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*Dear Reader,*

**14th of August** has a special place in every Pakistani's heart, and that is how it should be. The exuberance of the mood on this august day in August has tempered somewhat over the years, however, as realization has dawned increasingly that there exists a qualitative difference between the gaining of independence and the retaining of it, with the latter being a continuous, unending and often uphill task that we have tended to make heavy water of. A sobering thought indeed, but one worth considering at length in our present times of crises.

The human resource development gap, and a very large gap at that, has contributed in the main to this malaise, yielding all manner of other resource gaps that have made for a shaky and wobbly terrain. **Zafar Aziz Osmani** has dedicated his life engaging with young HR professionals and enhancing capacity across the leadership spectrum. His career has spanned both government service and the private sector, and **octara.com** was truly privileged to have him sit for an interview and benefit from some priceless insights that he provided while shedding light on what ails the system.

Next article is 'How to Identify & Handle a Disgruntled Employee,' the **HRDQ Blog**, provides tips that most employers could do with, while Future Normal, **Henry Coutinho-Mason's blog**, talks of about the future of data-driven health and wellness in 'Continuous Glucose Monitoring.'

I would be remiss if I weren't to draw attention to **Sualeha Bhatti's** Complimentary Zoominar: "Leadership Lessons from Ancient Egypt" on August 13, 2021 from 4:00 – 5:00pm (PKT). In those days of ancient history they perhaps had wisdom that we could learn from.

**Happy and thoughtful Independence Day!**



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## INSIDE



**Growing Minds**  
**Zafar Aziz Osmani**  
The Indefatigable HRD Campaigner  
Interviewed by our Special Correspondent, Adil Ahmad



**How to Identify & Handle a Disgruntled Employee**  
The HRDQ Blog



**FOR TREND WATCHERS**  
**Future Normal: Continuous Glucose Monitoring**  
A Blog by Henry Coutinho-Mason

## TCS Octara Programs in August & September 2021

**LAST DAY TO REGISTER!**



September 9, 2021 | Regent Plaza, Karachi  
**Workshop: Selling Made Easy**  
Facilitator: Baseer Sami



September 15, 2021 | Regent Plaza, Karachi  
**Workshop: Excel Advanced & BI**  
Facilitator: Irfan Bakaly



September 16, 2021 | 11am - 4pm (PKT) via Zoom  
**Online Training: Hire the Best**  
Facilitator: Rahila Narejo

## Octara Training Calendar | August – October 2021

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# Growing Minds

## Zafar Aziz Osmani

### The Indefatigable HRD Campaigner

Going strong in overdrive at 74 is no mean feat, not withstanding Joe Biden who at 78 holds the world's top job as POTUS, on action stations 24/7. Zafar Aziz Osmani may have throttled back a bit from his good old squash days, and taken to golf to unwind, but his professional portfolio remains as vigorous as ever. Engaging with young HR professionals and enhancing capacity across the leadership spectrum through his consultancy Excelerate Private Limited is what drives and energizes him in the eighth decade of his life, by the grace of Allah.

**I**n his career, Zafar has served prominent organizations in senior management and leadership capacities in the Human Resources, Organization Development, Marketing and Project Management functions. He has been Chief Operation Officer, Karachi Electric Supply Company (KESC); Senior Executive Vice President & Head of HR, Habib Bank Limited; and Member of Human Resource Management, Central Board of Revenue (CBR) Government of Pakistan.

Zafar has also served as Senior Executive Vice President (Business Planning, Marketing, IT and HR), Pak-Kuwait Investment Company/Meezan Bank; Regional Director (Compensation & Benefits) Japan, Pacific, Asia & Australia, American Express Bank, TRS, Singapore; and Director/Head of HR for Pakistan and Bangladesh, American Express Bank.

During the earlier part of his career which spanned both government service and the private sector, he has also worked as HR Manager, Gulf International Bank, Bahrain; Exxon Chemical Pakistan Ltd; and with the Government of Pakistan in different capacities.

**octara.com** caught up with Zafar Aziz Osmani across two continents, continuing the technology enabled interview over telephone and WhatsApp voice notes without breaking stride, as he added to his carbon footprint travelling between

Pakistan and the United States of America.

### Bridging Execution Deficit

**octara.com:** You attended the Leadership Development Program at IESE Barcelona (Spain). Tell us about your experiences there.

**Zafar Osmani:** 'Getting things done' was the title of the program at IESE Barcelona (Spain), a business school that's been ranked #1 in Executive Education by the Financial Times for five consecutive years (2015, 2016, 2017, 2018, and 2019). For more than 60 years IESE has been at the forefront of management education and leadership development.

I was nominated by AKDN to study the program and its feasibility for our leadership team members. It focused on a leadership competency which was otherwise not very clearly recognized. Getting senior leadership to attend was a bit tricky since invariably people felt affronted by the implication

that they did not know how to get things done!

Once I attended the program I realized just how important this leadership competency is. Getting things done within a defined timeframe is crucial for success. We got into the micromanagement of it, the creation of a sense of balance between the priority of time, the end result and the quality of the end result.

## Balancing Effort

While getting into depth and detail is laudable but it must achieve a holistic output which doesn't get overly enamored of one aspect and doesn't have the time left to do justice to the other, perhaps equally crucial aspects. The delegates in attendance were C Suite executives from Italy, France, Germany, and Holland. The need to exude confidence even when stretching the truth in order to get things done was also dwelt upon with its examination in the ethical context of doing business. It's a debate that's raged inconclusively in the advertising world for decades.

Subsequent to attending and evaluating the 'Getting things done' program at IESE Barcelona, we rolled it out for the AKDN leadership in Dubai.

**octara.com:** Which is the most sought after course in your repertoire?

## 'Leadership For Branch Managers'

**Zafar Osmani:** The most sought after are generic leadership programs, some of which are based on negotiation skills and competency based interviewing skills.

