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the newsletter



16th MAP Convention 2014
re-Think!
Management

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Dear Readers,

WOW! It's been a thrill - a - minute planning and executing the **16th Management Association of Pakistan (MAP) Convention**. "A job well done" is how the Vice President MAP, Syed Masood Hashmi (CEO, Orient McCann Pakistan), has very generously put it, adding "now even the numbers are validating that." At the end of the day it's the numbers that matter, and the Treasurer MAP, Amir J. Abbasi (Partner KPMG), is a happy man no doubt, stating "the attendance was a record, and the participants were higher than last year." Well done Team Octara! And as Bob Urichuck would say, give yourself a pat on the back!

The secret of our success has been identified by the Executive Director MAP, Salah Uddin. "Choice of speakers has been the hallmark of MAP Conventions, and Octara each year is raising the bar by arranging speakers from across the globe." To be completely honest, it's not been easy. Pakistan's overseas profile is just not conducive to attracting to our shores overseas visitors. And yet Octara has managed to do so, year after year. It is testimony to the trust that our overseas associates have reposed in us, knowing that we will go the extra mile and beyond to ensure their security and comfort. The perception of Pakistan's ground reality has always been far worse than the ground reality itself. Unfortunately, not enough effort has been invested neither by the government nor the private sector in negating and countering that perception. Octara, however, continues to bravely soldier on, undeterred by the odds stacked against it.

This issue of Octara we carry a fairly comprehensive five page report on the 16th MAP Convention filed by our editor who spent a busy day scribbling away. In addition we have some quality stuff provided by Lucy Cornell, our Aussie Voice Coach who, I am sure, couldn't be too happy about the drubbing her cricket team's taken at our hands! She was a much applauded presence at the MAP Convention, and exceedingly generous in her praise when she mentioned Pakistan's "generosity of spirit, hospitality and gracefulness." But then, like they say in Pakistan, "cricket is cricket, and a cup of tea is a cup of tea!" No hard feelings, Lucy! As always, may the best man or team win. We were just too good for the Aussies on this occasion.

Personal brand expert Lesley Everett has contributed her thoughts on what it takes to be an effective female leader; a very potent topic for Pakistan given Malala's winning of the Nobel Peace Prize. Paul Bridle has fired a devastating broadside at the lady at Enterprise, and made a very pertinent distinction between friendliness and excellent customer service.

The grand ol' man of mind mapping, Tony Buzan, was with us at the MAP Convention in a keynote capacity, and we carry his top ten quotes, one of which states "Your Brain is like a sleeping Giant." Jan Rezab is a social media expert and very much in demand at top notch conferences, and he writes about measuring social engagement for brands.

A word of profuse thanks to our advertisers who make possible this publication – Habib Metropolitan Bank (HabibMetro), English Biscuit Manufacturers (Peek Freans), EFU Life, and TCS. We have absolutely no idea what we would do without you!

We look forward to your feedback.

jamil janjua, CEO, Octara & Chief Editor

Feedback: info@octara.com

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Get Connected & Inspire

Andrew was the CFO of a global bank and due to speak at their annual results presentation. His audience was a mix of journalists, shareholders and clients, who were keen to hear about the status of the business which had, in recent years, done badly. For Andrew and the bank, the stakes at this presentation were high.

We rehearsed together in the presentation space a few days before he was due to speak. Up he got on stage behind his lectern and, in the most monotone of voices, intoned: "It's been a wonderful year for the bank."

After a moment of shock, I responded: "Stop!" We both laughed. His performance was a perfect confusion of words and vocal expression in opposition. What ensued was a valuable conversation about the role of a speaker.

It concluded with his resolution that:

Being a speaker in public is about connecting and inspiring.

It is common for most untrained speakers to disconnect from the experience of speaking in public by speaking on autopilot, not really seeing the audience, or just wanting to get to the end as fast as possible. Speaking in public is not about finishing your talk or simply speaking the words. It is about connecting and inspiring.

Many people are often surprised, afraid and even overwhelmed to be speaking for their job. No matter what level of professionalism you are at, revealing your voice publicly requires courage and commitment to the task. The journey is personal.

For business professionals specifically, there is limited or no training provided within a business or in an academic education for this energetically demanding task. However, the expectation at the senior levels and certainly Chief level roles (CEO, CFO, etc.) is to be the 'voice' for the business. You are expected to be able to communicate, to build relationships with and to inspire employees, shareholders and clients to invest in a vision: to connect and inspire.

Training is an essential element for any professional, who assumes the role of expressing themselves in public. Consider actors, musicians, athletes or artists. The landscape of performance is complex. Mastering your body, breath, voice, intellect and emotions in response to an audience takes years of training, particularly for the high level of performance required, for example, for an elite athlete, Shakespearean actor, or jazz musician.

For the general business speaker, however, the basic skills of performance and voice are essential. The goal in voice training is not about imposing a voice, but to reveal your natural expressivity and personality: to give you some skills to connect with authenticity, to have fun and find the ease of being you as you speak in public. When you connect your thoughts, feelings, voice and body with your audience, then you can be inspirational. Connect to your story. Connect to yourself. Connect to your audience ■

Lucy Cornell

Director & Chief Inspiration Officer of Voice Coach, Australia, brings the world's most sophisticated techniques in voice and speaking to the business world to develop vocal presence and power for stronger, more inspired leadership. Lucy Cornell regularly visits Pakistan to conduct seminars & workshops through the platform of Octara.

