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Smart Cities – Unlocking Social & Economic Potential
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Dear Readers,

Eid Mubarak to our valued readership, and we welcome you to another edition of Octara.com. I hope this new issue finds our readers as resilient as ever. Some leading voices of the world have declared Pakistanis to be amongst the most resilient and happy people on Earth, our plethora of problems not withstanding. Problems, they say, are really opportunities in disguise. On that encouraging note I am proud to announce Octara's lead partnership with the Management Association of Pakistan (MAP) in the organization of their two-day **15th MAP Convention 2013, themed 'Managing the Future'**, featuring renowned thought leaders and futurists. Inspire, evolve, and empower are the operative buzzwords for this Convention, and represent areas critical for the attainment of peace, progress and prosperity.

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The business landscape today is being reshaped by information technology and globalization. These forces are changing enterprises from the traditional command-and-control organizational model to a new distributed and networked model. This convention aims to prepare local businesses for the future by addressing key business ideas, trends, developments and challenges for the next decade. **Dr. José Luis Cordeiro, Rohit Talwar, D. Shiva Kumar and Roger Harrop** are international celebrities whom we have the privilege of engaging as our leading speakers, and the insights that they will provide will no doubt be worth their weight in gold.

For this issue of Octara.com we are grateful to our contributors for pitching in with some valuable advice. **The lead story is a contribution of Jason Goodyear on José Cordeiro's Singular Vision of the Future**. It's all incredibly fascinating, and a bit scary. In Cordeiro's words "In the future we will be upgrading our brains every few years in the manner that we currently update our computer hardware… I want people to realize that things are moving so fast that we are not ready for the changes." We'll have a chance of hearing it first hand from the man himself at the 15th MAP Convention.

In this issue, **Rohit Talwar talks about Smart Cities** and how can we achieve them by unlocking our social and economic potentials. Ron Kaufman writes about 'Leading from all Levels in Your Organization', and the need to inspire all tiers onto leadership roles. Lucy Cornell celebrates the authentic voice and encourages us to treat it as our birthright.

Paul Bridle talks of the 'Work-Life Balance', and the need to align work and life through integration, rather than pitching them against each other through the search for balance. Makes eminent sense. Trevor Wilkins has dealt with the elements of fear and anxiety in the act of selling, and he says that "Anyone can sell, can sell well, and enjoy doing it, if they focus on their customer's Buying Drivers, not their own Pressure to Sell." So there's hope yet for the timid amongst us.

Lesley Everett is back with us this issue and writes about developing an authentic personal brand, which she says is not optional, and must be done. Also, Nooruddin Surani elaborates on the Excel Dashboard from the top talent's perspective, and Ben Stevens is back with 'Modern Maintenance Management', analyzing return on investment, profitability, cash flow and risk.

Octara conducted a workshop on 'Understanding the Tax System' with three eminent tax practitioners, and we carry an account of it, as well as a book review of Hammad Siddiqui's 'Bootstrapping Your Career' that contains some essential advice, in particular for those poised to enter corporate employment.

We look forward to your feedback.

jamil janjua, CEO, Octara & Chief Editor

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> "With finances likely to remain under pressure across the public sector, we need to be thinking in far more imaginative ways about how we use public buildings. Maybe our schools could become true community resources - housing the local library, community centre and doctor's surgery, whilst also operating as both a magistrate's court and conference and event centre in the evenings, at weekends & during the school holidays."

Smart Cities
Unlocking the Social and Economic Potential

By Rohit Talwar

Rohit delivered a keynote address at the Intelligent Cities Conference in Leeds, England recently, and the theme of his talk generated a lot of interest and controversy. The thrust of Rohit's presentation was that most people talking about the intelligent or smart city are focusing on the relatively narrow aspects of ensuring widespread broadband provision. He argued that, whilst it is an important enabler, broadband alone doesn't make a smart city. We have to look beyond the technology to think about the kind of city we want to be. This means thinking about how we will create a truly sustainable, viable and vibrant environment - one which attracts business, has a strong creative and leisure sector, an energized academic community and positive prospects for families and individuals. This means thinking well beyond short term challenges to explore how we can evolve in a rapidly evolving world where advances in science and technology are rapidly outpacing our ability to absorb their potential impact.

Smart planning means thinking about the world we are moving into, the skillsets our workforce will need and the changing ways in which our children need to be educated with the life skills and outlook to prepare them for a 100-year plus lifespan that could see them needing to work well into their eighties and potentially having five to ten careers in that period. With finances likely to remain under pressure across the public sector, we also need to be thinking in far more imaginative ways about how we use public buildings. Maybe our schools could become true community resources – housing the local library, community centre and doctor's surgery, whilst also operating as both a magistrate's court and conference and event centre in the evenings, at weekends and during the school holidays.

Smart thinking also means a joined-up approach to the development of local economic policy and inward investment. For example, recognizing that possibly the fastest way of accelerating the development of key future industries is to attract in the major national and international events in those sectors. Cities like Sydney, Melbourne and Vancouver are demonstrating the powerful impact of such an approach in bringing the industry to your doorstep. The proven and measurable long term benefits of such an approach include accelerating the learning of local players and researchers in the sector, generating export orders for local businesses, tapping into critical knowledge networks, attracting inward investment and securing research funding from the industry players attending the event.

The task of taking a truly holistic perspective on the future of our towns and cities is not an easy one. The risk is that we put the challenges into the 'too difficult' pile, focus on the technology roll out and hope that somehow faster broadband will solve our problems. As history reminds us, HOPE IS NOT A STRATEGY ■

