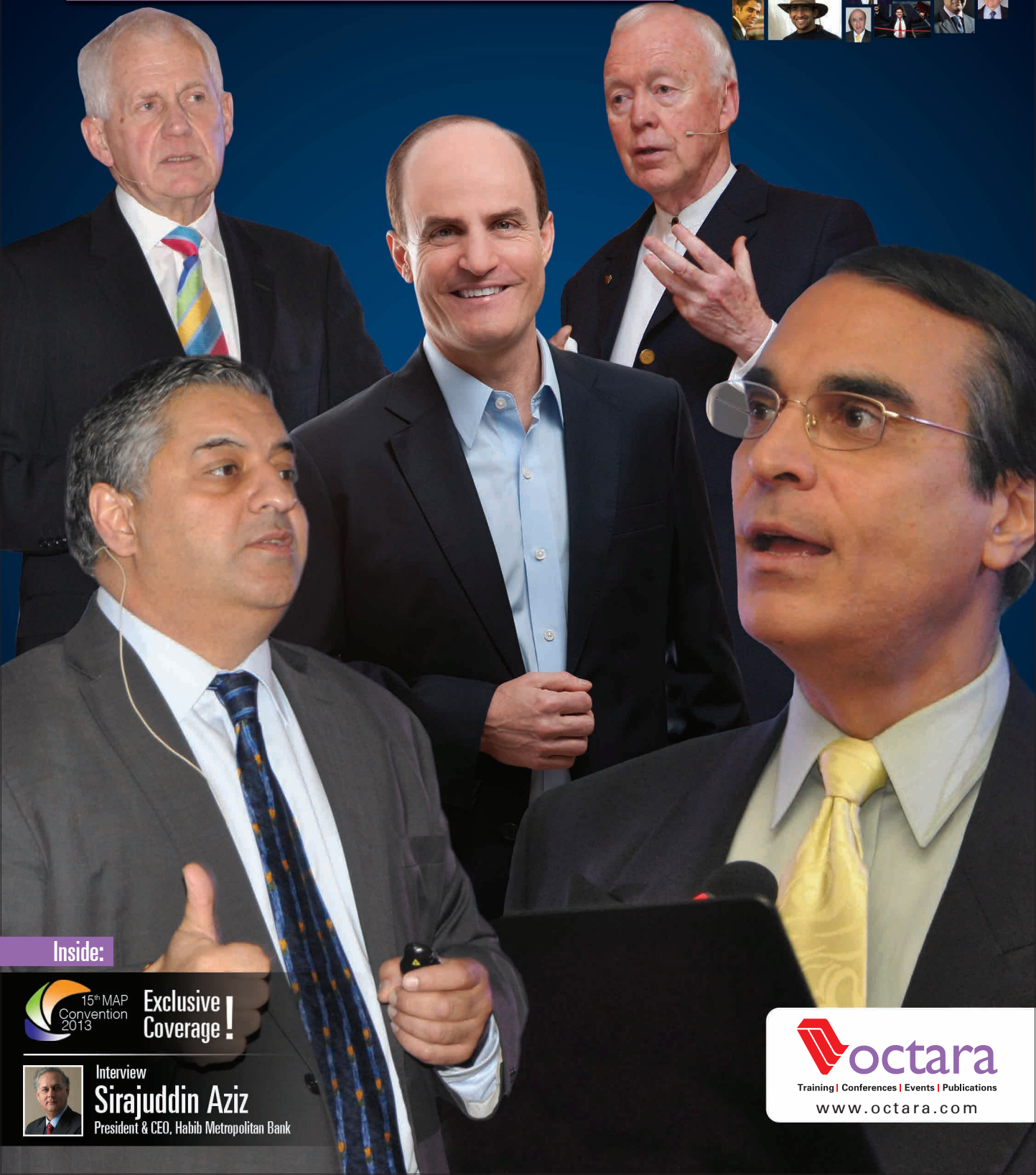


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the newsletter



Inside:



Exclusive Coverage!



Interview
Sirajuddin Aziz
President & CEO, Habib Metropolitan Bank

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Dear valued readers, a very happy and prosperous New Year to you all! May it bring for you in great abundance the choicest of health, wealth, wisdom, happiness, peace and prosperity, ameen. Even as I wish you a happy new year, I wonder at the speed with which the year just past has gone by. When one is engaged in the pursuit of excellence with a passion then indeed time flies.

The big happening in 2013 for Octara was its association with the Management Association of Pakistan (MAP) in the organization of their 15th MAP Convention. Earlier in the year we had another MAP experience of a slightly different kind with Tony Buzan,

whose Mind Mapping seminar in Karachi drew a very large and enthusiastic attendance.

For the 15th MAP Convention we explored the future with renowned futurists and thought leaders José L. Cordeiro, Rohit Talwar, Roger Harrop, Dr. Ishrat Hussain and Hussain Dawood. We also had the privilege of having corporate leaders in the panel discussion that provided a rare insight into how it is operating at the cutting edge of excellence. Thank you Muhammad Aliuddin Ansari (President & CEO Engro Corporation), Amir Paracha (Vice President, Customer Development Unilever), Naeem Zamindar (CEO, Wateen Telecom), Ali Jameel (CEO TPL Trakker), Dr. Zeelaf Munir (Chairperson Executive Management Board, English Biscuit Manufacturers), & Ramiz Allawala (Moderator & Senior Octara Associate).

