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It is with a sense of great pride coupled with humility that we find ourselves in your midst once again with a brand new edition of octara.com featuring fresh thoughts from our galaxy of international corporate trainers. Our entire effort is directed at adding value to the human resource that operates our corporate sector. In these difficult times that have seen vast swathes of the country inundated by unprecedented floods resulting in a colossal loss of human life and property, the act of generating a surplus has taken on urgent proportions.

It is said that Pakistanis possess a great capacity for intelligent application and innovative behaviour, and a resilience that has pulled them out of tight spots time and again. At Octara our corporate trainers are focused on furthering and fine tuning the managerial capacity for intelligent application and innovative behaviour, making for a greater resilience in the confronting and overcoming of adversity in times of national calamity.

There has been expressed some concern that management, in particular senior management, remains excessively preoccupied with internal micromanagement and endless meetings, and gets bogged down with the day to day operational matters, leaving no time or mental space for viewing the big picture and cross-fertilizing ideas through networking and the attending of training programs. Revisiting old premises and discovering new ones at training seminars and workshops, in the company of corporateers drawn from across the spectrum

of trade, commerce and industry, refreshes and revitalizes the mind, enabling the senior management to think out-of-the-box and draw inspiration from the experiences of others while mingling with existing and potential customers.

"Our ability to create problems far outstrips our ability to solve problems. Leaders are spending too much of their time proving themselves resulting in failure to address the big questions that are lost in detail leading to a demise of the natural exuberance of people," said Octara Associate Ramiz Allawala while speaking at the CONNECT Forum not too long ago. The root to success, he said, is learning. "Leaders are loathe to learn! They want everyone else to learn except themselves!"

In Ramiz's view corporations have spent a lot of money inculcating the value of vision, leading from the front, and walking the talk. "These stand discredited in the light of corporate performance. We need to replace vision with understanding. Don't walk the talk, just align. Don't lead from the front, build alliances. Wherever you can share, share. Intelligence Quotients and Emotional Quotients need to be replaced by Alliance Quotients. We are not programmed to build alliances. Leaders we need today should be boundary crossers. Leadership is not about forcing the issues. It's about letting things unfold. Executives today are working 64 hours per week. Never before have people worked as hard as now in 2010."

The need of the hour is to work smart, and working smart is contingent on a continuous updating of the executive's knowledge base. That is Octara's forte, and we are happy to be of service. Thank you.

**jamil janjua**, CEO, Octara & Chief Editor, octara.com

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# Omar Khan Listed as one of the "Top 25" Consultants in the World!

A number of Sensei clients nominated Omar Khan for Consulting Magazine's "Top 25" Consultant ranking. Clearly these esteemed clients were very persuasive! We are honored to report that Omar has indeed been selected in the list of "Top 25" Consultants!! This is somewhat akin to the "Oscars" for the profession.

A write-up is given in the May/June issue of Consulting Magazine. The Category for the award, happily, is "Client Service". Omar and Sensei would like to thank everyone who made the nomination...thank you for your generous friendship and partnership!

In the last decade of this award, the list of winners has always been made up of Consultants from some of the biggest names in the industry: Booz, Bain, McKinsey, IBM, CapGemini and others of that stature and ilk. For a boutique consulting firm, even an unusually global boutique consulting firm to be recognized in this way is more than rare.

*Omar Khan is a globally acknowledged leadership development innovator and success coach. He is a sought after change catalyst and a pioneer in transformational learning. He is the author of the newly released and highly awaited LIBERATING PASSION: HOW THE WORLD'S BEST GLOBAL LEADERS PRODUCE WINNING RESULTS. Having read his article "A Better Approach to Consulting Value", octara.com posed a set of questions to Omar Khan.*

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***The bane of 'foxhole-ism' and turf warfare is an attitudinal dysfunction manifest in most, if not all, organizations, irrespective of their positioning on the maturization curve. This accounts for the 'paranoia about anonymity' when fielding survey questions, as stated by you. You also say that 'Organizations are fundamentally networks of people engaged in achieving or furthering common goals', and that 'Management itself is ultimately a social technology'. What recommendations do you have to counter the bane of foxhole-ism, and inculcate a high trust culture within an organization, replete with an attitude of sharing and caring?***

## Omar Khan

Fox-holes develop in wars. They imply militancy, "high alert", divide and conquer cultures. There is a competitive streak in high performers often. However, that has to be channeled out into the market place and in taking on competitors to provide greater value to customers. Battling each other to the death is stupid. Lou Gerstner, in leading the turnaround of IBM, told everyone that the enemy "is

out there" and we are here to win in the market. More companies need to get that. The second expedient is to craft goals that cannot be achieved without collaboration, that are enterprise-wide, be it a customer delivery goal, a talent development goal, a process breakthrough, value-based cost-effectiveness or otherwise -- and then hold people unromantically accountable for them like any other KPI. We can't measure individual showboating and expect trust and social amity.

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***You say that 'Our job is to increase competence – not offer panaceas or crutches. We add far more value when we increase the capacity of a team to solve its own problems...' Wouldn't that amount to deliberately putting yourself out of work as a consultant? Wouldn't consultants be happiest just providing a "fix" for a problem, and hoping that it will recur, preferably sometime soon?***

## Omar Khan

Low-rent methodology peddlers will be wary here, sure. To me these are the equivalent of drug dealers, who hope you get "hooked" and need your next "fix". But problems evolve,

as they are the cutting edge of opportunity. Help a company gain the competence to handle today's problem, and as they grow, new challenges will loom. And if you've become a trusted advisor, you're the one they'll call.

If you don't transfer competence you haven't really helped in the real sense. And the best way to get new clients is the delighted, warm recommendation you get from current ones who can tangibly see and feel an improvement relevant to their business health and results.

The equivalent is a surgeon...he or she doesn't keep today's patient on permanent life-care if they're ethical. They cure this one -- they know others are out there. They know they'll be recommended. And they seek to become the "go to person" in their speciality rather than perpetuating one person's distress...and they demand partnership with the patient in terms of post-surgical care, life-style changes, etc. That's a good analogy to the consultant's situation at its best.

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***The absence of succession planning***



**is symptomatic of insecurities in leadership that cause leaders to hang on to their 'jobs' rather than develop new ambitions for upward mobility, driven by a sense of higher purpose. As a consultant how would you overcome this affliction, particularly so in the Pakistani context?**

#### Omar Khan

If you need a coterie of mediocrities to keep your job, look in the mirror and ask some tough questions. Leaders need to be measured not by how personally impressive they are, but how much they get done through people. A leader has to excel in being able to unify, align, focus and energize teams of talent to deliver on agreed mission-critical outcomes. A leader has to be a net multiplier of performance.

Making their team smarter, more capable, liberating their passion and potential, is a leader's report card. If this becomes true, you'll want to field a championship team. And you'll look forward to bigger challenges and will not want your legacy tarnished or the work being done now to evaporate. That's your motivation then for robust succession planning.

We need to shift to a service, positive sum (I win, others win, the company wins) mentality, rather than an aggrandizement, zero-sum (someone has to lose for me to win) paranoia. A culture that measures leaders on the leaders they nurture, develop and cultivate, can add "teeth" to this. GE in its heyday wouldn't allow anyone to be promoted beyond a certain level who couldn't demonstrate they grew successful teams and leaders.

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***Congratulations on making the list of "Top 25" Consultants, and rubbing shoulders with the giants of consulting such as Booz, Bain, McKinsey, IBM, CapGemini and others of that stature and ilk. How do you plan on leveraging this recognition for future gain?***

#### Omar Khan

Two responses. First is to leverage it just like this, by using it to stimulate great dialogues and explorations with others.

Secondly, to make sure I don't, and

Sensei doesn't, rest on our laurels. You always move on. You can't keep trumpeting the past, even the recent past. I'm working on a Harvard Business Review piece that's with the editors there, we've created a new global tool to assess the "Human Performance Health" of any company which we'll be rolling out, and I'll do a book on that with my earlier co-author Alan Weiss. We're launching a new office in Vietnam. Your future always has to be bigger than your past.

I feel I have to make this award seem self-evident 5 years from now. I also hope to leverage this to open up a new value space in consulting that we feel is clearly needed, as the article you're showcasing argues.

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***Do you foresee for Sensei a move from 'an unusually global boutique consulting firm' to a mass manufacturer of solutions for the corporate world, going head-to-head with Booz, Bain, McKinsey, IBM, CapGemini and others of that stature and ilk?***

#### Omar Khan

No, we're proud to be a boutique firm. Larger firms have a cost-base we're not interested in having, because it almost forces you to extend client engagements, deluge clients with consultants who become surrogate managers and more. We have a motivation with our structure to provide fast value, to leverage intellectual capital, to get clients involved in implementation, to coach "in the trenches" rather than from the mountain-tops. And yet we have the global reach to be able to respond in many cultures and parts of the world.

We actually have a living brand. And it stands for client partnership, engaging human performance, liberating the passion and potential of top teams, and being able to coach and enable in a variety of cultural contexts. Yet you know who you're getting, and there are no "second class citizens" among our clients who get the "crumbs" of our energy, expertise or attention. We want to keep it that way.

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***Considering that the "Oscars" are riddled with high-end lobbying and***

***the outright buying of votes, would you still consider it a fair comparison for your own achievement?***

#### Omar Khan

Everything high profile is riddled with lobbying and influencing of votes. I'm sure that's why few boutique firms are noticed among the landscape of larger consulting firms...they can't make the case as stridently. But the Oscars also recognize great film-making, directing, acting and more. Superb movies and stars are recognized. And consultants who have provided clear leadership, added value, innovated, are clearly acknowledged by this award. And there are also "dark horse" candidates in the Oscar's and they sometimes win. We're probably most similar to the film that no one expected to have wide-scale distribution, and became an unexpected hit, like SLUMDOG MILLIONAIRE.

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***The Category for the award that you have received is Client Service. What is it that has distinguished you in this area?***

#### Omar Khan

Our clients have felt our passion. And when I was nominated, it was by a client. And then my colleagues chose to make our other clients aware that this possibility existed. And many who we have coached, and worked with, wrote in very generously and emotively. I think the judges hadn't quite seen such a number of nominations from clients before, and the varied countries the nominations came from including Pakistan, Bangladesh, Saudi Arabia, Singapore, China, Europe, the US, sealed the deal. It was truly global and I'm very grateful.

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***Is Client Service the most important component in your consulting portfolio?***

#### Omar Khan

Client Value is the most important component. We serve to deliver value, to improve a client's condition, to help them deliver through their leaders and teams strategic business outcomes of value to them. Caring about that, passionately committing to them

and their outcomes, and serving them professionally and with the responsiveness you naturally offer to those you actually care about, is a powerful differentiator. For us, as I've argued in the article, the creation of the "helping relationship" is a large part of any consulting value shared. Without that essential rapport and "enthusiasm" to be helped, very little else of sustained value can be created.

