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Dear Reader,

The red flags are up and the bugles are blowing the call to battle stations once more. Between the Omicron (B.1.1.529) and the IMF we find ourselves in all too familiar territory, between a rock and a hard place. May Allah bless us all with health, wealth and vitality, and keep us in His protection, Ameen.

Our lead story this edition is highly topical and builds upon the mantra in vogue of doing more, much more with a whole lot less. TCS Octara's workshop on "Continuous Improvement Process & Sustainability in Manufacturing Practices" conducted by **Khalid Latif** gets us thinking once more about KAIZEN and LEAN in the backdrop of COP26 and the life and death battle to save the world from global warming and climate change.

Dovetailing with the above are Blogs by Rose-marie Fernandez and Henry Coutinho-Mason wherein they dwell upon the issues of self-doubt and hybrid events. Self-doubt if ignored for too long can cause a condition of overwhelm and anxiety, says **Rose-marie**. "You want to keep swimming and not drown in the sea of overwhelm, but rather survive in the world of abundance."

Henry Coutinho-Mason, on the other hand, questions the wisdom of keeping business and pleasure separate, and encourages the mixing of the two. "Business travel is inconvenient, and most people have a limit on how much time they want to spend away from their families," he says. "Covid-19 has made travel much less convenient than it was; and the status symbol of jumping on a plane for 1 or 2 day trips has eroded - indeed it's now almost shameful to fly for such a short period. As a result, many people are trying to reduce their air miles by adopting a 'fly less, for longer' mindset."

So, it's back to masks on and avoid crowds. Stay safe 🙏

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Facilitator: John Bentley

7 Days Left to Register!

December 9, 2021 | Marriott Hotel, Karachi
Workshop: Strategic Thinking & Planning
Facilitator: John Bentley

8 Days Left to Register!



December 14, 2021 | 10:00 – 1:00 pm PKT via Zoom
Online Training: Customer Services Skills For Frontliners
Facilitator: Faizan Ahmad



December 15, 2021 | Regent Plaza, Karachi
Workshop: Building Organisational Change Capability
Facilitator: Uzma Aitqad

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KHALID LATIF on Continuous Improvement Process & Sustainability (CIP&S)

All about the Long Haul

Slowly, slowly, but Persistently, Catchee Monkey!



In this day and age of urgent worldwide concern about climate change and global warming, Khalid Latif and TCS Octara couldn't have timed this online training any better. In **"Continuous Improvement Process & Sustainability in Manufacturing Practices"** Khalid Latif built upon the mantra in vogue of doing more, much more with a whole lot less.

With over 33 years of Corporate Experience in Multi-National Manufacturing Companies, Khalid Latif is the founder and Consultant at KL-TECHNICAL | HSE SERVICES, with a vision to develop the human factor in Safety & Quality Excellence.

Powerful Engine for Improvement

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

Sustainable manufacturing practices aim at minimizing the impacts of manufacturing operations on the environment while optimizing the production efficiency of firms. Today products are no longer judged by the price but the sustainable initiatives implemented by firms. Efforts to reduce the environmental impacts of manufacturing operations have traditionally been viewed as an obstacle to profitability and efficiency. However, studies have shown that the implementation of sustainable manufacturing practices is beneficial to firms.

Khalid Latif peppered his training with case studies and quotes.

"If you're not getting better, you're getting worse" – Pat Riley. The history of CIP&S is as old as the Stone Age, moving from the bullock-drawn ploughs to tractors; from the 1896 Ford

Quadricycle Runabout to the 2021 Ford Mustang Mach-E; from the Wright Brothers' first flight to the Airbus A380 to the Airbus plan to launch a carbon-free aircraft by 2035.

"Business is going to change more in the next 10 years than it has in the last 50. If the 1980s were about quality and the 1990s were about re-engineering, then the 2000s will be about velocity. What will the 3000s be about?" – Business @ speed of Thoughts – Bill Gates in 1999.

Kaizen!

Masaaki Imai's timeless message (Kaizen Institute) – "Long term success requires daily improvements; leaders must go to the actual workplace (GEMBA) to find facts; leaders must demonstrate respect for their people; CIP&S efforts must lead to Lean, and Lean must lead to Green, delivering wider ecological and social benefits."

Lean is the concept of efficient manufacturing/operations that grew out of the Toyota Production System in the middle of the



"Sustainable manufacturing practices aim at minimizing the impacts of manufacturing operations on the environment while optimizing the production efficiency of firms"



20th century. Lean is centered on preserving value with less work; with the ultimate goal of providing perfect value to the customer through a perfect value creation process that has zero waste.

A popular approach in companies who implement lean principles is called “**Gemba walks**” which denote the action of going to see the actual process, understand the work, ask questions, and learning from those who do the work and, by doing so, show respect to them.

In 1986 Masaaki Imai founded the **Kaizen Institute Consulting**



Group (KICG) to help western companies to introduce the concepts, systems and tools of Kaizen. In the same year he published, in Japan, the book on business management “Kaizen: Japanese spirit of improvement”, which helped popularizing the Kaizen concept in the West.

There are 5 Fundamental KAIZEN™ Principles that

Participants’ feedback on Octara’s Online Workshop “Continuous Improvement Process & Sustainability In Manufacturing Practices” facilitated by Khalid Latif

“Thank you for the great interactive session. Presentation style of Khalid Latif was great with lots of opportunities to ask questions and talk about real life examples which all made for a really enjoyable and informative course.”

- Haider Ali – International Steels Limited

“Learnt many tips from Khalid Latif ! Over all session was very engaging.”

