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Pakistan's: Past, Present, Future Discussed Threadbare!

"Politics is far too important to be left to politicians!"

Octara Seminar With Javed Jabbar

For the Pakistani educated middleclass Javed Jabbar occupies an iconic position. His love affair with Pakistan has taken him from being Karachi University's fiery debater to writer, filmmaker, media-man, international and national affairs participant, and voluntary worker. His new book "Pakistan -- unique origins; unique destiny?" was published in Pakistan in April 2011. Subsequent to this Javed Jabbar embarked upon a meet-the-people campaign to flesh out their understanding of Pakistan's past and present, and their vision for the future.

Octara was accorded the privilege and pleasure of joining Javed Jabbar in facilitating this process, and the first of day long seminars titled 'Pakistan – Past, Present, Future' was organized at Karachi's Marriot Hotel. It was attended by over 40 men and women representing the dynamic and upwardly mobile segment of Pakistani society who paid a goodly sum to be there. Javed Jabbar's book was one part of the value delivered in lieu thereof, as well as a thick compilation by Octara of supplementary reading material. The other and more exciting part of the value delivered was the magnificent presence of Javed Jabbar's vocal chords whose ability to modulate the flow of his thoughts both mesmerizes and inspires.

ENVIABLE REPUTATION FOR INTEGRITY

Jamil Janjua (CEO, Octara) introduced Javed Jabbar to the audience, and paid glowing tribute to the man who has developed an enviable reputation for integrity in politics, and a concern for the environment that has seen him 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. "The introduction should have gone on a bit longer!" quipped the senior JJ. "It's always good to hear one's praise first thing in the morning! For a more down-to-earth introduction the speaker's wife should be asked to make the introduction, he said, quite secure no doubt in his own wife Shabnam's unreserved support for him.

NATIONALISM INVENTS NATIONS

"Pakistan has the single most unique set of origins amongst all the nation states of the world," said Javed Jabbar, adding that nationalism invented nations where they did not exist, and that there was no scientific

definition of a nation. "A state can contain many nations both willing and unwilling. Despite an uninterrupted democracy in the United Kingdoms, the Scots today are clamoring for independence. The two-nation theory turned into a two-nation three-state theory in the subcontinent in 1971. The Muslims in Bangladesh and India are more adherent to Islam than Muslims in Pakistan. Islam and cultural identity are not opposed to each other. They are in fact complimentary."

SIX CATEGORIES OF NATION-STATES

There is no singular Muslim nation in South Asia, said JJ, nor even in Pakistan or India. "There is a wide diversity of languages, clothes, cuisine, sects and ways of life amongst Muslims within both countries." The 192 nation-states that are members of the United Nations fall into six categories, says JJ. "Historical nation-states like China, Japan, Egypt, and Iran. Mass migration nation-states like USA, Canada, and Australia. Permutated nation-states like Germany and Italy. Post-colonial nation-states like India, Iraq, and Uganda. Those emerging from the disintegration of larger states like Uzbekistan, Bangladesh, and Serbia. And nation-states created on the basis of religion like the Hindu Kingdom of Nepal, the Vatican, Kingdom of Saudi Arabia, and Pakistan."

In his book "Pakistan -- unique origins; unique destiny?" Javed Jabbar provides 8 reasons for Pakistan being unique in its origins, 2 not-so-good reasons for being unique in its post-Independence history, 57 collective strengths and individual achievements, 38 weaknesses, 14 elements of the evolving identity of Pakistani, and the critical challenges facing Pakistan and the possible ways to address them. These were all discussed threadbare during the course of the seminar, at the end of which participants were invited to frame their vision for Pakistan in the year 2047, one hundred years after its birth. Amongst the plethora of scenarios that got generated the one which struck a chord was it being difficult, if not outright impossible to find people who were qualified to receive Zakat in 2047, preferably earlier.

FAILED US POLICY

"The Americans created many of the conditions that make for the dismal situation in South Asia today," said Javed Jabbar, and going by what transpired at the Asia Society's Willaimsburg Conference in Bangkok a few years ago, JJ is not averse to speaking his mind without

fear or favour. When Najamuddin Shaikh, Pakistan's former foreign secretary, began tracing the roots of extremism in Pakistan to the failed US policy in Afghanistan and the subsequent emergence of the Taliban, he was rudely interrupted by the American diplomat Richard Holbrooke who said that the

SPEAKING HIS MIND

His formidable store of knowledge and incisive analytical ability, coupled with an unerring resolve to walk his talk, has made Javed Jabbar irresistible to the governing class of Pakistan, and JJ has served as a 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. However, JJ has never compromised on speaking his mind in meetings at the highest level that have invariably comprised of 'yes men' and sycophants. Understandably, this trait has not endeared him to the high and mighty with hidden agendas, and JJ has had no problems in turning his back on otherwise very lucrative portfolios.

Javed Jabbar's parting piece of advice was potent indeed. "Politics is far too important to be left to politicians! Each citizen should monitor public policies and their implementation. The way forward is going to be rough and tough. But in all likelihood the sun will rise tomorrow." Inshallah.



Conference should look to the future instead of dredging up the past. At this point JJ intervened and took Holbrooke to task, asking whether the Conference would be dictated by him about what could and could not be said at the Asia Society! Holbrooke relented and Najamuddin Sheikh had his say.