'Leadership for branch managers' is specific to the financial sector and my own creation that focuses on turning branch managers from their operational mode into business centers. I train them to become profit centers with balance sheets and complete account of the revenue they're generating and the expenses they're incurring, and engage in strategic thinking for their own branch through doing a SWOT Analysis and competitor evaluation. The objective is that they should have a business strategy which contributes to the bank's growth, profitability and customer service. I love this program and have conducted it over my professional life and would like to continue doing it even more.

## More Boots On The Ground

Creating more and more human resource professionals is also a passion with me. I do that in partnership with the Institute of Business Management (IoBM). It's a 10 module program diploma conducted online every alternate Saturday with attendees from both Pakistan and overseas. Its great therapy and I enjoy it very much. I feel that if God's given me a candle and I light 10 other candles then they will go out and light some more candles and so on and so forth, acquiring geometrical progression. The idea is to create more depth in human resource management so it can start contributing to the strategy of the organization.

## Unlearning & Relearning

Linked to this is leadership capacity building which is a huge challenge. Business models are changing globally with the advent of technology and artificial intelligence. Leadership is not attuned to this change, having acquired its learning and wisdom a few decades ago. The world that we are heading into now is going to very a very different world posing very different challenges and requiring vastly improved leadership skills. To lead we will have to unlearn a whole lot. Leaders are so secure and comfortable that they don't want to open their minds to the need to learn more. We have seen this in the absence of CEOs from seminars conducted by world class gurus. They think they know it all.

My hope lies in the new generation of HR leaders who are now in their 30s who must create an upward mobility pressure. It's

“Getting things done within a defined timeframe is crucial for success”

an art to manage the boss, especially if he belongs to the old order, and help him unlearn and relearn.

Then there is disconnect between academia and industry. We are churning out MBAs in their thousands and teaching them curriculum which is not current.

**octara.com:** You're Country Head at South Asian Corporate Advisory Council Pakistan, an agency tasked with Contingency Intelligence and Response. How busy have you been lately in this regard?

**Zafar Osmani:** It is based in Sri Lanka and was incorporated last year, but because of COVID we haven't gained much traction. We are trying to bring Pakistan in line with the other countries in the best practices for managing societal challenges like earthquakes, floods and other disasters, with COVID as an example. We are still learning.

**octara.com:** In your specialties are listed Change Management- strategies, planning and implementation. How difficult have you found affecting change in the Pakistani landscape?

## Don't Rock The Boat!

**Zafar Osmani:** Change management in any part of the world is not easy. There are human insecurities. I have worked all over the world and people are all the same. Countries that have been through the colonial experience are



extremely change resistant. When I was at the Civil Service Academy we were visited by a senior civil servant who gave us pointers for success in our coming career as civil servants.

He said that we would retire at the age of 60 and had the intervening 30 years or so to grow with time, moving up to grade 18 in 5 years, and thereafter through grades 19, 20 and 21, retiring as federal secretaries with ease. All we had to do was hang in there and not tinker with the system, because if we tinkered with the system we would create problems for ourselves and all those who were beneficiaries of the inefficiencies of the system.

### **'Baboos' And 'Afsars'**

The colonial system is based upon loyalty to the Crown which empowered the civil servant beyond belief with a culture where we enjoyed and cherished authority. Such a system of 'baboos' and 'afsars' doesn't brook change. That culture then seeps into the public sector organizations which work on the government's paradigm. They will use government grades when hiring without detailing the job description. In such situations change management is a harder nut to crack.

### **Consistency In Leadership**

I had experience of this in Habib Bank and K-Electric. The quest for survival of the colonial legacy in how we do things poses a serious challenge. Top level commitment to change and its sustainability makes a huge difference. During my tenure as Member HRM at FBR I managed a few successes because of the unswerving commitment of General Musharraf who personally monitored the change process. When the bureaucracy sees this they give it their support on the face of it though secretly they are still hacking away at the roots. If you have consistency in leadership and its demonstrated commitment to change over 5 to 10 years then it's possible.

**“We are churning out MBAs in their thousands and teaching them curriculum which is not current”**

Change remains a hard sell. You face a lot of resistance when you try and break the classical hierarchical organizational structure and replace it with a functional structure that has delegation of authority and reporting relationships that are redefined. But it's possible. There's a lot of blowback that one has to survive.

**“There is a huge trust deficit between the tax collector and the tax payer. This is a global phenomenon and not just Pakistan specific.”**

### **System-based Decision Making**

In HBL during its state enterprise days there was no system as such for recruitment and promotions. I introduced an independent testing mechanism for recruitment by involving the Institute of Bankers. That took care of nepotism in great measure. I welcomed recommendations/'sifarish' but insisted that the candidate pass the test which filtered out the deadwood. System-based decision making is the key. Recently 1500 probationary officers were recruited on merit by HBL throughout the country. They cleared the test and were interviewed by the board.

My experience working with Exxon was amazing. It was all managed by employees working with great commitment and focused on how they could add value to the organization. That was their culture.

**octara.com:** You have been making professional contributions to HR and Management as a Member of Executive Committee at Pakistan Institute of Management; Member of Board of Governors at Pakistan Society for Training & Development; and Member of Advisory Board, Indira Group of Institutes, Pune, India. You have also recently been inducted as Member of Executive Board of Intercontinental Institute of HR Management based in Sri Lanka. What are the priority areas in HR and Management that you have flagged for attention?

**Zafar Osmani:** Engaging young HR professionals is very important. The World HRD Congress has honored me with two awards and the Indira Group of Institutes invited me to become a member of their advisory board, but the cross-border turbulence in relations has not proved conducive to growing that relationship.

