

octara.com

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the newsletter



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Speaks to Connect**

and Engages with

Young
Voices
of Pakistan



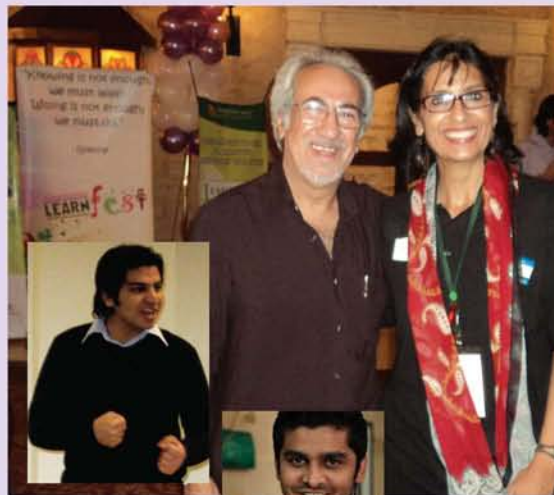
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Business today is hard pressed to carry on as usual. When it rains in Pakistan, it really pours, and I say this both literally and metaphorically. Having said that, 'have umbrella, will travel.' And by golly! Have we traveled in the past few months since the last edition of octara.com was published. Floods and bomb blasts not withstanding, Octara succeeded in notching up an impressive roster of events that catered to building of capacity in both the corporate world as well as the school system from which will be drawn the future warriors of many an epic boardroom battle.

From the runaway success of LearnFest that celebrated the 150th monthly meeting of the Trainers Resource Group (TRG) to the Young Voices of Pakistan that featured Voice Coach Lucy Cornell from Australia engaging with the best and brightest of our school and college systems, we at Octara have remained undaunted by the sheer hostility of our operating environment, and on instinct have moved to playing on the front foot the many lethal bouncers sent our way by both Nature and those who would wish Pakistan ill.

The fine art of effective articulation is something that all of us need to master, no matter what our vocation and calling. Lucy Cornell engaged with the corporate world in Lahore and Karachi in a series of workshops and seminars, and then spent a half day tutoring the alumni of the English Speaking Union of Pakistan and the TCS Hyde Park Juniors. In my humble estimation she added tremendous value, and the fact that she returns

in March 2011 amidst great popular demand, testifies to the veracity of my statement.

Omer Abedin, Alan Powers, Jeremy Parson, Andre Verdier, and Jordi Vilanova showed ample courage in visiting our shores and holding forth on issues like Personal Brand Equity, Quality Strategy, Crisis Response, Supply Chain Management, and Entrepreneurship. Kamran Rizvi traveled to Karachi from Islamabad and added great value to the LearnFest by holding sessions on the Leadership Paradigm and Breaking News with a difference.

In this issue we have the privilege of talking to Ahsan Jamil, CEO of Aman Foundation, and gaining an insight into a formidable social enterprise that is providing big gains to civil society in terms of human resource development. Our regular contributors Zaufyshan Haseeb, Leon Menezes, and Omar Khan have met their deadlines with us, for which we are eternally grateful. Zaufyshan has written on 'What is that a Woman Cant Do?'. Leon discusses 'Personal Responsibility', and Omar, our international celebrity and winner of the 'Top 25' Consultants in the World Award, has presented a powerful piece title '2011 – If Not Now, When?' Thank you all.

As we all negotiate some treacherous terrain in our striving for sustenance, it would help to keep in mind that in the face of adversity we cannot retreat to the convenience of being overwhelmed. Also, to quote a Chinese proverb, those who live unselfishly are those who have a life that is most worth living. Thank you for joining us for this read. We look forward to your feedback.

jamil janjua, CEO, Octara & Chief Editor

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Lucy ^{Voice}COACH Comes to Town!

"You're only as good as your last gig!"

Lucy Cornell, Chief Inspiration Officer, Voice Coach, Australia



She is a champion articulator and a champion of articulation. Lucy Cornell brings the world's most sophisticated techniques in voice and speaking to the business world to develop vocal presence and power for stronger, more inspired leadership. A designated Linklater Voice Teacher, of which there are just 150 in the world, Lucy has a Masters of Applied Science in Voice Research (USyd), Bachelor of Arts & Education (UNSW), and a Licentiate Diploma from the Trinity College of London. For over 8 years Lucy has worked with an illustrious group of clients that include McKinsey, Citigroup, UBS, IBM, ANZ Bank, Bloomberg, and TCS. She speaks regularly for Entrepreneurs Organization and Young Presidents Organization.

Lucy was in Pakistan for two weeks at the invitation of Chairman TCS Mr. Khalid Awan, and visited Lahore and Karachi where she delivered 10 events and connected to 500 people. Lucy sat down for a chat with octara.com over lunch at the Karachi Sheraton Hotel, after spending half a day engaging with young debaters drawn from the English Speaking Union of Pakistan and TCS Hyde Park Juniors.

Octara.com: What brings you to Pakistan, ostensibly the 'most dangerous place in the world'?

Lucy Cornell: I'll admit there were apprehensions, and my family, friends, and colleagues were quite alarmed when they heard that I was headed this way. They thought I was being quite mad! But, having met Mr. Khalid Awan and his lovely wife Sadia in Barcelona last February, I was quite reassured. I met them at the YPO Global Leadership Conference where I had been asked to speak as a resource. Mr. Khalid Awan and the rest of the Pakistani presence there insisted I come to Pakistan, and here I am! The two weeks that I have spent have been fabulous and I am quite overwhelmed by the hospitality that I have received.

Octara.com: Does that mean you will be back?

Lucy Cornell: Indeed I will! In March of 2011 in fact, to engage with some new clients that I have made on this trip, and hopefully to travel via the Karakorum Silk Route and visit China. In the last two weeks I have delivered 10 events attended by 500 people, and there's been lots of positive feedback and interest in furthering the work. I enjoyed working with The Citizens Foundation

as well while in Karachi.

Octara.com: What was the route you took to becoming a Voice Coach?

Lucy Cornell: My enlightened mother sent me to the Trinity College of London Speech and Drama in Australia. My training started at the age of 10 and continued right through school. My teacher had trained in London and was really inspirational. That's where I gained the ability, strength and courage to be able to have a voice in front of people. It's important to start people early so they can ward off their fears that they tend to grow in later years. That's what I like about what TCS is doing in Pakistan through its Hyde Park Juniors program for school and college kids.

Octara.com: You trained as a teacher in college?

Lucy Cornell: Indeed I did! In Sydney's New South Wales University I trained as a teacher with a specialty in Theatre and English, and did lots of theatre and acting during that period. Then I went traveling for a couple of years, which I suggest everyone does to discover who you are when you're not with your parents and friends, and not in your home country. I lived in London for two years and followed voice coaches there at the National Theatre and Royal Shakespeare Company.



These had been introduced to me by my voice coach in Sydney who had trained in London. I watched them taking classes and was really inspired by the work they were doing with actors, lifting their voice to bring alive the texts both modern and Shakespearian.

Octara.com: By now you had decided that this was the field you wanted to embrace?

Lucy Cornell: Absolutely! I headed back to Australia and did a Masters of Applied Science focusing on researching the voice, and bring theatre voice and techniques into the medical profession as speech therapy. I found a Master Voice Teacher in Sidney, Isabel Kirk, and she was amazing. She introduced me to Kristin Linklater whose work is called 'Freeing the Natural Voice'. She is Scottish living in the US, and Isabel in Australia is a Master Teacher of Kristin's work. There are only 150 people who have trained with Kristin, and I am one of them. There are only 15 Master Teachers. Over the next 5 years I went to the US four times to train, and in the fifth year I was ready to train with Kristin.

Octara.com: What was it like learning from the grand guru herself?

Lucy Cornell: It's a real Master-Apprentice system. I trained with Kristin in the Adirondacks woods in the north of New York State. There were 15 of us from around the world gathered in a hunting lodge for five weeks, away from the outside world. We were enclosed in this space and got thoroughly infused by Kristin's work. Her role was to make sure that we were ready to go out and teach. She tested us on our technique, on our ability to teach and be humble in our teaching, support the other person's voice, breathing techniques, and lots of physical work. It was a huge experience getting deconstructed and reconstructed many times over, with lots of tears and peels of laughter and joy, and all the other emotions that you can go through. That is the point of it all. To experience emotion through the voice. It was an extremely catharsis

inducing and bonding experience. We went through some very strange things together.

Octara.com: What has been your business strategy?

Lucy Cornell: I have taken the techniques that I learnt from Kristin, which are traditionally for actors, and applied them in the business world with business people who are moving around the world making

A small and squeaky voice is not natural, it's habitual

presentations, and who feel their voices are not strong enough. I have been playing overseas for the last 6 years since meeting YPO in 2004. They loved me. You're only as good as your last gig! That's what I believe. I still get nervous before an audience because there's always an element that you don't know about. There's me and my client relationship manager Kylie whom I couldn't do without. The problem is that I am my business's only asset, so I need to train somebody else with soul, intelligence, rigor, energy, and commitment. It's really hard to find someone who is willing to do the voice work and be all of that as well. The acting world pays a pittance, but fortunately my business is with the corporate world.

Octara.com: Is it possible to transform a small and squeaky voice into one that is strong and expressive?

