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Dear Reader,

The evolving nature of the workplace has always been a source of considerable interest and often concern, with technology increasingly throwing a spanner in the works of old and established paradigms.

Those of us who yearn for the undisturbed continuity of our comfort zones had better prepare for a bumpy ride, or perhaps no ride at all as the pace of change goes from linear to exponential, leaving the complacent eating dust and sometimes choking on it. Blame it on the COVID if you like. However, the blame game bears few if any dividends, with survival and success depending on the speed and grace of the pivot, with reinvention a top priority in the countering of disruption.

Understanding the lay of the land is of paramount importance here, as also is a real time appreciation of the forces at work altering the landscape. Hitting the road is all very well provided one knows where one's headed. Towards this end the Nutshell Conferences Group and Martin Dow convened the 4th edition of Leaders in Islamabad Business Summit 2021, generating over 2 days feverish cerebral activity keenly followed by wealth creators all over the world. TCS was there with its Vice Chairperson, **Saira Awan Malik** engaging international thought leaders in a dialogue on Diversity and Inclusion in a Multigenerational workplace, and we carry a review of it.

Further underpinning top of mind issues in the global workplace is **Rahila Narejo**, veteran HR analyst and trainer using Psychology & Neuroscience to "Growing Businesses...Through People". She delivered on behalf of TCS Octara a full-day online workshop titled "Hire the Best", and then sat down for a truly wide ranging interview that shone a bright light on the future of work.

In his regularly scheduled blog Future Normal: Fast Forward #19, **Henry Coutinho-Mason** provides a very interesting mishmash of what lies just over the horizon. From solving the 'problem' of ageing and even death, to artificial intelligence writing its own computer code, to what if the pandemic's legacy was accelerating the research needed to cure cancer, to a serious reminder of the scale of the opportunity in going green, Henry Coutinho-Mason is quite the man for all seasons.

Enjoy the read! 😊

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INSIDE



Diversity & Inclusion & the Multigenerational Workplace

SAIRA AWAN MALIK (Vice Chairperson, TCS Holdings Limited)

Levelling the Playing Field

Panel Discussion reviewed by Adil Ahmad, Correspondent, octara.com



The Biopsychologist

RAHILA NAREJO

Mighty Consultant Seeks Workplace Sanity in The Humanplace

Interview on Octara's Online Training "Hire the Best"



For Trend Watchers

FUTURE NORMAL: FAST FORWARD #19

A Blog by Henry Coutinho-Mason



Lifelong Learning Tips

(Contributions by TCS Octara People)

TCS Octara Programs in October 2021

6 Days to Register!



October 7, 2021 | Marriott Hotel, KHI

Workshop: Key Performance Indicators Essentials

Facilitator: Farhan Mahmood



October 12, 2021 | Regent Plaza Karachi

Workshop: Financial Dashboard in Power BI

Facilitator: Irfan Bakaly

October 13, 2021 | Regent Plaza Karachi

Workshop: Excel Advanced & BI

Facilitator: Irfan Bakaly



October 14, 2021 | 3:00 pm – 4:00 pm (PKT) via Zoom

Complimentary Webinar: Dressing Etiquettes for Professional Success

Presenter: Hamid Saeed

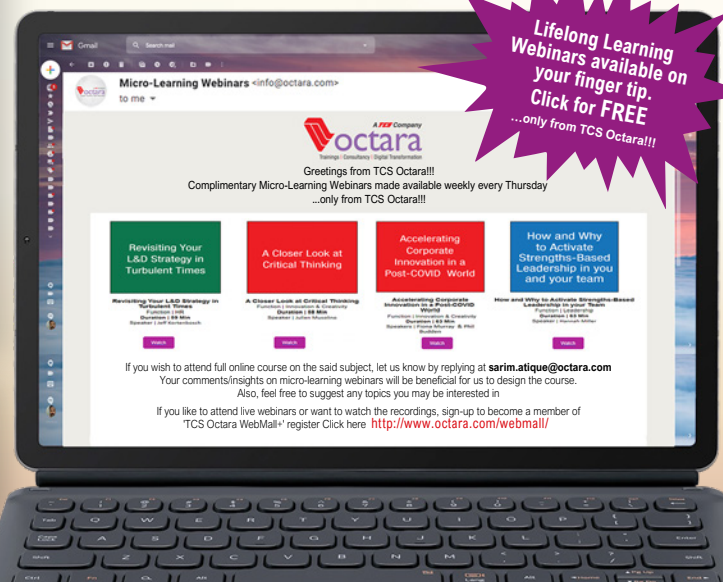


October 28, 2021 | 11:00 am – 4:00 pm (PKT) via Zoom

Online Training: Continuous Improvement Process & Sustainability in Manufacturing Practices

Facilitator: Khalid Latif

Octara Programs from October - December 2021



LEVELLING THE PLAYING FIELD

“ We have to address specific needs without making women feel that they're being placed in some special interest group. I think that does nothing but disadvantage women and their own professional prospects ”

– Saira Awan Malik (Vice Chairperson, TCS Holdings Limited)



The 4th edition of Leaders in Islamabad Business Summit 2021 hosted by the Nutshell Conferences Group and Martin Dow was a vibrant hybrid event beamed live across the world with an extraordinarily large footprint from the secluded and COVID compliant cool climes of the Serena Hotel, Islamabad where a select audience had the privilege of watching the proceedings in-person.

Mind Boggling Feast

As usual, it was a mind boggling feast for thought spread over two days that brought together a constellation of splendid thought leaders from around the world to analyze threadbare the issues at stake in a world gone fairly berserk, and to discern from within that madness a method that would save the day for humanity, praise Allah.

It was an enticing buffet quite limitless in its spread with information overload a clear and present danger, something which has become a trademark of such events that tempt the mortal to consume the entire elephant in one go rather than partaking of it one bite at a time. The bites, however, were made available on the Nutshell Conferences Facebook Page and YouTube Channel to be partaken at leisure over an extended period of time. Bon Appetite!

Diversity and Inclusion in the multigenerational workplace has emerged as a flagged priority necessary to keep the wheels greased of trade, commerce and industry, and indeed government, and that was reason enough for this review to zero-in on it on Day 2 of the Conference.

