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April 2011 / Issue 5

Helping you Succeed



Javed Jabbar

Pakistan:
Past, Present, Future

Graham Moore

Leading with Emotional Intelligence
Mind Mapping for Business Success

Dr. Tommy Weir

The Leader Shift

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Welcome to another edition of octara.com with which we commemorate and celebrate one year of our magazine's coming into being. The response from our readership, and indeed our advertisers, has been encouraging in the extreme, and has galvanized us onto renewed effort. Much as we would like to make a song and dance of the great amounts of blood, sweat and tears that have gone into making this publication possible, the truth of the matter is that it has all come together really quite effortlessly. The core business of Octara, that of corporate training, has generated a wealth of very pertinent knowledge, in the realm of human resource development in particular, which most certainly warrants further dissemination, placing us in the rather happy position where we can pick and choose our content.

Even as we celebrate our successes with an attitude of gratitude, rest assured that complacency is a trait that remains forever alien to us as we strive to strengthen our presence in the Room of Renewal of the Change House. Speaking of which, we were treated to a lively and very educative discourse by Roger Harrop recently at the TCS CONNECT Forum, details of which we carry in the pages that follow. Roger warned against the onset of complacency when successful company leaderships spend too much time in the Room of Contentment of the Change House.

In that spirit Octara is pleased to announce a series of seminars by eminent corporate leader Javed Jabbar. The first of the seminar based on his book 'Pakistan-Unique Origins; Unique Destiny?' is scheduled for the 19th of May '11. While the question mark after 'destiny' may tantalize, Javed Jabbar's objective is to empower the newer generations of corporate leadership with an honest and stimulating perspective on Pakistan, and we look forward to seeing you there. Also on the leadership front we have visiting from overseas Tommy Weir and Graham Moore rendering powerful insights into making CEOs more effective.

This issue also carries the thoughts of Ahmed Zafar on strategy and the creation of new market spaces expressed at the TCS Executive Learning Forum. Karachi is playing host these days to Dr. Zsuzsanna Fajcsak, the founder of ALIVE, and a specialist in Performance Coaching. She has proffered some very interesting thoughts on unlocking human potential which we carry. In this issue we also have a frequent visitor to our shores from Switzerland, Shad Moarif, the founder of READ. He is intent on teaching all mothers Maths! And a peek into his mind reveals some potent commonsense that has largely escaped mainstream educationists.

Octara associate and Horse Whisperer Tauseef Qadri conducted a very unique seminar and workshop for us at the PALPA School of Aviation titled 'Horses for Courses', and dealing with equine inspired leadership. Very interesting indeed, and we have a write up of it within our pages. Nooruddin Surani, a brand new Octara resource, did a very important workshop for us in the effective presentation of information up and down the management hierarchy through 'Creating Dashboard Reports with Microsoft Excel'. We have also touched upon the critical issue of mentoring for employee development, and covered the 156th session of the Trainers Resource Group that featured M. Asha'ar Saeed. I would like to express our gratitude to our contributors Leon Menezes and Omar Khan for sparing of their precious time to pen down some thoughts for our magazine.

Before I sign off, a prayer please for the Japanese who have been put through a terrible test by Nature, and whose fabled courage and resilience have been put on public display for the rest of the world to gain inspiration from. May Allah give the Japanese strength to overcome their present predicament, and protect us and have mercy upon us, Ameen.

jamil janjua, CEO, Octara & Chief Editor

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I occasionally still get requests that read like this: "Senior team wants to do a two day session in location x. Please send outline, confirm availability and fees." My stock response, "Any so called professional who responds to this on the face of it should be immediately disqualified from consideration!"

A few questions immediately occur:

*A 'senior team' means what exactly?

*Why do they want to do a two day session (general amusement, stimulus, something remedial, to advance certain objectives, to primarily strengthen relationships, all of the above?)?

*An outline for what? An outline without knowing them, their culture, their issues, what else they've experienced, what they hope to do next? It's beyond daft.

*Without knowing any of that, or the preparation or set-up the nature of the session that may be needed will require, how can a fee be credibly established? A fee should relate to value.

And this gets to the nub of the out-dated and outmoded "training" paradigm. The very word raises my hackles. When someone says we need "training", I tend to say, "Seals get trained, humans hope to get educated, be catalyzed, or to be supported in making progress towards success in one or more ways."

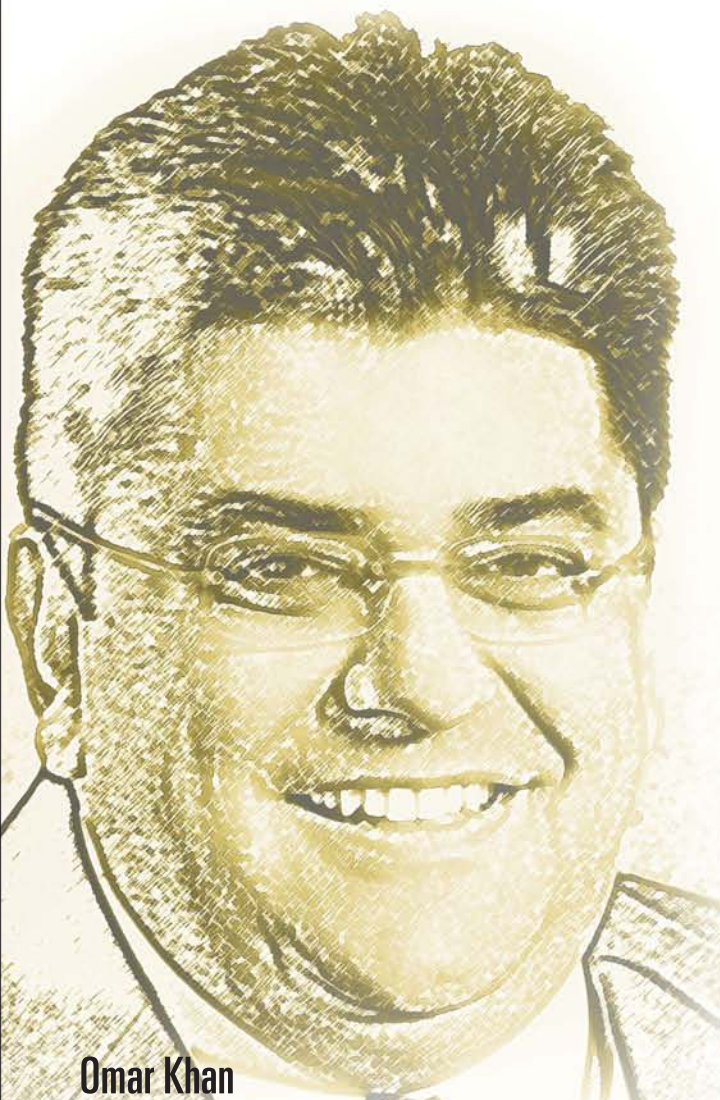
Animal trainers have animals repeat certain behaviors, reinforce those behaviors, or modify them using a carrot and stick approach (heavier on the carrots). Physical trainers have a pre-set regimen and they oversee and invigilate their clients as they follow that regimen. Again, repetitive conditioning, following some known and tested path. The 'trainer' in the latter instance is meant to be a role model for the regimen.

Trainers work on muscles or isolated areas, coaches work on results. Ask any sports team the difference.

Why would a senior team want 'training' therefore, and if they truly wanted to follow a prescribed regimen, they should find someone who has followed that regimen and can administer it. This may be someone at say a GE or a Google more recently who will say, "Follow our path and experience." Alas corporate cultures are a lot more diverse and idiosyncratic, as is the make-up of their senior teams, than the tendons and sinews we humans by and large share in common.

Or else such senior teams should revert to the language and communication barriers between trainers and seals and then blandishments can rule the day.

There are numerous other incoherencies with the prevailing paradigm here. 'Training' is done via 'events', which can at best be sugar highs. People don't change, except in rare exceptions (a truly life-changing event for example, a near death experience, a significant crisis that reorients all our values and priorities, etc) via "events", but via processes. Education isn't an "event", nor is love, nor is friendship, nor is quality, nor is customer care, nor is R&D.



Omar Khan

Seal Thinking Vs Value Based Thinking

Learning Partner, Result Catalyst and Success Coach takes issue with out-dated and outmoded "training" paradigm



Because such undertakings are anchored in "events", the 'trainer' is evaluated primarily as a performer, which may provide ego massage for great performers, but not great value to those on the receiving end of said performance. As someone who enjoys theatrical delivery, and has been lauded for it, I certainly don't disdain the drama, panache and engagement that can amplify and enhance the sharing of messages. I used to deliver a four day 'Mastery of Self' experience that one Christian leader in Pakistan said was like 4 Broadway shows a day over four days. But still, his writing later (even this session was separated by a week of application that allowed it to move in the direction of a process) of the impact this had in his service of others, how it improved his impact as a father, means a lot more than the roar of the crowd -- however intoxicating it can be.

But performance can be enjoyed as performance, and if requesting a speech for 'edu-tainment', that's fine. And certainly great orators can hold people spellbound for days. But "cast a spell" should then be requested as the client outcome! In Pakistan in particular, we too often equate leader with 'speechifier'. But Martin Luther King's speech was unforgettable because he embodied its premise and lived and died for the dream. Giving a speech by itself is NOT leadership.

Two other problems with this model exist other than it goes against the grain of how anyone learns and is oblivious to actual value.

First, it tends to bring out the worst angels in people's nature getting us to season our 'performance' with a methodology dump. And it operates via a 'sweat equity' model of value. I will do 1 day for \$1,000 and teach model A (I bought four books on the topic last week-end and will present my version of the 'Idiot's Guide to Managing Change' sonorously quoting various authorities). So it's a bad business model. It ignores leverage, it incorporates no real element of distinctive brand or remotely original intellectual capital.

And how is success measured? Happy sheets! People rate relative irrelevancies like "trainer's knowledge" and "quality of food at venue". Ye gads! You need a vote on the trainer's knowledge? What were they doing there in the first place?

The alternative is powerful, and calling the other approach "learning partnership" or "result catalyst" or "success coaching" (depending on what is needed) is not semantics, anything but.

The primary mode of conveying value is not the 'workshop' (which is where you send your car to be

fixed), but a real process, which is the only way anyone learns. The aim is to improve the client's results or outcomes in a way that is relevant and meaningful to what they ultimately wish to achieve.

Legendary coach and seminal thinker, Marshal Goldsmith (for whose magazine I had the pleasure of contributing a piece on generating a "ROC" or 'return on crisis' during the economic crisis), did some original research on the type of leadership development that produces value. He found that one-time events virtually never did. And any kind of leadership development could add value if it had two key dimensions: a) it required follow-up and follow through over time across clearly identified areas of improvement and b) got involvement and input from people who interact with that person or team and see them in action. In other words, define the bull's eye, gain skills that relate, agree actions that build those skills and advance you towards the target, and get ongoing 'feedback' (how we did) and 'feedforward' (what we need to do next) from stakeholders (those who have a 'stake' in how you do).

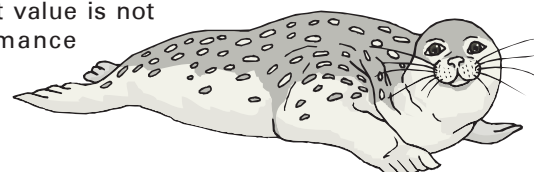
"Great learning partners, catalysts and success coaches help to turn the tumblers of the mind, the heart and the will by providing partnership, an external perspective, expertise in the process of change, sustained commitment to client success, and solid experience in working with leaders and teams whereby concepts have been tested in the crucible of actual impact."

