- Emergency work orders may be prepared after the fact. These should be converted into a Planned WO ready for the next time the emergency happens.
- PM's are often not planned properly. These may come from the OEM; the basic WO tasks are shown, but the work is frequently not planned.

These are the main examples of unplanned Work Orders that can be easily remedied.

**At WO closure**, the smart planner will review the details, and ask:

1. What have we learned about the inspection, equipment, work done, resources, data collection, etc.?
2. How to build the learnings into the next issue of the work order?
3. Is this our "Best Practice"?

If the answers are satisfactory, then we are doing Planned Maintenance ■



Ben Stevens is a renowned Maintenance & Reliability Expert and has been working with Octara on public workshops and in-house assignments in Pakistan & Bangladesh.

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# CORONAVIRUS AND THE ANTIFRAGILE SUPPLY CHAIN

Article by Alexander Borg

According to a report from Dun & Bradstreet, 938 <https://www.dnb.com/perspectives/supply-chain/coronavirus-business-impact.html> of the Fortune 1000 companies have a tier 1 or tier 2 supplier that has been affected by the virus. Tradecraft saw Chinese trade activity drop 56 percent in just a single week in February. And we've heard publicly from brands like Apple, Microsoft, Nissan and JCB about the disruption they've felt as their factories in China closed or operated at limited capacity.

While there are some signs that exports from China are beginning to move again, there is a growing likelihood that things will get worse before they get better. This is as the outbreak spreads around the world, resulting in labour shortages and travel restrictions which are further disrupting the supply chains of global enterprises.

## Different disruption, same supply chain impact

While nobody could have predicted the scale, speed, severity, or timing of the outbreak, could businesses be better prepared to deal with the consequences? This isn't the first time they've faced supply chain disruption. In the last year alone, we've had the trade war, protests in Hong Kong, and various climate events which created unforeseen problems.

The COVID-19 outbreak is arguably more impactful than all these events combined because it hasn't just created hurdles, it's completely stopped production, something many supply chains can't absorb. But the reasons businesses are struggling to deal with the fallout are the same: supply chains are fragile.

## There are five key reasons for this:

- 1 Reduced inventory levels:** just-in-time manufacturing allows companies to increase efficiency and lower the cost of their supply chain, but it also leaves supply chains less resilient to sudden shocks and supply shortages.
- 2 Rigid supply chains:** This wouldn't be a problem if businesses operated flexible supply chains. That way they could switch order volumes to alternative suppliers in times of stress. However, very few companies don't do this, leaving them unable to identify and connect with alternative suppliers when there are sudden shocks to their supply chain resulting in a tangible impact on production.
- 3 Manual supply chain management:** A key reason that supply chains are rigid is because they're managed manually. Making changes to orders or shifting suppliers is a lengthy and complex process and in times of stress is a luxury few companies have.
- Lack of supply chain transparency:** Businesses are often unaware of what's happening across their supply chain beyond the first tier, so they're unable to know where threats to production capacity exist. And this makes it near-impossible to proactively manage a situation like the COVID-19 outbreak.
- 5 Consolidated centers of production:** The globalization of supply chains has led to the development of specialist production zones—cities or countries specialize in the production of a few key products. These have helped ensure there is a plentiful supply of key supply chain components and lowered the overall cost of supply. Yet while this is beneficial when times are good, it can cause issues when there is disruption. That's because there isn't the capacity in other parts of the world to plug the gap in supply.

## Solving for disruption with anti-fragile supply chains

So how can businesses better prepare for periods of supply chain disruption? I believe the solution is to build supply chains based around

Nassim Nicholas Taleb's concept of anti-fragility. <https://www.investopedia.com/terms/a/anti-fragility.asp>

There is a lot of talk about robust supply chains. Anti-fragility takes this a step further. Anti-fragile supply chains aren't just strong, they're malleable to ensure they continue working no matter the disruption. But, most crucially, they don't just survive the disruption—they improve because of it.

To get there, businesses need to go digital. It sounds elementary saying this in 2020. But the fact is paper and manual process power most supply chains. <https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/the-case-for-digital-reinvention> And there is zero chance of building a robust supply chain, let alone one that's anti-fragile, when buyers and sellers aren't digitally connected.

Making this digital connection is the foundational element for building an anti-fragile supply chain. Once this happens, all parties can benefit from increased access to data. This will illuminate what's happening across the supply chain. Decision makers can spot single points of failure and make informed choices about how to manage any disruption. And the enhanced ability to collaborate with sellers and other parties in the supply chain ecosystem means these decisions, including finding new suppliers, can be implemented quicker, which is critical at times of stress.

Establishing this digital foundation is also the prerequisite to applying the tools that bring the theory of an antifragile supply chain to life. Take AI, for example. It can analyse data from an array of public and proprietary sources to learn from previous periods of disruption and suggest what supply chain leaders can do to meet oncoming challenges. At the next level, it could even automatically pivot to alternative suppliers when it notices that the businesses' regular suppliers are likely to face some disruption.

This is what it really means to move from reactive supply chain management to proactive supply chain management. And it's what will truly turn the supply chain into a competitive advantage for the business.

## Is it time to rethink the structure of global supply chains?

When COVID-19 is brought under control we can all breathe a collective sigh of relief, but we mustn't be naïve about the fact that something similar will happen again. In our globalized world, the next disruption is just around the corner so it's imperative that businesses don't rest on their laurels.

The supply chain becomes a company's biggest risk during times of disruption. But by making it antifragile it can become its biggest strength.

Away from what businesses can do, there is also a question around whether global supply chains need a rethink more broadly. Are consolidated centers of production a good idea? Is there still a need for the same widget to cross the Pacific multiple times before arriving to the end consumer? And does technology create an opportunity to build an alternative, more sustainable global supply structure?

There are no easy answers to these questions. But as businesses look at adjusting their own supply chains, it might also be worth everybody coming together to see if there is a better way to structure the global supply chain to make it antifragile as well ■

Source:

24/7 Supply Chain



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Service 4.0 Transforming Customer Interactions	1	Asim Rashid	July
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Cyber Security Management	1	TBC	August
Key Account Management	1	David Vachal	August
Visual Merchandising & Shopper Marketing	1	TBC	August
Microsoft Power BI Including DAX & Queries	1	Irfan Bakaly	August
Corporate Etiquettes for Sales Professionals	Half-Day	Ghaus A. Jafri	August
Understand the FinTech Space	3	Petros Geroulanos	September
Effective Marketing Techniques	Half-Day	Dave Nelissen	September
Effective Selling Techniques	Half-Day	Dave Nelissen	September
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Measuring Return on Investment of Training	1	Jack J Philips	TBC
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