Rohit Talwar is a global futurist and CEO of Fast Future Research. He advises global corporations, governments and NGO's on the ideas, developments, trends and forces that are shaping the future. He is one of the main speakers for the 15th MAP Convention 2013 scheduled on December 4 & 5, 2013 themed 'Managing the Future'. Rohit will also deliver a workshop on 5th December on "Human Enhancement for Future Organizations"
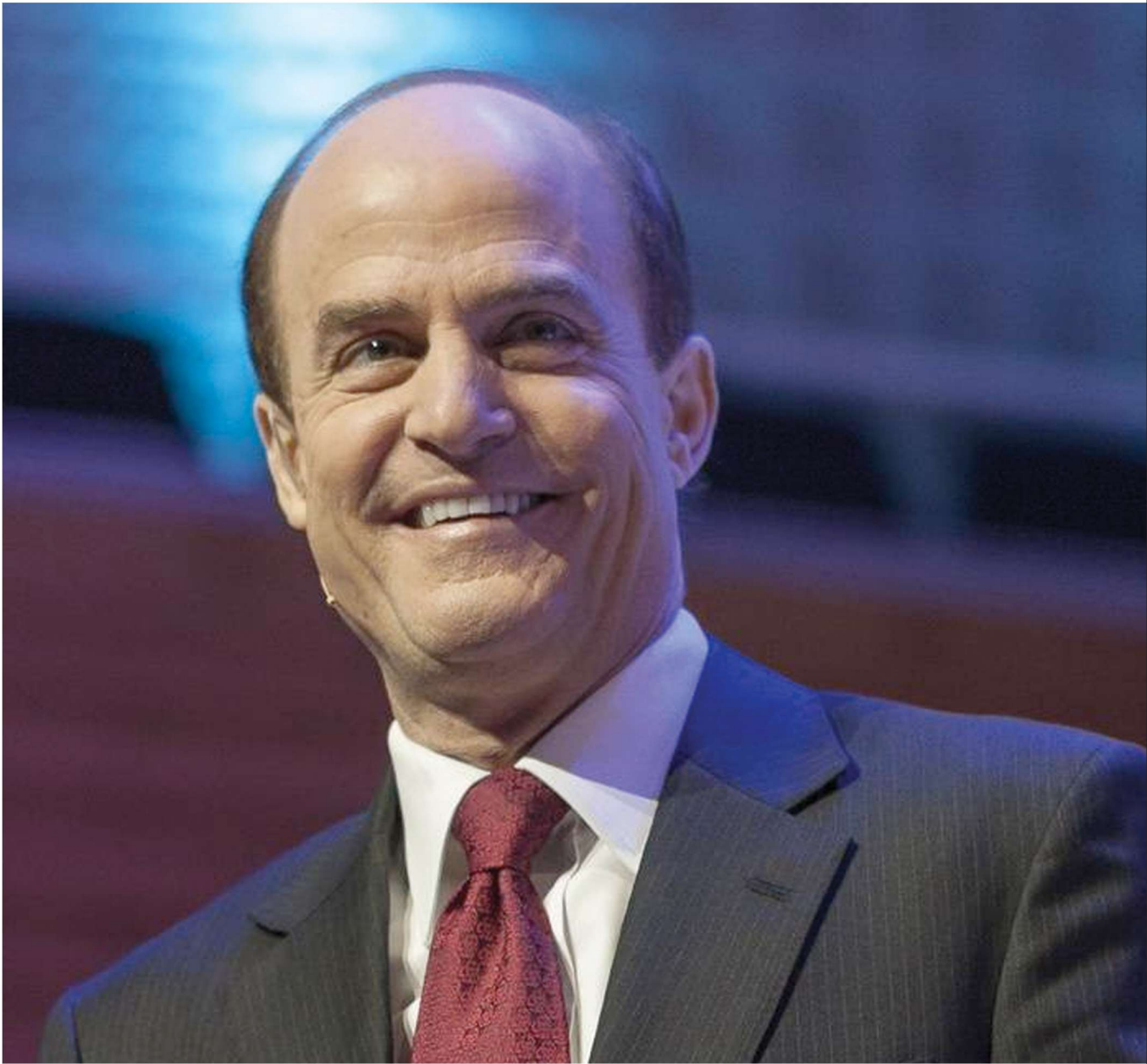
Leading from All Levels in Your Organization

By Ron Kaufman

> **"You don't need an important title to be a service leader. It's a responsibility you can choose for yourself."**

If your company is going to pursue building an uplifting service culture, leadership must initiate and support the process. But service leadership must be extended and ultimately embraced at all levels of the organization. Let's take a closer look at how to lead from all levels.

Top-Down Service Leadership
In the first model, a service culture initiative gets a great start. The leader from the top becomes a role model for, and communicates with, everyone else in the organization.

Top - Down Service Leadership

Bottom - Up Service Leadership

Leading from Every Position

However, this model alone is not enough because if even one manager in the middle doesn't set the right example or communicate the right service vision, a lot of employees are left behind. It's also not enough if anyone thinks that uplifting service or changing culture is a job for the people at the top. It's not. Uplifting service is everyone's job.
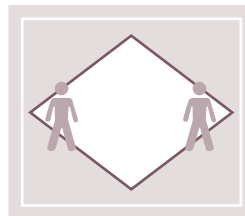
Bottom - Up Service Leadership
There are instances where frontline employees have initiated service revolutions-and have created award-winning service cultures. Consider the Pike Place Fish Market in Seattle, Washington. The company's leaders did not come to work one day and ask employees to throw and catch fish across the stall to give its customers an award-winning show. The employees came up with this idea themselves, and they enthusiastically put it into action.

But bottom-up service leadership typically doesn't happen, because frontline employees often aren't educated, enabled, or empowered to be proactive with new ideas for better service. Most simply follow procedure.

But a frontline employee can take the lead-with a customer to produce a better outcome, or with a colleague to create a better mood. A frontline supervisor can lead by encouraging, coaching, and training on the job. A manager can lead by reaching out to help colleagues in other departments, making service come alive inside the organization.

Leading from Every Position

Leading service from all levels means that every employee takes personal responsibility for providing better service in every situation his or her position empowers him or her to reach.

Service leadership may be initiated from the top, but it is also embraced at the bottom and is encouraged and enabled everywhere in between. You don't need an important title to be a service leader. It's a responsibility you can choose for yourself.

When service leadership is alive at all levels in a large organization, frontline employees serve with passion because they understand the importance of their role, middle managers serve with passion because they understand the importance of their role, and senior leaders serve with passion because they understand the importance of their role. Indeed, it is everyone's role to take the lead in building a service culture.

Start by leading from the top and build alignment with each other, embrace a common service vision & commit to take strong action as role models for superior service ■

This article is a modified excerpt from the New York Times bestseller UPLIFTING SERVICE.

Ron Kaufman is the world's leading educator and motivator for uplifting customer service and building service cultures. His energetic keynote speeches and workshops have inspired millions. He worked with Octara in April 2012 and conducted his signature program Uplifting Service in Karachi for the first time.

> "Vulnerability is strength. It is where you can hear clearly and respond truthfully."

An Authentic Voice

An authentic voice is your birthright. It is fully expressed and resonant. It has no affection and unconstrained by physical, emotional or psychological tensions.

The voice you are born with is a true expression of your energy and spirit, your authentic self. You are born with this voice to express your needs to survive. At around 3 years, children learn to 'pull it together', 'be quiet', 'tone it down', 'big boys don't cry', 'little girls speak sweetly', 'toughen up princess', etc. This is the beginning of the civilized voice; a less authentic expression of what you need and desire. Over time, these learned behaviors compound, so the voice that you inhabit as an adult in a business world finds it hard to express you inspirationally, emotionally and authentically.

The aim is to speak authentically, with discernment and compassion.

How do you reclaim your authentic voice?

Disarm and tap into your internal power, voice, spirit, energy, intuition. Mostly, people are numb to the behaviours that stop them accessing this fertile, inner, energetic world. The first step is to become sensitive to these behaviours and then undo them. Having an authentic voice depends on revealing yourself and being vulnerable. Vulnerability is strength. It is where you can hear clearly and respond truthfully.

An authentic voice comes from authentic power: men and women. The recent confessions of a number of male clients, plus the heartening rise of women's voice in business, foreshadow a change in vocal styles. Men are starting to consider broader communication styles.