# Journey of the Indefatigable HRD Campaigner



**octara.com:** As Member Central Board of Revenue (CBR) Government of Pakistan charged with Human Resource Management, and earlier as Income Tax Officer, what insights did you glean from the taxpayers' mindset that makes it so difficult to cast a wider income tax net?

## Huge Trust Deficit

**Zafar Osmani:** Pakistanis are known world over for their empathy and giving to charity. There has to exist a level of trust between the donor and the recipient. The donor needs to be satisfied that his money will be put to good use. Pakistanis generally don't pay tax to the government because they're suspicious of the government's intent when it comes to spending their taxes. There is a huge trust deficit between the

tax collector and the tax payer. This is a global phenomenon and not just Pakistan specific.

The colonial system of 'Lagaan' was coercive as also was the tax ordinance of 1922, and there has always been this hide and seek between the taxpayer and tax collector. Nobody has done anything to bridge the trust deficit. Clearly this is a failure of the political governments whose job it is to create that trust, and the all-pervasive VIP culture doesn't help. It can only be done through a demonstrated sincerity of purpose.

## Vested Interests Nexus

There is a nexus of the tax collector, taxpayer and tax advisor which has a vested interest in the inefficiency of the system of which they're beneficiaries. They resist any attempt at improving the system to make it more efficient. The solution is

very simple and it will happen in this age of technology. NADRA has a very strong database. If they start monitoring our expenses through credit cards usage then we will have to show income to match our expenses and automatically take tax collection to the next level and beyond.

**octara.com:** Please describe life at the Karachi University during your stay there (1965 – 1968) when you also served as Vice President of the International Relations Society.

## Idyllic Days

Before preparing for the CSS I had done two masters, one in international relations and the other in political science, along with bachelor in law. In those days it never occurred to us to identify from our geographical regions or ethnicities. We were all students of the University of Karachi. We used to wear our gowns with great pride. We had a large body of overseas students from Jordan, Iran, Turkey, and countries in the Middle East, Africa and the Far East. The campus culture was civilized and very conducive to intellectual engagement.

I had Javed Jabbar as a classmate. The right wing Jamiat-e-Tulaba-e-Islam was dominant and won the elections to the students union, with the left wing National Students Front in opposition. There was no ethnic differentiation and what a beautiful time it was. I was never politically inclined and

“Music and Netflix are two major escapes from reality these days”

being the youngest in class was sometimes picked upon by bullies. I remedied that by aligning myself with the more powerful bully, ensuring a balance of power!

**octara.com:** What books appear on your reading list?

**Zafar Osmani:** I am not a very good reader, but I do fancy humor in Urdu literature and I have read Shafique Ur Rehman with Patras as my favorite. Justice Kiyani's book 'Not the Whole Truth' I found very inspiring.

**octara.com:** How do you handle stress and unwind?

**Zafar Osmani:** Over the past few years my faith in Allah has become stronger. When I am under serious stress I just lay back and think whether matters are in my hand? If they're not then they're in the Hand of He who knows best. Immediately I become stress free. Emaan is Allah's biggest gift to Mankind.

“The political class has to address the public's frustration through good governance in deeds and not just promises”

To unwind ideally one needs to be by oneself and detached from everything. That's not often possible because by the grace of Allah I am a family man with kids and grandkids that dote on me, and a large circle of colleagues and students. We all have so many stakeholders in our lives that have so many expectations of us that the opportunity for self-isolation and not in the COVID sense of the word, seldom arises. Music and Netflix are two major escapes from reality these days. In the earlier days I played squash and went swimming every day and was physically very active which I am not presently. Swimming has been put on hold because of COVID that's had the pools shutdown. I have found golf to be a very relaxing pastime.

**octara.com:** Given the frenetic pace at which events are unfolding and the generally fluid state of geopolitics, how do you view the landscape changing over the next five years?

## China & CPEC

**Zafar Osmani:** Five years has come to be considered very long term planning given our present fluid state. Earlier we engaged in planning for 20 years. Now a long term plan is for at best 3 years. The speed with which events are unfolding and the geo-political forces becoming overly active is unnerving. China and CPEC are ground realities that provide access to the warm waters to a huge market. Pakistan can draw some strength from CPEC politically and economically.

The political class has to address the public's frustration through good governance in deeds and not just promises. The unplanned growth in population without a simultaneous increase in resources, which is the case today, is definitely not in our best interest. With my 5 kids I make a very bad spokesman for birth control! I have four daughters and one son, all married, and I cherish each one of them. Allah has been very kind.

**Thank you Mr. Zafar Aziz Osmani ■**

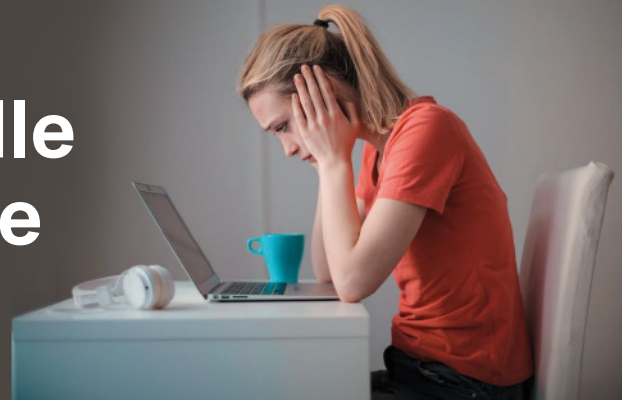
Interview conducted by **Adil Ahmad**, Correspondent, OCTARA.COM



# How to Identify & Handle a Disgruntled Employee

HRDQ Blog

Published on August 4, 2021



One of the keys to growing your business and maintaining high productivity is ensuring that your employees feel engaged, appreciated, and are motivated. Engaged employees are much more likely to perform their jobs to their highest potential and help your company achieve its long-term goals.