I'd like to take this opportunity to compliment my team at Octara whose excellent work, under Muhammad Arif's leadership, has succeeded in making Octara events bolder and more impactful.

I would also like to offer a very special thank you to our Associate Trainers and Visiting Trainers for their understanding, co-operation, and continued enthusiasm and involvement with Octara. In the year 2014 we plan to expand regionally with a focus on the UAE, and aim to continue bringing fresh perspectives on management with big name speakers, with a focus on being different by going off the beaten path where possible.

We have some interesting content for you in this issue. There's the 15th MAP Convention report filed by our Editor, Adil Ahmad, who has also had the privilege of interviewing Mr. Sirajuddin Aziz, President and CEO of Habib Metropolitan Bank. We carry his interview, as well as Dr. Moin's thoughts in his article Choosing Intelligently. We also carry Rohit Talwar's article '10 Crucial Conversations for 2104', and also his thoughts on the 15th MAP Convention and visit to Pakistan.

Looking forward with great anticipation to lots of wholesome action in 2014.

We look forward to your feedback.

jamil janjua, CEO, Octara & Chief Editor

Feedback: info@octara.com

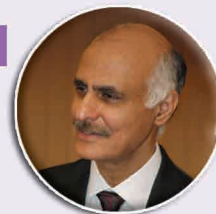
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10 Crucial Conversations for 2014

by Rohit Talwar

1. What are our plans B & C for alternative possible scenarios for the global and local economy?

Economic volatility, uncertainty and rapid global and local shifts are likely to characterize the environment in the year ahead. Organizations of every size can benefit from 'rehearsing the future', considering a range of different possible scenarios and developing alternative options for a range of possibilities rather than banking on hope as a strategy. Who has responsibility for defining alternative scenarios and plans?

2. What are we doing to build a thinking, open and curious culture?

As old assumptions and business models are disrupted, organizations are beginning to learn the value of encouraging staff to be curious and aware of changes in the world around them. They are also recognising that an open culture is essential if we are to encourage people to share information that could challenge current assumptions and strategies. Many

are also beginning to recognize the value of clear and deep thinking about what best fits the purpose and ambitions of this organization rather than simply following the herd. What leadership behaviours are required to reinforce our support for a thinking, open and curious culture?

3. How can we develop tolerance of uncertainty as a core competence in leaders and managers?

In a world of constant & disruptive change, we increasingly have to act without perfect knowledge and prepare for a range of possibilities. For managers and leaders to act decisively and effectively, they have to believe they are supported and trusted to take risks and make intuitive decisions. How is uncertainty tolerant management being built into our business management approach and our leadership and management development programmes?

4. Do we need an entity within the business that has a license to think the unthinkable and generate new paradigms and possibilities?

An increasing number of entities are recognising that their current 'license to operate' is at threat because of changes happening

There have been a lot of fascinating predictions for 2014 circulating across the digiverse over the last couple of weeks and we will share a selection of those that most excite us in the new year. For our own input, we have highlighted below ten key strategic conversations that we think our clients & friends in business, government and the non-profit world should be starting in 2014 if they haven't done so already.



around them. In response they are establishing units with a specific remit to think about and experiment with radically new concepts that could lead to total reinvention or dramatic course correction. What would the group's remit be? Who should this entity report to? How can we encourage genuinely radical thinking and create a safe environment for thinking the unthinkable?

5. What is our stance on crypto (digital) currencies such as Bitcoin and Litecoin?

Cryptographically secure digital currencies are becoming more popular as an untraceable mechanism for procuring goods and services. Because each currency has a limited total supply that is outside the control of any government or banking authority, their popularity is also increasing as a speculative asset.

Governments and businesses alike are being challenged to think about how they should respond. Should we accept them? Should we look to trade in them? What are the legal and accounting implications? Could these lead to a rise in illegal trade & growth of the informal economy?

6. What is our organizational policy on human enhancement?

Rapid scientific advances are already yielding the potential for us to enhance human's cognitive and physical capabilities. For example a variety of drugs intended for use by those with sleep disorders and attention deficit disorder are being used 'off label' to enhance concentration and focus for students and people working in a variety of environments. In the longer term smart drugs, genetic modification and body part replacement offer the potential to bring about radical changes in human capability. With workers already experimenting with some of these augmentation approaches, organizations have to be clear on their policies. Who is looking at the issue in the organization? Would we ever consider making such treatments available for our employees? How would we react if we knew employees were augmenting themselves - legally or illegally?

7. How should our strategy for end user technology evolve?

End user technology is evolving rapidly and moving from an organisational provision to a consumer choice. This is being facilitated by the evolution from desktop solutions 10-15 years ago through portable to truly mobile and now the emergence of wearable devices such as smart goggles and watches. This category is expected to explode over the next three years. The advent of smartphones and tablets has seen end users wanting increasingly bring or at least choose their own devices.

The evolution will not end with wearable. The next phase will see a growth in devices that are embedded in the human body - a process that has already started with pacemakers and cochlear implants. Knowing this likely evolutionary path, organizations are already moving to a stance of saying staff should choose the devices they use from a pre-approved list with either the individual or the employer funding the purchase. What is our strategy on end user technology? Do we have a policy for bring your own device (BYOD) or choose your own device (CYOD)? Could we ever envisage ourselves implanting technology in our staff?