Voice COACH
www.voicecoach.net



Friendliness is **NOT** Excellent Customer Service

By Paul Bridle

Recently I wanted to hire a van to move things from one of our UK offices. I phoned up three local hire firms. All were very polite. I have used Enterprise a number of times in North America (having moved away from being a gold card Avis member) and so decided I would go with them. They also advertise on their website "The company that is famous for its excellent customer service".

The booking service was good and the guy was trying to be helpful but he was not grasping my needs at all. Anyway, I booked the vehicle and decided that I would go down to the depot the day before to go through the booking and make sure it was ok. The depot is 500 yards from my office.

I get to the depot and there was definitely a cheery atmosphere and a young lady greeted me very nicely and in a welcoming manner. I explained that I had a booking and I wanted to run through it with her. My desire was to book the vehicle through our company name as it was the company that was paying for it. For some reason booking it in the company name was a problem, the pick up time and delivery time was a problem for

them, and so forth.

I am not going to bore you with the sequence of events but everything I asked about, she answered ending with "OK?". It was very obvious that it was not OK and that I was trying to make a point that she was not prepared to engage with me how we could accomplish a result. I eventually had to say, 'please stop saying "OK" when you can see that it is not ok and not what I am wanting'.

I then found out that this lady was the Branch Manager!! How anybody makes Branch Manager that thinks that a joyful tone is all that makes excellent customer service, is beyond me. She even said, "Are you wanting this booking or shall I cancel it?".

I walked away very unhappy with the service I was buying and paying for. I did not cancel but went back to the office to think about it for a while and not make an emotional decision. Eventually I went on the website and that did it for me. I noticed that they had a section called Business Rentals!!! So all I needed was to be directed to the business rental section and I could have got most of what I

needed. What is more, having registered on their Business Rental section, I would then have more likely have continued to use them because I was registered with them.

Customer Service is a generic statement anyway. It does not describe whether it is good, bad or average. When used on its own, it requires three things:

1. **You have a product or service that people want**
2. **You have a place to interact with your customer (shop, offices, website, etc)**
3. **You have the people capable of providing the transaction or sale**

If you have these components, then you are providing customer service. What level is then something you need to decide and should be based on what the customer needs and less about what you want. The more you put your systems and processes in the way of the customer, the more you lower the level of your customer service. The lady at Enterprise was only interested in ensuring that she followed the rules of the company, and

not what she could do to satisfy my needs. If she had thought about how she could satisfy my needs, she would have directed me to the Business Rentals opportunity and not only got the sale, but also increased the possibility I would have returned in future.

Yes she was providing 'customer service' because she had a product/service I wanted. She had a building and website for me to interact with the business and she was there to provide the service. That means Enterprise were providing the customer with a service. However, adding 'excellent' in front of it sets an expectation. In her mind, being friendly was making the service 'excellent'. Friendliness is not all that is required for excellent customer service. Friendliness is only part of 'standard' customer service.

The lesson is simple. If you want to provide excellent customer service, don't treat all customers as the customer who is going to try and con you, return your van with scratches and have their payment bounce. Treating customers as your lowest common denominator means you will attract your lowest common denominator. Take the time to understand the client and discover that you may be facing someone that could bring in significant revenue to your business, who is actually honest and above board in his dealings and has the resources whereby you are guaranteed your money without any doubt at all.

As for me....time to look for a new hire company I think. Sad really, when Enterprise in North America is really good! ■

Paul Bridle

Leadership Methodologist
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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



Top 10 Tony Buzan Quotes

As part of 40 years of Mind Mapping series, we've pulled together Think Buzan's favourite quotes from the man that started it all...



Normal Linear Note taking & Writing will put you into a Semi - Hypnotic Trance

Learn to tell joke; exercise the Humor muscle. Don't concentrate on the words, just on the strange Associations

The prime Asset of all Organizations is Intellectual Capital, YOUR intellectual capital

Through using our Memory to its fullest we can Unlock the Vast reservoir of Human Potential

Hearing how to Learn is Life's most Important skill

Your Brain is like a sleeping Giant

Whatever your Discipline is, become a Student of Excellence in all things

Associate 'New' & unique ideas with 'Old' ideas to become Exceptionally Creative

Mind Maps are the Meta-Language of the Human race

Mind Mapping will Greatly enhance your Left & Right Brain cognitive skills



notes



What it takes to be an Effective Female Leader

By Lesley Everett

As a result of the business buzz and focus at the moment on Women in Leadership, we are being asked more and more to work with female leaders in our workshops and keynote presentations. It's not surprising when you consider that for the first time in history one of the world's most powerful leaders could be a woman. As Americans gear up for presidential elections in 2016 it's thought very likely that Hillary Clinton will run for office. Of course in Europe we are used to seeing women in political leadership roles with Margaret Thatcher as Prime Minister (1979-1990), and currently Germany's Angela Merkel.