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***Other than the line of work that you are presently in, what career might you have opted for if not this?***

**Omar Khan**

I went to Law School, so that could have been a path. I've had a deep interest in Philosophy from my time in Oxford and the thesis I wrote on Kant. So I could have gone down that trail through academia. My presentations are quite theatrical at times, and others have suggested I should have gone into acting, or had a talk show, or at least done voice-over work. I have trained as a counselor, so that's another track. I enjoy teaching and enabling youth, and I've flirted with the idea that when I "retire" I may teach high school.

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***As a person whose roots are closely identified with Pakistan you must be frequently called upon when overseas to explain the Pakistani conundrum. What is your view of Pakistan and how the country has evolved? And where all in your view might Pakistan evolve to in the near, medium and long term?***

**Omar Khan**

People do respond to me primarily as a "Global" consultant, not a specifically Pakistani consultant, or American consultant, or otherwise. That said, my background when shared, certainly shows those roots clearly...and even where the first seeds of Sensei were planted.

Pakistan to me is a beautiful country with tragically poor leadership. We were founded by Quaid-i-Azam who was a visionary, but a secular man who believed fervently in tolerance and progress. It's odd that we pay homage to him without remembering what he stood for. He loved his religion, but he knew

a modern state had to be created. Sadly for Pakistanis, our founder died soon after the founding of the country, whereas the Indian visionaries had time to actually govern and call into existence some of their ideals -- for better or worse.

You cannot run a country if civilian rule is compromised by military influence. That is axiomatic in history -- no instance of national success can be cited in those conditions. We've also too often used Islam not as the liberating force it was through history, but as a bludgeon to stamp out what is different, and to keep half of our population, women, from flourishing fully. The social indicators of Bangladesh today are better than India, so it's not about religion, or even natural advantages.

Pakistan has also been used as a pawn for some time, we all know that. But the only way to stop being a pawn is to create a viable economic state, to release talent, to share the benefits of progress with the population-at-large, to let education be the deliverance it historically has been world-wide, and to focus more on results and less on rhetoric. When you are an economically and socially powerful state, you're not so easy to manipulate.

We are currently a tinderbox. And citizens, activists, leaders at all levels have to take Pakistan back. We cannot wait for "deliverance" from some iconic leader.

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***Please provide us with an insight into Omar Khan the person. Does it get tiring sprouting wisdom for a living? How do you unwind? Do you have a favourite food? Do you watch movies, and if so what kind, and who, if any, is your favourite film star, and why?***

**Omar Khan**

I probably would if that was truly what I was doing. But to share any wisdom (except in workshops where I occasionally will get to share distilled wisdom -- mine and that of many others) in consulting, you have to be a student before you can be a teacher. This is also true of truly generative coaching of leaders and teams.

That said, being on the front line of organizational change, and being (as one client said of me) an almost "ruthless optimist" (a study was done that pessimists are more often right about how things will turn out, but optimists are far more successful as they are "alchemists" rather than "chemists") does require imaginative recharges.

I unwind by taking proactive time off, and spending time in favorite places and with favorite people. My wife is an extraordinary source of that as well. It's lovely to know you can be loved at your worst as well as your best.

I'm a major foodie, and on the Board of the *Chaine des Rotisseurs* in New York, a branch of the world's oldest and most venerable food and wine society, originally founded in France in 1248. I'm an avid reader -- of history, classics, business, murder mysteries, thrillers, comedies and cultural pieces. I think back when it was getting known, I was one of the few men on the plane reading *EAT, PRAY, LOVE* rather than the latest espionage thriller about the imminent destruction of something or the other.

My Mom's home cooking is one of my favorite foods -- but favorite also depends on where I am. Peking Duck in Beijing, Kaiseki in Tokyo, Om ali in Cairo, Mezze in Beirut, Rendang in Penang, a wonderful pasta *Arabbiata* in Italy, Breast of Duck in truffled honey in Provence, a Porterhouse steak in New York - - you get the idea.

I'm a great movie buff, and in New York, that's easy to indulge. I'll watch the summer blockbusters, as well as some of the superb movies often shown in artsy independent cinemas. I'm equally a theater buff and spend a lot of time on Broadway, Off-Broadway, in London's West End, at the Shaw Festival in Canada and more.

My wife and I race-walk and walk several half marathons every year. We ski in the winters, and like to canoe in beautiful settings.



SENSEI





# Would I Invest in



## Ian Ruskin Brown

*Ian Ruskin is a Royal Marine turned Market Guru with a specialty in financial services. The disturbed conditions in Pakistan have not been a deterrent for him, and Ian has visited Pakistan about five times over the recent past. "If people are afraid, then the other side has won," he says, and goes wherever the business is.*

The other day, just after my last jaunt in the mid east, I was discussing, with my colleagues where I had been lately. They were all surprised to hear of my (almost) regular visits to Pakistan. "Ain't it dangerous?" – "surely its going to the dogs!" etc. etc. Then to ground me more one asked, "if that country is so good, would you invest in it?" That set me thinking - Would I recommend Pakistan to any entrepreneurs or business angels of my acquaintance? It depends! Firstly on how you define Pakistan and by what metrics you wish to evaluate that community. No matter how beautiful the country can be, we do no service to Pakistan if we only see the geography, i.e. a land mass stretching from the Arabian Sea to the Hindu Kush bounded by Iran and Afghanistan on the one side and by India and disputed Kashmir on the other.

Nor is it the full story if we just calibrate Pakistan's economics

(apparent Remittances are, by and large, outside the Government's reach / control/ accounting etc.), e.g. it is said to be around the 27th largest economy in the world, and growing by circa 4% pa. But does this only include the landmass, or does it also include the Pakistani Diaspora and, for example their remittances? (Always assuming that the government can keep track of what remittances are coming into the country and what is going out).

Pakistan is much, bigger than its government's economy. It is a world wide community, strategically spread. History has caused this community to cluster at certain hubs of the world, mainly the U.K. but also in other countries of the 'British Commonwealth', plus the ever growing Gulf States, specifically the UAE, where all strata of the Pakistani community live almost, but not quite, cheek by jowl with their compatriots.

Without Pakistani labour Dubai would not be what it is today. Go see 'Terminal 3' at DIA, and then go visit the UAE hospitals' with the Pakistani specialists who work in the burgeoning 'Medical Tourism' Business.

Without the numerous Pakistani families that live and work in and around West London, the world's busiest airport could not operate (go talk to 'Gate Gourmet inc', the world's largest producer of airline meals, re how their ignorance of Pakistani family values brought London Airport to an almost complete stop in August 2005, costing 'GGinc.' several millions of pounds in the process).

So do we invest?  
And if so, in what would we invest?  
I would answer the above as follows:-

A) As an Investor, I would invest in some neglected but essential areas

of the Pakistani Social and 'Small Business' community, that way I can keep close to the 'steering wheel'; and:-

B) If I were a Philanthropist I would invest in the Pakistani Education System as well.

The first would be the comparatively shorter term investment(s), the second would come to valuable fruition, but in the much longer term.

Strategy 'A':- Even though the investment Strategy will be tailored to the 'short term' it must have long term pay-offs. The concept in mind is small fabrication / manufacturing businesses. Not the buying and selling of commodities within the Bazaar.

For example – a producer of low cost, owner driven, transport facilities in the big cities – e.g. Karachi, Hyderabad, Lahore et.al.

The South Africans have a saying, 'If you want Gold (or Diamonds), don't look in the trees, get your hands dirty'(the sanitised version). i.e. Poor people have less spending power per capita, than do the middle class household, BUT there are more of them.

This is to say that going for volume at a smaller 'per-capita cash profit' frequently yields larger gross profits in the medium term. Consider Ford, Woolworth, M&S, or Wall Mart et al, all applied this strategy to their business when they were successful. They failed when they forgot their dictum and went up-market.

As an investor, 'Micro Transport' cries out for support, especially in the bigger cities. The government seems to be investing (albeit slowly) in the road infrastructure. Karachi has a long way still to go, compared with the road systems in place in Lahore (plus Lahore's beautiful tree-lined streets). A good investment for example, would be to partly fund a small business such as one that

could construct and sell the Pakistani equivalent of the 'Nano' to the less well-off families. I would not recommend copying this four wheeled product. That will be done by others at some time in the near future and we don't want to open up the Market for the Tata group to follow, in whatever guise.

For example - I would ask you to consider a company that produces and markets the Pakistani equivalent of Thailand's 'Tuc-Tuc' to the not-so-well-off urban family with children. The author is aware of the clapped-out Tuc-Tucs already acting as cheaper cabs on the streets of Karachi, almost as dangerous as the motorbikes. Why so? Because I have seen too many motorbikes in the thick of the Karachi traffic, carrying the whole unprotected family on-board – there must be a market for something with the same economies of use as these motorbikes but giving more protection for families.

I envision that these Pakistani 'Tuc-Tucs' could be built around a family friendly tubular steel cage, with canvas seats. Over which a rain-proof / sun shade could be affixed as and when required. The Company, that I envisage, would sell these via HP i.e. Hire Purchase schemes to those who can afford it, and rented by the hour say, to those who can't. The envisioned product will initially be made abroad and assembled in Pakistan.

Later as demand grows there will be a case for setting-up a production line in Pakistan, first for the chassis, and eventually for the simple but efficient (two stroke?) motor/engine. Such a start-up Company could be a 'Nursery' for 'wannabe' sales people who may not have been an outstanding student at school, but who have the potential for 'Sales' and eventually running a (small) business (i.e. 'two birds with one stone,' learn to sell, then learn to run one's own business).

The above is just an example of the way Pakistani Entrepreneurs could / should be thinking re their homeland industries.

Strategy B:- The second approach can be read as a 'Pakistani style 'Rhodes Scholarship' for the many'. This will really require some heavy Government backing – perhaps from the Diaspora in the U.K. and Pakistan combined. But this could be the foundation of much growth to come. Going to university in the UK and elsewhere gets more expensive by the day, so for bright high potential 'English adolescents of Pakistani descent' why not set-up a foundation whereby these bright adolescents get help attending a University in the U.K. or the US or wherever it is considered appropriate to their studies?

IN RETURN, and in their Gap Years I suggest Two years not one prior to attending their University Course, they would work with their peers back in Pakistan. This work would be relevant to their future careers and would vary from helping to run small businesses (if doing Business studies), Civil Engineering (if appropriate), work in Pakistani Hospitals (if studying medicine or related disciplines), et al. Whilst at the same time, not only getting closer to their roots BUT also improving the spoken English of their homeland peers with whom they would be closely working and, via this, increasing their peers job prospects too (the world speaks English for business etc.).

NOW for all the above, I would invest in Pakistan big time, if I were a wealthy Pakistani.