8. How will we deal with the impact of the informal (shadow) economy on our organization?

Despite the increasing shift to electronic transactions, most estimates suggest that the informal or 'shadow' economy is growing. Some suggest that around 60-65% of all the global workforce have at best a distant relationship with the tax system. This doesn't include those involved in illegal activities such as narcotics, counterfeit goods and people trafficking. Legitimate organisations are increasingly finding themselves coming up against the informal economy - particularly in emerging nations. Do we have a due diligence process for vetting tax compliance of all new suppliers? What is our policy for procuring goods and services in heavily cash based economies?

9. What is our stance on automation, robotics and artificial intelligence and the impact on the workforce?

Technology is penetrating literally every sector and profession. For example, work traditionally done by lawyers is being undertaken by artificial intelligence (AI) programs. AI is also being used to mark the essay submissions for students enrolled in open online courses for Harvard and MIT. The prices of industrial and domestic robots is falling dramatically - with firms such as the Chinese smartphone assembler Foxconn announcing that it was installing 1 million robots across its production lines. As organizations seek to compete in an ever-more cost focused environment, the pressure and incentive to automate is increasing. In rapidly industrializing nations the concern is that they automate rather than educate. In developed and developing nations alike the question arises as to where the jobs will come from to replace those being eliminated by automation. Do organizations have any social or moral responsibility to maintain a certain level of employment? If everyone is automating and new jobs are not being created at the same rate, where will the money come from for people to buy goods and services?

10. How can we help staff take responsibility for & prioritize lifelong learning?

Automation is replacing the roles of professional, skilled and unskilled workers alike. Life expectancy is rising - suggesting that our working life spans will need to increase and potentially encompass multiple careers. In an increasingly tough competitive and employment environment, individuals will need to take greater responsibility for ensuring they have the skills to help them stand out from the crowd. A major shift is required in attitudes towards lifelong learning to ensure that individuals are encouraged and incentivised to learn how to learn & keep enhancing and adding to their skills. What are we doing to encourage staff to focus on lifelong learning? Should governments offer tax incentives to firms and individuals that invest in lifelong learning on the basis that they are reducing future potential social burdens on the state?

Q: How would you describe the state of banking in Pakistan today, and its future prospects?

Considering that the banking sector was nationalized till as recently as the early 90s, the financial industry's landscape has undergone transformative changes to be in the privatized and advanced state that it is in today. While the traditional function of banking and primary products have remained intact over the decades, varied need-aligned financial solutions are now offered to customers on more evolved, state-of-the-art technological platforms.

The Pakistani banking sector has commendably remained insulated from the financial crisis that gripped the international financial realm in the recent past; with a financially sound core, the Pakistani banking industry serves as the backbone of the country's economic environment. The financial industry's future prospects are promising, with technological progress and international recognition remaining ever-present on its horizon of advancement.

Q: Please share with us the vision and mission statements of HabibMetro Bank?

Our mission is to be the leading financial institution of the country, and to do so, through organic growth, that does not compromise on service quality and regulatory compliance. The Bank's vision articulates our core values and business practices: founding our business on trust, excellence in the form of customer service, engaging a dedicated team, complying by regulations, giving back to the society and providing superior returns to shareholders.

Q: What milestones would you like to see HabibMetro Bank achieve in the next three to five years?

At **HABIBMETRO**, we gear our superior performances towards surpassing existing milestones, which once exceeded, thereupon become the minimum expected performance.

In the next half a decade, our team intends to further enrich **HABIBMETRO**'s product suite, formulate more efficient and modern technological platforms and design financially sound yet innovative product offerings. We intend to grow organically and extend our outreach, both physically and electronically.

Q: What role is HabibMetro Bank playing in the development of entrepreneurship in Pakistan?

HABIBMETRO has a cautious approach in its lending activities, as we realize our responsibility, as a financial institution, to ensure the end use of money. As the custodians of our customers' trust and money, we exercise comprehensive and thorough due diligence when meeting the financial credit requirements of our customers.

That said, we are cognizant of the untapped and growing - potential of the small and medium businesses in Pakistan; we realize that they comprise a significant quantum of the economic undertakings in the country. The Bank is therefore

committed to supporting SMEs and startups and has increased the credit activity thereto; we also collaborate with regulatory initiatives to augment SME business.

Q: What are the challenges and opportunities in doing business in Pakistan?

Pakistan is a unique country as far as opportunities for doing business are concerned. It is abundant in resources of a varied nature such as human capital, natural resources & specialized skill. It also presents optimal and plentiful business opportunities due to its geo-economic status as a developing nation.

Any given country, and the economic environment within, has its own set of challenges and setbacks and so does Pakistan, with its energy, security, fiscal discipline and political instability issues. However, it is the corporate grit of overcoming challenges to reap economic opportunities that marks the success of a business initiative. We must, therefore, not let the

Sirajuddin Aziz
President & CEO, Habib Metropolitan Bank





challenging factors dissuade or impede business activity as sustainable economic growth is the only long-term solution for these business barriers.

Q: What engagements with society has HABIBMETRO Bank flagged as part of its corporate social responsibility initiatives?

The House of Habib, and all the business concerns that it comprises, actively strive to be socially responsible corporates. To this end, the Group encourages CSR engagements and philanthropic contributions.

HABIBMETRO endeavors to give back to the society by supporting myriad projects and ventures. In particular, the Bank's CSR initiatives and portfolio focus upon healthcare (including rehabilitation centers, hospitals etc), education and welfare sectors.