So Here are our Thoughts on What it takes to be an Effective Female Leader

A strong and authentic personal brand – Know who you are, what you stand for and be consistent, “Each time, all the time” is just one of Walking TALL's 7 Big Strides

Self-belief and tenacity – You know the old saying “if at first you don't succeed...” if you get passed over for promotion, or your idea isn't chosen, it doesn't mean you can't do the job. It's either not the right time for you now, or you need to learn to promote yourself better next time.

Listen to feedback about your ideas and performance and take positive action if there is an area that needs improvement. But if it's criticism that isn't constructive or valid don't let it affect your confidence.

This was a great way to concentrate on my strengths and abilities and help me consider how to best communicate them on a regular basis.

Seniorwomens' programme at FIS
Global, Florida, US

Learn to take criticism seriously but not personally.
Hillary Rodham Clinton

Personal promotion and visibility – Be comfortable standing out as a woman and putting yourself forward, typically not what women enjoy doing. Don't try to copy the men, either in dress (be the one who stands out in a sea of dark suits) or characteristics.

As part of our personal branding coaching programme we recommend creating a visibility plan to ensure those who need to know who you are, actually do.

Listening skills – Women leaders use cooperation and collaboration more often and tend to consult others in the decision-making process. This should be seen as a strength, not that you are being indecisive, because it leads to more cooperation within teams which in turn increases performance.

Directness and fairness – Praise publicly, but if you need to correct someone do it privately and don't beat around the bush. Be direct about the issue and work with them to resolve it.

Your team would rather be told the truth than hear third hand that there is a problem.

**Engaging, enlightening and fun!
Extremely relevant and helpful in focusing on behaviours that enhance one's brand.**

Senior womens' programme at
National Australia Bank,
New York, US

Three years on from The Lord Davies Women on Boards Review more women are being appointed to boards and into leadership roles, but the 2015 deadline to reach 25% is still some way off with the figure currently at 20.7% – up from 12.5% when the report was originally published. So if you are looking for promotion onto the Board this could be the best time to apply ■

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



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Measuring Social Engagement for Brands

About

Jan Rezab

www.janrezab.com

Jan is well known for his thought leadership on the trends, future, and societal impact of social media. He has been interviewed by nearly every major global media outlet, including The Wall St. Journal, Bloomberg, Business Insider, AdWeek, and many more. Jan is perpetually on the road - having spoken at over 100 conferences, including LeWeb, Adtech, Social Media Week, and at universities including the Harvard Business School and Stanford University. Currently, Jan Rezab is the CEO & Co-Founder of Socialbakers.

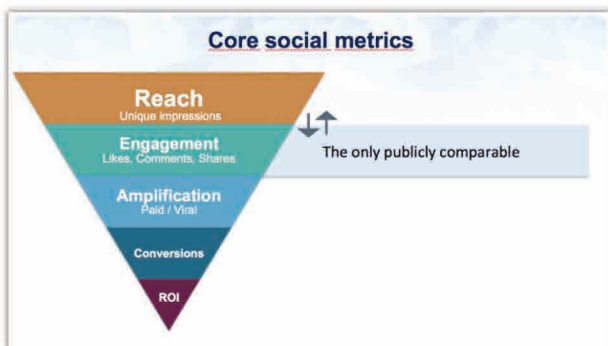


By Jan Rezab

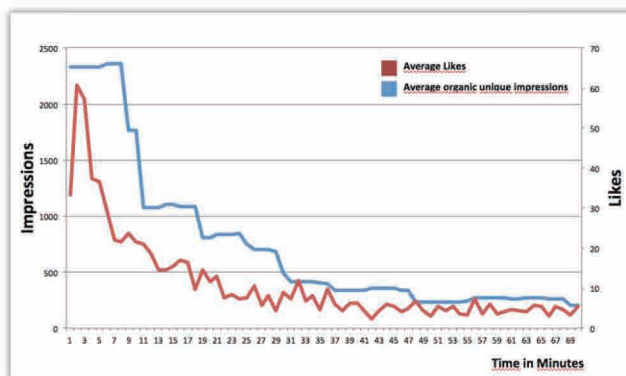
There are countless ways of measuring social media engagement, and I have seen brands do it in so many ways. I best summarized this on my slide late last week in Miami on the Festival of Media conference:



Social media is not about 1 metric. It's about monitoring & understanding all of them. Many people have been mistakenly discounting engagement as something subcritical in recent months. Engagement is more important than ever before. It's a metric that all other metrics are based on, they rely on it, correlate with it, & drive it.



When we analyze Engagement and Reach, we find that there are natural correlations between the two, and that means before you get to the bottom of the funnel - to any action, click, app install, anything - you must have the top of the funnel open. We have analyzed Engagement countless times. When we looked at it minute by minute, we came to the conclusion that both reach and engagement drive each other. This means that Engagement as measured in the public way is still the key.



But back to the original picture, the 3 ways to measure social marketing engagement are:

- Engagement in absolute number of interactions (and similar such as Engaged users) - public, very comparable
- Engagement / fans - a relative metric that over time becomes only indicative as the size of the community when using paid media is fairly relative
- Engagement / reach - a very popular metric, that I would be careful to overusing (even engagement/ organic reach). Often an incorrectly used metric to indicate success, but a good one to watch in this mix.