- Mohammad Matloob - AGP Limited

“Mr. Khalid is a Great Trainer! The virtual training organized by Octara was very interactive and a good refresher to continuous improvement and sustainability.”

- Asher Samuel Dean - International Steels Limited

“If you’re not getting better, you’re getting worse” – Pat Riley

“Organizations must put human resource and the development of human capital at the center of their strategy”

are embedded in every KAIZEN™ tool and in every KAIZEN™ behavior. The 5 principles are: Know your Customer, Let it Flow, Go to Gemba, Empower People and Be Transparent.

Taiichi Ohno, a Japanese industrial engineer and businessman considered to be the father of the Toyota Production System which inspired Lean Manufacturing in the USA, says about KAIZEN (CIP&S) –

“Understanding means doing. All we are doing is looking at the timeline from the moment the customer gives us an order to the point when we collect the cash. And we are reducing the timeline by reducing the non-value adding waste. Something is wrong if workers do not look around each day and find things that are tedious and boring, and then rewrite the procedures. Even last month’s manual should be outdated.”

Without standards there can be no improvement, is another quote from Taiichi Ohno about Kaizen/CIP&S. “Having no problems is the biggest problem of them all. No goal, regardless of how small, can be achieved without adequate training.”

Commitment and Passion

“CIP&S is not Alladin’s magic lamp and needs commitment and passion,” says Khalid Latif. “The three principles of sustainability are what KAIZEN represent – Profit, People and Planet. The key factors for sustainable organizations include rate of innovation, getting along with disruption, adaptation of new technologies, growth in market share, product lifecycle management, and product stewardship.”

Traditional Versus CIP&S benchmarks

In analyzing why people, organizations and businesses fail to sustain, Khalid Latif highlights the difference between Traditional versus CIP&S benchmarks –

Fragmented short term purpose versus shared long term purpose;

Lead with power and authority versus lead by examples and humility;

Leaders give directions versus leaders also coach;

Go see to catch and punish versus go see to show respect and ask why;

Seek out blame versus seek out root cause;

Ask for reports versus ask why at source;

Respect for profit versus respect for people (the Toyota way);

Use scale and volume to reduce cost versus reduce scale and volume to expose problems;

Work in function silos versus serve customers in cross-functional teams;

Guard internal practice versus focus on customers;

Problem solving by experts and heroes versus scientific problem solving by everyone;

Benchmark to critique and justify versus bench mark to humbly learn.

The sustainability triangle includes invention, innovation and improvisation. If you cannot measure, you cannot control; if you cannot control then you cannot improve; if you cannot improve you cannot sustain; if you cannot sustain then what is the purpose of the work you are doing?

Adapting to Change

Survival is the result of the organization’s capacity to adapt to change. Sustainable high performance comes from a CIP&S culture. Sustaining a CIP&S culture is holding the line of defense to maintain continuation of success. On the Index of Standard & Poor (S&P 1957) only 74 companies out of 500 remained in the index by 1971. Fewer than 15% of the best were able to sustain their performance after 40 years. Some sustainable companies include GM (William C. Durant), Ford (Henry Ford), SONY (Akio Morita & Masaru Ibuka), and HP (Bill Hewlett & David Packard).

All about People Effectiveness

CIP&S culture yields better people that make for people effectiveness through better decision makers and better problem solvers because they’re motivated and happy. KAIZEN culture focuses on people. Trying to put in place a culture and organization that makes for better people is a harder and longer-term proposition.

Three of the many definitions of the term ‘sustain’ include giving support or relief; to support with sustenance or nourishment; and to keep up or prolong. To supply with sustenance is to develop people’s thinking and behavior with the objective to make CIP&S a habit. It is the combination of the maintenance and improvement cycle (PDDA) in pursuit of perfection using a systematic scientific approach.

Habit Forming

In order to change we have to overcome our reptilian brain when new opportunities arrive and difficult decisions must be made. Do we tick? Or do we kick? The choice is ours.

Habit forming is the way to make CIP&S principles stick in every team member’s mind as the new way to do things. Out-of-spec defects should routinely lead to scientific problem solving through

“Having no problems is the biggest problem of them all” – Taiichi Ohno

“CIP&S combines the collective talents within a company to create a powerful engine for improvement”

the 5 Whys which should result in the reward of meeting targets and standards. To run a 5Whys session invite all stakeholders, select a meeting leader, ask ‘Why’ five times, assign responsibility for solutions, and document the results.

HRD Front and Center

Organizations must put human resource and the development of human capital at the center of their strategy, right in the middle of finance, manufacturing and sales and marketing, for sustainable development in any business. Ideas are generated in human minds only.

HR professionals have responded to the increasing importance of human capital with new approaches to recruitment, innovative training programs, and experimentation with compensation packages. CIP&S’s core beliefs of KAIZEN and the respect for human potential go hand in hand in developing capable people through capable business processes. Today managers must compete not just for product market but also for the hearts and minds of talented and capable people.

“We don’t build cars, we build people” says the Toyota Corporation. Samuel Marquis (Head of Human Resource at Ford) says “Mr. Ford shoots about 1500 cars out of his factory every day just to get rid of them. They are the by-product of his real business, which is making of men.”

Overcoming Noncommittal Culture

Overlooking people’s development to sustain CIP&S culture may lead organizations to silent disagreement; agreeing to high goals knowing that they will be adjusted downward later; not challenging a plan to avoid damaging one’s career; ‘making the number’ by adjusting outputs, knowing that the boss will not check.