Strategic Communications Agreement

Also the fact that the TCS Boss Lady was a panelist in the discussion, having earlier signed a Strategic Communications Agreement with Nutshell Communications on Day 1 following the Inaugural Session that saw Shafqat Mahmood, Federal Minister for Education, Professional Training, National History & Literary Heritage; Fawad Chaudhry, Federal Minister for Information & Broadcasting; Syed Ali Haider Zaidi, Federal Minister for Maritime Affairs; Dr. Shireen Mazari, Federal Minister for Human Rights;

And Dr. Sania Nishtar, Special Assistant to Prime Minister on Poverty Alleviation and Social Safety & Member Senate of Pakistan hold forth on "PAKISTAN 2047", as well as Shaukat Tarin, Federal Minister for Finance & Revenue speaking on Leadership for New Economic Realities.

Shelley Zalis (Founder & CEO, The Female Quotient USA) moderated the D&I multigenerational workplace Panel Discussion on Day 2, and put matters in perspective when she opened proceedings calling it a very important conversation because this is the first time in history that we have 5 generations in the workplace.

Generation Gap

“Gen Z coming in and traditionalists moving out and we're all fated to work together. Gen Z doesn't want to work with older people because they don't want to work for people their parents' age. The older generation doesn't really want to work for the younger generation because they think they don't know anything, and also a reluctance to work for people younger than themselves. That is unfortunate because we need each other and we learn a lot from one another.”

The Panelists included Edie Rodriguez (Member BoD Gaucho Group Holdings & Member BoD Saudi Tourism Authority), Andleeb Abbas (Parliamentary Secretary for Foreign Affairs, Government of Pakistan), Saira Awan Malik (Vice Chairperson, TCS Holdings Limited), Henna Inam (CEO Transformational Leadership Inc and Author of Wired for Disruption), and Malak Al Akiely (Founder & CEO, Golden Wheat for Grain Trading Limited, Jordan).

“I Want To Grow Till I Go”

Responding to the views expressed by Shelley Zalis on the generation gap, Edie Rodriguez said that age in her opinion was truly just a number and it's an individual thing with the person. “The important thing is are they adaptable and willing to learn and grow. I want to grow till I go. There should be no boundaries regarding age.” She said that she loved the movie Intern with Anne Hathaway and Robert De Nero demonstrating the synergies that could be unleashed between the Millennial and

“This is the first time in history that we have 5 generations in the workplace” - Shelly Zalis

Baby Boomer generations. “Everybody has different talents. It takes team effort and creative collaboration.”

Politicians Never Retire!

Andleeb Abbas, having worked in both the private and government sectors, was well positioned to provide potent insights, and said that on the multi-generational issue the politicians take the lead because they never retire! “When I joined politics I found that the 80 year old legislator was as enthusiastic about the governance of the country as the 28 year old legislator, both representing their respective constituencies with a shared purpose.” On the gender front Andleeb said that during the COVID crisis we saw that the two countries with the best record are governed by women, Germany and New Zealand. “Women are better at crisis management.”

Purpose Driven

Henna Inam expressed the view that this population shift that’s happening is causing us to rethink how we organize ourselves. “Millennial care about being purpose driven and want to work for organizations that are doing meaningful work and care about the environment.” The new generation has grown up with mothers who are working women, she said, and they’re great examples to be emulated.

Cultural Imperative

Malak Al Akiely made a valid point when she said that giving respect comes from our culture. “Irrespective of whom you are in terms of your age, gender or color you will be respected for the value you bring to the table,” adding that the Ego was very



dangerous because it prevented you from seeing people as they truly were, and that Communication was a critical requirement for the achieving of better understanding.

Plugging The Gap

Speaking on the Pakistani situation, Saira Awan Malik said that pre-COVID there were 15% women in the workplace while comprising 50% of the population. “At TCS we are trying to plug that gap. 10% of our senior leadership is female in a very male dominated logistics industry, and we are proud of that. But as I said we have a long way to go yet.”

What can we do to get there? “We have to address specific needs without making women feel that they’re being placed in some special interest group. I think that does nothing but disadvantage women and their own professional prospects. So you have to ensure a level playing field and yet accommodate their special needs in certain areas.”

Need For Flexibility

Talking about the balancing act required, Saira said she had three children and when they were younger working fulltime could be very challenging.

“One has to build certain flexibility as an employer if you want to retain women long term. Getting that balance right is critical. While working from home has given women certain flexibility, for me working from home has been very challenging. It becomes very complex when you have to be productive in a space which is your home and where you are needed for other things like home schooling and other homemaker responsibilities relating to children and dependent parents.”

Enabling Small Women Entrepreneurs

There has been a burst of entrepreneurial activity as far as women are concerned, said Saira. “A lot of women have taken stock of their skillsets and started small businesses. In the logistics sector we enable a lot of small e-commerce players and are really happy to encourage small women entrepreneurs that are coming onto the scene now. Women have had to reevaluate their place in the workforce. In summary we have a long way to go before women can claim their rightful place.”

Damsels In Distress

The ladies want to have their cake and eat it too is a predictable male response that leans towards a mild case of male chauvinism. But they can rest easy for as Shelly Zalis disclosed it will take us 257 years to close the gender pay gap which has gone up by 25 years because of COVID, and it will take 100 years to close the gender leadership gap. More knights in shining armor needed at the table for sure ■

Panel Discussion reviewed by **Adil Ahmad**, Special Correspondent, **OCTARA.COM**

PAKISTAN'S BIGGEST CORPORATE SUMMIT

LEADERS IN ISLAMABAD BUSINESS SUMMIT
Leadership for New Economic Realities

Dialogue on D&I and the Multigenerational Workplace

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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  ANDLEEB ABBAS Parliamentary Secretary for Foreign Affairs, Government of Pakistan |  EDIE RODRIGUEZ Member BoD Gaucho Group Holdings & Member BoD Saudi Tourism Authority |  SAIRA AWAN MALIK Vice Chairperson, TCS Holdings Limited |  MALAK AL AKIELY Founder & CEO, Golden Wheat for Grain Trading Limited, Jordan |
| MODERATOR | | | |
|  HENNA INAM CEO, Transformational Leadership Inc, Author of Wired for Disruption |  SABIN MUZAFFAR Executive Editor, Ananke |  SHELLEY ZALIS Founder & CEO, The Female Quotient, USA | |