Over recent decades, business has moved from the achievement driven 80's; where men maintained the dominant voice and where women had to emulate men to fit in: a la Margaret Thatcher. A shift to the personal evolution revolution of the 90s and 00s, saw the uprising of executive coaching and the permission to use words like 'presence', 'gut instinct' and even 'meditation' in the corridors without being scoffed at. From an Eastern philosophical perspective, we have more 'yin' energy in our business environment, which has much to do with the acceptance of women in business.

Over the last 3 years in my practice, a slow trickle of men have come seeking vocal support for a more sensitive, authentic, intuitive, less goal-oriented and more collaborative style of communicating. We also discuss what the typical Australian, male business culture does not endorse; power through vulnerability. In my work, my ultimate message is that everyone is born with a powerful, authentic voice. We just need to learn to use it without defense and with courage ■

Lucy Cornell
Chief Inspiration Officer
Voice COACH

> "Work / Life integration seeks to find ways to achieve harmony… Work/life balance pitches the two against each other in a confrontational manner."

Work/Life Balance or Bust!!!!!

By Paul Bridle

According to a Google commissioned survey of European SME's, 80% of employees have made some sort of work-related New Year's resolution for 2013.

Find ways of working more efficiently - 42%
Interact with customers more - 26%
Leave work on time more often - 26%
Interact with colleagues more - 21%

Be more flexible about where they work from (e.g. home, other offices, etc) - 20%

The "interact with colleagues" response was a bit surprising, if not misleading. However, the other four are very interesting. It shows that people are seeking to improve their life and efficiency.

Most people recognize that they have to be prepared to do more if they want to be employed in the current economic conditions. There are two things that strike me about this:

Work vs. Life

We are still having people look for work/life balance as a solution to their problem. WRONG way to look at it. It is not work/life balance, but rather people should be seeking WORK/LIFE INTEGRATION. This especially applies to people who are having to do more than was previously expected of them.

Work/life balance pitches the two against each other in a confrontational manner. It makes it competitive and implies that the two are mutually exclusive and should not mix. It gives the notion of living two separate lives. Work/life integration seeks to find ways to achieve harmony. Both feed off each other and both value the others role in a person's life and as much as possible are seamless. Integration is about combining things to create the "whole"…..in this case the whole person.

Efficiency vs. Effectiveness

My second point is that chasing efficiency focuses on the process, whilst effectiveness focuses on the outcome. Don't get me wrong, efficiency is important, but when setting goals, a focus on effectiveness may be a better way to look at things. Efficiency focuses on our competency to do the task or job, whereas effectiveness looks at the best way to achieve an outcome.

When setting goals for work and life, looking for ways to be effective is probably a better place to start. We can all be busy….. but not all the things we are busy doing are being productive. I said to my team this week, we all need to look at what we are doing and ask ourselves how we can be more productive with how we spend our time. That may mean stop doing some things that keep us busy but don't take us towards our objectives.

It is about how we look at things. If we are pitching work and life against each other and the looking for efficiency, we are likely to become more stressed and not achieve what we want.

Work/Life Integration means allowing both aspects of our life understand the other. Some companies encourage the employee to bring the family in to see the work they do, see the place they are working, meet the people involved and get a feel for what they do. This means that when the employee goes home and talks about their day, the family understand what is being said. It also means that the family appreciates what pressures they are facing and help make the transition from work to home environments.

In 2013, I think it is time to see things differently and appreciate that work and life need to be integrated and focus on how to achieve that with effective goals and then efficient practices■

Paul Bridle is a globally acclaimed, award winning speaker, author and leadership guru. Paul has been rated 12th in the Top 20 Most Influential Leadership Gurus in the world for three consecutive years and is working with Octara for his workshops in Pakistan.

Taking the Fear and Anxiety out of Selling

By Trevor Wilkins

"Anyone can sell, can sell well, and enjoy doing it, if they focus on their customer's Buying Drivers, not their own Pressure to Sell"

I was watching a TV show recently, and a guest invited up from the audience was asked what his job was. He replied that he was a salesman – and the effect was immediate. The chat show host fired off a storm of jokes about 'hiding your wallets', 'locking up your daughters' and that this might be the 'most creative story we've ever heard. Now it was actually very funny, but I'm not sure he'd have used such very personal traits if his guest was a butcher or a doctor.

It seems that wherever I go in the world, 'sales' and 'selling' are words that too easily generate strong feelings in the people who hear them. These emotions are very often negative and include cynicism, distrust and suspicion – they can be even stronger in a person actually being 'sold to'.

At the other end of the spectrum, a reluctant 'seller' can experience a different set of emotions – stress, uncertainty, anxiety and fear – whether it's part of their job, or they're just selling their family car. In some extreme cases, this terror of engaging with other people is so great it becomes a social or physical affliction. I've seen examples of this many times. How crazy is that? What other activity has such an immediate effect on people? And why does the pressure it creates make some of us discard our normal personal values to lie or fabricate?

And what about us? The 'sales professionals' whose job it is to influence people to buy from us every day? Sometimes we can all be guilty of creating and perpetuating a 'cloud of mystery' around what we do. "It's a black art carried out by a bunch of driven people – but I wouldn't want my kids to do it!"

The result of this is that people who do need to influence people to buy from them often deny reality and will do anything to not mention 'the S word'. They say they're in 'business development', 'marketing', 'account management' or even 'customer service' -

anything not use the word 'sales'!

I admit that I too once felt ashamed like this-so long ago now that it's embarrassing to say. But once I started down the 'high road' of ethical, sustainable sales that I use and teach today-I've held my head high and been proud of my sales title ever since.

So what underlies this craziness? Well, like many other things in life, its fear. In facts it's three specific fears. But it's three specific fears that can all be eliminated-and quite easily, and with no more work than any other new skill.

Fear No 1: FEAR OF IGNORANCE
not knowing something you ought to know. You might genuinely be ignorant – or just appear so. Maybe you haven't learned enough about your buyer's business; perhaps you're not familiar with what your competitor can do; most embarrassing of all - maybe you don't know a feature or function of what you're offering for sale.

RADICAL ELIMINATION #1:
Put the time in doing research - but not on feature & function, or speeds & throughput, or details of your company's R&D spending….turn the problem right round. Use your time to find out about what the buyer or their team might truly take away from doing business with you. Discover specifically how people like them use what you offer – to save time, to make or save money, or to remove stress and uncertainty. Know these things really well; be(come) truly interested in what they do and you'll never be caught out. What's more, you'll have a solid foundation for saying "I'm genuinely interested – tell me more about what you do"

Fear No 2: FEAR OF BEING TOO PUSHY
Who do you most enjoy buying from? Someone who 'sprays' a ton of detail at you about their products and 'prays' that some of it will stick – or someone who's genuinely interested in discussing what you want to achieve, or what problems your business has? Well, of course, it's likely to be the second. And it's

even better if they can truthfully say "Well that's great, it's exactly what we do" and then only tell you what's necessary for you to know how they can do it.