**Ruskin Brown**  
.....  
**Associates**



Human Resource Development is finally moving up the priority list of the corporate world in Pakistan. Responding to that positive change in the training marketplace, OCTARA has welcomed Paul Walsh to Pakistan many times over the last three years. An intrepid former Senior Manager of UK's Royal Mail responsible for 1,100 employees and a budget in excess of £28 Million, Paul has delivered HR and Leadership related courses for Shell, Pepsi and Petroleum Development Oman (PDO). The two Workshops that Paul conducted for OCTARA'S esteemed clientele, earlier this year, namely HR Balanced Scorecard and Creating ROI on HR Initiatives, hopefully will go a long way in helping HR practitioners quantify the benefits to their organizations of investments in HR, and strengthen the hands of HR practitioners in getting additional allocations for HR budgets, and move the HR issue higher on the Top Management's agenda priority.

Since Paul has visited Pakistan quite a few times Octara asked his opinion on .....

Paul Walsh



# What are the HR Challenges in Pakistan?



*Take a simple HR satisfaction survey and find out what your organization thinks of you – you should not be surprised.*

**“Pakistan’s problems are, really, no different from the challenges facing HR throughout the world. The special circumstances surrounding Pakistan in terms of economic, social unrest, combined with internal and external turmoil are ones that make the HR challenges more focused”**

Having visited Pakistan over the last 3 years delivering seminars and courses to various companies I would suggest that the specific challenges are:

- **Poor Perception within the organization**
- **Inability to show a return on investment (HR and Training)**
- **Poor Performance Management enforcement**

The perception of HR globally is very poor and, in my opinion is driven by many factors including the 2 other challenges I have mentioned. While this perception remains, any attempt at introducing initiatives or making changes will prove to be very difficult if not downright impossible.

## **Poor Perception within the organization**

Perception, naturally, is a very difficult thing to change, as anyone involved in external customer perception will testify. One must first accept the perception, which is not as easy as it sounds. I always go by the following maxim:

**“If one person says you are a horse then feel free to ignore him. If 20 people say you are a horse then it is time to buy a saddle.”**

Take a simple HR satisfaction survey and find out what your organization thinks of you – you should not be

surprised. The survey should cover the following 5 areas based on an adaptation of the Parasuraman Service Quality (1990);

- **Tangibles/Appearance** - The appearance of physical facilities, equipment, personnel, and communication materials the HR function uses/supplies
- **Reliability** – The ability to perform HR functions and service dependably and accurately
- **Responsiveness** – A willingness to help line/employees and provide prompt service.
- **Assurance** - Knowledge and courtesy of HR staff and their ability to inspire trust and confidence.
- **Empathy** - Caring individualised attention the HR function provides its customers (line and employees)

Once perception is defined we can then target action to correct it. The key outcome will always be action and you may find that the key perception of HR within the organization is that it does not operate on a strategic level.

I have said for some time now that HR changed its name from Personnel many years ago. The thinking behind this change was to move the department from an administrative role to a strategic partner within the organization. Unfortunately, for some, the name changed, but the role remained the same



How then do we move HR to become a true strategic partner in the organisation?

How do we ensure that HR drives change in the company rather than making policies to follow the drivers of change?

We start, I believe, by talking the same language as the rest of the company – and that necessitates talking financial language.

#### **Inability to show a return on investment (HR and Training)**

All departments, with the notable exception of HR, use Return on Investment (ROI) when discussing projects, new equipment, promotions, new products and so on.

HR expects the organization to fund very expensive HR programmes and training events without any talk of a return. This cannot continue and is, in my opinion the single largest factor behind poor perception of HR within the organization.

We spend millions on training and see little effect, we spend millions on recognition programmes, morale boosters, retention schemes, talent pools, competency assessment and so on. When asked to justify this significant spend many HR professionals will talk of motivation or staff satisfaction without a clear link to any financial reward.

It is time to get a grip on this subject. Conferences have been debating this issue since 1991 and still we are failing to do it. It is not good enough to say, “it is difficult” or “it is an intangible return”. We need to demonstrate a real return on our activities or we will be outsourced, for if we are nothing more than an administrative function (a necessary evil) then, as you know, there are individuals outside the organization who will offer their administrative services cheaper, quicker and with more quality than you can presently offer.

“ If one person says you are a horse then feel free to ignore him. If 20 people say you are a horse then it is time to buy a saddle ”

**Poor Performance Management enforcement**  
Performance Management is the core HR function. Ensuring the management and improvement of the performance of our Human Resource feeds into everything we do as a department. Recruitment, Development, Rewards, Succession Planning, Talent Management and Competencies are all linked by

“ When asked to justify this significant spend many HR professionals will talk of motivation or staff satisfaction without a clear link to any financial reward ”

corporate objectives that are the starting point, or should be, of our performance management systems. Again, what the organization very often sees is us paying lip service to performance management and rather than using the incredibly vital information we can harvest from a good system to move the organization forward we tend to blame operational supervisors for not doing it properly.

A good Performance Management system will tell us where our employees are, where they are going, and what we need to do to ensure we have the right people, skills and competencies that our company needs in the future.

In order for an organization to improve our people have to improve. It really is as simple as that. How do we achieve this? By ensuring the performance of our employees is properly managed. Demonstrating this fact and showing what we are doing to improve this performance and link it to corporate objectives will make us strategic and thereby remove some of the poor perceptions we have.

To summarise, I see the challenges in Pakistan as very similar to the global challenge facing HR. Obviously, there are particular circumstances surrounding the challenges in Pakistan not shared by other countries, but for HR it is a case of prioritizing and focusing on these challenges.

Changing the perception of HR is key to an effective HR and I strongly believe that we can do this by engaging with the rest of the organization strategically, through speaking their language (ROI) and improving the performance of our people through effective performance management.





# Upgrading HR



**"What used to be referred to as 'shameless copying' is now called 'Adopting Best Practice'"**

Each industry likes to develop its own lingo and HR is no exception. It is amusing to hear HR practitioners taking themselves seriously, discussing the esoteric aspects of its area. And while new processes and technologies continue to be introduced, so do the buzzwords.

I am often approached to share Shell's practices on recruitment and performance appraisals. It is also common for HR folk to seek each other's help in developing policies and stuff like that. There is nothing inherently wrong in this. What does concern me is the fact that there seems to be a rush to adopt the latest fad. What used to be referred to as 'shameless copying' is now called 'Adopting Best Practice.'

If I were to pick up Tiger Woods' golf set, would it make me as good as him? Or Roger Federer's racquet? That is what this business of 'Best Practice' has become.

So the question that arises is: "How do we upgrade HR without just adding on the bits and pieces from a suite of choices? The follow-up questions then are: "How do these fit into the big picture?" And "What

are we trying to achieve?" The starting point has to be from an underlying philosophy on People that dovetails into your business strategy that has, as the overarching cover, the Vision and Mission of the company. That's quite a mouthful but this is really simple logic. If you don't know the "WHY," then the "HOW" doesn't matter.

The ambit of your 'People Philosophy' will cover Attraction & Recruitment (equal opportunities, merit, diversity – gender, skills and background, and much more); Compensation & Benefits (competitive positioning, merit processes, articulated policies, transparency); Development (responsibilities of company and staff, structured process, accessibility), and other related areas.

Employees want to know why they should spend the best part of the day working in your organization so the culture of openness and transparency is crucial. The new mantra doing the rounds is 'Employee Engagement' which is such a fundamental concept you wonder why you need to spend millions of dollars on consultants

to tell you that. Communicating regularly with staff (which also means listening) is a critical aspect though most of us make the mistake of overloading employees with emails and newsletters believing this to be 'communications.'

So if you're contemplating upgrading your HR function with new processes and technologies, perhaps you should take time to reflect on the "WHY" and then work out the "HOW." Remember, HR is not rocket science; we just like to complicate things to make us feel important.



**"If you don't know the "WHY," then the "HOW" doesn't matter"**

**Leon Menezes** is Shell's Director and Downstream HR General Manager for Pakistan, the Middle East, Central Asia, and Sri Lanka. A graduate of the University of Hull (UK) with over 30 years of work experience in Sales, Marketing, Operations and Human Resources, Leon is also a founder member of the Trainers Resource Group. During his career he has worked for an airline, a travel company, a development organization and a bank. In school he studied auto-mechanics, and for several years was a professional musician playing the guitar and singing. Leon Menezes has very kindly consented to write his thoughts for octara.com on a regular basis.

**"My dream is to hear the world changed by enlightened and visionary speaking"**  
**Lucy Cornell**



# You. On Stage. Your Audience Waits.

The stakes are high. You need to deliver uneasy news to the business and stakeholders. How do you maintain respect for your leadership and inspire your audience?

Raise Your Inspirational Voice.



**Lucy Cornell,**  
Chief Inspirational Officer  
Voice Coach, Sydney,  
Australia

Speaking is an act of your whole self: spirit, heart and intellect, translated from you to your audience on your voice.

You may have your message clear, but if your voice betrays your content, how can you inspire anyone with your vision?

Being an inspirational speaker demands that you resonate through 3 layers of voice simultaneously: your Inner Voice, Literal Voice and Mythical Voice.

Martin Luther King was a Master at this in his an inspirational speech: "I have a dream".

## **The Inner Voice**

Martin Luther King's Inner Voice was his heartfelt desire for equality and freedom for his people.

Your Inner Voice is your passion or desire. Without an inner burning desire your message will be hollow. Any speaker, who does not move you emotionally or physically, is not connected to an inner desire.

## **The Literal Voice**

Your Literal Voice is the literal sound of your voice and its function is to express your Inner Voice.

For many of us, however, the Inner Voice becomes disconnected from the Literal Voice due to civilizing, restrictive habits. Generally, these habits impact the free flow of your breath, without which your Inner Voice will have no life and ultimately, your audience cannot experience the rich texture of your thoughts and feelings. Consider the difference between the freedom of a child's voice and the limited range and expressivity of an adult's voice in business. It's disheartening!

In the case of Martin Luther King, his Literal Voice is rich, strong and resonant and he is breathing. So, his inner desires ring through the rich resonance of his voice. This is why this speech is spine tingling. We are literally being vibrated by his impassioned inner energy. Inspirational speaking should literally move the audience.

Otherwise, what's the point?

## **Your Mythical Voice**

Martin Luther King doesn't talk about race alone. He elevates us to human ideals of "Freedom" and "Humanity" along with the visionary, indiscriminate concept of a "Dream". In effect, we must look beyond temporal concepts of race and politics and expand into human values of mythical proportion.

It requires courage and creativity to resonate on a mythical level and to ring beyond you, now. Like all great speakers, your Literal Voice will ring across Time if you elevate your message to touch on spiritual or human values. Your Mythical Voice can provide a transformative experience as it touches a deep part of us.

Consider what voice you have in your world or at the board table or in your business. As a business leader, you have been given a voice and a right to speak. What a rare opportunity.

Be courageous. Be empowered. Be inspiring.

Claim your inspirational voice and change your world.

