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SHANECRAGUN



RAJKUMAR



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High Performance Selling

Brian Tracy

Blue Ocean Strategy

Raj Kumar

10 Bad Habits

Marcel Schwantes

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Dear Readers,

The 18th Management Association of Pakistan (MAP) Convention was the high point of our year with the powerful theme 'Dancing with Disruption' that addressed the many problems faced by a rapidly changing world and the opportunities that come disguised as problems. The MAP Convention brought to our shores Kate Sweetman on her second visit to Pakistan, this time accompanied by Shane Cragun, her partner in SweetmanCragun.

Kate Sweetman's contributions to the world of Leadership have been formidable in the shape of the two books that she has co-authored: 'The Leadership Code' with Dave Ulrich and Norm Smallwood, and more recently 'Reinvention – Accelerating Results in the Age of Disruption' with Shane Cragun. We carry reviews of both, as well as an account of the valuable thoughts that Kate and Shane offered at the MAP Convention where they were both Keynote Speakers.

Also a Keynote Speaker at the MAP Convention was Raj Kumar, our Blue Ocean Strategy expert from Malaysia, and we carry a detailed interview with him in which he has addressed some of the top-of-mind issue of the day.

Brian Tracy, the grand ol' man of high performance selling, came to Pakistan as well at Octara's invitation, regaling the large and knowledgeable audience that gathered at his workshop and seminar with many priceless pearls gleaned during the course of his many travels.

We are now all set to welcome and celebrate our old friend Ron Kaufman whose laser beam focus on service standards is of great importance for Pakistan as it endeavors to join the ranks of the First World. Also in March 2017, we intend to bring back our old friend Dr. José Luis Cordeiro to introduce to us in Pakistan the concept of Exponential Organizations - ExOs. ExOs are a new breed of business built to benefit from the rapid development in technology and thrive in this new environment. ExOs will displace and ultimately replace traditional businesses by operating at orders of magnitude better, faster and more cost effectively.

The China-Pakistan Economic Corridor, also known as CPEC, is bringing the world to Pakistan in no uncertain terms. It is clear that if we are to survive, and indeed profit, from this overseas deluge, we will seriously have to raise our game by more than just a few notches in the critical area of human resource development. Octara sets a high bar for corporate performance through the workshops, seminars and conferences that it organizes in collaboration with the best thought leaders in the world.



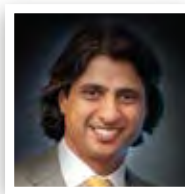
Thank you very much for your patronage, and we look forward to your feedback.
Happy New Year! 😊

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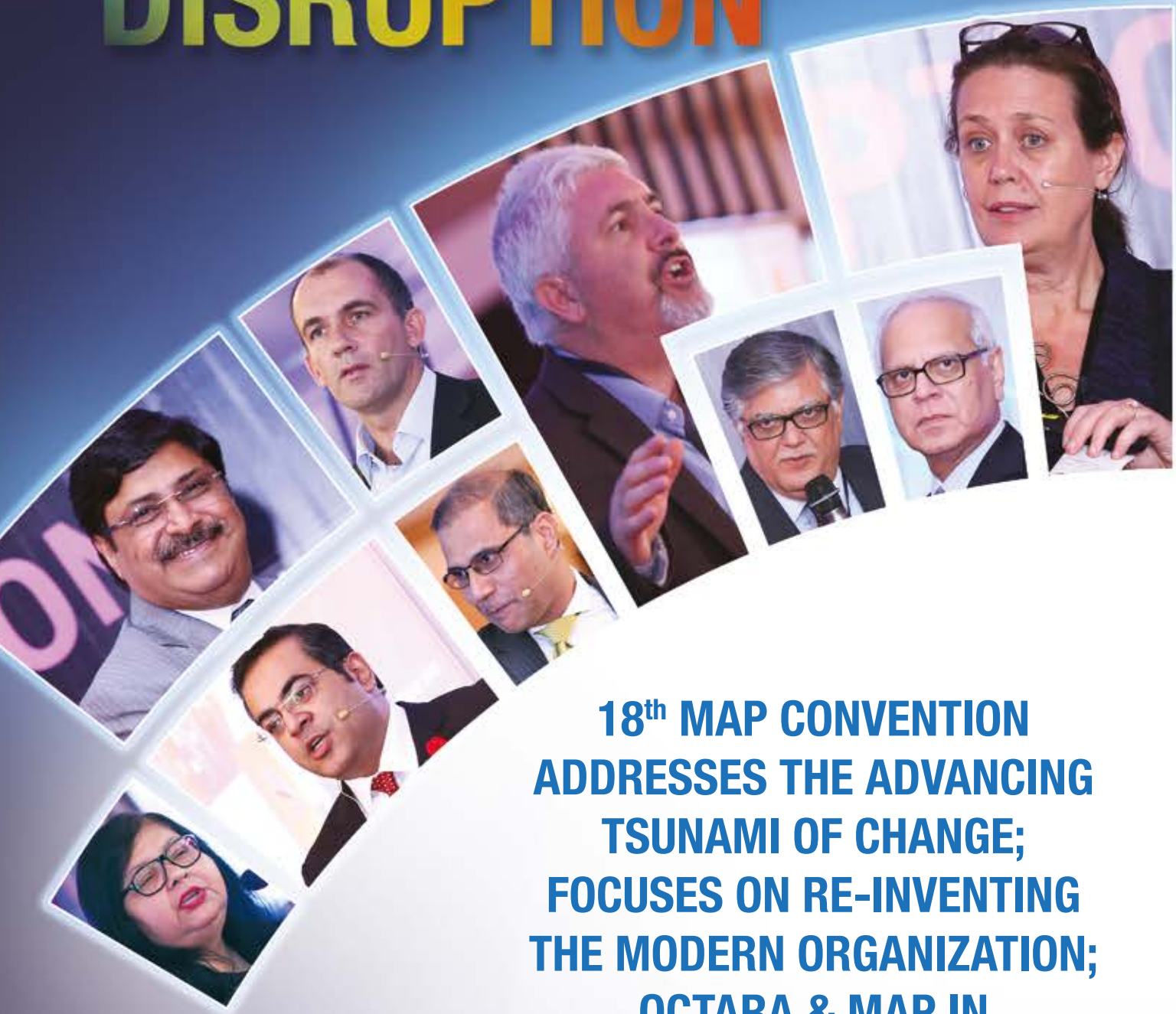
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18th MAP CONVENTION 2016

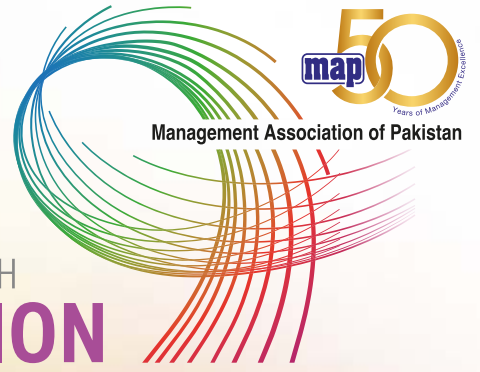
DANCING WITH DISRUPTION



**18th MAP CONVENTION
ADDRESSES THE ADVANCING
TSUNAMI OF CHANGE;
FOCUSES ON RE-INVENTING
THE MODERN ORGANIZATION;
OCTARA & MAP IN
HIGH-ENERGY TANGO!**

The grand ballroom was brimful with corporate warriors both male and female. These were all high value human assets with the potential of becoming effective first responders as and when the promised Tsunami of accelerating change hit our shores.