But despite all you do to try to motivate employees and maintain a positive work culture, you may still find yourself having to deal with a disgruntled employee. As a manager, it's important for you to be able to identify and handle disgruntled employees to avoid them having a negative impact on your organization.

Here's how to identify and handle a disgruntled employee in order to get them back on board before their dissatisfaction negatively affects your company.

HRDQ offers a fully customizable virtual training library, so you can provide specialized training content to your team no matter where they are. [Explore the Reproducible Training Library.](#)

## What is a Disgruntled Employee?

A disgruntled employee is one who is dissatisfied with their job or position in your company. These employees are less likely to perform their best, and if left unaddressed, they can influence the way other employees feel about their work and your organization.

These employees are not only unengaged and dissatisfied, but they are also often very vocal about their dissatisfaction. As a result, they often have a negative impact on workplace morale and culture.

While you may already make an effort to maintain positive morale, disgruntled employees are often unavoidable. Workers often become disengaged for a variety of reasons — many of which have nothing to do with your management style or practices. They may have problems with a specific coworker, are unhappy with their role, or have personal issues that are impacting their work.

The good news is that, while disgruntled employees are often unavoidable, they are often able to be effectively dealt with by managers or HR. By talking to them, listening to their concerns, and addressing any issues they may be having, you may be able to get them back on board before they begin to impact your company culture.

## Identifying a Disgruntled Employee

To help disgruntled employees resolve their issues, you first need to be able to identify a disgruntled employee.

There are several signs you can watch out for to accomplish this, including:

- Poor performance
- Lack of motivation
- Excessive absences
- Tardiness
- Negative comments from other employees
- Poor attitude

In general, it's fairly easy to spot a disgruntled employee as they often make their dissatisfaction known either vocally or through their actions. If an employee isn't performing well and isn't getting along with their coworkers, there's a strong chance they are dissatisfied, and it's important to address this issue as quickly as possible.

## How to Handle a Disgruntled Employee

If you've identified a disgruntled employee in your organization, it's important to act quickly to resolve this issue and address their problems.

Here are several steps you can take to properly handle a disgruntled employee:

**Act quickly.** The longer the issue goes on, the more likely the employee will have a negative impact on your company's culture. As soon as you identify a disgruntled employee, you need to take action to resolve the situation.

**Listen attentively.** The first step to resolving an unhappy worker's issues is to carefully listen to them. When approached in an honest and professional manner, disgruntled employees are often more than willing to communicate their issues with the hope that you will help them find a solution.

**Provide counseling.** Employee dissatisfaction is often a result of stress, harassment, work-induced anxiety, and other issues that require professional counseling to resolve. Providing access to professional counseling is often an effective way to deal with a disgruntled employee.

**Career pathing.** Career pathing is the process of helping an employee plan out their career path at your organization. This helps employees whose dissatisfaction is a result of feeling stuck in their current position.

**Deal with it privately.** Don't confront unhappy employees in front of your workforce. Doing so demonstrates a lack of respect and trust, which can ultimately worsen the situation.

**Offer training.** Employee dissatisfaction may be a result of them not being able to adequately perform their jobs. In this case, you can offer training to help them improve their competency and feel more qualified to perform their daily job duties.

**Maintain an ongoing dialogue.** This type of issue can't always be resolved with a quick meeting. When dealing with a disgruntled employee, it's important to maintain an ongoing dialogue to ensure they aren't having ongoing issues that impact their attitude and performance.

Disgruntled employees can have a significant negative impact on your workplace's culture, but there are several steps you can take to address these issues. By communicating with your employees and addressing their issues promptly, you can often successfully resolve their dissatisfaction ■

Source: <https://hrdqstore.com/blogs/hrdq-blog/identify-handle-disgruntled-employee>

# Future Normal: Continuous Glucose Monitoring

What if...you knew *\*exactly\** what your diet was doing to your body?

A Blog by Henry Coutinho-Mason

Published on August 5, 2021

Did you know that the daily target of 10,000 steps was created for a [marketing campaign](#) in the run-up to the 1964 Tokyo Olympic Games?

Part of me wants to celebrate this as one of the best campaigns of all time: the mythical target has seeped into our global consciousness! Yet on the other hand, it has been a resounding failure given [few of us](#) actually manage to take this many steps each day.

This gap is hardly limited to just our step counts. Nowhere is there such a chasm between knowledge and action. We know the basics of good health: eat well, exercise regularly, get lots of sleep. Yet we don't follow them.

Without getting too breathless (!), things are about to change dramatically. By the time you get to the bottom of this week's newsletter, I guarantee you will think very differently about the future of data-driven health and wellness.

This promises to be the biggest revolution in personal healthcare for generations. Let's get to it.

## The Normal

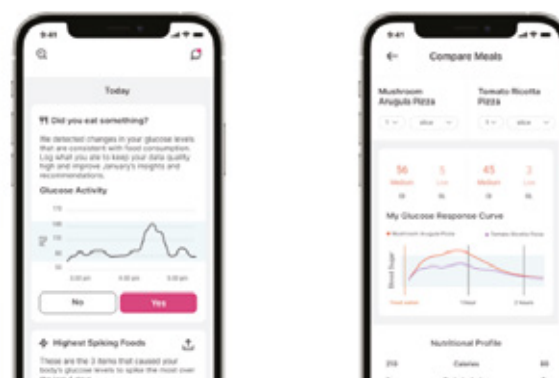
Despite the billions we collectively spend on health and wellness, the humans of earth are not well:

- Poor diet causes one in five deaths worldwide, or an astonishing 11 million deaths a year (consider COVID-19 has killed 4 million in 18 months).
- In the US, the total economic cost of obesity is \$1.7 trillion per year.
- 40% of US adults are obese, while 100 million Americans have diabetes or pre-diabetes.
- By 2045, over 700 million people globally are forecast to have diabetes, with a cost of \$845 billion.

