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July - September 2012 / Issue 10

the newsletter



inside

"Brave New HR" Dave Ulrich

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Dear Readers,

This issue, global HR guru Dave Ulrich has graced our pages with his thoughts on the future of human resource development, and everyone involved in the pursuit of corporate excellence needs to pay close attention to what he has to say. To quote from his piece, Ulrich says "HR professionals need to become global thinkers. They need to facilitate how to make their organizations more global by creating global processes and standards, and by recognizing and adapting to local conditions." Sound advice, and critical for Pakistan's progress and prosperity.

We also have the privilege of carrying an interview with our star sales trainer Ramez Helou, & along with some thought provoking insights into the art of selling, Ramez goes down memory lane and revisits Beirut, the place of his birth that he had to leave as a teenager when it was rent asunder by civil war.

Our pages are packed with a lot more in this issue. We carry a review by our Editor of the latest addition to the stock of literature on Pakistan, '100 Business Leaders of Pakistan'. It's a brilliant compilation by Ijaz Nisar, the Founder and President of Manager Today. The book provides a rare insight to leadership within the Pakistani civil society that is engaged in the constructive pursuit of nation building, and which can be credited for keeping Pakistan vibrant in these very troubled times. Alongside, we carry an extract from the section on the TCS Chairman Mr. Khalid Awan wherein he proffers advice to the young entrepreneurs of Pakistan.

The Grid Graduates Group hosted an impressive award ceremony and dinner to welcome L. Bruce Carlson, the Global Chairman of Grid International Inc. It was an emotion filled occasion at which Mian A. Ghani, celebrated training and development pioneer and Grid Partners in Pakistan and received an extended standing ovation for his life-long service rendered to human resource development. Octara Patron Mr. Khalid Awan spoke on the occasion as well, and we carry a report of the proceedings.

Octara, with effect from August 2012, is pleased to announce Management Consulting as a new line of business, aimed at facilitating senior management in the strategy function. This new discipline will be led by Ahmed Zafar, a management professional with over 20 years of multi industry experience in emerging and transitional markets. In this issue, we carry his thoughts in an article titled Strategic Planning Managing the Future today!

Octara conducted a workshop quite off the beaten path in which Ali Saeed & Nadir Jamal held forth on 'From Ledgers to Leadership - A journey through the Finance Function,' and we carry a report on it. Octara's partner in Bangladesh, Saood Bin Masood, Managing Director, HRKites, has contributed an article on the fine art of conversation, and Ben Stevens has written about Busting Maintenance Myths. Dave Crane has chipped in with '6 Top Tips And Upgrades You Must Make For Your Business', and Paul Bridle has written about 'The Constant Leader'. Lastly, we have Lesley Everett contributing her bit on personality traits of employees to fit a job role.

Happy reading folks! And a hearty Eid Mubarak in advance!

jamil janjua, CEO, Octara & Chief Editor

Feedback: info@octara.com

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GRID International Comes to Town!

It was a dinner heavily attended by the creme de la creme of the corporate sector, Grid Graduates all, except for a smattering few who gawked in awe. L. Bruce Carlson, the Global Chairman of Grid International Inc, was present on the occasion, beaming broadly, no doubt thrilled at the traction that Grid has gained in Pakistan.

Mian A. Ghani, celebrating training and development pioneers and Grid Partners in Pakistan, spoke of the progress in training and Grid projects. Over the last four decades he has successfully developed and nurtured the field, and the Pakistan Society for Training and Development (PSTD) that he founded has grown from strength to strength. At 90 years of age, his frailty was evident, and he sometimes struggled for words. Mian A. Ghani received a fully well-deserved extended standing ovation at the end of his speech, during the course of which he thanked the patrons who had supported PSTD in its early years, and informed the audience that Grid was being imparted in 18 languages in 50 countries.

Next up was Yusuf H. Shirazi, Grid Graduate and Chairman Atlas Group of Companies. He thanked Mian Ghani for teaching him Management By Objective, and recollected the seven days residential Grid program at the Beach Luxury Hotel where participants were required to 'read three fat books!'

Khalid Mahmood, Grid Graduate and CEO of Getz Pharma, spoke of his company's experience with the Grid program. He said that Getz had put 70 managers through the 5 days program, and sensed a distinct change in performance.

Grid Graduate and Chairman TCS Khalid Awan spoke on the R2 Imperative in the Service Sector. He referred to Mian Ghani with great fondness, and said that he was one of the most inspiring people that he had ever met, who instilled pride in organization and team work in the participants. "The later it got in the night the fresher he became!"

Complimenting Ijaz Nasir on bringing out a most comprehensive compilation of '100 Business Leaders of Pakistan', Khalid Awan took great pride in the fact that in the section on Mian Ghani he had spoken in glowing terms about the TCS CEO Saqib Hamdani, in the same breath as Roshan Ali Bhimjee, Yousuf Shirazi, Razzak Dawood, Atif Bajwa, Hassan Ansari, Usman Aminuddin, and Khalid Mahmood. This was high order validation for TCS as a company.

Professor Usman A. Ghani, Grid Partner in Pakistan and the USA, spoke on the 21st Century Impetus for Social Innovation.

Mr. L. Bruce Carlson spoke of the Leadership Grid – Lessons, Leagues, and Looking Ahead. He said that Mian Ghani was revered for his contributions, and he marveled at the Dad & Son relationship that Usman and his father had, which is something very special. "Some men make, some men take, and a very few, very special men give." The richest currency in life is trust, said Carlson. "The source of trust and respect is consistent honesty and candor. This leads to increased productivity."

The evening came to a close with an awesome dinner, and the presentation of awards and certificates. ■



"Neither the business world, nor the HR competencies required to respond, are static", says Dave Ulrich in one of his published 200 articles and book chapters, and over 25 books on the subject of human resource development. "Change happens, and it will require new competencies for HR professionals."

Dave Ulrich is a Professor at the Ross School of Business, University of Michigan

and a partner at the RBL Group, a consulting firm focused on helping organizations and leaders deliver value. He has consulted and done research with over half of the Fortune 200 companies. He edited 'Human Resource Management' between 1990 and 1999, served on the editorial board of 4 Journals, is on the Board of Directors for Herman Miller, and the Board of Trustees at Southern Virginia University, and is a Fellow in the National Academy of Human Resources.

Ulrich says that HR matters most not because of the pace of change in the industry, but the organization's ability to adapt to change and to meet specific customer requirements. He sees the future as being global driven, demographically diverse, technologically connected, and economically adaptable.

Shorter Cycles of Change

"With globalization, informed citizens, and ubiquitous technology, the cycles of change have shortened. While some geographies still encourage leaders to have long term visions and

aspirations decades out, most organization planning occurs in years or months. When it is nearly impossible to predict an ever changing future, long term is increasingly shorter. Less attention is paid to long term planning and more to shorter term responsiveness."