Lucy Cornell: A small and squeaky voice is not natural, it's habitual, and I believe that we are all born with a

voice which has the capacity to express what we think and feel, and need. Over time our voice gets shaped and repressed out of us. So the voices you hear now are voices of habit that reflect our environment, and experiences, and limitations in the world. That's when you need to free up the natural resonance in your voice so that your intelligence and heart can be heard.

Octara.com: What kind of food are you partial to?

Lucy Cornell: Seafood barbeque cooked by my mother! Small lobsters on the barbeque with garlic. In Australia we are very influenced by Thai and Indonesian food, so we use a lot of coriander and chilli and light spices. I loved Pakistani food too. Specially the Allo-ghost that Mr. Khalid Awan's cook made for us for dinner last night!

Octara.com:

Thank you Lucy Cornell for the privilege of your presence in our midst! Thank you for coming to Pakistan.



Lucy with Lahore Workshop participants



Lucy with Karachi Workshop participants

WORDS AS WEAPONS! Lucy Cornell engages with

Young

Voices of Pakistan

A Tribute To Brig. Sadiq N. Awan

Octara brought together with Lucy Cornell in a half day Workshop a select group of youngsters that comprised the finalists of the English Speaking Union of Pakistan's All Pakistan Declamation Contest, along with alumni of the TCS Hyde Park Juniors Public Speaking Program. The occasion was dedicated to the memory of late Brig. Sadiq Awan, a great patron of the youth who, at the time of his passing, was the President of the English Speaking union's Islamabad Chapter.

Bright and early on a Friday morning the Karachi Sheraton Hotel's Bela & Chambeli conference room was brimful with bright sparks, eager to polish their speaking skills with techniques that this most amazing lady from Australia was about to impart. Many moons ago the Aussie Rodney Eyles, along with his notable forbearers Rodney Martin and Geoff Hunt, had been titled in Pakistan as the Thunder from Down Under! The squash world had seen Pakistan and Australia rule the roost and engage in many an epic rivalry. Lucy was no squash play, but she was here to steal Rodney's thunder. Given the dire need of Pakistani youth to free up the natural resonance in their voice so that their intelligence and heart could be heard, voice coach Lucy Cornell's impact upon the Pakistani landscape was going to be far more profound than anything the Aussie squash brigade had managed to accomplish.

Inspirational speaking is an elevated form of rhetoric, said Lucy. "The audience is moved emotionally, intellectually or physically by an eloquent argument, vision and insight. Being an inspirational speaker demands that you resonate

through three layers of voice simultaneously. These comprise the inner voice, the physical voice, and the inspirational voice."

Lucy referred to Aristotle, the Greek philosopher, who wrote the guiding thesis 'Rhetoric' in 330 BC. "Rhetoric is the use of language to persuade, and his great work has been the backbone of persuasive argument to this day. Aristotle outlines three fundamental elements for persuasive argument. There is Ethos, the speaker's power of evincing a personal character which will make his or her speech credible; Logos, or the speaker's power of proving a truth, or an apparent truth, by means of persuasive arguments; and Pathos, the speaker's power of stirring the emotions of his or her hearers." Generating Ethos requires commitment, courage, connection, passion, and conviction; Logos requires structure and the clarity of ideas; and Pathos requires presence, breath, energy, vibration, physical voice, catharsis, elevated language, core human values, purpose, and the getting to the heart of the matter.

"There is an unwritten contract between you and your audience," said Lucy, even as she put the assembled group of young high achievers through their paces with a series of physical and mental exercises geared to limbering up the body and mind. "You have asked them to listen to you, and they expect to have their time respected, to be moved, and to have their intelligence honoured. As inspirational speaking is about moving intellectually, ethically, and emotionally, consider speaking as a conversation rather than a presentation."

As examples of inspirational speaking Lucy showed video clips of Muhammad Ali Jinnah, Benazir Bhutto, Queen Elizabeth the First, Nelson Mandela, Barack Obama, Mahatma Gandhi, and Martin Luther King Junior. "In any art form there will be a phrase that describes the concept of being present. In sport it is called 'being in the zone'. In music it is 'being in the groove'. In performance it is 'being in the moment'. You may also know this as being 'in flow'. For a speaker to be in flow requires an alignment of body, breath, thought, feeling, and voice. When one of these facets dominates or is weak, your presence is compromised."

Lucy quoted Master voice teacher Kristin Linklater who said that the perfect communication for the actor or speaker implies a balanced quartet of intellect and emotion, body and voice; a quartet in which no one instrument compensates with its strength for the weakness of another. So the more present you are, the more presence you have.

Lucy Cornell was present right through the Workshop! And her presence generated the kind of enthusiasm amongst her young charges that made time fly on supersonic wings. The kids would have gladly stayed on for the rest of the day and through the weekend listening to her, absorbing her pearls of wisdom, and practicing to perfection the fine art of inspirational speaking, but alas! While all good things need not necessarily come to an end, there comes a time to move on to the other necessities of life, like lunch! Thank you Lucy! And Bon Appetite!





Speak to Connect

"Claim your voice and move your audience"

Lucy Cornell *Voice* COACH



The TCS Connect Forum came alive once more and brought together a distinguished gathering of Pakistan's corporate elite to welcome Lucy, and get some inspired coaching from her in optimizing the use of their voice. Saqib Hamdani, the CEO of TCS, was present along with his Top Team of seasoned executives to welcome the invitees. TCS MMS,

represented by its National Sales Manager MMS & Print Business Rao Salman, took the kudos on behalf of the sponsors TCS, with Jamil Janjua opening proceedings in his role of CEO Octara, the event managers for the evening.

Jamil Janjua welcomed the guests and Lucy Cornell. "Today Lucy spent the first half of the day adding immense value to the speaking skills of our school and college systems top debators at a workshop dedicated to the memory of Brig. Sadiq Awan, our Chairman Mr. Khalid Awan's elder brother, who at the time of his death on November 11th last year, was the President of the English Speaking Union of Pakistan's Islamabad Chapter. The workshop this morning was a tribute to him."

The ability to properly articulate one's thoughts is central to effective communication, and the development of self-confidence and self-esteem, said JJ, initials that Jamil Janjua is known by to both friend and foe!

"This has been an area of great interest for TCS, and, in pursuance of our corporate social responsibility, we have sponsored and organized for the past many years public speaking workshops and competitions for school and college going young adults. This we have done under the banner of TCS Hyde Park Juniors. We set up the TCS Connect Forum in 2003 to celebrate 20 years of TCS, and invited thought leaders and opinion makers from around the world to share their experiences in various disciplines that contribute to a successful conduct

of business, and indeed life. This activity received an overwhelmingly positive response from our esteemed clientele such as you, and that has given the TCS Connect Forum a permanent and prestigious niche in the TCS public relations effort."

Lucy Cornell took the stage in the midst of generous applause, not so much for her content which was yet to grace the ears of the audience, but for the vote of confidence she had given Pakistan by being there that evening. One could see that she had established an instant rapport with the captains of trade, commerce and industry present. She positively glowed, her eyes sparkled, and her words flowed with practiced ease giving full expression to her 'vocal zoo', harnessing four octaves and more as her voice dipped and rose, mesmerizing the audience and holding it captive not against its will. Lucy Cornell was definitely in the moment, and in flow.

Amidst a lot of very good advice from her, what caught one's attention is what Lucy described as the ABV of Speaking. Arrive, Breathe, Vibrate. "When you arrive,



Select gathering at the Lahore Connect Forum



TCS VP Sales Salman Akram connects with Lucy in Lahore as Arif Ansari (Senior Sales Manager) and Mohsin Ansari (Regional Director Ops Central Region) look on



The Karachi Connect Forum drew a large and distinguished audience

ensure that you get over the 'speaking jetlag' inherent in a business culture that is full of distractions. The more present you are the more presence you will have. Breath helps keep you in control and makes for inspiration, and carries you from the inside to out. Your breath is the fuel for your voice. The power of the voice is that you can literally vibrate your audience on a cellular level, and move them into action. So the more generous you can be with your voice the more your listener is likely to hear you and literally resonate with you. Your vocal birthright is to have at least a four octave range, but most of us live in a one octave range, particularly politicians. This is specially true if the culture you find yourself in allows only for a restricted range of expressivity."

Earlier in the day during the Young Voices workshop, Lucy had short listed four young bright sparks to demonstrate inspirational speaking at the TCS Connect Forum. Fatima Malik (University College Lahore), Ahmed Nawaz (Fazaila College for Boys Islamabad), Lalarukh Rashidi (Westminster School and College Karachi), Saad Hussain, and Ismail Kodvavi (Karachi University) had spent anxious moments preparing and rehearsing through lunch and tea. Each one delivered his or her piece with conviction and aplomb, and earned a rousing round of applause. Lucy beamed with pride. These had been her children for half a day, and she had transformed them.

The program ended with a presentation to Lucy of a small Afghani carpet. Fond of meditating as she is, some wondered whether she would ride her 'flying' carpet on the return journey Down Under!



Lucy conducts a participant through the octave range



CEO Octara Jamil Janjua introduces Qasim Awan and invites him to distribute the Workshop certificates



Rao Salman (TCS National Sales Manager MMS & Print Business) gives the thank you note



TCS CEO Saqib Hamdani connects with Lucy in Karachi and presents her with a 'magic' carpet!