This was not a strategy session. Those would come later. On the 28th of September 2016 the Movenpick Hotel was the setting for a real-time face-to-face with knowing the 'enemy', no holds barred. There was going to be



18th MAP Convention DANCING WITH DISRUPTION

RE-INVENTING THE MODERN ORGANIZATION



National Anthem

no sugarcoating the enormity of the situation in hand.

Battle hardened 'gurus', with hindsight and foresight as their weapons of choice, had been gathered from the four corners of the globe by Octara and its dynamic duo Jamil Janjua and Muhammad Arif for this annual MAP Conclave, the 18th such in an unbroken series.

They would map the terrain and render advice on how to deal with disruption for the younger sets of corporate warriors yet to be bloodied in battle.

Mental and physical agility were clearly at a premium, with the ability to see the ball early and go with the flow, much as in Judo, flagged as the top priority. When you have a strong wind you don't build barriers, you build windmills, said one guru.

Formidable Line-up

From the United States of America we

had the crème de la crème of the Ivy League represented by Kate Sweetman and Shane Cragun, co-authors of the book 'REINVENTION' that lays out the latest thinking on how to cope, and indeed profit from the phenomenon of accelerated change.

From Malaysia came Raj Kumar, the champion of Blue Oceans and the search for competitive advantage.

Seasoned global campaigners included Wajahat Husain (President & CEO, UBL), Dr. Daniel Ritz (President & CEO, PTCL), Dr. Zeelaf Munir (MD & CEO,

EBM), Dr. Asim Jamal (Country Chair & MD, sanofi-aventis Pakistan), Adnan Shahid (Chief Commercial Officer,





PTCL), Jehan Ara (President, P@SHA & The Nest I/O), Humayun Bashir (Member Executive Committee MAP), Sarfaraz A. Rehman (Member Executive Committee MAP), Shahzeb Mehmood (CEO & GM, RB West Asia), Saquib H. Shirazi (CEO, Atlas Honda), Furqan Qureshi (Coach & Consultant), Khurram Khani (Group Head Information Technology, IT Division, UBL), and the host and president of MAP Syed Masood Hashmi, ably and amply assisted by the MAP Executive Director Salah Uddin.

In the audience, at the head table, sat Khalid Awan, Chairman of the logistics behemoth TCS, and the visionary engineer-pioneer who has built this vast enterprise from scratch and in the process laid the foundations of Pakistan's logistics sector. If anybody in the audience knew what it was all about to dance with disruption then it was him, having done it for three decades and more, harnessing the energy of sometimes stormy winds of change, building windmills instead of barriers with quantum growth the outcome by the grace of Allah.

Wajahat Husain

United Bank Limited was the Platinum Sponsor and chief enabler of this critical



Convention, and its President & CEO Mr. Wajahat Husain delivered an impactful opening statement in his keynote address.

The age of disruption is upon us, he said, and the VUCA environment is a fact of life. Volatility, Uncertainty, Complexity and Ambiguity had come to define the challenge of doing business in the contemporary world, and the exponential age would see technology disrupt most traditional industries in the next decade or so. "UBL is acutely aware of the need for effective management and constant reinvention, and takes pride in being ahead of the curve ever since its inception in 1959, emerging as a pioneer in branchless banking with over 40,000 agents across the country enhancing the outreach of UBL's 1350 branches." *Those who have danced successfully with disruption have solid business foundations*, said Mr. Wajahat Husain. "UBL has earned its reputation as a progressive and innovative bank."

Shane Cragun

The three Keynote Speakers occupied center stage during the course of the



day, with Shane Cragun launching a blistering attack on the status quo first thing in the morning, drawing heavily from the book 'REINVENTION' which he has co-authored along with Kate Sweetman. The Ballroom bristling with corporate warriors was rendered shocked and awed by Shane's relentless rendering of the bad news that would come riding on the back of accelerated change if we failed to bob and weave with greater agility and align for the massive disruptions that the coming times were sure to bring with quantum gains in technology and Nature's flexing of muscle through global warming and climate change.

There was no option anymore. Each one of us would have to leave our comfort zones and assume action stations at the battlefield. Instead of trying to stonewall the advancing Tsunami of change and being utterly swamped in the process, we would have to adopt a strategy of going with the flow and riding the crest yielding quantum growth.

Judo was Shane's weapon of choice; developing the ability to dance in step with a force much larger and greater than oneself and looking for opportunity to maneuver and gain advantage, rather

than taking it head-on and being rendered senseless.

Shane raised the curtain on his and Kate's Reinvention Formula wherein Reinvention is equal to 'Dissatisfaction' multiplied by 'Focus' multiplied by 'Alignment' multiplied by 'Execution', and all together multiplied by 'Leadership' operating as the Force Multiplier. The sum total of this must be greater, far greater than the Cost of Change for reinvention to happen.

$$\text{REINVENTION} = (\text{DxFxAxE})\text{L}>\text{C}$$

Kate Sweetman

Kate Sweetman brought up the rear and was the last speaker of the day, applying soothing balm to corporate warriors reeling under the impact of tidal waves that had hit them during the course of the day. She spoke of Stora, the Swedish company founded in 1260 and still going strong due to its incredible ability to change with the times.

We are naturally inclined to do things the way we have always done them, and it's the job of leaders to work on mindsets



so they are more alive to the changing environment around them. She gave the example of the British and Norwegian race to be the first nation to reach the South Pole, and how Englishman Robert Scott's rigid mindset lost him his mission and his men, while Norwegian Roald Amundsen was more sensitized to the environment he and his men would be encountering and succeeded with all hands on deck and alive and well at the end of the mission. How do we deal with newness is the big question, the answer to which lies in 'The Leadership Code', a book that Kate Sweetman has co-authored with Dave Ulrich and Norm Smallwood and which had been the subject of much discussion earlier in the year.

"We suggest there will be only two leader-types in the 21st century," she said. The Leader-Accelerator will blow life into and inspire both people and processes, and the Leader-Decelerator who will suck life out of everything and everyone." Of the latter we are unfortunately all too aware of in Pakistan.

Raj Kumar

Holding the middle ground was Keynote Speaker Raj Kumar, CEO at the UCSI Consulting Group and a certified

member of the global Blue Ocean Strategy Community of Practice based in Malaysia. Raj Kumar laid out his concept of **Strannovation** wherein Ad-hoc and Proactive comprise the two sides of the leadership matrix, with leaders beset by the Ad-hoc mindset gravitating to Reactive and Defensive measures, while those possessing a Proactive bent of mind favoring Reconstruction and Disruption, with Reaction and Reconstruction falling under the purview of Strategy, and the decision to Defend or Disrupt drawing upon Innovation.

Raj Kumar peppered his presentation with case studies from Malaysia (ride sharing), China (electronics) and Singapore (tableware), confidently asserting that Asia is the new engine of economic growth for the world, and we must stay focused on developing innovation eco-systems.

Global executives provide insights

During the course of the day Wajahat Husain, Dr. Daniel Ritz, Dr. Zeelaf Munir, Adnan Shahid, Dr. Asim Jamal, and

Jehan Ara delivered engrossing presentations on the state of their sectors and what to expect in the days, months and years to come. Dr. Ritz spoke of how he keeps his 20,000 employees motivated at PTCL, while his chief commercial officer Adnan Shahid gave the details of the PTCL operation that had put 23 million televisions in 30 million households.