Communication Masterclass

Directed by Javed Jabbar

The seminar 'Pakistan – Past, Present, Future' was followed a few weeks later by a day-long Masterclass on Communication, Javed Jabbar's forte. The session was geared to increase awareness and knowledge about communication concepts, structures and modes at the individual level, and in interpersonal relations, social groups and professional workplaces. It also provided an enhanced appreciation of the nature and relevance of different media of communication, an understanding of how to achieve informative and persuasive speaking, and better recognize the primacy of reading and writing.

"Communication is an inherent and determinant dimension of life and change on a comprehensive, holistic scale," said JJ. "The

capacity to communicate with clarity and credibility, with power and persuasiveness, and with enduring impact, is a pivotal factor that shapes successful individual and institutional development." The corporate and organizational sectors in Pakistan function in an environment of extraordinary diversity and volatility, and there is a wide variety of social and work cultures which interface with each other. "The capacity for effective cross-sectoral, cross cultural communication based on updated knowledge is a critical need for the progress and profit of both managers and organizations, particularly young executives at early and formative stages of their careers."

Javed Jabbar is the husband of Shabnam Jabbar, an independent entrepreneur and father of the filmmaker, Mehreen Jabbar and Barrister Kamal K. Jabbar. He has written, produced, directed and presented material on all principal media and has won several international and national awards for excellence in diverse forms of communication. Fourteen books and monographs comprising his

writings and material compiled/edited by him on a range of subjects have been published to highly laudatory reviews. His new book "Pakistan -- unique origins; unique destiny?" was published in Pakistan in April 2011.



Workshop participants - Communication Masterclass

He lectures at leading universities, research centers and think-tanks in Pakistan and in overseas countries. Several grass-roots development organizations founded/co-founded by him include Baanhn Beli and SPO (Strengthening Participatory Organization) working in over 2000 villages and communities across Pakistan.



It's a pleasure being amongst you again with a brand new edition of octara.com, a slim issue this time no doubt, but a potent one nonetheless given its content. We have had two exhilarating sessions with the illustrious Javed Jabbar, a day-long seminar on Pakistan's Past, Present and Future, and a day-long Masterclass on Communication that happens to be Javed Jabbar's forte. The learning and insights obtained from both were priceless, and these have been captured in some detail in the write-up that constitutes our cover story.

Talking with Ramiz Allawala on issues regarding organizational development is always stimulating, and this time was no exception as our editor Adil Ahmad caught up with him over breakfast on one of his frequent trips to Pakistan from Houston where he is now settled.

Migrating the management cadres from immaturity to maturity is the central theme of Ramiz's discourse these days, and it certainly makes for a whole lot of sense!

Engro and Octara have struck a common chord, and we have been engaged in helping promote the Engro Rupiya Certificate for Engro Corp. in Pakistan with Octara associate Hassan Bin Rizwan along with Team Octara facilitating, and organizing two highly popular training sessions in Dubai for the Engro Foods' sales champions with Octara associate Roger Harrop. The importance Octara attaches to this activity can be gauged from the presence in Dubai of Muhammad Arif, the Head of Octara, to personally facilitate the workshop that stretched over three days. Arif was also present at the 7th annual edition of MEFTEC, the world's leading financial technology event for emerging markets that took place at ADNEC, Abu Dhabi (UAE) from 30-31 May 2011, and we carry a report on his observations there.

Also in this issue we have Octara associate Jerry Brown who conducted workshops on 'Improving Sales Performance through Effective Sales Leadership'. Umair Jaliawala, Chief Turning Officer at Torque and Senior Associate at School of Leadership graces our pages with a most revealing interview, and we have him marked as a force to be reckoned with in the realms of youth empowerment.

"Sustainable Employment and the Human Aspects of a Workplace" is the title of an article by Dr. Zsuzsanna Fajcsak from Hungary, a most welcome addition to the training resource available to Pakistan. And last, and certainly by no means the least, Leon Menezes, our regular contributor, presents some very thought provoking pearls of wisdom in his piece on the Ego.

We at Octara would very much like to see an addition to our training resource of experienced practitioners in different corporate functions who would like to add value to the corporate landscape in the light of their work experiences, as well as benefit through a stimulating interaction with all levels of professionals in the corporate world. Trainers with no practical experience in the field will become increasingly redundant as organizations move to deploying their line managers for in-house training. External trainers will find themselves restricted to coaching line managers in the art and techniques of training, with the exception of exceptional motivational trainers who will remain in demand.

As usual it has been a pleasure and privilege being of service to the corporate sector, and Octara looks forward to taking its services to the next level and beyond. Thank you for your vote of confidence.

jamil janjua, CEO, Octara & Chief Editor

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Managing Upwards

Breakfast with Ramiz



Ramiz Allawala was in town recently on one of his frequent trips to Karachi, visiting Dad and elder bro Azeez, and making a few bob as celebrity corporate trainer. With Octara having the privilege of his deployment, Ramiz worked to a choc-a-bloc roster spreading over a month. The focus of the workshops and seminars was the subordinate in an organization, and his or her ability to understand and harmonize with the super-ordinate, the boss. Titled 'Managing Upwards', it could just as easily have been titled 'Managing The Boss'!

KNOW THY SELF

We met over breakfast one Saturday morning. Ramiz was returning to Karachi after a gap of 2 months, and in the interim had been in Bangkok and Houston. He had been in Changlagali conducting a unique workshop for three days titled 'Know Thy Self', helping young executives discover their true self, their goals and aspirations, and reexamine their relationships.