It's not for want of trying. In the half-century since the 1964 Tokyo Olympics introduced us to the idea of step counts, thousands of organizations have tried to get us to eat, exercise and sleep better. In the last 15 years, countless new technologies have promised to nudge us into healthy behaviors. Yet the scorecard above shows how they have failed to create widespread and lasting positive changes to our collective wellbeing.

## The Future Normal

What if you were able to easily manage and optimize your body's energy levels so that you could perform at your physical and mental best, reduce your risk of chronic disease, minimize your mood swings, slow aging, and more?



The underlying concept here is your [metabolic fitness](#). From the Levels website:

Metabolism is the set of cellular mechanisms that produce energy from our food and environment to power every process in the human body.

Metabolic fitness is a term to describe where we fall on the spectrum of metabolic health and how well we are generating and processing energy in the body.

Glucose is a primary precursor for energy in the body, and needs to be tightly regulated for metabolism to work effectively.

Metabolic fitness can be improved by consistently making choices that keep glucose levels in a stable and healthy range, and minimize large glucose swings.

Today, it's mainly diabetics who monitor their glucose levels closely. They have to: their glucose levels can spike or plunge to dangerous levels. However, nearly 9 in 10 Americans are not metabolically healthy and are at risk of not just diabetes but a host of other chronic conditions too, such as obesity and high blood pressure. This is a largely invisible epidemic.



But a number of new technologies are coming together to offer people an accessible ramp to improved metabolic fitness: a wearable, waterproof patch monitors your glucose continuously, rather than getting sporadic readings; this data is sent to your smartphone, giving you information on how you respond to certain foods; image recognition makes it easy to record the food you eat, while sensors capture your activity and sleep levels; all of this data is analyzed by AI, constantly improving the algorithms that offer you personalized and real-time diet and lifestyle advice.

## Instigators & innovators

That's not a pipe-dream. There are already a bunch of startups doing this, and given its revolutionary potential it is unlikely to stay that way for long.



**Supersapiens** targets athletes looking to boost their performance. Phil Southerland, the company's founder, was a professional cyclist despite having suffered from Type 1 diabetes since childhood. His story reads like a movie script: determined to prove that diabetics could still perform at the highest level, he entered Team Type 1 (a cycle team made up of diabetics) into the 3,000-mile 'Race Across America'. Using early prototypes of continuous glucose monitoring devices, the team went on to win the race four times, which led Southerland to form Team Novo Nordisk, an all-diabetic professional cycling team in 2012. After years studying how blood sugar affects athlete's performance, he founded Supersapiens in 2019 to bring this insight to non-diabetic athletes. The app provides data about a user's blood sugar levels, enabling them to understand when and how to refuel for optimum benefit.

**January.ai.** The company's co-founder, Dr Michael Snyder, was a researcher at Stanford who discovered that even many non-diabetics saw extreme swings in their blood sugar levels after eating certain foods. The company's Season of Me program monitors users' glucose levels while also using AI to give recommendations on food choices as well as telling you how long you will need to walk for after eating certain foods to keep your blood sugar levels within a healthy range.

Similar diet-focused, general wellness companies are popping up all over the world, including **Levels** and **Nutrisense** (both also in the US), **Vital** (France), **Veri** (Finland), **MyLevels** (UK), **UltraHuman** (India). It's a trend ;)

**Apple, Samsung, and Google.** The elephants in the room. Healthcare is the ultimate frontier for any personal consumer



tech company. While all three are rumored to be working on CGM, it's Apple where the rumors are loudest. Tim Cook has been vocal in suggesting that "Apple's greatest contribution to mankind will be about health", and it was revealed recently that Apple was the largest customer of Rockley Photonics, a UK startup enabling non-invasive monitoring of multiple biomarkers, including glucose. Given the millions of Apple Watches on people's wrists, this would be game-changing.

## What if...?

- **Behavior changes start to stick?** Arbitrary targets and goals are not motivating. They are not personal, and the cost of missing them is minimal. If you can see into the future and understand the exact impact of a decision on your energy levels or mood over the next few hours, then the near-instant feedback loop makes it harder to make the 'wrong' decision.
- **Your personal data was shared for collective benefit?** Yes, privacy... But lots of data becomes more valuable when aggregated. Tesla's autopilot software famously trains itself on its drivers' real-world data, ingesting the millions of miles they cover each day. A giant (secure, anonymous) database of how individuals respond to food would enable us to understand our collective health in new ways.
- **Our food systems were transformed by this data?** It's not hard to imagine a world where recipes are tweaked in order to minimise their negative impact on people's blood sugar levels. Will people start to cluster in tribes defined by their glucose response profiles?
- **Governments 'encouraged' everyone to monitor their blood sugar levels?** Will vaccine mandates set a precedent that public health concerns trump individual liberties, given the crippling future cost of healthcare?
- **This splits the Have (Data) and the Have (No Data) further?** Thanks to consistently higher energy levels and lower risk of chronic disease, will data-empowered people pull away from those who aren't able to afford these technologies? ■

### Source:

<https://thefuturenormal.substack.com/p/future-normal-continuous-glucose>



Author The Future Normal / ex-MD @  
TrendWatching / cofounder 3Space & Redo

# Through The Sands of Time Leadership Lessons from 'Ancient Egypt'



## Webinar Premise:

Egyptian Pharaohs ruled one of the first and perhaps the greatest civilization for over 3000 years. It takes great leadership to not only bind a nation for such a long time but also to take it to heights which we still look at with awe. This 1-hour webinar is a combination of history and leadership, where participants will be introduced to the various mythologies, customs and accomplishments of some of the most important and well known Pharaohs so that participants can draw conclusions pertinent to our times.