Social causes of note that HABIBMETRO supported in the past year are: TCF, Habib University Foundation, Bait-ul-Sukoon, SIUT, Abdul Sattar Edhi Foundation, Marie Adelaide Leprosy Centre, Dar-ul-Sukun, Patients Aid Foundation, Patients Welfare Association, Shaukat Khanum Memorial Trust, SOS Childrens Village, The Kidney Centre, Kashmir Education Foundation, IDA Rieu Poor Welfare Association, Bait-ul-Sukoon Cancer Hospital, IBA, Developments in Literacy.

Q: Please share with us your human resource development strategies.

We at HABIBMETRO firmly believe that an organization can only ever be as good as the human resource body it comprises. Products and services, and their 'unique' characteristics, may give an initial boost to business. However, due to their easily replicable nature, they can only be commercially reaped in the short run. The only thing that contributes towards sustainable growth in the long run is the intellectual/human resource capital that an organization possesses. We deem the same as our most treasured asset, after the trust that our customers place in us. In alignment with that thought, we

consider training and development of our employees to be the most significant investment - one that continues to pay off over the long run. HABIBMETRO has a full-fledged dedicated in-house Learning Center, which is a training and development facility through which training need assessment exercises are conducted regularly, post which training and development programs are designed and participants chosen accordingly. This facility houses specialized trainers, in addition to the expertise from the field (our business segments and other functions) that we call on regularly. When and where the Training Team deems necessary, we nominate staff for external trainings, both within Pakistan and abroad.

Q: What measures would you suggest to improve the quality of human resource entering the employment pool in Pakistan?

The quality of human resource entering the local employment pool is commensurate with the quality of higher education in the country, as that is where we draw our talent from. Most organizations, and particularly banks, impart technical training to new hires through orientation and one-off trainings in some cases, and extensive trainings such as the Management Trainee Programs in other cases. We therefore, look to the universities and education institutes to provide us with talent that is cognitively geared to learn, critically assess and most importantly: think.

In order to enhance the quality of higher education, we need an approach that is less rote-learning and more hands-on and research based.

Q: Please share with us your educational and professional career path.

After acquiring elementary and higher education from Pakistan, I have worked with a number of banking institutions locally & internationally. Over a career spanning 36 years, I worked at various posts in China, Hong Kong, UK, Nigeria and UAE, before coming back to Pakistan.

Q: Please share with us your memories of growing up in Pakistan.

I grew up in a Pakistan where I was not afraid to venture out and explore the country, culture, art and myself. I adopted a heritage that enriched me and made me a better version of myself - one that fulfilled me. While we have failed to pass the same onto the current generation, & have deprived them of an opportunity to grow up in an environment they consider safe and a culture they deem an effervescent source of pride, I hope that one day we will restore our legacy and country to its former stature.

Q: How do you unwind after your day at work?

I believe in having diverse wells of rejuvenation. To unwind and relax, I look to experience peace and seek it within myself or externally. After a day/week of decisions, strategizing and troubleshooting, I replenish energy by meditating, praying, soul-searching, listening to music, writing and reading/composing poetry.

Q: Please share with us glimpses of your personal and social life.

It is very difficult for someone who lives as private a life as I do, to willingly and openly share glimpses of it. I enjoy and prefer to lead a simple life and take pleasures from simple things. Some people live for success, some for money & others seek the all-elusive fulfillment. I live to see the happiness of my family and loved ones. In their smiling faces, I find contentment & peace.

I believe that everyone must find something that drives them - that North Star that guides them to their destiny and dissuades them from going astray from their fated path. However, one must be open to the idea of exploring new avenues of inspiration, because in having one source of motivation you run the risk of running it dry over the course of your life. For me, the ever-lasting fountain of inspiration has been my father. He inspires me to be a better person every day and guides me in my quest of virtue.

Thank you Mr. Sirajuddin Aziz!

Something for Everyone

English Biscuit Manufacturers (Pvt.) Limited started manufacturing and marketing its range of biscuits in 1967 to provide Pakistani consumers with best quality, nutritious, wholesome and tasty biscuits. The Peek Freans Pied Piper today is the most popular icon in the industry, leading biscuit lovers to experience one superb product after another. Offering the largest variety of delicious biscuits with crispy, crunchy textures, we have something for everyone, for all tastes and occasions.



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15th **map**
Management Association of Pakistan

Convention 2013

Aspire to INSPIRE, EVOLVE & EMPOWER

Managing the Future was the theme of the Convention this time, and for good reason. The uncertainties that hold us often hostage on the domestic and international fronts today have often resulted in a paralysis of analysis. There is no room for the faint hearted in the new world order. The only way to prosper in these testing times is to take firm hold of our destinies in our own hands, and be not afraid of sailing in uncharted and often turbulent waters.

Enlightening minds at the Convention were world renowned Futurists Dr. Jose Luis Cordeiro, Rohit Talwar and Roger Harrop. Dr. Cordeiro had

traveled all the way from Venezuela with his message of hope and technology based paradigm shifts in the foreseeable future. Rohit Talwar and Roger Harrop brought their own well researched futuristic flavour to the proceedings, painting a vibrant picture of a future filled with hope and pure magic! Hussain Dawood and Dr. Ishrat Hussain provided reality checks from a Pakistani and global perspective, and did not appear deterred by dismal ground realities.