September 22, 2021 (Hybrid from Serena Hotel Islamabad) & September 23, 2021 (Virtual)

www.leadersinislamabad.com

Rahila Narejo

THE BIOPSYCHOLOGIST

Mighty Consultant Seeks Workplace Sanity in The Humanplace

Interview of Rahila Narejo on Octara's Online Training "Hire the Best"



Rahila Narejo is the CEO and Lead Consultant of Narejo HR (Pvt.) Ltd. and since 2002 has been committed to "Growing Businesses... Through People" using Psychology & Neuroscience. She is the Author of 'Workplace Sanity' and Founder of the 'The Humanplace™ Operating System' as well as Founder of the 'Mighty Consultants™ Accelerator Program'. Rahila speaks on Culture, Business, Marketing, Consulting, Emotional Intelligence and Leadership.



On September 16, 2021 from 11am to 4pm @Zoom Rahila Narejo delivered on behalf of TCS Octara a full-day online workshop titled "Hire the Best" dedicated to identifying the impact of bad hiring decision, the secret to good hiring, differentiating between Traditional and Competency-Based Interviewing, listing the SIX steps in CBI, identifying Competencies (KSAAEE) and COW's critical for success in a job, writing CBI questions, conducting a structured interview, and identifying strategies to minimize Bias.

Vuca Times

"Winning the War requires that we ensure that competent and committed talent is hired throughout an organization," says Rahila. "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, she says. "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."

The workshop "Hire the Best" focused 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 the organization.

The program was designed for everyone who participates in searching, selecting and hiring talent, at all levels, in all sectors and industries. "It's no longer about head counts. Today, what's inside the head counts."

Global Footprint

Since 2002, Rahila and her global team have served Fortune 500 Clients including Unilever, Nestle, Coca-Cola, PepsiCo, Telenor, Mitsubishi, Toyota, Citibank, Abbott, GlaxoSmithKline and many more in transforming the workplace into The Humanplace™ using their proprietary Human Operating System. Rahila's current passion is transferring her 20+ years of consulting experience to other consultants and service providers, and mentoring them in winning 6-figure corporate deals inside her Mighty Consultants™ Accelerator Program.

Mind Matters

Rahila is a Behavioral Science graduate from the University of California, Los Angeles (UCLA), with a specialization in Psychobiology. She holds a Masters of Science (MSc) in NeuroLeadership from the Middlesex University (UK). She is an Associate Certified Coach with the International Coach Federation and an accredited Psychometrician with the British Psychological Society, facilitating clients with assessments, including the popular MBTI.

Global Persona

Rahila Narejo is married to PIA Captain Imran Narejo and has travelled the world at length, only recently constrained by COVID that grounded her in Houston for six months. She was born in Los Angeles, is of Punjabi and Gujrati extraction, and married to a Sindhi whose mother hails from Delhi. To further fortify her global persona Rahila lives in between three cities: Houston – Karachi – Toronto from where she conducts her flourishing business more in demand now than ever before, spending a quarter of the year each in the cities overseas and two quarters in Karachi where her husband is based and where her daughter Savera attends medical school at Dow.

octara.com was granted a rare insight into the workings of this formidable mind and is eternally grateful for this privilege.



octara.com: You have mentioned being based simultaneously in Karachi, Houston and Toronto. Take us through your journey please.

Rahila Narejo: My journey began in Los Angeles where I was born and raised. My father Ismail Mohammed is a software engineer turned businessman with his own consulting firm. He came to LA for higher studies, got married and settled down there. My mom used to be a school teacher and when my Dad started his business she chose to work alongside him, helping in Marketing And Customer Handling.

Derailed by a Rat!

I spent practically my whole life in LA and came to Karachi to get married. I did my undergrad from UCLA in the field of psychobiology. I was on a pre-med track like a dutiful doctor following her parents' wishes studying pure biochemistry and ready to go to med school. One day in our biology lab class we were given rats to dissect. They were very large, the size of a cat. When my partner and I put the knife to the rat I just couldn't handle the smell of blood. That was the day I realized I couldn't become a doctor in my 3rd year of university.

I had to break the news to my dad and mom and face their disappointment. Then I had to figure out how I was going to use my coursework and chose a different track. My counselor advised me not to waste my science classes and explore this new field of psychobiology which encompassed a lot of psychology and the impact of the brain on the physiology of the body. I found that very interesting.

octara.com: Wow. Then you must have an opinion on COVID, and the mind over matter philosophy. We appear to have been scared witless and gone mentally onto the defensive. This would be impacting negatively our immune system, wouldn't it?

Participants feedback on Octara's Online Workshop "Hire The Best" facilitated by Rahila Narejo.

"A great learning experience, thank you Rahila Narejo and Octara. I have learnt how important it is to understand the core competencies of every position. And, CBI based interviewing skills is highly effective to identify the best fit for your organization. Great presentation style with lots of opportunities to ask questions which all made for a really informative course."

- Mahwish Iqbal - Dolmen Real Estate Management Pvt. Ltd

"My learning from this session was development of competency based questions and interviewing skill. An excellent session delivered by Rahila Narejo."

- Shaheena Ashfaq - EFU General Insurance Ltd

"Rahila Narejo is a superb facilitator. She explained on how to improvise your interviewing skills in a very interactive and easy way."

- Masood Mir - Educational Synergy

"In this online workshop, I learnt about differentiating between good candidate and a good employee. Rahila Narejo is an Excellent Trainer! Thank you Octara for this workshop."

- Quba Akhtar - Ismail Industries Limited

"My learning from this workshop is about the importance of Competency Based Interviewing (CBI) Skills. Rahila Narejo, Thanks for an interactive learning workshop."