When this type of approach is opted for, the learning partnership, or results catalyzing or success coaching can deliver a real ROI. However, the value will be worth real fees, that will have to be authorized by someone with P&L responsibility, not people guarding budgets for 'training' x number of people via 'y' hours for entirely untracked, unsubstantiated value.

Consultants who provide this value are not claiming to have superior knowledge, which they don't. They claim to have enough knowledge to understand answers clients give, enough knowledge to ask the right questions and understand their implications, and enough humility to be students first (of the client's situation, challenges, realities and opportunities) before being a teacher. And they are coaches, evoking and enabling options more so than specialists giving prescriptions.

Great learning partners, catalysts and success coaches help to turn the tumblers of the mind, the heart and the will by providing partnership, an external perspective, expertise in the process of change, sustained commitment to client success, and solid experience in working with leaders and teams whereby concepts have been tested in the crucible of actual impact.

The greatest value is not the performance here but the



relationship. Getting permission to help, gaining trust that the agenda is the client's growth and success, creating frameworks that minimize labor intensity and maximize value, and allow meaningful follow-through is what top partners in progress should and do offer.

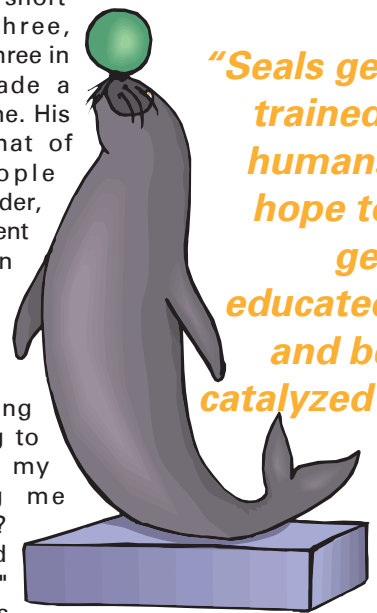
A client sought to improve corporate governance practices in their company. Two approaches were offered. One was to train the senior leaders in the concept of corporate governance by an 'expert'. The cost was about \$25,000. The second approach for this disparate conglomerate with a challenging structure and a slew of Boards, was to create the corporate guidelines by studying the company, talking to its leaders, understanding its needs, looking at the Board experience of its Directors and creating a customized approach to not only understanding corporate governance but how to apply it in action re some of the key decisions and trade-offs this company would face. The fees were \$75,000-\$95,000 based on the amount of follow-up opted for. Now, you could say one solution costs three times the other and make the decision on that basis.

Or you could realize that the \$25,000 will be almost certainly a waste if applied knowledge and not just generic education is being sought. And the \$75,000-\$95,000 if it includes (as it did), a customized set of Board practices, engagement and coaching of the Directors, monitoring and then responding to issues situationally as they emerged and then a Board assessment, would be outstanding value which could save measurable time, build the trust and credibility of Directors and all the management teams that report to them, and let the company take critical, timely, effective decisions where it strategically most needed them.

Then comes the issue of leverage. On a sweat equity model you will flog as many days as you can, as that's how you make money. On a value basis, you will try and save the client time, and provide value through perhaps a combination of direct engagement, distance follow-up, coaching (face-to-face as well as virtual), tracking and then subsequent recalibration based on results. And if the client's aim say to create tangible functional alignment among the senior team is cracked early, you stop. They get full value, you get full fees, and you get congratulated for producing results fast. Why incentivize people to take longer?

A senior leader I know who was based in Pakistan was being shown houses by real estate agents. One innovative agent knowing the leader was busy, interviewed him and his wife to find out what they were after. He then did a video essay of the top contenders on the basis of the requirements. They viewed it in

about a 45 minutes, short-listed down to three, arranged to view all three in a morning and made a decision by lunch-time. His fees were thrice that of others, and people complained to this leader, "Other agents have spent days upon days, and in a half day you pay this guy three times the amount they wanted!" He replied, "Should I penalize him for being smart, for bothering to understand me and my wife, and saving me precious time? Shouldn't he get paid more for that?" Sure...in value terms that makes perfect sense!



"Seals get trained, humans hope to get educated and be catalyzed"

"Diagnostics trump cures, otherwise you are curing the wrong thing"

The other embedded paradigm here is that diagnostics trump cures, otherwise you're curing the wrong thing, or are one of those characters who have a "solution looking for a problem". The greatest doctors, lawyers, architects, CPA's and other professionals have to understand the need, the illness, the case, the balance sheet and then create a game-plan that is distinctive and that builds your confidence.

Any learning partner or success coach who doesn't ascribe a large part of their value to that demonstrated capability, should be shown the door.

There is the wonderful story of the plumber who comes to fix a bad leak in the toilet, quickly identifies the problem, strikes one blow of his hammer and resolves the issue. He gives an invoice for \$100. The customer is mortified. "You took 5 minutes, hammered once, and you're charging \$100?" Unfazed, the plumber offered to itemize the invoice. It said, "For hammering, \$1. For knowing where to hammer, \$99." Absolutely!

So let's move from performances to processes, from events to follow through, from happy sheets to real outcomes of value, from sweat equity to leverage and real partnership, and from methodology dumps to the application of real expertise in both relevant content and experience in the necessary human dynamics to make a difference! Let's leave "training" to the seals, and focus on the success of human beings, catalyzed and coached in a true learning partnership instead.



SENSEI



The Heart of Leadership Communication



Graham Moore

Graham Moore is an international professional speaker, trainer and executive coach based in Dubai. Among his areas of expertise is emotional intelligence and he shows businesses large and small how to incorporate the benefits of The Heart of Leadership.

Graham is a Genos EI Certified Practitioner and Coach as such is able to deliver the Genos EI assessment tool and EI developmental programs.

He is a Fellow of the Institute of Learning Practitioners and in 2009 was independently assessed in the top 1% of facilitators worldwide for delivering learning effectiveness.

Graham Moore is scheduled to visit Pakistan in May, 2011 on invitation of Octara to deliver two half-day seminars titled "Leading with Emotional Intelligence and Mind Mapping for Business Success".

Understanding the heart of leadership communication – and being able to effectively manage 'emotion-driven' communication – is a key to leadership success today.

It is fundamental to what we now call Emotional Intelligence.

I'd like to tell you about two boys in a schoolyard. These boys had a dispute, as schoolboys - and girls - can do. One of the boys wanted to play the game one way and the other disagreed; he wanted to play it his way. One of the boys said something about the other boy

which then upset the other boy and so there was a certain amount of verbal retaliation before they took it to the next level - and stopped talking. Now, these boys usually had quite a deal of influence on the other boys so the dispute started to affect the others in the class, to the point where schoolwork suffered for all. Skirmishes even broke out in the corridors and even the classroom.

Sound familiar ?

The problem is that this particular story isn't about a real schoolyard but the story is real. This 'schoolyard' is, in fact, a large corporation - and the two boys are

people. Whilst the immediate impact of their dispute was limited to a group of associates, the residual - or ripple - effect is significant and the cost, therefore, to the organisation – could be significant. Decisions are delayed, plans put on hold, attitudes coloured, time is wasted on 'managing' the situation, let alone handling the repair and any residual damage arising because of the dispute.

This situation was related to me by an associate of the two. He'd become the 'go-between' for the two 'boys', as he reported directly to one of them.

Does this sort of 'schoolyard' situation happen often ?
You bet !

Sometimes boys leave the school as a result of schoolyard disagreements or are even expelled.

Many people still use the conditioning they gained as young children and revert when confronted by a bully or a threat or a disagreement as they did in the schoolyard.

Organisations can't measure the cost of such internal disagreements. The effect may be minor and pass in a few moments but in many cases the fall-out lingers and, where serious rifts have occurred, the affected parts of the organisation can become dysfunctional. Conflict resolution programs may become necessary, and if the issues have escalated, the process may have to move to mediation.

"Rather than a suite of repair and recovery strategies or invoking damage control protocols, clever organisations recognise that an understanding of individual emotional management is a key factor in leading to Conflict Prevention."

senior executives with a combined annual income of around \$500,000 (not including bonuses).

These two executives, paid handsomely for their wisdom, skill and, one would have also hoped, their leadership skills, lack the 'emotional' wisdom to effectively deal with issues which, at their sources, are fuelled by 'emotional drivers'.

The size of the class, in the case of these two boys, is around 8,000

Many companies simply ignore the issue and hope it will go away. But there is still likely to be a cost.

The alternative option, that of no conflict, is clearly the preferred course.

Rather than a suite of repair and recovery strategies or invoking damage control protocols, clever organisations recognise that an understanding of individual emotional management is a key factor in leading to Conflict Prevention.

How many schoolyard tactics do you see in your office or maybe in the behaviour of some of the other people you interact with ?

How much more effective we can be and how much more productive can organisations be if managers – leaders – elevate their communication strategies above the level of the negative emotional drivers to which they have become conditioned.

Often, people in these situations are caught up in their own sense of being 'right' that they are unable to deal with the situation – as their negative emotions take over in the communication process.

It is too late after an outburst which was fuelled by out-of-control

negative emotions to say "I shouldn't have said that", "I shouldn't have (verbally) attacked that person as I did" or "Maybe I should have said that differently".

Too late - the damage has been done. The other person has felt emotionally assailed, offended, hurt and has raised their emotional defence barriers or retreated to lick their emotional wounds - or, as in the case of the school boys, are out of control and caught in the mire of conflict, often irreparably.

So now - if you can - you begin the recovery process.

The recovery process is far more difficult than a process which has you empowered to deal in a real-time, more measured approach.

The key to success in situations of conflict or stress brought on by another person or a situation over which the individual has limited or even no control, is 'real-time emotional self-regulation'.

Learning and practicing the process of real-time emotional self-regulation means that people will have solid, effective conflict prevention skills. Developing the skill of being aware of emotions when they arise in a situation of stress or conflict is the key to avoiding conflict. Once we recognise

emotion reaction we can, in a learned and conscious way, choose a reaction which will better manage the process to a preferred outcome. In addition, this process actually enables people to facilitate 'forward moving thinking' in other people.

Our emotions are with us all the time - at home, at work, always. The fact that in a given situation someone may not show any emotions, or they were 'emotionless', is in itself an emotional response.

Real-time emotional check-in - or self-regulation - will vastly improve the outcomes you are seeking in communication. The skill of managing your emotions can be and is a learned skill – and takes guidance and practice.

Understanding your emotions and working with the emotions of others will improve the way you walk through life – and will directly impact on the success of the organisation you are leading and success of the people who look to you as a leader.

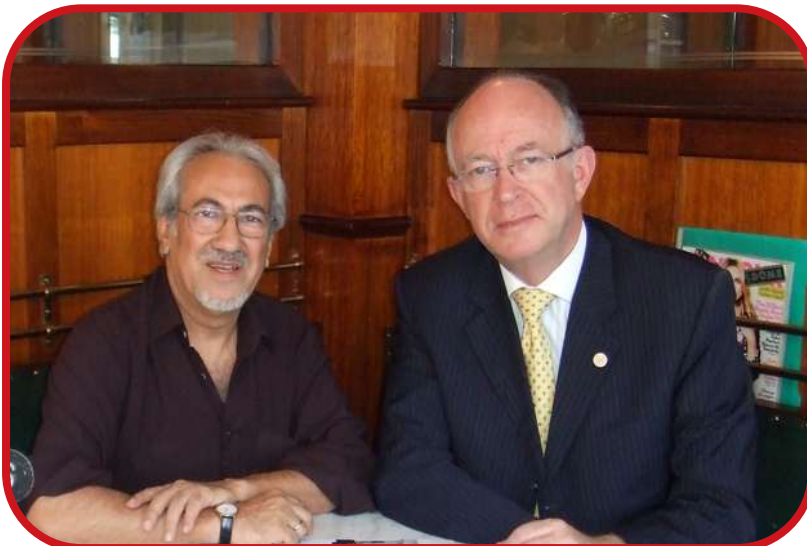
The level of an individual's Emotional Intelligence can be assessed.