Now as Engagement, you can either count:

- Public engagement metrics: Likes, Comments, Shares, Retweets, Replies, Favorites - making it again, very comparable, or
- Both public and private metrics: Clicks, etc. - but given that we know a link is a link and that the public metrics correlate with the private, you can also do a lot with competition.

Of course, many other factors play into this:

Frequency, using Paid media, etc.
Over the last few years, we have found countless ways of factoring in public, private, and nowadays also paid metrics into different dashboards. We try out new visualizations every day, create different side metrics that help prove specific points. And if it wasn't obvious until now, with so many metrics and measures, social is one of the hardest to measure media in the world. And this can make it confusing to marketers and make their head spin a bit.


What we do is try to remove that confusion with our social dashboards. In recent months we integrated many ad metrics, we integrated Facebook Insights metrics, as well as correlated it with website performance using Google Analytics, and taking a more real-time look at the data. But nothing compares to the work we have done with Lenovo and the Social Health Index - an entirely new way and metric of how to benchmark social media.

Here are my recommendation to marketers



1. Measure social engagement in all the ways above
2. Keep an open heart when it comes to how you do it in the future
3. Innovate with the views into the data so they keep bringing you more intelligence

Social engagement is of course everything, and all the metrics start and begin with it ■






September 2014 Social Marketing Report by Socialbakers: Pakistan Regional

Top 5 Facebook Brands			Top 5 Facebook Media		
		Local Fans			Local Fans
1		OLX Pakistan	2 648 002	/	92.6 %
2		Mobilink	2 488 529	/	94.4 %
3		Nokia Pakistan	2 274 795	/	92.6 %
4		Ufone	2 147 003	/	91.9 %
5		Intel	1 902 041	/	7.4 %






Check out Who's on Top on Facebook >

Top 5 Facebook Media			Top 5 Facebook Media		
		Local Fans			Local Fans
1		Express News	2 991 376	/	71.7 %
2		Samaa TV	2 935 628	/	78.0 %
3		Social Express	2 139 316	/	56.4 %
4		HUM TV	2 051 307	/	80.0 %
5		DunyaTV	1 850 921	/	73.5 %

Check out Who's on Top on Facebook >

Top 5 Facebook Brands by Post Engagement Rate			Average Post Engagement Rate		0.32 %
		Monthly Change in Engagement Rate	Engagement Rate		
1		MilkPak Cream	↓ 4 %	18.26 %	
2		Nesfruta	↓ 67 %	18.01 %	
3		CHESTER BERNARD	↑ 28 %	7.33 %	
4		Ariel Pakistan	↑ 58 %	6.43 %	
5		Nestlé Fruita Vitals	↑ 432 %	4.66 %	

Analyze & Enhance Your Facebook Performance >

Top 5 Socially Devoted Facebook Brands			Average Response Rate		56 %
		Response Time	Response Rate	Answered minus unanswered questions	
1		Ufone	13 min	95 %	891
2		Mobilink	6 min	100 %	878
3		Zong	17 min	99 %	789
4		Telenor Pakistan	336 min	100 %	360
5		Warid	172 min	86 %	228

Nesfruta shared a photo
23th September, 2014

Up for winning? Share your #NesfrutaSelfie to own a DSLR. See the link below to know how to participate: <http://tinyurl.com/nesfruta>



Most Popular Post

1 0 3 k Total Interactions

1 0 6 k Likes

1 4 7 9 Comments

0 6 5 4 Shares

1 5 6 % Engagement Rate

Nestlé Fruita Vitals shared a photo
17th September, 2014

What happens when the sweetness of carrots is fused with the tanginess of orange? Introducing the new flavor "Orange & Carrot"



Most Popular Post

0 9 3 k Total Interactions

0 9 1 k Likes


1 3 7 4 Comments

0 7 4 6 Shares

8 . 4 8 % Engagement Rate

Pantene Pakistan shared a photo
8th September, 2014

What are your favorite hair accessories? Share with us in the comments below!



Most Popular Post

0 8 7 k Total Interactions

0 8 4 k Likes

1 3 4 4 Comments

1 1 0 8 Shares

6 . 7 7 % Engagement Rate

REGIONAL REPORT DETAILS

Data Range: 1st September, 2014 to 30th September, 2014

Local Fans: The number of local fans from the Page's overall fan base.

Interactions: The sum of replies, retweets and organic mentions.

Engagement Rate: Calculated as the average number of likes, comments and shares per post on a given day, divided by the total number of Fans for the page. It reflects the percentage of your Fan base that interacts on average with your post. For the purposes of this report, in this metric, we have only included pages possessing more than 10,000 fans between the first and last day of the selected time period.

Response Time: The average time that it takes for the company to respond the user wall posts.

Response Rate: The percentage of user wall posts that get responded by the company.