"Before aligning employees with the objectives of the employer it is important to help them establish their personal goals. What is it that they want out of life and certain relationships? And get these priorities cleared in their minds for them. In a workshop I was surprised to find that except for one participant none of the others had any goals in life. A few had vague ideas. They became conscious that they were starting their day not knowing what they were working towards."

FROM IMMATURITY TO MATURITY

"The other big issue is that we are not helping people migrate from immaturity to maturity, from being children to becoming adults. So even though they grow up physically there are a lot of child-like characteristics that remain in them like dependencies, lack of options, sitting back and letting someone else do something for you, getting upset, predictable responses to certain stimuli like you feel bad, you feel sad, you feel mad. That's your whole range of responses to external stimuli. This problem afflicts the entire country and is a leading reason for why we are crumbling as a society."

MANAGEMENT CULTURE AVERSE TO EFFECTIVE DELEGATION

"In our coaching program we help the coach develop the skill to stop advising and telling the coachee what to do, and get the coachee to start thinking for him or herself. Think about the solutions and options, and how they want to get things done. Typically when they hit a block then managers will rush to them and tell them what to do. In our training we tell them not to do that, instead ask the right questions that will help them arrive at the right solutions. Don't ask questions that lead him or her to areas that you have predetermined. The questioning here is very difficult and people don't know how to ask these questions. It becomes easy when you realize that your goal is not to guide them to a predetermined outcome, but to guide them from immaturity to maturity."

Our management culture is averse to effective delegation and subscribe to Henry Ford's lament that why is it that when I ask for a pair of hands a brain comes along! Shouldn't then the senior management be the focus of your attention? Because when these middle managers go back to their corporate cultures of coercive control then all your training gets wasted?

WE KNOW EVERYTHING

"Senior management in Pakistan by and large has two responses to training. The first is that we know everything and what you have to tell us will not be true. Secondly, if we want to get trained we will go to INSEAD or Harvard or Stanford for three months. There is nothing

wrong with the second approach, but the trouble with INSEAD or Harvard is that they provide culture neutral training which is very difficult to apply here. Moreover, the training they do there is about strategy, and it's very generic. It's about problem solving and decision making. That's not what we are talking about here. Here we are training people to develop people."

"CEOs in Pakistan have still not figured out that in order to build your business you need to develop everything onto HR. The people qualified to develop people are the line managers. The CEO has to take it upon himself to build his core team which then goes and develops people down the line. But if the CEO feels he or she knows everything then that attitude will be reflected down the line. If everybody knows everything then what a wonderful world we all live in!"

GROW UP!

We need to develop an open minded culture where the CEO accepts that he is there as a learner and not as a teacher, says Ramiz. "The trainer is there to help you to grow, and grow up. 'Grow up' should be the only two words serving as the mantra for any corporation. There is no other thing that needs to be done. Otherwise we will be bouncing off the wall every time something happens, just reacting to stuff. Once you grow up you start taking time out to plan and prioritize, and take timely decisions, develop different scenarios and good responses to these. All of this builds resilience, flexibility, adaptability and agility, and strengthens your team. All of this will not happen by



accident. Somebody has to be in charge to make it happen."

ON THE JOB LEARNING

So what you are advocating is a frequent 'chewing of the cud?' "Yes, if by 'cud' what you are referring to is stepping back and reflecting, and realizing, and openly engaging everyone, and for a moment suspending your pressure for sales and deliverables and timelines and deadlines. You can't keep ploughing forward without stopping to think how this experience is turning into a learning moment for my organization. In my opinion 70% to 75% of all organizational learning needs to be on the job. It won't happen if you throw people into the deep end. You have to systematically process that experience. You have to be a trained facilitator to garner the impact of that experience. Otherwise it's hit and miss.

HR AS DRILL SERGEANT!

How do we convert any experience within the organization into a learning that ricochets throughout the organization? "This is done through a very systematic process. In the armed forces there is the concept of briefing and debriefing. That is brilliant, and it needs to happen in the business world. I take a lot of inspiration from the Army. They are very fast learners, and the battles that they have lost have been due to political reasons. For the US Army Vietnam was political. Even Afghanistan is political. The American public doesn't have the stomach to see so much blood and gore. The Army is very liberal in its mindset. They believe in merit, and in developing their people. They believe in cross-training them so that once they are out of the military they have marketable skills. The Army leadership believes that if it looks after the welfare of its people then they will receive their trust and loyalty. The Army takes average and below average people and converts those into way above average leaders and deliverers, people who get the job done. They are not trained to fail. Failure is not an option for them. They are trained to get it right first time every time. And who develops these people? Not some HR department! It's their Commanding Officer who does the job. He is directly responsible. His

seniors develop him and their seniors develop them. That's the way the chain goes. The CO is assisted by the Drill Sergeant. HR is the Drill Sergeant! HR is also a little bit of the psychologist and manager. The CO is not HR, but the ultimate responsibility is that of the CO.

LINE MANAGERS RESISTING CHANGE

While the thinking has gained currency that Line Managers are also responsible for their units HR requirements, it hasn't gained traction, with Line Managers resisting the additional responsibility of HR, says Ramiz. "For them it's all about delivering results, and they don't want to be loaded down with this extra burden. What they don't realize is that if they develop their people they lessen their own burden. The Line Manager should ensure that 80% of the learning of his team takes place on the job, and not send people off to HR for training each time a deficiency is discovered. 15% of the training should be taken care of by the Line Manager being a very good coach and mentor. The balance 5% is where external professional trainers and coaches like me should come and fill up. Right now most organizations feel that 80% of the learning should come out of external trainings, and it can't".

