

# octara.com

October 2011 / Issue 7

Helping you Succeed



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BEST HELP**

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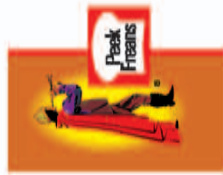
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# LIVING OUR CORE VALUES AND WINNING



EBM's journey to success has been armed with unwavering commitment to our core values of **Leadership, Innovation, Vitality & Humanity**. EBM's best practice since its very inception has been the pursuit of excellence in these core values. It has been through our consistent focus on these that we have managed to steer our business to an enviable position of being the leader in the Biscuits Industry of Pakistan. EBM has been the lead sponsor of the Best Practices Day for the past 7 years. This Day reflects our belief that best practices and knowledge must be shared so that others too can learn from our experiences and develop their own winning corporate philosophies and strategies.



*The Legend Leads...*

ENGLISH BISCUIT MANUFACTURERS (PRIVATE) LIMITED





It's a pleasure and a privilege being here with you once again amidst the hurly burly of floods and politics. 'Since Do More' is the mantra in vogue these last many months ...it is in this context that we at Octara feel a sense of satisfaction, for it is our mandate to aid and abet the development of human resource and constantly improve the quality of leadership in the corporate sector. The corporate sector carries the burden of the social sector through the payment of taxes to the government and by generating employment. A thriving corporate sector, with innovative entrepreneurship as its hallmark, makes for a thriving economy and generates a positive impact upon the human development index for the country as a whole.

The big story in this issue of Octara.com concerns our entry into the Bangladeshi market, a step that we hope will not only add to our bottomline, but also contribute in bringing the two countries even closer. Muhammad Arif, our Business Head, has recently returned from his second trip to Dhaka and Octara, in collaboration with HR Kites, feels proud to announce two inaugural public training workshops with highly acclaimed international experts Roger Harrop and Paul Walsh in Dhaka at the Radisson BLU Hotel in the last week of November 2011.

Also in this issue is an account of the five days GRID Program that the 30 top members of the TCS Management attended at the Pakistan Society for Training and Development (PSTD), conducted by Usman A. Ghani, celebrity international GRID Guru from the USA and son of the illustrious Mian Ghani, the founder of the PSTD.

Meanwhile, there is a huge treat in the offing as Sensei and Octara team up for a one day mega-event facilitated 'live' by Omar Khan in April 2012.

On the 'Young Turks' front, The Trainers Resource Group's 2nd edition of LearnFest kicks off on the 15th of November at Karachi Sheraton Hotel, and travels to Islamabad in the following month with a staging on the 15th of December at the Islamabad Serena Hotel.

We have a wealth of articles in this issue contributed by both budding and veteran practitioners in the field. Our writers include Omar Khan, Dave Crane, Roger Harrop, Sualeha Bhatti, Ali Saeed and Dr. Tommy Weir.

Well folks! I hope you enjoy reading Octara.com, for we certainly have enjoyed putting it together!

Do encourage us with your feedback !

**jamil janjua**, CEO, Octara & Chief Editor

**Feedback**  
**info@octara.com**

**Wanted! Corporate Trainers** (Part time or Full time)

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The reasons aren't arcane or esoteric. Ask what the purpose of a performance review is and you'll usually hear that it's meant to identify and incentivize high performers, give accurate performance read-out to all performers, and contribute to a development plan for people. The aim is 'not judgmental but

leave the issue aside. It would require quite a fantastic view of human nature to believe these elements won't seep into a largely one-sided assessment. Second, someone being so "evaluated" will tend to curry favor with the evaluator (especially if salary, bonuses, promotion are all implicated). Or if they cannot

I call them "pabulum" because they are afterthoughts. They should be woven into the objectives as stated. But detached from actual business results, this hodge-podge of character traits sounds like a school-child's report card and leads to even more preening in front of the boss.

### Evaluating The Evaluation

# Should We Get Rid of Performance Reviews?

As for how developmental the performance review is -- how is the review itself ever evaluated? By mood surveys perhaps, or else by how much time is taken on them. While not irrelevant, this is a bit like applauding the

laboriousness with which a government tax department produces yet another bureaucratically complex form and cheering how much time they've invested in creating the monstrosity. Yes, it shows dedication, but if we're dedicated to something bogus, or misleading, that's hardly something to crow about.



**Omar Khan**

developmental' we often hear. Much of this is of course poppycock in practice. If you have a boss-dominated hierarchical system of review, where the subordinate is being "evaluated" and the boss, allegedly draped in a cloak of pseudo-objectivity delivers the assessment, here are some things that are almost inevitable.