6 Paradigm Shifts

In listing some of the biggest changes in HR practitioner skills and competencies over the past 25 years, Ulrich says that at first HR leaders needed to be seen as trusted advisers, having credibility with the rest of the organization. Now it's being a credible activist-a trusted adviser with a point of view about the business.

"Second, we used to say you have to know the business; now it's being a "strategic positioner"- knowing the business is just the baseline. You don't have to be completely fluent, but you have to know the strategy, who the outside stakeholders are and what they need, and you must have a good understanding of the external business conditions-the social, demographic and economic trends affecting the business."

At number three, Ulrich lists a mastery of HR innovation and integration - being excellent isn't enough.

Fourth is the ability to do organizational-capability audits.

"Fifth - and this is really fascinating- is that HR has been really gifted at initiating change, but now HR leaders need to be gifted at

Brave New HR

Condensed Thoughts of Global Guru Dave Ulrich

sustaining change. Your business impact will be greatest if you're able to sustain change."

And sixth, HR has to be able to use technology in new ways. "Technology is now a source of information about how the organization operates and succeeds. Technology is now about binding people who are not face-to-face, and connecting communities. I think these are pretty profound changes."

Human Ingenuity & Organizational Capability

HR professionals who anticipate economic and regulatory conditions will help their organizations have a capacity for change ahead of competitors, says Ulrich. "Changeable organizations will be more likely to succeed over time and HR should lead and model those changes. We anticipate a future where human ingenuity and organizational capability, as guided by the leaders, will emerge as the new frontier of competitive advantage."

Granular HR

In this changing competitive landscape, HR will likely become more granular, or increasingly broken down into more definitive parts, says Ulrich. "Granularity applies to company types. There will not likely be one 'organization form' but many organization forms. In Africa, Middle East, India, and China, we envision private owned organizations controlled by families, small medium enterprises that are rapidly growing (and sometimes failing), state-owned enterprises, and multinational corporations. Tailoring HR practices to each of these organization types will be important."

Granularity will also apply to employees. "We understand mass customization as products are tailored for specific markets and even individuals. We envision mass personalization of the employee value proposition as employees, particularly knowledge workers, will create a tailored work environment

about where they work, what they work on, and what they get from doing their work."

Talent Trap

"Even with the emerging business conditions and HR granularity, we envision HR continuing to focus on three outcomes: talent, organization, and leadership. We continue to be struck by how much the HR profession has fallen prey to the talent trap, defining effective HR almost exclusively through improvements in talent. We strongly believe that without the right organization culture, capability, or processes, talent success is not sustainable. Great organizations will outperform great individual people. Leaders have the charge of bringing talent and organization together."

Ulrich says that many regions of the world realize that more talented employees will be a key to their economic sustainability. "This implies lifetime education, not merely a degree or certificate. Career-long investments in learning through training and development both on the job and through life experiences will likely increase."

From Competence to Commitment to Contribution

"Competencies clearly matter because brighter people with greater skills generally can do more. Commitment also matters because those who work harder get more done. But we envision a shift towards contribution and meaning.

When people find meaning and purpose from their work, they are more committed and demonstrate more competence and they are more likely to stay with the company where they find meaning in their work."

From work/life Balance to life/work Integration

"Today, we often go 'to work' and return 'from work.' With technology woven into our lives, work can occur almost anywhere which will continue. When people go to work, they will meet with others to

collaboratively solve problems, but when they need to accomplish something by themselves, they will likely do so away from the traditional office setting (e.g., at home, in work clubs, in hotels, in customer offices, etc.). This increased life/work integration will likely appeal to the next generation of employees who seek more control over and flexibility in their work."

From Stable to Flexible Careers

"Most employees in the future will not intend to stay a lifetime in a single company, but work on projects and tasks in different companies. Career mobility has implications for working in teams, for portable health care and retirement benefits, and for redefining loyalty."

Two Pieces of Advice

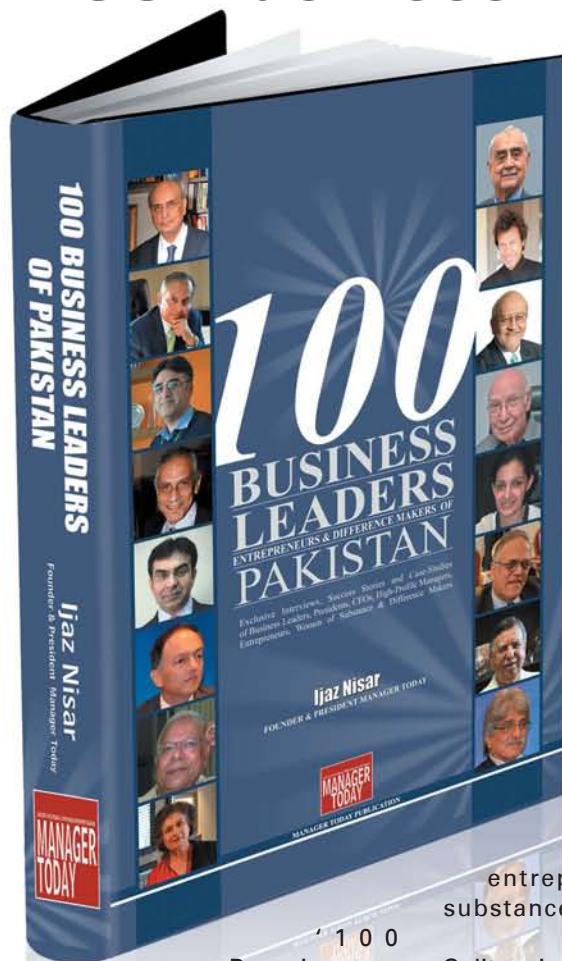
For the special 25th anniversary issue of Human Resource Executive Magazine, its Senior Editor Andrew R. McIlvaine asked Dave Ulrich that if he could give just one piece of advice to an HR person just starting out in his or her career today, what would it be? "I'd have to give them two pieces of advice: One is to have a passion for what you do. Let it be connected to your values, find meaning in the work that you do. The second would be about learning agility: Keep your head on a swivel, constantly be looking for new things to do. Be consumed with looking forward—find out what the problems are that people are struggling with and position yourself to help solve them."

To respond to these global realities says Ulrich, HR professionals need to become global thinkers. "They need to facilitate how to make their organizations more global by creating global processes and standards and by recognizing and adapting to local conditions." Think Global, Act Local.

Dave is expected to visit Pakistan in association with Octara in the near future.

Projecting Pakistan's Soft & Dynamic Image

'100 Business Leaders of Pakistan'



100 Business Leaders of Pakistan is a formidable compilation, hefty in appearance and heavy in size, containing 543 well laid out pages that make it an easy read. Published by Ijaz Nisar, the Founder and President of Manager Today, it provides a rare insight to leadership

within the Pakistani civil society that is engaged in the constructive pursuit of nation building, and who can be credited for keeping Pakistan vibrant in these very troubled times. These are people who generally shun the limelight of the mass media. These are people who represent the true face of Pakistan – enterprising and dynamic.