Emotional Intelligence is an intelligence – or competency – which can be 'learned' and developed.

Assessing and then developing emotional capabilities is a powerful tool for developing individuals and leaders.

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*Jamil Janjua , CEO Octara and
Graham Moore, Professional Speaker,
Training Facilitator & Executive Coach,
Moore Success meet in Dubai to discuss
alliance.*





HOW CEOs CAN BEST HELP



Dr. Tommy Weir



Dr. Tommy Weir is a renowned speaker, advisor, and author on innovative leadership. Globally recognized as an authority on leading in Fast-Growth and Emerging Markets, Dr. Tommy has rare insights through working with over 2,000 CEOs and business leaders from around the world, ranging from Fortune 100

companies to newly established corporations in Asia and the Middle East. Dr. Tommy Weir is scheduled to visit Pakistan in July, 2011 on invitation of Octara to deliver his globally recognized course "The Leader Shift".

The other week while having a break from the office, I overheard what appeared to be a CEO say, "What can I do to solve this?"

I guess it is the time to make a confession...I have a habit of listening to other's conversations as they walk by. It goes with the territory of my work as I continuously observe people in their natural settings evaluating what would make them a better leader. It seems like 24/7 my mind is wondering about leadership.

Back to Shakespeare Cafe in Dubai where I was enjoying a nice mint shisha when this executive leader, along with his entourage, rushed past my table. His phone was glued to his cheek as I heard him ask, "What can I do to solve this?" At first I had to determine if he was attempting to abdicate his role insinuating, "What does this problem have to do with me?" You know, the classic approach to pushing problems away or "don't put your monkey on my back" management theory.

But as he asked a second and third time, "What can I do to solve this?" It was clear he was trying to help and wanted to know what actions he could take to get this matter closed off.

As I inconspicuously listened, I wondered, "Is this what a CEO should be asking?" Do you think that CEOs and other senior leaders should be spending their time running around trying to solve others problems? Isn't

their time better spent in other ways?

Let's dive straight into the crux of this common practice and at the same time answer how CEOs can best help. No, they should not be spending their time in reaction solving what others deem as urgent. Time is a very limited commodity, you only have 168 hours per week and they quickly slip away especially after you deduct the hours for sleep, eating and other personal time. Every minute of a senior leaders life counts and should be invested in the right activities.

The most important activity of the CEO is creating the operating culture of the company – this is more important than the trendy strategy planning sessions.

The CEO's actions are what really create the culture. You can invest hours and hours articulating values and determining how you want your employees to act. But, in the end, they (the employees) mirror the actions of their leaders. So the quickest way to set culture is to live it out.

Across the region it is ordinary to find employees who are more comfortable with their leader taking a decision and outlining what actions to take. This comes from the multi-national workforces that are heavily populated with employees from staunch hierarchical cultures. When a business leader jumps straight in and solves an issue, she or he is feeding this practice and allowing the employees to mentally skip over accountability.

The other outcome is the unhealthy dependency that is built. Over time, the culture becomes centered on CEO dependency and the resulting bottleneck limits others perspectives and involvement. The temptation to jump in and solve problems is ripe as it makes the leader feel valued. And quite frankly many welcome it. It is fun to see tangible results and feel the winds of urgency as a break from what is otherwise the deliberate strategic side of the business.

So, instead of asking, "What can I do to solve this?" Leaders need to spend their time building the culture of their organization and the employees' capabilities. Ask, "What can we do to help you solve this? Put the ownership on the employee while giving him or her confidence of support.

Role of CEO – Revisited

Roger Harrop at the TCS Connect Forum

SEE BEYOND THE OBSTRUCTIVE LANDSCAPE

Motivating business leaders to perform at the cutting edge of excellence in operating environments that are less than enabling requires a special talent. Roger Harrop quite obviously has been able to see beyond the obstructive landscape, and glimpsed in Pakistan a 'paradise' filled with opportunity. This is apparent from his frequent assertions that Goldman Sachs has reconfirmed their analysis that the top world economies by 2025 will be the so called "BRIC" nations – Brazil, Russia, India, China and that we should all be starting to work with them now.

"It only takes just a cursory glance at a world atlas to see that the only country in the world with a common border with three of those four nations is Pakistan. What an unbelievable opportunity! Businesses based in Pakistan can, and should, increasingly become the envy of the world – you can, and should, be developing those markets now for your products and services and gaining an unassailable position." That, unfortunately, doesn't appear to be happening any time soon.

Even as the TCS Customer

Magazine CONNECT brings together a sizeable segment of the greatly valued TCS customer base, the TCS CONNECT FORUM enables a person-to-person contact for Pakistani business professionals and entrepreneurs with business Gurus and subject specialists from around the world. The sourcing of these business Gurus and subject specialists to conduct workshops and seminars comprises the bread and butter pursuits of OCTARA, a sister concern of TCS. Roger Harrop is one of those that the TCS CONNECT FORUM has toasted in recent times. It was a somber mood that prevailed at the TCS CONNECT FORUM this time, the horrific Earthquake and Tsunami in Japan, the worst in over 100 years, being very vivid in all minds. The CEO Octara's welcome remarks opened with a prayer for the people of Japan whose courage and fortitude in the face of such severe adversity has been truly remarkable.

Roger Harrop's time in academia has equipped him with BSc(Hons)., CEng., FIMechE., FCIM., FInstIB., and FPSA. In the field he has to his credit over 10,000 CEOs and others who have achieved transformational growth in profits and sales through his thought provoking and entertaining programmes laced with real-life stories, anecdotes and humour. He spent seven years as Group Chief Executive of a fully

quoted, high tech Industrial Instrumentation Group with 12 operations over three continents.

Jamil Janjua, the evergreen CEO of Octara, welcomed Roger Harrop on behalf of the CEO TCS Saqib Hamdani and his Top Team present on the occasion, and thanked the distinguished assembly of Very Important People for braving the unsettled conditions and gracing the occasion with their presence. He then shared with the audience some very pertinent advice for all CEOs that he had picked up from the Harvard Business Review (Jan-Feb 2011) on creating shared value (see Box). Introducing Roger as Mr. Chopperati, the Helicopter Man, he handed over the mic for what turned out to be a riveting ninety minutes treat.

GAIN ALTITUDE AND ABSORB THE BIG PICTURE

Roger started by sharing his abhorrence for magic tricks! "Magicians get away by keeping the attention focused on the details. We need to get up there in the helicopter, gain altitude and absorb the big picture. In most organizations there are only two people who can go anywhere and talk to anyone, and these are the CEO and the Head of HR," said Roger, terming the HR Head as the second most important man in any



organization after the CEO. "Belief, passion and courage are the three attributes that leaders need to be successful."

IDENTIFY YOUR PREFERRED TEAM ROLE

Roger says that we need to overcome our fear of the competition. "If you think you can only be #2 then you will remain stuck at #2. CEOs need to surround themselves with 10/10 people, and no passengers. We need to identify our preferred team role. That is crucial." Roger spoke of Dr. Meredith Belbin and how he and his research team at Henley Management College set about observing teams in the 1970s. "As the research progressed it revealed that the difference between success and failure for a team was not dependent on factors such as intellect, but more on behaviour. The research team began to identify separate clusters of behaviour, each of which formed distinct team contributions or Team Roles, with a Team Role defined as a tendency to behave, contribute and interrelate with others in a particular way. It was found that different individuals displayed different Team Roles to varying degrees."

The first Team Role to be identified was the Plant. The role was so-called because one such individual was "planted" in each team. They tended to be highly creative and good at solving problems in unconventional ways. One by one, the other Team Roles began to emerge. The Monitor Evaluator was needed to provide a logical eye, make impartial judgements where required and to weigh up the team's options in a dispassionate way. Coordinators were needed to focus on the team's objectives, draw out team members and delegate work appropriately. When the team was at risk of becoming isolated and inwardly-focused, Resource Investigators provided inside knowledge on the opposition and made sure that the team's idea would carry to the world outside

the team. Implementers were needed to plan a practical, workable strategy and carry it out as efficiently as possible. Completer Finishers were most effectively used at the end of a task, to "polish" and scrutinise the work for errors, subjecting it to the highest standards of quality control. Teamworkers helped the team to gel, using their versatility to identify the work required and complete it on behalf of the team. Challenging individuals, known as Shapers, provided the necessary drive to ensure that the team kept moving and did not lose focus or momentum. It was only after the initial research had been completed that the ninth Team Role, the Specialist, emerged. Whilst some Team Roles were more "high profile" and some team members shouted more loudly than others, each of the behaviours was essential in getting the team successfully from start to finish. The key was balance.

WHAT EMPLOYEES WANT

Talking about the new generations, the Generation Y, Roger said that they will have 19 jobs before they retire, meaning that they will move every three years, increasing the company's recruitment and training costs. "Remuneration and prospects are of no relevance to this generation. Social and environmental responsibility is important for them, as also are activities in society." Speaking of what employees want, Roger felt that they wanted role clarity, discipline, excitement where they enjoyed every day, praise, autonomy and a winning attitude. They also want to be impressed by their boss and their boss's boss.

CULTURE OF PRODUCTIVITY

Roger talked of the Sales Management Matrix where inductees go from Juniors to Stars, to Cows, to Dogs! Striking the right balance between prospecting and orders generation is of paramount importance. The route to improving business does not lie in recruiting

additional staff, in Rogers considered opinion. "Get the people you already have to do better. Focus on profit. Productivity is sales divided by people, and that figure should increase by ten percent every year. Have a culture of productivity within the organization."

He gave the example of Erickson where sales people spent 10 percent of their time prospecting, 15 percent on servicing, 23 percent on active selling, and a colossal 52 percent on travelling. "More time spent in front of customers means more sales. Leverage technology and customer relations management systems, and don't tie up your sales people by making them file frequent and lengthy sales reports. Harness continuous improvement cycles to reduce and eliminate waste." Roger spoke of three dimensional leadership that was upwardly, downwardly and outwardly active. "The days of autocratic leadership are over. You need people to tell you the truth, specially if it hurts."



Guests at the TCS CONNECT Forum



Riveting 90 minutes treat



Winners of Lucky Draw



Team Octara (Jamil Janjua and M. Arif) with Roger Harrop - feeling good in the chopper

MONITORING STATUS THROUGH 'CHANGE HOUSE'

An excellent way to ascertain the mindset prevalent within a company, the Change House offers a choice of the Room of Contentment, Room of Denial, Room of Confusion, and the Room of Renewal. The room of Contentment is the sunroom and makes for complacency when things are going well, allowing the competition to catch up and overtake. The room of Denial is when the bad news finally begins to catch up but is not accepted as factual, and requires unbiased and unsentimental advice to rectify the situation. The room of Confusion, also known as the Paralysis Pit and the Dungeon of Despair, is when leadership is most prone to knee-jerk reactions and liable to taking the wrong door leading to further confusion.