2011: IF NOT NOW, WHEN?

Omar Khan

Pakistan seems to be in a lamentable state of affairs. My parents still reside there, so I speak not just from an external perch, but from the visceral experience of loved ones. My father gave his professional life to the diplomatic service of his country and remembers still with moist-eyed pride when Pakistan came into being. The promise of "Faith, Unity and Discipline" has certainly been debauched since and we need to exercise leadership. In this instance, that means no scapegoats and a much overdue look in the mirror.

LEAVE ASIDE THE BOGEY-MEN

So we're all responsible. We have no shortage of talent, we have no shortage of resources, we have been deluged with foreign aid... if today we could show some credible path to progress, the whole world would rally around our success. Nuclear armed failed states are in no one's best interests.

Let's ban talk of our favorite bogey-men. No one owes us a living. If we were socially stable, educationally advanced, and economically viable we wouldn't be up for grabs. It's time for less chest-pounding and more self-respect.

Corporate leaders have to throw down the gauntlet, talk to their constituencies and lead an

educational renaissance in the country. They have to use their business pulpits to drive messages of self-respect. As a recent movie about the deplorable state of US education said, "The fate of this country will not be determined on the battlefields, but in the classroom." Amen.

And perhaps we need to get Muhammad Yunus to teach us how to set up our own Grameen Bank and bring micro-enterprise to our rural poor. We can also practice the "PD" (Positive Deviance) approach and look for communities that are relatively successful, harmonious, where educational levels are high and make them models and learn how to extend that model elsewhere.

CERTAIN THINGS DON'T ADD UP

We pay some of the lowest taxes in the world, and this from our richest citizens. We have parasitic elites living behind fences and walls and people dream of returning home so they can have "staff". That they can do this at rates only possible when a large portion of the population is illiterate and with no social mobility seems to violate few people's notion of religious ethics. The best in this regard help to educate the children of their staff, to ensure their next generation can have a viable future. Bravo to us when we give more because we have more.

In South Africa, post Mandela, a leadership conference was called. All the key power blocs, people who hated each other, rivals and worse, were assembled. They were led by US conflict resolution experts to

connect, to express their feelings and views, and to create possible future scenarios for South Africa. They were not to "judge" the scenarios, simply align on the most probable ones. These were published far and wide. And it became clear that the rabid pursuit of private agendas would lead to meltdown. Only "Phoenix from the ashes" as a scenario offered hope. And somehow, it was invested with support, from past enemies who found a way to move forward together, however grudgingly.

South Africa today still has many problems, but it survived that existential moment, and found a way forward. Corporate leaders could help organize such an effort in Pakistan. I would happily show them the case-studies of what happened in South Africa, and Chile, what has and hasn't worked elsewhere, and we could replicate our own version of this in Pakistan, with foreign and local facilitators, if we have the will, spirit and guts for it.

GET TALENT OUT AND BACK IN

As I go around globally, I don't see enough Pakistani talent being exported. And when we do go out, we lecture others, or else sullenly withdraw. Most people don't want to take tutorials from places without much of a productive track record. And while there are many strengths in our culture and our people, we should shut up and let them shine, so others can experience them, rather than listen to senseless insecure stridence.

I have consultants from Australia

calling me asking to be coached. Indians have, Americans have. I have yet to hear from one in Pakistan asking for this in any credible way (or if so, as some kind of "free lunch"). And I don't see enough Pakistani consultants out there at all among their global compatriots. It's a paradigm issue, certainly not a talent or capability issue.

We have to get our talent out there in all fields. We have to compete globally and show we can really collaborate and build relationships, not just be professionally capable and then hide in self-constructed ghettos.

And then we need to provide enough opportunity to attract talent back. But that will require a new cadre of leaders back home we can learn from, who will transform our corporate cultures into progressive hotbeds. It will mean start-ups that will give people a stake and a shot at making it for themselves.

Exportable talent should be a key performance indicator of any corporate leader... thereby we bring the "outside in". Will people come back? Let's make it worth it for them to do so by having the best "employee value propositions" in the region. If we can't pay the most money, we need the best cultures. What is planted will grow.

GET ROLE MODELS VISIBLE

I believe if we gathered examples of Pakistani role models – men and women doing admirable things with their lives, inspired by their faith and who can speak in an encompassing way about it, it would make for a powerful piece for the Western media.

Imagine pitching to Newsweek a story on "unsung heroes in Pakistan". Or "Islam for progress: Real Leaders in Pakistan." We have the role models. It's a matter of presenting their story. Corporate leaders with media contacts can get this going. People like me will volunteer to help interview, present, write.

Why don't we use the global media, and the blog conversations that would flow from them, the Twittering that would ensue, to showcase Pakistani and Muslim role models? If all people see are killers and maniacs, why be surprised if they can't tell an

"extremist" apart from an authentic Muslim.

Japanese Americans were interred in camps during World War II post Pearl Harbor. They changed the view towards them by showing new role models, by providing new images and realities. So did the Germans. So has any nation or people who have managed a turnaround. Let's give people something else to look at, listen to and talk about.

GET COMPANIES OUT THERE

Why should our companies, some of our local companies, not challenge themselves to develop a regional, in time global brand? As companies from Pakistan do so, employing foreign nationals, being showcased in the press, so will the image of Pakistan transform, and so will the reality as we make it so.

Why don't we challenge ourselves to help launch Pakistani brands that can compete for customers in a free marketplace of desires, needs and tastes?

We have numerous iconic and seasoned leaders at home who can serve as consultants, coaches, as enablers for any entrepreneur willing to make a serious bid for this.

The more Pakistan interacts with the world out there, the better. We need a pattern interrupt; we need an infusion of fresh inspiration and stimulus. We need leaders to challenge us to define ourselves by our dreams and vision, rather than our fears and gripes.

If 2011 can be the year for ditching bogey-men, creating dialogues across divisions and committing to real scenarios, getting talent exported and creating an "employee value proposition" that gets talent back in as well, if we showcase our role models and not just our demons, and if we can catalyze our companies to play a bigger game on a bigger field, we'll move forward...and deserve to.



SENSEI



Sheraton

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

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"Leadership from the Head, Hands, and Heart"

Alan Power on Quality Strategy



He has been building steam in Pakistan on critical quality issues through a propagation of an integrated approach towards operational efficiency, delivery capability, and cycle time reduction throughout the business functions. Lean and Six Sigma are Alan Power's weapons of choice. After conducting two-days workshops both in Lahore and Karachi, he engaged with the shoguns of trade, commerce and industry in a two hours seminar, also attended by the Chairman TCS Mr. Khalid Awan.

Alan has previously headed Quality Management at Lloyds Bank in the UK and now runs his independent consultancy MPower (UK) Ltd. While at Lloyds he developed a model for corporate leadership based on Quality Management which he describes as leadership from the Head, Hands, and Heart.

There are five key principles that we focus upon with Lean, says Alan. "Specify value, Identify the value stream, Create Flow, Create Pull, and Strive for Perfection. To specify Value, you need to ask: Who is the customer? What do they value in the service or product that you provide? What influences their 'buying decision'? Alternatively, ask yourself the question: Is this an activity that a customer would be prepared to pay for?"

Lean is aimed at waste, cycle time, reduction of work in progress, standardisation, cost reduction, flexibility and responsiveness, and demonstrates a clear bias to action. Six sigma emphasizes improvement in the capability of business process to reduce variation in the final service e.g. time and quality, often measured by errors. It is aimed at complex problems, process capability, stability, and demonstrates a bias to analysis. Lean six sigma is a mix of both methodologies to

establish throughout the organisation a set of rules and procedures that work to continuously generate results.

Alan identifies Dr W Edwards Deming as the prime mover in the efficiency arena, following his 'vital' visit of 1950 to Japan. Today, efficiency is acknowledged worldwide through the Deming Prize for industry and the Deming Prize for schools.

Speaking of the Porsche case study, Alan said that in 1991 and 1992 Porsche were in a Crisis Situation. In 1990 it made a profit of \$10 million on sales of \$3.1 Billion, and in 1992 it made a loss of \$154 million on sales of \$1.6 billion, with Sales not looking to rebound in the short term, and the Company set to go under within 18 months. For the first time in its history a CEO was appointed from outside of the Porsche family. Wendelin Wiedeking came from the auto parts industry, and made the decision to use external consultants from Toyota's consulting wing.

Toyota's operational observations were that Porsche had never in the history of the company built a car first time fault free; Porsche "plan" to get it "wrong" every day; They had built a system of checking and skilled inspectors to find the faults; They had built a system and skilled workforce to re-work the faults; They had developed checking and reworking in to the career path for their "high performance" staff. Checking and reworking had become an industry in Porsche, and all the highly skilled staff were removed from the actual process. In Toyota they plan to get it right, and they get it right and self inspect early in the process not at the end, with the highly skilled guys deployed in the process "coaching and improving" area.