After a 5-year intensive training in Australian and the USA, Lucy Cornell has been certified by Master voice teacher, Kristin Linklater, as 1 of 150 Linklater voice teachers in the world. Lucy also holds a Masters of Applied Science in Voice Research from the University of Sydney and a Bachelor of Arts and Education from the University of NSW. Lucy specializes in working with C-Level executives to develop their inspiration voice. She is sought as an international speaker on Voice and is a preferred speaker for the Young President's Organization (YPO) CEO network globally. Voice Coach clients include; Bloomberg, McKinsey, IBM, Citigroup, Volvo, UBS, Deutsche Bank and Entrepreneur's Organization. [www.voicecoach.net](http://www.voicecoach.net)





# Women's Emancipation and the Workplace



"The incidence of women in the corporate world has been a bitter pill for most Patriarchal societies to swallow"

**Zaufyshan Haseeb**, Managing Partner, Intek, UAE



The last couple of decades have witnessed a profound change in societal mores and their impact on women. That which was once considered taboo has now taken on an everyday occurrence. The right to education has been increasingly asserted by the female, and the rise in the numbers of enlightened males has enabled a

quantum increase in the number of qualified, educated women demanding equal opportunity in the workplace. Understandably enough this change in the balance of power between the sexes has come with its fair share of resentment amongst members of the erstwhile Males Only clubs that ran the factory floors and management hierarchies. In more than just a few cases the male reaction has manifested itself in outright hostility. The challenge to the male's breadwinner status has been met in more than just a few cases by uncouth behaviour and the sexual exploitation of female colleagues.

Women got their right to vote in the 1920s in the USA, and slowly and gradually they have been inching their way up the corporate ladder, sometimes tenaciously, but usually with persistent voicing of opinions, with a belief of ensuring certain rights. The incidence of women in the corporate world has been a bitter pill for most Patriarchal societies to swallow, as the atmosphere of the "Men's Only" club changed dramatically. A certain code of behaviour was expected in an organization where both genders had to work side by side, shouldering equal responsibilities. Perhaps it was power-play which reduced the male colleagues to stoop to certain lowly behaviours to attain subservience and compliance from their female counterparts.

*Hajra (name changed) fell in line on her first day at work at a local distribution company. She had no problem playing second fiddle to her males colleagues, and would even make their tea and run errands for them. She is now into her sixth year with the company and quite well adjusted. She is professionally competent, and has grudgingly earned the respect of her male colleagues. While Hajra went the extra mile and withstood the early abuse because her family needed her pay cheque, Zara was a no nonsense type with an MBA from an elite overseas university. She came from a well to do family, and chose to work because she*

*wanted to, and not because she had to. The first time her boss made a pass at her, she quietly but firmly rejected his advances. Thereafter he grew vicious in his dealings with her, loading her down with what can at best be described as donkey's work. She took it, and used the antagonism to develop her mental strength. Then one day she decided she had had enough and informed her father of what was going on. Daddy called up his friend in the Army who called up her boss. Problem solved.*

**"If I wear a long flowing dress, with jingly jangly trinkets, red painted nails and stiletto heels to work, no one is going to take me seriously"**

The options for working women are no longer to either ignore the sexual nuances or to quit the job and hope that the atmosphere in the next organization would be more conducive. Aside from a supportive family fabric that comes into action in support of the oppressed member of the family, there has been a proliferation of women's rights groups and legal aid societies that encourage women to take a stand. The Protection against Harassment of Women at the Workplace Act give women additional leverage to ward off any undesirable advances from their male colleagues. In male chauvinistic societies where ogling and passing remarks is considered normal and ignored; where the concept prevails "if she smiles she is yours", it becomes difficult to enforce such parliamentary bills; but it is definitely a step in the right direction.

The outrage of the modern woman at the implication that the clothing instigates or invites any type of sexual advancement is well justified, as there are hundreds of instances where modestly dressed women have been subjected to such misdemeanors. However, conservative clothing, combined with a no-nonsense attitude goes a long way. All the years in the corporate rat race, even at the informal social events, I always had conformist attire with the jewelry and accessories that can be labeled bland. Everything is about the image projected

to the world. If I wear long a flowing dress, with jingly jangly trinkets, red painted nails and stiletto heels to work, no one is going to take me seriously in my career progression plan. Keeping the end in mind, I have to plan my entire career from the moment I step into the office. It is easier to blame others, but I could take responsibility of my own life and set my own parameters, with regard to the behaviour I expect from my team members. Despite all the precautions and care, if any misbehaviour occurs, I have to put a stop to it right there and then, before it snowballs into a major issue.

I sometimes wonder why the incidences of any type of harassment is lower in multicultural societies. Years of personal research, studying the sociological groups that appear in my trainings, I noticed how well the synergy develops amongst disparate groups. There are no underlying nuances of societal conditioning at play. During the workshops in Qatar the women preferred to sit with their female colleagues, as the culture frowned upon them sitting with their male countrymen. They hesitate to contribute their views about the topic at hand, as so and so will tell their brothers or fathers that she was being too vocal in the training. The funny part is that if there were no Qatari men, they are relaxed and take active participation in the discussion. It is obvious, how the dormant mores of culture infiltrates our lives and force us to form a façade of self, creating complicated relationships both in our personal and professional lives. We need to bring about this change first in our

own lives and then also help others transform.

The fact remains that no matter which walk of life we may consider, the ground reality is always at some distance from the ideal. Without meaning to make excuses for unpardonable male behaviour, the fact also remains that we are in fact human, and prone to lapses in our personal and professional dealings. Then there is also the case of reverse sexual harassment as beautifully illustrated in the movie featuring Demi Moore and Micheal Douglas. It is power that corrupts, and the wielder of that power may belong to either sex. Society is all about evolution, and evolution is predicated upon the factors determining the dynamics of change. Given the population explosion globally, as well as the increasing shortage of resources courtesy global warming and climate change, the pressures on livelihood promise to increase manifold. Will there be a truce declared in the workplace, and merit allowed to determine who gets what share of the pie? Or will the rule of the jungle prevail, and the 'weaker' sex driven to distraction in its effort at gainful employment?

*Zaufyshan Haseeb is a regular contributor on women in the workplace issues. She is a behavioural psychologist appearing regularly on GEO TV with Nadia Khan, and has extensive senior management experience in both the public and private health sectors.*



## Historic Bill 2010 against workplace harassment

Pakistan's President has signed a new Bill "The Protection Against Harassment of Women at the Workplace Act 2010".

Overcoming years of conservative opposition, the bill aims to create an equal society by providing a safe working environment and ensuring rights of men and women.

The president signed the bill at a ceremony attended by some 100 women activists, parliamentarians and members of civil society organisations in the presidency.

He reiterated the government's commitment to ensuring equal rights for men and women in accordance with the Constitution.



LIFE IS BETTER  
WHEN  
**shared**

CORE VALUES

EVERY GREAT  
BRAND CAN BE  
DESCRIBED IN  
A FEW WORDS  
THROUGH WHICH  
EVERYTHING IS  
EVALUATED.



Warm  
Connected  
Community



# Integrating Procurement & Supply Chain Management

***"Processes deliver outputs, but fragmented processes can only deliver fragmented output. Integrated processes will deliver a much more profound business result"***

**DR. DERMOT CAREY**

He is clearly a man who has been there and done that. An experienced management consultant, trainer and business coach, Dermot Carey is a Doctor of Business Administration, and part of his research focused on the implementation of an Integrated Procurement and Supply Chain System in a flagship Healthcare environment in Ireland.

This is Dr. Carey's very first trip to Pakistan. He says he was marginally deterred by all the negative press that the country has been getting. But once assured that he would be well looked after, his mind was made up. "Negative press always puts doubts in your mind. In my case I have first hand experience of troubles, and bombs, and injuries, so I don't want to expose myself to any unnecessary danger." He comes from Ireland, and says he is all too familiar with the consequences of indiscriminate bombing and other atrocities. He has been coming to the UAE regularly for 15 years now.

Dr. Carey formed MRM Ltd. in 1990 in Ireland dedicated to Change Management and Business Process Reengineering with a specialist interest in Procurement and Supply Chain Management. He has recently

expanded the organization as part of a global initiative where the service offerings provide full end to end procurement and supply chain support.

## **Mixed Notions About Supply Chain**

"Procurement and Supply Chain Management are quite a specialized arena, and all too often in business they are not treated as special," says Dr. Carey. "Now with the global downturn and the focus of people's minds and attentions on consolidation, and grow the business in a very, very depressed marketplace, cost has become the major focus of attention, and a lot of businesses costs are managed and controlled in the supply chain arena. So supply chain is becoming a very popular topic. To deliver business benefits, add margins, increase profits, and provide sustainability through generating efficiencies across all the functions of the supply chain."

All too often there are mixed notions of what supply chain actually stands for, says Dr. Carey. "The title of seminar is 'Integrating Procurement & Supply Chain Management', and people wanted to know why we were including procurement in the

title when it is a part of the supply chain? In actual fact it is widely practiced that procurement is outside the supply chain, being separate and distinct. Procurement by definition is the acquisition of materials. Purchasing is often described as ordering. There is a huge difference between the two roles."

## **Collective Responsibility For Output**

Dermot Carey left school in Dublin at 18, and applied for and got a job as engineering buyer with Cadbury's. He attended night school to study Drafting and Design Engineering. Then he did a Diploma in Procurement, and a Degree in Business Administration, and a Master's Degree in Procurement and Inventory. Then came a Master's Research degree in Contractual Risk Management, and then the Doctorate in Business Administration, a practical course that involved implementing the integrated concept in an organization and testing the theory against the practice.



"What we have in general is the purchase function, warehouse function, inventory function, transport function, distribution function, and they are all disconnected. What we are advocating is integrating each one of those functions by an integrated process with a conjoined and collective responsibility for the output. Processes deliver outputs, but fragmented processes can only deliver fragmented output. Integrated process will deliver a much more profound business result."

#### **Accuracy Of Information**

To define the objectives of supply chain Dr. Carey says he would suggest that it should be providing lowest ultimate cost and minimum contractible risk. "To realize those objectives it requires accuracy of information at the very beginning of the process, in the absence of which added cost is built into the supply chain, and not added value. People at the seminar were saying that they are blamed by sales and marketing for not getting what they wanted and therefore not achieving targets. That is not necessarily true. It's a collective responsibility across the functions. The process should be integrated and the key performance indicators fully understood."

If a KPI is given to a function which is separate from the rest of the supply chain functions then it becomes a meaningless KPI. The true value that can be added is from a joined up KPI. If Purchasing don't get good information then how can they communicate to the supplier and hope to get the best possible service level? "Its simple commonsense which is all too often absent in the process. People within an organization tend to work in silos and not as teams. The entire objective of integrated supply chain is to get them to work as a unit, and not independently of each other."

#### **Validation & Accountability**

There are many influencing factors.