ROK-TOK & FEEDBACK

"The other important thing to remember is that no matter how good the content and delivery of the training, it is not an indicator of the learning achieved and return on investment. What matters is the feedback a trainee gets when he goes back to his workplace on how well he or she is applying the training. If he gets that feedback the training will succeed, otherwise not. The moment the feedback stops the performance will drop. One needs a committed circle of well-wishers who can indulge in this 'rok-tok' and do a gap analysis on the training benchmarks and the actions on the ground. That kind of feedback has amazing returns on the training.

TRANSFIXED OR TRANSFORMED?

Almost 90% of those who attend my workshops are there enjoying a day away from work. But when they turn up I ensure a fun ride for them. To me it doesn't matter what mindset they come in with. What matters to

me is how are they leaving? Are they leaving transfixed or transformed? Are they leaving with a realization that they need to grow up? If they walk away thinking that everyone needs to grow up but not me, then we're in trouble!

HYPOCRISY, DENIAL AND REALITY

"There was a fitness survey where people were asked if they thought they had healthy eating habits, and 70% replied yes. Then they were asked if they thought that others had unhealthy eating habits, and once again 70% replied in the affirmative! The remarkable thing was that all those questioned were obese! We look at people through a different lens and ourselves through a different lens. The first lens is hypocritical, and the second lens is denial. I advocate the lens of reality and ask them to challenge all their assumptions. If you think you're doing fine then let's challenge that. How do you know you're doing fine? How do you know it to be true? And if there was some other truth out there how would you respond? There's a lot of back slapping and reinforcement that goes on about doing fine, especially amongst the elite. They are least open to your people. They have dumped suggestions and changes. So you find that the elite in most countries are the ones who need to grow up the most. They don't even realize that they need to grow up. My friend Sheldon Wiesfeld whom I have grown up with has only one mission in life. He says you have a real problem when 'you don't know that you don't know.'"

URGENCY VS EMERGENCY

Towards the end of Ramiz's Workshop the participants write a pledge of all the learning that they will implement in their workplace. "Then we analyze where they might fail, and discover that for the most part it's a lack of internal discipline and determination to see it through that could result in failure to implement. People realize that they may be coming on too strong in meetings, and instead of creating urgency wind up creating too much stress and emergencies!"

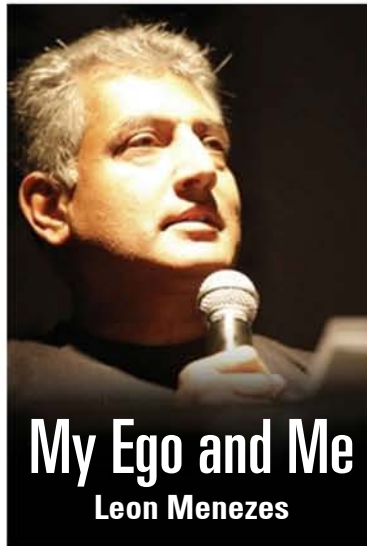
Thank you Ramiz! May we live in urgent times that are free of emergencies.

Octara Associate
Ramiz Allawala Holds Forth at
The IBA Entrepreneurship Society's
3 Days Conference

"Spark 2011: Blazing The Entrepreneurial Trail"



Enroute its journey towards achieving milestones, the IBA Entrepreneurship Society organized for the university-student community of Pakistan, "Spark 2011: Blazing the Entrepreneurial trail" at the IBA Main Campus from the 27th to 29th of June 2011. The three-day convention aiming to celebrate, acknowledge and impart knowledge pertaining to the realm of entrepreneurship. Other distinguished speakers at the Convention were Naeem Zafar (live from Silicon Valley), Rehan Allahwala, Azhar Rizvi, Mr Shahid Qureishi, Hasnain Akhtar, Sumair Abro, Umar Saif, Arjumand Qazi, Ayal Abbas, Umair Jaliawala, Ramesh Patel, Scott Weller, Saima Irtiza, Asher Hasan, Amir Anzur, Anwar Dar, and Sohail Zindani.



This small, three-letter word is what makes the world go round. Wars have been fought, countries conquered, great acquisitions made and relationships destroyed all because of it. So, how big is yours?

As a teenager a few years ago, I remember saying to friends: "My inferiority complex is bigger and better than yours." Unfortunately, as with much of my attempts at humor, I was completely misunderstood. My friends could not see I was being facetious; the dead giveaway of an inferiority complex is our need to be or possess things 'bigger and better' than anyone else. This complex drives our ego and our need to

dominate our surroundings.

We often confuse self-esteem with pride and ego and therefore shun it. Self-esteem is the 'healthy' part of ego and should be nurtured and encouraged. It is tempered with regular doses of feedback and criticism and helps keep you grounded. When we lose that grounding is when the ego, like a hot-air balloon, takes flight. In my experience, I have never met anyone who is mature and has an ego; the two are mutually exclusive.

The corporate world is full of examples of titanic mistakes and misjudgments driven by ego. Some of these are because of delusions of invincibility while others have to do with the belief that "I won't get caught." The blind side comes from surrounding ourselves with flunkies and 'yes-men' and wallowing in praise. We see this on a grand scale in the public arena where 'cult-of-personality' is so important. Conversely, great things have been achieved by great egos pushing at the boundaries of possibilities: planes, trains, automobiles, skyscrapers, bridges, and publishing empires – the list is endless. As with all things human, we are capable of doing ultimate good and ultimate bad.