With no engineering changes the Toyota consultants took the hours needed to build the Porsche 911 from 120 in 1991 to 76 in 1995, to 45 in 1997. Average defects per vehicle at the end of line went from 105 to 45 to 25 during the same period, and Full cycle time from welding to finished car from 6 weeks to 5 days to 3days; Work in progress inventories 17 days to 4.2 to 3.2 days. The number of directors, managers, and supervisors in the Porsche operations dropped from 328 to 226 to 212. On July 27th., 1994 a Carrera rolled off the production line error free at final inspection, the first time in the companies 44 year history.

The Six Sigma Black Belts have their work cut out for them in Pakistan. To be successful, however, they may need to add a Karate Black Belt around their waist to counter waste.



"Start seeing yourself as God's gift to Mankind"

Kamran Rizvi

Kamran Rizvi is a founding director, trainer, executive coach, keynote speaker and consultant at Navitus, a leading organization development (OD) consulting and training firm in the country. He brings innovative, effective and practical strategies for implementing change in a variety of organizations striving to grow, build sustainability, and improve productivity, efficiency, quality and impact. Kamran pioneered the personal-improvement and OD movement in Pakistan in 1991, after working for fourteen years in retail and commercial banking in the Middle East and the UK.

Kamran's session at the LearnFest was pure dynamite! 'Leadership Paradigm - BREAKING NEWS with a difference' occupied two sessions, and could have easily gone on for the entire week, given the potency, indeed urgency of the topic in hand and Kamran's analytical dissection of it. He began by defining 'paradigm' as being a set of rules by which we interpret reality. "The kind of leader you are depends upon your paradigm. Bad news sells! Breaking News with a difference would focus on the good news," he said. Referring to his recent visit to the World Economic Forum in Washington Kamran ventured to say that had he not been from Pakistan he would not have been a hero! "There were 400 delegates. There were plenty of Indian but no noticeable presence from Pakistan, except perhaps for myself. Pakistan has such a bad perception that no matter what you do you look good!"

Ticking Time Bomb

There is no bad news except that which we create for ourselves, he said. "Heroes are those who face the odds. Living like a coward is the bad news. Whatever you are earning is what you think you can earn. To start



Kamran strikes a 'special' for octara.com!

with, bring about a change in your thinking. Pakistan has the power to make a difference by bringing about positive change. We are rich! We have the physical resources and the human talent we need to engineer a significant turnaround. There are 70 million Pakistanis between the ages of 18 and 30. We are the envy of the world. But if their development doesn't take place it becomes a ticking time bomb. Despite bad governance and the resultant poverty, the common folk have a smile on their face. Our per capita happiness is the highest in the world. Western societies have serious happiness issues, with loneliness a leading problem. We are an adventure program called Pakistan!"

Turnaround

"There are examples all around us that inspire positive change. Vietnam is an inspiration where turnarounds are concerned. There is not a single male or female in Vietnam who is underutilized. In Pakistani society we do not like educating women, and if they acquire an education then they are ostracized. Ireland has transformed from a nation of potato sellers to a powerful economic engine powering the European Union. What we need to do is take responsibility for our own lives.

Career development is the rise in the quantum of responsibility you assume, and relies upon continuously increasing your awareness about yourself, about others, and about your social, political, economic and natural environment."

Kamran regularly writes leadership and management articles for Blue Chip, a leading business magazine of Pakistan. He obtained his MBA degree from the University of Strathclyde, Scotland, where he majored in organization development. He is a graduate of the Dale Carnegie Inc., having completed courses in Management; Executive Image; and Effective Speaking and Human Relations. He has also attended a number of courses that include "Leadership for the 21st Century", at the J F K School of Government, Harvard University; Dr Peter Senge's "The Learning Organization – Building a Sustainable Future"; and "Strategic Leadership and Change Management" at the Wharton SMU Program, in Singapore. Kamran is an approved training resource for members of YPO (Young Presidents Organization), headquartered in the United States.

Truth Generates Confidence

"Knowledge doesn't make for confidence," says Kamran. "The more you know the more you realize how little you know. Ignorance, on the other hand makes for arrogance. Don't feel shame in admitting that you don't know. Truth generates confidence. Become familiar with your opportunities and threats. Problems are opportunities in disguise. We must leverage our God given attributes in improving our lives, one step at a time. What we have for free we don't value. If you don't trust yourself then progress is not possible. Warren Buffet's life vision and mission is to be the biggest taxpayer in the world. In terms of philanthropy, Pakistan is said to be the fourth highest in the world."

World Needs Nuts with Ideas!

How and where do we start is the question that Kamran poses, and then answers himself. "We start now by believing in ourselves. If you load a donkey with books then don't expect him to become a professor! People see you as you see yourself. Start seeing yourself as

God's gift to Mankind. See yourself as competent and secure. If you doubt your own confidence and sincerity, then the world will too. Generate ideas of value by first finding a significant problem that you want to passionately fix in your world. Team up with sincere and competent people who share in your mission. Jack Welch says that the world needs nuts with ideas! Plan, strategize and execute together. Pakistan's misfortune has been its leaders who have either been sincere and incompetent, or competent and insincere."

Kamran loves to devote his time facilitating leadership programs for youth locally and internationally. To this end, he serves on the board of School of Leadership (SoL) in Pakistan, best known for its flagship program, the Young Leaders' Conference (YLC), now in its 9th year. He is also a board member of ICLS (Intercultural Communication & Leadership School) headquartered in Rome, Italy. He is invited to conduct sessions on leadership, internationally, to encourage confidence building between young community leaders from different cultural, religious and ethnic backgrounds.

Pretty Woman!

Kamran is married, has three grown up children, and is based in Pakistan. His son is settled in Toronto where he is following his father's vocation of his own volition. Being into motor-sports, he draws upon sports analogies. Kamran's daughter is an HR practitioner with Saudi Aramco in London. Kamran loves watching movies, taking walks, and spending time with his friends. Julia Roberts in Pretty Woman is his favourite actress, and Steven Spielberg's Amistad his favourite movie, as also Dead Poets Society featuring Robin Williams. Ladies and gentlemen, a big hand for Kamran Rizvi!



Founder Members TRG, Jamil Janjua and Kamran Rizvi

"We start now by believing in ourselves. If you load a donkey with books then don't expect him to become a professor! People see you as you see yourself. Start seeing yourself as God's gift to Mankind."



Jeremy Parson Enjoying Life Analyzing Risk!



Jeremy Parson of the United Kingdoms is Senior Consultant at the Parsons Consulting Agency, and a renowned expert in Global Crisis Response & Communication Management in Asia, China, North & South America and Europe. He is also the Senior Consultant to AkzNobel, Burson Marsteller (Unilever), Fleishman-Hillard (Eli Lilly), ICI Pakistan and the Smiths Group PLC, along with being a Member of the Institute of Public Relations. He has served as Marketing Director of the Green Giant Company.

OCTARA organized a highly popular interactive workshop with Jeremy Parson on Crisis Response and Communication Management that focused on knowing what to do and say at the times of crisis. The Workshop was designed to impart an understanding of a crisis and its impact on Reputation and Bottom Line, and have a response plan to know what to do and say; learn the importance of leadership and having the right crisis management team; understand the power of the media and the spread of their communication; learn to keep up to the speed in the Golden Hour; and have the confidence to communicate.

Jerry Parson brings real life drama and the pressure of the media intrusion to his audience by broadcasting credible incidents as breaking news stories, and then challenges the delegate to respond and defend the reputation of the company.

"Today we live in a crisis ridden

society where trust and belief in values are sometimes forgotten. An understanding of the 'psychology of crisis' is offered to explain why stakeholders and the public in general believe that crises are "acts of betrayal" where somebody must be to blame. Delegates gain the opportunity to counter this reaction and criticism by learning a formula of communication so as to be seen, heard and understood at times of crisis," says Jeremy.

Punjabi roots

Octara.com sat down with Jeremy Parson for an extended chat in the five star climes of the Sheraton Hotel where he was residing and conducting the Workshop as well. It turned out that Jerry is fairly well integrated with Pakistan. His wife Noel's family is from Lahore, and she spent the first ten years of her life there before shifting to boarding school in England. His elder son is married to a girl from the Punjab as well. Jerry's been to Pakistan over ten times, and describes it as a nice place with nice people to work with.

"It's very good to be here working with Octara. I appreciate my association with them because they allow me to peddle my bit and say my say. This means that I can come in having done my research about the delegates at the Workshop, their companies operations and the risks they run. Background preparation is very important. Then what I need to do is get them thinking about their risks because from risks arise crises, and sadly in this day and age everybody lives with risks. You have to analyze them and be prepared for them. We develop an operational

response plan that gets people to respond incredibly quickly, get themselves together, have a procedure, and then carry it out."

The Golden Hour

They have to assemble quickly because the modern day public, supported by the media, demand instant news, says Jeremy. "So the media have set a term that's known as the 'Golden Hour'. If you have an explosion at 10am, then you have until 11am to analyze what has happened and get your story out into the media place. If you don't, then someone else will put the story there for you, like speculators, rumour-mongers, competitors, etc. It's a very vicious world out there. So assemble quickly, have a quick and accurate analysis, and put out a holding statement to the media and public so their attention can be held until you get more information."