Sales people are typically motivated to sell more, and are usually rewarded by a commission. So most people in sales tend to inflate what they may sell. "If their forecast is taken at face value and becomes a procurement plan, and those sales don't materialize, then sales don't care. But inventory is piling up and supply chain has a problem. To get the communication lines right between sales and supply chain management is critical. That is the starting point, to validate demand from the customer's perspective, and to challenge that demand from the sales perspective, and get it validated by each of the key stakeholders in the supply chain. Nothing should be procured unless it has been validated and there is accountability in the system."

***"Nothing should be procured unless it has been validated and there is accountability in the system"***

#### **Blame Game**

With working in silos there is typically no accountability. "So they will say it's not their problem. That tends to happen far too often. In the seminar there was representation from 12 different business sectors, and what was common amongst them was that there was no integrated process in any of them. So integration is the key word."

Often in business there is a perception that supply chain is only a support role, and not a direct contributor to the business's success and wellbeing. "Consequently they are not necessarily vested with the authority or responsibility to be involved in strategic actions. Many people involved in the strategic end of the business may not necessarily be in the supply chain area, like the CEO and CFO, with supply chain personnel excluded from

strategy making. But they are given the problems to solve. It's a doubled edged sword."

The profession is not clearly defined as to what it stands for, and how the structures manifest themselves within the business. "Then there is the caliber of the personnel from amongst them given leadership roles. Today we were discussing demand plans and forecasting. The popular complaint was that when sales tell them they require 100 units in reality they are going to sell only 50. The integrity of the supply chain person with his supplier is at stake here, and if the sales forecast doesn't materialize then a good supplier may be lost to the business." So it's really integrating the communications and validating the key stages of the supply chain. So integrity will always be brought into question unless there is responsibility and accountability built into the process. At the moment it's fragmented, and it's too easy to finger point and blame.



**Dr. Dermot Carey**



"In my dealings with supply chain people all over the world I have found most to be very hard working and committed. They understand their objectives and what they are trying to achieve. But they are hindered in the achieving of their objectives. They may not be recognized as a strategic role, and viewed as an administration support. And as such lower down in the pecking order. Equally the profession itself has to take some responsibility for that because they haven't marketed themselves either. In the last ten years the better organizations have given recognition to the importance of supply chain."

### From Cadbury To MRM Global

After spending his first five years with Cadbury's, Dr. Carey went into sales and distribution, and then project management followed by materials management, and then went into independent business by forming MRM. He has 20 years of priceless practical working experience, learning the trade of procurement and materials management, and says he feels very privileged for having worked in all of these organizations.

Dr. Carey's experience includes such sectors as Healthcare, Telecommunications, Software development, FMCG, Pharmaceuticals, Aerospace, Airlines, Defence, Financial Services, Computer manufacturing, Education, Clothing, Confectionary, Engineering, Government Departments, Logistics, Mail Order, Oil & Gas Exploration & Drilling, Railways, Retail, Steel manufacturing, and Ship building. This experience was gained in Ireland, UK, Europe, Middle East, Africa, Malaysia, and the USA. He was a founder member of the North/South Public Procurement Initiative, and co-author of the paper 'Cooperation to win in Europe' which has been endorsed by the Department of Finance in Dublin, and formed the basis of the intergovernmental agreement on the way forward in Public Procurement. Been there, done that.

Dr. Dermot Carey is the proud father of two girls and a boy, all grown up and working in the fields of HR, Marketing, and Business Development. He finds his work very enjoyable, what with the traveling and meeting new people. But it is demanding work that requires stamina to stay on his feet all day, and no room for complacency given the informed audience. Dr. Carey reads to unwind. "I try and get away from business and management books and read fiction of every sort, and conspiracy theories!" He also plays the odd game of golf, but laments the lack of time to get his handicap down to a respectable level.

Interviewed by Adil Ahmad



## Sidra Zaidi on Optimizing Energy



She is a Law Graduate with a special interest in Criminology and Psychology. From thereon Sidra has branched out into the abstract realms of

Ericksonian Hypnosis, Neuro Linguistic Programming, and Reiki. She is an Advanced Emotional Technique Practitioner, and has developed her own unique system called 'Energy Optimization System', a process that transforms a negative state of mind to a positive state. Her successes range from the clinically depressed to professional sportsmen and celebrities, making her a much in demand public speaker. Sidra believes that everyone has the ability to heal themselves as long as they are tuned into their own energy.

Based in the UK, Sidra was in Karachi recently conducting two corporate training workshops on 'Discover Your Hidden Talent' and 'Mastering Your Sales.' Her other popular workshops are on 'Time Management', 'Corporate Grooming', and 'Anger Management.'

Speaking to a well attended meeting of Linkers on a Sunday morning at the National Sailing Center, Sidra emphasized the power of focus in attaining excellence in life. "We get what we focus on. What you appreciate, appreciates, and what you ignore, shrinks. Moving from the 'why' questions to the 'how' questions is central to success. Most people are asking the wrong questions. Feedback is the breakfast of champions. Emotion is energy in motion. Visualization without action is delusion." More on Sidra Zaidi at [myjourneytohappiness.com](http://myjourneytohappiness.com)



# REACHING NEW HORIZONS



## GRANDSTART PLAN

For grandparents  
to invest in the financial  
planning of their  
grandchild's future

## MARRIAGE PLAN

For parents to invest in  
the financial planning of  
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## NISA SAVINGS PLAN

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Zaroori Hai

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# Customer is KING!



**"It is all about Breaking Paradigms and Challenging Myths about Service Management"**

**SAIRA AKBAR (CEO & Chief Consultant, Global Management Consultants)**

She is an Octara Associate who was in Karachi recently holding a two days Workshop on Customer Relations Management. Saira Akbar hails from Lahore, but has spent the last 34 years of her life in the UAE where her parents have been settled.

## **AIRLINE SAVVY**

She has worked in the airline industry, first with leading Scottish carrier British Caledonian Airways (BCAL) in 1980, then, when BCAL merged with British Airways, Saira left to join the newly formed Emirates Airlines in 1990. There she worked as a Training Officer, and was quickly promoted to set up the Company's sales and marketing training division. In this role Saira was also responsible for introducing concepts of distance learning, and forming alliances with companies such as IATA Airline Marketing Program Certification, as well as Chartered Institute of Marketing (UK). Saira also introduced the concept of 'internal consultancy' in Emirates Airlines for trainers to work closely with line managers and

support their business concepts and goals.

## **SPIRIT OF ENTERPRISE**

In 1997 Saira set up her own business in Dubai by the nomenclature of Global Management Consultants. This new company was set up with a strong focus on customer and people excellence, using tools and techniques that would today be recognized as DISC Profiling, Business Simulation Games, 360 Degree Feedback, Emotional Intelligence, and more. These approaches are collectively bundled and known as Global Development Programs & Initiatives. Since setting up Global she has nurtured the Company as its CEO and Lead Trainer, and spearheaded its reputation as one of the leading regional consultancy firms in HR, Sales, Marketing, Customer Experience and Leadership Training & Recruitment.

Besides being a CIM Diploma Holder, Saira is also certified in Inscape DISC Profiling, 6 Seconds

Emotional Intelligence, and Persona Global organizational assessments. Her core forte she says is leadership development and people design. "I help people know and find out what the Lord has given them, and leverage on that." Her business has expanded its presence in Pakistan over the last five years, and she is a frequent visitor to these shores.

## **BACK TO BASICS**

"Building lifetime customer relationships is what it boils down to," says Sara, who enjoys breaking paradigms and challenging myths about service management using a lot of data and statistics to disprove commonly held stereotypes. "It is all about going back to the fundamentals. How do the Paanwala and Street Vendor survive and make money in a survival of the fittest environment? He has a business model too, and must know the profile of his customer then and there. He has to make a decision about how to sell. So it's really about bringing back into the corporate mindset the grassroots, street mentality."

## NO LOFTY FORMULA

Participants come with the notion that they will get some lofty formula out here, muses Saira. "There isn't one. If at all there is a formula, it is about getting back to the basics. Customer relations are about intimacy. The present generation of customers wants to be treated as unique individuals. People need to be developed to think and find solutions for themselves, and treat the customer the way they themselves would like to be treated."

Technology based marketing involving call centers and telemarketing has taken away the ordinary dignity of the customer, feels Saira. "If the connection with the customer is not made then it will not work. The customer is now the boss. The Pakistan market is an oyster of growth and opportunity, and the consumers here are becoming more and more aware. We have moved to a knowledge economy and the consumers know what's going on, so we had better learn to dance!"

## TURN THE OTHER CHEEK

Saira worked with British Caledonian and British Airways. Her last job was with Emirates as head of sales and marketing training. She set up her own business thereafter. "The philosophy at British Caledonian was that if the customer slaps you on one cheek you offer him the other! We would come to work knowing there would be problems. That was okay since that was my job. My delight would be based on the number of issues I resolved that day. We didn't come with a defensive attitude and silos around us. Mediocrity tends to thrive in huge old guard organizations. Working in organizations that have become impervious to customer complaints, one needs to make the effort at one's own level, and not fret and fume about the boss's lack of interest. Serving the customer is divine, and one has to find peace and happiness in helping others."

Instead of thinking of oneself as being in the fertilizer and chemicals

business, one has to view oneself as being in the business of feeding people, says Saira. "Focus on the bigger picture is very important since one is inspired when one has a bigger purpose in life."

## HIRE ON ATTITUDE

Saira is of the view that the first thing Customer Relations Management based organizations do is try and hire the right people. "They hire on attitude and not so much on skills. There are some capabilities that can't be taught, and they try and look for those. When British Caledonian merged to form British Airways there was a whole shift in corporate culture that caused me to leave. It became a mammoth organization. The philosophies and value systems were different. British Caledonian was a private organization based on a philosophy while British Airways was a government backed national carrier based on a business model. I worked with Emirates for 9 years. It was a new organization, and a much more nimble one. I was the first one to start behavioral training there and got a lot of opportunity in terms of introducing whatever I had in my mind at the time."

## "The Pakistan market is an oyster of growth and opportunity"

## SOCIAL INTELLIGENCE IS CONTAGIOUS!

Saira speaks of Social Intelligence, and quotes Daniel Goldeman as saying that we do bring emotions to work. The interpersonal part of emotional intelligence is known as social intelligence, and involves concepts like Mind Sighting where one senses what the other person is feeling. "Other people make us feel better or worse, and it's not trivial that social intelligence is contagious. We are wired to



connect. It's not hardwiring. It can be improved upon over time. It moves one away from perceptions and being judgmental."

Saira says that instead of being at each other we need to work with each other, and respect and celebrate our differences. "People, who understand their strengths and limitations, better understand and work with each other. The need of the organization is to have all types of behaviour present."