ROOM OF RENEWAL

Finally, the ideal place to be in the House of Change is the Room of Renewal where every paradigm is challenged and the leadership is constantly on its toes, and always raising the bar. "The prime function of a CEO is to get into the Room of Renewal, and stay there. Organizations reflect the culture of the leader. If the leader is in the Contentment Room then its contagious," says Roger, and feels that the reason people follow a leader is because of the fun, energy and excitement that he or she injects the team with. "Leaders need belief, passion, and courage to lead. All these are heart, not head, things."

He says that family businesses usually last three generations, and things begin to go wrong in the second generation of leadership that begins to regard its inheritance as a sacred trust and is afraid to experiment and take chances. "Leaders should spend as much as 50 percent of their time being in the helicopter and looking over the horizon. Business should be run looking at trends and not just finite figures."

Q&A

Veteran corporate trainer Naveed Khan commented that integrity was the overriding factor, and it was not the resources at the command of an organization, but the resourcefulness of the leaders that made the difference. Zarar Zubair, Director of the Pakistan Institute of Management, said that managing the human resource was a serious problem in Pakistan, with 95 percent of a sample survey wanting a management style that delegates, but were stuck with the autocratic style. Leaders under pressure revert to autocratic styles, he said.

Roger replied that modern management thinking believed in no more than five management levels from the top to the bottom. "Job titles are limiting, with flat structures being easier for young people."

Khadim Ali Nanji, SEVP of Habib Metropolitan Bank, wanted to know whether HR should be embedded



Saqib Hamdani (CEO TCS) presents Roger Harrop with a memento

within the organization or be departmentalized? Don't put HR into silos, was the advice on offer from Roger. "The purpose of HR is to enable the organization to perform."

Saeed Allawala, entrepreneur extraordinaire and CEO of Atco Laboratories, cited the example of his own organization where every department head was also its HR man, and the Personnel Department had been resurrected purely for record keeping purposes. Roger concurred, and said HR's job was to render advice, but it was the line manager's job to manage the individuals.

OPTIMISTIC, POSITIVE PAKISTANI PEOPLE

Roger says that over the last two years he has made a number of visits to what he describes as 'the beautiful country of Pakistan' and worked with business leaders in



Team TCS with Roger Harrop and CEO TCS Saqib Hamdani - From left to right Tanvir Malik (Business Development Manager), Syed Ghalib Ahmed (Key Accounts Head South), Waqas A. Siddiqui (Business Development Manager), Rehman Ally Agha (Regional Director Sales - South), Rao Salman Akhter (National Sales Manager MMS & Printshop), Zahid A. Khan (Key Accounts Head Banking), Jamil Ahmed (VP, BPR & Special Projects) & Qasim Qayyum (Strategic Business Head - Logistics)

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...Role of the CEO - Revisited

Islamabad, Lahore and Karachi; men and women in pharmaceuticals, refining, bottling, banking, communications, insurance, confectionary, medical, advertising, engineering and many others, running their own businesses, or running publicly traded corporations, charities or subsidiaries of overseas multinationals.

"So, I am often asked, what are my experiences of Pakistan's business leaders and how do they differ from elsewhere? My overwhelming response is that, above all else, they are universally optimistic and highly positive. Despite all the problems, real and perceived, relating to Pakistan and its economy I have found the business leaders I have been with to be the most positive, switched on men and women as anyone I work with anywhere – and who are constantly eager to find ways to grow and develop their businesses. For that reason alone I love visiting and working here – people are so keen to hear what I have to say, to learn, discuss and, of course, disagree on occasions – for me it is immensely stimulating and rewarding. Despite all this positive-ness, however, I do, unfortunately, find something of a siege mentality prevailing amongst business people – an inward looking preoccupation that I do not believe is in anyone's best interests."

Roger says there is no doubt that the country's geographic location has always been, and it seems always will be, the cause of political and perceptual difficulties. "But," says he, "And it's a very big BUT - I am firmly of the opinion that it also gives businesses in Pakistan opportunities that the rest of us in the world would do almost anything to have! Please, business leaders in Pakistan, whether your business is large or small, recognise the unique opportunity you have and go and sell your world class products and services into the fast growing economies that are on your doorstep – you will never regret it!"

Thank you, Roger Harrop! May your Chopper hover safe and true, amen.

Creating Shared Value

*from the
Opening Remarks of
CEO Octara Jamil Janjua*



Flipping through a recent copy of the Harvard Business Review, the Jan-Feb 2011 issue to be precise, I came across an article that put the present day CEO's dilemma into fine perspective. Titled 'Creating Shared Value' and co-authored by Michael Porter and Mark Kramer, it states that Capitalism is under siege; that diminished trust in business is causing political leaders to set policies that sap economic growth with business being caught in a vicious circle. The purpose of the corporation must be redefined around creating shared value. Capitalism needs to reinvent itself in order to unleash a wave of innovation and growth.

The co-authors assert that a big part of the problem lies with the companies themselves, which remain trapped in an outdated approach to value creation that has emerged over the past few decades. They continue to view value creation narrowly, optimizing short term financial performance in a bubble while missing the most important customer needs and ignoring the broader influences that determine their long term success.

Companies must take the lead in bringing business and society back together. Most companies remain stuck in a 'social responsibility' mindset in which societal issues are at the periphery, and not at the core.

The solution lies in the principle of shared value, which involves creating economic value in a way that also creates value for society by addressing its needs and challenges. Businesses must reconnect company success with social progress. Shared value is not social responsibility, or philanthropy, or even sustainability, but a new way to achieve economic success. It is not at the margin of what companies do, but at the center. We believe that it can give rise to the next major transformation of business thinking.

Having gone through this article I felt an immense sense of relief and satisfaction, for at TCS this is exactly the thinking that has dominated strategy for it's almost three decades of existence during which time TCS had gone from strength to strength by the grace of God.



Tickled by Life!

16 Habits of Highly Creative People

If they work for them, they can work for you too!

"There is no use trying," said Alice. "One can't believe impossible things." "I daresay you haven't had much practice," said the Queen. "When I was your age, I always did it for half an hour a day. Why, sometimes I've believed as many as six impossible things before breakfast." - Lewis Carroll

Many people believe that creativity is inborn and only a chosen few are creative. While it is true that creativity is inborn, it is not true that only a chosen few are creative.

Everyone is born creative. In the process of growing up, educating yourself and adapting yourself to your environment, you slowly add blocks to your creativity and forget that you had it in the first place.

The difference between a creative person and a person who is not so creative is not in the creativity that they were born with but in the creativity that they have lost. How can you enhance your creative ability? One possible way is to observe the habits of creative people, identify the ones that you feel will work for you and then make a plan to cultivate them.

Here are 16 habits of creative people. If you cultivate some of them, you will feel an increase in your level of creativity. In the process, you will also feel tickled by life!

1. Creative people are full of curiosity.

Creative people are wonderstruck. They are tickled by the newness of every moment. They have lots of questions. They keep asking what, why, when, where and how.

A questioning mind is an open mind. It is not a knowing mind. Only an open mind can be creative. A knowing mind can never be creative.

A questioning stance sensitizes the mind in a very special way and it is able to sense what would have been missed otherwise.

2. Creative people are problem-friendly.

When there is a problem, some people can be seen wringing up their hands. Their first reaction is to look for someone to blame. Being faced with a problem becomes a problem. Such people can be called problem-averse.

Creative people, on the other hand, are problem-friendly. They just roll up their sleeves when faced with a problem. They see problems as opportunities to improve the quality of life. Being faced with a problem is never a problem.

You get dirty and take a bath every day. You get tired and relax every day. Similarly, you have problems that need to be solved every day. Life is a fascinating rhythm of problems and solutions.

To be problem-averse is to be life-averse. To be problem-friendly is to be life-friendly. Problems come into your life to convey some message. If you run away from them, you miss the message.

3. Creative people value their ideas.

Creative people realize the value of an idea. They do not take any chance with something so important. They carry a small notepad to note down ideas whenever they occur.

Many times, just because they have a



Sandra Reeves

notepad and are looking for ideas to jot down, they can spot ideas which they would have otherwise missed.

4. Creative people embrace challenges.

Creative people thrive on challenges. They have a gleam in their eyes as soon as they sniff one. Challenges bring the best out of them – reason enough to welcome them.

5. Creative people are full of enthusiasm.

Creative people are enthusiastic about their goals. This enthusiasm works as fuel for their journey, propelling them to their goals.

6. Creative people are persistent.

Creative people know it well that people may initially

respond to their new ideas like the immune system responds to a virus. They'll try to reject the idea in a number of ways.

Creative people are not surprised or frustrated because of this. Nor do they take it personally. They understand it takes time for a new idea to be accepted. In fact, the more creative the idea, the longer it takes for it to be appreciated.

7. Creative people are perennially dissatisfied.

Creative people are acutely aware of their dissatisfactions and unfulfilled desires.

However, this awareness does not frustrate them. As a matter of fact, they use this awareness as a stimulus to realize their dreams.

8. Creative people are optimists.

Creative people generally have a deeply held belief that most, if not all, problems can be solved. No challenge is too big to be overcome. This doesn't mean they are always happy and never depressed. They do have their bad moments but they don't generally get stumped by a challenge.

9. Creative people make positive Judgment.

A new idea is delicate. It can be killed by a sneer or a yawn. It can be stabbed to death by a quip and worried to death by a right man's brow – a businessman Charles Brower.

The ability to hold off on judging or critiquing an idea is important in the process of creativity. Often great ideas start as crazy ones - if critique is applied too early the idea will be killed and never developed into something useful and useable.

This doesn't mean there is no room for critique or judgment in the creative process but there is a time and place for it and creative people recognize that.

10. Creative people go for the big kill.

Creative people realize that the first idea is just the starting point. It is in the process of fleshing it out that some magical cross-connections happen and the original 'normal' idea turns into a killer idea.



11. Creative people are prepared to stick it out.

Creative people who actually see their ideas come to fruition have the ability to stick with their ideas and see them through - even when the going gets tough. This is what sets them apart from others. Stick-ability is the key.

12. Creative people do not fall in love with an idea.

Creative people recognize how dangerous it is to fall in love with an idea. Falling in love with an idea means stopping more ideas from coming to their mind. They love the process of coming up with ideas, not necessarily the idea.

13. Creative people recognize the environment in which they are most creative.

Creative people do most of their thinking in an environment which is most conducive to their creativity.

If they are unable to influence their physical environment, they recreate their 'favourite' creative environment in their minds.

14. Creative people are good at reframing any situation.

Reframes are a different way of looking at things. Being able to reframe experiences and situations is a very powerful skill.

Reframing allows you to look at a situation from a different angle. It is like another camera angle in a football match. And a different view has the power to change your entire perception of the situation. Reframing can breathe new life into dead situations. It can motivate demoralized teams. It helps you to spot opportunities that you would have otherwise missed.

15. Creative people are friends with the unexpected.

Creative people have the knack of expecting the unexpected and finding connections between unrelated things. It is this special quality of mind that evokes serendipitous events in their lives. Having honed the art of making happy discoveries, they are able to evoke serendipity more often than others.

16. Creative people are not afraid of failures.

Creative people realize that the energy that creates great ideas also creates errors. They know that failure is not really the opposite of success. In fact, both failure and success are on the same side of the spectrum because both are the result of an attempt made. Creative people look at failure as a stopover on way to success, just a step away from it.

Sandra Reeves was born in Singapore where she spent the first 18 years of her life. She then spent 8 years in London doing graduate studies and her Masters, and has been back to the UK several times for professional upgrading in areas such as Creativity, Innovation and Mind Mapping from the Tony Buzan Center which she represents. Sandra is an Associate of Octara and visits Pakistan regularly to conduct training workshops.