Dr. Munir asked the question why fix it if it aint broken? Change has its enemies she warned, pointing out that courage was in shorter supply than genius. She said she had created a disruptive freethinking space at her factory in Korangi, and a gym to keep her people fit. Jehan Ara had just returned from California and pleaded to being jet-lagged. Technology was allowing for collaboration, she said, and there was great opportunity for Pakistani tech practitioners.

Dr. Asim Jamal spoke of how technology had enabled disruption, and the great potential that Pakistan's pharma industry had and which was waiting to be leveraged for national benefit.

Panel Discussion – the more things change the more they remain the same?

The Panel Discussion comprised Humayun Bashir acting as moderator and Sarfaraz A. Rehman, Shazeb Mehmood, Saqib Shirazi, Khurram Khani



Zia Ijaz, Group Executive, Retail Bank, UBL with his team

and Furqan Qureshi comprising the panelists. The panel produced some thought provoking material. It found a need to focus on what's not going to change, like cost consciousness. People will still want a cup of tea they like and a price they like. The question that beckoned was what does the customer want? There was not enough emphasis on people was the general consensus.

There is a huge question mark on how things are happening the way they're happening.



Dr. Zeelaf Munir, MD & CEO, EBM with her team

*Syed Masood Hashmi,
President MAP,
presents mementos to:*



*Shane Cragun, Founding Principal
SweetmanCragun, USA*



*Dr. Daniel Ritz
President & CEO, PTCL*



*Dr. Zeelaf Munir
MD & CEO, EBM*



*Zia Ijaz, Group Executive
Retail Bank, UBL*

*Syed Talib Karim
Member EC MAP
presents mementos to:*



*Humayun Bashir
member EC MAP*



*Saqib H. Shirazi
CEO, Atlas Honda*



*Taher G. Sachak
MD & CEO, EFU Life*



*Shazeb Mahmood
CEO & GM, RB West Asia*

*Sarfraz A. Rehman
Member EC MAP
presents mementos to:*



*Raj Kumar
CEO, UCSI Consulting Group, Malaysia*

*Amir Abbasi,
member EC MAP
presents mementos to:*



*Kate Sweetman, Founding Principal
SweetmanCragun, USA*



*Jehan Ara
President P@SHA & The Nest I/O*

*Jamil Janjua, CEO, Octara
presents mementos to:*



*Muhammad Nasir Ali Syed
CEO, Pak-Qatar Family*



*Mohammad Faisal Hafeez, SVP & Head of
Operations, Al-Meezan Investment*



*Fatima Zakir, Manager Corporate
Communications, Jang Media Group*

*Salah Uddin, ED MAP
presents mementos to:*





Dr. Daniel Ritz, President & CEO, PTCL with his team



Team MAP and Team Octara

Disruption was desired at the policy level much more than the technology level in Pakistan, and also elsewhere in the world. Old industries were very valid in

Pakistan today, and Pakistanis were amongst the top ten video watchers in the world. The next wave of technological disruption in the coming

five to ten years will take away another 100 million jobs. Disruption has always been there throughout human history, but in the present day and age it has been amplified requiring speed over perfection. Testing times were already upon us. The private sector had polished up its act, and the public sector was groaning and moaning under the strain of non-performance. Change was inevitable, and the more accelerated and disruptive of the status-quo it was the better for the nation. The law of the business jungle stood out in this melee. Quickly adapt or perish. ■

Report filed by **Adil Ahmad**
(Correspondent, Octara.com)



*Khurram Khani
Group Head IT, UBL*



*Furqan Qureshi, Management Consultant
at furqanqureshi.pk*



*Sarfaraz A. Rehman
member EC MAP*



*Iqleem-uz-Zaman Khan
Assistant GM, CDC*



*Syed Shahzad Shah
EVP Marcom, PTCL*



*Umber T Ansari, Head of Marketing &
Distribution, UBL Funds*



*Dr. Asim Jamal, Country Chair &
MD, sanofi-aventis Pakistan*



*Muhammad Amir, Department Head of
Corporate Business Operations, Jubilee Life*



*Sardar Naufil Mahmud
CIO, K-Electric*



*Abbas Sajjad
Head of Sales, Atlas Asset Management*



*Atta ul Hai Khan
Technical Manager, Pakistan Cables*





*Dr. Khalid Riaz, Dean, Faculty of
Business Administration, CIIT, COMSAT*



*Hassan Bin Rizwan, Project Director
SABAQ (An initiative of Multinet Pakistan)*



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REINVENTION

Accelerating Results in the Age of Disruption

Co-authored by Shane Cragun & Kate Sweetman, Reinvention addresses the pace of accelerating change in the modern day world, and how to best cope, indeed profit from it at both the individual and organizational levels. The future belongs to the brave is an age old adage, and the brave is invariably the one who is prepared.

Amongst the formidable array of rave reviews from the world's thought leaders, the one that best sums it up in my opinion is by Stephen M. R. Covey, the New York Times best-selling author of 'The Speed of Trust' and co-author of 'Smart Trust.' He says "REINVENTION is a terrific book that gives readers a complete picture of all of the elements needed for quantum change to happen and to stick. I specially appreciate the author's clear demonstration of how leadership is a force multiplier to every other element in their reinvention formula – at both the personal and organizational level. This contribution alone distinguishes it from other books on change. Filled with both insight and application, this engaging book delivers useful models and examples that are extremely relevant for our times. Well done!"

It's a weighty tome full of absorbing case studies and the quantum of derived wisdom makes for a veritable feast. Having been a bit of a martial arts student myself in the field of Taekwondo, the co-authors Judo metaphor, when describing the best way to handle large scale change, struck a particular chord with me.

Judo is the only martial arts form that is defensive in its attack; write the co-authors Shane and Kate. "The premise of Judo is to use the force of the attacker to your advantage." Judo originated in 1880 when its founder, Jigoro Kano, was motivated to stop

attack will cause him to lose his balance, his power will be reduced, and you will defeat him. This makes it possible for weaker opponents to beat significantly stronger ones."

Reinvention Judo Champions leverage incoming global shockwaves to their benefit. Their willingness and ability to proactively confront major disruption enables them to not only survive but also thrive and accelerate results. This leads to competitive advantages and widened economic moats that are intangible in nature and difficult for competitors to copy.

Shane and Kate have provided so much food for thought in their book, and it is of such potency that the case for a warning sign could well be made. But it's a benign sort of potency, a survival kit to weather the many storms brewing, and not just on the horizon. To get ship-shape and inculcate the kind of forecasting ability and mental and physical agility that will ensure a place well ahead of the curve on an ongoing basis.

The book is rich in case studies, each a priceless pearl in its own right, each qualifying as my personal favorite! To savor these one will just have to buy the book. Let me end this review on the Cragun-Sweetman Reinvention Formula which advocates that five crucial elements be addressed and mastered for quantum and effective change to happen. These elements are Dissatisfac-



Kate provides a uniquely valuable international perspective on Leadership and Organizations, having an extensive history researching, facilitating, advising, and publishing on multiple aspects of client work around the globe. Her first-hand experience with world leaders, Fortune 100 organizations, and Asian multi-nationals provides a substantial foundation for insights that extend beyond borders. Kate was listed as a Thinkers50 for her body of work throughout her career. She co-authored the best selling business book The Leadership Code.