Golf has a wonderful way of reminding you to stay humble and 'keep your head down' because if you look up, you will miss the shot. And although one Bond villain said "humility is the worst form of conceit," it is still a virtue we expect from those who reach the top. I remember meeting someone for the first time in a golf tournament and, after about two hours, asked him what it is he does. "Oh," he replied. "I head Citibank in Pakistan." There was no pomp or show or swagger about the man, no name dropping and, except for his distinguished personality, no way to know how senior a corporate executive he was. That was a great lesson for me – he was there for the golf, not to impress anyone.

But for those who are out to impress others, I suggest you go the whole hog: fancy car, fat cigar, gold Rolex, holidays in the south of France, trophy girlfriend (or boyfriend). Throw lavish parties where you can show off your indoor pool and art collection (never mind if you can't pronounce the name of the painters – we understand). And don't forget the elaborate security everywhere – people must know who you are by the number of guards protecting you. (Leon lives in Karachi and is looking for a camera big enough to capture his ego.)



Turned-On!

"We aspire to take awareness and action to the level where we aren't needed"

- Umair Jaliawala -

He has emerged as a young and formidable figure in the area of youth development in Pakistan. Umair Jaliawala is the Chief Turning Officer at Torque, a most unusual new generation designation, and Senior Associate at School of Leadership. Torque, in collaboration with Octara, is charged with organizing monthly meetings of the Trainers Resource Group. Umair has to his credit an Internship with the Corporate Affairs department at Unilever, and was Project Champion at the Young Leaders' Conference 2006 of the School of Leadership.

Umair's formal education has taken him from the St Bonaventure's High School (Hyderabad) to DHA Degree College (Karachi), and the Commerc Institute. He cites his core areas of training as comprising 'Live your 100%' 'Communication & Presentation', and 'Sales with Service'. He has developed brands such as 'The PlaySeeBow Effect', 'ManageMEANT', 'FourPlay' and 'Max'. OCTARA.COM caught up with Umair and quizzed him on a whole range of issues.

octara.com:

Please give us a brief introduction to your line of work.

Umair:

My mission, as I put it is, TURNING individuals ON. When individuals are TURNED-ON, the families, organizations & society they are part of, thrive! I am in the knowledge industry and contribute by consulting, speaking, facilitating and writing. I am part of the management team at the School of Leadership and also amongst its lead trainers. Torque is the organization I founded as SoL's corporate training function.

octara.com:

What led you to this line of work?

Umair:

I have been with School of Leadership since 2005 but never thought about training seriously until 2008. We went to 18 universities across Pakistan facilitating a career-planning workshop, at the end of which participants would cry their hearts out, hit their heads against the wall and write to us saying 'Why weren't we told all of this before?', 'We've already invested 3-4 years into this, how can...' and 'I want to, but my family...' etc. Alhamdulillah, students who we impacted then landed in better jobs than they thought they could, while some changed their career-path & started looking at things differently. This all was before I had graduated, and once I did I had the routine option of Management Trainee programs or continue the work I was doing. The former had lots of status, money and security, but the latter had more meaning and significance.

octara.com:

Working with the youth what are the big challenges that you face?

Umair:

Our biggest challenge while working with youth is the strong conditioning they've gone through from their family & environment. They say a child has heard NO 40,000 times before entering his or her school. When the same child grows up to become a professional, his first answer to a

new idea is NO! Paradigms such as 'the world is not trustable', 'scarce resources' and 'you are stupid if you are principled' determine the what, why and how of life. They answer questions such as what the students pick as profession, why and how we choose to perform it, what kind of citizen he or she becomes, and how they bring-up their children. From all of that to turning them to a path of principles, faith, abundance and excellence which involves intuition, patience, pain and outcast is the biggest and most-rewarding challenge!

octara.com:

Please elaborate upon your short, medium and long term objectives.

Umair:

My short-term objectives are to sustain my success as a trainer and at the same time develop a high-performing team at SoL & Torque which has the drive and direction to contribute. Because of our work, hundreds of youngsters across Pakistan have ventured into the market as facilitators and are doing remarkable work in their institutions and communities. In the medium run, I'd like SoL, Torque & myself to grow deeper and wider. Wider implies becoming global entities, and deeper means going down to the villages. Our long-term objective, which has always been the same, is to shut down. We aspire to take awareness and action to the level where we aren't needed.

octara.com:

If not your present vocation, what other profession would you have opted for?

Umair:

As a child I always wanted to become a 'Cricket Commentator'. My teacher would cut it out and write 'Engineer' instead. During my college days, I dreamt of being a minister and would rehearse my speeches as a minister on my bike while riding to or returning from college. I think I've gotten close to it with speaking, mics and influence being the common factors. Now if I think of it, I would either be an entrepreneur or an activist.

octara.com:

Please tell us about your family life, school and college days, hobbies, favourite food, and what movies and books you have found interesting.

Umair:

My dad is a standard deviation to his family by working at a multinational pharmaceutical throughout. From being a short-hand typist to traveling to and from Hyderabad-to-Karachi every afternoon for his MBA classes at IBA, to becoming a senior HR Professional, he is an inspiration. He's the one who inculcated in us the hunger to learn and develop, attitude for quality and balance in life. My mother has kept our house in the finest way possible by dedicating all the time and resources she had to our education. We are 4 siblings, 2 sisters & then brothers. The eldest is a doctor, married and well-settled with 2 kids and the other is an MBA, married and is on her way to begin research in HR Pakistan. My brother has been in advertising ever-since he graduated and does a remarkable job with concepts and words.