- Amber Shahnaz - Cherat Cement Company Limited

“Winning the War requires that we ensure that competent and committed talent is hired throughout an organization”

Beware of Cortisol

Rahila Narejo: Absolutely. High levels of stress generate elevated levels of Cortisol, the stress hormone, which compromises the immune system and weakens it. When one is in stress and tired one is more prone to catching a cold.

octara.com: What were your extracurricular activities at UCLA?

Al-Talib

Rahila Narejo: One year I was the treasurer of the Muslim Students Association and I started the Pakistan Students Association at UCLA. I was also one of the four co-founders of the Muslim student body newspaper called the Al-Talib. In the USA it was the first on-campus Muslim newspaper and it went on to have a national circulation in the USA. I am not a sportsperson as such, but have taken up bicycling of late and upon my return to Toronto my brother and I are planning some bicycling trips.

octara.com: Was your newspaper investigated at any stage by the Homeland Security Department, given its name Al-Talib which is too close for comfort with Taliban?

Rahila Narejo: In those days when we had started it the first Gulf War took place and that was very significant.

octara.com: How is your husband occupied? And please introduce us to your family.

Family Dynamics

Rahila Narejo: My husband Imran Narejo is a captain in PIA and I have three grown up kids. My eldest Zaheer Narejo went to NYU and graduated with a degree in Economics. He works with me in my business and manages operations. After Zaheer there is Nabi Baksh Narejo named after his great-grandfather. Everyone knows him as Bobby. He graduated in hotel and restaurant management and has just started a Smash Burger Pop-up in Houston which has been getting rave reviews.

Number three is my daughter Savera who is in 3rd Year in Dow Medical College in Karachi. She lives here in Karachi with my husband and eldest son. Savera is doing what I was not able to do and seems to be made for the medical field. She loves it and will be the second doctor in the family once she graduates, my brother's daughter being the first.

My maiden name is Mohammed. My father is Gujrati speaking and my mother is Punjabi speaking from Rawalpindi. Mine was an arranged marriage, and while my father-in-law is Sindhi, my mother-in-law is from Delhi. There's a fair bit of regional cohesion in my family!

octara.com: How did you wind up having bases in Houston and Toronto?

Spirit of Enterprise

Rahila Narejo: I travel a lot and had family in both these cities where I began exploring for business opportunities in HR consulting and leadership development. Clients were forthcoming and I built a team in both Houston and Toronto. We have a second home in Houston and a huge network which is growing very rapidly to the rest of the USA.

octara.com: Did you spend some time in Pakistan after you got married?

Rahila Narejo: I've been living in Pakistan since I got married. Pre-COVID I spent 6 months in Karachi and a quarter each in Toronto and Houston. Since COVID hit I've spent 6 months in Houston and a quarter each in Toronto and Karachi. A lot of the work now is done virtually, whether it is training or coaching, and even assessment centers I am doing virtually for my clients right now.

octara.com: How well have businesses been dealing with the paradigm shift in the workplace that COVID has engineered?

Rahila Narejo: A lot of workplaces wasted a lot of time waiting for things to return to the so-called normal. The smart organizations realized that things were not going to go back to the way they were and that they had to create the next normal. They adapted early and are now leading their respective fields. A lot of my clients who embraced virtual work, virtual learning and virtual hiring are way ahead of the curve compared to their competitors.

Age of the Solopreneur

We have to understand that even the nature of the workplace is changing and companies are realizing that they don't need fulltime employees and can hire part-timers and freelancers for contractual work. We need to wake up to the new employer-employee relationship. We will see more people emerging as solopreneurs and subject matter experts selling their skillsets to multiple employers as independent business owners.

octara.com: To what extent is Artificial Intelligence disrupting the workplace?

What If? Then What?

Rahila Narejo: Artificial Intelligence is a series of if-then commands. If this is the parameter then run this. There is a limitation to this kind of functioning. Computers do not have emotions and cannot feel or come up with new ideas like a human being can. So at the end of the day the human element is going to be the differentiating factor.

But not just any human being; competence and talent will be in high demand with severe talent wars breaking out amongst businesses. There will be a handful of highly sought after people for which the majority of the businesses will be fighting over. These will be innovators, rule breakers and creative thinkers. Machines cannot do that because they follow rules and commands.

octara.com: How well founded are the rising levels of concern that AI will make professions like Accountancy, Law and HR redundant?



Eminent Redundancies

Rahila Narejo: It is true. Everything that can be replaced by software do-it-yourself will be phased out. Only strategic thinking will remain in demand, but day to day operational activities will be automated. HR has been automated and we are now just involved with its strategic side. HR operations are a separate field on its own run by systems and software.

Redundancies have already started, and due to the pandemic companies got a reason to experiment whether work would continue if employees didn't turn up in office, and it carried on

quite well. We can expect a lot more redundancies coming in the future as well. This is the time while people are at home for them to explore how to adapt and pivot in their careers and be employable in the future of work. Self-employment and solopreneurship is the way forward. The key is to be specialized. Focus on one key skill and develop it to the point where the world comes looking for you.

octara.com: How sensitized to climate change is your very large and diverse client base? Is it top of mind now or beginning to get there?

Diversity & Inclusion

Rahila Narejo: Not at the moment. Climate change is not a priority for a lot of my clients. It's more about diversity and inclusion. The George Floyd episode in the USA further accelerated the movement in this direction with diverse and inclusive workplaces not just in terms of gender or religious and ethnicity, but the key diversity being that of thought; different ways of thinking and looking at things. That is becoming really important for my clients; creating leaders who can build diverse teams and nurture a culture in which diversity can flourish. That is agenda item number one right now.

octara.com: Do you see the emergence of exponential organizations at the periphery of the core business that are addressing these issues? The West Coast is ablaze with forest fires and the East Coast is getting hammered with torrential downpours, with Hurricane Sandy dumping on New York, the world's so-called capital city, over 3 inches of rain in one hour, breaking a century old record and bringing mass transit to a standstill with flooded subways and tragic loss of life. Is corporate America alive to these issues or are they going to be caught by surprise?