Within the pages of '100 Business Leaders of Pakistan' are exclusive interviews, success stories and case studies of CEOs, high profile managers, entrepreneurs, women of substance, and educationists.

Split up into three sections, the list is long under 'Business Leaders, Entrepreneurs, Presidents & CEOs', with 74 candidates vying for attention, comprising the Who's Who of Pakistan's corporate landscape. Abdul Razzak Dawood (Chairman Descon) shares space with Aftab Tapal (Chairman Tapal),

Asad Umar (former President & CEO of Engro Corp), Asif Jooma (CEO Abbot Laboratories), Atif Bajwa (President & CEO Bank Alfalah), Haji Bashir Ahmed (Chairman Sitara), Hussain Dawood (Chairman Dawood Hercules Corp), Isphanyar M. Bhandara (CEO Murree Brewery), Mian Muhammad Mansha (Chairman Nishat Group), Rafiq Rangoonwala (CEO KFC Cupola), S. Masood Hashmi (President & CEO Orient McCann), Shaukat Tarin (former Finance Minister), Sirajuddin Aziz (CEO Habib Metropolitan Bank), Syed Babar Ali (Chairman Packages), Taher A. Khan (Chairman Interflow Group), Tahir Ahmed (MD New Jubilee Insurance Company), Yaseen Anwar (Governor State Bank of Pakistan), and a host of other heavyweights that include Khalid A. Awan, the Chairman of TCS.

The second section titled 'Women of Substance' has just eleven listings, and these include Andleeb Abbas (CEO FranklinCovey Pakistan), Musarrat Misbah (CEO Depilex Smileagain Foundation), Nasreen Kasuri (Chairperson Beaconhouse School System), Raheela Narejo (CEO Narejo Human Resource), Roshaneh Zafar (Founder & MD Kashf Foundation), Seema Aziz (Founder & Chairperson CARE Foundation), Sharmeen Obaid Chinoy (Oscar Award Winner), Shireen Naqvi (CEO School of

Leadership), Sidra Iqbal (MD Statuspro & TV Anchor), Sultana Siddiqui (CEO HUM Network), Uzma Bashir Ghaus (CEO Engage HR).

The third and last section contains a listing of 15 Educationists, with Adil Najam (Vice Chancellor LUMS) leading the pack that contains luminaries like Dr. Ishrat Husain (Dean & Director IBA), Javed Jabbar (Chairman & CEO JJ Media), Kamran Rizvi (Executive Director Navitus), Max Babri (Owner & CEO The Konsultants), Sartaj Aziz (Vice Chancellor Beaconhouse National University & former Federal Minister), and the redoubtable Mian A. Ghani (Grid Organizational Development Consultant).

Skimming through the pages a comment by Max Babri caught my eye. To the question what is your idea of perfect happiness, Max replied "Fun time with family, my wife and I playing golf together". That's one wife who will never be a golf 'widow'!

I met Ijaz Nisar, the publisher of '100 Business Leaders of Pakistan', at the glittering Grid Graduates Dinner and Award Ceremony, and congratulated him for bringing out in forceful manner the soft and dynamic image of Pakistan. But if the peacock dances in the jungle then who will see? I asked him. Clearly Ijaz was still on a high float receiving kudos from all and sundry, and hadn't really given much thought to the books outreach to regions in the world where it was needed to alter negative perceptions about Pakistan.

At the very least, all the commercial counselors that staff Pakistan's embassies abroad need to be well stocked with this compilation. As opposed to the 1000 copies that comprise its first edition, one million copies need to be put into worldwide circulation on a war footing. Pakistan Zindabad! ■



"Despite the dire economic straits in which we find the country today, the opportunities for our coming generations are immense"

Chairman TCS Khalid Awan Features in '100 Business Leaders of Pakistan'

Mr. Khalid Awan has five pages dedicated to him in '100 Business Leaders of Pakistan', and the mode of questioning brings out his thoughts in a manner that provides a comprehensive view of the entity TCS, and the strategic thinking that is guiding it into the future. Produced below is an extract that deals with the burning issue of entrepreneurship so necessary for economic growth.

Manager Today: Do you have a message of hope for our young entrepreneurial readers?

Khalid Nawaz Awan: Despite the dire economic straits in which we find the country today, the opportunities for our coming generations are immense. As we enter an era of a global shift of economic power from West to the East, Pakistan as the world's sixth most populous country has some unique advantages.

We are a large enough market for our own products, at a cost of production that is cheapest in the world. Although export is essential, the real strength of any economy is its domestic market. Add to it the huge reserves of untapped natural resources, including water that can be harnessed to produce energy as well as enhance agricultural

productivity, in this land once dubbed 'the granary of the East'.

Our Diasporas across the world with deep attachment to the homeland are also a great economic asset and a business opportunity. Whatever has held us back will have to yield to the natural human desire for progress. The vigour and enthusiasm amongst our youth, some amongst them with education and experience abroad, and craving for a better future, will drive this progress. And we have to do a lot in order to catch up with the world.

Just modernising and expanding our national infrastructure of roads, rail, education and healthcare could itself generate a huge activity. And once with these we have touched the common man, further economic space of a magnitude we cannot even imagine will open up - could we have imagined there would be 100 million mobile phone users in this country? - leading to a whole range of commercial possibilities further invigorating the economy.

I am convinced in no more than a couple of generations we can be an economically prosperous nation. So my message for our next generation is: Get Going. ■



Busting the Top Maintenance Myths

Maintenance is a business, not a service



Ben Stevens

Myth 1:
Frequency of failure is a critical Key Performance Indicator.

Myth 2:
A Run-to-Failure approach is bad maintenance.

Myth 3:
More PM is good maintenance.

Myth 4:
The purpose of maintenance is to provide reliability, availability and maintainability.

Myth 5:
The more condition data we collect, the better is our analysis and our maintenance.

Standard rules of thumb for maintenance practices are often overvalued when looked at from the perspective of a company's bottom line. Value is rarely in the equation when talking about maintenance. Despite this, because most businesses exist to increase stakeholder value, then the purpose of Maintenance must be to add value to the organization. Where maintenance practices do not add value to a company they should be re-evaluated or discontinued. Here are my top five maintenance myths, through which run the common thread of value to the company.

Myth 1: Frequency of failure is a critical Key Performance Indicator.

Many companies track their equipment and maintenance performance through the frequency of failure. But all equipment is not equal in its value to a company. Maintenance departments frequently fail to consider the risk of failure -- the full cost of equipment failure to the business.

The full cost must include the breakdown repair, the cost of lost production and the cost of the company's loss of reputation when it can't deliver on schedule. Maintenance departments often have no easy access to the revenue loss figures that result from equipment failure, which can lead them to put equal resources into maintaining equipment with hugely different future risks of failure. Evaluating the value contribution of Maintenance must include the cost of failures predicted and prevented. Simply counting the number of failures can be totally misleading.