Into her third year at Emirates Saira had a vision of running her own Company where people would have the freedom of choice and creativity. "Global is very small with no lofty goals," she says. Saira Akbar has three kids, and is partial to Pakistani food, specially the kind they cook in Pakistan and not overseas. Books she would like to recommend include 'Good to Great' and 'Built to Last' by Jim Collins, and the Gallup Study 'First Break all the Rules'. Saira does Yoga to relax and center herself, loves watching TV like a Zombie! and likes to read. She paints as well, but hasn't done so in years.



Hassan Rizwan on

# The Power of Social Media

Everyone Is Going Social, Are You Coming



Hassan Rizwan is an entrepreneur, management consultant and conference leader, and for over eight years Hassan has accumulated, applied and disseminated useful business knowledge to help organizations grow stronger through enhanced learning of their employees, both in the US and Pakistan. Recently Octara put together a late evening session with him on the craze of social media, which, not surprisingly, drew a large turnout.

It's long been held that man is a social animal, and given his herd instinct he needs to congregate. Perhaps the most profound invention that has graced the human race is the Internet that has enabled the World Wide Web, turning the world into a genuine global village. From congregating physically at teashops, sports fields, stadiums, movie theatres, and singles' bars, amongst a host of other places, the Internet has enabled people to assemble in splendid isolation! Virtual is the new mantra, but there is nothing unreal about it. The cross-border flow of thoughts and ideas has quickened to the point where nothing is private or secret anymore, not withstanding the multi-billion dollar Internet security business that regularly falls prey to hackers.

Hassan dealt with the phenomenon of Twitter, LinkedIn, Facebook, and the Blog. In his estimate social media networking sites are the most popular places on the Web, engaging 40 percent of all Internet traffic, and affecting 29 percent of Web sales. There are 4 million articles on Wikipedia, and over 10 million videos on U-Tube. There are 1.5 million residents on 2nd Life, which is about virtual living online, and a woman made \$1.5 million trading in virtual property. Twitter set a record with 3283 tweets per second.

Previously, before the advent of the Internet, and it might as well have been the new Stone Age given the amount of difference that has come about, customers were sourced through the Yellow Pages, and word of

mouth was spread by current customers, and measuring sales meant tracking sales. Press releases were faxed to media outlets, and Price, Product, Place, Promotion constituted the 4 Ps of Marketing, with Presence coming in as the 5th P.

The question agitating some minds is whether social media is a fad? Or is it a fundamental shift in the way we communicate? It defines the integration of technology and social interaction, and requires sustained conversations to shape perceptions.

Hassan Rizwan specializes in organizational communication, sales training, and management development. From his unique experience of working with the U.S. military, Hassan brings in an unorthodox yet highly appropriate approach to organizational development and performance improvement. While working as a consultant in the U.S., he worked on a variety of projects including the restructuring project for one of Boeing's regional headquarters.



Presently in Pakistan, Hassan is involved in an assortment of learning and consultancy programs for a number of organizations as an associate of Octara Pvt. Ltd. He is also associated with HireLabs – a fast-growing, US based HR consultancy firm that specializes in OrgDNA, Recruitment, Talent Management and Process Optimization. His most recent assignment has been with Saudi Snack Foods Ltd. (PepsiCo), an industry leader in the U.A.E., where he is leading a Sales Performance Improvement program for the entire sales team through a combination of learning and consultancy interventions.

Breaking the long-held stereotype that 'those who can't do, teach'; Hassan has continued to work in leadership positions in the industry. Along side being a workshop speaker, Hassan is also the Director of a fast-growing IT firm that specializes in e-Learning and computer-based learning solutions for corporate clients.



# Break Through to Greater Performance

Hassan Rizwan  
at The Asia HRD  
Congress 2010  
Malaysia



Asia HRD Congress is one of the biggest HR events in Asia. It is organized by SMR HR Group based out of Malaysia. This was the 9th Asia HRD Congress. The event is usually held in Malaysia or neighboring countries. This year it was held in Kuching, Malaysia. The conference had 31 speakers from 15 countries and over 700 participants from 21 countries.

The conference was a great experience as thought leaders, consultants and professionals shared their ideas and best practices with the audience. The conference had some of the internationally renowned professionals from the HR industry including Dr. Karen Lawson (President Lawson Consulting); Dr Sivasailam Thiagi (CEO The Thiagi Group); Jim 'Energy' Smith (CEO JIMPACT Enterprises); Scott Friedman (Friedman & Associates); Tracy Tagliati (The Thiagi Group); Scott McKain (Business Thinker & Best Selling Author); and Debra Fine (Communication guru & author from the U.S). From Europe, there were Diederick Stoel (MD Profitwise) and Mike Long (Mike Long Associates). Other eminent speakers from Asia included Dr Palan and Chris Brooks.

## ASSESSING & MANAGING TALENT

Octara Associate Hassan Rizwan was invited by HRD Congress to speak at the conference. The theme of his presentation centered on ways to assess talent and manage it better to enhance productivity in the organization. He shared with the audience the emerging research into the concept of 'Occupation DNA' and ways to bring objectivity to HR that is currently missing. Hassan also shared with them how he had worked with some of the national and international organizations, helping them quantify their human resource inventory and assign a number next to their human capital. The message was that in order for HR to assess the true potential of its human resources, it must design and implement models that objectively measure the potential and performance beyond the HR scorecards, in more comprehensive ways.

Chris Brooks (Director Sales, Philip Morris International) spoke on the challenges of talent management in his presentation. He shared with the audience the best practices at Philip Morris in the area of talent management. He discussed the key elements of a talent strategy, attributes of HiPos (high potential employees), assessment and development models and engagement strategies.

Jim Smith, an international keynote speaker and performance expert, discussed three habits to help break through to greater performance. The first habit is to bury your bad habits. One needs to move from 'being interested' to 'being committed'. The second habit Jim spoke of was to eliminate your blind spots. With blind spots, he refers to those aspects of our personality that often lay hidden from us. Jim discussed different ways to become aware of the blind spots and take positive actions to eliminate them. The last success habit is to develop a bounce back strategy that focuses on building a recharge system to help us get back on our feet after we have met with failure.

## CREATING SYNERGY & DISTINCTION

The conference also featured Dr Thiagi who is internationally considered as one of the founders of activity-based training programs. Dr Thiagi talked about the importance of recognizing conflict, facing dilemma and creating synergy from differences and diversity. One of the best talks of the conference came right at the end. Scott McKain, a best-selling author and business thinker, presented his ideas on creating distinction and standing out from the crowd.

Overall the Asia HRD Congress was a great learning experience and opportunity to interact with professionals from around the world. For more information on the event, visit [www.asiahrd.com](http://www.asiahrd.com)



# Getting Out of The Box for Productive Thinking

With Tauseef Qadri and Dr. Edward de Bono



Tauseef is CEO of Cavayo Consulting, and an Octara Associate who defines his area of work as involving Management Consulting, Strategy and Corporate Training. He has trained in high level Natural Horsemanship, and is a Certified Equine Facilitated Trainer from the European Association of Horse Assisted Learning.

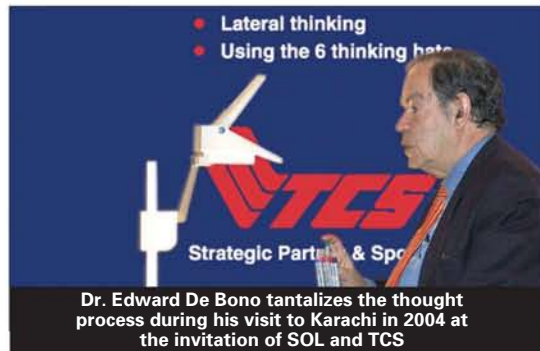
“Thinking is a journey. The question is, do you have the right fuel?”

Equally pertinent from Octara's point of view, Tauseef is De Bono certified, specifically on the program called Power of Perception (POP) TM. The aim of this program is broadening perception and developing the skill of perception. 90% of all problems are problems in perception, not logic, research at Harvard University suggests. Thinking is a journey, says Tauseef. “The question is, do you have the right fuel? My program helps think with clarity, and develops the use of methodical and constructive problem sensing and solving skills. It assists in making confident and considered decisions, and avoid impulsive behaviour and judgment, fine tuning the brain for productive thinking.”

Life presents us with numerous issues, problems, and decision making situations, some important, and some trivial, says Tauseef. “We jump into action in such situations without much time or thought. Then we wait and see what happens. If the signs are good then we keep going. If they are not we stop and clean up the mess we have created. Action, if directed appropriately, is good. If not, it can result in errors and painful mistakes.”

There are 10 Power of Perception thinking tools for directing your thinking in a powerful, managed way to get pertinent information and take appropriate action. “They create a framework for mapping the thinking task into manageable steps, and help establish a broad and inclusive viewpoint.”

Edward de Bono is widely regarded as the world's leading authority in the field of creative and conceptual thinking, and the direct teaching of thinking as a skill. He has authored 85 books translated into



35 languages on the topic of thinking. His sessions, invariably sellouts, are sought after by business, government and education globally.

Born in Malta and a graduate of the University of Malta, Dr. Edward de Bono proceeded as a Rhodes Scholar to Oxford, where he earned his MD, and two Ph.D.'s. He has held faculty appointments at the University of Oxford, Cambridge, London and Harvard. He is the originator of the term "Lateral Thinking" which has an official entry in the Oxford English Dictionary, and the extremely popular "Six Thinking Hats" concept. Dr. de Bono has made two TV series: "De Bono's Thinking Course" for the BBC, and "The Greatest Thinkers" for WDR, Germany.

Peter Veberoth, who organized the Olympic Games in Los Angeles, and for the first time ever turned a profit, attributed his success to the use of De Bono's Lateral thinking tools. So did John Bertrand, skipper of the successful challenge for the America's Cup. Ron Barbaro, past president of Prudential Insurance (USA) also attributed his invention of "living needs benefits" package, which revolutionized the insurance industry, to the power of the de Bono tools.

Having steeped himself in his ways, Tauseef Qadri is bringing Dr. Edward de Bono's 'magic' to Pakistan.

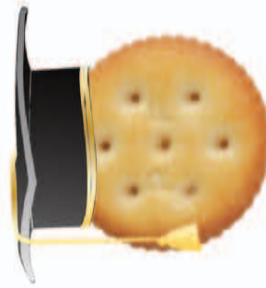


Jamil Janjua, Dr. Edward De Bono and Shirin Naqvi



# Committed to Serve

As one of the country's leading food companies, English Biscuit Manufacturers (Pvt.) Limited has always led by example and since its very inception realized the importance of CSR initiatives for the betterment of everyone at large. More than 40 years down this well traversed road, EBM today is still firmly committed towards its CSR causes in the fields of Education, Health, Sports and Wider Community. This sense of responsibility has long been embedded in the body, heart, mind and soul of our company and remains one of the key pillars of our success. It feels natural and necessary that we extend these values to the world we live in and the communities we serve.