Some organizations come and go while others are more lasting. Often the success of an organization attributes to the results of innovative employees contributing to the success by following chrematistics (the study of wealth or a particular theory of wealth as measured in money) – they are continually learning; they have a way to determine the need to make basic changes in their products and management systems; they use innovation to make changes.

Engaging Students

Long term sustainable growth is achieved by engaging students who are tomorrow’s employees. Apple and Microsoft developed lessons, guides and apps to help school kids write and use computer codes. BBC holds an annual writing competition for 5 to 13 year old. Then there is the Swiss School Model and vocational/survival training in schools.

It is important to develop future leaders who are more skilled with

the tools and techniques of process improvement and change management.

Whirlpool of Influence

Within the organization we need people who act as viral agents to spread that which is good to others and create more viral agents to spread knowledge and best practices, yielding exponential propagation through the whirlpool of influence, the positive reinforcement loop.

Crisp Communication Needs

CIP&S culture must be sustained through communication by making desired behavior clear and explicit. Often we ask who is responsible so we can assign blame. Do we simply assign blame or make an effort to understand the process that caused the problem and show this in our words and actions? How much time do we as leaders spend in maintaining basic standards and how much time do we spend on improving them?

One of the hardest things to communicate is the idea of incremental improvement. In meetings it is typical for most of the discussion to be centered on metrics related to output and we give little attention to process metrics and CIP&S activities that affect them.

At VIBCO, a Wyoming based manufacturer of industrial and construction vibrators, its CEO Karl Wandensten spends most of his time in GEMBA. Everybody is onboard to make a difference by affecting change.

Radiant Thinking

Communicate new standards, norms and expected behaviors during the process of change. Clearly communicate the purpose and rationale for the change to everybody. The key to communicating CIP&S activities requires the use of pictures, illustrations, diagrams and schematics to help people understand the target conditions and what we are looking to change. Use statistical data analysis. Eliminate non-value added activity using operations flow-charting and designing more efficient processes.

YOKOTEN!

CIP&S ideas are copied throughout Toyota plants worldwide through a process called YOKOTEN which means applying horizontally or peer to peer sharing. A part of the ACT/ADJUST phase of PDCA cycle, with the management asking ‘did you yokoten?’ Did you look for the areas with similar problems where we can share what we learnt here?

Vendor development (business partner development) – Toyota HQ says it has 200 suppliers providing 2 billion units of which 150,000 types are purchased monthly valued at \$300 million a

“Make the management review process into an activity that the top management values”

month. Toyota has shared its CIP&S openly with the world since the 1980s and sent its employees to help other companies with CIP&S through its Toyota Supplier Support Center.

‘Tour Ready’!

Sharing to sustain requires encouraging bench-marking exchange and sharing best practices. The importance of spreading CIP&S beyond the walls of the organization goes far beyond recognition and motivation. It creates a motivation to always be ‘Tour Ready’ because one never knows when a group of guests will come to see and learn. There is learning from tour groups because their feedback is from out-of-the-box observers. People grow through teaching.

“Knowledge, not military or financial resources, will become the true source of power in the near future” – Alvin Toffler 1991. To improve communication, trust and productivity, stop working behind walls and embrace the Open office concept.

Daily Practice & Bench Marking

The key action to sustain the benefits and processes of the CIP&S culture is daily practice and bench marking of results. “The secret of getting ahead is getting started. The secret of getting started is breaking your complex overwhelming task into small manageable tasks, and then starting on the first one” – Mark Twain.

It’s about picking up where you left off; about experimentation; about accepting failure; about unlearning and relearning. Improve day by day. It’s about consistency, feedback, devotion and being flexible.

The first recorded suggestion system was seen in 1770 when the British Navy put in place a process to listen to individuals without risk of punishment. Toyota followed Ford’s Idea suggestion system in 1951. Later they made it a requirement for managers to use the creative idea suggestion system as a means of continually engaging people.

Engaging Top Management

Organizations are like living organisms and top management can be engaged easily enough if we identify opportunities for improvement and shift the focus from internal operations to the external customer.

To get the full engagement of the top management talk to them in their language; incorporate quality management into strategic and tactical planning; embrace customer satisfaction throughout the organization; embrace CIP&S throughout the organization; take the objective process seriously; ensure that quality performance indicators are integral to performance reviews; gather, analyze, and act on quality cost data; make the management review process into an activity that the top

management values.

Talking about the attitude towards routine work in the organization, Khalid Latif says that the vast majority of employees are followers with a few naysayers (pessimists) and Innovators (optimists).

“Leaders need to start getting full alignment of the workforce by focusing on those who are most ready to accept change by identifying the innovators in the workforce.”

Parting Shots

Towards the end Khalid Latif offered some key reflections – Say what is important; Check for understanding of the message; Check for emotional connection to the message; Adjust how the message is delivered if there is a gap; Fine tune and focus the message over time even the smallest details; Timing is important as different parts of the organization are at different levels of readiness to change; Do less and get more done; Actions speak louder than words.

Sustainable manufacturing practices aim at minimizing the impacts of manufacturing operations on the environment while optimizing the production efficiency of firms. Unfortunately, actions have not spoken louder than words, and some mighty fine words at that. With warming already at 1.1 degrees Celsius above pre-industrial levels, the window of opportunity for avoiding the most disastrous climate impact is fast closing. COP26 in Glasgow has been largely perceived as kicking the can down the road, in the words of environmental and social impact consultant Maha Qasim.