School days just had schools and tuitions and extra-curricular but within school. College was a lot of bunking, connecting and reading. Graduation was rebellious in terms of questioning teachers and their methodologies. I started working in my third semester and that is what channeled my energy. My favorites in movies are Dead Poets Society, Patch Adams & Cast Away. Talaash and 7 Habits amongst books.

octara.com:

What is your message for our readership?

Umair:

That which I say in all of my training, to LIVE 100%. The world that we're in, everything can return. From the lost money to broken relationships to stolen cars to dysfunctional organs, everything will return. But a second lost will never come back. So what would you do, if this day was the last? What will you say and do, if all that you'll say and do, will echo in eternity?

Thank you, Umair Jaliawala.



www.trg.org.com

Trainers Resource Group (TRG)

In Full Flow!

TRG is a group of professional people associated with training and human resource management, joining hands to share ideas and resources, in order to be more effective in their organization, profession and society at large. Its Founder Members comprise Alam Halepota, Azhar Iqbal Mir, Cyrus Magol, Jamil Janjua, and Kamran Rizvi, with Support Members including Arshi Ahmad Aziz, Syed Nusrat Ali, and Shireen Naqvi. Octara is pleased to be associated with TRG since its inception.

The TRG 157th session on February 24, 2011 had Veqar UI Islam as the session lead, speaking on 'Story of My Life'. He is the Head of Sub region for Middle East Africa for Nokia Siemens Networks, and connected with participants as he bared the story of his struggle, aspirations and career with honesty, humility and humour. A high achiever throughout his career and a marketer par excellence, he is known for his out of box approach towards managing and growing the business. "For success, one has to be special in whatever work one is involved in. Nothing in life is constant but the pursuit of success and happiness."

The TRG 158th session on March 31, 2011 had Sahib Karim, Urooj Mazhar and Zeeshan Lakhpaty as the session leads, a three-in-one bonanza for those attending, on the theme 'Champions of Succession'.

Sahib Karim, an emerging trainer from Navitus, spoke on 'Enlightening the IC Factor'. He first defined the 'Enlightener' as a Motivator, Leader, Guru, and Khalifa, a constant and thorough guide to the enlightened path. IC is the 'Intellectual Capability', the individual's purpose of existence on earth. "IC is one of the key factors that keeps on pushing us toward our destination."

Zeeshan Lakhpaty is a promising trainer from People Excellence and spoke on 'Motivating People for High Performance – The People Factor'. He cited as necessary appreciation, good pay, good working conditions, growth, and work-life balance. The session ended with Urooj Mazhar, lead turner from Torque, talked about ideas that turned her on: Love, You, Loads & Always. Quoting from a popular song, she said ideas had to be endorsed such that they are worn like a 'taweez'. Her chosen ideas were simple thoughts, which left a powerful impact on personal life and organizational culture.

The TRG 159th session on April 28, 2011 had as the session lead Humaira Ahmad on the issue of 'Employee Engagement'. She is a Senior Consultant at Engage HR, and said that the key lays in stimulating employees' enthusiasm for their work and directing it towards organizational success. "Engagement is something that an employee has to offer. It cannot be obtained by signing the employment contract," said Humaira. "An engaged employee will stay with the organization and be an advocate of the employer as well as its products and services, while the rest would keep switching jobs."

The TRG 160th session on May 26, 2011 had Farhad Karamally as the session lead, and held forth on the 'Pukh Theory', the title of his new book which is a diabolical plot to put bosses out of business!

He focused on the significance of getting the right people on board; succession planning; organization culture and its link to mission, vision and values; indigenous solution to leadership development; and attracting, grooming, performing and performance appraisal of talent. "Culture eats strategy for breakfast," said Farhad, which left one wondering what they had for lunch and dinner. Farhad had the participants realize that when the behavior road map was not identified, leadership chaos happens.



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- ▷ Awarded the 5th Corporate Social Responsibility 'National Excellence Award 2010' by Helpline Trust Welfare
- ▷ Awarded the Consumer Choice Award for the Best Life Insurance Company by Consumer Association of Pakistan in 2008, 2009 and 2010
- ▷ Among Top 25 Companies, 2007 by Karachi Stock Exchange
- ▷ Awarded Brand of the Year Award 2010 by Brands Foundation

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engro foods

Leadership & Teambuilding

Octara Associate Roger Harrop put the Engro Foods Sales Champions through some rigorous paces for three days in Dubai on 7th, 8th & 9th of June 2011



Judges Mazhar Ayub and Asam Maqsood discussing project results



Muhammad Arif with Course Director Roger Harrop



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Exclusive Learning Partner for Engro Rupiya

The Engro Rupiya Certificate, or Rupiya as it is widely known in the market, is the first-of-its-kind retail Term Finance Certificate in Pakistan that is specifically designed and marketed to retail investors – the average Pakistani investor.

Following the success of first issue of Engro Rupiya, the second phase of Engro's retail savings certificate received a solid nationwide launch. In order to ensure the widest outreach and convenience for investors, Engro Corp. once again partnered with 15 institutions, including leading banks and other financial organizations, to facilitate investors in purchasing these certificates.

Octara, being a reliable name in the corporate trainings domain, was closely consulted by Engro Corp. to develop and deliver customized product & sales training sessions for first Issue of Engro Rupiya in 2010. When it was time to choose a learning partner for the second Issue, Engro Corp. needed to look no further.