RADICAL ELIMINATION #2:
'Sit on the other side of the table'. Be the person who's buying from you. See the world through their eyes. Keep in your head what a wise old sales manager once said to me: "The purpose of any sales meeting is simply to have a good chat and find out how you can help". It's really no more complicated than that. If you can develop (or be taught) how to do that, wouldn't influencing someone be quicker, easier and more enjoyable?

Fear No 3: FEAR OF REJECTION
This is perhaps the strongest fear, and the one admitted to most often by students in my classes. And yet it's so easily 'reframed'. It's so easy to look at it in a different, more positive way.

RADICAL ELIMINATION #3:
'It's not about me'-it's actually about them and how they might benefit. If you've carried out the two Radical Eliminations above, it's won't be you that's being rejected-it's just that the time is not right (yet) for them to benefit from investing in your idea, product or service. It's not about you.

So here's the reframe. If your buyer truly doesn't need what you offer, think of the time you've saved (for you and them) and the good relationship you've built up. In fact, now you know what they need, why not arrange to come back and see them when you can deliver what they want?

So what can you take away from these 3 simple ideas?
Well perhaps the best way is for me to tell a story. There was once a young salesman who had a great opportunity to sell an investment banking system to a global oil company whose financial operations were bigger than many banks. It was his biggest sale yet by far, and he was anxious to make his name. But he was afraid of looking an idiot. He knew that the culture of the oil

company resented 'pushiness'. And he was definitely afraid of rejection… All three problems!

So what did he do? Well he worked himself so hard he made himself ill. He knew every technical and business feature of his product intimately, he knew his client's business really well, and everyone liked him - but the decision to buy still never arrived.

Then one day, the treasurer of the client took Trevor (OK, yes it was me) out to lunch and gave him two pieces of advice. In summary what he said was "Think about what my business as a whole wants to take away from this deal - it's our needs, not your clever software that interest us. If we could get the results we need with a warehouse full of monkeys, we'd buy a very large warehouse."

The second thing he said was - if you'd been more forceful, met with me on the first day you arrived, and asked me what my main drivers were for buying a new system, I'd have said 'Risk and Profit'– absolutely nothing else. If you'd focused on only those two things, you'd have a signed contract by now."

So I did take notice of him… I sat all night putting together a spreadsheet (not a function list anywhere) and I summarized what effect our treasury system would have on his Risk and Profit….and we had a signed contract within a week■

Trevor Graeme Wilkins is the CEO and founder of Holis Associates Inc. Trevor has spent 35 years successfully influencing people to 'buy' - in the army and in business. Since 2001, he's debunked the myths & fears of sales at companies large and small. A graduate of Cranfield University, Ashridge Business School and Sandhurst, he's a Master Practitioner of NLP and a CAPS member. He's always succeeded by 'Creating a Desire to Buy', not 'exerting sales pressure'. Trevor plans to visit Pakistan in 2014 and deliver his training on "Turning Selling into Buying" through the platform of Octara.

> "The core values that your brand is based upon should be consistent…
> We don't always want to hear when something negative is said about us but
> it's crucial that we do, so that we can put it right."

Developing an Authentic Personal Brand isn't Optional!

By Lesley Everett

Leaders today are being measured on how effective and authentic they are. In executive brand coaching I work with senior leaders on understanding their personal brand and developing it to be consistent and authentic.

"You have a personal brand whether you've consciously cultivated it or not – it's what people say about you behind your back"

Does what people say about you align with what you think they are saying? If you don't know it's essential that you find out and manage those perceptions consciously. Your Personal Brand isn't static; It will continue to evolve and develop.

However, the core values that your brand is based upon should be consistent. Understanding your strengths, motivators and your "unique selling points" helps you align these hidden parts of your brand with what people do see and hear - your appearance, your voice and your opinions.

Authenticity means not trying to be someone you're not. If what people are saying about you is different to what you think they are saying your brand could be damaged or misrepresented – you don't know how far what they are saying ripples out. It could be the reason you didn't get that meeting or why that key connection was a little off with you. We don't always want to hear when something negative is said about us but it's crucial that we do, so that we can put it right. It could be a simple misunderstanding but the damage may be lasting.

Ask some of your contacts or colleagues what they think you are known for, what their first impression of you was and what 3 words they would use to describe you. If what you get isn't what you expected take action■

Lesley Everett - President Global Speakers Speaker Federation (2013-14) is an International Keynote Speaker and thought-leader on personal branding and reputation management. She is highly-rated as a speaker, author, columnist and media personality who's solid insights and practical advice have taken her to audiences around the world.

A si visi the fu – José

By Jason Goodye
Magazine,

According to futurist José Cordeiro, advances in neuroscience, nano, bio, and information technology are pushing mankind into the post-human age.

"In the future we will be upgrading our brains every few years in the manner that we currently update our computer hardware… I want people to realize that things are moving so fast that we are not ready for the changes"

Forget flying cars and robot butlers. If José Cordeiro has it his way the future will be a far more interesting place. What's more, it may be coming sooner than many of us ever imagined.

A member of Nasa's Singularity University and global think-tank The Millennium Project, Cordeiro is one of an increasing number of researchers encouraging everyone from schoolchildren to business leaders to think big – very big – about the future. Do you want mental powers of calculation that make the most powerful supercomputer of today seem like an abacus? No problem. Do you want to beam your thoughts directly into the minds of others? Technology will provide the means to do so. It will even, Cordeiro proclaims, grant us immortality.

Since abandoning a career in petroleum exploration and financial consulting, Cordeiro has made a impressive CV. As well as his positions in the Singularity University and the Millennium Project, he is involved with more than a dozen organizations and institutions, has appeared in national newspapers in Japan, Korea, the US, France and Brazil, and has shared his ideas about the future at several prestigious conferences including TEDx Rio+20.

To refer to him as 'a character' would be something of an understatement. He signs his emails

'futuristically yours', cites his place of birth as Caracas, Venezuela, America, Earth, Solar System, Milky Way, Universe, Multiverse, and is a dedicated wearer of loud Aloha shirts. Despite this, & the fact that he frequently punctuates his many sprawling ideas with groan-inducing dad jokes, it's clear there's a lot of heavy-duty thinking going on behind that impish grin.

Law of Accelerating Returns

For some, no doubt, many of Cordeiro's ideas and predictions will seem more than a little far-fetched. But, according to others, so they should: as far-fetched as possible in fact. For advances in technology, they claim, are being propelled by a phenomenon known as the Law of Accelerating Returns.

"I basically concentrate on the four main technologies: nano; bio; info and cogno," he states. "All of these are becoming more information-based. And the advancement of information technologies changes according to Moore's Law, or more precisely, the Law of Accelerating Returns. Moore's Law is only the fifth example of the various iterations of the Law of Accelerating Returns. There will be a sixth and a seventh. IT, nanotechnology, biotechnology – all follow these exponential curves."

Formulated by futurist Ray Kurzweil in the 1999 book 'The Age of Spiritual Machines', the Law of Accelerating Returns states that the rate of technological change is exponential rather than linear. This results in the creation of a positive feedback loop in which technology feeds on itself getting faster and faster with each step forwards. Not only does the processing power of the technology increase but the rate of change itself also increases dramatically.