### Often Unacknowledged Problems

First, the bosses will apply their own lenses, agenda, personal peeves and paradigms to the review. Why is that of much real value to the organization? Whether this happens consciously or unwittingly we can

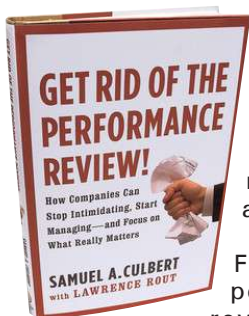
summon the personal contortions that may be necessary to do so (in the event that the two personalities grate on each other and the chemistry is bad), they will tend to emotionally disengage, knowing that they will be less valued than others with better boss harmony. Now, "boss harmonics" is not usually a performance criteria a business wishes to take to market.

One-dimensional goal setting, and top-down hierarchical evaluation will often produce people showing up as stars in performance reviews and getting promoted, by being outstanding in narrow areas, defined by that often blinkered corporate silo viewpoint, while the business potentially loses share, detaches from customers, or otherwise spirals downwards.

This isn't a John Grisham novel. The above happens every day. And then this embarrassing "star" if the business trends get unavoidably bad, is given another plum job elsewhere in the network, while a savior is sought for a rescue in the now ailing area.

To compensate for some of this, many performance reviews have dimensions other than business objectives. These often include pabulum-like items such as "works well with others" and "shows leadership ability" or even "shows a positive mindset".

The biggest upholders of the performance review are the HR Department. There are visionary HR leaders who actually understand their job is to support the manager in coaching and developing their team-members to deliver performance relevant to the interests and strategic direction of the business. But they are rare...almost as rare as congenial immigration inspectors (many of whom seem to believe that gruffness and rudeness somehow enhances perspicacity and enhances their ability to keep their country safe). For many HR departments this is a power grab, or rather a way to maintain their power base. They administer, warehouse and "own" these assessments. It gives them something to do beyond recruitment, occasional trouble-shooting, compliance and administering health and retirement plans. Of course there are many things that need doing in the people and talent space other than this but



most of these should focus on learning and performance, not dubious appraisal.

For a performance review to be valuable and to enhance the boss's viewpoint, two other things are trotted out which rarely work well. The first is a 360 review of the person which should inform the view of the manager. These can be very useful for a coach, who truly will use them as development input. The other approach is to send managers on training programs on how to conduct performance reviews. But how is the curriculum selected? How well versed are the instructors in the performance management system of this company? Does anyone test what was learned from the session? Is there any tracking of application?

Again, all of this is powerful, when applied to a process that is actually developmental and which gives someone a real performance read-out rather than a popularity rating with the boss, or a chat that skirts any really contentious areas because the person is seemingly average (and so, why bother getting animated?). But we need to re-imagine the performance coaching process (which is what should really be happening) not find ways to administer stylistic pain killers after we whack people around.

### Is There A Better Way?

Okay, so what's the alternative? We surely can't dismantle the whole edifice of performance management and leave nothing in its place. Two transformations are possible. First, there should be two non-negotiable, inviolable rules to any such performance conversation which if unobserved should be reported like harassment or an ethics lapse.

Number one, all goals the person

is evaluated on must have relevance to company strategy, and that connection should be clearly worked out and shared with the employee. And there should be, as Culbert calls it, a performance preview. We at Sensei have for years advocated this, calling it a "shared results conversation". The result is a strategically relevant set of goals that actually advances company results and not just functional efficiencies, with a performance preview between boss and direct report "activating" a performance coaching period.

Number two, nothing can be mentioned that is negative or requiring improvement in the performance review, (which should happen often and not at one bureaucratic moment in time replete with all the arcane of HR oversight),

**For many HR departments this is a power grab, or rather a way to maintain their power base.**

if it has not already been brought up in real-time with coaching with an opportunity for improvement. If it's important enough to be brought up at a formal review milestone, it was certainly important enough to be flagged when it was happening and something could be done about it. What sense does it make to stockpile grievances and then unload them on someone haplessly having to absorb this after-the-fact, and who if they disagree then will get blacklisted for "defensiveness" (i.e. not agreeing with the self-evident wisdom of their boss).

And a bonus reformation should be, to move towards frequent face-to-face 360 opportunities, and even more frequent 180 opportunities, again in the spirit of accountability, mutual support for success, effective and constructive challenging and reciprocal coaching.

### SO THE VERDICT IS...?

So should we get rid of performance reviews or not? Well it then comes down to

definition. If we're defining the performance reviews as they seem currently in vogue - demonstrably anachronistic, insidious, invidious, hierarchical, top-down dog and pony shows that encouraging employee obsequy, promoting disingenuous and vapid tap dancing around key issues that exalts boss's perspectives and forced ranking and invite politically heated competition among people for scant "star" status, overseen by a power-grabbing HR junta, then as my rhetorical embellishments suggest: we should dump the whole rotting, overpriced, unconstructive, debased downward spiral nonsense for what it is.

But if we define a performance review as a true moment in time along a coaching and development continuum, ignited by a proper shared results conversation, a performance preview, with shared accountability, on behalf of goals that are hard-wired to strategic business priorities, supported by HR partners

whose job it is to help catalyze the success of these performance contracts and provide the development resources and reinforcement necessary, and leaders are judged on the success of their direct reports every bit as much as their direct reports are judged by the quality of their performance results and the quality of their team membership, and if there is ongoing feedforward (future based requests for raising the bar) in real-time, and movement towards a face-to-face set of accountability dialogues between bosses, peers and direct reports, dedicated to coaching each other to achievement...then let's hang on to performance engagement (previews, coaching, reviews, constructive confrontation, supportive reinforcement) for all we, our people and our businesses are worth.