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Ever wonder why Pakistan cricket is always in such a mess? Well, the reasons are too numerous for a short article such as this so we'll look at two key positions – the captain and the coach.

We corporate-wallahs are familiar with all the leadership mantras that come our way on a daily basis and so we know that the critical attributes required to run cricket affairs are sorely lacking. Almost without fail, the captaincy goes to the 'senior-most' player, whether he has the capability or not. The minute someone is superseded not only do the players go up in arms, our media pundits also weigh in with their ill-informed opinions. But look at an example from overseas: Graeme Smith was appointed captain of the South African cricket team in 2003 at a time when former captains Gary Kirsten, Shaun Pollock and senior player Mark Boucher were also playing. He was only 22 years old then. Do you think something like this can happen in Pakistan?



Leon Menezes

Then we have the example of 'foreign' coaches. For some reason we are allergic to them probably because they demand hard work and dedication. England has Andy Flower, a Zimbabwean as coach; India has Gary Kirsten, a South African. Are their cricketing fortunes on the rise? England just beat Australia 3-1 in the Ashes (in Australia) and India is the Number 1 Test team. We, on the other hand have coaches who are poor fielders and/or have poor reputations for integrity. So what gives?

First of all, if the PCB were run on merit and the CEO was elected (instead of being appointed), he would be able to take decisions without fear or favor. He would ignore the braying media, the various Standing Committees that 'summon' him periodically for explanations, and certainly the regional biases that creep into our team selection. Merit would be the only criterion for getting into the team.

The captain and coach need to be of a caliber that inspires and drives outstanding performance through their personal examples. They would know how to communicate with the team as well as with the media. Our duo in charge love criticizing the players publicly and that surely does not help with team morale.

In the background of the tribulations Pakistan cricket has gone through in the last few months, how can we forget about ethics and values? No corporation can survive for long without these character-building traits yet we seem to ignore them at our own peril. There is much the corporate world can teach the PCB or should we say "there is much PCB can learn from the corporate world?" Whatever, let's hope we can get our act together before too long.



Executive Learning Program at TCS



Ahmed Zafar holds forth on Strategy, Creating New Market Space, and Value Curves

As part of the TCS Executive Learning Program, Ahmed Zafar (SEVP AlBaraka Bank, and former CEO Phillips Pakistan) spent two hours of quality time with the senior management at TCS on the subject of Strategy and Value Curves.

FIVE COMPONENTS OF STRATEGY

Ahmed Zafar outlines five components of an effective strategy plan: The Mission Statement that describes the company's vision and defines its measurable financial and strategic objectives; Environmental Scanning that involves gathering internal and external information, analyzing the organization, industry and wider environment, and conducting a true SWOT analysis; Strategic Formulation that takes cognizance of competitive advantage and core competence; Strategy Implementation wherein the strategy is communicated, resources organized, and people motivated to deliver alongside a business balanced scorecard; and finally, Evaluation and Control where results are measured, compared and adjusted.

CREATING NEW MARKET SPACE

"New market space can be created by looking across accepted boundaries of competition," says Ahmed. "We can look across alternative industries. NetJets

created market space between commercial airlines and private jets. Also, Coca Cola found that its competition in China was not other carbonated drinks, but hot water; look across strategic groups within industries. Sony Walkman provided the cool image of a boom box with the low price and convenient size of a transistor radio; look across chain of buyers. Novo Nordisk, the Danish insulin producer, shifted the industry's focus from doctors to patients by creating the personal dispensing unit; complimentary product and service offerings. Borders Books & Music and Barnes & Noble created book superstores and equipped them with a huge selection of books, knowledgeable staff, armchairs, reading tables, sofas, coffee bars, and classical music to enhance the buyers total book buying experience; emotional or functional appeal. Starbucks introduced the Coffee Bar to provide coffee drinkers with an emotional experience rather than just a cup of coffee. Also, Curves Home Exercise Program focused on the issue of convenience and the threatening environment that gyms posed due

to male preponderance.

Cisco Systems identified the growing demand for high-speed data exchange and, according to industry statistics, Cisco today has 80% of all Internet traffic flowing through its products. Hence creating new market space is critical in a market economy, and maintaining profitable growth is only sustainable by creating and recreating new markets and new value." Ahmed Zafar quoted Michael Porter who said 'develop strategy around your unique place in the market.'

VALUE CURVES

The Value Curve is a graphic description of a company's relative performance across industry's factors of competition. It is used to determine uncontested or new market space. Value curves are invariably produced using internal perceptions of value backed up with quantitative research. They are used to analyse changes needed to increase the product's competitiveness. The canvas on which the Value Curve is drawn is called the Strategy Canvas.

CASSELLA WINES VALUE CURVES CASE STUDY

Cassella wines launched Yellow Tail in mid 2000. It's strategic profile broke from competition and instead of offering wine as a wine, Cassella created a social drink accessible to everyone. By August 2003 it was the #1 wine in the US at 4.5 million cases, and today ranks at #4 in the global wine industry, becoming the most powerful Australian wine brand in the world.

"The USA wine industry has 7 principle factors of competition," says Ahmed Zafar. "These are Price, Terminology, Above the Line Advertising, Ageing quality, Vineyard prestige, Wine complexity, and Wine range. These are viewed as key to the promotion of wine for the informed wine drinker. From a buyer's point of view there is a strong convergence of value curves. From the market point of view premium brands have the same strategic profile. They offer a high price and present a high level of offering across all key competing factors. Their strategic profile follows a classic differentiation strategy. Budget wines also have the same strategic profile. Price is low as is offering across all key competing factors, making for classic low cost players. The Value Curves of both categories essentially share the same basic shape, but at different altitudes of offering levels.

"Yellow Tail reduced or eliminated all factors that the industry had long competed on – oak, ageing and complexity – considerably reducing working capital and creating a faster payback. Wine retailers offered buyers aisles of varieties which to the general consumer was confusing. Yellow Tail changed that by initially offering only two varieties – Chardonnay (White) and Shiraz (Red), thereby maximizing stock turnover and minimizing inventory management. Yellow Tail also removed all technical jargons from the bottles, and created a logo

that could never have appeared on traditional wine bottles, hence creating a different perception with non-wine drinkers. It dressed up its sales people as kangaroos! It redrew the canvas by competing on ease of drinking, ease of selection and fun and adventure. It did not steal market share, instead it grew the market. In short, Yellow Tail beat the competition by not trying to beat the competition."

OTHER CASE STUDIES

Thirty year old companies have multibillion dollar revenues. So why hasn't Pakistan created a winning brand, questioned Ahmed Zafar. Poor political leadership resulting in inconsistent policies was the general agreement, with those assembled of the view that India had forged ahead because its huge population made for a viable market for establishing brands.

Is TCS perhaps focusing more on its diversified areas at the expense of its core area was another tickler that Ahmed Zafar let loose, giving the example of his former employer Phillips that consolidated its business groups from 460 to 60, pruning away the non-core electronics business, and seeing its share value go up from \$1 to \$13. For his own banking project Ahmed Zafar has listed 32 Key Performance Indices and 32 Success factors, calling it a very opportunistic industry reflected in highly incoherent strategy curves.

Ahmed Zafar provided the TCS senior management for a great deal of food for thought, and all present relished the meal, devouring hungrily every scrap of information offered. The CEO TCS, Saqib Hamdani, offered a brief vote of thanks, mentioning that the TCS brand presence in Pakistan was way ahead of DHL. Thank you, Ahmed Zafar.

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Unlock the SPECIAL within

"Break your limitations and live!" Dr. Zsuzsanna Fajcsak

Dr. Zsuzsanna Fajcsak has taken Pakistan by storm, it appears, going by the large numbers of young and old Pakistanis alike being added by her on her Facebook 'friends' list! Popularly known as Dr. Zsu, she is blonde and brainy brilliant. Zsuzsanna is the founder of ALIVE and specializes in Performance Coaching.

Zsuzsanna has been schooled in Europe and the USA, and holds a Doctoral degree in Nutrition, as well as Master's degrees in Teaching Physical Education, Exercise Physiology and Clinical Nutrition. Zsuzsanna is a Certified NLP (Neuro Linguistic Programming) and Time Line Therapy Coach, Certified Nutrition Specialist (Member of the American College of Nutrition), Certified in Functional Diagnostic Medicine, who is passionate about the human mind and its power over physical health and performance.

Live your dreams, is the advice on offer from Dr. Zsu. "Break your limitations and live!" she says. "Our biggest pain is caused by negative and self-limiting thoughts," says Dr. Zsu. "There is a hidden gem in everybody. Thinking, Resting, Eating and Moving comprise the four building blocks of life. We need to be in balance to be alive, and learn from the past and apply it to the

future. Information through stimulus results in outcome and behaviour. Imprints become mental filters and delete, distort, or generalize the received information. Life equals lots of experiences, and accumulated imprints and experiences translate to beliefs, values and attitudes that recondition and retrain the mind."

Dr. Zsu says that an unconscious life leads to unconscious outcomes for people who are driven by limitations and inhibitions, leading to no possibilities. "A conscious life equals positive representations that generate possibilities. What matters in life is not what happened, but what it means to you. There is a body and mind connection. We are mental and emotional entities. Thinking depressive thoughts leads to the body feeling depressed. For people leading unconscious lives thinking is destructive. Only conscious people can listen to their hearts which is where the Creator provides stimulus. Everything and everybody will be okay if you're okay. Create a gap between yourself and your disempowering thoughts. Where you focus is where your reality is. The future generates anxiety, and the past generates anger, so stay in the present. Be the change you want to see in the world, and don't wait for society to get better." Zsuzsanna's working

experience spans over a range of clients, from elite athletes to the general population, including children. Using a naturopathic and functional diagnostic medical approach, she advises people on how to regain and maintain their health. Her special education programs have helped thousands of people around the world to learn eating habits that optimize mental and physical performance, get well, slow down aging and maintain an ideal body weight for a life time.

Zsuzsanna is a co-owner of Glucky, which is a trademark of glycemically-controlled, gluten-free meals. Her company also develops recipes for commercial and home preparation. She is known for her ability to alter traditional ethnic foods to healthy versions in any part of the world. Zsuzsanna's book, *The Seven Secrets of Long Term Weight Loss*, was published in 2005 in Hungary. The English version of her book will be available soon. More power to Dr. Zsu!

www.btbalive.com



Omar Abedin on Personal Branding

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. Omar is an Octara Associate based in Dubai and regular visitor to Pakistan.



Training Partner



Brands are ubiquitous. There is hardly a category in our overly complicated lives where brands do not play an important role – one far more important than we are perhaps willing or able to admit. It's a bit like art. We can all say whether something appeals to us, but it is far more difficult to say exactly why.

Dan Adams of the Daniel Adams Company says a brand "...is a set of ideas and associations that exists in the mind. A product or service exists only when we see it, or use it. If hearing the name, or seeing its symbol triggers a set of associations, it is a brand. Otherwise it's just a product."

What are the critical pieces of this definition? Let's start with ideas and associations. Whenever you think of a brand, there are certain associations that immediately come to mind. The greater the number of associations, and the more clear they are to the consumer, the more powerful the brand. Another characteristic of a power brand is that it has a zone of authority within which it operates. It is seen as the expert in that domain.