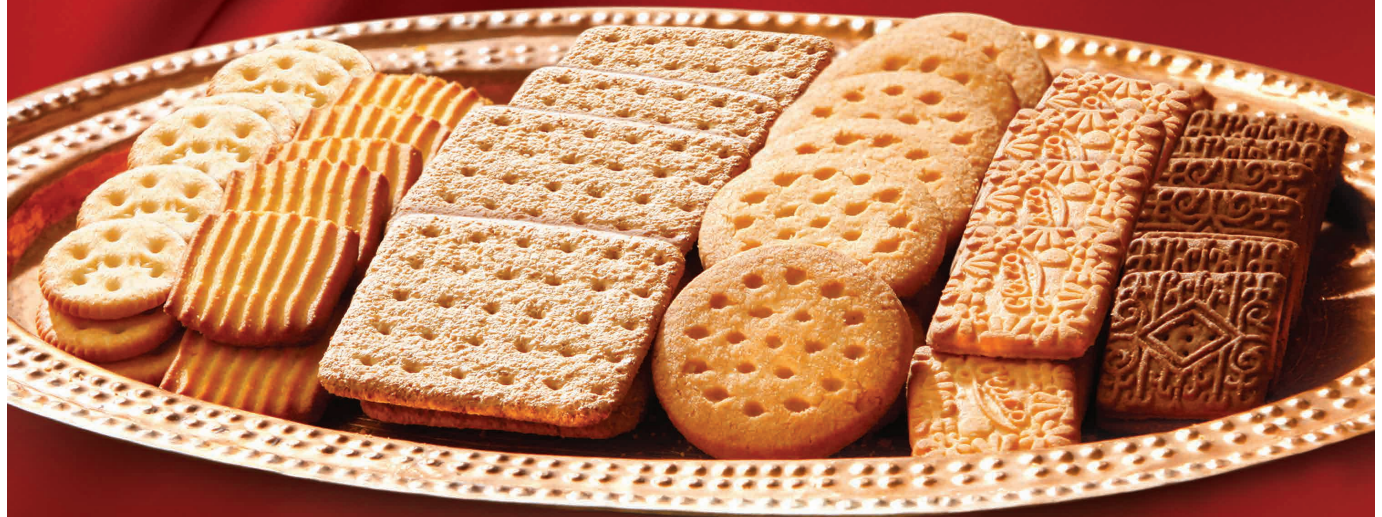


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16th MAP Convention 2014 re-Think! Management

MAP and Octara re-Think the Plot; Stress Sharpening of Both Brain and Brawn

Management Association of Pakistan's (MAP) 16th Convention
Theme 're-Think Management'

While the emphasis will always be on getting it right first time every time, there is clearly a lot of merit in declaring a time-out and revisiting established premises with an open mind and search for space to rethink, reinvent and innovate with a view to leaving this world a better place. The Management Association of Pakistan, MAP for short, put on its 16th Convention with the father of mind-mapping Tony Buzan as the main draw. Voice coach Lucy Cornel and life coach Dr. Zsu Fajcsak were the other two who braved scary travel advisories to grace our shores.

On the Pakistani front the list of speakers was impressive as well. Veteran marketing man Syed Masood Hashmi, MAP's Vice President, played the host in the absence of the MAP President Saadia Naveed. Representing English Biscuit Manufacturers (EBM), the 'Founding Partner' of the MAP Convention, was Dr. Zeelaf Munir, EBM's Chairperson & Executive Member Board of Directors.

Amongst the weighty speakers and panelists were Khalid Awan (Chairman TCS), Wajahat Husain (President & CEO, UBL), Sirajuddin Aziz (President & CEO, Habib Metropolitan Bank), Nadeem Naqvi (Managing Director, Karachi Stock Exchange), Asif Jooma (CEO, ICI), Kimihide Ando (CEO, Mitsubishi Corp Pakistan), Furqan Qureshi (CMO, PTCL), Ali Hasnain (Head of Retail Banking, UBL), Lucy Cornel (Chief Inspiration Officer, VoiceCoach), Etsko Schuitema (Founder & Leading Partner, Schuitema Associates), Naila Kassim (Head of Corporate Communications & HR, Engro Corp), Pouruchisty Sidhwa (Director HR, GSK), Naeem Zamindar (Chairman & Founding Volunteer Teacher, Art of Living Foundation), and Dr. Zsu Fajcsak (Founder & Director, Alive International).

Octara's lead consultant Dr. S. A. Rab served as the master of ceremonies, and opened proceedings with the declaration that the objective on this day was to seek sanity in the midst of chaos. Further

elaborating the objective, MAP Vice President Syed Masood Hashmi said that the intention was to celebrate modern and best management practices that would enable adapting to change. Syed Wajahat Hussain, the President and CEO of Plati-

num Spon-sors United Bank Limited, termed HR as the most important factor in any progressive & dynamic organization, saying that the continuous review of management has allowed UBL to differentiate itself from its competitors.

DAYDREAMING THE FUTURE

Dr. S.A. Rab then introduced the Keynote Speaker Tony Buzan, the Inventor of Mind Maps, the recipient of the inaugural gold medal of the Avicenna Society, whose topic 're-Think:



Innovation – It's all in the thinking' appeared fairly self-evident. Tony Buzan is a champion of radiant thinking & the use of colours to aid retention. "Colours energize thinking, they inspire & enable creativity, they add life and fun to thinking," said Tony, asking how many present in the very large audience indulged in daydreaming?

"Daydreaming has been labeled as bad by school and society. When kids daydream they use their imagination."

inations to create solutions. Leonardo Da Vinci said one must day dream, as also did Einstein. We use less than one percent of the brain, leaving ninety-nine percent available for development. That's wonderful news!" In Tony Buzan's view we have been taught linearly, not radiantly, while the brain thinks radiantly. Kindergarten kids score high on creativity while senior school students score less, and adults score even less. Creativity goes down with age. Creativity is the main thinking tool for problem solving. The capacity of the human brain to generate thoughts is infinite.