Only when we know where we stand, will we move in the right direction. But let's make sure it IS the right direction and only real performance engagement will meaningfully light the way.





When it comes to business communication, Skype is an invaluable tool. Its impressive array of features make it ideal for sending files, checking in on business partners, holding video conferences and making international calls.

Its popularity cannot be denied; the VoIP client has over 550 million users and actually accounted for 12 percent of the world's international calls in 2009. There's definitely a reason why one-third of Skype users utilize it primarily for business.

Very few get the full value out of Skype, though. Many in the business world don't realize just how useful Skype can be or how much time it can save for those that know its best features or the tricks for getting the most of the desktop client.

We could write a book-length guide on using Skype, but here are five of our favorite tips for getting the most out of Skype for small business.

#### **Tips for Better Utilizing Skype**

1. Screen Sharing may be Skype's best feature: It amazes me how many people still don't know that you can share your computer screen with the person on the other end of the video call. It's an ideal way to remotely give presentations, show code to another programmer and show others what's currently in your browser. Just right click during a video call and click "Share Your Screen" (or "Share Screen" on a Mac).

2. Download Skype Extras: Skype is an extensible platform through its many plug-ins, known as "Extras." You can download apps that do everything from enable you to play games to record Skype calls. For example, Unyte provides advanced small business collaboration tools, while Pamela

# 5 Tips for Utilizing



## for Business

**A social media insight  
by Roger Harrop**

includes call recording, Outlook integration and Voicemail.

3. Set up call forwarding: This is one of the most important things to set up if you're a regular Skype user. You can forward incoming Skype calls to your cell phone, even if your computer is turned off. You need to set up the feature under the "Tools" menu, and you will use up Skype credit during forwarded calls, but it's worth it, especially if you don't have the Android or iPhone application (both of which run in the background). In fact, we suggest setting up call forwarding anyway, because the Skype mobile apps are well-known battery hogs.

4. Check in on the house/pets while you're away: There's an old trick for checking out your house if you're away and have a home computer. Create two Skype accounts and log in to your new account at home, set it to auto-answer any incoming calls, have it set to start video automatically when you are in a call, and enable Skype Video. The end result is that, when you call this account from your business trip in Beijing or your office downtown, you will automatically be able to see what's going on at home and put your mind at ease.

5. Turn Skype into your customer service tool: You don't have to put your Skype username on your website to provide customer support; you can use a handy Skype button to make it easy for customers to contact you with issues concerning your product. That way, you can make it known that you're available via Skype without distributing your username to the world.

6. When travelling abroad, use Skype To Go to avoid expensive international charges. You need to set it up before hand, but when you are away, you call a local number (to Skype), choose which pre-stored number you want and Skype completes the international portion of the call. Ideal for calling home.

7. Another travel related feature. If you have Skype credit, you can use this to access Boingo Wi-Fi hotspots. You are charged per minute rather than having to pay an exorbitant fee for an hour, or worse, 24 hours' access. Connect to the hotspot, and as long as Skype is running Boingo detects it and asks if you want to use Skype credit for access. No credit cards, no registration. Perfect for synchronizing emails that need a laptop instead of mobile. Go Skype!

## SZABIST MBA Marketing Major Sehrish Rizvi bags the Octara Gold Medal for Leadership & Motivational Techniques



"Cross-discipline education is crucial for success. A lot of students majoring in Finance and Marketing do not realize the significance of HR courses, specifically the ones relating to Organizational Behaviour." - Sehrish Rizvi



## Exploring Opportunities in UAE



International Trainers Graham Moore and Ramez Helou share a happy moment with Jamil Janjua (CEO Octara)





### **1) We Are Categorised On Our Date Of Birth – NOT Our Interests**

Think about it. Look at your office, your closest friends and your social networks. Are you all the same age? Of course not. But you DO have the same interests in common.

I guarantee the key things you were interested in up to the age of seven are EXACTLY the same type of things you are interested in right now. The problem is you probably don't get to enjoy those experiences anymore. If you did, you would be much happier and if you could add those basic pleasures to the daily mix of your business day (or even get a job that allows you to get paid for doing elements of it) you'd never have a bad day again.

### **2) We Are Forced To Learn EVERYTHING – NOT How To Learn Anything**

Why did you need to recite so much stuff 'parrot-fashion'? The ability to adapt and learn new skills quickly is far more useful to you than trudging through years of difficult calculus and trigonometry. You will probably never use them again for the rest of your life. Instead, if you need that expertise, you'll Google it or hire a specialist (who actually enjoyed it at school).