Myth 2: A Run-to-Failure approach is bad maintenance.

If the cost of preventing the failure is higher than the cost of failure, then let it fail. Most companies do not properly track the cost of failure. In the drive to evolve to preventive maintenance (PM), maintenance teams sometimes forget the value of run-to-failure as a conscious policy. Only if the cost of the failure exceeds the cost of the PM, should we prevent failure. The cost of PM can be obtained from the CMMS (Computerized Maintenance Management System) work order; ie the cost of parts, labour, contractors, tools, etc. The duration of the failure can be recorded by the work order and the failure cost to the company needs to be calculated. With this data, maintenance is in a position to decide which approach, PM or run-to-failure, makes the best business case.

Myth 3: More PM is good maintenance.

The belief that 'PM is good' has in many cases morphed into 'more PM is better'. Simply put, PM is supposed to prevent deteriorating performance of a machine, but often the wear rate of a machine bears no resemblance to the frequency of PM done on it. PM's must be linked to preventing a specific failure. It is true that determining the link is not necessarily simple, since you don't want to run critical equipment to failure just to see how long it takes.

Thus regular PM, by its nature, prevents tracking run-to-failure time. That said, a fairly simple exercise can help fine-tune PM schedules, bite by manageable bite. Take a manageable number of work orders a week, examine them carefully and ask whether they meet their objectives. Examine the list of tasks, list of tools, materials, sequencing of tasks, the reason why the specific tasks are being performed and what failures they are preventing. While critiquing the PM tasks, ask what the cost and risk of failure is if a PM interval is stretched. As many as 70% of PM tasks are a waste of

time; maintenance managers should be encouraged to challenge whether they perform too much preventive maintenance.

Myth 4: The purpose of maintenance is to provide reliability, availability and maintainability.

The ultimate purpose of maintenance is to add value to the organization. Tasks that do not add value should not be done. Reliability should not be increased if its cost exceeds its value. Overall Equipment Effectiveness (OEE), for example, which seeks to obtain a combined measure of a plant's availability, performance and quality, is often used to track how close a plant is running to the design capacity.

This has become prevalent in maintenance. However, if the revenue generated from a higher OEE is less than the cost of achieving it, then don't increase OEE. Maintenance managers need to become fluent in their impact on cash flow, ROI (return on investment) and profitability to evaluate the payback.

Myth 5: The more condition data we collect, the better is our analysis and our maintenance.

Collecting condition data is only useful if the ability to extract knowledge from and take action as a result of the data adds to our understanding and prevention of degradation and failure. Much condition-based monitoring data is not useful and its collection should be discontinued. Many case studies have shown plants collecting 20, 30 or even 80 streams of data, - only a tenth of which are useful for predicting machine degradation or failure.

What do the data streams have to do with the failure that maintenance is trying to avoid? What are the conditions that will help predict failure and how can they be measured? These are the key questions. If there is no link from condition to failure prediction, then collecting and analysing the condition monitoring data is probably a waste of time.

These myths are typical of standard thinking in today's maintenance environment. Maintenance Managers need to apply new thinking to their own work environment. If applied, the results will be significant maintenance cost savings and quality improvements.

Ben Stevens will be conducting a **'Maintenance Management Masterclass'** at Karachi in **September 2012** with Octara. For more information: info@octara.com



EXCELLENCE IS A REWARDING EXPERIENCE

Winner of the 28th Corporate Excellence Award

Being on top of all the commercial banks, insurance companies, asset management companies and other financial service providers is no doubt gratifying. The prestigious **28th Corporate Excellence Award for the Best Company of Pakistan in the Overall Financial Sector**, conferred on EFU Life by the Management Association of Pakistan (MAP), is indeed a rewarding experience.

The smiles on the faces of millions of people we at EFU Life touch every day is overwhelming. Undoubtedly this award endorses our focus on best management practices and world-class service quality.

A portrait of Bob Urichuck, a middle-aged man with short brown hair, smiling. He is wearing a dark maroon t-shirt under a grey blazer. The background is white.

Bob Urichuck

on Leading the way to Increased Sales
in a Weak Economy

Bob Urichuck will be conducting a mega event at Karachi on **13 October 2012** with Octara on his signature best selling program, **'The Sales Success Seminar'**. For more information: info@octara.com

When Times get Tough, the Tough get Going

What does it take to lead a sales team toward maximizing their sales results in a weak economy? No matter how the economy is affecting you and your team, it is your job as their manager, coach or leader to help them meet their targets and/or increase sales.

A weak economy demands a disciplined leader who can demonstrate the appropriate behaviours. These are astute behaviours that you intend your sales people to follow by example. A strong leader must now invest more time with his sales team, engage them in keen discussions, ask more questions, coach them enthusiastically and guide them through these tough times.

As a sales team, there is a need to be more proactive; build and maintain strong relationships; work harder and smarter than your competitors; and accomplish all this without increasing your cost of the sale.

Easier Said Than Done

The ability to get a sales team to be more proactive or to work harder and smarter becomes even more challenging during a weak economy. Sales representatives tend to be easily influenced by external negative factors in the marketplace and these factors are not usually within their control.

Sales people work hard and are justly excited when times are sound and everyone's buying. Nevertheless, they're also the ones who tend to be affected detrimentally by any down-turn in sales.

As a disciplined sales leader, I have always understood when times get tough, the tough get going. Undoubtedly, this is the time to step up and do more.

Conversely, when markets get tougher most sales people tend to get depressed, work less and become reactive instead of more proactive. In other words, sales people, like anyone else, become a product of their environment.

Be Engaged and Proactive

As a leader, what kind of environment are you providing? What is your mental state and that of your sales team? Is the sales team engaged and proactive? Is everyone working harder and thinking smarter? Are you and your team able to perform better than the current trend?

Your answers to these questions are important as it reflects back to you. How do you propose to increase your leadership efforts during this weak economy and challenging sales environment? Remember your team will learn by your example and to coin a phrase: "monkey see, monkey do". Demonstrate appropriate behaviours and "do what you have to do even when you don't want to do it." This is a disciplined leader!



The Sales Doctor

Ramez Helou

(CEO and Founder, The Academy for Sales Excellence; Former Head of Sales and Business Head at Unilever Food Solutions in the Gulf countries)

From Lebanon to the United States of America, to Puerto Rico, Costa Rica, Dubai and Pakistan, Ramez Helou has been blazing a trail and adding tremendous value to the cause of salesmanship. He cuts a dashing figure, trim and upright, with an endearing English accent steeped in his Arabic roots. He is the symbol of sweetness (Ramez means symbol and Helou means sweetness in Arabic), and there is no sweeter sound than the clanging of the cash register! Ramez was in Pakistan recently as a consequence of his linkup with Octara, and the subject of his focus was Systematic Key Account Management that attracted a select group of sales champions from across the corporate spectrum of Pakistan.