Often celebrities are promoting the brands we choose. These celebs are brands in their own right, a fact that the brands that hire them are fully aware of, and in fact, counting on to build awareness of their brands. These celebs exude such star power that we all – almost without exception – know them, emulate them, and wish to be like them.

Brands like Barack Obama... Oprah Winfrey... Bruce Springsteen... Hannah Montana... Adolf Hitler... Tony Blair... Abraham Lincoln... Winston Churchill... Nixon... Michael Jackson... Princess Diana... Elvis Presley... Mohammed Ali (Cassius Clay)... With each and every one of these strongly branded individuals, we are instantly taken to a different place. We feel we knew them, what they were striving for, indeed the very value system that they represented and fought for. We don't have to like it, but we know it.

Why do we remember these people? Why do millions continue to worship at the altar of some, and continue to question the motives of others years, decades and even centuries after they are dead? The answer is simple – we know what they stood for. We knew exactly what their stance was in life. What they valued and where they came from. We loved the little quirks in their personalities. We embraced what they embodied... and the truly amazing thing is – they embody those things today.

How can this be? How can someone who died hundreds (thousands?) of years ago continue to own a slice of our conscious (and unconscious) minds? So, my question to you right now is: What do YOU stand for? Is there something you do, some belief you hold, some personality trait – anything – that makes you – YOU?

I want you to think about that for 5 minutes, and if you are not able to identify anything of value immediately, DON'T panic. Read on, and by the time we are done, you should be in a very different place. If on the other hand, you are able to identify multiple things, then you have probably gone too broad, and what you have identified is not unique, differentiated or ownable enough to create value for you.

While you are thinking of this, you will come to understand a little bit of the dilemma faced by marketers & brand builders every day. The need to make your brand stand out is paramount in the minds of such people – it burns hot in their minds and hearts. For a brand to be seen as undifferentiated usually means death in the near term.

For people, it's not much different. If you fail to maximize your "brand equity", it usually means that you will end up in a dead-end job, with an unsatisfactory personal life, always wondering why you are on the outside looking in. Your earnings potential will remain unrealized.

The bad news is – this is the case for the vast majority of working people today.

The good news is – there is a way to fix this situation, and it starts right here & now – with YOU.



Octara Associate
Nooruddin Surani on

Spreadsheet Risks & Mitigation



"If your company is using spreadsheet, and most probably is, you should know the risks and how to avoid them. We review the top 5 risks of using spreadsheet in business alongwith their remedies."



Spreadsheet Risks

When the first spreadsheet "VisiCalc" was conceived by the Harvard Professor Dan Bricklin in 1979 he might never have thought that the product which he sold for 10,000 USD will make fortunes for others and will be a source of earning to the buyers for millions of dollars.

Spreadsheets are so popular due to their magical nature which really has the potential of doing things in minutes which would take hours, or at times days, otherwise. But everything comes with its toll, and spreadsheet is no exception. According to a study done by Powell, Lawson, and Baker in 2007 the results shown that 11 out of 25 spreadsheets have errors with non-zero effects. 10 out of these 11 spreadsheets had an error that exceeded \$100,000, 6 had impact of error more than \$10 million, and 1 had an error not below \$100 million. If your company is using spreadsheet, and most probably is, you should know the risks & how to avoid the same. In the discourse that follows we will review the top 5 risks of using spreadsheet in business alongwith their remedies.

1- Low-skilled Knowledge Workers

Risk

The foremost risk is related to unskilled manpower. People with low knowledge of spreadsheet applications are creating spreadsheets which result in mediocre sheets with errors & omissions. At times they are pressurized to do more in less time. In doing so they tend to make errors and these errors have their in-built cost associated with them.

Solution

To minimize the risk, proper & formal training of the staff has to be done at regular intervals, especially for the users whose mistakes can be a cause of erroneous decision making or whose mistakes can cause material loss. Well known "COSO framework" also suggests that the users of spreadsheet should be encouraged to be trained in appropriate level to use this software.

2- Poor Standards

Risk

Poor standards for creating spreadsheet are also a very big cause of increasing spreadsheet errors' risk. It is also a main cause of poor maintainability as the spreadsheet didn't followed the standard, hence upgrading the same is difficult. Apart from this lack of consistency also complicates things for the compliance & internal controls department when they verify/audit spreadsheets.

Solution

As spreadsheets are very similar to software, they do have both data & logic with them; proper caution should be taken when important spreadsheets are created. Proper policies & procedures should be in place to mitigate spreadsheet risks. Styles, content & controls over spreadsheets should be documented in the policies & procedures or they should be documented in the spreadsheet itself.

3- Data Entry & Reuse

Risk

The first time the spreadsheet is created normally proper care is being taken that all the formulas & functions are intact and working as needed. Overtime as data grows and copy-paste takes place it is not the same spreadsheet as created, and at times does not works the way as it should due to damaged formulas, broken links and/or overwritten cells.

Solution

There are several ways to mitigate the risk of recycling; it is suggested that the input data should be separated from the business logic or calculations, control totals / batch totals to verify that the formula results are accurate. Use of the spreadsheet data validation options which allows you to restrict data entries / types of data entries, and finally use of user password so that the data cannot be changed accidentally, are essential.

Another popular approach is instead of retyping the data which is already available with your ERP or CRM you can just connect the data to the spreadsheet app.

4- Loss of Data

Risk

Large enterprise systems like ERPs & top level database have their internal data recovery mechanism, but unfortunately spreadsheet applications don't have these utilities in-built. Data gets corrupted due to power failures or system malfunctions because of its client side usage. Consequently, data which was collected in months evaporates in seconds.

Solution

To reduce risk of data loss first you should always save the file to the network and not on your desktop machines as the servers normally have their own backup procedure which is followed, and you should also make sure that your server drive in which you have saved the data is backed-up on a regular interval.

5- Spreadsheet Errors

Risk

There are two major divisions in spreadsheet errors. The first one is system generated which may be contained in the spreadsheet software you are using. One of the most popular spreadsheet softwares contains an error which shows 1900 a leap year when it is not. The user generated errors are the errors which can be controlled & mitigated.

There are two types of user generated errors, qualitative errors & quantitative errors. The qualitative errors refer to the errors which create hurdles in maintainability. Then there are semantic errors (logical errors) which are hard to find but may harm the results drastically. The quantitative errors refer to errors like omission, alteration, duplication etc.

Solution

There are several methods which can reduce the risk of these errors. The choice will depend on the importance of the spreadsheet & availability of resources. First and most popular method is manual auditing. This can be done as individual audit or team audit. Second, which is less common, is to follow proper system development lifecycle; planning, analysis, design, implementation & maintenance. Finally, companies also follow spreadsheet testing standards which ensure once spreadsheet is developed it will be tested and password protected so it can be used without any risk of errors.

Nooruddin Surani

Techie & Family Man

Nooruddin Surani is COO of Viftech Solutions (Pvt) Limited, a software and information technology solution provider. He has an MBA in Management Information Systems, is a Microsoft Certified Master Trainer, a Brainbench specialist, an expert in Office 2007 Master Program & Excel, and has over 16 years of hands on experience in application development. Nooruddin is an Octara Associate and delivers programs on Microsoft Office Suite.

"The world is complex, dynamic, and multidimensional; the paper is static, flat. How are we to represent the rich visual world of experience and measurement on mere flatland," says Nooruddin Surani, quoting Edward Tufte. Nooruddin is considered amongst the new breed of dynamic IT Trainers, and blends his experience with his teachings. He has worked with the corporate sector in designing and developing software solutions for medium and large size industries, retail business management, educational, financial and banking institutions. He has been engaged in consultancy assignments for leading international organizations like Emirates Global Islamic Bank, AIU Holdings Inc (USA), and Awesome Technologies Inc (USA).

His workshops are specially designed for middle to senior level executives with an intermediate skill in using Microsoft Excel and who need to produce reports on a regular basis. "In today's knowledge age information is the lifeblood of any organization," says Nooruddin Surani. "Right information at the right time will enable decision makers to make decisions that are both timely and effective. You can present information like a newspaper and dump all the available data into your spreadsheets, but the definitive way to do the same is by present the information in such a way that it leads to correct decision making.

His workshops explore differences between Legacy and Dashboard Reporting, help understand the Visual Design Principle applied to business Dashboards, help present KPIs in a most intuitive manner, help shape existing data to be Dashboard compatible, highlight key features of Excel that enable well formed Dashboard Reports, and uncover the secret of making the Excel Dashboard dynamic.

Nooruddin Surani is married with three school going daughters. He reads personal development and spiritual books, is not a sport loving, and doesn't even have time to follow cricket! He says that he is a meat eater and eats to live. His wife is a homemaker, and he describes himself as a family man with four sisters, all married, and parents, and finds his rest and rejuvenation by spending all his free time with them. Bravo!





Octara in Flat Out Gallop with Tauseef Qadri! Makes High Impact with 'Horses for Courses'!

Equine Inspired Leadership

OCTARA is riding off the beaten track on a loose rein with corporate training associate Tauseef Qadri, arranging a highly informative and stimulating Seminar on Equine Inspired Leadership at the PALPA School of Aviation. Operating in the third dimension as they do, aviators are highly sensitive to their operating environment. Their lives depend upon it. Sensitivity to one's operating environment, specially the human element present therein, is at the core of Tauseef Qadri's discourse. So the choice of venue was most appropriate. The attendance exceeded expectations, a vibrant mix of senior managements and young, upwardly mobile professionals.

The Seminar opened proceedings indoors, with a brilliant power-point presentation interlaced with action clips depicting sheer poetry in motion at various Dressage and Show Jumping international events. The information download was awesome. Tauseef's extempore commentary combined current thinking on horse and human psychology, and the understanding of 'Horsenality', the personality of a horse. The one bit of information that Tauseef provided which should prompt a revival of interest in horse ownership was the fact that the horse is the only possession that bears exemption from Zakat. There were insights provided on the emotional make-up of the horse which as it turns out are pretty much like humans and can be introverted, extroverted, right brained, and left brained. Amongst the many physical attributes of the horse the ones that stood out were the facts that a horse's hooves serve as sounding boards and can decipher vibrations as much as four kilometers away.

Also, that the entire skin surface of the horse is as sensitive as the human fingertips.

The Seminar then shifted outdoors where celebrity polo player turned management consultant Haseeb Mehta had deployed three of his horses in the lawns outside the PALPA Aviation School Building. Here Tauseef provided a practical demonstration of the theory that he had spouted earlier, inviting at the end of it two female and two male members of the audience to try their hand at horse communication, which they did with some success. High Tea and networking followed.

Tauseef Qadri is a horse whisperer, which means that he de-traumatizes traumatized, high strung and unmanageable horses that invariably are worth a king's ransom to their owners. Tauseef has a natural God given gift for establishing empathy and trust with this noble beast that has been the prime instrument in Muslim conquests and the spread of Islam.

Tauseef is a Certified Equine Facilitator from the European Association of Horse Assisted Education.





Partnership Indeed!

Interacting with a horse, he says, is an empowering experience which can enable the practice of unique skills. Tauseef is a certified Edward De Bono Thinking Skills Consultant as well. I guess when you combine lateral thinking with good old fashioned horse-sense you obtain a high order win-win situation.

Tauseef brings a richly diverse background & a unique set of perspectives to management consulting, strategy and corporate training. In Tauseef, OCTARA has found a soul-mate. He is passionate about enhancing the role of modern corporate leadership, as also is OCTARA. He resolutely believes, as also does OCTARA, that leadership is a skill, a skill that can be learned, developed & applied to bring about tangible results.