Shane is a recognized expert in designing highly effective organizations to achieve remarkable results. His passions for strategy, culture, leadership, employee engagement, and organizational change and high performance have made him a sought after authority and coach for

progressive organizations. Many of Shane's client undertakings have won post-project awards for improved performance, such as the JD Power & Associates and Computerworld Smithsonian Awards. He co-authored the innovative business book The Employee Engagement Mindset.

bullying in local schools amongst students. He knew Jujitsu, but wanted something more effective where a smaller force could defeat a larger force. Central to Kano's vision for judo was the principle of "seiryoku zen'yo", translated as "maximum efficiency, minimum effort".

He stressed many principles of his new martial art, but nothing as powerful as this: "Resisting a more powerful opponent will result in your defeat, while adjusting to and evading your opponent's

tion, Focus, Alignment, Execution, and Leadership. With Leadership acting as the Force Multiplier, these five elements must combine to create an outcome that is greater than the Cost of Change, the greater the better. Hence Reinvention (R) = {Dissatisfaction (F) X Focus (F) X Alignment (A) X Execution (E)} > Cost of Change (C). Go figure ■

Book Reviewed by **Adil Ahmad**

KARACHI HOSTS

BRIAN TRACY

COURTESY OCTARA;

HIGH PERFORMANCE SELLING

IN THE CROSSHAIRS

Brian Tracy is a well travelled and internationally recognized speaker, author and success expert who has seen the world of sales from up close, consulted for more than 1000 companies, and addressed more than 5 million people in 5000 live talks and seminars throughout the USA, Canada, and 72 other countries worldwide including Pakistan. Scary travel advisories with regard to visiting Pakistan don't scare him, and Brian has been to Pakistan on several occasions and loved it each time!

Brian says he never had any other career option except sales, and cites survival and the making of enough money to eat as the motivation for choosing this particular line of work. As regards the crux of his message to the Pakistani people where selling to the world the soft image of Pakistan is concerned, Brian says it's simply a matter of hard work and dedication.



He springs a surprise when he says that the world does not have a negative view of Pakistan. "Most countries don't realize that the world doesn't think about them very much. Pakistan is a good country full of very intelligent, talented and skilled people, and it has a great future."



Brian cites reading as his dominant extracurricular activity. When asked whether his sales advice and technique had made him a millionaire many times over, he answers that he is a very successful person, thank you very much!

Brian has conducted high level consulting assignments with several billion-dollar corporations in strategic planning and organizational development. He is happily married and has four children, is active in community and national affairs, and is the President of three companies headquartered in Solana Beach, California.

The Octara full day seminar gathered over 120 corporate warriors from 60 business houses on the key issue of high performance selling. Interspersed with high-teas and lunch, the attendees were treated to some earthy wisdom that bore the hallmark of Brian's priceless experience as a roving global guru. "Everybody who is rich today started out poor," he said, adding that one did not need anybody's permission to improve oneself. The first experience registers itself in the subconscious mind, and the first

“Many sales people are just 1 degree away from making a sale. It's worth remembering that water boils only at 100 degrees, and not at 99 degrees. Show, tell, and ask questions. Most sales people never ask questions. 'Ask' is the most important word in the world of sales”

impression is the most powerful and made in the first five seconds. "There is no making a second first-impression."

Brian dwelt upon the golden triangle of selling built on relationship, consultation, and education. Be more a friend than a salesperson; be an advisor; be a teacher. When you're teaching a person, his or her sales resistance is absent.

"Many sales people are just 1 degree away from making a sale. It's worth remembering that water boils only at 100 degrees, and not at 99 degrees. Show, tell, and ask questions. Most sales people never ask questions. 'Ask' is the most important word in the world of sales."

There are 25 ways of pricing a product and we only use one, says Brian, and talks about the radical price of free. "Nobody can sell anything on the Internet without free sampling." Getting referrals in advance of making sales calls rank very high in Brian's scheme of things. "Successful companies do 85% of their business through referrals. Call and thank the source of the referral and send him or her a gift. Good food makes for an excellent gift. It generates happiness in the recipient and releases endorphins. The easiest sale to make is to resell to a happy customer."

Brian Tracy's parting piece of advice was to stay away from negative and difficult people, and visualize yourself performing perfectly. Makes perfect sense. Thank you Brian Tracy. ■

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*Interviewed by Adil Ahmad
Correspondent octara.com*



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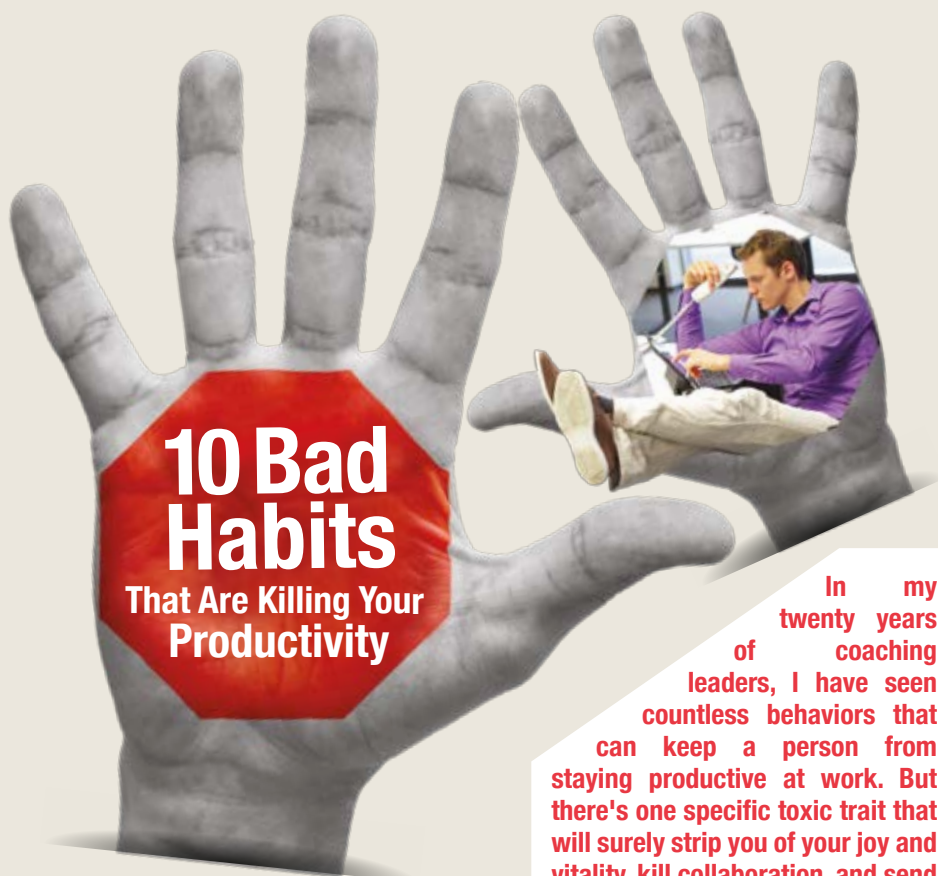
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10 Bad Habits That Are Killing Your Productivity

In my twenty years of coaching leaders, I have seen countless behaviors that can keep a person from staying productive at work. But there's one specific toxic trait that will surely strip you of your joy and vitality, kill collaboration, and send your best people packing. Perfectionism.