## Education

EBM is committed to invest for a brighter future by sponsoring:

- *Marway School Adoption Programme*
- *Juli Quency Programme*
- *Young Leaders' Conference (YLC)*
- *The Citizens Foundation (TCF)*



## Health

EBM has dreamt of a healthy nation and is committed to build a healthier future for all generations by supporting:

- *Safe Food Conference*
- *Children Health & Education Foundation (CH&EF)*
- *Oxyl Hospital School Campaign*



## Sports

Healthy bodies make healthy minds and EBM is committed to invest in the fitness of the nation through:

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- *Blind Cricket Tournament*
- *National Swimming Championships*



## Wider Community

EBM is committed to invest in the wider community by helping those in need through:

- *SOS Children's Villages of South EBM Caringway*



The Legend Leads...





A former Head of Quality Management at Lloyds Bank, UK, Alan Power today heads his independent consultancy. He is a veteran in the field of Quality Management and Business Excellence in UK's top ranked financial and services sector. Alan, while at Lloyds Bank had developed a model for corporate leadership based on Quality Management which he describes as Leadership from the Head, Hands and Heart.

Alan was invited to Karachi by Octara in May, 2008 to lead on a program titled Measuring and Monitoring Customer Satisfaction-a 3-day journey



**Alan Power**  
MD, MPower (UK) Ltd.

As more optimism about the future is being suggested by the slowly rising equity markets across the world, many companies are maintaining a strategic focus on cost reduction, but sustaining the gains from cost saving programmes is difficult so, signs are, this focus will remain at the top of the corporate agenda for many years to come. But why is it so difficult to make and sustain cost savings? There are, in all probability, many reasons

for failure, but two spring immediately to mind. First, it's because cost reduction programmes do not address the true drivers of costs or, second, a culture of continuous improvement is not established.

The main reason for this is that some managers lack sufficient insight into their operating costs and as a consequence take crude, across the board approaches, setting reduction targets without understanding the opportunities for reduction nor the consequences of making reductions. Many cost reduction programmes lose effectiveness over time because top management

begin the programme with broad cost reduction targets but leave decisions on how to meet those targets to individual line managers. The assumption is that because they have a more detailed understanding of their business operation they will take the right actions to cut costs. While this may be true for some managers this approach can result in poor decisions, such as delaying important investments or cutting costs that undermine revenue generation. Clearly, the benefits of such cost cuts are likely to be illusory, short lived and, maybe, risking long-term value creation.

A more rational view is needed, one which takes a root and branch, top down and bottom up examination of costs together with an analysis of opportunities, options and business risk, providing the ability to differentiate between those activities that add value and those that do not.

**"It is important to possess the ability to differentiate between those activities that add value and those that do not"**

#### **Policy Deployment**

But the rational view needs to be underpinned by a rational approach both to planning and to assigning

# Why, Lean Six Sigma Programs?

accountability, an approach that Policy Deployment may offer. Policy Deployment is a structured and disciplined approach for translating long-term goals set by top management into specific deliverables, tasks and activities i.e. measurable results, together with the means of achieving them. The process involves senior management passing down targets and the proposed 'means of achieving' to the management level below; this is often referred to as 'catchball.'

This next level of management 'catch' the targets and the proposed means of achieving, reflect on them, negotiate improvements and then repeat the process, i.e. deploy to the next level where further reflection, improvement negotiations and deployment takes place. This process continues down the line until every level has been involved and consensus has been reached on 'what' is to be achieved and 'how' it is to be achieved throughout the organisation. At each stage of the deployment process measures for tracking performance during implementation are identified and captured, ownership of actions is assigned, those objectives that have the greatest impact on achieving organisational goals are prioritised by way of a simple scoring system, links between objectives and strategy are made transparent involving everyone throughout the organisation in the process, this ensures targets are aligned with the organisation's goals set by top management, i.e. goal congruence is achieved; ensures the creative skills and ideas of employees are leveraged and allows all employees at the 'coal face' to relate their actions to the goals of the organisation.

### **Lean Six Sigma**

Also, culture of continuous improvement is not established During the boom years of the mid 2000s many organisations did little to focus on efficiency, happy to focus on reaping the revenue rewards with little appetite for running an efficient business. With high turnover delivering healthy profits and big bonuses for executives, why give a thought to running operations as efficiently as possible; it didn't attract bonuses!

Now we are emerging from a recession and many organisations are looking at how to win more business and increase revenue. However, there are two sides to the balance sheet, income and expenditure and, reducing what goes out as waste can have just as big an impact on profit as increasing what comes in. That's why a lot of companies are now implementing two revolutionary management systems, Lean and Six Sigma.

So what are Lean and Six Sigma? Briefly, Six Sigma is a methodology that uses a set of analysis tools and a management system designed to streamline business processes to deliver to customer requirements, mainly by eliminating errors and defects, while Lean provides a range of tools designed to identify and eliminate waste. Together they provide a comprehensive tool-kit and are often combined into a single programme Lean Six Sigma.

Some companies have claimed to have reduced costs by as much as 40% through Lean Six Sigma while at the same time improving customer satisfaction, employee morale and, as a consequence, increasing profit. Although these tools were born in manufacturing companies like Toyota and Motorola (who saved \$17bn), the service sector has also adopted Lean Six Sigma with evidence of applications emerging in many sectors, including: manufacturing, service, health, public service, financial services, etc.

**“Cost reduction programmes lose effectiveness over time because top management begin the programme with broad cost reduction targets but leave decisions on how to meet those targets to individual line managers who may lack sufficient insight into their operating costs”**

### **Support from Octara in Policy Deployment and Lean Six Sigma**

Octara is able to offer training and support in the use of the Policy Deployment tool of those wishing to facilitate such an approach within their company; companies that develop a competence in Policy Deployment often adopt, as part of the same strategy, the Balanced scorecard, a further area of expertise in Octara.

Octara is also provider of Lean Six Sigma training in Pakistan offering a range of public and in-company solutions, delivering accredited training programmes to prepare people to either lead Lean Six Sigma programmes (Black Belt), to support programme leaders (Green Belt) or for a more general appreciation of the tools and techniques (Yellow Belt).

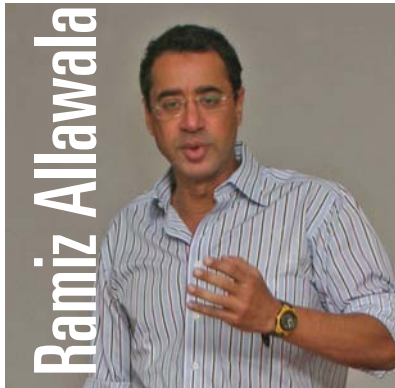
For many, adopting a whole new management system is a large and potentially daunting prospect; however a gradual approach will often pay dividends. Octara is able to provide bespoke Lean Six Sigma training packages for organisations where there may have been little appetite for major change programmes, but by starting with a Lean Six Sigma Awareness programme and a Sponsors programme we are able explain the methodology offering real examples of success.





# High Performance Leadership

**Become an inspirational leader and break through performance barriers**



From the flooded boondocks of Kot Addu to the five star glitter of the Karachi Sheraton, Ramiz Allawala was back in Pakistan plying his trade, engaging with diverse management hierarchies on the issues of relationship and leadership. He cut short his five days workshop with KAPCO in Kot Addu after the first day, and managed to reach Multan just barely ahead of the flood waters that washed away the connecting road.

In Karachi Ramiz was conducting a one-day Workshop in High Performance Leadership, spending the day in a huddle with senior management drawn from a cross-section of Pakistani trade, commerce and industry. On the agenda was the development of a positive mindset and the emotional strength to win; focus on inspirational leadership, and the evolution involved in handling the workload growing into the job; and a focus on the organization's performance improvement for organizational success. "The common denomination of successful leadership is the strategy that places people first," says Ramiz. "A strategy that honours the past as it embraces the future, empowers through sincerely communication, and strengthens through learning

every step of the way. This inspirational module has been designed to help business leaders and managers reach the next level of effective leadership, enabling them to build successful strategies to break through performance barriers."

On a day that also celebrated his 23rd wedding anniversary, Ramiz found himself in an intense discourse with senior management drawn from sales, marketing, operations, and information technology. "Leadership equals vision multiplied by success," says Ramiz over lunch, as he restricts himself to plain rice and lentils, not entirely recovered from a bout of food poisoning suffered earlier in the week.

**"A vision has to be based on a dream that is realistic, but just barely realistic. It should stretch you"**

"Success equals execution minus failure. Execution is about finding out the truth, establishing clear priorities, driving out complacency, and delivering with speed." Failure, says Ramiz, is about lousy habits, ego and time pressures. "Enhancing the execution components while eliminating the failure components will increase success. Failure during experimentation is part of execution, but failure in implementation is not. We can keep experimenting at a pilot level and keep failing, and that is part of success. But if you're going to roll something out and then fail, that's failure, and it is not part of learning."

To drive success you need to have the vision. "A clear understanding

of the situation and how people think, and want to live. A vision has to be based on a dream that is realistic, but just barely realistic. It should stretch you. It shouldn't be the vision of one man, or one group. The vision needs to include all dimensions, and be clearly communicated. Just because I have contributed to creating the vision doesn't mean that I have understood the entire vision."

In a large organization people are more interested in meeting their needs and the needs of their families. "Vision becomes largely irrelevant for them. As long as they have a job they have what they want. Once vision becomes irrelevant to a critical mass of people then leadership has failed."

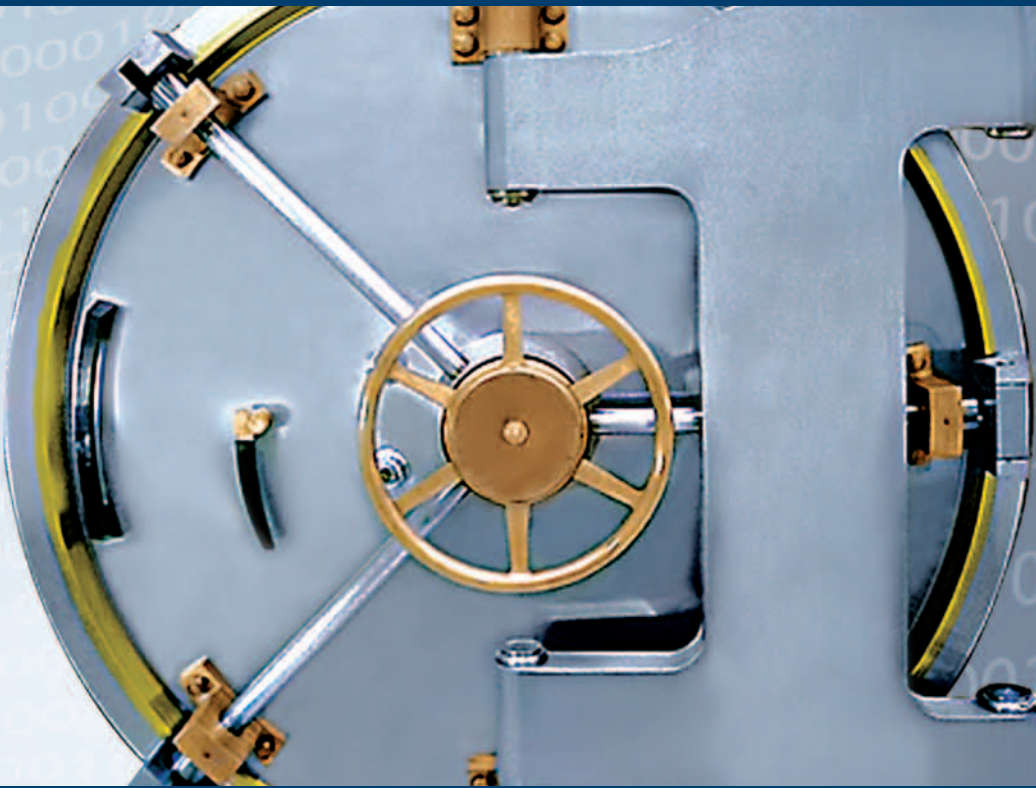
The parameters of vision have changed, says Ramiz. "It is no longer 'I know what is good for you'. Now it is 'I am going to engage with you for you to understand what is good for you, and then I am going to help you help yourself acquire what is good for you.' It is extreme arrogance on our part when we think we know what the other person needs, and also that we can give it to them."