With a life long association with horses, Tauseef has trained in High Level Natural Horsemanship. He has lectured on the topic 'how horses help develop leadership skills' at conferences in Europe and The Middle East. Tauseef has worked and lived in Saudi Arabia, UK, UAE and Pakistan, and presents a diverse and multicultural insight to his efforts.

While new to Pakistan, Horse Assisted Education is a globally practiced, proven concept that suits those seeking to enhance their current practice with programs that emphasize conscious awareness and impact behavior change. Interacting with a horse is an empowering experience which can enable the practice of unique skills in a non-judgmental environment. The program provides candidates an opportunity to develop leadership skills and engage in team building activities through the use of a dynamic experiential learning model.



By Adil Ahmad



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**



Shad Moarif's Alternative Model for Social and Economic Development

shad@karismath.com

"My idea for an alternative model for social and economic development is very simple," says Shad Moarif, an educationist of international repute who founded READ over 25 years ago. "First, all NGO's committed to socio-economic development will have to engage the private sector. These should include homegrown corporate entities, multi-nationals and companies set up overseas by the Pakistani diasporas all over the world."

The first group of such companies, says Shad, would consist of social entrepreneurs. Admittedly, only a small number among them could be called social entrepreneurs. They will need to agree on three fundamental principles:

1. That the impulse to produce and deliver educational goods and services to end-users springs from altruistic motives. Altruism should therefore be the engine of intent for engaging in any social entrepreneurial activity.
2. That the goal of marketing, delivering and distributing educational goods and services is to ensure that true purposeful learning and meaning-making takes place at the end-user's end.
3. That profit is understood as a combination of validation and reward for the success of such an endeavour. Far from "reward for taking risks", it is on the contrary, a reward for reducing risk, or for optimising the probability of success. Traditional entrepreneurship models carry high failure rates because of their inherent systemic structures. They breed failures as a rule, and reward success as exceptions to the rule. "My idea of a social entrepreneurship imagines an approach that attempts to reverse this."

Corporate entities are starting to take a keener interest in social responsibility and corporate ethics. And for good reason too. Because the long-term returns on real growth are much higher. And the returns need not be measured in terms of monetary profits alone, but in terms of local capital formation, domestic savings and job-creation. And most importantly, in terms of sustainable development in areas that matter: education and health. In the end that is what promises true prosperity in the long run, for everyone engaged in productive socio-economic relations.

"There needs to be a partnership, a legally binding contractual relationship between social entrepreneurs and NGO's for profit sharing." As an example, an area to look at is education, says Shad. "In Pakistan NGO's have developed an expanding user-base of schools for children who have no access to govt. or private schools. If you add up all the schools they have helped open, the numbers are substantial. In short, there is a large user-base that can benefit from the specialist products and services of Pakistani companies, and those belonging to the diaspora overseas, who are mainly content-providers for educational products and services."

If a growing alliance of NGO's collectively offered up this vast user-base to such content providers, in return for a share in their profits (because of the vast potential market now accessible with minimal marketing and advertisement), it would foster two radical solutions to a chronic problem:

1. A slow process would begin, of weaning NGO's off donor-dependency for aid. Whenever donor aid is cut off, NGO's would access the pool of profits earned from their partnership with the private sector. This eliminates the continuing loss of years of work done by NGO's until aid is cut off, and all they achieved melts back to its original state of "no beginnings".
2. A corporate partnership would require NGO's to include the cost of paying content providers for their products and services, by including those costs in their proposals for funding. This way, with such assured sales, companies reduce the marketing costs and share those savings with the NGO's. Most importantly, though, new start-ups with new ideas will have to rely less on ruthless private investors and more on NGOs and their funding sources to get them started. They maintain a large equity which in turn helps them offer a share of their gains to NGOs.

DEMYSTIFYING MATHS

A global problem confronting us all is the failure of Math education on a mass-scale in the developing world. Mathematics is rarely understood at the conceptual level, but it is applied subordinately at the mechanical level. It is like a world with cars and drivers but no engineers who understand how engines work. There are three fundamental causes that alienate a vast majority of learners in the developing world from assimilating mathematical concepts: (a) cognitive anchoring (b) civilizational bias and (c) a medieval systemic approach to math education that defies all learning theories. Mathematics is not being taught according to the way the brain learns numeracy (developmentally) and numerical reasoning (incrementally). It is taught according to how a microscopic minority of middle-aged mathematicians in Europe prescribed a model extracted out of their own mental construct of mathematics. Over 500 years such a construct has fostered a growing aversion and fear of mathematics among everyone everywhere.

CURSE OF BRICK & MORTAR, CHALK & TALK

The sheer unsustainability is finally dawning of delivering education using the brick-and-mortar, chalk-and-talk, text-book rote -learning approaches so prevalent in Pakistan. Delivering and spreading math and language literacy among a growing population requires the printing of more text-books, the building of more bricks-and-mortar schools and the need for more teacher-training. The demand for the raw resources for producing paper and ink, bricks and mortar, water and electricity, and traditional on-site teacher training continues to rise exponentially. All this in a rapidly depleting world of natural resources, makes such a venture economically unsustainable. Particularly in the developing world.

TOUCHE TECHNOLOGY!

There are viable alternatives that work, in particular an increasing use of technology to deliver innovative, pedagogically sound, highly visual and interactive Math education; an approach that distils math concepts visually, thereby reducing the need for linguistic competency among learners, to a minimum.

Bravo Shad! For all our sake we wish you success.





M. Asha'ar Saeed on **MENTORING** at TRG's 156th Meeting



Mentoring is helping somebody climb up the ladder and carve out a niche for him or her self in the corporate world, especially from the career progression point of view. Mentoring is also a kind of training. "Business houses are doing a lot of workshops and on the job trainings, as well as short term secondments," says M. Asha'ar Saeed, the Head of HR at Reckitt & Benckiser, and the keynote speaker at the 156th Trainers Resource Group monthly meeting held at Karachi's Sheraton Hotel.

"Quite a few facets of HRD are being focused upon right now, but mentoring is the most neglected one," says Asha'ar. "The young employees and middle management people look for an icon and a role model which they are not being provided with. In the old days there were two inputs that a person received. These were education (Taleem) and upbringing (Tarbeet). The education is being imparted, but the upbringing has gone missing and this is the job of the mentor."

Octara.com caught up with M. Asha'ar Saeed and quizzed him before the commencement of his talk at a gathering that attracted a bevy of established corporate trainers, with Kamran Rizvi visiting from Islamabad, Fahad Karamally, Nuruddin Abjani, Umair Jaliawala, and the CEO OCTARA and serving president of TRG, Jamil Janjua.

Octara.com: Can you link this with succession planning? Succession planning is top down while mentoring is bottom up, but they both are geared towards the same objective, aren't they?

M. Asha'ar Saeed: Absolutely! Mentoring is a crucial part of succession planning. We identify mentees who show the traits of future leaders who will one day assume leadership positions within the organization. They're the ones who will strengthen the bench. So mentoring is all about succession planning, and a way to keep getting the right people through the pipeline.

Octara.com: This then links up with the feeling of adequacy, or the lack thereof, of the senior management. How comfortable is it in its own competence? A lot of them get very threatened by these bright sparks from top flight business schools, and feel that they are after their jobs and one day they could be superseded by them even! How do you overcome that?

M. Asha'ar Saeed: That problem is very much there. Also, in addition to the fear that the youngsters may replace them at their jobs, there is also the question of the senior management's egos. They don't want to interact with the lower levels of the organization and want to pose as senior officers sitting in their glasshouses exercising an intimidating presence, considering their time too precious to be wasted in such pursuits. Senior management needs to get out of its shells and shed their apprehensions. Mentoring needs a lot of sincerity, and cannot be done without it. No mentee will be comfortable with a mentor that he or she doesn't trust.

Octara.com: Another point worth making, perhaps, is that the people in senior management positions cannot aspire for an improvement in their own situations unless they have trained somebody to replace them entirely, and perhaps even do a better job than that they were themselves doing. A master is known by the caliber of his students. So if a person aspires to be a master then he must first have students! Isn't that right?

M. Asha'ar Saeed: Absolutely! People don't understand that unless they create a replacement for themselves they will not move forward. They don't realize that, and

cling on to their positions trying to make themselves indispensable. This is completely wrong thinking. In order to move forward you have to vacate your seat. Your future reputation depends on how well you have trained your replacement to perform.

Octara.com: For effectiveness in the HR function is knowledge of the core function of the organization important?

M. Asha'ar Saeed: That is certainly true to an extent because it helps in understanding the challenges of the line function. What are they undergoing when they are out in the field? What kind of people are needed? What development plans need to be formulated that HR should focus on? So it really helps in taking HR decisions if you have an understanding of the business.

Octara.com: Team building and sports have a link?

M. Asha'ar Saeed: Absolutely! Team building examples in the sports and corporate world go hand in glove. We have a Reckitt & Benckiser cricket team, and we organize an inter-departmental cricket tournament at least once in a year. Then we also organize a Company Day which we have titled as 'all play and no work day'! The entire organization doesn't work on that day, and we go out to the theatre or the movies, or have a picnic lunch.

Octara.com: The Reckitt & Benckiser management recognizes and appreciates the utility of such activity?

M. Asha'ar Saeed: Absolutely! It enhances employee engagement with the workplace.

Asha'ar reads a lot to unwind, and would love to read more. He likes listening to music with a lot of focus on classical music and ghazals. A great sports enthusiast, he watches and loves to play cricket whenever he gets a chance, and follows other sports keenly. Asha'ar has two daughters and a son, all of them in schools.

 www.trg.org.pk

Masterclass: Social Media Marketing

Boost your bottom line, Create awareness and Engage a community around your Brand!

Contributed by Lawrence Lartey (Co-founder, Pure Online Genius, UK) & Sameer Abdur Rehman (CEO, Xplore Solutions, UK)



Lawrence



Sameer

In February, 2011 thanks to Octara we had the pleasure of conducting workshops in Pakistan on "Social Media Marketing". We had a great time as we met creative people and were able to get a hands on experience of how keen the audiences were to know about social media in Pakistan.

Social media isn't a fad, it is the biggest shift since the Industrial Revolution. According to stats it took 38 years to reach 50 million users by Radio and 13 years by TV, but Facebook added 200 million users in less than a year!

If Facebook was a country it would be the 3rd largest in the world. Astonishing isn't it! The social media revolution is just starting; businesses worldwide are understanding the importance of it slowly but surely.

Youtube is the 2nd Largest search engine in the world with over 100,000 videos being uploaded every hour. Wikipedia has over 13 million articles. If you were paid \$1 for each time someone posted an article on Wikipedia you would earn \$156.23 per hour. According to stats, 78% of consumers trust peer recommendations and only 14% trust advertisements.

This is exactly some of the stuff we discussed in our workshops and told the delegates how social media is changing lives both personally and commercially. We

live in a world now where we no longer need to search for news. The news finds us. In the near future we will no longer search for products and services. They will find us via social media as social media is a transition from word of mouth to world of mouth.

Our workshops in Pakistan organized by Octara were a first step in removing cultural ambiguities to inform that social media isn't a fad, it's a fundamental shift in the way we communicate. We engaged with the audience to emphasise that social media is a people driven economy with a reach to millions. Social media is a platform which stresses on listening first and selling second. It is not that we don't have a choice on whether we do social media. The real question is how WELL we DO it?

Social media is very much part of the business scheme these days. How well you correlate social media and your website to create an "effective online presence" could well be the difference between you and your competitors.