"In today's challenging business environment your key accounts are being targeted by your competitors," says Ramez. "If 80% of your business is coming from 20% of your customers then it's safe to assume that this 20% is essential to the overall long term success of the organization. We refer to that 20% as external assets of the company. Just as any asset, it requires a certain level of maintenance and attention in order to insure its continued functionality. This program becomes a strategic tool in developing existing relationships and attracting new ones."

Ramez's 2 days workshop dealt with understanding the buying process and influencers involved in it; Defining the unique business drivers and personal needs of the client and the type of Key Account Relationship; Structuring the engagement strategy and contact matrix; Analyzing macro and micro environments to structure optimum customer opportunities; identifying ideal Key Account criteria; and creating action plans and accountabilities.

BEIRUT BLUES

Born in Beirut in 1970 when it was universally referred to as the Paris of the East, Ramez was five years old when the Lebanese civil war broke out, and the Paris of the East went up in flames even as the many Nereos in the region fiddled. At the age of 17 Ramez transferred to the USA in 1987, moving from the College Protestant Francais in Beirut to Conestoga High School in the suburbs of Philadelphia, and graduated in International Business from Villanova University in Pennsylvania. Ramez is fluent in Arabic, French, English and Spanish, and describes this as his unique selling proposition as a corporate speaker and trainer.

JOY OF SELLING

While at Villanova University in Philadelphia, Ramez got a job as a door to door salesman selling kitchen knives. "Money is what attracted me to selling in

the first place, but once I got in, it wasn't about the money anymore." Ramez says that he got addicted not just to selling, but to teaching others how to sell. Along with the money he was making, it was the interaction with people that thrilled him. "Selling is about helping people. If you care about helping people, then people will buy from you. When sales people wanted to quit, they were asked to talk to the 'sales doctor', a nickname that I had been given by my co-workers! I was introduced as someone from overseas who could not speak very good English and didn't have many local contacts, and if I could do it then they could do it!"

"I'd uncover what they were doing, ask some questions, do some role plays, and recommend a few changes, and ask them to go out and try it. When they'd come back with their first sale there is no way of describing the feeling on the inside. A girl brought in a \$1000 order after spending an hour with me. I was amazed, and when I asked her how she had done it, she said she had just done what I had told her to do! That made me feel very good, and I felt I wanted to evolve in this business."

GOING INTERNATIONAL

It was a direct sales business with commission only. Evolving meant having an office and recruiting people. "Over fifteen years, my business grew and the number of offices multiplied. I went to the island of Puerto Rico, and within two years I had six branches there. Selling just one line called Cutco Cutlery that had about 100 different products."

After Puerto Rico, Ramez ventured into Costa Rica. Rather than service the US market, he wanted to go international, develop a bilingual staff, and do business in Latin America and build the market there. "I did not speak any Spanish, and the language in Puerto Rico is Spanish. But I knew that I could find 100 students who could understand English, so I could teach them in English and they could go and sell in Spanish. That's what happened. Then I learnt Spanish, and lived there for 10 years. As a direct seller it was better that I taught others, so the more they made, the more I made. I had to be good at teaching, transferring ideas, and inspiring and motivating people. My teams also kept me on my toes and taught me a great deal."

SWITCHING SIDES

In 2004, Ramez packed up his business because he wanted to be a speaker and a trainer, and he felt that perhaps what was missing was corporate experience. So he joined Unilever for 6 years. "I was their sales

training manager for three years for Asia, Africa and the Middle East, and traveled to over 20 countries working with sales directors and creating sales training programs to drive results forward for them. The principles that I had applied to my cutlery business worked 100 percent here. I worked in the food and food service areas in Unilever, and we sold to hotels, restaurants, and catering companies."

Skill development doesn't happen in the classroom, says Ramez. "We provide certain frameworks in the classrooms, but to make it sustainable we must allow the internal staff of an organization to drive the process through proper coaching. The business world has evolved so fast that people have not kept up on how to sell to complex organizations. How do we approach big accounts? How do we structure our engagements with them? Sales people are stuck in their worlds, and I help open their eyes to their true potential. To get out there and know that there is a better way of doing it."

Ramez has two teenage sons attending high school in Dubai, his base after relocating from the USA. He is one of four brothers and also has two cousins who live with his family after their parents passed away. "My siblings are spread all over the world," says Ramez. After an extended absence from Beirut, Ramez now visits there regularly, attending to his parents and clients.

REMEMBERING BEIRUT

Ramez's favourite food is his mother's recipe for the Lebanese dish Mujadra comprising crushed lentils cooked with sauteed onions and rice. Kusa is another in which

Zucchini is cooked with tomato sauce. He has a fondness for Italian food as well as Sushi, and says he likes to experiment. But spicy food he finds not very friendly, and has not ventured out to try the Pakistani cuisine world of 'Niharis' and 'Payas' and 'KataKat'!

His reading habit centers on books on personal development, and he cites Brian Tracy, Zig Ziglar, and Anthony Robbins as his favorite authors, with 'Think and grow rich' and 'Master keys to Riches' by Napoleon Hill at the top of his list. In the future, he would like to read more biographies.

Ladies and gentlemen! A very warm welcome to Pakistan for Ramez Helou!





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From **L**edgers to **L**eadership



M. Ali Saeed, along with guest speaker Nadir Jamal, did an admirable job in taking the Octara workshop delegates on a guided tour of the nuts and bolts that make for a successful business, and how these nuts and bolts have evolved over the years, indeed decades, to move the finance function from a supporting role into an active contributor to the bottom line. It was an animated Octara workshop that yielded lots of learning.

Ali Saeed's professional experience converges from over 10 years of diverse indulgence in the fields of portfolio management and institutional and retail sales of equities to domestic and foreign market participants. He is currently the CEO of a leading investment banking and equities brokerage firm operating at the Karachi bourse.

Nadir Jamal is a Chartered Accountant by profession having more than 30 years of post qualification experience. His last assignment was with a leading multinational company as Finance Director and Company Secretary. He was also a member of the Management Committee and Board of Directors. Because of his achievements, he was recognized as one of the best five Finance Directors of Reckitt Benckiser worldwide.

Finance transformation and the shift in finance towards value creation is responsible for the changing needs of organizations and the changing requirements of its people, say Ali and Nadir. Identifying the type, developing and then maintaining these changing skills and competencies is the priority for finance professionals.

Today's world is interactive and interdependent. New technology, new methodology and new processes are making inroads in our day to day life. It is important to keep abreast of these changes and how these changes are impacting our workplace and life. Today's expectations in terms of deliverables are different than those of yester years. Functional excellence in sync with business partnering is the name of the game.

The workshop aimed to give an understanding as to what is expected of a finance professional, the competencies needed and how to excel in today's changing environment leading to achievements of business objectives and goals. Furthering finance is a key question and if you consider functional excellence, it is clear that you need to create an environment which provides people with the opportunity to continuously improve on the core capabilities of the finance function. However if you do that in isolation, it will lead to further isolation, which is the opposite of what is needed in order to make sure that the finance function caters to the business' needs. Ultimately, finance and business are not two separates parts, but actually integral elements of a well functioning company.