For the second issue, Engro Corp. identified an even larger basket of tasks to be handled by Team Octara. Octara's associate Hassan Bin Rizwan closely worked with Rupiya team to identify sales training objectives and discussed learning from the first Issue. Consolidated training content was then developed and visually enhanced by Octara's creative unit. A 'Rupiya' branded learning toolkit was designed for each participant along with specially designed and manufactured giveaway items.

Led by Octara's associate Hassan Bin Rizwan, sales and product training programs for partner institutions were conducted throughout Pakistan in Karachi, Lahore, Islamabad, Peshawar, Gujranwala, Faisalabad and Multan. Catering to 700 professionals, 32 training sessions were a daunting challenge in the heat of June - nevertheless successfully completed by Octara.

Engro Rupiya Certificate is once again moving towards successful completion before due date and is regarded by investors as a reliable and efficient avenue of investment within Pakistan.

By Usama Rafi



MEFTEC

THE FINANCIAL TECHNOLOGY MARKET
30 - 31 May 2011 | Abu Dhabi, UAE

Octara at MEFTEC in Abu Dhabi

The 7th annual edition of MEFTEC - the world's leading financial technology event for emerging markets took place at ADNEC, Abu Dhabi (UAE) from 30-31 May 2011. The prestigious event, organized by UK-based Media Generation Exhibitions Ltd, brings together CIOs from leading banks & financial institutions to meet and do business with specialist IT vendors.

This year's event attracted more than 500 delegates from 27 countries, in addition to 150+ exhibitors. Pakistan's financial industry was present in full force at this year's MEFTEC. Muhammad Arif, Head of Octara, participated in this event to bring in special coverage for Octara.com.

The 27-strong Pakistan contingent included CIOs and senior IT executives from the country's foremost financial institutions including State Bank of Pakistan, Habib Bank, National Bank of Pakistan, Allied Bank, NIB, Soneri Bank, Silk Bank, Habib Metropolitan Bank, Al Baraka Bank and First Women's Bank, among others.

Imaduddin Chishti, Head of EasyPaiza at Telenor, delivered a presentation on "Innovations in Mobile Money" while Kamran Meer, Chief Information Security Officer of HBL presented on "Security Strategies for 2011." Both presentations were very well-received by the audience. Three leading Pakistani vendors also exhibited at MEFTEC and displayed a range of specialized solutions for the banking industry. These included TPS, ZRG and Mixit.

The significant participation of Pakistani banks at global events like MEFTEC underlines the strong commitment to technology by the country's financial sector. A pre-event survey administered by organizers of MEFTEC reveals banks & financial institutions in Pakistan plan to spend upwards of US\$100 million on IT acquisitions and upgrades in the coming 18-24 months.

By Muhammad Arif



Imaduddin Chishti, Head of EasyPaiza, Telenor



Opening Remarks



Organizers with Muhammad Arif (Octara)





Octara Associate
Jim Truscott



Want To Capture Learning? Debrief While It's Hot!



"I hear and I forget.
I see and I remember.
I do and I understand."
Confucius 551-479 BC

WHY 'HOT' DEBRIEFS?

- It is the best way to capture team experience and convert to knowledge that can be acted on.
- Is it true that human beings will remember close to 90% of what they experience as opposed to more like 10% of what others just tell them? Yes!
- Stressful peer team simulations have a powerful, bonding effect on teams by empowering staff with personally owned experiences. They remember how to operate properly.
- Hot debriefs properly executed will convert this experience to knowledge, and that knowledge to company power. 'Armour-up' your company against commercial adversity.

HOW DO YOU DO THEM?

- Firstly the debrief will fail if the exercise is not properly observed and if it does not include competent counter players.
- Do them immediately post-exercise so hot gut feelings are expressed. People speak more transparently after winning through difficult situations.
- Do them in the very operational room so facilities are a focus. Debrief where you played.
- Do them fast and accurately with a disciplined approach so participants know the activity finishes after the hot debrief.
- Do them this way. Controllers give their main observations; counter players give their experiences and perceptions; team participants reflect on their experiences and actions and the C-level leader summarises and projects into the future
- Do them efficiently to capture knowledge, skill and attitudes. Have them delivered in a fast report and go to action.

Sustainable Employment - The Human Aspects of a Workplace

Dr. Zsuzsanna Fajcsak

Have you ever wondered what keeps employees in one place? and how a business enterprise can have a strong and solid work force where they all grow together as one happy and productive family?

The usual workplace struggles with high medical leave issues and inefficiency. Most employees are there for the sake of a job, dragging their days and getting into all sorts of trouble to compensate for the "wrong" job they are doing and the "wrong" relationship they need to maintain, and the living of a life that feels like someone else's choice.

That explains the rate of degenerative disease today. Obesity, diabetes, heart disease and cancer often result from "feeling blue", i.e. being sad and depressed, and emotionally challenged.

Today 80% of doctors visits are due to depression, and 80% of the people are untreated and think about their condition as personal weakness.

Sustainable employment begins with hiring on "work passion" basis and pairing up people with the work they enjoy doing, and helping those who don't belong to your company find their own path with coaching.

Keeping employees inspired begins with caring for the human factor, acknowledging people who are doing the right thing, and empowering them to take decisions.

Appreciation and mode of delivery as far as communication is concerned must enjoy the highest priority to maintain a company culture where people are working from passion and the fundamental value of honesty.