There will reach a point, Kurzweil claims, when these exponential increases advance so rapidly that there will be "a rupture in the fabric of human history". This theoretical point is known as the technological singularity as it is impossible for the unenhanced human mind to comprehend what will occur beyond it. Both Kurzweil and Cordeiro predict it will occur in 2045.

It is this integration of man and machine, and the enhancement of the human mind and body, that Cordeiro recently spoke about at a meeting of the London Futurists held in London's Lincoln Inn Fields. The message many left with following a day of discussion and debate was a provocative one: we will soon be living in an age of cyborgs.

"It will begin with people that have problems," Cordeiro says. "Like blind people, deaf people or paraplegic people. In a way, they don't have anything to lose. If you don't have eyesight, you can't see, then you won't worry about experimenting with your eyes. They are already replacing lenses in people's eyes when they have cataracts. They can give people sight that is better than mine. Because my eyes are fine, I don't want to change them yet. But someone will try. What we have now is just baby steps compared to what we're going to have in only 5 years."

To serve as his example Cordeiro points not only to current wearable technology but to the humble spectacles as a precursor to integration between man and machine.

"Actually I use glasses; this is already an integration with technology," he says. "My mobile phone is an integration with technology. We are doing this already. I read earlier that Samsung is working on a new product that is like Google Glass, but they are using a contact lens instead. Google Glass is just one step. We are going to integrate more and more with the technology. We will have the technology in our bodies."

Key to grasping Cordeiro's ideas is to see the bigger picture of how different technologies feed into and affect one another. Running concurrently with developments in computer hardware and software are similarly impressive advances in nanotechnology and biotechnology. The human genome was successfully sequenced in April 2003 by the Human Genome Project (HGP), an international, collaborative research program. It took 13 years and cost $2.7bn (£1.75bn). Now, partial genomes can be sequenced for as little as $5,000 in just several hours. Cordeiro has already had his own genome read and takes pleasure in passing on the finding that he is distantly related to both Marie Antoinette and Genghis Khan.

"First of all, the human genome is not that big. It's only three gigabytes," he says. "So people have to realize we are not talking about huge numbers. Now we are reading the genome, which is relatively simple - it has only four letters: A, G, C, U - so we understand the genetic code and can read it. We are learning to write it, so we can actually create new organisms, new life-forms with different genes. There has already been an artificial virus created... artificial bacteria. And soon we will create other artificial organisms by connecting genes."

An organism called Synthia

The breakthrough he is referring to is the work of Craig Venter, a key member of the HGP, who in May 2010 produced a synthetic organism.

Venter and his team first sequenced the genetic code of Mycoplasma genitalium, a tiny bacterium, and recorded it on a computer. They then used this code as a template, modified it slightly from the original and implanted it in a cell, which had had all of its original DNA removed. The resulting organism, somewhat playfully nicknamed 'Synthia', then started to replicate – an attribute considered by many to be the basic definition of life.

It was a truly impressive piece of research which opened up a fierce debate on ethics that stretched far beyond the scientific community. But for Cordeiro, creating synthetic bacteria and going no further is simply not ambitious enough. He has grander goals in mind.

"Writing genomes is about 20 years behind reading genomes. Now that we are reading the genomes we will have a good understanding in the next ten years of all of the genes. When we know the genes we can manipulate them and change them and combine them differently. We are talking about maybe 30 to 40 years [when] we will be able to create large genetically modified organisms with different genes."

Synthetic Brain
The brain too is the subject of much study with several research groups across the globe attempting to create synthetic grey matter. The EU-supported Human Brain Project, the Blue Brain Project in Switzerland, and the Riken Institute in Japan are all working on producing the first fully functioning synthetic brain.

Cordeiro argues that the human brain has remained largely unchanged for 60,000 years. He predicts that in the future we will be upgrading our brains every few years in the manner that we currently update our computer hardware. He likens the potential developments lying ahead to the increase in portable storage media, which progressed from the punch card to the floppy disk and to the thumb drive. Our natural brains are, he claims, akin to the punch card.

"It's terrible," he says. "I would like to emphasize that there will be a big

difference, for example, in terms of the speed when our brains are upgraded. Our brains are slow. They don't even go as fast as one kilohertz because they work with big chemical ions that are very slow. Electronics work with electrons that move incredibly fast, so the difference between these chemical ions and electrons is in the order of millions. Any computer works at more than one gigahertz yet our brains work only at one kilohertz so artificial brains and human enhanced brains will be millions of times faster."

This, Cordeiro says, will mark the ushering in of the post-human age.

So does this mean that we are all going to be Da Vincis and Van Goghs in the future?

"No. Much more than that," he deadpans. "Let's compare our brain to a chimpanzee brain or to a mouse brain; you may say that a little mouse doesn't have any creativity or imagination like we do, so imagine now we will create something better than our brains that will enhance our own. Remember, our brains are the product of random evolution and we are creating things by design. I believe enhanced brains and artificial brains will be much more creative and innovative than our brains and also millions of times faster. This whole conversation we are having now would be done in one second."

For some, these ideas will no doubt raise a series of alarm bells. The modification of genes and close integration of the body with technology throws up a whole range of moral and ethical questions. Sceptics are likely to ask what, if anything, is left of the human.

Human Evolution
"I like to think about what is left of our genetic ancestors when they evolved into something closer to us," Cordeiro explains. "This is evolution. Evolution tries to improve and I think our descendants will be

much more intelligent, much more handsome, faster... everything. I don't like to discriminate in favor of humans, like I don't like to discriminate against humans. Humans are not the end of evolution. We are just the beginning of conscious technological evolution.

"I am being very provocative. I want people to realize that things are moving so fast that we are not ready for the changes. My personal view, not that of the Millennium Project or the Singularity University, is that this is going to happen. We are going to reach a Cambrian explosion of new life forms because we will be able to modify ourselves in many different ways."

There is, however, one small caveat. "It may not be for all of humanity. I grew up in South America and we have a lot of Indians in the Amazon who don't wear clothes, they don't use glasses, they don't speak modern languages. Another example would be the Amish in Pennsylvania. They are living 100 years behind. The Amazonian Indians are living thousands of years behind. So maybe some people will remain as they are today, and that is okay. But I think most people would like to live longer and healthier, and this is happening from both sides from the hardware, nano and bio, and the software, info and cogno. We are going to reach immortality of the hardware and software in 20 to 30 years. I'm actually very excited. The year 2045 is used as the year of the singularity because that's when we will reach hardware and software immortality."

Of course, whether Cordeiro's many predictions end up coming true remains to be seen. However, one thing at least seems clear - the future isn't what it used to be.■

Dr. Cordeiro is one of the main speakers for the 15th MAP Convention 2013 that is scheduled on December 4 & 5, 2013. The theme of the convention is 'Managing the Future'. Jose Cordeiro will also deliver post-convention workshop on December 5, 2013 titled "Creating Future Organizations"
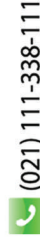
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EXcel

Dashboard

Top Talent's Perspective

By Nooruddin Surani

Nooruddin Surani, is an MBA in MIS, a Microsoft Certified Trainer, Microsoft Certified Technology Specialist for Managing Projects with Microsoft Project 2010 and Brainbench Certified for Project Management 2008.