Perfectionism silently stifles productivity by showing up in self-defeating thought patterns that are pretty easy to recognize in yourself, if you're willing to self-diagnose.

So let me ask you, have you ever been labeled a "perfectionist"? As if you're going to admit that, right? Seriously, though, you know yourself best. Do you consider yourself to be one? How will you know? Well, if you've gotten this far, chances are you're probably curious enough to know if you are one, or you already know that you are one, and you want to stop!

To find out, look for these ten toxic traits of perfectionism showing up in your actions:

This comes from having an unhealthy attachment to others' opinions. You feel that if your flaws are exposed, others will reject you.

1. Your goals or standards are too high.

They're so high, in fact, they are often unrealistic. If you can't be the very best, you sometimes give up.

2. You see any mistake as a failure.

If someone does something better than you, you feel that you've failed. You might also conceal your mistakes from others. There's some shame rooted in this that you will need to unpack.

3. You feel uncomfortable in your own skin.

This especially happens whenever you don't achieve your definition of perfection.

4. You don't like taking risks.

Because if you do, there is no guarantee you can do the task or solve a problem perfectly. So you end up sticking with safer tasks because you know you can get them done.

5. You are obsessed with results, results, results.

You don't enjoy the process of learning and working, trying new things, or considering other people's ideas. You only care about the result.

6. You often exhibit all-or-nothing thinking.

Basically, either something is perfect, or it's a failure.

7. You don't handle criticism and feedback well.

8. You apply your own unrealistic standards to those around you.

When others don't meet your expectations, you become critical of them. As a result, it may be hard to keep good relationships with people who will trust you.

9. You don't delegate.

Since you worry about other people not doing the task "as perfect" as you, you have a difficult time delegating away tasks to people who may actually be as competent as you.

10. You procrastinate.

By worrying about doing something imperfectly, you become immobilized and fail to do anything at all! This leads to more feelings of failure, and now you're caught in a vicious cycle.

The Solution.

1. Set realistic goals.

Come up with several long-term goals --one to five years -- and then break these down into yearly, quarterly, monthly, and even weekly goals. It can feel great to complete smaller goals along the path so it doesn't feel like you're staring up at Mt. Everest.

2. Listen to your emotions.

If you're feeling anxious, scared, or stressed about a decision, ask yourself whether you've set the bar too high. Your emotions may be telling you that you're trying to hit an unrealistic target, which may lead to self-sabotage.

3. Don't fear mistakes.

Look at your mistakes as a part of your evolution, which can provide tremendous learning experiences. But first, you need to have the courage to examine them; so learn from each mistake you make. You'll grow as a result. I love this quote from Elbert Hubbard:

"The greatest mistake you can make in life is to be continually fearing you will make one."

4. Readjust your personal rules.

Identify one rule you live by that's rigid, unfair, or unhelpful. Now reword it to be more helpful, flexible, and forgiving.

5. Watch black-and-white thinking and words.

Be careful of using black-and-white thinking or verbalizing these thoughts; it will often lead to unrealistic expectations. Ask yourself, "Am I thinking in terms of extremes?"

Conclusion.

As a leader, it's really important you understand that perfectionism can rob you of a productive life and of your creativity. It can also lead to various health problems (and even death), according to the latest research. ■

by **Marcel Schwantes**
Principal and Founder, "Leadership from the Core"



“Quickly adapt or perish is the law of the 21st century business jungle”

- Kate Sweetman

She's the quintessential small town girl who has made it big, and is in full flight living her dream in an area of endeavor that is critical to the very survival of the species – Leadership. On her way to her present designation of Founding Principal & Chief Client Officer of Sweetman-Cragun, Kate Sweetman has developed a formidable list of accomplishments, with her most recent claims to fame being the Co-Authorship along with Dave Ulrich and Norm Smallwood of the global best seller “The Leadership Code”, and “REINVENTION - Accelerating Results in the Age of Disruption” co-authored with Shane Cragun.

She graduated from Yale University with a major in English Literature, and got an MBA from Harvard Business School. Kate is the Former Editor of Harvard Business Review (HBR), and named by the “London Times” as one of the World's Top Emerging Management Gurus. She is Visiting Lecturer & Student-Coach at MIT's Legatum Centre for Entrepreneurship, and her work has been published in HBR, Forbes, Sloan Management, The Asia Pacific Economic Times, and the Boston Globe. She has completed the first ever comprehensive Report titled “The Asian Leadership Index”, and has 20 years of experience of developing strategic leadership programs. Kate has worked across the Americas, Middle East and Asia. While she has lived overseas only in Malaysia for three

years, Kate has traveled to over 40 countries and taught in 25, 26 including Pakistan!

INNOVATING AROUND LEADERSHIP DEVELOPMENT

What we are trying to do at Sweetman-Cragun is innovate around leadership development. We have these workshop experiences which are really meaningful, but then we go back into this environment where it is hard to do anything different. So, in addition to bringing more ideas to people we're trying to bring more methods to people that makes the work that we do more readily available.

“If you want to change an organization you have to change the individual, and strike them at the right time when they're ready to change which we cannot predict on the training and development schedule. But what we can do even more effectively is to try and come at them intellectually and emotionally and experientially, because everybody learns in different ways. You don't know exactly when the light bulb's going to go off for somebody. When we do a three days program some people get it on day one, others on day two, and some on day three when they've been worked upon enough. But then they have to face this learning chasm when they go back into an environment which is not necessarily conducive, even hostile to this enlightenment that they have received. How long can you remain energetic around that?”

SHIFTING THE DNA OF AN ORGANIZATION

“So how do we help people cross that chasm and stay on the path to change, and have a larger impact upon the larger organization? We live in this wonderful world of technology. The book I co-authored is called the ‘The Leadership Code’ which is kind of like the Da Vinci Code! That was Norman's idea! Then I used to write a blog called Decoding Leadership which helped people understand that what was going on around them was actually a leadership learning opportunity. Now Shane and I are working on encoding leadership which is about how do we help shift the DNA of an organization to be what it needs to be to succeed in this world. It's now being accepted that it's not just your genes but also your learning, and what actually happens to you in life does affect your genes and this gets passed on. So we're saying let's affect the epigenetic of the organization and see how we can make it happen faster.”

“You were probably good in school. I was good in school. What about me was valued that I got into Yale and Harvard? What was valued about me was that I could keep a lot of stuff in my head and make order out of it. I find that even though I took particular pride in doing that, I don't bother doing it any more. I rely very much on my external hard drive that fits in the palm of my hand. What I do now is that I make myself aware that there is something out there, but I don't really need to

remember it the way I used to do. I just need to know it's out there and access it any time I want. Don't you find that's true? I use my mind differently because of this, and I think it's fabulous, and I don't know how we survived without the Internet before! I love being able to get the facts. Isn't it great? Before I used to call my Dad! He's a really smart guy. I'd ask him when was it that Scott got to the Antarctic? And he'd say it was in 1911, but it was more like 1912 by the time he got there. So, my father was my external hard drive. And now that I have this technology I find I am not alone. This is how everybody functions."