Paying attention to the employee's personal life is another important aspect to ensure a happy family in the workplace that results in a drop in medical leave and saves on cost, and enables promotions with higher salaries. And with this money they can live healthier, eat healthier, and afford recreational physical activities as well.

Appropriate rest time during the day to recover the mind is a must to bring optimal efficiency at work. Physical exercise, yoga and breathing meditation are tools that can be used easily at work to enhance efficiency.

When work is fun and enjoyable then it makes for a sustainable profession.



www.btbalive.com



"In today's world buyers dominate and sellers are having to work very hard"

Effective Sales Leadership

Jerry Brown, Managing Director, Maximum Performance International LLP

Jerry Brown is the Managing Director of Maximum Performance International LLP, a UK based Consultancy which is aimed at providing its services internationally. Prior to this for 10 years Jerry worked for PMC Consultancy as a Director and specialized in Corporate Cultural Transformation, Leadership Development, Team and Individual Executive Coaching. He has been to Pakistan many times in the last three years, and was here once again partnering with Octara and conducting workshops in Lahore and Karachi on 'Improving Sales Performance through Effective Sales Leadership'.

The Key Benefits that Jerry undertook to impart during the course of these workshops included building a compelling vision and sales culture (B2B, Direct or Retail); recruiting and training a sales team; setting objectives that connect vision to action and appraising performance; developing robust sales coaching (and feedback) skills and processes; rewarding the right behaviors through incentive schemes; structuring and delivering powerful sales team meetings; creating customer loyalty in tough times; developing and implementing your desired customer experience; and, managing change successfully

to integrate your action plans.

"In today's world buyers dominate and sellers are having to work very hard," says Jerry, whose screening of a clip from California's fish market served to emphasize the point, with salesmen engaging with clients in a high energy act that involved the throwing and catching of some pretty heavy and slippery fish across sizable distances! "We need to be conscious and aware of our impact, and how we use the process to take the client to a level where business is done in a mutually beneficial manner."

I asked Jerry if he had ever run afoul of environmentalists who might have accused him of training elite cadres to champion conspicuous consumption, with demand arousal having come in for quite a bit of stick in this day and age of unsustainable development? "That sounds far too sophisticated for me! I'm just trying to do business and make a living. I have been on so many flights that my carbon footprint would be quite out of the ordinary!" Jerry says that in times of economic downturns there are still spaces that are growing within a generally shrinking market. "If you're intelligent and innovative, and can think of something in terms

of a product, or an angle on a product, that's where clever people come to the fore. They come up with something that a consumer wants even in a downturn. Back that up with a good sales team that is well trained, and you can make a lot of money."

Jerry Brown pursued a career as a professional golfer before joining the corporate industry in 1983 where he enjoyed success as a Salesman and Sales Manager before moving to a corporate role as Head of Training and Development. His 25 year career both in retail and direct sales management with several blue chip companies has given him unrivalled expertise in these areas. He is currently an Executive Coach to a number of Chief Executive Officers and Management in addition to delivering retail & sales management training courses around the world. Married and settled with two sons, Jerry pacifies his challenging profession with golf and music, and Curry which he cites as his favorite food. Anthony Hopkins has impressed him on the silver screen, and Stephen Covey on the books front. Jerry tends to read biographies, but secretly admits a fascination for Harry Potter!

By Adil Ahmad



SOMETHING FOR EVERYONE

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

JWT

ENGLISH BISCUIT MANUFACTURERS (PRIVATE) LIMITED

Training Calendar July-December 2011

J U L Y - 2 0 1 1

1	Leader As Coach	Ramiz Allawala	1 Day
2	Communication Masterclass	Javed Jabbar	1 Day

S E P T E M B E R - 2 0 1 1

1	Succession Planning & Career Development	Ramiz Allawala	2 Days
2	Project Management Toolkit	Hassan B. Rizwan	2 Days
3	Mastering the Essentials of CSR - Marketing and Communication	Khadeeja Balkhi	1 Day
4	Pakistan - Past, Present, Future	Javed Jabbar	1 Day
5	Cash & Liquidity Management	Ali Saeed	2 Days
6	5 Star Customer Service	Graham Moore	2 Days

O C T O B E R - 2 0 1 1

1	Advanced Negotiation Skills	Ramiz Allawala	1 Day
2	Inspirational Speaking	Lucy Cornell	1 Day
3	Mastering Business Continuity Practices	Jim Truscott	2 Days
4	Microsoft Excel Masterclass	Nooruddin Surani	2 Days
5	Innovate or Die	Ian Ruskin Brown	2 Days

N O V E M B E R - 2 0 1 1

1	Performance Appraisal	Ramiz Allawala	1 Day
2	Communication Toolkit	Hassan B. Rizwan	2 Days
3	Building Brand Equity	Omar Abedin	2 Days
4	Advanced Customer-Driven Selling Skills	Jerry Brown	2 Days
5	Business Valuation	Ali Saeed	2 Days
6	Crisis Talk	Jeremy Parson	1 Day

D E C E M B E R - 2 0 1 1

1	Total Rewards Strategy	Rahim Shirazi	2 Days
2	Salary Survey Techniques	Rahim Shirazi	1 Day

Listed workshops will be scheduled in Karachi, Lahore and Islamabad

These workshops can be customized to suit specific needs of your organization at significant savings. Please contact **Jason D'souza** at jason.bosco@octara.com or call at **0332-2422732** for more details

*Octara reserves the right to change course fees, dates, content or method of presentation at its discretion.

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