### **3) We Were Humiliated For Asking Stupid Questions.**

Nowadays those 'stupid questions' are called 'Out of the box thinking'. They are worth a fortune to every company on the planet and almost impossible to get your trained and educated workforce to do. Well, at least, now you know why.

### **4) We Were Punished For Cheating**

Time is money, short cuts are generously rewarded (they're called 'efficiency'). Nowadays, we call cheating 'reverse engineering' and that's why China and India are dominating the planet with cheaper productivity, new innovative solutions and ROI.

### **5) We Were Taught To Fear Differences In Others**

The most powerful person in any group is the most flexible. Any



**Dave Crane**

# **10 Reasons Why Education Makes You Stupid and is making your kids stupid too!**

country that operates a culture of isolated superiority will fail. The smart players are breeding global citizens with multiple language skills and an interest in travel and adapting to new cultures. One day you will actually meet that new friend from the other side of the planet you knew through Facebook.

### **6) We Focus On Our Weaknesses**

It's wrong. When you have a strength and are interested in something, you become better at doing it. The better you become, the more you'll find success

breeding success. With that comes confidence as you outstrip the competition and begin to start your own niche. Choose to focus on your weaknesses and someone will always be naturally better at it than you. You will at best be average, frustrated and desperately unhappy watching dullards with less talent getting better results with less effort. Sounds familiar? Unless YOU change, this pattern will keep repeating itself as it has been since your first childhood test results all the way up to your last appraisal.



### 7) We Were Taught NOT To Question Authority

Remember that the teacher/boss/government/system knows best. That's why, we've just experienced the biggest cultural revolution that the middle east has ever seen. Social media has allowed a platform for the conversations that make people realize that the status quo needs rebalancing. Regularly. In a world where presidents ask boy billionaires for advice, the rest of us have to sit open mouthed and wonder why we never got the same 'lucky breaks' as those we admire on TV. We probably did, but we're told to ignore then by people who 'knew best'. They didn't. I bet you now feel guilty about even thinking this way.

### 8) We Were Scared To Fail

We were taught a simple paradigm. If you get good exam results, you'll get a great university and a good job. If you get bad results, you'll be cursed to accept an average life in an average job forever. We are so paralyzed with a fear of failure we won't even contemplate opportunities just in case it all goes wrong. The successful people know it's a numbers game. That's why Richard Branson, Donald Trump and Steve Jobs lead their field because they know 'risk = life'.

### 9) We Worry About Making Mistakes

99% of us remember the classroom laughing at our 'foolishness' and can't bear the idea of the same treatment in the corporate world. When you understand that you actually make the right decision at the time of making it (we don't have hindsight) you can have more confidence in your own informed calculations. Success comes to those who take action and are prepared to learn from their 'mistakes'.

### 10) We Don't Believe in Our Own Abilities.

Wake up call. No-one else cares about you as much as you do, nor do they know you as well as you do.

No-one else is likely to be around you from birth to death either. With only one guaranteed witness who will also double as your primary cheerleader, why is it we have to care so much about what others think? We know that they too have their own agenda from playground survival to driving a Mercedes Benz, so maybe it's time we cut ourselves a little more slack and stopped listening to others opinions. You can only read your life properly when you look at it backwards so a wayward exam result or scolding needs to be put in context of your whole life. Basically, it didn't matter then and it matters less now.

This is why most of us will spend most of our adult life searching for a new way to reinvent ourselves, make sense of our past and hope we can find the formula to happiness before it's too late. OH BY THE WAY, here's an 11th reason:

### 11) We Didn't Learn How To Make Money

Amazing isn't it. Nothing about wealth creation, handling credit card debt, buying a house, pensions, insurance and keeping cash under your bed in a biscuit tin! Without Robert Kiyosaki's 'Rich Dad, Poor Dad' series to bail you out, you'd still be in the dark ages.

We should have been taught this at school, but nobody there knew either!

## About the Author



He is one of the freshest and highly requested trainers and motivational speakers in the market. In the last few years Dave Crane has worked in Spain, South Africa, Germany, Austria, France, Greece, Egypt, the Caribbean, Italy and Monaco. One motivational session in Greece led to one global company recording a 49% growth in sales within their next 12 months period and they attributed much of it to his work.

Dave Crane is a Certified NFNLP Hypnotherapist and NLP Master Practitioner and life coach.

He is the only Stage Hypnotist in the Arabian Gulf having trained and performed in Las Vegas and Monte Carlo.

Dave also occasionally hosts The Laughter Factory, the Gulf's longest running stand-up comedy night and numerous promotions.

Dave Crane has worked with many major names in the music business including James Brown, Sting, Bryan Adams, Kanye West, UB40, Enrique Iglesias, Robert Plant, Iron Maiden, Joss Stone, Westlife, The Prodigy, The Human League, Velvet Revolver, Paul Weller, Madness, Mika, Ziggy Marley, Melanie C and Geri Halliwell.

Dave is one of the best known names in regional radio having worked on 99.3 Radio 2FM, formerly the station manager of 104.8 Channel 4FM and Dubai 92 FM.