## Talking Points:

### Leadership is Divine

- How it all started
- The origins of the Pharaoh as a living god. The story of Osiris, Isis, Seth and Horus
- Mummification and Resurrection, and its significance
- What Divine Leadership means to the modern corporate leader

### Leaders are Immortal

- The significance of a person's name in ancient Egypt
- The destruction of cartouches
- The architectural legacy of Egypt
- What Immortality means in today's leadership

### Leaders Tell Great Stories

- The importance of hieroglyphs and carvings
- What story telling means for today's leaders

## Who Should Attend?:

The webinar is best suited for middle to senior management. People who are managing other people's performance i.e. Team Leaders, Department Heads etc, as well as people in charge of Organizational Development and Change Management in organizations.

## Presenter:

### Sualeha Bhatti

- Chief Consultant and CEO of Winning Edge
- 30 years of experience ranges from trading companies to manufacturing and from hospitality to pharmaceutical industries
- Sualeha's Clients include; Engro, Shell, Pfizer, Mobilink, Reckitt Benckiser, UBL, British Petroleum, SSGC etc.
- Author of 'My Life, My Dots, My Connections', available on Amazon



For nearly 30 years, Sualeha Bhatti has been creating experiential and transformational learning experiences for clients in Pakistan as well as abroad. Helping people realize their potential and be the best they can be is at the heart of all her training programs. She is known for her ability to create learning experiences where people can go deep within themselves and emerge with renewed faith in their capabilities. Team-building and personal development are her core areas along with Winning Decisions, a business acumen simulation she has designed especially for manufacturing companies. Over her career, she has interacted and learnt from some of the best-known names in this field such as Tom Peters, Robert Holding, Robert Benninga, Ron Kaufman, Omar Khan etc. It is this rich experience that enables her to have full command over her content and help her participants grasp even the most complex matter easily.

To register, please click here:

<https://bit.ly/3BUfAEs>

For details & registration, please contact:

Sarim Atique at: [sarim.atique@octara.com](mailto:sarim.atique@octara.com), Mobile: 0345-8949470, Ph: +92-21-34520093

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**Special offer**  
Book 2 Seats and Save PKR 6,000/-

# SELLING MADE EASY

Sales Strategies For Building Business Relationships

September 9, 2021 | Regent Plaza - Karachi | 10:00 am to 5:00 pm

## Workshop Overview

A one day workshop is designed to train the participants in latest selling strategies with excellent relationship building with clients. Not only the selling strategies are discussed but also the behavioral part of the sales force is also presented by the trainer. This workshop is highly interactive, full of activities, discussions and energy. The trainer encourages the participants to adopt a positive attitude and believe in persistence.

## Objectives

- Influencing and Positive Attitude
- Qualities of a Salesman
- Lifecycle of Selling
- Relationship Building with a Client
- Exceeding Targets

## Learning Outcomes

- **Develop** Positive Mind-set in Selling
- **Master** the Selling Steps
- **Become** Confident in Delivering Sales Pitch
- **Enhance** the Desire to Increase your Targets
- **Learn** Win-Win Situations



Workshop Facilitator  
**BASEER SAMI**

- Corporate Trainer, Motivational Speaker
- CEO The Medium International
- Delivered trainings in companies across UAE, Oman, Kingdom of Bahrain, Sri Lanka, Qatar & Pakistan
- Served as visiting faculty at IBA
- Graduate of the North-western University (USA)

**Only Vaccinated Participants are eligible to attend the workshop**  
(\* Date of training program is subject to change as per the guidelines from GoP on COVID\_19)

### Workshop Investment

**PKR 15,000/-**  
+SST/PST Per Participant  
**Group Discount Available**

### Fee Includes:

- 5 Star Hotel Venue for Training
- Course Material • Certificate of Attendance
- Lunch & Refreshments • Business Networking
- Post-Workshop Advisory Services
- Membership for TCS Octara WebMail+ (WhatsApp Group)

- Value Added Octara Loyalty Card\*



\*Entitles card holder to 15% discount on all future Octara Trainings

### Bring this program In-house at attractive discount

This workshop can be customized to suit specific needs of your organization which may lead to significant savings.  
Please contact Sarim Atique at sarim.atique@octara.com or call at 0345-8949470

For Details & Registration contact

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

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# MICROSOFT EXCEL ADVANCED & BI

September 15, 2021 | 10:00 am to 5:00 pm  
Regent Plaza Karachi



Workshop Facilitator  
**IRFAN BAKALY**

- Microsoft Most Valuable Professional (MVP) award 2017-2019
- Microsoft Certified Professional
- Microsoft Certified Analyzing And Visualizing Data With Power BI
- Microsoft Certified Office Specialist of Excel 2013/2016
- Microsoft Certified In Managing Projects with Microsoft Project
- 20+ Years of Hands-On Experience

## Why MS Excel is Important?

Microsoft Excel is a spreadsheet program included in the Microsoft Office suite of applications. Spreadsheets present tables of values arranged in rows and columns that can be manipulated mathematically using both basic and complex arithmetic operations and functions.

In addition to its standard spreadsheet features, Excel also offers programming support via Microsoft's Visual Basic for Applications (VBA), the ability to access data from external sources via Microsoft's Dynamic Data Exchange (DDE), and extensive graphing and charting capabilities.

## Benefits for using MS Excel?

Excel is typically used to organize data and perform financial analysis. It is used across all business functions and at companies from small to large.