M. Ali Saeed covered leadership and strategy, and Nadir Jamal showed

the simulation, and explained how it has evolved during the entire journey. Ali gave the theory behind the journey, and got into why it has evolved the way it has. The workshop began with master quotes, and learning from the visionary leaders of yesteryears and of today, and how they have shaped the futures, and corporations. Then leadership styles were discussed, in particular the learning from nature through the behavior of geese, lions, turkeys, and eagles. The discussion then moved to leadership traits and how they interlink with strategy. Organizational goals and change management were also in focus, as also were the six laws of Influence, the six 'Cs' that are required for an effective leader in the 21st century.

Nadir Jamal got into the top six changes that need to happen, and under these he listed an increase in cross-functional collaboration and business partnering; Greater emphasis on Systems in Infotech, Accounting and Finance; Emphasis on efficiency; Improved staff quality through training and development; Producing better information to support more strategic business decisions; and last though perhaps most importantly, a culture that celebrates the return-on-investment. Nadir advocated an emphasis on management accounting instead of financial accounting.

A most interesting workshop indeed, and away from the beaten path.





'The Constant' Leader

By Paul Bridle
(Information Contextualizer to
businesses and business leaders)

It is said that people don't like change. It is said that people are scared of change. However, if we think about it, without some sort of change we would get bored! In fact, we have had to deal with change all our lives.

The greatest change period of our lives was from birth to about twenty years old. We changed physically, mentally, emotionally and in every other way that you can imagine. All of that is a state of constant change. During this period we were able to deal with the changes because we had a 'constant' in our lives.

What is a 'Constant'? A constant is a point that we know to be safe. It can be a person, or a place of refuge, or a place where, no matter what is going on in the world around us, we know that we can rely on things to be consistent. For most of us it would have been a parent. As we have got older that Constant may have moved from being a parent. It may have become our partner, or our job, or even our home.

A Constant provides us with something that remains constant and we can rely upon regardless of the issues or challenges we face. Loosing a Constant is like a ship loosing its anchor. It has nothing to hold it in place when it is needed. It is when people are faced with this situation they feel unable to cope and suffer with stress and fatigue. It is not the challenge in itself that is overwhelming but rather being in a situation that you cannot fall back on something that you can rely on.

A key to being able to cope is the ability to ensure we know who the people are that form our Constant, and where to go when we need them. Interestingly, highly successful people develop some of their Constant from within themselves.

A good Leader recognises the need to lead the change but also recognises the need to be the Constant to their people that enables their people to deal with change.

Paul is expected to visit Pakistan in association with Octara in the near future.



Strategic Planning - Managing the future today!

A CEO is satisfied with his company's performance when shareholder expectations are delivered.

Senior management heaves a sigh of relief when financial targets are met. And the Board gives approvals on new initiatives when financial goals are achieved.

Future activities are more or less determined on the basis of financial performance, summarized in financial accounting reports, in turn based on formats developed decades ago. These reports give no indication of the capabilities required to achieve financial measures and have no mechanism to link them with the rest of the organization.

Excessive Focus on Financial Measures

Financial measures have become the focus of today's organizations and little attention is paid to intangible and intellectual assets like skilled and competent employees, responsive internal processes, and satisfied and loyal customers - competencies required to stay ahead of the competition.

The spread sheet takes precedence in the decision making process, with 'how' and 'what' being determined by numbers achieved or numbers to be achieved. This lack of strategic planning, strategic management and strategic focus has led many an organization to become a victim of its environment, leading into closure or vastly scaled back operations.

Strategy, which is about gaining a position of advantage over adversaries, is the primary driver to future success, and presents management with a set of options to move forward. Simply put, strategy is a company's plan to achieve its goals.

Our financials look promising for next year, why do we need a strategy?

We need strategy because it determines long term performance and sets the overall direction of business; because strategy sets goals and objectives to meet existing and potential customers; and because strategy takes into account changed circumstances in the environment.

Strategy deals with the following questions:

1. Where is the business trying to get to in the long term?
2. Which markets should a business compete in?
3. How can the business perform better than the competition in those markets?
4. What resources are required to be able to compete?
5. What external factors affect the ability to compete?
6. What are the expectations of stakeholders?

Buy-in & Commitment

Strategy needs to be formulated by a select group of executives and implemented by the whole



Ahmed Zafar is a management professional with over 20 years of multi industry experience in emerging and transitional markets. He has worked with Philips International as CEO, Philips Pakistan, Regional Project Manager, Central & Eastern Europe and Country Manager, Uzbekistan. He has also worked with Savola International as Regional General Manager responsible for business operations in the CIS region.

Octara, with effect from August 2012, is pleased to announce Management Consulting as a new line of business, aimed at facilitating senior management in the strategy function. This new discipline will be led by Ahmed Zafar,

organization. It requires a serious buy-in and commitment from the management team. Majority of all strategies fail to get implemented because of a lack of ownership, resulting in rudderless companies floating in the sea of competition. No goal or objective can be sustained without a documented strategy and no competitive advantages can be realized without understanding the business, customers and environment.

Informal research has determined that a majority of companies lack strategic planning, resulting in a host of companies with a reactive mindset, vulnerable to the slightest change in the competition, organization and environment.

Not a healthy way of managing your company's future success.



6 Top Tips And Upgrades You Must Make For Your Business

Dave Crane

THIS is the NEW ECONOMY!!! Money is tighter. Competitors are more cut-throat. Everybody wants the full value and doesn't want to pay the full price for it.



1) Understand Businesses Must Make Money

Do you have the right business tools? If it doesn't make money, it's a vanity project. Even if a charity is 'not-for-profit', they have to do something to cover overheads. Without a generous benefactor to bail them out, they are doing a gross disservice to their dependents. Start making money. Recognize the new 'currencies'. People are willing to pay for influence, introductions and barter services. It's war-time again. Swapping a chicken in exchange for medical services may yet make sense again. And then there are Facebook credits..

2) Get Online (and then back offline again)

Make a strategy. Talk to an expert. Attend courses and implement social media marketing. Then turn up at networking meetings and press the flesh. Leads for business, introductions to new friends and fascinating insights can happen through Facebook, Twitter, Linked In and You Tube, but the really hot deals will be made face-to-face.

People like to post, but they also like to watch TV, listen to the radio and read magazines. For now at least. Build both into your future plans. Contact the dead leads, former colleagues and acquaintances that you've ignored for years. Let them know you care and offer your services again. In a fast moving business world, buying from someone you know, like and trust hasn't changed.

3) Declare Yourself To Be An Expert (In Something)

Get a business title. Write a book, start speaking at industry events, keep a blog etc. Whatever the options available, work to rise above the 'white noise' and clutter of Google. The competition will be doing the same as you. Until you tell everyone how you are the best in your niche. Once you have their attention, prove it's true.