As an Associate of Octara, Surani regularly conducts workshops on MS Office and its various tools. His upcoming workshop, MS Office 2010 Compendium is scheduled on October 22 & 23, 2013 in Lahore and October 29 & 30, 2013 in Karachi.

We are all born with a habit of seeking approval and the same is without choice. When we are young we do whatever in our tiny power with the approval of parents. When we grow-up a bit friends validate our wearing of right clothes, listening of good music. The habit remains there but it becomes difficult as we get mature and professionally more experienced to validate our perceptions.

Seeking external approval may not be essential for our being, but it becomes essential for our emotional development. I have been caught into the same tendency, though I have been working with dashboards since 2008 and over the years trained several hundred professionals on the subject.
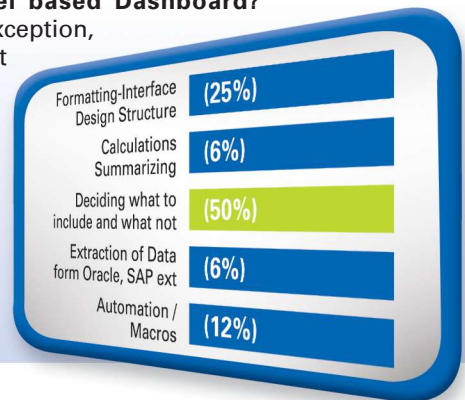
There is an urge deep inside me to validate that what I think, do and teach in Excel Dashboards is different than what other Top Talent is doing, so I started gathering information on the subject and created several polls on a social media group with membership over 1,500 top professionals and after over six months effort, I have collected information on what top talent think on the most important areas of Excel Dashboard.

What is the one most important task you think in creating Excel based Dashboard?

As everything in the world has its beginning and Excel Dashboard is no exception, so the first thing which we decided to take info about is "What is one most important task you think in creating Excel based Dashboard?" There are tens of responses which can be taken as candidates. We have shortlisted top 5 items.

As the result recommends that when we start any Excel based Dashboard, selecting the right KPIs is the most important first step, many people make the mistake of looking at the data which is available with them and start dumping the same in their dashboards, but one should start from what is required and look for the data source and not the other way round.

Formatting-Interface Design Structure	(25%)
Calculations Summarizing	(6%)
Deciding what to include and what not	(50%)
Extraction of Data form Oracle, SAP ext	(6%)
Automation / Macros	(12%)

Making a SUPER FLOP Dashboard in Excel, what to follow?

The presentation maestro Steve Jobs was a real genius in introducing villains and heroes in his presentation, normally the villain appears first with a problem and hero follows with a solution. So to imitate that we have created a negative poll to identify villain so we can introduce a hero.

We have got the winning formula for SUPER FLOP Dashboard to "Adding every piece of data you have", so key learning is that we have to identify the KPIs and look for the data instead of filling our dashboard with all available data, and missing the vital information.

|	
Add every piece of data which you have	(46%)
Focus on beauty and not information	(15%)
Making it a 10 Pager / 5 screen or more	(7%)
Hiding vital information	(30%)
Using wrong colors / chart types	(0%)

Which is the MOST used Excel Dynamic Dashboard function?

So after analyzing the general dashboard initiating queries, we have pushed our first poll which purely related to Excel Dashboard "Which is the MOST used Excel Dynamic Dashboard function?" After reviewing the expert's answer a strange thing was analyzed that the CHOOSE function is not at all used by Professional Excel Dashboard creators; though we came across several examples in well-known books for using CHOOSE but haven't seen any professional dashboard using this function.

Here the clean sweeper is VLOOKUP, we know there are lots of lovers for VLOOKUP function generally and but it also took lean in the area of making dashboard dynamic.

One of the fellow group member David shared with us the following for the above "I think most organizations utilizing MS Excel for dashboard engineering would likely use VLOOKUP and Pivot Tables most often to summarize and express KPIs. VLOOKUPs so that they can manipulate the data sets easily to pull forward multiple items in a small space and Pivot Tables to summarize that information instead of having a huge set of data that is too complex for dashboard purposes."

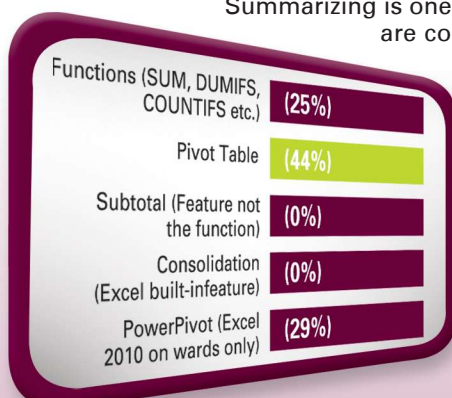|	
CHOOSE	(0%)
VLOOKUP	(60%)
IF	(7%)
SUMIFS	(15%)
OFFSET	(15%)
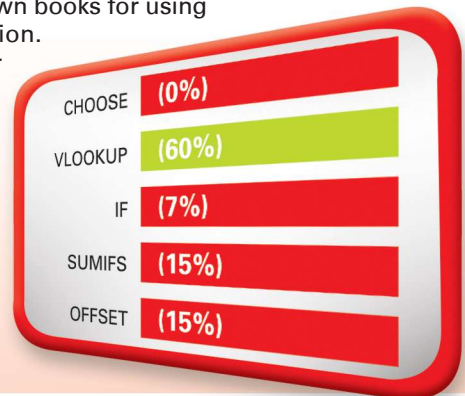
Which of the following is the BEST method to summarize data for Excel Dashboard?

Summarizing is one of the vital steps in creating any Dashboard, there are bunch of KPIs which are coming in from plenty of data sources, and hundreds of thousands of rows, got summarize to show the effect to the top management using the dashboard. So we came across the question "Which of the following is the BEST method to summarize data for Excel Dashboard?"

Where two of the very powerful features, Subtotal & Consolidation got no votes, on the other end fair competition between SUMIFs and PivotTable though votes are less for SUMIFs but got serious positive comments about it.

We further got recommendations of using VBA & Query and MS-Query to access data directly from database and by passing parameters it would filter the same■

Functions (SUM, DUMIFS, COUNTIFS etc.)	(25%)
Pivot Table	(44%)
Subtotal (Feature not the function)	(0%)
Consolidation (Excel built-in feature)	(0%)
PowerPivot (Excel 2010 on wards only)	(29%)

ROI, Profitability, Cash Flow and Risk

Modern Maintenance Management

"Pressures on Maintenance will be in the form of reduced budgets, increased expense scrutiny, demands for longer run times, shorter and fewer downtimes" - Ben Stevens

Business is changing quickly, but one thing remains unchanged - the requirement to provide high quality and consistent Maintenance Management. BUT the way we deliver our maintenance is changing very rapidly. Here's an example; industrial companies are under pressure to compete effectively, and to do this they must use their scarce resources more smartly. In maintenance terms, this means investing wisely in the management of equipment and facilities, making sure that the organization receives good value for money on the maintenance it delivers.