"Energy into memory produces creativity," said Tony Buzan, with the advice to use it well by thinking well, & all will be well. Profound and radiant thoughts indeed.

ANALYZING THE DISCONNECT

Next on the MAP Convention agenda was a panel discussion on the topic 're-Think: Leadership Leading Minds', with the heavyweights of the corporate world assembled to share insights. Nadeem Naqvi (KSE), Dr. Zeelaf Munir (EBM), Sirajuddin Aziz (HMB), Asif Jooma (ICI), Kimihide Ando (Mitsubishi Corp), and Ali Hasnain (UBL) generated substantial food for thought.

Zeelaf flagged the recognizing of emerging patterns and institutionalizing them, calling sustainability across the board the big issue. Keep probing and keep asking questions, was her advice.

Kimihide advocated stepping back and re-thinking what went wrong, and cultivating within oneself the ability to lead people who are professionally better than you. He said we were living in a world where reality and the ideal were contradictory, so a leader had to be realistic.

Ali was of the view that people who are really motivated go home with a sense of having achieved something, terming empowerment as central to motivation. It should be okay to make mistakes, he said, advocating the creating of a culture that celebrated innovation and experimentation.

Sirajuddin felt that the barrier to new thinking was the leader's inability to be a follower, with positional authority working only in the short term. Discussion and debate amongst birds of a feather was necessary to generate new leadership.

Nadeem said we all worked for someone else and the 'seth' called the shots. He flagged humility as being very important, and the need to subsume oneself in the mission of the organization. Managing the shades of each colour is what makes a leader, he said.



Asif said that family owned companies thrived on innovation, while multinationals were slow and lumbering, and that if one hadn't groomed a successor then one had failed as a leader. Nobody was indispensable.

ENVISIONING A BRIGHT FUTURE

The panel discussion left the gathering deep in thought, which was the idea, & as Dr. Rab took center-stage once more to emcee the next item on the very full MAP agenda, the audience was seized with a renewed sense of expectation. The topic was weighty and applied fully to the future of Pakistan, and the speaker was a celebrated visionary who had walked his talk in exemplary fashion. Khalid N. Awan, the Chairman of TCS, was up next, and his topic was 're-Think: Creating Value – New World, New Entrepreneurs.'

Khalid N. Awan's message radiated hope that dispelled the air of doom and gloom caused by dismal ground realities that Pakistan confronted. "Despite the present problems that we face the future for us is very bright," said he, emphasizing that there were phenomenal opportunities in the problems that we faced today. "An entrepreneur is one who takes initiatives and risks. Just imagine that just 0.3 percent of the Sahara desert's solar potential is sufficient to power the entire world. The natural human desire is for progress. Despite the huge growth in the world's population we can still feed our people not withstanding a colossal amount of waste."

He said that Malala had done the nation proud, and if Eidhi had not been conferred the Nobel Peace Prize, then the Prize itself stood diminished. He spoke of a Sindh Police bomb disposal expert whom he had met, an ordinary and matter of fact person holding together the fabric of our society. Hope for the future was in plentiful evidence in Pakistan, and all one had to do was shift focus occasionally from the bad news to the good news, recharge, and go back to addressing the bad news once more with increased vigor and determination.

DAY OF THE BIG DATA

Next on Dr. Rab's cue card to get on stage was the Chief Marketing Officer of PTCL, Furqan Qureshi, speaking on the topic 're-Think: Technology Get Smart.' He dazzled the audience with a peep into what the future would hold for Pakistan, starting with 360 Gigabytes, dawn of the age of 'big data,' the significance of which was lost on non-techies like me still reliant on pen and paper. That Pakistanis are the world's 4th largest SMS users didn't really come as a surprise given our penchant for communicating. Companies will outsource and people will work from home or be on the road, with flexible working hours ruling the roost. There were 2.5 million broadband customers in Pakistan, and the Internet-of-Things was upon us. The future will hold zero privacy, and this will be a big issue. Furqan was with the good news and the bad news all at once.

MAP Executive Committee Member Amir Abbasi presented the mementos to Mr. Khalid Awan and Mr. Furqan Qureshi.

YOUR BREATH IS THE FUEL FOR YOUR VOICE

The Chief Inspiration Officer of Voice Coach, Lucy Cornell, was up next on the topic 're-Think: Communications, New World, New Voice.' Leadership comes from a shared purpose, she said, pointing to connection & inspiration through vocal communication. "If you're not feeling it, they'll not feel it," said Lucy, citing commitment, courage and energy as

re -



quirements to deliver the message vocally. Amidst a lot of very good advice from her, what caught one's attention is what Lucy described as the ABV of Speaking. Arrive, Breathe, Vibrate. "When you arrive, ensure that you get over the 'speaking jetlag' inherent in a business culture that is full of distractions. The more present you are the more presence you will have."