“To limit warming to 1.5 degrees Celsius global emissions must be reduced by 45% by 2030, but under the existing emissions reduction pledges by 2030 emissions will be nearly 14% higher than in 2010,” she says. Kaizen/CIP&S anyone? ■

Online training reviewed by **Adil Ahmad**, Special Correspondent, Octara.Com

Have you ever been in the “Middle of Nowhere”?

A blog by Rose-marie Fernandez M.A., CPC, ELI-MP

Published in Nov 25, 2021



Photo by Mishal Ibrahim on Unsplash

“T here are days when I wake up in a fog and don’t know where I am or where I am going. It feels like I am in an endless ocean and no matter how much I swim I can’t get out of it.” Says one of my clients. “Why is that so?” I ask. And he responds, “I am in a fog in the “middle of nowhere”. “Describe what nowhere looks like?” I ask. And he says “I just feel stuck. I have so much to do and I just cannot move or think straight. I can’t meet my deadlines. “Why is that so?” I ask. “Oh, just my mind is blank – I just don’t do it right.”

Does this situation sound familiar to you? If so, then you are in a mindset called “self-doubt”.

What is self-doubt? Self-doubt is a feeling of:

- being uncertain of one’s future,
- lacking personal vision,
- doubting one’s abilities,
- having no control

Where does self-doubt originate?

Self-doubt is created in our own mind. At one time or another we all experience self-doubt, which can be triggered by:

- Lack of self-confidence,
- Perceived negative feedback and criticism,
- Fear of the unknown and uncertainty,
- Perceived rejection,
- Lack of personal direction,
- Mindset programming,
- Personal orientation,
- Blocked creativity,
- Comparing one’s self to others,
- Concern of others’ opinions about you,
- Scarcity mindset,
- Perfectionism,
- Too many distractions, and
- A host of other reasons.

What can you do to overcome self-doubt?

Self-doubt if ignored for too long can cause a condition of overwhelm and anxiety. You want to keep swimming and not drown in the sea of overwhelm, but rather survive in the world of abundance. Some tried and tested tips to help you swim to shore are:

1. Build your self-confidence

Make a list of 50 Accomplishments over the last three months.

This does not have to be complicated, simple accomplishments are, waking up each morning.

2. Declutter your life

What can you let go of? You don’t have to do everything yourself, ask for help.

3. Start a gratitude journal

Write down three things that you are grateful for daily. This opens pathways in your brain to positive thinking.

4. Create rituals that give your personal joy and satisfaction

Like taking time out for yourself – meditation, yoga, a massage.

5. Create an intention that is bigger than you

If it is not “daunting” then it is not worth doing. This will give you a stretch and create an abundant vision that you can focus on.

6. Do one thing each day that moves you out of your comfort zone.

Stretching yourself each day builds the resilience muscle and takes away from negative thinking.

7. Daily exercise and body movement

Exercise creates serotonin and dopamine, a great antidote to self-doubt, examples are walking and dancing. Besides, when you look in the mirror you can appreciate your personal beauty.

8. Journal your thoughts so you explore your creativity

Put your thoughts down on paper and do a mental decluttering to open the doors to your creative imagination.

9. Deal with distractions

We get distracted when we experience discomfort and choose to do something else that is easier and more comfortable. Confront your distractions and plan your day taking 18 minutes each morning to state intentions when you start your day.

10. View your mistakes as an opportunity to learn

There is no such thing as a mistake – take the “M” word out of your vocabulary. An opportunity to learn is a great step towards overcoming self-doubt.

These 10 tips are guaranteed to knock the self-doubt out of you. Instead of choosing to be in the “Middle of Nowhere”, you will be “Somewhere” just where you desire to be ■

Source: <https://coachingworx.ca/have-you-ever-been-in-the-middle-of-nowhere/>



Rose-marie Fernandez is a Human Resources expert, worked with several fortune 500 companies in the South Asian sub-continent, USA and Canada. She has been recognized Professional Certified Coach (PCC) and credentialed by the International Coaching Federation (ICF). Rose is also Founder & Transformational Coach at Coaching Worx, Canada. She is exclusively working with Octara for her online trainings.

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The Future Normal: Hybrid Events

What If...Your next business trip was also a holiday?



A Blog by Henry Coutinho-Mason

Published on October 14, 2021

This time last week, I was lying on a beach in Ibiza. Look past the humblebrag (!), because there's another reason I wanted to share this with you: my experience in Ibiza captures a powerful dimension of this brave new 'hybrid' world that too often gets lost in the conversation about online and offline, the hybrid between professional and personal.

I wasn't solely in Ibiza to lie on the beach, but to speak at Square, a real estate conference. Even before the pandemic, José Maria Pons (the event organizer) aimed to create a 'disruptive and uncommon property gathering'. Part of this, he explained to me when he invited me (four postponements ago!), was encouraging guests to bring their partners and to stay for a few days extra. An intimate gathering of real estate professionals? In Ibiza? In early October? Combined with a short family holiday? Coming from rainy and autumnal London, this got my attention ;)

Here are four quick reasons why you should consider embracing this new hybrid – between personal and professional – when it comes to your next in-person event, whether you're an organizer or a guest.

Hybrid creates deeper connections. Events are ultimately about relationships: creating new connections, and strengthening existing ones. Personally, I don't buy into the notion that you can't build relationships online, but I do absolutely believe that at some point, it's imperative to bring your digital connections offline - to break bread with them, literally and metaphorically. The best events combine curated serendipity with deep human connection. Last week, my wife joined us for dinner, and we bonded with fellow guests on a deeper and more personal level than purely professional. And then the next morning, we witnessed my 10 month old daughter, playfully greeting one of the other speakers at breakfast. What quicker way to get to know someone than see them playing peekaboo?! The 'whole self at work' genie is well and truly out of the bottle after 18 months of Zoom calls from kitchen tables. Let's embrace it in the real world now too.