At this moment of time we would like to thank Octara for

organising such fabulous workshops and giving us the opportunity to engage with so many talented individuals.

We hope to come to Pakistan again and help Pakistan become one of the leaders in the social Media revolution. Wishing you all the best and hoping all the delegates from our workshops have started executing the learning outcomes of our workshops.



Lahore Workshop



Karachi Workshop



Octara Associate
Jim Truscott



Crises in the CLOUDS

IT Disaster Recovery in Heaven or Hell HEADS IN THE CLOUDS....

- ▶ How do you combat crises amongst nearly a trillion instrumented and interconnected devices, objects, processes and people?
- ▶ The Court of Public Opinion will increasingly live in social networks in the clouds. There are now 2 billion Internet users and 30% of the world is on line.
- ▶ What form of anti-crisis planning is needed when nearly 500 million people worldwide live their lives or versions of them on Facebook?
- ▶ Is cloud computing sufficiently stable and secure or will hubs simply become overwhelmed, confused by vaporware and prone to data theft?

FEET STILL ON THE GROUND

- ▶ Recognize clouds as a sovereign information risk in the market place.
- ▶ Security, IT and management must collaborate to maintain situational awareness in the cloud. Adopt an all team approach to supply chain risk planning and third party crisis execution.
- ▶ Prevent mission critical data sets from becoming single points of failure (SPOF) or single points of sale (SPOS) by applying standards for IT security.
- ▶ Insist on mutual Business Continuity clauses in all Service Level Agreements and Contracts. Verify source code escrow for all Software as a Service (SaaS).

Octara's Upcoming Programs with International Speakers **INVEST TODAY!**



Improving Sales Performance through Effective Sales Leadership

16 - 17 May 2011, Lahore
23 - 24 May 2011, Karachi

Jerry Brown



CRISIS TALK Mastering the Language of Crisis

17 May 2011, Karachi
19 May 2011, Lahore
20 May 2011, Islamabad

Jeremy Parsons, UK



Leading with Emotional Intelligence

9 am to 1 pm

Mind Mapping for Business Success

2 pm to 6 pm

18 May 2011, Karachi
20 May 2011, Lahore

Graham Moore, UK



Pakistan: Past, Present, Future

19 May 2011, Karachi

Javed Jabbar



Leadership: Ethics & Values

7 June 2011, Karachi
9 June 2011, Lahore

Ramiz Allawala



The Leader Shift

19 July 2011, Karachi
21 July 2011, Lahore

Dr. Tommy Weir



The Balanced Scorecard Strategy for organizational performance

20 - 21 July 2011, Lahore
24 - 25 July 2011, Karachi

Capacity Planning & Demand Management

22 July 2011, Lahore
23 July 2011, Karachi

Alan Power

***Octara reserves the right to change courses, dates, content or method of presentation.**



Graham Moore

Leading with Emotional Intelligence

18 May, 2011 | Sheraton Hotel & Towers, Karachi
20 May, 2011 | Pearl Continental Hotel, Lahore
9 am to 1 pm

Course Overview:

It is now recognized that success in the workplace is more likely linked to Emotional Intelligence than 'head' intelligence. This presentation will give participants an understanding of the concept of Emotional Intelligence and how its application will enable increased success in their lives – with specific focus on improved workplace outcomes. We look at the 'Seven Competencies' and explore ways to develop your Emotional Intelligence.

In this half day presentation we will look at:

- Understanding Intelligence
- The Emotional Brain
- The 'Seven Competencies' of EI
- Identifying and practicing emotional expressions
- Enhancing emotional self-awareness
- Communicating with EI
- Aligning values & managing stress

Mind Mapping for Business Success

18 May 2011 | Sheraton Hotel & Towers, Karachi
20 May 2011 | Pearl Continental Hotel, Lahore
2 pm to 6 pm

Course Overview:

Invented by Tony Buzan, Mind Mapping is now used by millions of people around the world to enhance their thinking, creativity, memory and decision-making. Mind Maps have critical and powerful applications in businesses today and are being widely used for daily planning, sales planning, negotiating, note taking and presenting.

In this half day presentation we will look at:

- Transforming your thinking
- How the brain connects ideas and thoughts
- Radiant thinking
- Why Mind Maps?
- Drawing Mind Maps
- Using The Laws of Mind Mapping to think clearly, creatively and decisively



Dr. Tommy Weir

The Leader Shift

19 July, 2011 | Sheraton Hotel & Towers, Karachi
21 July, 2011 | Pearl Continental Hotel, Lahore
9:15 am to 5:00 pm

Course Overview:

With such diversity in culture, economics, history and social behavior across the world, there is no one style of leadership that fits every organization or business relationship. What are the challenges and how can you overcome them in regard to new markets, increased growth, speed of business and decreased talent?

Based upon his book The CEO Shift, Dr. Tommy Weir will share with you the secret for leading in the fast-growth and emerging markets. He will challenge you to make the shift of the century and motivate you to become a fast-growth leader.

This intensive one-day leadership workshop will:

- Challenge your thinking and make you grow as it brings to life the secret of leading in fast-growth markets
- Move your management and leadership style from the past to ensure your success in a new business age
- Provide you with the tools to respond successfully to the change in the global environment
- Use the results of research with over 2,000 CEOs to give you five key areas where business must make a Leadership Shift

Course Agenda:

The Secret of Leading in Fast-Growth Markets

- Why is it necessary to make the Leader Shift?
- Does the European and American approach to leading limit you?
- How is leadership different in fast-growth markets than in Euro America?

Making the Leader Shift

- What is the Leader Shift?
- Apply four themes of growth leadership to your business

Becoming a Fast-Growth Market Leader

- How do you grow your leaders for fast growth?

Octara presents

The Javed Jabbar Seminar



Pakistan: Past, Present, Future

Thursday, 19th May 2011, 9:30am to 5pm, Karachi

For registration and fee please contact info@octara.com or call M. Arif 0300-8275091

- Know your country better --- to be an even better manager and leader.
- Strengthen your motivation --- to make a vital difference to your corporation, your community, your country.

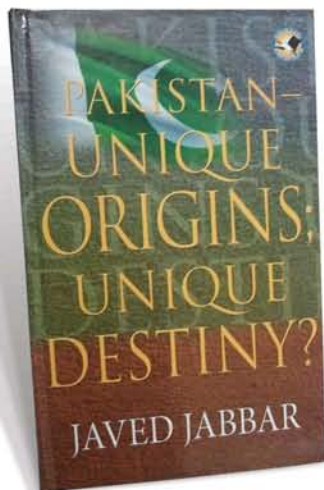
Javed Jabbar will introduce his new book *Pakistan: Unique Origins; Unique Destiny?* Published by the National Book Foundation and described by an eminent scholar as " ..a must-read for every Pakistani..."

The structure and content of the book and the seminar enable each participant to share in an informative, stimulating journey of discovery and renewal. To empower each participant to make a beneficial contribution to the work-place, to the family and to the nation.

Participants will receive an autographed copy of Javed Jabbar's *Pakistan-Unique Origins; Unique Destiny?*

Javed Jabbar has diverse interests in writing, film-making, media, international and national affairs and voluntary work.

He is the husband of



Shabnam Jabbar, an independent entrepreneur and father of the film-maker, Mehreen Jabbar and Barrister Kamal K. Jabbar.

Thirteen books and monographs comprising his writings and material compiled/edited by him on a range of subjects have been previously published to highly laudatory reviews. "Pakistan – unique origins; unique destiny?" is his first full-length book.

He lectures at leading universities, research centres and think-tanks in Pakistan and in overseas countries. As part of his voluntary work, he was re-elected for a 4-year term (2009-2012) as one of the four global Vice Presidents of IUCN-

International Union for Conservation of Nature, the world's largest and oldest environment organization.

He has served as Minister in three Federal Cabinets of Pakistan and as a Senator for a 6-year term. He has drafted several progressive laws and policies including the PEMRA law which introduced private electronic media to Pakistan and the Freedom of Information law.

Grass-roots development organizations founded/co-founded by him including Baanhn Beli and SPO (Strengthening Participatory Organization) work in over 2000 villages and communities across Pakistan.



Continuous Professional Education Programs

Octara is pleased to announce **Reload**, a series of **half-day, affordable Continuous Professional Education Programs** that offer a unique opportunity to Learn, Unlearn & Refresh crucial working knowledge & applicable skills from management practitioners, trainers & industry leaders.

Reload gives you the options, control and flexibility you need, with practical, result oriented learning solutions. This series of professional educational experiences will connect and re-connect you with current and emerging thinking in the field of practical management and the new Mind Sciences.

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- Aiming to create and promote a culture of continuous learning and improvement
- Seeking optimum value out of training investment for a large number of employees
- Looking to provide busy employees with flexible and practical learning solutions

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- About to take a step into a new managerial role
- Looking to develop new skills in a new area of interest
- Looking to induct new knowledge in your work
- Looking to enhance your portfolio and re-engineer your career path
- Wishing to focus on personal development as a long term career enhancement strategy

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*within a 12 month period

Fee includes course handouts, certificate of attendance, refreshments & networking opportunities

Plus a 15% (transferable) discount voucher for one of Octara's full day programs. Voucher must be redeemed within 6 months.



Code: MDMS

7 May 2011, Karachi

5 Pillars of Digital Marketing

by *Ifran Weldon*

9:00 am to 1:00 pm

4 June 2011, Karachi

Code: CSTW

Serve To Win! Customer Service Excellence

by *Sualeha Bhatti*

9:00 am to 1:00 pm



7 May 2011, Karachi

Code: ITMP07

Microsoft Project 2007

by *Nooruddin Surani*

2:00 pm to 6:00 pm



Code: MGPC

4 June 2011, Karachi

Professionalism & Corporate Etiquettes

by *Hassan Bin Rizwan*

2:00 pm to 6:00 pm



Code: MGSP

14 May 2011, Karachi

Strategic Planning

by *Ahmed Zafar*

9:00 am to 1:00 pm

11 June 2011, Karachi

Code: MGCP

Eureka! Creative Problem Solving

by *Saadi Insha*

9:00 am to 1:00 pm



14 May 2011, Karachi

Code: HRMHC

Managing Human Capital

by *Navaid M. Khan*

2:00 pm to 6:00 pm



Code: MGPC

11 June 2011, Karachi

Principles of Coaching

by *Ramiz Allawala*

2:00 pm to 6:00 pm



Code: MGMPP

21 May 2011, Karachi

Mastering PowerPoint 2007

by *Nooruddin Surani*

9:00 am to 1:00 pm

18 June 2011, Karachi

Code: MGNM

Basic Concepts of Management for New Managers

by *Navaid M. Khan*

9:00 am to 1:00 pm



21 May 2011, Karachi

Code: MGPP

Presenting to Perfection

by *Hassan Bin Rizwan*

2:00 pm to 6:00 pm



Code: MGENS

18 June 2011, Karachi

Effective Negotiation Skills

by *Hassan Bin Rizwan*

2:00 pm to 6:00 pm



Code: MGAML

28 May 2011, Karachi

Work Smart Achieve More with Less

by *Saadi Insha*

9:00 am to 1:00 pm

25 June 2011, Karachi

Code: MGWHM

Workplace Health Management

by *Dr. S. A. Rab*

9:00 am to 1:00 pm



28 May 2011, Karachi

Code: MGMTMT

The Magic of Teamwork

by *Saadi Insha*

2:00 pm to 6:00 pm



Code: MGSMW

25 June 2011, Karachi

Communicating for Results

by *Dr. S. A. Rab*

2:00 pm to 6:00 pm