Lucy says the Breath helps keep you in control and makes for inspiration, & carries you from the inside to

out. "Your breath is the fuel for your voice. The power of the voice is that you can literally vibrate your audience on a cellular level, and move them into action. So the more generous you can be with your voice the more your listener is likely to hear you and literally resonate with you. Your vocal birthright is to have at least a four octave range, but most of us live in a one octave range, particularly politicians. This is specially true if the culture you find yourself in allows only for a restricted range of expressivity." MAP Executive

Committee Member Mr. Talib Karim presented the memento to Lucy Cornell.

PEOPLE, NOT EMPLOYEES

With Lucy Cornell exiting the

wrong and tantamount to cannibalism. "The problem is not in the organization, but in the people," he said, pointing to intent as the place where the problem lay. "We must engage beyond our personal interest. People don't care about what you know. People care about if you care for them. Are you here to make a contribution to the world? Or are you here to brazenly promote your self-interest?"

Lucy added that in Australia it was not known as HR anymore. Instead, it was known as Learning and Development or People & Culture. "It's a different semantic which changes our approach to how we communicate. I work with a lot of people who do not have a voice in the business. The only way to change that is to get them engaged, and that will happen when someone higher up in the business gives them permission to get engaged and have a voice. In my work I engage with such people & help them get their voice heard by people in the organization who matter. In terms of diversity, it's about giving women all over the world the opportunity to get their voice heard by the powers that be".

Naila said that a lot of the responsibility lay with the employees, and if they didn't bring the shift the management would not change its attitude. She felt that a lot of young people were coming into the workforce and bringing with them their own unique needs and ways of doing things, making flexible working hours and agility in the workplace more and more commonplace. Employers need to be sensitized to what the employees want, because if they're not then disgruntled employees will adversely affect the organization's productivity and bottom-line.

Pouru was of the view that companies & leaders who are resistant to change inhibit their people from thinking and being entrepreneurial. "We are all slaves to a feudal mindset & we think by saying 'yes sir' is going to help our cause. Bosses like to believe that what they're saying is correct. That's how people get to the top, so why not? Part of the change in this mindset will come through training & development, but most of it will happen through inspirational leadership."

Dr. Sunil Gupta hit the nail on the head when he said that our problem was that there were far too many 'Chacha Chowdhries', or Mr. Know-it-all who had closed minds and were not receptive to new ideas. "This is not just the case in Pakistan, but also all over the world their presence is keeping people from developing. On the subcontinent we are very subservient to authority. While I have no problems with having like-minded people, I am against having clones in the organization. Selection must be merit based, and we must hire the right people from the word go." Dr. Gupta was very critical of the fact that corporate entities did not believe in compiling human balance sheets where the value of their human assets was stated. "Leadership must not sweep the dirt under the carpet. Leadership must engage with the people and resolve the issues." MAP Executive Committee Member Mr. Sarmad Ali presented mementos to all the distinguished panelists.

AGE OF SPIRITUALISM

Dr. Zsu Fajcsak (Founder & Director, Alive International) along with Naeem Zamindar (Chairman & Founding Volunteer Teacher, Art of Living Foundation) comprised the last



The Legend Leads...



stage to a resounding round of applause, it was time for another panel discussion on the topic 're-Think: HR Management - They're not employees, they're people!' Moderated by Paul Keijzer of Engage Consulting, the participants included Dr. Sunil Gupta (Chief Learning Officer - Ideas Management Consultants, UAE), Lucy Cornell, Etsko Schuitema (Schuitema Associates), Naila Kassim (Engro Corp), and Pouru Sidhwa (GSK).

Etsko fired the first broadside by stating that thinking of people as resources was morally



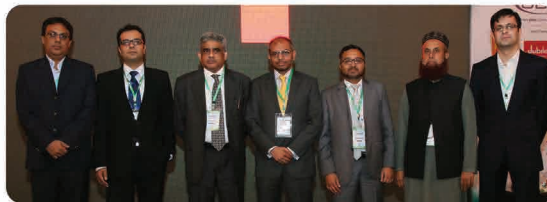
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act of the Management Association of Pakistan's 16th Convention, focusing on health as the highest value of life. Take your mind and put it in your heart to explore your inner self and discover who you are, was the advice on offer from Dr. Zsu, a great proponent of exercising on the Clifton Beach and elsewhere. She cited gratitude, love, acceptance and equanimity as central to achieving balance in one's life, and reinvigorated the audience through a series of breathing and stretching exercises, before handing the floor to Naeem Zamindar.

Naeem Zamindar narrated a fascinating personal story of how as a venture capitalist he went from riches to rags in the aftermath of the dotcom bust of 2000 - 2001, with all his hopes and dreams coming to naught. He got seriously stressed out, suffered anxiety attacks and developed major health issues. "Change happens because of two reasons," says Naeem. "It happens because of inspiration or desperation, and most people change because of desperation." Instead of medication, Naeem took the art of living course & it changed his life. "When the life force is high one is full of energy, and when it is low one is depressed and filled with self-doubt." Naeem Zamindar identified four major sources of the life force – breath, food, sleep and state of mind ■



16th MAP Convention 2014 re-Think! Management

TESTIMONIALS



Congratulation & gratitude on your successful implementation of MAP Convention. It was my honor to be able to participate in it. Tony Buzan's workshop was also superb one!

Kimihide Ando
CEO, Mitsubishi Corporation



Accept my profound Thanks for the Brilliantly conducted Conference. The subject of 're-Think Management' was handled quite comprehensively. Kindly accept my Congratulations!