Calm, Controlled & Committed

According to Jeremy crises either escalate dramatically, or they go flat. The danger zone arrives when the television stage is reached. Body language and the choice of words play a big role here. "The terrifying thing is that within 30 seconds the television audience will make up its mind whether you are the good guy or the bad guy. It could be the way you sit, or the tie that you're wearing. They may not like the words you use, or the way you say them. You have to be very good at giving television interviews to succeed. The media is very aggressive. If there is blood then there is viewer interest. But you cannot be aggressive with the media

since you want to project an organized and reputable image of your company. You must come across as a calm, controlled, committed executive. It's a challenge to get across that you're doing the right thing and representing the right people, and that you're there for the sake of the people rather than just commercial profit."

Parson Consulting

After an extended stint with industry, Jeremy Parson set up shop for himself, and with a very supportive wife started Parson Consulting that ran as a specialist PR communications agency. It was very successfully, and then his partner bought him out so that he could concentrate at what he did best which was crisis response and crisis management communications. "It has taken me around the world. In the last 12 months I have been in China, Singapore, Thailand, the USA, and here I am in Pakistan. I go back to the UK for two days, and then to Chicago in the US. The nature of the crisis differs from company to company, but the principles governing operational crisis response and communication disciplines remain the same from hi-tech manufacturers of medical equipment to oil exploration companies to those in the security business."

Rugby & National Service

Jeremy was born in 1938 and the war was still around when he grew up. "My delight in those days was having a dehydrated banana. I had two other brothers and food was obviously quite scarce. A chocolate pudding was the height of the

gourmet month! I was very keen on rugby football, and played for Blackheath Rugby Club and then went on to play for my county Kent. I was the last to do national service, and while there played for the RAF. In those days rugby players were of normal size. Now they're huge! I was a wing three-quarters, a tall, skinny guy who could run fast. We were known as 'fancy boys' because we played along the edge of the field and could talk to the girls in the stands! Like the Quarterbacks in American football we were known for our fast feet and high knees."

National Service wasn't a bad thing, says Jeremy. "You mix with all sorts of people. I had quite a sheltered life, and then suddenly I was standing shoulder to shoulder with people from very different backgrounds. There was a rather famous Welshman rugby player who was my Captain, and he was a great person for strategy with all sorts of plans. We won most of our matches. It was a proud time for me and good for my Dad to see that I had got to play at that level. Now I ski a lot, and do a bit of sculling since I live near the River Thames. I play a bit of tennis, and love to eat! My wife got her Sub-continental recipes from her mother, who got them from her mother-in-law, who got them from her grandmother, etc.

Apprenticeship versus Higher Education

Jeremy attended public school but never went to university. "There were not too many universities around, and as always, as is today, they were very difficult to get into.

There were alternative channels, and I wish these were there today. I don't begrudge people going to university. It is a very necessary and useful time. But I think some people are better suited to go into apprenticeships and go straight into commerce. So that's what I did when I joined an agency's apprentice scheme. If you have the good luck to have good teachers then the first 12 years of education are quite sufficient to equip you with the skill sets that you would need in later life. I had an English teacher by the name of Mr. English! He was very good at what he did, and I learnt a lot. On the other hand my Maths teacher taught me Algebra, and I don't have a clue! And always wished it would go away. It was one thing me being not very bright, but my teacher was not very good."

Beatles break the Paradigm

Jeremy says that he came of age during the age of the Beatles and Maggie Thatcher. "The Beatles represented a fantastic social breakthrough. There was a time when unless you had the right school tie and education, and by that I mean public or grammar school, you really had quite a difficult task to get on in life. The Beatles came from Liverpool. They were excellent lyric writers and musicians, and they showed the world that you didn't have to be an old Etonian to be able to make money and be successful. The Beatles weren't bad guys, and they had a pretty good code of conduct which was so necessary because kids of that generation would follow what the Beatles would do. I am a great music lover and always travel with my music which extends from the classical to the Beatles and others of my generation. It's a great calmer for me."

Out of Africa is a movie that has left an impression upon Jeremy. "In those days you didn't have to show the full frontal to show your emotion and love for somebody. These days the love that is expressed has to be in your face! Film production today is technically fantastic, but I suppose I come from a generation that likes the old fashioned plot, and I don't want too much aggression or computer animation."

Thank you, Jeremy Parson.



Jeremy Parson with Workshop participants

“Pakistanis are more open, brighter, more positive, more keen to learn and more able to relate to people at all levels”

Roger Harrop



As I write this we hear that 4 million of your countrymen are without a roof over their heads as a result of the unprecedented flooding and we hear that the UN has finally voted through a large aid package.

Pakistan doesn't deserve this disaster - it must feel as if the whole of creation is against you in these times. I feel for you.

BUT.....

When I was last in Pakistan in June I was asked over lunch what differences I perceived between Pakistan and India from a business point of view.

My answer was this:

Of the very many business people I have worked with in both countries over a long period those in your country have been generally, more open, brighter, more positive, more keen to learn and more able to relate to people at all levels. I said that I found the caste system in India intruded adversely on occasions as does their excessive bureaucracy.

I also said that, perhaps not surprisingly, there seems to be something of a siege mentality amongst business people in Pakistan that leads to an inward looking focus and sometimes a lack of belief that your companies can be the equal of any, anywhere.

To continue my theme of an earlier newsletter, with Pakistan having a common border with three of the four, so called, BRIC (Brazil, Russia, India, China) countries that are forecast to be the top global economies by 2025 you are in THE ideal position to become, at least, the "Singapore" of the region - or more.

I recall Singapore being known as a place for cheap labour - now they have exactly the same GDP/head of population as the European Union.

I firmly believe that you can do the same.

BUT.....

It is up to you, the business people, to make it happen. You need to be globally business aware, you need to be entrepreneurial and you must develop a culture of never making do with less that world class products and services that you can sell to the world.

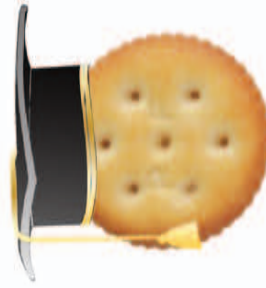
You can do it and I would hope to play a small part in making it happen. I see my role through my

Octara Masterclasses, and my work in-company, to help open business leaders eyes to the opportunities, to the simplicity of business and to just how easy it is to grow and prosper - in good times or bad.

I look forward to working with you to that end and playing a small part in the emergence of a resurgent, vibrant and successful Pakistan!

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:

- Marwari School Adoption Programme
- Jail Orphanage 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)
- Oral Hospital School Campaign



Sports

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

- Special Olympics
- 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...



Trainers Resource Group LEARNfest

Celebrating The Trainers Resource Group's (TRG) 150th Monthly Meeting with a 2 days Extravaganza of Training Sessions Galore!

The mood at TRG's Committee of Founding Members was ambivalent. Some would have called it a case of 'all Chiefs and no Indians'. Others would have seen it for what it was, a plethora of opinions, often at odds with each other on how to go about commemorating what clearly constituted a landmark event for this informal assembly of corporate trainers and human resource development practitioners.

Jamil Janjua, CEO Octara and current President of TRG, wasn't sure whether he should be thrilled, or concerned about the situation obtained. A plethora of opinions is a good thing provided their holders are willing to back them with action. The 100th Monthly Meeting had exceeded most expectations with Iqra University as the host venue, and an impressive brochure brought out by the TCS Management Development Services at much expense of time, energy and money to mark the occasion. The 'problem' with corporate trainers is that they're hard at work all the time, not surprisingly, given the state of Pakistan's corporate sector.

All concerned parties earnestly wanted to be involved with organizing the 150th monthly meet Party in a befitting manner. But nobody, it seemed, had the physical hours to contribute that an undertaking of this magnitude would require for a successful staging. Then TRG founding member Shireen Naqvi stepped into the breach. Over the years she has put together a valuable resource of energetic and intelligent young adults at her School of Leadership (SOL). She also had the requisite experience in pulling off extravaganzas, year after year, given the unqualified success of the SOL's annual Young Leaders Conference that ran for 6 glorious days, playing to some 400 delegates from across Pakistan. She was so obviously the cat that the TRG

founding members were looking to bell, and did. Shireen took up the challenge in right earnest, bringing to bear upon the enterprise her formidable store of energy and talent. Torque, the SOL's spin-off that had event managed the TRG monthly meets of late, was in the hot-seat as well. Reflecting Shireen's energy and commitment were Umair Jaliawala, Saquib Niaz, Sumaira Salamat and Zain Goplani, her able bodied lieutenants running the show at Torque, and in them fine proteges she has developed.

Shireen and her team put together a two days extravaganza that featured 149 training sessions of 75 minutes each, 50 trainers, 13 exhibitors, and 600 attendees, give or take a few. The Karachi Sheraton Hotel, cited by some as perhaps being too upscale a venue for such an occasion, provided a befitting setting for an area of endeavour that depends on the corporate world for its flourishing. Going by the large number of training organizations that signed up for LearnFest, specially the number of new outfits, corporate training is a thriving industry indeed. A few veteran trainers like Arshi Ahmed Aziz were conspicuous by their absence.