This pressure has been, and will continue to be, passed on to the Maintenance Department in the form of reduced budgets, increased expense scrutiny, demands for longer run times, shorter and fewer downtimes. To respond to this is a large and growing challenge. More than ever before, our Maintenance Managers need to understand and apply the key principles of business – in fact they must become Maintenance Business Managers. Here are some examples of how these changes are affecting the maintenance function not only in the future, but right now:

1. Tasks are measured in terms of the value they deliver versus the cost of delivery. For example, PM tasks are only released IF the cost of prevention is less than the cost of failure, AND the PM can be linked to a specific failure.
2. The age-old debates surrounding the "run or maintain" decision are being based on the risk and cost of failure during the proposed runtime.
3. Decisions based on KPI's such as MTBF are being adjusted to add value into the equation – meaning that increasing MTBF is based on the revenue versus cost equation.
4. Planning and scheduling is become more demanding and more sophisticated; good P&S save the cost in terms of improved performance.
5. Decisions based on Condition Monitoring are becoming sharper.
6. Specific methodologies such as RCM are becoming common practice, and old-time RCM users are demanding more continuous improvements from RCM.
7. Spare parts decisions are being based on life cycle value not just short term cost savings.

All of these changes are happening simultaneously, plus many more – the Maintenance Managers need help to decide which of these many options should be their priorities. Their selection of priorities must now be made on the basis of financial KPIs. The KPIs have become the standard language of the organization's executives. In Maintenance we have typically avoided these KPIs often because we are just not familiar with them. In the case of Risk for example, we can now propose a financial calculation which measures risk, the Probability of Failure times the Cost of Failure. If we match this against the cost of preventing the failure, then we can use basic business principles to prompt the right decision.

These changes in Maintenance are coming fast, hence the progressive companies are already realizing the key issues and responding by providing the occasion for the Maintenance Managers to upgrade their skills. Maintenance Managers should actively look for ways to upgrade their capability and skills. We all need to widen our knowledge base and extend the opportunities for improvement■

Ben Stevens conducts training workshops on equipment reliability & maintenance improvement. He has been fully involved with the maintenance and reliability business for more than 25 years and has experience in all aspects of Maintenance and Physical Asset Management. Ben frequently visits Pakistan and conducts workshops on various Maintenance improvement areas through the platform of Octara. He is expected to come to Pakistan in December for two of his workshops between December 9 - 14, 2013.

Understanding the Tax System

"Equip professionals with macro and micro level knowledge of the changes in corporate taxation"

More than 300 amendments have been made in the Income Tax, Sales Tax, Federal Excise Duty and Sindh & Punjab Sales Tax on Services, Withholding Taxes laws and Import Support Levy (Wealth Tax) through the recently promulgated Federal and Provincial Acts. These changes may be unknown or unclear in the minds of professionals. It is inevitable for relevant professionals to understand all the aspects of the Federal and Provincial Finance Act owing high tax burden.

In this context, Octara conducted the **FINANCE ACTs WORKSHOP** on July 9, 2013 at Sheraton Hotel, Karachi. The objective of this workshop was to equip professionals with macro and micro level knowledge of the changes in corporate taxation for timely planning and proper execution in their organizations.

The workshop was facilitated by renowned expert ASIF KASBATI - Head of Group Taxation & Legal Affairs, Gatron Group of Companies, Ex-Director Tax Services of A. F. Ferguson & Co., Tax Committee Member of Pakistan Business Council, Member of Indirect Taxes Committee of KTBA and Executive Committee Member of Professional Accountants Forum.

Following the workshop, a Panel Discussion was also held featuring renowned Guest Speakers Panel for Practitioner Level Insight and Q&A Session:

- **Asif Haroon**
  Partner, A. F. Ferguson & Co.

- **Khalid Mahmood**
  Partner, KPMG Taseer Hadi & Co.

- **Zeeshan Merchant**
  Secretary KTBA, Advocates & Tax Consultant

Bootstrapping Your Career

by Hammad Siddiqui

There's a common feeling that one too many books have been written on the subject of career counseling. In fact the author of this one admits that his Google search on the subject yielded no less than 142,000 results! Fact of the matter is that we live in a dynamic world in which the population is growing by leaps and bounds while opportunities for gainful employment are getting progressively less. The emphasis being on gainful employment wherein the individual is not only earning enough to live with dignity, but is also seized with a feeling that he or she is making a contribution to the growth of his or her employers, as well as to society at large. In that regard no amount of advice can be enough, especially from people like Hammad Siddiqui who have spent their lifetimes in the field and gained precious new insights on how the ballgame is best played.
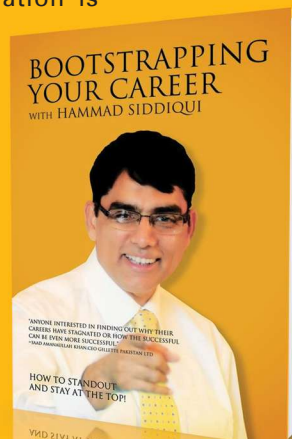
One of the reviews that 'Bootstrapping Your Career' has garnered is from Karalyn Brown, a former HR and recruitment consultant and career journalist, which I feel best sums up the situation. "If you're stuck in a job you hate then never take your rules or the rules of others as the ultimate truth," she says. "There are always different ways to look at the world. Trying to sort out what is fact from fiction can take you to special places in your career. You just have to be unafraid to ask the right questions and find the right guidance."

What I find interesting is the increasing use of the term 'bootstrapping' in the brave new world of entrepreneurship. Wikipedia, the free encyclopedia, defines Bootstrapping as a group of metaphors which refer to a self-sustaining process that proceeds without external help. So while career counseling authors do comprise the external help, the emphasis is on doing it for oneself. Departing from the well beaten path of corporate employment and the strategies thereof, it is worth visiting a new school of thought that advocates the youth to imbibe the mindset of employers rather than employees.

The CEO of TCS Saqib Hamdani in a recent interview has had this to say: "In recent times it has been recognized that, more than business managers, the need of the day is for entrepreneurs who can set up their own businesses with the mindset of employers rather than employees… Over the last 30 years of its existence TCS has built up a phenomenal resource base. We are encouraging our young lads and ladies to leverage and set themselves up in business in the downstream projects of TCS that include branchless banking & retail finance; agricultural supply chain logistics; regional air & road transportation; and services abroad for overseas Pakistanis."