Still Napping

Rahila Narejo: I think they're going to be caught by surprise; which is surprising given the political leadership is now squarely resting the blame for these catastrophes on climate change. Europe has seen severe flooding with loss of life, particularly in Germany. My son was at NYU when Hurricane Sandy hit. I was in Houston when Hurricane Harvey hit, dumping the equivalent of Niagara Falls in three days. It was crazy. Climate change is a reality but the media has too many other distractions and is not focused on it and it has yet to hit home with most people.

octara.com: Having been exposed to these three great cities of the world, Karachi, Toronto and Houston, how do you find them in terms of a comparative analysis?

Rahila Narejo: Since I was spending a lot of time in Houston, and being from the USA and coming back to the USA, I was under the impression that the US market was very advanced and the talent was very good. But once I started to interact, built my network and started to work there, I realized that our Pakistani market is very, very good. The egos and the politics are worse in the US.

Brilliant Minds with Passionate Courage

The Pakistani market is extremely competitive and with the right direction and guidelines they can go exponential and dominate. In every field we have incredible talent that is untapped. We have brilliant minds brimming with passionate courage. They are ready to put it out there and take risks which are so important if we want to establish ourselves at a global level. In America people are more worn out. They've been there and done that, and I don't see the passion and energy there which I see here because it's still beginning and sparking over here.

octara.com: Do you think Pakistanis can hold their own given that we're becoming the center of the Universe and the world is beating a path to our doors?

Pakistanis are Fighters

Rahila Narejo: I've worked in Dubai with multicultural and

multiethnic teams and I have always seen that the fire is in the eyes of the Pakistanis. They have their own very clear ideas, perspectives and beliefs, and are not yes-men. They speak their mind. Indians on the other hand follow procedures and are largely yes-men. Pakistanis find it hard to follow procedures and stay within the lines, and tend to get into trouble on account of it. In the new world, however, rule breakers are going to be in demand.

octara.com: You've had opportunity to work both in America and Canada, how distinctly different do you find the culture in either?

Average American very Friendly

Rahila Narejo: In America there is more inclusivity. Sometimes people try to hide their backgrounds, their culture, where they come from. Americans appreciate your origin story. They love that you have your own culture. It may not appear so going by their news bulletins, but the average American is very friendly and welcoming whether it's New York or California. In Canada I found a strong underlying prejudice which I didn't see in America. That's one difference. The Canadians appear to have an inferiority complex where the Americans are concerned.

Part of my life I grew up in Toronto where I attended Kindergarten, first and second grade. Back then I can remember the prejudice was quite pronounced. The Pakistani community had a hotline that you reached out to if you were harassed or threatened or attacked and a van full of young Pakistani boys with hockey sticks and cricket bats would turn up and protect you.

COVID Skeptics

We are at a very critical stage in the world right now with all this fear mongering and the huge controversy about COVID vaccine passports that have caused a huge division in American society between the vaccinated and non-vaccinated groups. The anti-vaccine group feels they're being implanted with nanotechnology and mRNA which will never exit the body and mine it for human energy for crypto-currency. Such thinking has gained considerable traction in the USA and the debate rages on the audio app Clubhouse amongst others.

octara.com: What is your message for our readership?

LOVE is the Antidote

Rahila Narejo: The antidote to this world of fear and uncertainty is love. It begins with self-love, valuing yourself and understanding what a miracle of Creation you are and then spreading that to everyone around you. Love chases away fear and is the antidote for it. We need to value and appreciate each other and our heritage and culture, our roots. We have stopped doing that.

octara.com: But why did we stop valuing and appreciating humanity in the first place? Was it the overly materialistic world that kept us embroiled in the rat-race to the exclusion of all else?

Rahila Narejo: The pursuit of wealth becomes a sin when one puts it above the Creator of everything ■

Thank you Ms. Rahila Narejo

Report filed by **Adil Ahmad**, Special Correspondent, OCTARA.COM

The Future Normal: Fast Forward #19

A Blog by Henry Coutinho-Mason

Published on September 14, 2021

After last week's deep dive into the implications of [3-minute drone delivery](#), this week I'm bringing you a lighter roundup of where we're headed.

Less to read, but no less to digest - the ideas and instigators behind these will reverberate through business and society in the coming years.



Meet Altos Labs, Silicon Valley's latest wild bet on living forever

Will the new wave of rejuvenation startups finally solve the 'problem' of ageing and even death? Future Normal, or Future 'No Thanks'?

A.I. Can Now Write Its Own Computer Code. That's Good News for Humans.

AI is '[anything we can't explain](#)'. But just as spreadsheets didn't make accountants redundant (far from it!), the same will be true for coders. The bigger picture? There will be two types of workers in The Future Normal: those assisted by AI, and those managed by it.

BioNTech reports promising data on mRNA cocktail in mouse models of colon cancer and melanoma.

"The treatment halted tumor growth, and caused a complete regression of the cancer in 17 [out of 20] of the animals." The Biontech story is already remarkable. But what if pandemic's legacy was accelerating the research needed to cure cancer?

Climate Tech's newest unicorn.

Solugen offers a more serious reminder of the scale of the opportunity in going green. Its ambition is to become the world's first carbon negative chemicals company, which considering the industry makes up 6-7% of total global emissions is a Very. Big. Deal. But they aren't asking for any favours:

"The Green Premium doesn't exist. We go to market by selling directly to operators based on performance, price, and safety. Now that we've executed all of these field trials, we can go to the new bold statement-making corporate sustainability groups with proof and case studies to support company-wide rollouts.

A lot of startups make the mistake of going immediately to that corporate sustainability person with the belief that they're the hammer that pushes everything down. That's not true at all. Sustainability is only 30% of what influences people making purchasing decisions. You need to solve for that other 70% before getting broad adoption within a company."

Gaurab Chakrabarti & Sean Hunt, Solugen cofounders

World' Largest Carbon-Sucking Plant Starts Making Tiny Dent in Emissions.

Carbon capture remains promising, if controversial. But this baby step (it represents the emissions of about 250 US residents) could be an important one if we are able to scale the technology as we have done with [solar energy](#).



This nightclub traps dancers' body heat to warm and cool the building.

Right here, right now: a much easier to visualise, and fun, example of how we might be able to rethink every process to capture value, eliminate waste and unlock circularity.