Hybrid expands the market. Repositioning events to encourage these longer, blended personal and professional trips will be disruptive to many traditional organizers, who will only see the costs - not just financial but in terms of 'distracted' attendees. But I'd argue that, like all powerful disruptions, smart organizers will think about how this can expand the market, just as the online element in hybrid events does, too. Business travel is inconvenient, and most people have a limit on how much time they want to spend away from their families. The best (and most global) speaker I know, Frederik Haren, told me that one reason

he is so prolific is because he embraces a travel schedule that few others would or could. He has a fairly unique set up where he is on the road for 8-9 months a year, traveling from his base in Singapore, but he then takes 3-4 months off over the summer to be with his family 24/7 on his Swedish island. Now that's an extreme example, that probably isn't practical for most people, but hybrid events will make it possible for new people and new demographics to travel for business.

Hybrid helps alleviate eco-guilt. Like all trends, this isn't totally new - my wife has joined me on previous speaking engagements (most notably in Capri and Tokyo...note to other speakers, weave in a few less glamorous gigs or your partner will get a skewed perspective of your other trips!). But two key things have changed from a decade ago: Covid-19 has made travel much less convenient than it was; and the status symbol of jumping on a plane for 1-2 day trips has eroded - indeed it's now almost shameful to fly for such a short period. As a result, many people are trying to reduce their air miles by adopting a 'fly less, for longer' mindset, similar to 'eat less, but better' flexitarian diets. Hybrid events allow people to still get their international travel fix, just with reduced guilt.

Hybrid is the Future of Work. Given all of the above, it's clear that this will be a huge growth area, and forward-thinking event organizers will embrace this trend. And it won't just be personal vacations that merge with professional events. Hybrid offsites, where a company brings their team together for a week or more of in-person collaboration, could involve families. Workcations will also be part of this trend, where employers allow or even encourage their employees to combine their vacations with a period of working from anywhere (WFA).



This newsletter is an attempt to explore what the world might look like as we leave the pandemic behind.

What do you think? Will workcations and hybrid events remain niche, or become a widespread part of The Future Normal in the same way that WFH (at least some of the time) has done so for virtually all white collar workers? What does the dream hybrid event look like? I'd love to hear your thoughts! ■

Share your thoughts at:

<https://www.linkedin.com/pulse/future-normal-hybrid-events-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 !!

زندگی ہے سیکھنے کا نام

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A Blog by **M. Shahzad**
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میرا نام شہزاد ہے۔ میں دس سال سے (Octara) میں بطور آفس انٹینڈنٹ کام کر رہا ہوں۔ اوکٹارا (Octara) ٹی۔سی۔ایس (TCS) کی ہی کمپنی ہے جو کاروباری سیکٹر میں ٹریننگ کا کام کرتی ہے۔

میرا یہ ماننا ہے جب انسان محنت کرے تو سب کچھ کر لیتا ہے کیونکہ اسے خود پر بھروسہ کرنا آجاتا ہے۔ جب ہم کوئی کام روزانہ کرتے ہیں تو خود بخود کام میں ماہر ہو جاتے ہیں۔ بعض اوقات ہمیں خود کو بھی پتہ نہیں ہوتا کہ ہمارے اندر کون کون سی صلاحیتیں موجود ہیں اور کوئی کام تو ایسا لگتا ہے کہ کرنا بالکل ناممکن ہے۔ اسی سے منک میں اپنا ذاتی تجربہ شیئر کرنا چاہتا ہوں۔ (Octara) کے سی۔ای۔او (CEO) JJ صاحب نے مجھے بولنے کی صلاحیت بہتر کرنے کے لیے ایک ایکٹیوٹی کروائی۔ جس میں مجھے ہر ہفتے وائس ایپ پرواؤس میٹج ریکارڈ کر کے ٹیم کے ساتھ شیئر کرنا ہوتا تھا۔

Two Words That Persuade

This contribution is based on my passion and profession i.e. Sales. I work as a Business Development Professional in a service industry which has been going through challenging times more than ever.

I have learned many thing regarding sales but I feel following skills to be most important in dealing People or situation. The skills are as follows:

- Confidence - maintaining a positive attitude
- Engagement
- Communication skills
- Rejection Handling
- Negotiation skills

During these challenging times, I'm learning how to not only survive but navigate under unfavourable market conditions and not giving up until the last moment because you never know from where you get the

opportunity. Also I have learnt how to maintain relationships with customers when there is less or no business or no monetary exchange.

Interestingly, I have read a snippet **'Two Words That Persuade'** from Communication Briefings volume xxii for formulating persuasive message. These words are **if** and **then** which can be very effective in persuading someone in order to get what you want.

In the end, I want to share a message with my readers that If you **believe and invest** in training of your people then you be able to enhance employee performance and retention.



Contribution by **Sarim Atique**
Assistant Manager Business Development
Octara Private Limited - A TCS Company
Source: Communication Briefings Issue

Leaders Know The Value Of Intuition

Today when I was coming to the office, as a routine I tuned in to my now-a-days favourite radio show. The RJ was talking about GUT/GUT feelings and how it's connected with mental health and INTUITION. Now, for the past few days I have been listening and thinking lot about 'gut' and how feeding your gut with healthy food makes you mentally strong and ultimately a better decision maker.