Reviewed by Adil Ahmad

Training Calendar 2013

OCTOBER

Sustainable Supply Chain
Mike Badwi
October 2 & 3, 2013 - Lahore
October 4 & 5, 2013 - Karachi

Services Tax Workshop
Asif Kasbati
October 8, 2013 - Karachi

Supervisory Toolkit
Hassan Bin Rizwan
October 21 & 22, 2013 - Karachi

From Technical Professional to Manager and Leader
Ramiz Allawala
October 21, 2013 - Karachi
October 26, 2013 - Lahore

Recruitment & Selection Interview
Dr. S. A. Rab
October 23, 2013 - Karachi
October 29, 2013 - Lahore

Microsoft Office 2010 Compendium
Nooruddin Surani
October 22 & 23, 2013 - Lahore
October 29 & 30, 2013 - Karachi

NOVEMBER

Project Leadership with KOAN-PM
Dr. Moin Uddin
November 5 & 6, 2013 - Karachi
November 7 & 8, 2013 - Lahore

SMART Office Management
Arshi Ahmad-Aziz
November 5, 2013 - Lahore
November 7, 2013 - Karachi

Strategy Planning and Execution
Ahmed Zafar
November 16, 2013 - Karachi
November 23, 2013 - Lahore

Corporate Etiquettes for Sales Professional
Karan S. Allawala
November 19, 2013 - Karachi
November 22, 2013 - Lahore

Strategic Persuasion
Ramiz Allawala
November 20, 2013 - Karachi
November 29, 2013 - Lahore

Employee Engagement & Motivation
Dr. S. A. Rab
November 26, 2013 - Karachi
November 28, 2013 - Lahore

MASTERING Microsoft Project 2010
Nooruddin Surani

Training & Development Manager's Toolkit
Irfan Hafeez

Sales Success Seminar 2013 - Turn Selling into Buying
Trevor Wilkins

DECEMBER

Leader as Mentor
Ramiz Allawala

Assertive Workplace Communication
Dr. S. A. Rab

Capital Budgeting
Ali Saeed

Optimizing Maintenance Tactics
Ben Stevens

KPI's & Performance Management in Maintenance
Ben Stevens

Contract Lifecycle Management
Cyril Jankoff

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

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

Bob Urichuck
Bob Urichuck Management

"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

"OCTARA has established itself as the premier regional training solutions provider with an impressive team of subject matter experts from around the world who regularly share their competence and insights in their own chosen specializations and fields.

The OCTARA winning team of dedicated employees spares no effort at expanding its reach and growing its impressive array of Human Capital Resource solutions for the betterment of its corporate clients & individuals.

"Many more years of success OCTARA! Shabaash!!"

Sandra Reeves
Senior Director, CTC Consultants, Asia Pacific

"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

"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."

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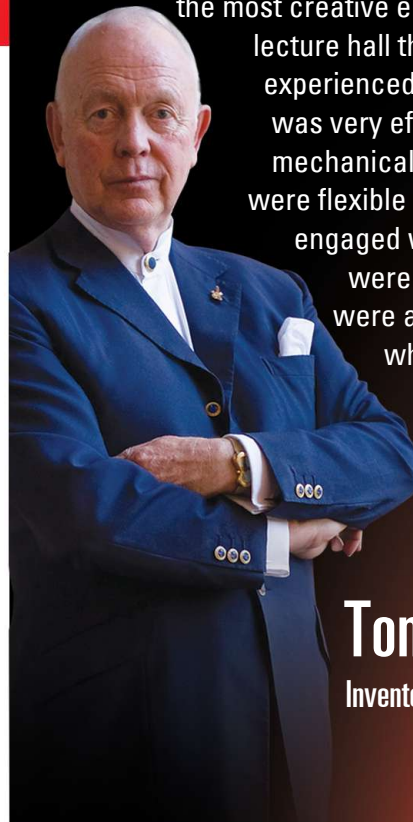
"I have worked with many event management companies around the world, and Octara is Absolutely World Class in event management for my public Uplifting Service workshops. In publicity, enrollment, on-site registration, room and stage layout, sound system, and graphic design - this company knows how to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

Ron Kaufman
Service ICON and Founder, Up Your Service

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SAVE THE DATE!
December 4 & 5, 2013 - Karachi

map — Management Association of Pakistan

15th MAP Convention 2013

Managing the Future

Inspire | Evolve | Empower

The business landscape today is being reshaped by information technology and globalization. These forces are changing enterprises from the traditional command-and-control organizational model to a new distributed and networked model. This convention aims to prepare local businesses for the future by addressing **key business ideas**, **trends**, **developments** and **challenges** for the **next decade**.

Featuring renowned Thought Leaders & eminent Futurists

Dr. José Luis Cordeiro
- PhD, M.Sc, MIT – USA, MBA, INSEAD – France
- Founder - World Future Society, Member - Sigma Xi and Tau Beta Pi
- Founding Energy Advisor, NASA Research Park, California, USA
- Chair of The Millennium Project (Venezuelan Node)

Prof. Ahsan Iqbal*
- Federal Minister for Planning & Development, Govt. of Pakistan
- CEC member of the Pakistan Muslim League-N
- Has initiated and authored Vision 2025 for Pakistan
- MBA from The Wharton School of the University of Pennsylvania, USA

Roger Harrop
- Speaker of the Year with The Academy for Chief Executives
- Former President of The Professional Speakers Association
- Ranked in the top 10 of Business Management Speakers Worldwide
- Winner of the Professional Speaking Award of Excellence

Rohit Talwar
- Founder & CEO "Fast Future" - Research & consultancy organization
- Award winning speaker on Future Insights and Strategic Innovation
- 25 years of consultancy experience with world's leading organizations
- Rated amongst the Top 10 Global Futurists

Hussain Dawood*
- Chairman of Dawood Hercules, Engro Corp., PPAF & The Dawood Foundation
- Chairmanship Karachi Education Initiative's KSBL
- Director of the Pakistan Business Council, Pakistan Centre for Philanthropy
- Global Charter Member of The Indus Entrepreneurs (TiE)

D. Shivakumar*
- President, All Indian Management Association
- Former Senior Vice President, Nokia Pvt. Ltd - India, Middle East and Africa
- Former Vice President, Consumer Electronics Philips Electronics India Ltd
- Has handled more than 34 Renowned Brands

Post-Convention Workshops
December 5, 2013 | Half-Day each

Workshop - A
Creating Future Organizations
Dr. José Luis Cordeiro - Lead Trainer
Rohit Talwar - Facilitator

Workshop - B
Human Enhancement for Future Organizations
Rohit Talwar - Lead Trainer
Dr. José Luis Cordeiro - Facilitator

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S. No	Investment Categories	MAP Individual Member	MAP Institutional Member	Non-Member	Group Discount
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2	Workshop A or B	11,900/-	12,900/-	14,900/-	10% - on 5 + Nominees
3	Workshop A+B	21,900/-	22,900/-	26,900/-	N/A
4	Conference + Workshop (A or B)	18,900/-	20,900/-	23,900/-	N/A
5	Conference + Workshop A + B	25,900/-	27,900/-	30,900/-	N/A

Group Discount is only applicable for nominations from the same organization
Category 3 & 4 include entrance fee of MAP Individual membership worth PKR 2,400
Category 5 includes entrance fee plus 1 year subscription of MAP Individual membership worth PKR 4,800

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