Inside the Underground Strip-Club Scene on Kid-Friendly Gaming Site Roblox.

Virtual club culture of a very different kind. This article blends moral panic with a bored shrug, as it tries to decide whether low res, not-remotely-sexy virtual lap dances are bemusing or concerning. New worlds, same humans.

History's most boneheaded predictions.

And finally, the US government's report on Erroneous Predictions reminds us that "making predictions is hard, especially about the future". I hope to avoid featuring on future lists :) ■

Source:

<https://www.linkedin.com/pulse/future-normal-fast-forward-19-henry-coutinho-mason>



Author The Future Normal / ex-MD @

TrendWatching / cofounder 3Space & Redo

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 !!

Leading Change

My bit for lifelong learning is based on the book review on 'Leading Change' written by John P. Kotter and summarized by sound view executive book summaries.

This book is practical guide for Leaders to follow eight steps process for leading instead of managing change.

1. Establish A Sense Of Urgency

A sense of urgency can be created for dealing the complacent attitude by showing financial loss, showing competitors achievements, not accepting low performance standards and encourage taking external feedback.

2. Build A Coalition To Lead The Effort

Change cannot be brought by an individual rather it's a team effort that shows visible results. The team must be coalition of corporate leaders who have credibility and leadership skills. Trust and common goals are two necessary components that unite the team.

3. Develop A Vision And Strategy

In the change process Vision is regarded as an essential component, as it tells people where change is taking the organization. A good vision is comprised of imaginable picture, long term interest of people, clear enough to guide decision making, flexible enough to allow individual initiatives and lastly easy to explain

4. Communicating The Vision

For communicating vision seven principles are given.

The seven principles help in implementation of vision by way of communicating in a simple way with use of metaphors and analogy and spreading by using different forums. A very pertinent point is to lead by example and provide explanations of inconsistencies

whenever it's required before the employees lose trust or left to feel disgruntled.

5. Empower Employees To Take Action

To empower the employees' leaders must eliminate barriers. The barriers include rigid hierarchal structure, lack of need skills that undermines action, over complicated systems of evaluation and finally bosses and supervisors who discourage taking initiatives and actions.

6. Short Term Wins Help Keep The Course

For employees to embrace change, leaders must recognize and reward short term wins by giving positive morale building feedback. To create short term win, specify tasks with a time line of completion.

7. Broadening The Transformation

Once you have built the momentum by short term wins you can push the employees to take a bigger leap. For short term goal interdependencies within departments may not create hindrances; however after achieving short term goals you may enable your employees to work on big projects with reducing connections.

8. Ingrain New Practices Into The Culture

Changing organizational culture comes under leader's area rather than relying on management. Changing cultures require taking bold steps and are requires leaders patient by giving time become ingrained. Leaders are not always requiring making entire cultural change but only specific norms of behaviour that needs to be changed.



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

Find A Speech Critic Before It's Too Late

Presidential candidate John Kerry from United States was praised by the media for making sharp, tough arguments. John used statistics well. And his reassuring presence connotes eloquence in itself.

Yet the media had a field day with certain quirks in Kerry's style, saying that he was too formal and stiff, that he had a weakness for pompous phrases such as "I say to you" and that he drives listeners crazy with phrases such as "you know it, and I know it and everyone in this country knows it."

Why Kerry hasn't ditched these behaviors is a mystery?

Leaders need to be aware of their quirky communication behaviors and eliminate them from their speech. If you can't hear your own idiosyncratic and repetitious phrases, find someone who will listen carefully and clue you in, before you start driving people nuts.



Contribution by **M. Nazim Ansari**
Creative Manager
Octara Private Limited - A TCS Company
Source - Leadership Strategies Issue 2004

Asking Not to Be Overworked

"It seems as though I never leave work. Since I got promoted, I have been putting in Overtime almost every night. But I don't get paid for these extra hours, unlike my employees. When they put in overtime, their pay checks are bigger than mine even though I am a manager. And the hours are so long. I get out of here so late that one day I'll pass myself on the road heading the other direction going to work the next morning."

Sound familiar?

Being overworked is a situation many of us find ourselves in periodically. It's more likely now than a few years ago, with companies cutting managerial staff to the bone.

At first, you're willing to put forth the effort to show that you're a team player, but after a while it begins to get to you. Instead of grumbling and get-ting a bad attitude, or worse yet getting stressed

out, there are some steps that you can take to alleviate the situation. Then you can get support to make things better. If you determine that you alone are being overworked, then only you can do something about it.

Keep a journal citing specifics. Record each day the hours you work, the nature of the work, and/or dead-lines missed. Identify the reasons for your being overworked. Perhaps your boss is overloaded, and he or she is passing work along to you. Perhaps your manager is giving you a lot more to do because you always do a good job, and the manager doesn't realize how overworked you are.



Contribution by **M. Umair Tariq**
Admin & Accounts Executive
Octara Private Limited - A TCS Company
Source: Supervisory Management Issue 1992

Combatting the Great Resignation

The subject of the email "Great Resignation" in my inbox moved me to read a blog by Steve Dion, Founder & CEO from Dion Leadership.

I have been observing that during these uncertain times, we have been reading or hearing a lot about the **Great Resignation**.

Steve in his blog has shared recent CNBC survey that 55% of American workers are likely to be looking for a new job over the next year. Also, Forbes reports that "pandemic burnouts, changing personal priorities, a review of work-life balance, and employee experience expectations" are the main contributors to the recent trend.

The three most common reasons about why employees are disengaged at work are:

1. **Not seeing** opportunities for development
2. **Not feeling** connected to the company's purpose
3. **Not having** strong relationships at work

It is important for leaders in the organisations to understand why their workers are considering a change. In the book **Keep Your People** by Wiley – explains the best way to navigate the Great Resignation is to become a **people-centered culture** so that employees want to stay.

In the book, Wiley has shared infographic based research on some five

policies/benefits that make the biggest impact in the organisation on having people-centered culture.

1. **Additional PTO (Paid time off) & Mental Health Days**
2. **Greater Flexibility**
3. **Non-Work Time to Connect with Colleagues**
4. **Listening Sessions with Leaders**
5. **Training Opportunities**

Leaders should accommodate any of the above policy on Great Resignation to counter the potential loss of their best employees and attract new talent.