So when I started to write down my contribution on 'lifelong learning' taken from 'Leadership strategies' premier issue of briefings.com, the snippet **'Leaders Know the Value of Intuition'** caught my instant attention due to conscious or subconscious thoughts on GUT and its relevance with INTUITION.

Biologically GUT means 'stomach or belly' and it also used in reference to a feeling or reaction based on an instinctive emotional response rather than considered thought. (Definitions from Oxford Languages)

This snippet is adapted from the book **'Unconventional Wisdom'** by Ron Schultz who interviewed 60 leaders and learned that many rely on intuition to make decision. As an example, John Rollwagen head of Cray

Research, had a favourite method for making decision which was referring to his intuition. He says toss a coin while you shouldn't act on the results coin toss, but note how you feel and get your "answers", Are you **Pleased** or **Disappointed**. And then further **Pay Attention** to your feelings.

Therefore, intuition is not necessarily logical but it comprised of experience, knowledge and as well as a lot of gut information that you may not even know you have. I want to conclude with an old saying "trust your gut" which emphasize on trusting feelings of intuition, which is often a way to stay true to yourself.



Blog by **Ayesha Tariq**
Product Specialist Training
Octara Pvt. Ltd. - A TCS Company
Source: 'Leadership strategies' premier issue www.briefings.com

Don't Let Your Predecessor Derail You

If you've recently stepped into your organization's top position, you need to understand how your predecessor's actions could bump you and your vision off track.

In 2004, the CEO and Chairman of Mercer Delta Consulting - David A. Nadler identified three (3) legacy actions of outgoing CEOs that can derail an incoming CEO:

1. Stepping Back - Nadler explained "Some CEOs, tired of the job prior to actually stepping down, don't tackle difficult issues or address significant changes towards the end of the tenures, leaving a host of big problems for the new CEO."

2. Getting In The Way - Nadler mentioned "Narcissistic CEOs either don't want to give up their posts and thus handle succession poorly or refuse

to nurture and groom competent internal replacement candidates."

3. Making Strategic Mistakes - Nadler clarified the third legacy as "CEOs sometimes make big strategic mistakes (such as heavy investment or change in the company's strategic direction) that the incoming CEO has to correct."

On reading these activities identified by Nadler, I think leadership should be cautious of these legacy actions and try to find ways to steer around them so they can keep the company moving forward.



Contribution by **M. Umair Tariq**
Admin & Accounts Executive
Octara Private Limited - A TCS Company
Source: Leadership Strategies Issue 2004

Test Your Assumptions To Reduce Risk

Strategic plans are only as good as the assumptions behind them. To reduce risk in your business plans, analyze your assumptions and identify any real-world issues that could cause those assumptions to change.

James A. Dewar -Scottish Chemist and Physicist, who invented double-walled vacuum flask, shared Four (4) techniques in his book "Assumption-Based Planning: A Tool for Reducing Avoidable Surprises" for rooting out vulnerable assumptions and decreasing the risks associated with them:

List all the assumptions in your plan, including those that are so integral to the organization's wisdom-like customer retention rates that nobody bothers to test them.

Identify assumptions that could be overturned by future events within the lifetime of your plan. For example, your cost of goods could increase if a key component becomes Scarce, or your cost of sales could shoot up if your current marketing techniques lose their effectiveness.

Look for signposts that could reveal future failure of one of your

assumptions. For each assumption, identify an early warning sign of future failure and determine whether the signals are there.

Take preventative action to decrease the vulnerability of any of your assumptions. Example: You could acquire a competitor to prevent it from taking market share.

Take hedging actions that will prepare you for the failure of one of your assumptions. Example: A manufacturer could simultaneously develop two technologies for the same purpose to ensure that at least one will work. Once one process is proven, development of the other can stop.

On reading these techniques, I think leadership and the team should always unwelcome surprises in the life of any organization which can be traced to the failure of an assumption.



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

How To Lead Every Generation

Effective leaders understand the differing values of each generation and successfully engage all age groups in their organizations. Each age group has its own world view and outlook on what's happening at work.

A recent report by Institute for Social Research, University of Michigan has highlighted these differences:

Nexters/Millennials (under 25 years old) - are the most optimistic of the generations about company leadership and career development, but they are less engaged with their organizations. Nexters are highly motivated by 'pay' and disgruntled about shifting company's objective.

Gen Xers (25 - 44 years old) - are least satisfied and most pessimistic about their corporate futures. They are motivated by current and potential 'financial rewards'.

Baby Boomers (45 - 54 years old) and **Veterans** (55+) are most likely to question authority and more concerned with 'big picture' issues. They are motivated by 'recognition' more than pay.

To motivate members of each group of generation and keep the STARS among them, Smart Leader uses these techniques:

- **Empower Your Nexters** - These are often 'front liners' in the organization. Harness their youthful energy and idealism. Get them engaged by giving them a 'degree of authority' to make decision on how 'best to service customers'. Make sure their environment offers a sense of

continuity and stability.

- **Give Gen-Xers Hope For The Future** - They are 'independent and creative' generation. But they are most worried about employment security and keen to know what leadership is doing to secure company's future. Give them freedom to 'offer solutions' to problems and provide some 'high-visibility opportunities' so they can shine despite the masses of Baby Boomers above them.

- **Give Baby Boomers Leadership Opportunities** - Even though flattened organization chart may not provide sufficient management opportunities, there are creative ways to give Boomer the authority and 'autonomy they crave'. When you are unable to award an official title or promotion, name a Boomer as your 'go to person'.