Jamil Janjua and Shireen Naqvi
Founder Members Trainers Resource Group (TRG)

NAVITUS

Elevating the Human Spirit

Day One began with Navitus holding court in Ballroom 'A'. The feast for thought laid out by Navitus included 'OD on OD: Organizational Development' by Nadeem Chawhan; 'Anxiety management: Take charge of your tensions' by Shireen Naqvi; 'Motorcycle Drive' by Adnan Husain; 'PAITH nahi to Seth Nahi - What Matters & What Splatters' by Masood Jan; and 'In-Sync' by Farhad Karamally. On Day Two 'Switch on! Turning relationships to gold' by Shireen Naqvi; 'Salesman ki Pitari: Salesman's Magicbox' by Fakiha Imran; 'Motorcycle Drive' by Adnan Husain; and 'Leadership Paradigm - BREAKING NEWS with a difference' by Kamran Rizvi occupying two sessions.

FranklinCovey™

Franklin Covey in Ballroom 'B' chipped in with Exclusive Stephen Covey Q&A with Pakistan (Recorded session); 'Focus - Achieving your highest priorities' with Maryam Wazirzada; 'Intensive Coach Training - RCS' by Andleeb Abbas; '7-Habits of Highly Effective People' by Sarah Beg; and 'Leadership - Great Leaders, Great Team, Great Results' by Andleeb Abbas.

LearningMinds!

In Ballroom 'C' Learning Minds was on parade with 'Common Sense @ Work' by Sohail Zindani; 'Thinking Skills - Getting out of the box, not out of your mind' by Abbas Husain; 'Everyday Leadership for Everyone' by Sohail Zindani; 'Work-Life Balance! Enjoying Work & Celebrating Family' by Saira Kabeer; and 'Scene ON Hai' by Sohail Zindani. On Day Two 'Excellence Commitment' by Sohail Zindani; 'The Dance of Change' by Abbas Husain; 'What They Don't Teach You at Business Schools' by Hina Baloch; and 'Bohat Ala! Serve Well - No Matter What' by Sohail Zindani.



Leading Thoughts on display to enrich minds that have the time and money



Farhad Karamally



Umair Jaliawala

torque

...the turning force

Saqib Niaz



Event managers Torque set up shop as well in Sumbul Room with 'Excelerating Life' by Shahrukh Hussain; 'The PlaySeeBow Effect' by Umair Jaliawala; 'What's your size? Knowing+Doing' by Abid Naseem; 'Screw it, Let's do it!' by Umair Jaliawala; and 'Brand ME | Inside-Out' by Nuruddin Abjani. On Day Two 'Turn Techy: Enhance Productivity' by Danish Ejaz; 'Sales Cheetah' by Umair Jaliawala; 'HORIZEN - Zen of touching new horizons of personal & professional life' by Asma Mustafa; 'ProJet: Project Management' by Abid Naseem; and 'Turn by the Tick' by Shahrukh Hussain.

TerraBiz

Training | Conferences | Exhibitions

TerraBiz and Others were in Mogra Room, and featured 'Wired Pakistan - How Social Media & Communication is changing the way of Business' by Afzal Shahabuddin; and 'Beyond Elastic Limits' by Sarmad Tariq.

People Excellence

Achieving Excellence through People Development

People Excellence in Gulab Room put up 'Developing the People Factor' by Zeeshan Lakhpaty; 'Influence & inspire through Communication' by Zeeshan Lakhpaty; 'Art of Getting Things Done' by Zeeshan Lakhpaty; 'Stress O Meter' by Zeeshan Lakhpaty & Mauna Khan; and 'From Boss to Coach' by Zeeshan Lakhpaty. On Day Two People Excellence was joined by Engage HR, and jointly they delivered 'Its WE, not ME' by Humaira Ahmad; 'He who controls the MAZE, controls the RAT' by Humaira Ahmad; 'Public Speaking: Overcoming the Fear Factor' by Palvasha Hassan; 'Whale Done (Power of Positive Relationships)' by Zeeshan Lakhpaty; and 'Motivating People for High Performance' by Zeeshan Lakhpaty.



Stimulus stimulated the Sanobar Room with 'Gender Sensitization' by Rabayl Memon; 'Disaster Management' by Humair Mumtaz; 'Enlightening the IC' by Sahib Karim Khan; 'Substance Abuse Awareness Funshop' by Farhad Karamally; and 'Disability Sensitization' by Mehreen Shoaib.

For the organizers the LearnFest was both a highly reinvigorating and energy sapping affair. Notwithstanding, it ended on a high energy note with an assembly of all stakeholders for a debriefing session. Jamil Janjua thanked Shireen and her team for pulling off an unqualified success, and there were calls for staging LearnFest on a biannual, even quarterly basis. Whether that happens remains to be seen, but with young blood firmly entrenched at the TRG controls the activity graph is bound to rise.



Training | Conferences | Events | Publications

We at Octara took up positions at Kanwal Room with 'An Introduction to True Colors' by Rose Marie Fernandez delivered as the first broadside, followed by 'Unlimited Potential' by Baseer Sami; 'Release Your Brakes' by Saadi Insha; and Winning Decisions (a unique simulation which closely replicates the key functions of a manufacturing organization) by Sualeha Bhatti that occupied two sessions. On Day Two 'Create Distinction to Avoid Extinction - 'Think! Before it's too late!' by Tauseef Qadri; 'An Introduction to True Colors' by Rose Marie Fernandez; 'Maseeha: Art of Counseling' by Dr. S A Rab; and 'Managing Dinosaur Brain: Boss Management' by Dr. S A Rab.

BUDDING TRAINERS

The Budding Trainers were in Boardroom 1 with 'I'm the Captain of My SHIP' by Hussain Changi; 'Jitna Gurh Utna Meetha' by Sumrah Ahmed; 'The Bachi Theory' by Abid Bana; 'Welcome to the REAL World' by Urooj Aqeel; '26.2 - Presentation Skills' by Talha Iqbal; 'Andaz-e-Bayyan' by Mehran Khan Durrani; and 'It's my TIME' by Ismail Kodvavi. On Day Two 'This is my decade' by Zain Goplani; 'Leadership @ Level 5' by Nazia Ramzan; 'The Abba Theory' by Abid Bana; 'It's my TIME' by Ismail Kodvavi; 'Mis Management vs. Mrs Management' by Hussain Changi; 'Live your life to the FULLEST' by Mehran Khan Durrani; and 'Power of Thoughts' by Vinod Kumar.



Report filed by Adil Ahmad

BRAND YOU!

"It's never too early to Begin Building a Personal, Powerful Brand Personality" Omar Abedin

Octara put together a two days workshop with Omar Abedin on Building Brand Equity, and followed it up with a seminar with the provocative title 'Brand You!' In the old days of the Wild West cows got branded with red hot branding irons. Even today outside the Marketing world to be branded, or labeled, is considered a matter of great shame and disrepute. But in Omar Abedin's scheme of things Personal Branding describes the process by which you stand out from a crowd by differentiating yourself from others with the same skills and abilities. Omar Abedin is a master Trainer and Regional Director (Africa, Middle East & South Asia) at the Daniel Adams Company, USA. He is a consumer marketing professional holding 18 years of hands on Brand Management experience with organizations like Philips, London Dairy, Novartis, IFFCO, Reckitt Benckiser, Johnson & Johnson and more.

"There are three elements that YOU as a BRAND should focus on," says Omar. "Value proposition – Your value proposition means what YOU STAND FOR, in terms of your personality, appearance,

competencies, and strengths.

It's everything you provide as a person that will make you stand out. **B R A N D YOURSELF!** Differentiation

– differentiation is what **MAKES YOU DISTINCT** from the crowd. **YOU ARE YOUR OWN BRAND!** Marketability – Marketability is how compelling **YOU ARE AS YOUR OWN BRAND** to potential employers. It's what will make them want to hire you, retain you or open up a new opportunity for you. It's never too early to Begin Building a Personal, Powerful Brand Personality — and the earlier you begin in your career, the more professional weight **YOU** will carry."

At the seminar Omar went through the tools of the trade that one needs to start gaining traction in the corporate space. There are no shortcuts to building a brand, he said. "Brands are built like stalagmites that grow one inch in 100 years. A brand's equity is everything that must travel with it when it moves to a new company.

A product is the result of customer insight. Consumer perception leads to consumer attitudes and beliefs that in turn lead to usage habits and demand. Demand generates channel strength, factory shipments, and profit margins that decide how much you are getting paid. This in turn decides how much you are valued as a brand."



Marvel Comics, with intangible cartoon characters as its assets, was bought by Disney for \$28 Billion. Walmart is the biggest company in the world with \$400 Billion in annual sales, of which \$150 Billion come from China. The US has a \$800 Billion trade deficit with China. "Creating and managing perceptions is job number one for each and every one of us, irrespective of the management hierarchy position. What is your brand capsule? What key benefits do you offer that you own? What aspects of your personality and values make you attractive to prospective employers? How do you compare with competition? What differentiates you from everyone else? Once you have figured out what you want to be, how do you bring it to life? 98 percent of all communication is non-verbal."

Every action you take is either a deposit in, or a withdrawal from the Bank of Brand Equity, said Omar quoting Daniel Adams, and making it perhaps the seminar's best bit of advice. "We love brands and the art of giving them competitive fire. We believe in discipline, creativity, hard work, and at all times keeping it simple. Be aware of your own behaviour and action. Do you have a perception plan? What does your brand stand for?"