He is a Freelance journalist for many high profile publications, and a Freelance TV presenter/reporter.





# Learning Leadership from the Past in Egypt



**Sualeha Bhatti**

The present is the future unfolding and the past is the key to understanding the present. The universe responds to a law of cause and effect, whether this be through chemical reactions, laws of physics or human behaviour and action. In our compulsion to envision our futures we tend to completely ignore the past, we fail to realize how our actions yesterday are having a direct effect on our tomorrow. It is of little wonder we keep repeating the same mistakes time and again proving Einstein correct when he said "insanity is to keep doing the same things over and over again expecting different results each time".

It is with this paradigm of disconnect that we view history and archaeology. The more ancient, the history, the less time we spend to understand its lessons. Strange how we tend to view those who lived thousands of years before us as 'primitive' even though we are amazed at their architectural genius. It is with this frame of mind most people visit Egypt. The prime objective of the visit seems to be able to collect 'proof' of the tour by taking as many pictures as possible and uploading and sharing them on our social networking sites of choice.

Even worse is the 'corporate tourism' that is most fashionable with companies which can afford to take a large team abroad under the tag of a 'conference'. This



basically comprises of getting people into a room and subjecting them to endless presentations, interspersed

with sight-seeing tours which provide photo and souvenir hunting opportunities. However, learning from these places is the last thing on everybody's mind. When people visit Giza they are awed at how ancient people were able to lift and place such enormous blocks of stones with amazing precision. But nobody spends anytime to ponder on the project management, leadership & team work required to achieve such a feat.

The Kings and Pharaohs of Egypt united nomadic tribes into one of the greatest civilizations the world has ever seen. They were not blundering idiots, they had leadership skills and not all Pharaohs were tyrants as we have popularly come to regard them, thanks to Hollywood. Just like us, they too knew that if the people were not kept motivated they would reject the rule. If they were not following some basic principles of good leadership their empire would have fragmented very early on, but it didn't, it lasted nearly 3000 years.

One of the most famous names which emerges from these ancient times is that of Tutankhamun, of course due to the immense amount of treasure which was discovered from his tomb. But it was his father Akhenaten who has taught us one of the most important lessons regarding change management. His intentions were good, however the way he imposed his vision on his people and the reaction it drew from his subjects is something that no corporate leader should forget when he/she embarks upon a new initiative in the organization.

We are all enamored by the beauty of the architecture of ancient Egypt. The grandeur of the hypostyle hall at Karnak Temple never fails to catch our breath, the sight of the Sphinx at Giza awes us, the colossal statues at Abu Simbal makes us feel humble. Yet when we admire the carvings on the walls of the temples and other monuments we do not realize that we are looking at the earliest examples of aggressive PR campaigns launched in the earliest form of media available to the ancients. There is no doubt that in order to maintain the motivation level of an organization it is imperative that people are inspired and negative thinking is discouraged. In modern times we do this through town hall meetings, training programs, newsletters etc. The Pharaohs did this through reaching



their subjects from the walls of their temples.

Even the religious practices of ancient Egypt had much deeper layers of meaning which if one spends time to understand, one would realize that they are still very relevant in current times. One of the biggest symbols of ancient Egypt is its mummies. But what was the significance of these mummies and why this practice was so important to them is often ignored. Many people think it was the fear of death which prompted them to mummify their Pharaohs, but the

“They were not blundering idiots. They had leadership skills and not all Pharaohs were tyrants as we have popularly come to regard them, thanks to Hollywood”

Egyptians were almost obsessive about death and there seems to be little fear associated with it. Rather it has more to do with preserving order in the universe. The entire philosophy of ancient Egypt seems to revolve around maintaining balance. The need for this balance is eternal and relevant in all ages only our practices have changed.

We talk about leaders having a birds eye view of the organization, but a discussion on the overall strategic intent and challenges of the organization taken immediately after the team has actually been on a hot air balloon ride over Luxor and Valley of the Kings is a very different experience.

There is a gold mine of learning opportunities, in fact Egypt is an open air corporate leadership program waiting to be experienced and learnt from. All it needs is for organizations to change their focus and insist on getting full value for money when they plan their next conference in Egypt.

# Understanding the Bigger Picture for Organizational Growth



**Mohammad Ali Saeed**

Chief Executive, SAAO Capital

Concepts in modern finance remain an imperative tool for managers and employees, prompting a debate which offers the prescription of financial education and training to the selected few within the finance department catering to investment or financing needs of the organization.

In a profit propelled environment, it is increasingly important for businesses, regardless of size, to encourage their human resource in at least attaining a basic understanding of financial architecture, how it improves corporate control, and how is corporate governance exercised, and sync all of that to the most intrinsic element: “maximization of shareholder wealth”.