The main thrust of the high performance leadership program is to keep this simple equation in front of you at all times, said Ramiz. "Success is a function of execution. Execution is a function of habits both mental and work related. Vision is a function of perseverance, imagination, and engagement."

As unprecedented floods ravage Pakistan, displacing from home and heath over 14 million people, high performance leadership in all spheres of society is at an all time premium.



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# Champion Supervisors Leading Change

at 



CEO Saqib Hamdani congratulates Jamil Ahmed (VP Operations & BPR) on a job well done as Nusratullah Khan (Head of HRM & OD) looks on.

Human Resource Management & Organizational Development division of TCS, in collaboration with OCTARA arranged a one-day highly interactive in-house training program "The Champion Supervisor" for frontline managers, team leaders, and floor supervisors. Staged in Karachi, Lahore and Islamabad, it was designed to equip TCS frontline management teams with latest tools and techniques, develop them to make effective use of available resources, and boost their morale. Conducting the training was Hassan B. Rizwan, a renowned trainer, entrepreneur, management consultant and conference leader. Nusratullah Khan (Head of Human Resource Management & OD) inaugurated and monitored the training.

Staying competitive is the name of the game at TCS, specially given the socio-economic conditions prevailing in Pakistan. Change management initiatives are at a premium, with the middle management squarely in the hot seat to foster understanding between the Organization and its employees. OCTARA deployed veteran trainer Saadi Insha for a day-long Workshop on 'Leading Change', with sessions in Karachi and Lahore. The seriousness with which senior management at TCS takes this issue was evident by the presence of Jamil Ahmed (VP Operations & BPR), Salman Akram (VP Sales & Marketing), Nusratullah Khan (Head of HRM & OD), Shafiq Malik (Head of Network Operations), Mohsin Ansari (Regional Director Operations-Central) and Syed Shaukat Abbas (Regional Director Sales-South).

CEO TCS Saqib Hamdani distributed the certificates at the end of the day, and advised Management to get closer to the frontline staff, increase communication with them, and bring out the best in them.

## The Champion Supervisors

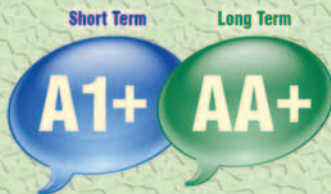
with Hassan B. Rizwan



**Leading Change**  
with Saadi Insha







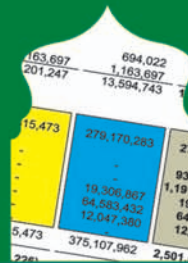
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# interAkt FORUM

The Student-Corporate Junction 2.0

'Learn to Succeed' was the topic of the 2nd InterAkt Forum, the Octara inspired and managed Student-Corporate Junction whose mission is to mentor graduates and undergraduates, and acquaint them with the realities of the marketplace where they will soon be seeking sustenance and gainful employment.

Industry stalwarts who shared their views and experiences with a ballroom full of eager, some what apprehensive young faces included Ramiz Allawala (Founder, Gulfstone Training International), Hassan Rizwan (VP Sales & Channel Development, Hire Labs & Facilitator/Consultant Octara), Shaban Butt (Group Head, HR Operations & Strategic Planning Allied Bank Ltd), Ayesha Tahir Masood (Consultant, Partner, Global Management Consultants, Dubai), Shafaq Omar (GM Human Resources, Engro Foods Ltd), and Ali Ahmed Khan (Chief Executive, Reckitt Benckiser Pakistan)

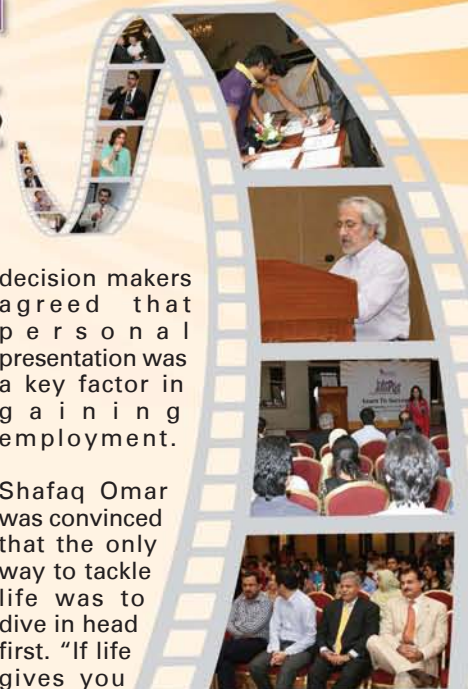
Welcoming the InterAkt Forum members, whose numbers have grown appreciably since the Forum was first launched, Octara CEO Jamil Janjua, reiterated the need for more

frequent interaction between academia and industry, acknowledging, however, that the purpose behind higher education was far greater than just the landing of a job. "The development of a thinking individual capable of establishing empathy with all strata of society, and possessing a genuine concern about societal development, is what higher education is expected to achieve. Such a person will have few problems finding gainful employment in any sector of the economy."

Ramiz Allawala cautioned that the MBA was just something to get a job, and that the learning was just starting. "Learn to serve, and serve your boss. Don't try and compete with him, or trip him up. Instead of being go-getters be go-givers," was the advice on offer from him, along with an exhortation to build alliances. Hassan bin Rizwan gave an introduction to social media and the manner in which it had changed forever the networking and communicating modalities of present and future generations. Ayesha Tahir Masood laid great emphasis on the need to manage the impression that one makes on others, saying that 93 percent of top

decision makers agreed that personal presentation was a key factor in gaining employment.

Shafaq Omar was convinced that the only way to tackle life was to dive in head first. "If life gives you lemons, make lemonade! Embrace life, and live every moment of it to the fullest. Be true to yourself. Maintain a work-life balance. Give back within the sphere of your life. Be nice to people." Ali Ahmed Khan encouraged people not to be afraid of being controversial and doing something that's never been done before. "Do the right thing, even if it's painful. Have a sense of humour, and cultivate the ability to laugh at yourself. Learn everyday, and learn from everyone. Change will happen. Take charge. Relationships matter."



**Industry stalwarts** (L-2-R) Muhammad Arif (Head of Octara), Shaban Butt (Group Head, HR Operations & Strategic Planning Allied Bank Ltd), Shafaq Omar (GM Human Resources, Engro Foods Ltd), Ali Ahmed Khan (Chief Executive, Reckitt Benckiser Pakistan), Hassan Rizwan (VP Sales & Channel Development, Hire Labs & Facilitator/Consultant Octara), Ramiz Allawala (Founder, Gulfstone Training International), Jamil Janjua (CEO, Octara), and Ayesha Tahir Masood (Consultant, Partner, Global Management Consultants, Dubai)

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## Lucy Cornell

Chief Inspiration Officer & Director  
Designated Linklater Voice Teacher,  
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### Capacity Planning & Demand Management

**Alan Power, UK**

September 2010, Karachi & Lahore

### Strategic Quality Management and Business Performance

**Alan Power, UK**

September 2010, Karachi & Lahore

### Brand Building Masterclass

**Omar Abedin, UAE**

October 2010, Karachi

### Inspirational Speaking

**Lucy Cornell, Australia**

October 2010, Karachi & Lahore

### Power of Perception (POP)<sup>™</sup>

**Tauseef Qadri, UAE**

(Certified de Bono Trainer)

October 2010, Karachi

de Bono  
Thinking Tools Series

### Training Needs Analysis

**Paul Walsh, UK**

October 2010, Karachi & Lahore

### Managing the Training Function

**Paul Walsh, UK**

October 2010, Karachi & Lahore

### Budgeting and Budget Control of The HR Function

**Paul Walsh, UK**

November 2010, Karachi & Lahore

### Creating ROI on HR Initiatives

**Paul Walsh, UK**

November 2010, Karachi & Lahore

### Mind maps at work!

**Sandra Reeves, Singapore**

November 2010, Karachi & Lahore

### The Customer is King Series

**Sandra Reeves, Singapore**

November 2010, Karachi & Lahore

### Staying in the Helicopter<sup>®</sup> and lead effectively

**Roger Harrop, UK**

November 2010, Karachi, Lahore & Islamabad

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# Strategic **Quality Management** and **Business Performance**



**Achieve  
Winning Results  
Through Business  
Excellence**



20 & 21 September 2010, Karachi  
23 & 24 September 2010, Lahore

## **Course Overview:**

Quality management has the potential to make huge differences to your organisation and to facilitate improvements on a continuing basis – but to achieve this, you must look at it as a strategic initiative – not a short term fix.

Strategic in Quality Management And Business Performance is a focused and practical training course that will deepen your understanding of how you can help transform your organization to deliver business excellence. The effective implementation of the tools and techniques that you will learn can help secure greater market share and increased profits, as well as reducing costs.

## **Key Business Benefits:**

- **Understand** how to develop the business case for pursuing a quality strategy that will help you control your costs, ensure the quality of your products and win more business
- **Explore** Business Excellence, Six Sigma and Lean strategies and how to implement them to improve business performance
- **Understand** when and how to deploy process improvement tools to transform your organization
- **Learn** how to develop and deploy long-range business plans, and how to report on your progress against these plans, to ensure that your plans are being successful

## **Who Should Attend?**

This course is designed for business leaders, managers and executives who wish to implement quality tools and models in their organisation including: Quality Managers and Directors, HR Managers and Directors, Planning and Budgeting Managers, Management Information Managers, Operations Managers, Administration Managers, Finance Managers and Directors.

Course Facilitator:

**Alan Power**  
MD, MPower (UK) Ltd.

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