Andre N. Verdier is CEO of MRM-Global. MRM-Global has signed a Strategic Alliance Agreement with Octara to market and deliver its Training Services in Pakistan. MRM-Global will deliver its entire range of Public as well as In-house Training Programmes in cooperation with Octara. MRM-Global was founded by and is headquartered in Dublin, Ireland with offices in London & Dubai. MRM-Global is dedicated to support the industry providing change management and business process improvement services with a specialist knowledge in Procurement, Supply Chain and Logistics.

Through the aegis of MRM, Octara is looking forward to accreditation from the Dublin Institute of Technology (DIT) for Certificate in 'Integrated Procurement & Supply Chain Management'. The Program consists of 7 modules of 2.5 days each, and the candidates must complete these modules at regular intervals over a period of 18 months, and submit a thesis at the end of it. The program is meant for industry professionals with working knowledge in the field. "It will benefit people working in supply chain positions, in procurement, operations, and even people in finance, human resource and information technology," said Andre on a recent visit to Karachi to conduct an Octara workshop. "I think it is applicable across the entire

"Collaborative and integrative are buzzwords of great consequence"

Andre N. Verdier on Best Practices in Supply Chain Collaboration

business spectrum to understand how supply chain works and what it does, and how it interacts with all the other departments. Within the 7 modules there is one dedicated to IT, and another to demand management which concerns the marketing and sales side. Then there are the usual supply chain activities like planning, forecasting, procurement, logistics, transportation, and other value added services."

The Dublin Institute of Technology, specifically its department called the National Institute of Transport and Logistics, is dedicated to doing programs in the supply chain and logistics area using both academic knowledge and practical industry experience. The DIT is part of world renowned Trinity College.

"Supply chain sustainability and intelligence are key factors. People are finally talking about supply chain instead of just talking of procurement. Efficiencies today are in the movement of products. Collaborative and integrative are buzzwords of great consequence. If you look at an operation as an activity between the supplier on one hand and the customer on the other hand, then in between you have modern management where you capture what the customer wants. Then there is forecasting where you plan what you are going to do, and then you have procurement logistics where the raw material is bought, followed by manufacturing logistics. Thereafter follows the logistics of distribution. All these activities have to happen in sequence, and there must be collaboration and integration. You don't want a 'silo' situation where people are doing

very well internally, but are not communicating with each other at the different steps, and therefore are denying the organization the benefits of a seamless process."

In his last assignment Andre was the Head of Supply Chain and reporting to the CEO. "We basically run everything except Finance, HR, IT, and Sales. We do forecasting, procurements, activities within the manufacturing environment, transportation, warehousing, and distribution. It's becoming increasingly fashionable for organizations to have a Chief Supply Chain Officer or the Senior Vice President of Supply Chain who reports to the CEO and takes ownership of all Supply Chain activities within the organization, working together with Sales, Finance, IT, and HR."

Very successful models have outsourced the logistics part, says Andre. "The moment you finish with manufacturing you outsource it to your logistics partner who warehouses for you, and who distributes and transports it to the final retail points. There are very good and strong logistics organizations who can handle this function in a more efficient and cost effective manner than the manufacturing company could do on its own. A lot of very big manufacturers outsource the logistics function. In my work with some of the top logistics companies in the world, the major focus was on integrating the supply chain of some big companies by taking over their warehousing, transportation and even order management functions. We took orders from their customers and moved goods from



the warehouse to their doorsteps. It works very well in a collaborative way where you agree to certain key performance indicators and certain ways of working, and you deliver against them, and are paid against them."

Andre says that he got to his present position in supply chain management due to his practical knowledge acquired while working in managerial capacities for HP, AT&T, GE, DHL, to name a few. In 1996 he did a Master's degree in Logistics, Procurement & Supply Chain Management. This was his first trip to Pakistan after two years, his previous visits being in 2007 and 2008. His last visit was to Islamabad, and one week after he returned to Dubai there was the bomb blast at the Marriot Hotel, following which his CEO forbade the senior management from travelling to Pakistan.

"I like the people of Pakistan, and the culture, and I see the opportunities. All the time that I've been here I have had some really good times and learnt so much along with making many good friends. It's a shame that people are afraid to come here because of what's been happening", say Andre who is married with two sons and a daughter, with his family living in Antwerp, Belgium. He can fluently speak five languages, and is very passionate about photography, specially nature photography which requires a lot of patience. Andre has been in the Middle East for six years, first in Dubai, then in Saudi Arabia, and then back in Dubai. He likes Pakistani food, having grown up with Indonesian food which can be quite spicy, but he doesn't like it spicy to the extent that one can't taste the food anymore. Understandable!



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What is it that a Woman Can't Do?

Zaufyshan Haseeb



In nearly all my workshops, the percentage of females is usually low, except for the secretarial workshops where the men are a minority. Why are women stereotyped for certain roles, as secretaries, teachers, and nurses while the male species overshadow the corporate world? In Saudi Arabia, women find it very hard to choose a career or an academic degree as they know they would face a lot of resistance in the pursuit of a reasonable job. The First Lady of Qatar, Sheikha Mouza has emancipated the common woman by promoting her independence in the professional world, despite social pressures from the conservatism of the Arab culture. A few countries like Japan and Korea concede to their culture and have valid excuses for having a low women workforce. If that is not discrimination then what is?

I have often asked some senior managers of diverse personalities, their reasons for not hiring women, and I have received all kinds of strange answers:

"Women do not take criticism well, and I am scared that she might start crying. How will I handle that?"

"Maternity leave can be such a nuisance, especially at the close of the year"

"Family issues are her priority as against the targets given to her"

"Women are not risk takers. I can't have safe players in my team"

"Single women take up a job to pass the time until they can get married; I want committed individuals"

Etc etc

What organizations do not realize is that it is a direct reflection on their image if they have a reasonably high women workforce in their company; Such organizations in today's world are considered progressive, positive, unbiased, creative and flexible. It is a better reflection than all the fancy words in their Vision and Mission statements.

10 Common Reasons to hire women

1. Women are comparatively more emotionally intelligent
2. Excellent team players, due to their above average interpersonal skills
3. They work for a much lesser salary
4. Ego is not a big issue with them
5. Women solve problems while men just get frustrated and curse when things don't go their way
6. Their workplace is much neater and organized
7. Women are less threatening. Men, who feel threatened, feel the need to be threatening.
8. Women can readily admit that they were wrong
9. Their presence keeps a certain decorum in the office.
10. Excellent at conflict management – peace keepers

"I don't mind living in a man's world as long as I can be a woman in it" Marilyn Monroe



Aman Foundation Major League Good Samaritan



Ahsan Jameel, CEO

Not quite a household name yet, but it is definitely getting there. The large, distinctive, yellow ambulances plying the streets of Karachi portray the public face of The Aman Foundation, a very professional, social enterprise backed by some very serious money and management expertise that avow to make strategic changes in areas key to social development – healthcare, nutrition, education and skills.

Emphasis on Soft Skills

A brainchild of Arif Naqvi (Abraaj Capital) and his wife Fayeeza, The Aman Foundation has \$100 million backing its play, and a very ambitious game-plan of which the ambulance service is just a curtain raiser. “We are in the process of setting up a vocational training institute that in its early phase plans to offer five trades,” reveals Ahsan Jameel, the young and very dynamic CEO of The Aman Foundation. The grand plan here, he emphasizes, is to build a boarding and lodging purpose built facility for 5000 students, who would endure six months of soft-skills training in addition to rigorous instruction in courses designed by various foreign vocational training accrediting institutes. “The big emphasis on

soft skills,” says Ahsan, “is due to employer feed-back from the Middle East that identifies this as an area of weakness.” Ahsan believes that this would give graduates open access to GCE markets, thus providing them the opportunity not only to change their own lives but also facilitate inflow of foreign exchange into Pakistan. According to Ahsan each of their programs systemically must be sustainable and scalable, that would look to change things at a fundamental level in areas of health, education, and nutrition.

Technical City

Half a million 18 to 24 years old who have failed to complete primary or secondary school, are either under or unemployed, says Ahsan. The game-plan is to absorb such students into regional markets via a vocational training program that would not only earn them the opportunity to transform their lives but also become agents of change for their communities. According to Ahsan the Foundation anticipates 5000 students to graduate from The Aman Institute of Vocational Training (AIVT) each year. “But we plan to enroll 500 to start with”, he asserts.



To standardize its technical side the Institute has signed up with City and Guilds representatives in South Asia called Skills International — City and Guilds is a UK based vocational training organization, recognized globally. According to Ahsan being trained at an institute that comes up to international standards would provide students of the AIVT access to jobs regionally, thus enabling them to earn five to six times more. “Countries like Saudi Arabia and Malaysia still have economic activity at a reasonable pitch, and to gain from it we must impart employable skills,” he adds.

Situated in Korangi at a rented site of 110,000 square feet, the AIVT lies in close proximity to the College of Business Management. “This is a temporary facility,” says Ahsan, who reveals plans to construct a technical city at a permanent location. “Swiss-German models are some of the best,” he states, “hence we are in continuous dialogue with GTZ, The German Technical Development Agency, for their engagement.”

Paradigm Shift

Typically ambulances in Pakistan are mere transport vehicles employed to transfer patients to a healthcare facility. However, according to Ahsan the Emergency Medical Service of The Aman Foundation has introduced a format change. "Half of the 100 ambulances of The Aman Foundation that patrol the streets of Karachi have doctors on them," he reveals, adding that a large number of male nurses have also been hired to function as Emergency Medical Technicians aboard these ambulances.