The message from the top has reached “crystal clarity”; senior management wants to ensure the alignment of corporate training with the organization’s strategic objectives. The didactics must ensure that education and communication initiatives reinforce the company’s objectives, must

help managers and employees understand these goals and develop skills for adding value. The most important component of this process is where an employee down on the hierarchy apprehends how the business makes money, how profitability is driven, how cash is generated, and lastly how their actions and decisions impact upon the success of the business model.

Financial Insight is a learning process of how companies make money. It involves financial literacy to the extent of comprehending financial statements as well as constructing the strategies, decision making and its absorption on these financial statements. The financial insight would allow the manager or employee to understand the nomenclature (revenue, cost of goods sold, gross margins, net profit etc.), what they represent in the firm’s business model, and how all of the above are used to equate margins, and compare it with the past performance of the firm and industry averages.



Consider a simple comparison: In the game of cricket it's necessary for players to know how runs are scored and saved. If they did not know the scoring patterns regardless of their individual skill set then their potential to make a difference would be minimalistic. In business, financial literacy is the "score" (financial statements) and financial insight is the understanding of how to influence it (strategic actions and decisions).

### The Shareholders Perspective:

Shareholders are least concerned about the day to day issues and accentuate on the broader canvas, but they understand how the business processes are linked to each other impacting on profitability and cash flows, tendering the risk and reward spectrum of potential strategic decisions on the creation or destruction of shareholder wealth. In the most simplistic of arguments, it takes a clever appreciation of the business model by the shareholders, what the margins are in certain products/service, which product or service is a cash cow, etc. Then a successful shareholder would ascertain the tough questions, analyze the possible outcomes, learn from previous mistakes and move forward with the decision making process.

When managers and employees begin thinking like shareholders/owners, they too look at the big picture, understand how all the pieces fit together, and assess risks and rewards. They grasp on the fundamentals through which a company makes money, how it stays in business and how they in their individual capacities contribute to its success. Former GE chairman Jack Welch said in his book 'Straight from the Gut': "Getting every employee's mind into the game is a huge part of what the CEO job is all about. There's nothing more important."

The advantage of such a knowledge based workforce with multiple layers of individuals trying to add value to the business proposition is unparalleled.

### Realization

During a financial insight session, floor managers at a major retailer found out just how difficult it is to make a profit. Their facilitator used this example: A warehouse employee dropped several bottles of a soft drink. As the bottles shattered, with them so did the opportunity to make a PKR250 profit. The first reaction of the audience was, "So what's PKR250 to us?" But after calculating the company's net income margin at just over 1 percent, they realized that the store would have to sell PKR250,000 in new merchandise to make up for the lost profit on the soft drinks.

### The Challenge

In most organizations, individual contributors and managers have not been

nurtured about the bigger picture of their businesses. They command a narrow focus limited to their departments and job functions and usually miss out on the intricate juxtaposition between the linkages of different business functions and their affect on the businesses success. Large and midsize companies comprise of several layers of human resource that lack this understanding, thus, the lack of true business cognizance, translating into millions of decisions and actions that lack synchronization with the objectives of the business!

Managers, particularly in large conglomerates or multinational firms feel as if they have been sanctioned an open cheque book. Their belief is centered around the approach that I do not own the company and therefore it is not my problem, somebody else will pay the bills. But the global recession that triggered off in 2008 has sent a serious shockwave throughout, engulfing the largest corporations the most. Now everyone needs to be part of the solution.

### Conclusion

In today's very competitive capitalistic environment, successful companies will require a constant focus on developing the financial insight of managers and employees. The realization stems from the thought that, when their workforce and management understand the numbers and their divisions contribution to the organization, then they will aspire to operate as a team rather than in isolation. We often wonder why two companies within the same industry cluster remain miles apart in terms of service, product placement, market research and most importantly, customer satisfaction. The difference between two firms may be a consequence of numerous variables, but one common mistake is the lack of focus on the bigger picture. With financial insight companies can nurture and create one of their most prized assets - "Knowledge Based HR" - and this asset intrinsically could be the difference between the firm and its competitors in positioning the firm to reap supernormal returns.

**"In today's very competitive capitalistic environment, successful companies will require a constant focus on developing the financial insight of managers and employees"**  
**M. Ali Saeed, Chief Executive, SAAO Capital**





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# The Leadership GRID® Seminar BREAKING MANAGEMENT GRIDLOCK WITH GRID



**Team TCS Engages with PSTD and Usman A. Ghani**

For five days in October 2011, for twelve hours every day, 24 top executives of TCS were confined in close quarters at the impressive premises of the Pakistan Society for Training & Development (PSTD).

Putting them in a state of high intellectual stimulation, and keeping them there, was Usman A. Ghani, a Fortune 100 executive, distinguished by his record of developing powerful board policies and business strategies for a variety of industry leaders in 30 countries on 6 continents. His role during this high-intensity week was to lead this group of high achieving TCS executives in exploring and developing key relationship skills like advocacy, conflict resolution, critique, decision making, initiative, inquiry, and resilience, as well as directing their impact in generating breakthrough results during the course of this Leadership GRID® Seminar (LGS).