The main uses of Excel include:

- Data Entry
- Accounting
- Charting & Graphing
- Time Management
- Financial Modeling
- Data Management
- Financial Analysis
- Programming
- Task Management
- Customer Relationship Management (CRM)

**Almost anything, that needs to be organized!**

## Learning Outcomes

- **Knowledge** of functions and formulas to save time and reduce workload
- **How** to use VLOOKUP to find values from 100s of 1000s of records
- **Identify** the right type of Chart to use for available data & create the same
- **Creating** Dashboard using Pivot Table, Pivot Chart & Slicers
- **Gather** and transform data from multiple sources using Power Query
- **Understanding** Data Modeling and DAX Function
- **Discover** and combine data in mashups
- **Explore**, analyse, and visualize data

## Who Should Attend?

**Business Intelligence & Data Analyst Professionals - who want to keep the pace with marvelous development of Microsoft in Business Intelligence for modern corporate world.**

**Only Vaccinated Participants are eligible to attend the workshop**  
(\* Date of training program is subject to change as per the guidelines from GoP on COVID\_19)

## Workshop Investment

**PKR 12,000/-**  
+SST Per Participant

Early Bird DISCOUNT  
**10%+SST**  
By August 6, 2021

Group Discount Available

## Fee Includes:

- Hotel Venue for Training
- Course Material • Certificate of Attendance
- Lunch & Refreshments • Business Networking
- Post-Workshop Advisory Services
- Membership for TCS Octara WebMail+ (WhatsApp Group)
- Value Added Service Octara Loyalty Card\*

\*Entitles card holder to 15% discount on all future Octara Trainings



Delegates will need to  
**bring along a laptop** for  
hands-on activity

## Bring this program In-house at attractive discount

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For Details & Registration contact

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“It's no longer about head counts. Today, what's inside the head counts”

- Rahila Narejo

# HIRE THE BEST

September 16, 2021 | 11:00 am to 4:00 pm (PKT) @Zoom

## WORKSHOP HIGHLIGHTS:

By participating in this full-day online workshop, you will be able to:

- Identify the impact of **bad** hiring decision
- State the secret to **good** hiring
- Differentiate between Traditional and **Competency-Based** Interviewing
- List the **SIX** steps in CBI
- Identify Competencies (**KSAAEE**) and **COW**'s critical for success in a job
- Write **CBI** questions
- Conduct a **structured** interview
- Identify strategies to minimize **Bias**

We will establish the critical need for hiring managers to learn the skill of Competency-Based Interviewing (CBI) by identifying the **COST OF A BAD HIRING DECISION**

## ABOUT THE WORKSHOP:

**Winning the War to ensure competent and committed talent hired throughout an organization.**

Today, we find ourselves in a business environment characterized by chaos, intense competition, unrelenting organizational change, and a level of complexity that has dramatically raised the bar for success.

While the need for talent is growing, our workforce is constrained by serious talent shortages. Who we hire and promote is key to the success of our organization. Good selections save money and reduces employee turnover rate. **Competency-Based Interviewing (CBI)**, is a method to increase the effectiveness of the interviewing process in selecting and promoting quality staff.

This workshop “Hire the Best” will focus on how the interviewer with CBI method carefully defines the skills needed for the job and structures the interview process to elicit behavioral examples of past performance, best suited for your organization.



Workshop Facilitator:

**RAHILA NAREJO**

CEO at NarejoHR ; Author of Workplace Sanity;  
Founder of The Humanplace™ &  
Mighty Consultants™ Accelerator Program

## WHO SHOULD ATTEND?

The program is designed for everyone who participates in searching, selecting and hiring talent, at all levels, in all sectors and industries. It is ideally for:

- Talent Acquisition / Head Hunters / HR Recruiters
- Recruitment Specialist
- HR Experts/ OD Consultants, Corporate professionals hiring people in the business
- Line Leaders and Managers

Click Here to Register:

<https://bit.ly/3rLI1Qg>



## Workshop Investment

**PKR 8,000/-**

+SST/PST Per Participant

**Group Discount Available**

## Fee Includes:

- e-Learning Material
- Digital Certificate of Attendance
- Virtual Business Networking
- Post-Workshop Advisory Services
- Membership for TCS Octara WebMall+ (WhatsApp Group)

• Value Added Octara Loyalty Card\*



\*Entitles card holder to 15% discount on all future Octara Trainings

## Bring this program In-house at attractive discount

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Please contact Sarim Atique at [sarim.atique@octara.com](mailto:sarim.atique@octara.com) or call at 0345-8949470

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Topics of Trainings	Duration	Trainer Name	Date	Loc.
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## AUGUST

Complimentary Webinar: Leadership Lessons from 'Ancient Egypt'	60 min	Sualeha Bhatti	13-Aug-21	Zoom
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## SEPTEMBER

Selling Made Easy	1-Day	Baseer Sami	9-Sep-21	Karachi
Excel Advanced & BI	1-Day	Irfan Bakaly	15-Sep-21	Karachi
Hire the Best	5-hours	Rahila Narejo	16-Sep-21	Zoom
Complimentary Webinar: The Masterminds' Mind	60-min	Muneeba Ali	22-Sep-21	Zoom
Servant Leadership	5-hours	Junaid Akhtar	27-Sep-21	Zoom

## OCTOBER

KPI Essentials	1-Day	Farhan Mahmood	7-Oct-21	Karachi
Financial Dashboard in Power BI	1-Day	Irfan Bakaly	13-Oct-21	Karachi
HSC	1-Day	Khalid Latif	15-Oct-21	Karachi

## UPCOMING PROGRAMS 2021

Understanding Fintech, Cryptocurrencies & Blockchain	TBC	Petros Geroulanos	TBC	Zoom
Communication Skills for Finance Professionals	Half-Day	Zaid Kaliya	TBC	Karachi
Negotiation Skills for Procurement	5-hours	Shahid Anwar	TBC	Zoom
Bearing Damage Analysis	2-Days	Khurram Shahzad	TBC	Karachi
21 Effective Brainstorming Techniques	5-hours	Dave Nelissen	TBC	Zoom
Designing Agile Organizations	2-Days	Fredrick Haentjens	TBC	Karachi



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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 2021.