ENCODED LEARNING PLATFORM - BECOMING TACIT

"So, we thought that maybe we should just raise the issues in the classroom so that people are aware that these are the issues, and we give them an idea of what the solutions are, but we don't expect them to imbed it into themselves right there and then. That is how I function personally, which is I make myself aware of it and then access it later. We have created what we call an encoded learning platform. We have a Silicon Valley partner and he has got a wonderful technology that enables us to put on it short episodes that further inform and also reinforce stuff that we want people to learn. We would argue that whatever the company wants you to learn we can create an encoded learning on that which is a highly interactive, quiz based, gamified video, audio, visual series of half an hour episodes which participants can visit every week and come at the problem from different angles. We are looking at how people learn. How does something become tacit? This thing that we're trying to learn has to move from something that we have really to think about to something that's automatic.

"If you're a good writer then it's partly because you're built that way, and mostly because of practice and feedback, and editors chewing you up! That's how it gets good and you become fluent, and it's not hard anymore. I watch my girls write an English essay and its torture for them! And for me it's a no big deal because I do it all the time! I've got years on them and I've done a lot of writing, so for me to knock off a paragraph is no big deal, but it is for them because it's not tacit knowledge for them yet. Over time if they keep at it then it will become tacit.

GETTING THE BEST OF DIVERSITY

"So our question is how this leadership stuff becomes tacit knowledge for people so that when something happens they have an automatic response? They don't first say 'oh, this is a leadership opportunity! What kind of leadership opportunity?! What information do I need to have? What's my process?' One thing we know is that things become tacit when one has a lot of exposure to them and from a lot of different angles. How do you get the experience, and quickly? And how do you get your whole organization to have an experience quickly so that you're actually talking about the same thing at the same time in a similar enough way so that you get the best of diversity from different ways of thinking, but you don't have the worst of diversity which is a whole lot of assumptions and values, flailing at each other and missing the point? So I don't think it diminishes diversity by people having a common understanding of the six blindfolds or a team process model, or how you quickly get to working as a team.

"Our coded learning platform enables people to get a lot of practice. We would have a protocol in place for people going through the 12 modules for just half an hour a week. That's not too much to ask. There has to be accountability otherwise people won't do it. The CEO or team leader will need to be checking in every week. We would have a reporting matrix that would say 'Yay! They watched it.' Also we have a gamification process where you can enter into a contest which people really enjoy. You ask the questions even before you introduce the concept to prime them. Then you put a video in and have a response. There's a whole series of things you do so that it actually gets in there. Then you make a community out of it and get all the people talking the same language. That's what we're trying really hard to do.

"There are companies in the world that pour a lot of money into training and development, but for companies that cannot afford the expenses this would be a really good opportunity to get ideas out there and get things going without a huge investment. For larger organizations that are trying to make a lot of culture changes happen this becomes a vehicle for making it."

Setting up shop in Dubai would make a lot of sense, says Kate. "Shane Cragun is my partner in the SweetmanCragun

enterprise. He is more of a change manager. He used to be head of global delivery for the Covey organization and Stephen Covey's son David was head of sales. When Stephen Covey died there were many changes and both Shane and David left but they're still good colleagues. David has revived the 100 country distribution network that they had, and he seeks high quality intellectual property to put out there. With technology you can go global much more quickly. We're being represented by www.smcov.com that is a terrific organization."

COURAGEOUS KATE!

Your US travel advisory would have warned you against travelling to Pakistan, so how come you're here?

I confess that when I first received the invitation from people I had never heard of before my reaction was 'no way!' Then I got onto the website and saw that Peter Senge had been in Pakistan. I thought I'd keep an open mind, and I spoke on the phone with Jamil Janjua and Mohammed Arif at OCTARA, and found them to be really delightful guys. They were very nice people you could just tell, and when I asked the question about security they said it was okay. I thought they'd have to be terrible people to invite me over if I was going to be in danger. Maybe the State Department was out of date and CNN was wrong. I love seeing the world, and having been here every single interaction I have had from the bellhop to the people in the classroom has been really nice, and I wouldn't have wanted to miss that." Thank you Ms. Kate Sweetman! It's been both a pleasure and a privilege talking to you.

Kate Sweetman loves hiking in the Blue Hills just outside of Boston with her dog. She loves gardening and cooking, and is known for her chicken pot pie. She likes to bake, and enjoys comfort food. "I love being in a place and reading a great novel about it. It's fiction of course, but it's still true in terms of its characterization of the culture and the place." Mohammed Hanif's 'Exploding Mangoes' beckons, as also does 'The Reluctant Fundamentalist' by Mohsin Hamid.

Thank you Ms. Kate Sweetman! It's been both a pleasure and a privilege talking to you. ■

www.sweetmancragun.com

Interviewed by **Adil Ahmad**
Correspondent octara.com

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FIVE RULES TO LEAD BY

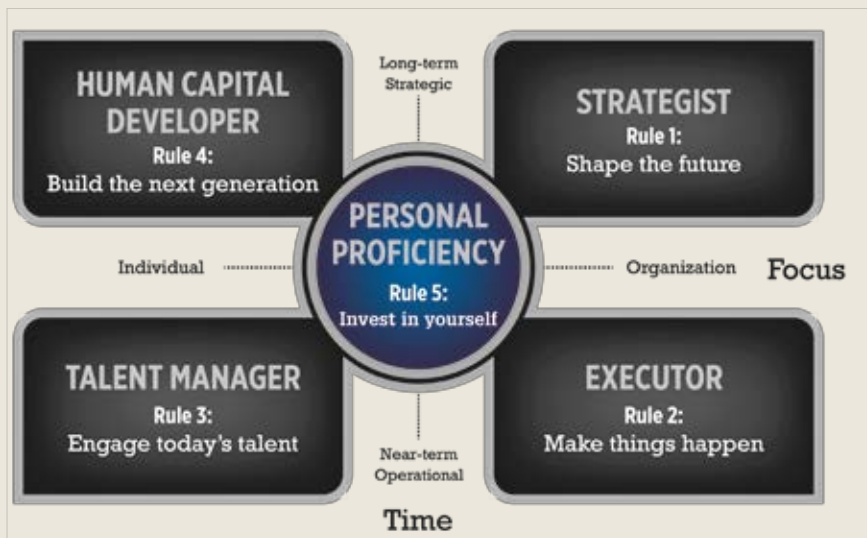
- The Leadership Code

Kate Sweetman styles herself as the Founding Principal & Chief Client Officer of Sweetman Cragun whose tagline reads 'Leadership for a World in Motion'. Along with Dave Ulrich and Norm Smallwood, Kate has co-authored 'The Leadership Code'. Based upon this book OCTARA organized a full day workshop conducted by Kate Sweetman in person who flew to Karachi direct from Boston, Massachusetts via Dubai.

What makes a great leader is the question the book poses. Looking for 'clear and simple' answers that we need for our daily work life, the co-authors drew on decades of research experience and conducted extensive interviews with thought leaders in this field, hearing time and again the same five essentials which took the form of 'The Leadership Code'. Rule 1 – Shape

traction within the organization.