## **BURNOUT & DEFEAT**

"Participants come together for 5 days, and put in 12 hours of work per day on average during this period," says Usman Ghani. "Most management and leadership is one dimensional, and focused exclusively on results. The more output one gets the better leader or manager one is considered to be. In reality, when people produce at the level required by this one dimensional leadership they often

get burnt out or feel defeated, with just one person getting the credit for the work done, mostly 'star performers' like the CEOs who manage to write books. The mere mortals who made that success possible get little acknowledgement, and their motivation levels start slipping or they look at opportunities elsewhere."

## **CREATING SYNERGY**

Usman says that at GRID® they believe that the corporate mission cannot be a single dimension issue, and instead it's a two dimensional issue, with concern for results inextricably coupled with a concern for the people who are part of the equation. "It is an integrated way of developing results and people together. As these two axis, concern for results and concern for people, merge they render a variety of leadership styles. The leaders with the highest concern for their people AND results are the most likely to create synergy within the organization, which means they do better than the best person on their team."

The notion of team is not symbolic but real, says Usman. "It can be a department, a company, a family, a community, or even a country. The other spaces on that two dimensional GRID® do not generate synergy (a key outcome of true teamwork) and, in fact, can be compromising and defeating of the

central purpose, with people just sitting there and warming their seats, or pleasing one another, or compromising and leaving value on the table, or commanding people to stick to getting results."

## **TCS MOVES IN**

Earlier in July, when he was visiting Pakistan, Usman Ghani conducted GPS, or GRID® Problem Solving, based on the natural assumption that if GRID® was such a good framework and set of values, then it should help in solving tough problems of teams and companies. CEOs and their direct teammates of a maximum of five per company were invited to bring their toughest problem and participate in the GPS. TCS was one of them, and Saqib Hamdani (CEO) was present along with Jamil Ahmed, Shafiq Malik, Khalid Dar, and Qasim Awan. The five days interaction convinced the TCS CEO that this approach provided for his top team the impetus to take it to the next level, which was indeed the result. Come October, it appeared that the entire TCS Head Office had shifted its coordinates to the PSTD, leaving one wondering as to who was minding the store! It was a major vote of confidence in Usman Ghani, and his illustrious father Mian Ghani, the first Pakistani professional Trainer and Founder of Pakistan Society for Training & Development, who introduced the GRID® methods to Pakistan in 1972 and helped many



companies as well as government organizations succeed with various phases of the GRID® methodology.

### GRID® GRADUATES

Talking to Usman Ghani turned out to be a rare treat. Clearly he is a man seized with a mission and driven by passion in pursuit of corporate excellence that keeps concern for human resource at par with the generation of results. Speaking about the expanding fraternity of GRID® Graduates, he takes a trip down memory lane to when Shaukat Mirza of Engro, along with his top team, had taken part in a GRID® program led by Usman's father Mian Ghani. Similarly, TCS founder chairman Khalid Awan and his close associates participated in the GRID in 1983.

In Lahore, DESCON has put its 52 executives through the GRID® program. "DESCON has acquired the critical mass and developed G3, the GRID® Graduates Group, which meets every month in the DESCON Library, where whoever among these GRID® Graduates is in town shows up. They share their successes and failures, using these critique GRID® principles and leadership theory. They help each other gain conceptual clarity, reinforce their understanding, build new partnerships, and renew their mission to achieving synergy and high production effectiveness."

One of the fundamental principles of behavioral science pioneered by Kurt Lewin is about unlearning, and then learning and relearning. So a lot of the myths about leadership in people's minds gathered from all over the place have to be first unlearned and substituted with the emerging scientific principles, says Usman. Those principles are then instrumented and practiced here. The participants are in teams, with each team working on assignments and then coming together for evaluation and critique so they can do better the next time. Then the cycle repeats while they are also measuring the growth and change over time.

### CANDOR, HONESTY, & TRUST

Usman is a behavioral scientist who has studied at both Harvard and M.I.T. The entire seminar is built on trust. The exercises determine what a team culture is, and the tools can be used in real life workplace to improve results. There is inter-team conflict, which is good. But the question is, are they focused on who is right? Or on what is right? For example, each team grades the others' reports. The process of rising above egos is established. There is a lot of candor, honesty and trust that gets built into it."



Going down memory lane Usman speaks fondly of the Atlas Group which was the first to come up with a cheque when the idea of specially designed premises for PSTD was launched by Mian Ghani in the 1980s. Mian Ghani himself put his money where his mouth was, and put in over a million rupees from his own pocket, never taking a penny from the PSTD even when conducting many programs for it.

"Mr. Yusuf H. Shirazi wrote out a blank cheque to the PSTD, and PSTD recognized his gesture by naming the first training room as the Atlas Room. The Atlas Group has always been a perennial GRID® proponent, and through PSTD has progressed to the 2nd and 3rd phases of GRID® that encompass Team Building and Inter-group Cooperation."