Browse website for more details: <http://www.octara.com/loyaltycard/>



# Lifelong Learning Tips

Contributions from TCS Octara People!!!

The 'Lifelong Learning Tips' is a self-learning process for promoting continuous learning among Octara people and shared with readers. Octara people are provided with business publications and then asked to choose and reflect their thoughts, perspectives and opinions based on their selected article in the Fortnightly octara.com e-Newsletter.

Each contributor further discusses and shares their learnings in the weekly 'Glue Meeting' held every Friday among the team mates. Basically, it's a 360 Degree Personal Development Drive from reading to selecting to understanding to explaining the thoughts perceived.

Hope readers find it as interesting and useful as the TCS Octara Team does !!

## PRESENTING TO WIN- the Art of Selling Your Story'

With the business world going virtual with 3rd and 4th wave of COVID, learning how to present has become important more than ever and my very reason for picking up the book review on 'PRESENTING TO WIN- the Art of Selling Your Story' written by Jerry Weissman.

It presents methodological approach of preparing and then delivering a Presentation, exemplified with some effective tips, tools and techniques. It's written on the basic premises of taking the audience from point A to point B.

### You and your audience

The presenter should clearly know what he/she wants to communicate (point A) by thinking everything about yourself, your company your story from the audience perspective termed as 'Audience Advocacy' which means the presenter should be able make the audience understand, believe and act on the benefits exhibited in the presentation (point B).

### Brainstorming & Finding your Flow

Brainstorming is highlighted as one of the most useful way to generate an idea for preparing and then forming flow of the presentation. Brainstorming involves team members that encourage Association, Creativity, Randomness and Openness. It helps the presenter to Sort, Select, Eliminate, Add, Organize or Define the idea shared by different team members, and create a flow of presentation. There are 16 flow structures mentioned to create the flow of presentation that can be selected keeping in mind the core idea, objective, and amount information to be shared with target audience.

### Capturing Your Audience

Interesting and practical techniques are shared to get audience's attention. The term 'Opening Gambit' is used which should be linked with point B i.e. showing audience the benefits, combined Unique Selling Point (USP) and Proof of concept. For e.g your organization USP is 'We make the best consumer accounting software and it should be backed with a proof by saying 'Won a prestigious consumer award'.

### Avoid Dumping too much of Data & the Proper Use of Graphics

Stating too much data is considered as 'formula for failed Presentation'. Giving tips on using data and graphical presentation it suggests that it can be used as a part of engaging presentation but it should be the whole presentation.

### Bringing the Story to Life

This pertains to delivery part of presentation suggesting useful techniques to grab the audience's attention in right at the beginning and then not jumping to the main idea rather walk them through the flow of presentation and then finally verbalising to link your ideas and facts presented in the presentation by practising it beforehand.

So in conclusion, the book presents a perfect recipe for preparing excellent presentation and become powerful presenter.



A book reviewed by **Ayesha Tariq**  
Product Specialist Training  
Octara Pvt. Ltd. - A TCS Company

## Control Versus Guidance: How to become the driving force in your company

Asking managers to give up control is like asking them to jump over a cliff - they think control is their main reason for being. But don't get the impression that giving up control mean you have to stop guiding your company or your department to go the way you want it - far from it!

Once you stop concentrating on controlling everything and everyone and concentrate on guiding them into finding their own way, you'll find you have even more influence than before -here's why:

- **Control** creates a feeling of hostility, cynicism and unwillingness in the people who have to follow instructions.
- **Guidance** means sharing information to train people to achieve what you want & help them to make their own reasonable decisions.
- **Control** suppresses the best people in your company because their ideas and initiative are never given the chance to develop.

- **Guidance**, on the other hand, develops a healthy, cooperative culture.
- **Control** means you have to spend time supervising/watching for what could go wrong - and worrying about every small decision that comes along.
- **Guidance** means your people understand the system and get on with their jobs in a way you approve of without your constant guidance.

To wrap-up the discussion, the managers who offer guidance to their sub-ordinates spares time to concentrate on the wider scale and help company's plans for the future.



Contribution by **M. Nazim Ansari**  
Creative Manager  
Octara Private Limited - A TCS Company  
Source: BUSINESS NOW ISSUE No. 81

## A Can't-Miss Method To Meet Goals

*Are you having trouble meeting your goals in these pandemic times? Help yourself follow through by creating your own convincing reasons to meet them.*

For example, a sales person – Imran Ahmad from insurance company was failing to meet the promise he did made to himself – to make 10 cold calls per week.

He thought he had a reason: Making calls helped him reach his financial goals. Bu somehow, this was not enough. The benefit which is financial success was too abstract to motivate him daily.

He needed a good reason to follow through – one that made immediate sense to him. So, he enlisted the help of an assistant for it, Saima Ali.

Every week, Imran gives Saima PKR100/- in PKR10/- bills. She puts them in a locked desk drawer. At the end of each day, she asks Imran how many cold call he made. For each call, Saima gives Imran one PKR10/- bill.

Every Friday, Saima calls Imran over. He watches while she feeds the remaining PKR10/- bills through a paper shredder. Ouch!!

By applying Can't-Miss Method to meet goals, Imran rarely had trouble meeting his weekly goals - anything to keep his own money out of the shredder.



Blog Contributed by **Zainab Essajee**  
Senior Conference Producer & Marketing Lead  
Octara Pvt. Ltd. - A TCS Company

Readers are encouraged to share their comments and feedback on the e-Newsletter with us at [zainab@octara.com](mailto:zainab@octara.com) for inclusion in our upcoming issues.

Don't forget to send your recent picture and complete contact details.