Rule 2 being an executor and delivering results, calls for building teams; following a decision protocol; ensuring accountability; ensuring technical proficiency; and making change happen. The 6 blindfolds inhibiting successful execution are identified as Arrogance; believing problems don't exist; dismissing competitors' success; negative feedback not acknowledged here, an attitude that creates an inability to face the brutal facts and make the right choices; we know what's best for the customer. These blindfolds are self-imposed. The viruses behind the blindfolds are listed as turfism; making it personal; command and control; rearview mirror; false positive; not invented here; diversity; distraction; what? Me learn?; overly consensus driven; high-powered distance (top



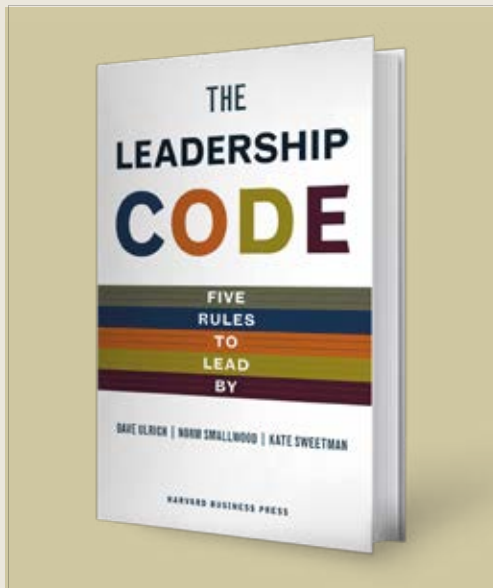
the future, be a strategist; Rule 2 – Make things happen, be an executor; Rule 3 – Engage today's talent, be a talent manager; Rule 4 – Build the next generation, be a human capital developer; Rule 5 – Invest in yourself, focus on personal proficiency.

Rule 1 shaping the future, requires staying curious and developing a point of view about your own future; inviting your savviest outsiders inside; engaging the organization since no one person knows enough; and creating strategic

down).

Rule 3 engage today's talent, lays great emphasis on the ability to communicate and connect the individual to the organization; strengthening others by building competency and providing resources to cope with demands; and creating a positive work environment by practicing spiritual disciplines at work.

Rule 4 being a human capital developer, stresses the provision of vision, opportunity and incentive; a feeling that



one is making a difference; a sense of community by belonging to a high performance team and a feeling of knowing what's going on in the organization; and finally entrepreneurship that gives flexibility in how work is done.

Rule 5 is flagged as the heart of the matter and requires you to rise above the details and know yourself; tend to your own character and integrity; tolerate stress; demonstrate learning agility; and know your passion and act upon it.

Ensuring better leaders and leadership requires establishing a clear theory of leadership; assessing leaders; investing in leaders; and following up to align organizational practices.

In 'The Leadership Code' the co-authors break down great leadership into day-to-day actions, so that you know



M.A. Mannan President & CEO, TCS Holdings & Jamil Janjua, CEO, Octara present Kate Sweetman with the gift in celebration of her trip to Pakistan

what to do on Monday morning. The advice on offer is to crack the leadership code and take your leadership to the next level. SweetmanCragun is now poised to deliver the goods. ■

www.sweetmancragun.com

Book Reviewed by Adil Ahmad

An Exclusive Interview for Octara.com

RAJ KUMAR on BLUE OCEAN STRATEGY

Raj Kumar is the CEO at the UCSI Consulting Group and a certified member of the global Blue Ocean Strategy Community of Practice based in Malaysia.



1. How did you come to specialize in Blue Ocean Strategy?

In 2007, I worked in a company called Creative Technologies, which was based in Singapore. During that time, I was in the company's strategy team and I read the book, Blue Ocean Strategy by Prof. W Chan Kim and Renee Mauborgne, and I was really interested in it. This interest resulted in the implementation of a Blue Ocean Strategy project called "The Learning Factory" and the project was successful.

This eventually led to my meeting with Dato' Peter Ng, who is the founder and chairman of UCSI Group. During that time, UCSI Group had just received a license to develop the consulting practice of Blue Ocean Strategy in 10 countries in 2009. I then joined the group as a certified Blue Ocean Strategy practitioner. It is a natural progression of theory into practical that bears fruits. And for the past 9 years, we have really seen how Blue Ocean Strategy creates an impactful success in businesses and society.

2. In the face of accelerating change caused in no small measure by global warming and climate change, the ability to build alliances with potential competitors has been cited as a key quality in senior management for success in business. The focus here seems to be on turning red oceans blue rather than a search for new blue oceans. Would this qualify for business collusion, and is it ethical?

In today's world, when we talk about forming alliances, it is all about collaboration. I think instead of just competing with each other, collaborating is a form of innovation. If there is a conflict of interest, it is definitely unethical but if there is no conflict of interest, it is an opportunity to



synergize with other parties and create a bigger Blue Ocean instead of competing.

Take Target, for example, a big name in the retail industry. It is not easy to innovate in an industry that is very competitive. This can be said for the big players and small retailers alike. Realizing this, what Target did was to build a strategic network that emphasized on collaborative relationships. They worked together and allied themselves with other retailers to develop joint campaigns using pop-up concept with other retailers, creating buzz while driving sales. This resulted in the generation of more sales for Target.

Examples like this showed that there is indeed possibility of a strategic collaboration, even with your competitors, which is not a form of collusion, thus no question on its ethics. Of course, this is true as long as there is no conflict of interest.

3. There is a great deal of emphasis on entrepreneurship these days, but the vast majority remains imprisoned in the employee mindset. How does one effect a change to an employer mindset?

There are 2 points that I would like to address:

First, there is nothing wrong with being an employee. You can still be a blue ocean employee and create blue oceans in your company. For example, you can create new businesses; new streams of business. If you are successful, you can end up being the head of particular division or you might become the CEO and

lead the entire company.

It is good to become an intrapreneur and I think it is something that we should know because you are given the platform to experiment, develop business prototypes and business models into something beneficial to the company. These days, I think organizations are more open to the idea of having intrapreneur as it could increase the performance of the company and expand the stream of new business.

Secondly, many companies fail to survive these days, especially in the current economy. And in terms of entrepreneurship, it becomes a challenge in the company to survive. That is why we need to have strong value propositions, sustainable business models and positive cash flows to operate the business. It's the ABC of business: Awesome Value Proposition, Business Models that are sustainable, and a strong Cash Flow.

Every great entrepreneur was once a blue ocean employee or apprentice before they become successful. As an entrepreneur, you have to go through the process of maturity to build your own business.

4. Early specialization in the education system has curtailed the ability of the individual to think out-of-the-box, a prerequisite in the search for blue oceans. How would you suggest we switch back the focus to a broader spectrum of study encompassing the social sciences and languages?

What is more important in the education



system is the ability to think, which people might lack, and this is very true in many countries. We tend to just teach students to learn within a particular stream and think inside of the box. I think it is okay to specialize in one area but there must be emphasis on balance. The focus should be 50% on the cognitive skills while the rest is on the specialization. For example, even if the students graduate with an engineering degree, having gained the skills to approach a problem with analytical mind, they can go to some other creative industry and explore many other things and not just solely focus on one area. Besides, having been equipped with the cognitive skills, can also complement their engineering knowledge.

So, the ability to think critically, creatively and



M. A. Mannan
President & CEO
TCS Holdings



Salman Akram
Managing Director
TCS



Asma Sheikh
Chief People
Officer, TCS



S.A. Rab
CEO, Greenstar
Social Marketing



Nadeem R. Malik
Deputy CEO
IGI Pakistan



Jamil Janjua
CEO
Octara

analytically is the most important thing for me.

About the idea of switching back to the broad spectrum, I think it can be done with a balance. We cannot just develop a broad education system which makes people not to recognize their area of specialty, but we also recognize that narrowing down their focus might not be good for students who are still developing. We must be able to bring something to the table, but at the same time, it must be flexible enough to have a broader perspective. I would say it is about developing a formula and dividing it into 50-50 or 70-30 kind of process.