Inspire, evolve, and empower constituted the sub-themes of the 15th MAP Convention 2013, and comprised the three pillars upon which rests the edifice of managing the future. In these three words lies the secret of success. People who are inspired evolve to higher levels of comprehension and go the extra mile in empowering other people in an ever increasing cycle, creating in the process an ever expanding circle of enlightened people at the various tiers of leadership.

Representing this ever expanding

circle of enlightened people were the Convention panelists Muhammad Aliuddin Ansari (President & CEO Engro Corporation), Amir Paracha (Vice President, Customer Development Unilever), Naeem Zamindar (CEO, Wateen Telecom), Ali Jameel (CEO TPL Trakker), Dr. Zeelaf Munir (Chairperson Executive Management Board, English



Biscuit Manufacturers), and Ramiz Allawala (Moderator). Amongst them they discussed threadbare the business world's strengths, weaknesses, opportunities and threats that would both boost and drag performance in the future. Comprehension and apprehension are inversely proportionate. As comprehension increases, the way forward becomes evident with ever increasing clarity, until it is crystal clear, and the element of apprehension vanishes without a trace.

That is the point at which we are best positioned-

addressing key business ideas, trends, developments and challenges for the next decade. Welcoming the delegates and speakers, Saadia Naveed, the President of MAP, alluded to the primary objective of the Convention which was to stimulate business leaders to provide collective solutions and innovative strategies for growth that would ensure a better and sustainable future.

"MAP has provided this platform today for corporate stakeholders to analyze the key trends that will shape the future of the business world. Our deliberations will focus on how business leaders and entrepreneurs can work together in inspiring and empowering their workforce, and evolving with the changing global trends. MAP is maintaining close and cordial relationships with the

(AAMO), the Asian Institute of Management (AIM), and the All India Management Association (AIMA),"she said. The interaction of MAP members with these bodies is facilitating their learning experience & enhancing their skills and management knowledge.

Saadia Naveed also mentioned a major youth development initiative that MAP had undertaken by launching its Student Membership that would help provide the student community with an insight into the corporate world.

Keynote speaker Dr. Jose Luis Cordeiro took the stage first. He is the Founder of the World Future Society, Lifetime Member of Sigma Xi, Founding Energy Advisor NASA Research Park (California, USA), and Chair of the Millennium Project (Venezuelan Node). A heavyweight indeed, he spoke of the first human manned mission to Mars in the next 10 years, and of Technological Singularity when artificial intelligence reaches human intelligence. This will have incredible consequences, yielding, 'immortality', he

opined, adding that computers were doubling their power every year and a half, and there were available 128gb flash drives in Japan and Korea, up from 1k 30 years ago. Adding value to natural resources is where the business margins lie today. Build and create the future you want. Aging is a curable, disease.

Nanotechnology means zero waste, and garbage is really raw material in the wrong place. Cloning is the equivalent of biological reincarnation. IBM's Watson supercomputer cost \$100 million to build & won the game of Jeopardy. It is born with Wikipedia

to manage the future.

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. The Convention aimed to prepare local businesses for the future by

Asian Association of Management

Organizations





dia in its brain, and in 10 years it will cost \$10! And have a phenomenal impact on healthcare. The human brain is the most complex structure in the Universe, said Dr. Cordeiro, and transferring memory from one brain to another is the new frontier. Talking is a very primitive technology with a very narrow bandwidth. Robots will have feelings. The science fiction of today is the reality of tomorrow.

Dr. Cordeiro's revelations did not catch most members of the audience by surprise, testifying to the high powered nature of the gathering. But he struck a chord when he advocated the lighting of a candle rather than the cursing of the darkness as we are often prone to doing in Pakistan. Crisis has two components, that of danger and opportunity.

Where does Pakistan want to be, he questioned, reminding the gathering that South Korea had copied Pakistan's development model over 60 years ago and today the Koreans flexed their muscles as the leading Asian Tiger.

Rohit Talwar took to the stage next. He is the Founder & CEO of the research and consultancy organization Fast Future, rated amongst the Top 10 Global Futurists. He is an Award winning speaker on Future Insights and Strategic Innovation with 25 years of consultancy experience with the world's leading organizations. "Those who succeed do so irrespective of what the government is doing," said Rohit. There is an immense wealth of talent in society, but the DNA of Pakistan needs to change. Our past hasn't worked. Success today is no guarantee of future success. There is a \$70 trillion global economy, and national innovation is the grand challenge before Pakistan now.

Rohit brought forth an interesting point saying that smart drugs like Ritalin enhanced cognition and there use was widespread amongst high achievers in academia, making top grades drug dependant. Corporate employers were at a loss. Should smart drugs be allowed in the workplace? India was automating before educating, he said, and robots were taking over the workplace. Farming was seeing a paradigm shift as well, with multi-storeyed farms built vertically proving hugely efficient, yielding a radical transformation of the food industry. Rohit emphasized usage as opposed to ownership, and the need to unclutter by developing a 'To Stop' list instead of a 'To Do' list.

Roger Harrop, Speaker of the Year with The Academy of Chief Executives, former President of The Professional Speakers Association, ranked in the Top 10 of Business Management Speakers Worldwide, and Winner of the prestigious Professional Speaking Award of Excellence, also spoke of the world of business changing dramatically, with information overload a clear and present danger today. There is a futuristic leadership in play today, he said, and small businesses are running circles around large corporations.

Lead Partner



The Legend Leads...