Sirajuddin Aziz, President & CEO
Habib Metropolitan Bank Ltd.



"**The Fabulous Octara!** It was a Joy to work with you all during the Conference. Thank you for your Generosity of spirit, Hospitality and Gracefulness. Looking forward to work with you again!"

Lucy Cornell, Chief Inspiration Officer
Voice Coach



"Many congratulations to the whole team!"

Kamal Chinoy, CE Pakistan Cables



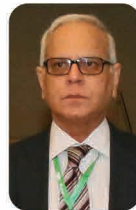
"I think it is a job well done. Now even the numbers are validating that."

Syed Masood Hashmi,
Vice President, MAP &
CEO, Orient McCann Pakistan



"My Heartiest Congratulations to Mr. Salah Uddin, Shehneela Bari and all people involved at MAP on organizing an extremely successful Convention. It is indeed a tremendous achievement. The Convention Subcommittee also deserves accolades. Further I recognize that Octara team particularly Mr. Arif, also played a very important role in the success of the event. The pleasant thing to note was the attendance which I surmise must have been a record. I dare say this year was grander than last year and may future events be even grander than the 16th Convention."

Amir J. Abbasi, Treasurer MAP & Partner KPMG



"MAP's partnership with Octara for the 16th MAP Convention: re-Think Management has given an extremely thought provoking program to the Pakistani corporate world. Choice of Speakers has been the hall mark of MAP Conventions and Octara, each year is raising the bar by arranging speakers from across the globe. MAP's membership now looks forward to such events. Congratulations to MAP & Octara teams."

Salah Uddin, Executive Director
Management Association of Pakistan



A man and a woman are shown from the chest up, looking upwards and to the right with thoughtful expressions, their hands resting on their chins. They are positioned in the lower half of the frame against a solid green background. Surrounding them are numerous white line-art icons representing various life goals and aspirations. These icons include: two cakes with '50' on them, a camera, a rocking chair, a house, a key, a paint can with a brush, a hot air balloon, a hammock, a pot, a slice of cake, and a camera. The icons are scattered throughout the upper and middle sections of the image, creating a collage of dreams.

Life mein kamal karna zaroori hai



Q3, 2014

Octara's Workshops at a Glance!



Problem Solving and Decision Making by Ramiz Allawala - Karachi



Time & Stress Management by Dr. S. A. Rab - Karachi



Supervisory Toolkit by Enam ur Rehman - Karachi



Executive Secretaries & PAs Workshop by Arshi Ahmad-Aziz - Karachi



Achieving through Effective Feedback by Ramiz Allawala - Karachi



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



Sales Catalyst by Dr. S. A. Rab - Karachi



Training Calendar

November - December

2014



Nurturing the Future

(Mentoring to make a Difference)

Ramiz Alawala

November 29, 2014 - Lahore
December 13, 2014 - Karachi



The Service Leadership Workshop

Ron Kaufman

LIVE & IN PERSON!

November 25, 2014 - Lahore



Mastering the Art of procurement with Nadeem Asghar

Dec. 15-16, 2014
Karachi

Dec. 18-19, 2014
Lahore

Effective Budgeting & Cost Control

Nadir Jamal

November 25, 2014 - Karachi



Continuous Maintenance Improvement

Ben Stevens

Course 1:

Machine Failure and Reliability

December 8 - 10, 2014 , Karachi

Course 2:

Planning Scheduling & Control in Maintenance

December 11 - 13 , Karachi



Business Communication Series

(Mastering the Art of Business Writing)

Kanwal Akhtar

November 22, 2014 - LHE
November 24, 2014 - KHI



Creativity, Speed and Change

Roger Harrop

November 22, 2014
Karachi



Building Successful Teams

Enam ur Rehman

November 21, 2014 - KHI
November 26, 2014 - LHE

Mind Maps for Finance Professionals

Ali Saeed

December 17, 2014 - Karachi
December 18, 2014 - Lahore



We Thank you for your Trust in Octara!

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Business Expert, Author & International
Speaker, Roger Harrop Associates



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years to come."

Ben Stevens

President, DataTrak Systems Inc



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growing its impressive array of Human Capital
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"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

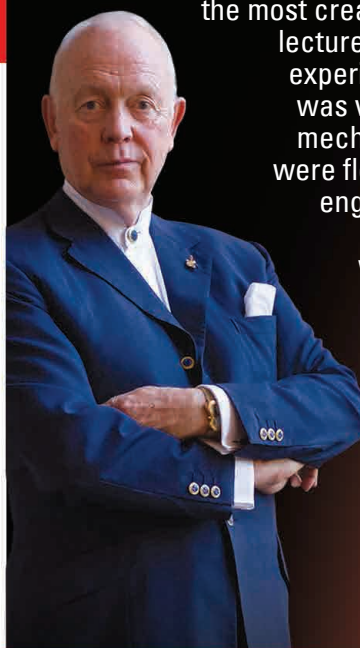
Chief Inspiration Officer, Voice Coach



"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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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



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



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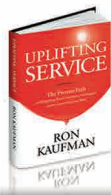


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"Great Session Ron! After a long time I have attended such a workshop where I did not only learn but was inspired to Change."



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