The yellow air-conditioned Toyota Hiace ambulances that are a frequent sight on Karachi streets come equipped with automatic electrical defibrillators to handle heart attack patients, and pulse oximeters, nebulizers, and oxygen. "In a year and a half we have hired and trained almost a thousand people," says Ahsan.

Tele-health

Statistics reveal that almost 40 percent deaths are avoidable provided basic health information is accessible in a timely fashion. The Aman Foundation's Tele-health project, which is due to be launched soon, aims to address this by undertaking three million medical interventions each year. According to Ahsan, by leveraging the cell-phone revolution medical help is just a phone call away. "This is all that needs to be done to access a health advisor," he says, disclosing that if the case is slightly more complicated a doctor is brought into the loop as well.

The last mile link of the Tele-health project comprises of community health workers going house to house as per an itinerary. "Fifty seven percent of Karachi comprises

of 'katchiabadis' or slums", asserts Ahsan. "We intend recruiting women from these localities to train them in reproductive health, nutrition, family planning, mental health and general hygiene, so that women in rural localities would have access to healthcare facilities as well."

Future plans

The plan at The Aman Foundation is to build a health ecosystem comprising of the Emergency Medical Service, Tele-health, Community Health Workers Programme, and a chain of 20 bedded Mother and Child Hospitals all over Karachi. "At Aman Foundation we want to earn the right to speak through good work," says Ahsan. "We want to learn from others experiences, and we want to share our own." This he believes will help develop an approach that would generate a culture of collaboration and transparency.

Major Hurdles and Way Forward

According to Ahsan the lack of absorptive capacity and an ever-increasing trust deficit are major hurdles in the development of Pakistan's social sector.

"Our education and health budgets, which are already sub-optimal, usually lapse due to under-utilization," he says. The Aman Foundation, he explains, is trying to rectify this in its own small way by incorporating in its campaigns the best available advice globally, and by building a competent and

knowledgeable team to execute its plans locally. "We have tried to foster a healthy mix of practicality and idealism, with an unflinching belief that we shall help turn things around for the better," he stoically states.

Leading from the Heart

Ahsan Jamil joined Aman Foundation a month before it got formally incorporated. Prior to that Ahsan had very successfully run his family business quoted on the Karachi Stock Exchange. His brothers and sisters have had a big influence in directing his thinking towards doing something for his own countrymen. After college in the US he got a job on Wall Street, and within a month he wanted to come back to Pakistan. "I figured if I started earning Wall Street paychecks it would be much harder for me to come back! My passion was to return to Pakistan, and that was the year that Benazir came back in 1986." Ahsan has never regretted letting his heart dictate his choices in life, and as he looks back at all that has transpired, one can sense that he is at peace with himself.

Interviewed by Adil Ahmad, Editor, octara.com



REACHING NEW HORIZONS

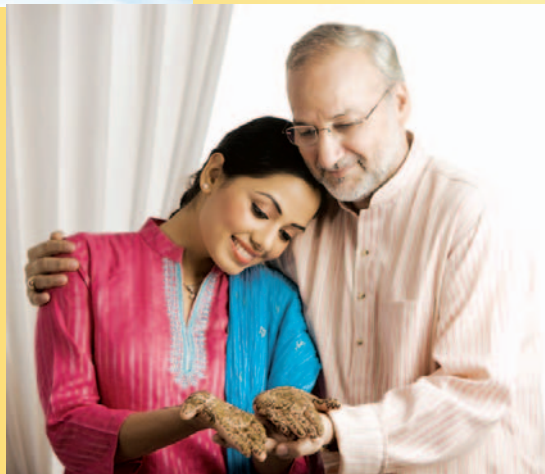


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“Take responsibility for learning to adapt, change and grow. All progress is change, but all change is not progress, so learn the difference”

Leon Menezes on Personal Responsibility

It's a theme I keep harping on over and over, and not just with regard to career development: take responsibility for your life and then see how things happen for you. But since this publication has much to do with the subject, let's just stick with career progression.

Career progression starts with knowing exactly what you want to do or where you want to go. Then comes the part about making it happen. Sadly, most conversations on this subject start with the employee asking his Line Manager (or HR person): “What do you have in mind for me?” This is akin to going to a travel agent and asking him “Where should I go on my vacation?” Sounds ridiculous, right?

I learned a very important lesson from Buddhist philosophy many years ago that changed my life: “If anything good or bad happens for you – it's your credit or fault.” No more, no less. With that realization came the responsibility for all of my outcomes. But since my outcomes were a result of my actions, I had to make sure that I shaped or created the experiences accordingly. It's a bit difficult to understand and accept at the beginning, especially since we are used to having people tell us what to do, eat or think at every stage in life.

For some people, the choice is clear at a very young age. They know they want to be a doctor or engineer when they grow up. But what are people like me to do? Besides wanting to be a pilot, policeman and automobile engineer, I also wanted to be an actor and a singer when I grew up. Life meanders strangely when you let it. Incidentally, the profession I'm in didn't even exist when I started so there you have it. What does it say about people like me?

Considering that nothing will be the same in five years time, the lesson that emerges seems to be: know what you want to do and where you want to go but be flexible to the changing world and the wonderful opportunities it continuously offers. Take responsibility for learning to adapt, change and grow. All progress is change, but all change is not progress, so learn the difference.

The CEOs of most companies got to where they are by going beyond their initial learning or discipline and doing a variety of roles. They learned from their mistakes and moved on. They took time to learn the many, many attributes required of a ‘leader’, and to share those learnings with others. In other words, they took responsibility at every level of the game, and came out on top.

Adding Value to Human Capital

Jordi Vilanova



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Mercan Capital
Canadian immigration consulting firm

Jordi Vilanova of Mercan Capital is an immigration consultant advising on the technicalities and pitfalls associated to a relocation from other parts of the world to the North American continent. Jordi was in Pakistan recently and addressed a group of businessmen at an event managed by Octara. Later he talked to octara.com about his work, and how it contributes to developing human resources and capital stock in the émigré's home country, as opposed to the popular perception that immigration counselors are party to brain-drain and the flight of capital.

"Many of the people who immigrate to Canada get trained and then quite a few of them go back to their home countries with enhanced skill sets that make a positive impact upon the local economy," says Jordi. "For some countries overseas remittances are the prime source of scarce foreign exchange, and are used by the home countries to improve the quality of life of the rest of the population with investments in health and education. Through immigration they are also able to maintain their unemployment rates at low levels. The host country, suffering a shortage of skilled manpower, enjoys the excellent services of the overseas professionals. So from a HR point of view it's a win-win situation."

The migrant communities also provide an invaluable platform to lobby in the host country the causes and points of view of the home country, says Jordi. "They also help

build bridges to the First World that can then enable the transfer of technology and capital into the home country. Columbia and Peru in South America have been exporting manpower for many years. Last year Columbia became a net importer of manpower."

An Economist by training and originally from Barcelona in Spain, Jordi went to Canada in 1984, and met his wife there. He worked in investment banking, and it was this background that attracted him to the founder of Mercan Capital who asked him to sign up in 2008. Mercan Capital has been in business for 20 years, and has successfully processed over 30,000 applicants for Canada and the USA. It own offices in China, India, Bangladesh and the Philippines, and operates in other parts of the world through partners. It operates a 24/7 hotline for clients who might face problems upon arrival in Canada.

"The Investor Program for Canada requires management experience plus \$1.6 million in assets, and a non-refundable \$180,000/- to get permanent residency in Canada. For the USA the amount is \$500,000/- in investments in a company under the ED-5 program. Mercan Capital is presently offering investment in two Marriott hotels coming up in Mississippi. The processing time for Canadian investors is 9 months to

a year, and for the US it is between 3 to 6 months. For the Skilled Workers Program Canada has a list of 29 occupations, and allows only 20,000 applications per year. There is no limit on numbers for the investors."

Jordi has himself gone through what he describes as the grand experience of migrating to Canada from Spain with two teenage kids and one pre-teen. "Adapting has been a very good experience. Canada is a cosmopolitan country and there is no overwhelming culture. Since I was brought up very close to the Pyrenees in Spain, the cold climate of Canada has not been a problem. I feel quite at home, although I miss the soccer, and my Barcelona team!" Spain's winning the World Cup has instilled every Spaniard with a new sense of pride. Jordi is a Marathon runner and also trains for the Triathlon. He says that running has helped with the jet lag when traveling.

This was Jordi's first trip to Pakistan, and he admits to feeling a certain apprehension visiting the 'most dangerous place in the world' until he got here. "Pakistan's perception overseas is a whole lot worse than the reality on the ground. I know there is a big opportunity here because not many people venture to Pakistan."



Jordi with Team Octara



Strategic Business Relationships

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Course Facilitator

Saira Akbar

CEO and Chief Consultant,
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Worked with Emirates Airlines for 7 years
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 Tauseef Qadri			(POP)TM (Certified de Bono Workshop) Equine Leadership			
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 William Rothwell		Measuring HR Initiatives				
 Saira Akber			Strategic Business Relationships		Customer Relationship Management	
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