The playing field has been leveled. There is effective 4-D printing and rapid prototyping. The 3-D printer is available for rupees 280,000/-, and 20% of artificial knees are 3-D printed. Get rid of the silos is the advice on offer. 125 million Pakistanis have cell-phones, and 15 million access the Internet with their cell-phones. There is Home Plus and online shopping. An application (App) called 'Clean Lahore'

dramatically reduced the incidence of dengue disease. 41% of

under 30 years of age that hates structured work environments.

Every company has to be agile with tolerance of failure, said Roger Harrop. We need to focus on the big picture. Pakistan is situated next to 3 of the 4 BRIC countries, and has world class companies like Engro, MCB, and TCS. Belief, passion and courage, along with a felt need to be proactive about the future, are what Pakistani entrepreneurs have to embrace. We will look back to the 15th MAP Convention and see it as a catalyst for Pakistan's launch into the 1st World. Anchoring in the ground reality of Pakistan the flighty and futuristic discourse of our three global gurus were our own Pakistani heavy-weights of world renown,

Dawood Hercules, Engro Corp, Pakistan Poverty Alleviation Fund, and the Dawood Foundation; Director of Pakistan Business Council, Pakistan Center for Philanthropy, and Global Charter Member of The Indus Entrepreneurs. He spoke of the lack of consensus on the vision for Pakistan. India's vision is to become a global player, and to do that buy-in had to be obtained from political parties across the board. Pakistan is the 5th most populous nation in the world and a unified vision of the country is needed.

It's the Company and Nation that sustains us, he said, and emphasized the need for a Pakistan Sovereign Wealth Fund where all government holdings are transferred and professionally managed. "Let the government focus on governance and get out of business. If we don't do that we will be mired in poverty for good. What we have done in the last 40 years has not been in the best interest of the people."

Dr. Ishrat Hussain is the Dean and Director of IBA, Chairman South Asia Network of Economic Research Institutions, and former Governor State Bank of Pakistan (1999-2005). He drove to the heart of the matter when he said that Pakistan requires political stability, and that its main problem lay in the non-implementation of policies. The gap between the expectation of the people and the capacity of the government to deliver was the reason for popular discontentment, and the reluctance of the elite to share the burden of the poor was resulting in skepticism and suspicion between the international donors and the Government of Pakistan.

Over 300 delegates hailing from a cross-section of trade, commerce and industry attended the Convention, making full use of the priceless networking and learning opportunity that the Convention afforded. Like management gurus are prone to saying, 'change indeed is the only constant,' and if Jack is nimble and Jack is swift, then survival with dignity and prosperity is a foregone conclusion. Even as the meek inherit the Earth, the future will most certainly belong to the brave.



CEOs believe that an App for smart-phones would increase sales. Assimilate-adapt-adopt is the new mantra. 70% of Pakistan's population is

Hussain Dawood. And Dr. Ishrat Hussain. Hussain Dawood is the Chairman of



Testimonials



Working with Octara has been a great professional experience. They take care of all the details and always enjoy it.

José Cordeiro

Founder and President, World Future Society
(Speaker at the 15th MAP Convention)



I was honoured to be asked by Octara and MAP to be the closing speaker at the MAP 2013 Convention. The event surpassed my expectations - the delegates represented the very top of the Pakistan's business community, hungry to learn & engage. The organization was faultless with an excellent MC, an outstanding venue, great staging and excellent food with a carefully constructed, interactive and high content program. When can I do it again!"

Roger Harrop

Business Growth Expert and Award Winning International Speaker
(Speaker at the 15th MAP Convention)



I must appreciate the effort and initiative that both MAP and Octara put into this convention making it a well organized event that is relevant to the current scenario.

Dr. Zeelaf Munir

Chairperson - Executive Management Board, English Biscuit Manufacturers



MAP Executive Committee has unanimously appreciated the hard work put in by MAP and Octara (Lead Partner) teams for a well organized 15th Convention on the theme: Managing the Future, and the post-convention workshops. The selection of speakers and the agenda has been particularly appreciated by the EC.

Salah Uddin

Executive Director, Management Association of Pakistan



Heartiest congratulations to EC, Sub committee and MAP Team and all for a very successful convention. It could not have been possible without the untiring and hard work by MAP and Octara.

Amir Jamil Abbasi

Honorary Treasurer, Management Association of Pakistan



Pakistan People, Passion and Futures

Rohit Talwar



KUDOS FROM ROHIT!

Rohit Talwar has left Pakistan full of praise for the country and the people that he met during his visit. Produced below is an article we received from him that gladdens the heart! Rohit is the Founder & CEO of the research and consultancy organization Fast Future, rated amongst the Top 10 Global Futurists. He is an Award winning speaker on Future Insights and Strategic Innovation with 25 years of consultancy experience with the world's leading organizations.

My colleague Dr. Jose Cordeiro and I were invited to give the keynote speeches and lead the post-conference workshops for the 15th Annual Convention of the Management Association of Pakistan (MAP) in Karachi on December 4th and 5th. The theme of the event was Managing the Future. As we had both spoken in Pakistan previously, we had some sense of what to expect - but our expectations were blown out of the water by the response we received. The audience of business leaders in Karachi was a very well educated, deep thinking, very insightful and intellectually demanding community.

The audience were fascinated to hear the view that we and others shared about our emerging world & how Pakistan's business

community could overcome a number of challenges to realize their potential. The event was characterized by passionate engagement, powerful and provocative questions, great humour, warmth and wonderful hospitality. Those we met are only too well aware of the image of Pakistan outside the country and they feel a deep sense of frustration that they do not have more opportunities to provide a different window to the world. Personally, I was taken by how many people showed a desire to make a difference not just for their own life and their firms but to make a genuine contribution to creating a positive future for Pakistan.