### CASE FOR RESIDENTIAL SEMINARS

In 1972, the first GRID® seminar took place at the Beach Luxury Hotel in Karachi, participated in by 75 people and conducted by Mian Ghani, says Usman. "They were all CEOs of

corporations or Federal Secretaries from the Government of Pakistan and Heads of institutions like IBA, NIPA, PIA, PIM, STI, and Staff Colleges. It was a 6-day residential program and a great deal more intense as it allowed for much more formal and informal interaction and learning amongst participants who were together round the clock as a learning community. Over time, CEOs in Pakistan focused less on Talent Development and so GRID® programs got relegated to HR, and then later, further delegated down to less-experienced Training Officers with severely narrow scope and budgets. At those levels, due to cost cutting in HR corporate budgets our present programs are not residential so participants are here until late into the night before going home and returning again bright and early the next morning. It gets much more hectic for the participants but costs considerably less for the companies."

Usman believes that instead of viewing the hotel stay as an additional expense, CEOs need to rediscover the impact of the residential programs, take ownership of talent development (especially at the Board and senior executive levels), and allocate sufficient resources to HR for such events, or better still, allocate top talent development into their own budgets.



Usman is based in Dallas (Texas, USA) where he works as a full time consultant with Board Members and CEOs of the Fortune 50 as his clients in the areas of strategy and corporate governance. He is a partner of GRID® International Worldwide, and Mian Ghani is a partner of GRID® in Pakistan since 1972. Azhar Iqbal Mir, Hasan S. Akhtar, and Kamran H. Meer have been trained by Usman and Mian Ghani to lead GRID® seminars in Karachi. In Lahore M. Asim Aziz, Hasan N. Ansari and Khalid J. Iqbal have undergone similar training, and it is heartening to see the GRID® fraternity expanding. Onward Pakistan!

# Delivering Worldwide





Bangladesh is as an emerging economy with flourishing business activities. Size of the corporate training market is huge. An estimated amount for training & development per year is about US \$ 300million and almost all sectors of the economy (public & private) have general and specific training needs.

Considering this trend, Octara has extended its services to the Bangladeshi market, a step that we hope will not only add to our bottom line, but also contribute in bringing the two countries even closer. Muhammad Arif, our Business Head, has recently returned from his second trip to Dhaka and Octara, in collaboration with HR Kites, feels proud to announce two inaugural public training workshops with highly acclaimed international experts, Roger Harrop and Paul Walsh in Dhaka at the Radisson BLU Hotel in the last week of November 2011.

# Octara Debuts in Bangladesh

w i t h

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#### Who Must Attend?

CEOs, Entrepreneurs, Directors, Business Leaders, VPs, Trustees, Senior Managers & all members of management teams.



**Paul Walsh, UK**

**Course I**

### The HR Balanced Scorecard

28 November 2011

#### Key Benefits:

- Design & implement an effective HR Balanced Scorecard
- Describe Cause and Effect of performance drivers
- Identify HR deliverables from the strategy map
- Translate strategy into operational objectives
- Design and implement HR Metrics

**Course II**

### Creating ROI on HR Initiatives

29 November 2011

#### Key Benefits:

- Compile a cost benefit analysis
- Link cost benefit analysis to ROI
- Perform ROI on all HR initiatives
- Perform Net Present Value (NPV) on long term HR initiatives
- Perform Return on Training Investment (ROTI) for trainings

#### Who Must Attend?

- Senior HR Managers/ HR Heads
- HR Specialists
- HR Business Partners
- Manpower Planning Managers
- Reward /IR /Recruitment & Talent Development Managers
- HR Analyst
- Training Manager
- HR MT/ Entry level



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**"The most important activity of the CEO is creating the operating culture of the company"**

## **Dr. Tommy Weir on HOW CEOs CAN BEST HELP**

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. Weir, 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.

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 others' 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 the 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.



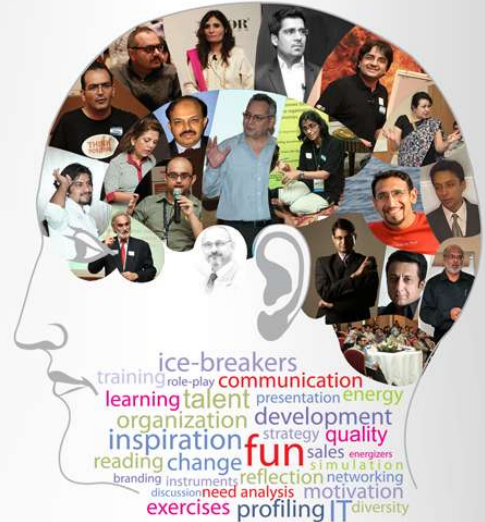
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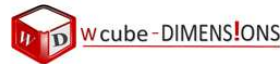
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## OBJECTIVES

- Promote learning industry of Pakistan
- Bridge trainers & trainees
- Assist decision-making regarding Training & Development
- Exhibit latest learning tools, aids & methodologies

## TARGET AUDIENCE

- Corporate Professionals
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