To summarize the research, I think fundamentally, people want the same things; no matter what generation they represent. Successfully leading across generations is actually straightforward. So let go of your assumptions about generational differences at workplace, and spend more time developing your leaders of all ages.



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.



Re-invent your Organization
Post-Covid with John Bentley

7 Days Left
to Register!

Emotional Intelligence for HR Leaders



8th December 2021 | Marriott Hotel – Karachi | 10:00 AM to 5:00 PM PKT.

Program Overview

This stimulating 1-day workshop provides insights into the power of Emotional Intelligence and the competencies which are essential for HR Professionals to consider both in terms of their own development and in making critical decisions in recruitment, succession planning and talent management.

The program is designed to provide participants with best-in-class professional education and knowledge with a solid foundation of Emotional Intelligence and the latest research in neuroscience.

Key Benefits

Through a blend of discussions, activities and case studies, participants will:

- **Understand** the meaning of Emotional Intelligence and its importance for professional and personal success
- **Be able** to apply the Six Seconds model for critical HR decisions
- **Increase** awareness of the importance of emotions in the workplace
- **Be able** to identify personal emotional drivers and barriers
- **Learn** practical ways to improve the EQ competencies which underlie key leadership skills
- **Answer** the questions:
 - **What** is emotionally intelligent leadership?
 - **What** are the emotional competencies critical to building relationships?
 - **What** are the emotional drivers of high performing leaders, teams and individuals?
 - **How** can the organisation most effectively gain from these benefits?
- **Create** a plan for the next steps in developing and applying EQ to improve own performance and to make the appropriate decisions

Who should attend

- HR Executives and Managers of all levels and experience
- Anyone wishing to improve the professionalism and effectiveness of their Leadership and career progression



Facilitator: John Bentley

- ▶ Leadership Consultant, International Facilitator and Executive Coach
- ▶ Certified EQ practitioner, EQ Assessor and Vital Signs Consultant from six seconds EQ Network

Special
Discount

INVESTMENT
PKR **40,000** +SST
per participant

Another Leader Acceleration Program by John Bentley
Strategic Thinking & Planning
9th December 2021

INVESTMENT
PKR **40,000** +SST per participant

Register in 2
Leadership
Acceleration Programs
by John Bentley
@ PKR **70,000** +SST
per participant

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 and also more discount on other TCS Services

For Detailed Brochure



Scan the QR code

Only Vaccinated Participants are eligible to attend the workshop



Re-invent your Organization
Post-Covid with John Bentley

8 Days Left
to Register!

Strategic Thinking & Planning

9th December 2021 | Marriott Hotel – Karachi | 10:00 AM to 5:00 PM PKT.

Program Overview

This program covers the steps of the strategy management process, starting with the 'thinking' components of strategy, moving into the 'planning' components and ending with 'execution'. At the end of the workshop, participants will be able to implement or improve the strategic process at their organizations to reach their vision and achieve their mission.

Key Benefits

Through a blend of discussions, activities and case studies, participants will be able to:

- **Assess** current strategies within own organization and select the best model
- **Learn** creative thinking techniques that develop new ideas
- **Explore** new strategies and provide different options Determine strategic objectives, Key Performance Indicators (KPIs) and 'SMART' targets for the organization
- **Convert** strategic plans to operating plans through creating strategic initiatives and sequencing activities
- **Determine** what causes the disconnection between strategy formulation and strategy implementation
- **Develop** skills in setting strategic plans and how to convert them to action plans
- **Learn** how to effectively establish and communicate strategy and directions; allocate resources; define departmental, team and individual goals and directions
- **Participate** in the performance management cycle to ensure proper execution of chosen strategies

Who should attend

All senior professionals and manager who are involved in influencing, formulating or supporting the long term planning and strategy of their department or organization, as well as those who are responsible for linking, measuring and improving the performance of the organization, including strategy or performance management professionals, balanced scorecard managers, business unit and department managers and business analysts



Facilitator: John Bentley

- ▶ Leadership Consultant, International Facilitator and Executive Coach
- ▶ Certified EQ practitioner, EQ Assessor and Vital Signs Consultant from six seconds EQ Network

INVESTMENT
PKR 40,000 +SST
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8th December 2021
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Register in 2
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@ **PKR 70,000 +SST**
per participant

Fee Includes:

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- 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 and also more discount on other TCS Services

For Detailed Brochure



Scan the QR code

Only Vaccinated Participants are eligible to attend the workshop

CUSTOMER SERVICES SKILLS FOR FRONTLINERS

The Customer's Perception Is Your Reality. – Kate Zabriskie

14 December 2021 | 10:00 AM TO 1:00 PM PKT at Zoom

PROGRAM OVERVIEW:

As part of a dynamic industry in the field of services, do you impress your customers every time you interact with them? Every time you respond to their greeting, pay warm welcome to them, respond to their initial concerns and queries. You must go beyond expectations and develop strong relationships with your customers.

It is essential that you provide a unique customer experience by proactively anticipating your customer's needs and expectations, exceeding them every single time. Unique strategies and practical action steps to delight your customers so it is always recommended to build a mindset and a toolset to bring your service level up, develop a service culture that sizzles and succeeds.