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

Thank you for gracing our shores Rohit and Jose!



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Our customers have been the major driving force behind our prosperous journey of 30 years and continue to inspire us in making consistent investments in our people, process & technology. We are committed to raising the service bar in the logistics industry by staying ahead of our customers ever growing needs and expectations.

At TCS we work with a passion to serve!





Choosing Intelligently

The human software of emotional intelligence



Dr. Moin Uddin

In hard times, the soft stuff often goes away. But emotional intelligence, it turns out, isn't so soft. If emotional obliviousness jeopardizes your ability to perform, fend off aggressors, or be compassionate in a crisis, no amount of attention to the bottom line will protect your career. Emotional intelligence isn't a luxury you can dispense with in tough times. It's a basic tool that, deployed with finesse, is the key to professional success.

Emotion can override our thoughts and profoundly influence our behavior. Developing emotional intelligence skills helps us recognize, contain, and effectively communicate our emotions, as well as recognize the emotions of other people. These abilities have been proven to surpass high cognitive intelligence (IQ) in predicting success in all types of relationships, at home, at work, and in all other areas of our lives.

Emotional Intelligence or Social Intelligence is an area of high managerial importance in today's ever changing social and business environment. Fuzzy lines of business are overlapping with social media platforms. "Intrapersonal and interpersonal intelligences" were just as important to overall life success as the cognitive abilities being measured in standard IQ tests.

There are many professions like engineering, software development, financial management and banking that require years of higher education and specialized training for entry into the field. Gaining entrance into educational programs, such as engineering, medical school, or an advanced program in computer sciences, is highly competitive, meaning that only those applicants with the best academic records and performance on standardized entrance exams will make the cut.

Getting into intellectually demanding professions suggests that all of those in the field have high IQs or they never would have been admitted into their professional training programs and performed well enough to graduate. It is no longer an accident that certain competencies are found repeatedly in high performers. Many of these competencies are found in high performers at all levels, from customer service representatives to CEOs. No longer is the discussion about non-quantifiable soft skills.

This poses an interesting question. In professions in which everyone has a high IQ and rigorous professional training, what distinguishes those who turn out to be star performers from those who will remain competent but average performers? A fascinating longitudinal study suggests that emotional intelligence makes all the difference.

In the 1950s, a group of eighty Ph.D. candidates in scientific fields were chosen for a long-term study at Berkeley. They were given IQ tests, an array of psychological assessments, and intensive interviews. These scientists were tracked down forty years later when they were all in their 70s. What made the difference? Social and emotional abilities turned out to be four times more important than IQ in determining their overall success. IQ and training alone do not a star performer make. Sheer brainpower isn't enough.

The concepts of self-awareness, self-control and world view and communication are important facets of emotional intelligence. Many organizations try to reduce or control [the complexity that is a fabric of our working lives] and this simply isn't possible. It's not about tackling complexity but more a case of understanding what it means for how we work to develop people and organizations.

Many trainers and training companies over the years have mushroomed in the areas of emotional intelligence. The self-help market having themes and social and emotional intelligence has reached to millions of dollars in form of books, trainings and psychometric testing tools. It is important that trainings should be selected based on need and result orientation. The trainings on social skills like emotional intelligence should utilize the indepth expert knowledge, cross cutting applications of strategy, business, management and psychology. Individuals who are desirous to enhance the social skills need focused and customized training based on the trainer's insight and expertise and his interaction with clients.

Dr. Moin is a Program Management Practitioner, Mentor, Coach and Consultant. Being an Octara associate, he regularly conducts public and in-house training programs for corporate clients.

Training Calendar 2014

FEBRUARY, 2014

Sales Masterclass 2014

Dr. S. A. Rab
February 7-8, 2014 - Karachi
February 12-13, 2014 - Lahore
February 15-16, 2014 - Islamabad

MARCH, 2014

Advanced Negotiation Skills

Ramiz Allawala
March 14, 2014 - Lahore
March 15, 2014 - Islamabad
March 22, 2014 - Karachi

Resolving Conflicts - Resolving Options

Dr. S. A. Rab
March 19, 2014 - Lahore
March 20, 2014 - Islamabad
March 25, 2014 - Karachi

APRIL, 2014

Breaking Barriers Through Feedback

Ramiz Allawala
Karachi, Lahore, Islamabad

Competency Based Performance Management

Dr. S. A. Rab
Karachi, Lahore, Islamabad

Financial Modelling & Business Valuation

Ali Saeed
Karachi, Lahore, Islamabad

Excel 2010 for Finance Professionals

Nooruddin Surani
Karachi, Lahore, Islamabad

...only from Octara!!!