In these uncertain times, I am convinced by Steve Dion views shared in his recent podcast "Battling the Burnout Epidemic":

- Culture of flexibility is the new currency when it comes to retaining talent
- Leaders must be open to really listening & treating people as individuals with uniquely different needs
- It's essential for management to remember "employees quit managers, not organisations."



A Blog 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** for inclusion in our upcoming issues.

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

Key Performance Indicators ESSENTIAL

October 7, 2021 | Marriott Hotel | 10:00am to 5:00pm – Karachi*

Overview

This customized one day course enhances participants knowledge on how to establish and work with KPIs and offers a hands-on approach on how to deploy and use KPIs in accordance with **The KPI Institute's** Key Performance Indicators Management Framework, the main body of knowledge on the rigorous use of KPIs in business.

Learning Objectives

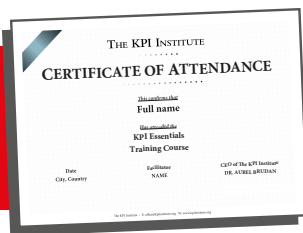
- **Understand** the Performance Management Architecture and its tools
- **Differentiate** between objectives, KPIs and initiatives
- **Understand** the difference between Metrics, KPIs and SMART Objectives
- **Explore** different KPI typologies and how to use them
- **Apply** best practice techniques for KPI selection

Who Should Attend?

Professionals interested in measuring performance

Professionals from different fields, such as finance, human resources, production, logistics, information technology and others, interested in key performance indicators, will acquire the competencies needed to measure the performance of their team, department or organization.

Participant will be awarded a **Certificate of Attendance** from 'The KPI Institute', Australia



Workshop Facilitator

SYED FARHAN MAHMOOD



- **Strategic HR professional & Qualified Associate of Chartered Institute of Personnel Development UK**
- **Key Performance Indicators Certified Practitioner of the KPI Institute Australia**
- **A well-rounded Professional with over 25 years of business experience & deriving excellent organizational results across diversified organization in UAE & Pakistan.**

Syed Farhan Mahmood as an Strategic Human Resource expert he has solid HR operational & Consulting experience across various diversified Industries & Conglomerates in Pakistan & UAE i.e. **Telecommunications, Pharmaceuticals, Chemicals, Oil & Gas, Office Automation, Hospitality, Healthcare, Food Processing, Packaging & Manufacturing, Printing & Publishing, Poultry, Construction & Construction Material production units, Property & Shopping Mall Management, Retail business, Investments & Trading, with several renowned Groups & Organizations within the region.**

As a Senior professional & Advisor in multiple organizations in UAE & Pakistan he has been instrumental in designing and implementing simple to complex organizational structures, Family Business and Corporate governance initiatives, Leading in Designing and Implementing various Grade & Compensation Structure, Employee Engagement Initiatives, Digital Learning Implementations, Conducted detail HR diagnostic studies on Workforce Planning, Productivity Analysis, Workforce Optimization and Resource Allocation, Development of Human Resources, Performance Management, Learning & Development Policies and Procedure Manuals.

As a Trainer he has facilitated sessions on Job descriptions, Job evaluation & Analysis, Strategic Goal Setting Exercises, Key Performance Indicators, Performance Management Tools and frameworks, Talent Management, Recruitment Techniques & Interviewing Styles, Performance management rollouts, Organizational Values, Mission and Vision and Strategic initiatives.

VIEW his **LinkedIn** profile: <https://www.linkedin.com/in/syed-farhan-mahmood/>

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 18,000/-
+SST Per Participant

Group Discount Available

Fee Includes:

- 5 Star Hotel Venue for Training
- Course Material
- 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

For Detailed Brochure



Scan the QR code

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

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

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FINANCIAL DASHBOARD USING POWER BI

October 12, 2021 | 10:00 am to 5:00 pm*
Regent Plaza Karachi

What is a Power BI Dashboard in Financial Operations?

Microsoft Power BI dashboard in financial operations allows you to monitor and track each of your finance-related KPIs or metrics. How does this help? The financial operations dashboard in Power BI allows you to:

- Implement better cost and cash management strategies
- Track your business expenses and sales revenue
- Provide a daily overview of the cash flow in your business and your liquidity status
- Track the status of your account payables and account receivables so as to complete all the outstanding payments (due from your clients) and owed payments (to your business vendors and partners)
- Achieve the financial goals of your company

Learning Outcomes:

After completing this course using Power BI, participants will be able to:

- **Perform** Power BI desktop data transformation
- **Describe** Power BI desktop modelling
- **Create** a Power BI desktop visualization
- **Implement** the Power BI service
- **Describe** how to connect to Excel data
- **Describe** how to collaborate with Power BI data
- **Creating** a financial dashboard

Who Should Attend?

- Anyone who is looking to create a Financial Dashboard on Microsoft Power BI Desktop
- Data analysts and Excel users hoping to develop advanced data modeling, dashboard design, and business intelligence skills
- Anyone looking to pursue a career in data analysis or business intelligence

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

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)

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

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MICROSOFT EXCEL ADVANCED & BI

October 13, 2021 | 10:00 am to 5:00 pm *
Regent Plaza Karachi



Workshop Facilitator
IRFAN BAKALY

- Microsoft Most Valuable Professional (MVP) award 2017-2019 in the Excel category
- 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

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DRESSING ETIQUETTES

for Professional Success



About the Webinar:

Hamid Saeed helps you to enhance your 'personal brand' by creating a 'signature look' which will resonate with all your stakeholders; clients, peers, subordinates and superiors.

In this 1-hour webinar you will also learn what subliminal messages your attire must convey to exude power, authority and approachability in order to achieve your career goals and implement your vision & agenda. This is the most comprehensive session on '**Dressing Etiquettes**' to learn how to avoid embarrassing dressing mistakes which may affect your career.

Key Takeaways:

- How to dress for success
- Convey the right messages with your attire to create an impact on your target audience
- What are 5 P's of Dressing - a revolutionary scientific dressing formula
- How to build a wardrobe on a budget
- Do's & Don't of Dressing
- Appropriate colors and styles for corporate dressing
- Dressing etiquettes for working from home

Who Should Not Attend?