Balance is the key here.

5. Blue oceans remain blue only until the competition catches up and starts turning them red. Is it therefore necessary to engage in continuous innovation and reinvention with a constant review of the business model? And what percentage of business around the

world do that in your opinion?

Creating a blue ocean is a continuous process and every blue ocean will eventually become a red ocean. If we have a look at other industries, it is all about a continuous innovation process. In the Blue Ocean Strategy book, there was a study of 108 business launches. It mentioned that 14% of companies were considered to be in the blue ocean while the rest of them, 86% were in the red ocean. These blue ocean companies had 38% revenue impact and 61% profit impact, while the red companies (86%) had 62% revenue impact but only had 39% profit impact.

As said by the authors of the book Blue Ocean Strategy, Prof W Chan Kim and Prof Renée Mauborgne: "There's no such thing as a permanently great company or a permanently great

industry. All industries rise and fall as do companies. However, there are permanently smart strategic moves".

6. Please share with us your school, college, and university days, subjects you excelled in and your favorite extracurricular pastimes.

I enjoyed subjects that deal a lot with thinking and cognitive skills. I excelled at all of my favorite subjects. Science subjects were always my favorite subjects. In university, I liked physics but I also like management strategy subjects and I am a big fan of Michael Porter.

My favorite extracurricular activity is swimming but I also like reading, meeting people, travelling and understanding different cultures.

7. What books are you reading these days and do you have a favorite author?

My favorite author is Clayton Christensen and I love his books on innovation. These days, I read a lot about social enterprise and "impact investing". Currently, I'm reading this book called Doing Good Great and it talks about businesses that have a very strong purpose, not just doing great but also doing good. The businesses, while creating values for themselves, also transform the society around them. I firmly think that this is the future for sustainability.

8. Please render your impressions of Pakistan and your experience with Octara.

In the beginning, I was very conservative about Pakistan, but as I went there, there was a paradigm shift and I met people who are smart and very hungry for knowledge. Pakistanis are very serious about developing their country and building blue ocean business.

My experience with Octara has been tremendous, because I think that they are very customer-centric and they are very keen to give the best to the people in the country. Octara is a purpose-driven company, very experienced with their role and they are doing it very well. ■

www.ucsiconsulting.com

Interviewed by **Adil Ahmad**
Correspondent octara.com





2016 Octara Workshops at a Glance



Octara's Premium Learning Events in the words of International Speakers



Tony Buzan

Inventor of Mind Maps!

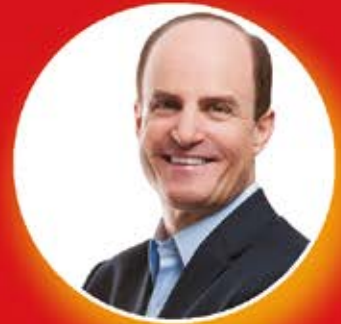
"On my seminar with Octara, I saw the environment and they designed it and it was the most creative entrance to any lecture hall that I have ever experienced. Team Octara was very efficient, but not mechanical efficient, they were flexible and they were engaged with what they were doing. If there were any difficulties, which were very minor, they would always creatively find the solutions."



Peter M. Senge

MIT, Society for Organizational Learning, & The Academy for Systemic Change.

"It was a pleasure working with Octara on my recent visit to Pakistan. They did a great job coordinating all the details and planning the content of the event. The event itself was produced in a thoroughly professional manner at a high level that would meet any standards internationally."



Ron Kaufman

Service ICON and Founder, Up Your Service

"I have worked with many event management companies around the world, and Octara is Absolutely World Class in event management for my public Uplifting Service workshops. In publicity, enrollment, on-site registration, room and stage layout, sound system, and graphic design - this company knows how to do it RIGHT."



Kate Sweetman

Founding Principal, SweetmanCragun, USA & Co-author of the book REINVENTION & the global best seller The Leadership Code along with Dave Ulrich

"I cannot recommend Octara more highly. As colleagues, they are smart, professional, creative, willing and able. They get the big and the details. They know what Pakistani business leaders need to learn to take their businesses to the next level, and they work tirelessly to support the resources that they bring in to meet that need. It is an absolute pleasure to work with Octara"



Dr. José L. Cordeiro

Rohit Talwar

"Both Jose and I had a fantastic time and thought that this was probably the most demanding - and as a result the most personally stimulating - event that we had done this year. A massive thank you to our fantastic hosts at Octara and MAP and to all of the delegates who made this such a memorable experience for us."



Lucy Cornell

Chief Inspiration Officer, Voice Coach

"It has been a wonderful experience. I shared the day elevating the voice of inspiring business leaders in Karachi, crossing boundaries of age and business seniority. Thank you, Octara, for organizing an inspiring day and all the support and hospitality given to me throughout my visit."



Brian Tracy

Success Expert, Author & International Speaker

"Octara is a good company full of very intelligent, talented and skilled people, and it has a great future."



Roger Harrop

Business Expert, Author & International Speaker, Roger Harrop Associates

"Great day yesterday- ran a CEO Masterclass, once again expertly organized by Octara-A Truly World Class company."



Raj Kumar

CEO, UCSI Consulting Group, Malaysia

My experience with Octara has been tremendous, because I think that they are very customer-centric and they are very keen to give the best to the people in the country. Octara is a purpose-driven company, very experienced with their role and they are doing it very well.



Bob Urchuck

Bob Urchuck Management

"OCTARA is the BEST at what they do! Thanks for our ongoing partnership."

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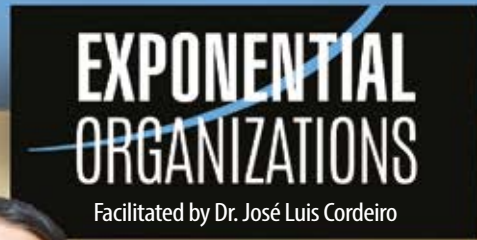


Ron Kaufman
New York Times Best Selling Author
UPLIFTING SERVICE

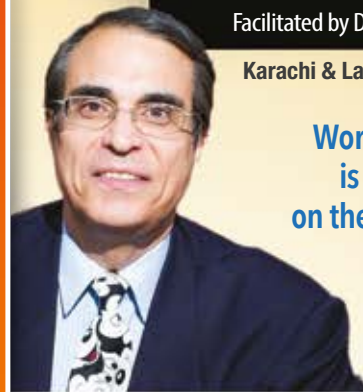
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- Ismail unveils years of research learning how organizations can accelerate growth with technology to achieve performance 10 times better than your competition
- Perfect for Entrepreneurs and senior level executives who need a guide for harnessing and strategizing the hyperactive growth of a company that feeds off modern technology in the 21st century and beyond

“Any organization built for success in the 20th century is doomed for failure in the 21st century.”
— David Ross

Dr. José Luis Cordeiro

- Visiting Research Fellow, IDE-JETRO, Tokyo, Japan
- Director, The Millennium Project, Venezuela Node
- Adjunct Professor, Moscow Institute of Physics and Technology, Russia
- Founder and President Emeritus, World Future Society, Venezuela Chapter
- Founding Energy Advisor/Faculty, Singularity University, NASA Research Park, USA



For Registration & Details:

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