For Details & Registration:

Tel : 021-34534261,
021-34536315,

E-mail : info@octara.com,
register@octara.com
: www.octara.com



Excel 2010 Masterclass

Nooruddin Surani
Feb 17-18, 2014, LHE
Feb 19-20, 2014, ISB
Feb 25-26, 2014, KHI

Microsoft Project 2010

Nooruddin Surani
March 18, 2014 - KHI
March 25, 2014 - LHE
March 26, 2014 - ISB



Mastering the Art of Business Communication

Karen S. Allawala
February 14-15, 2014 - KHI
February 18-19, 2014 - LHE
February 21-22, 2014 - ISB



Effective Financial Presentations

Ali Saeed
March 2014,
Karachi & Lahore



Soft Skills for Auditors

Nadir Jamal
March 2014,
Karachi and
Lahore



PMBOK

Dr. Moinuddin
March 2014,
Karachi & Lahore

Advanced Maintenance Management Techniques

Ben Stevens

Course I: Maintenance Best Practices

March 17 - 19, 2014 (3 Day Course)

Course II: Reliability Centered Maintenance

March 20 - 22, 2014 (3 Day Course)



Sales Success Seminar 2014

Trevor Wilkins
March 2014,
Karachi &
Lahore



Smart Office Management

Arshi Ahmad-Aziz
March 18, 2014 - KHI
March 20, 2014 - LHE

Technical Report Writing

Yalman Ansari

March 17, 2014 - ISB
March 18, 2014 - LHE
March 20, 2014 - KHI



The Leadership Challenge

Paul Bridle

April, 2014
Karachi & Lahore



Time Management & Stress Control

Dr. S. A. Rab
February 24, 2014 - Karachi
February 26, 2014 - Lahore
February 27, 2014 - Islamabad



Advanced Problem Solving & Decision Making

Ramiz Allawala
February 21, 2014 - ISB
February 22, 2014 - LHE
February 24, 2014 - KHI

Q4, 2013

Octara's Public Workshops at a Glance!



SMART Office Management by Arshi Ahmad-Aziz



Creativity, Speed and Change by Roger Harrop



Internal Audit Masterclass by Nadir Jamal



Time Management & Stress Control by Dr. S. A. Rab



Advanced Negotiation Skills by Ramiz Allawala



Mastering the Art of Business Communication by Karen S. Allawala

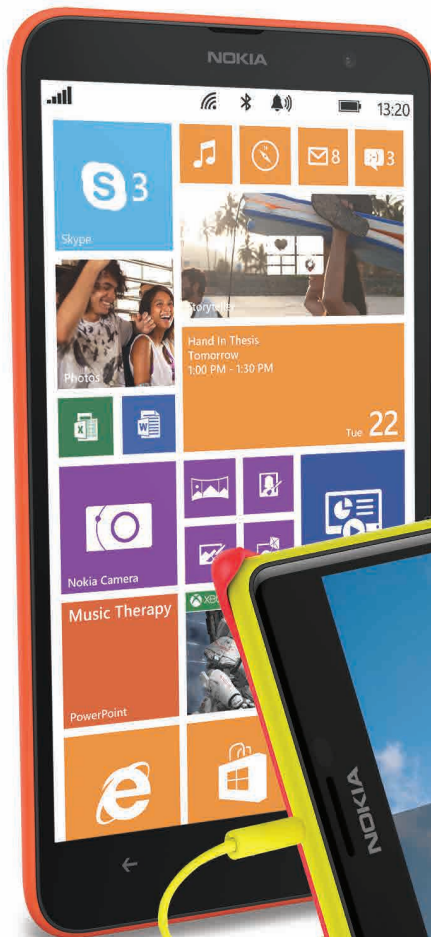


Sales Masterclass by Dr. S. A. Rab



Services Tax Workshop by Asif Kasbati

BIGGER CLEARER BRIGHTER*



NOKIA LUMIA 1320

BIG 6" SCREEN



NOKIA LUMIA 1520

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*Lumia 1520 with a brightness of 750 nits and SRE2, Lumia 1320 with a peak brightness of 650 nits and SRE





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ufone	Mobilink	WATEEN TELECOM	telenor	Unilever
NOKIA LUMIA	TOYOTA moving forward	Jang Media Group	PARCO	Meezan Bank The Shari'ah Islamic Bank
HBL	SILKBANK Yes we can	UBL where your come first	Standard Chartered	MCB
PPL	askari bank	engro foods	RECKITT BENCKISER	pepsi
adamjee insurance	CENTRAL DEPOSITORY COMPANY	efu LIFE Zangori Hai	UBI Fund Managers Savings / Mutual Funds / Advisory	ORIX
BAYER	Coca-Cola	OMV OMV	AMAN FOUNDATION	Pfizer
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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



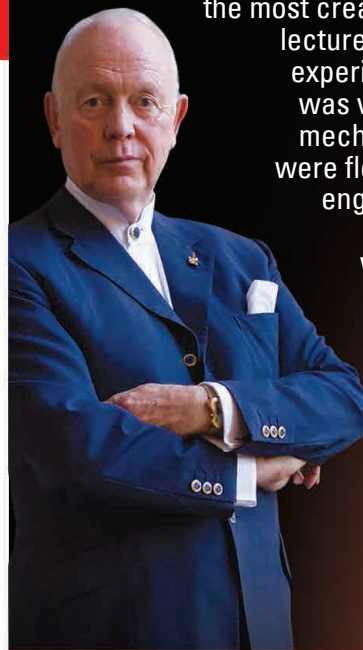
"It has been a wonderful experience. I shared
the day elevating the voice of inspiring business
leaders in Karachi, crossing boundaries of age and
business seniority. Thank you, Octara, for organizing
an inspiring day and all the support and hospitality
given to me throughout my visit."

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!



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layout, sound system, and
graphic design - this
company knows how
to do it RIGHT."

Ron Kaufman
Service ICON and Founder,
Up Your Service



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

José L. Cordeiro
Rohit Talwar