4) Get Your Voice

Pay for public speaker training. Want To Get Your Voice Too? An expert (like me) will help you overcome fears, sharpen your message and teach you how to deliver it to anyone at anytime. Learn as early as you can. Communication is everything in a socially based economy. It is currency in itself whether you are a student attending job interviews or

a CEO hosting them. It will also add +30% to your annual salary FOR LIFE!!!

5) Get A Mentor

Your mindset is the benchmark by which the outside world will judge you. Get Some Positivity. It's also the only thing that will keep you being successful. Become a life-long learner and get a life-coach. If you are waiting until you 'need' one, you already do. So sell it first, create brochures afterwards.

6) Ask

Your good old ideas about great business sense might still be as good as they ever were, but your clients might have changed their way of thinking. If everyone is bartering, what can you do to give value whilst costing you less? Always seeking knowledge is a smart way to re-evaluate anything and once you know the results, reinvent your business, trim the fat and step back into the breach. There's always cash, you just have to know where to dig.

www.davecrane.tv
www.turbochargeyourbrand.tv
You can see the full Jack Canfield interview here:
<http://turbochargeyourbrand.tv/turbo-charge-your-brand-tv-episode-21/>

Personality Traits of Employees to 'FIT'

The Role

Lesley Everett

When it comes to hiring people who will be holding a key role in the organization, it is important to assess their Personal Brand and whether they will fit with the culture of the organisation, the country or the role they are filling.

As organizations move into the global market, it has been proven that diversity of teams and their experiences improve both their financial performance and reputation according to a recent survey by Ernst and Young. The survey found that the leaders of successful organizations capitalize on the richness of their global workforce by seeking out and implementing ideas from a variety of individuals with different backgrounds, skills and experiences. We are now starting to understand the benefits in widening the talent pool, and making it more diverse to improve the performance of an organisation. It is important to ensure that the company culture embraces this need for diversity, and how team members can understand each other better, making a more productive working environment.

Within a team, positive rapport and personal effectiveness can be enhanced by understanding the personality type of all individuals and how to communicate in the best and most appropriate way. The Clarity4D Profile provides a fabulous tool for this, and the associated workshop for teams is a fun way to create this positive communication.

In the team workshops, personality profiles are provided for each individual, having been completed on-line in advance. Dynamic exercises are provided that demonstrate how the various colour preferences and personality types tend to misunderstand each other and how they can build rapport by modifying behaviour accordingly. A variety of supporting materials are provided to enhance this fun and rewarding learning experience.

Organizations increasingly need executive talent to lead their growing international operations. They need truly global executives who can work effectively across countries and regions to help achieve overall corporate objectives while balancing regional and local interests. Those employees may already be in your organisation. Using the Clarity4D programme will reveal the right personality traits and skills for the role.

Lesley Everett

Personal Brand Expert and Founder of Walking TALL International www.walkingtall.org



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Leading ^{with} Conversation

Saood Bin Masood, CEO HRKites, Bangladesh

Throughout my experience in the corporate world and during my current consultancy, working with successful top team members, high potential managers, and management trainees on the most needed competency for growth, the conclusion I have arrived at is that the key to a successful organization lies in effective communication.

In the Asia-Pacific region, most corporate entities have gone through a process of fast change. The economy and organization structure have been shaped by globalization. To grasp these changes, people at all levels need a free flow of conversation rather than typical corporate communication. Traditional corporate communications must change to a dynamic and robust process of engaging communication, a conversation that is fast, practical, two way and effective. A conversation that gains trust on both sides, enhances intimacy, creates an open minded listening culture, and empowers through promoting dialogue.

The old mode of communication was top down, one way, generated within a controlled environment, and mostly ad hoc and reactive. The new mode of communication is informal, direct, generates value through a two way exchange, active participation dealing with a clear agenda, utilizing a matrix approach, and based more on listening on the part of leaders.

In our recent trainings on Leadership, effective

communications, and teamwork we have observed that people are unaware of corporate communication models and tools; that they depend on systems rather than expected leadership and teamwork behaviors; they jump on executing the given task and arrive at conclusions that sometimes frustrate them; they do not practice active listening resulting in miscommunication; and fail to manage different types of behaviors at their workplace.

The following changes took place in the organizations after our training as per feedback received from line managers and trainees. There was 110% improvement in planning for the future through visualization of proper communication and due preparation, which led to a 90% increase in the expected accuracy level.

There were more informal discussion via phone calls, informal conversation, meetings amongst people, and text messaging rather than system-based communication through a chain of mails, formal documents, and routine meetings.

Energy and creativity were unleashed by sharing common goals and responsibilities with an open mind by with the team and encouraging a culture of feedback.

Brushing up on Conversational Skills



Power point presentations deliver only 20% of the results. We need to realize that the 'presentation starts before the presentation', and it is vital that the story, analysis, bottom line, and key benefits of the content are rehearsed along with the body language. These preparations must take place well in advance of the actual presentation, with the same applying to emails, meetings and discussions.

We (HR Kites Organization Excellence team) observed that some fear culture and change resistance is ever present, and informal conversation readiness is missing in some individuals due to their grooming. Learning from mistakes, taking constant feedback, acting on the feedback, and above all hard work, will increase the individual's confidence for effective conversation.





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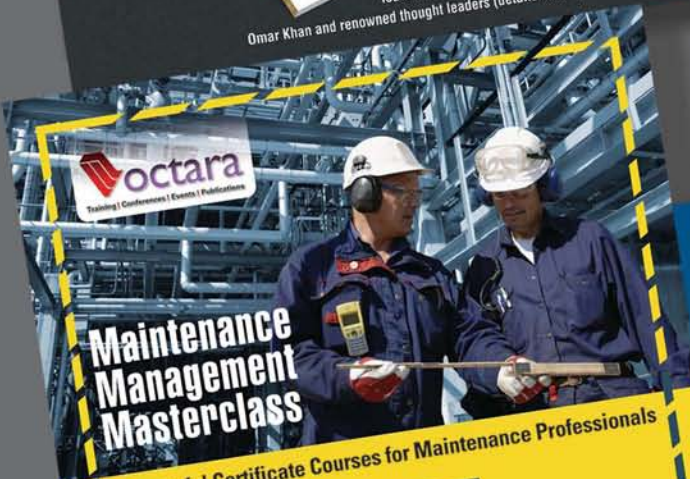


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See back page for details.

Omar Khan and renowned thought leaders (details inside).