KEY BENEFITS

The participants of this program will Understand and Learn:

- **Impact** of positive attitude – being solution-oriented, confident, proactive
- **Why** complete insights about product features or service knowledge is a prerequisite
- **Etiquette** for telephone interactions & face-to-face interactions
- **Importance** of e-mail interactions: responding to e-mails the right way.
- **Impact** of interpersonal skills for in providing customer service
- **How** to deal with difficult customers/complaint handling
- **How** to document customer interaction
- **What** are key components in customer retention and loyalty?
- **Customer** service feedback process
- **Value** of communication in customer services

WHO SHOULD ATTEND?

For Frontliners such as **Officers/Executives, Coordinators, Support Staff** and **Personnel** working in **Customer Care, Call Centre, Sales, Marketing, Operations, Administration, and others.**



Facilitator:

FAIZAN AHMAD

- Head of Learning & Development, Multinet Pakistan (Pvt) Limited
- Over 17 years of corporate experience across sales, services, telecom & banking
- Certified Presenter & Business Leader from Dale Carnegie Training
- With 10+ years of training experience successfully conducted trainings sessions for blue-chip entities such as Engro, PTCL, Ufone, UBL, HBL, Byco petroleum & many others

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Scan the QR code

Workshop Investment

PKR **2,900/-**
+SST Per Participant

Group Discount Available

5 Participants | **10** Participants
PKR **14,000/-** +SST | PKR **26,000/-** +SST

Fee Includes:

- e-Learning Material
- Virtual Business Networking
- Post-Workshop Advisory Services
- Membership for TCS Octara WebMail+ (WhatsApp Group)

• Digital Certificate of Attendance



• Value Added Octara Loyalty Card*



*Entitles card holder to 15% discount on all future Octara Trainings and also more discount on other TCS Services

For Details & Registration contact

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

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Helping You Succeed!



BUILDING ORGANISATIONAL CHANGE CAPABILITY

December 15, 2021 | 10:00 am – 5:00 pm | Regent Plaza, Karachi*

Workshop Overview:

Are you ready to develop organisational change capability to thrive in the world of change?

With the ever-increasing pressures of change, it has become pivotal for businesses to build the capability of leading and managing change to survive in today's competitive world.

Having in-house change management capability helps organisations become more agile in their response to adopting change and navigating through the challenges, which in turn helps them with realizing the benefits of change at a much faster pace.

The workshop "**Building Organisational Change Capability**" will empower you with the knowledge and practical examples to provide a roadmap to hit the ground running immediately.

Organisational Impact:

In sending delegates to this workshop, the organisation will gain the following benefits:

- Execute change to deliver sustainable results
- Assess the impacts and measure the change to convert into an actionable plan
- Get people's buy-in to deal with resistance to change
- Communicate the change objectives across people for awareness
- Enable people to adopt change with confidence and ability
- Align culture with change objectives and the aspirations for increased adoption of change

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 **14,500/-**

+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 WebMall+ (WhatsApp Group)

• Value Added Octara Loyalty Card*



*Entitles card holder to 15% discount on all future Octara Trainings and also more discount on other TCS Services

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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



For details & registration, please contact:

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

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Helping You Succeed!

Topics of Trainings	Duration	Trainer Name	Date	Loc.
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DECEMBER

Workshop: Emotional Intelligence for HR Leaders	1-Day	John Bentley	08-Dec-21	Karachi
Workshop: Strategic Thinking & Planning	1-Day	John Bentley	09-Dec-21	Karachi
Online Training: Customer Services Skills for Front Liners	3-hour	Faizan Ahmad	14-Dec-21	Zoom
Workshop: Building Organisational Change Capability	1-Day	Uzma Aitqad	15-Dec-21	Karachi
Complimentary Webinar: Love or Pain: You Decide	60 min	Fatima Pervaiz Khan	TBC	Zoom

JANUARY

Online Training: Design Thinking: Love The Problem, Not The Solution	5-hour	Dr. Farrah Arif	19-Jan-22	Zoom
Online Training: Hire the Best	5-hour	Rahila Narejo	25-Jan-22	Zoom
Workshop: Role of Effective Communication for Technical Staff	1-Day	Khalid Latif	27-Jan-22	Karachi

UPCOMING PROGRAMS IN 2022

Workshop: Blue Ocean Strategy	2-Day	Dr. Raj Kumar	TBC	Karachi
Workshop: Bearing Damage Analysis	2-Day	Khurram Shahzad	TBC	Lahore
Workshop: Sales Masterclass	2-Day	Haseeb T. Hasan	TBC	Karachi
Workshop: Performance Management	1-Day	Farhan Mahmood	TBC	Karachi
Online Training: Innovation & Design Thinking	5-hour	Mark Stuart	TBC	Zoom
Online Training: Handling Difficult Customers	3-hour	Faizan Ahmad	TBC	Zoom
Workshop: Human Resources in the Age of Digital Transformation	1-Day	Dr. Frank Peter	TBC	Karachi
Workshop: Digital Marketing Masterclass	1-Day	Dr. Frank Peter	TBC	Karachi
Online Training: Business English Course (Every Saturday)	3-hour	Shahid Mirza	TBC	Zoom
Online Training: Growth Mindset for Abundance	3-hour	Rose-marie Fernandez	TBC	Zoom
Workshop: Sales Management for Pharma Professional	Half-Day	Talib Faruqi	TBC	Karachi
Workshop: Email Etiquettes & Business Writing Skills	Half-Day	Kanwal Akhtar	TBC	Karachi
Online Training: 21 Effective Brainstorming Techniques	1-Day	Dave Nelissen	TBC	Karachi
Understanding Fintech, Cryptocurrencies & Blockchain	TBC	Petros Geroulanos	TBC	Karachi
Designing Agile Organizations	2-Day	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 2021-22.

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