- Anyone who is not interested in grooming and 'personal branding'.

Presenter: **HAMID SAEED**

Image & Corporate Wardrobe Consultant from New York

- First Pakistani American to develop revolutionary concept of '**dress for success**' for professional men and women to help them project the right image
- Trained and learned from the world's renowned **Fashion Institute of Technology - New York**
- Conducted 1000+ training sessions for **American corporates** over two decades
- Helped hundreds of thousands of professionals on dressing etiquettes through media appearances, seminars and conferences
- Conducting regular training sessions for **State Bank Pakistan, NUST, LUMS, HEC** and many Educational Institutions
- Visiting Faculty for **Pakistan Civil Services Academy, Punjab Judicial Academy** and **Govt. Engineering Academy**.

As a socially responsible trainer Hamid has helped raise awareness & funds for special children in the USA & Pakistan by conducting fashion shows in collaboration with **International Lions Club, Special Olympics** and **Shaukat Khanum Hospital**.

To register, please SCAN the QR Code or click here:

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

Spots are limited to 100 Only, register now so you won't miss out !



For Details & Registration contact

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

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CONTINUOUS IMPROVEMENT PROCESS & SUSTAINABILITY IN MANUFACTURING PRACTICES

October 28, 2021 | 11:00am to 4:00pm PKT @ Zoom

PROGRAM OVERVIEW

Continuous Improvement Process & Sustainability (CIPS) in Manufacturing Practices is a strategy where employees at all levels of a company work together proactively to achieve regular, incremental improvements to the manufacturing process. In fact, CIPS combines the collective talents within a company to create a powerful engine for improvement.

The process is not simple as it looks like! Companies face issue when we talk about sustainability in everything they do, and it's not far from truth when we talk about CIPS.

KEY TAKEAWAYS ON SUSTAINING CIPS* CULTURE

*(Continuous Improvement Process & Sustainability)

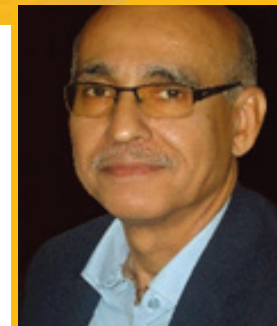
- Roll-down of CIPS at your workplace
- Forming CIPS Circles
- Short, Medium and Long-term goals of CIPS
- Benefits and ROI on CIPS
- Bench marking for sustainability in CIPS

TARGET AUDIENCE:

- Functions Heads
- Managers / Deputy Managers
- Production HSE Managers
- Production Engineers
- Team leaders
- Line Managers / Line Supervisors

GROUP EXERCISES / DISCUSSION / SIMULATIONS

- Based on Case Studies and Videos
- Practical demonstration on how to work for sustainability in CIPS



Workshop Facilitator

KHALID LATIF

- Founder & Consultant at KL-TECHNICAL, HSE Services
- Over 33 years of Corporate Experience in Multi-National Manufacturing Companies
- Worked with prominent companies including Hoechst, Hoechst-Schering AgrEvo, Aventis CropScience, Bayer CropScience and Bayer
- Conducted Successfull Training Programs in various National and Multi-Nationals

For Detailed Brochure



Scan the QR code

Workshop Investment

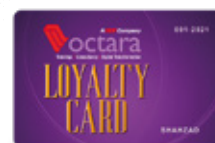
PKR 7,500/-
+SST/PST Per Participant

Group Discount Available

Fee Includes:

- e-Learning Material
- Digital Certificate of Attendance
- Virtual Business Networking
- Post-Workshop Advisory Services
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| Topics of Trainings | Duration | Trainer Name | Date | Loc. |
|---------------------|----------|--------------|------|------|
|---------------------|----------|--------------|------|------|

OCTOBER

| | | | | |
|--------------------------------------------------------------------------------------------------------|---------|----------------|-----------|---------|
| Workshop: Key Performance Indicators Essentials | 1-Day | Farhan Mahmood | 07-Oct-21 | Karachi |
| Workshop: Financial Dashboard in Power BI | 1-Day | Irfan Bakaly | 12-Oct-21 | Karachi |
| Workshop: Excel Advanced & BI | 1-Day | Irfan Bakaly | 13-Oct-21 | Karachi |
| Complimentary Webinar: Dressing Etiquettes for Professional Success | 60-min | Hamid Saeed | 14-Oct-21 | Zoom |
| Online Training: Continuous Improvement Process & Sustainability in Manufacturing Practices | 5-hours | Khalid Latif | 28-Oct-21 | Zoom |

NOVEMBER

| | | | | |
|----------------------------------------------------------------------------------|---------|------------------|--------------|---------|
| Workshop: Bearing Damage Analysis | 2-Days | Khurram Shahzad | 10-11-Nov-21 | Karachi |
| Online Training: Storytelling from Numbers -Mastering Data Interpretation | 5-hours | Ans Khurram | 19-Nov-21 | Zoom |
| Workshop: Lead through Transforming L& D | 1-Day | Dr. Kamran Yamin | 25-Nov-21 | Karachi |

DECEMBER

| | | | | |
|--------------------------------------------------------------|-------|--------------|--------|---------|
| Workshop: Emotional Intelligence for HR Professionals | 1-Day | John Bentley | Dec-21 | Karachi |
| Workshop: Communication Using Colored Brain™ | 1-Day | Fahad Khalil | Dec-21 | Karachi |

UPCOMING PROGRAMS 2021

| | | | | |
|-----------------------------------------------------------------|---------|--------------------|-----|---------|
| Online Training: Innovation & Design Thinking | 5-hours | Mark Stuart | TBC | Zoom |
| Online Training: 21 Effective Brainstorming Techniques | 5-hours | Dave Nelissen | TBC | Zoom |
| HR Leadership Using HR Metrics & HR Analytics | 5-hour | Talha Asim | TBC | Zoom |
| Understanding Fintech, Cryptocurrencies & Blockchain | TBC | Petros Geroulanos | 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/>