Maintenance Management Masterclass

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Course Director: Ben Stevens

Course I: KPI's for Successful Maintenance

17-18 September 2012, Sheraton Hotel & Towers, Karachi

Top 6 Learning Outcomes:

1. Understand the objectives and purpose of Performance Measurement
2. Apply the learnings to the selection of KPI's selection & use
3. Benefit from the trainer's experiences of KPI usage
4. Understand the process and dangers of KPI usage
5. Be able to decide how KPI's can be used to build performance improvement for their organization
6. Review the step by step approach to the successful implementation of KPI's

Course II: CMMS/EAM for Maintenance Improvement

20-21 September 2012 Sheraton Hotel & Towers, Karachi

Top 6 Learning Outcomes:

1. Understand the structure and objectives of CMMS
2. Learn the benefits, costs, objectives & shortcomings of CMMS
3. Develop realistic objectives for the use of CMMS in their own workplace
4. See how CMMS's will help to build and maintain KPI's
5. Identify those best practices that are most applicable and
6. Understand how the CMMS/EAM can be used to improve maintenance

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Course Director:
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SEPTEMBER - 2012

Leader As Coach
Ramiz Allawala

Optimal Budget Execution
(Specialized Post-Budget Workshop)
Ali Saeed

Certificate in Procurement Management
Dermot Carey

Fleet Management in Emerging Markets
Nigel Devenish

Course I: KPIs for Successful Maintenance
Course II: CMMS/EAM for Maintenance Management
Ben Stevens

OCTOBER - 2012

Critical Thinking & Group Decision Making
Ramiz Allawala

Service Toolkit©
Hassan B. Rizwan

Excel Masterclass (Intermediate + Advanced)
Nooruddin Surani

Project Management Masterclass
(Plus half day MS Project)
Dr. Moinuddin

Measuring & Monitoring Customer Satisfaction
Alan Power

NOVEMBER - 2012

Fraud Investigation & Prevention Strategies
Nadir Jamal

Practical Interviewing Skills
(Recruitment & Appraisal)
Dr. S. A. Rab

Supervising Operational & Technical Teams
Yasir Lodhi

Strategic & Scenario Planning Workshop
Ahmed Zafar

Certificate in Talent & HRD
William Rothwell

DECEMBER - 2012

Seal the Deal (Advanced Negotiation)
Ramiz Allawala

Business Acumen for Sales Professionals
Ali Saeed

JANUARY - 2013

Business Communication Toolkit©
Hassan B. Rizwan

From Ledger to Leadership
Ali Saeed & Nadir Jamal

Brain@Work (Breakthrough Thinking)
Dr. S. A. Rab

Team Building for Distant Teams
Yasir Lodhi

Executive Secretaries & PAs
Arshi Ahmad-Aziz

Creating and Implementing A Dynamic Marketing Plan
Ian Ruskin Brown

Train the Sales Trainer
Ramez Helou

FEBRUARY - 2013

Problem Solving & Decision Making
Ramiz Allawala

Sales Toolkit©
Hassan B. Rizwan

Excel for Finance Professionals
Nooruddin Surani

Financial Modeling & Business Valuation
Ali Saeed

Pharma Brand Management
Dr. S. A. Rab

REVIVE - Azm (Determination) and Sleep Management
Suleman Ahmer

Certificate in Rewards Management
Rahim Shirazi

Certificate in Integrated Procurement & Supply Chain Management Strategy
Dermot Carey

Course I: Battling Competitors, Winning Customers
Course II: Customer First
Sandra Reeves

MARCH - 2013

Effective Delegation Skills
Ramiz Allawala

Value Engineering
Dr. Moinuddin

Anchoring Success Through NLP (Neuro-linguistic programming)
Saood Bin Masood

The Leader Shift
Tommy Weir

Advanced Maintenance Planning
Ben Stevens

Building Competencies for a High Performance Workplace
William Rothwell

APRIL - 2013

Supervisory Toolkit©
Hassan B. Rizwan

Audit Masterclass
Nadir Jamal

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(Specialized Public Speaking Workshop)
Dr. S. A. Rab

Managing Brand Equity and Positioning
Omar Abedin

Certificate in Strategic Quality Management & Business Performance
Alan Power

Course I: Budgeting & Budget Control of the HR Function
Course II: Effective Manpower Planning
Paul Walsh

MAY - 2013

Service Through Teamwork
Ramiz Allawala

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Nooruddin Surani

Presentation Skills for Finance Professionals
Ali Saeed

Email & Telephone Etiquettes Mastery
Arshi Ahmad-Aziz

Innovate OR Die
(Innovative Product Development Strategies)
Ian Ruskin Brown

Certificate in Warehouse Management
Dermot Carey

Systematic Sales Acceleration
Ramez Helou

Sales Negotiations Boot camp
Ramez Helou

JUNE - 2013

Resolving Conflict - Resolving Options
Ramiz Allawala

Time & Stress Management
Dr. S. A. Rab

Project Leadership, Management & Communication
Dr. Moinuddin

Staying in the Helicopter - The Key to Creative & Innovative Change Management
Roger Harrop

SPECIAL EVENTS:

Sales Success Seminar 2012 (October, 2012)
Bob Urchuck

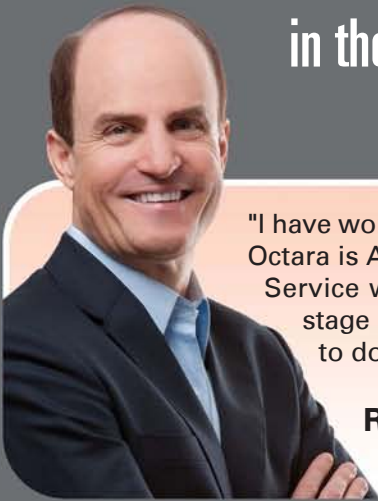
Liberating Passion (November, 2012)
Omar Khan

The 'Constant' Leader (December, 2012)
Paul Bridle

Women's Leadership Forum 2013 (Feb, 2013)
Multiple Speakers



in the words of International Speakers

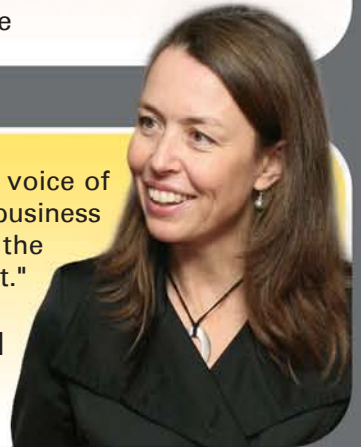


"I have worked with many event management companies around the world, and Octara is Absolutely World Class in event management for my public Uplifting Service workshops. In publicity, enrollment, on-site registration, room and stage layout, sound system, and graphic design - this company knows how to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

Ron Kaufman

Service ICON and Founder, Up Your Service

"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."



Lucy Cornell

Chief Inspiration Officer, Voice Coach



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

Roger Harrop

Business Expert, Author & International Speaker,
Roger Harrop Associates

"It's the people who make the difference! From the very beginning, the Octara team has displayed a highly competent and professional approach to business. I work with companies similar to Octara in many corners in the world – Octara are in the top tier. I look forward to working with them for years to come."

Ben Stevens

President, DataTrak Systems Inc

