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April - June 2012 / Issue 9 the newsletter

MEC octara

Ron Kaufman
UPLIFTING SERVICE
21 April 2012, Karachi

...a conversation with **RON KAUFMAN** inside



Welcome to a fresh edition of Octara.com. Wow! What a rush! Ron Kaufman is a master entertainer, and what make him super hot are the global insights that he weaves into his narrative. Octara had the proud privilege of hosting Ron Kaufman's "Uplifting Service" - a full day seminar in collaboration with the Institute of Business Management (IoBM), and what a treat it turned out to be! Ron's wife Jen is an active partner in his affairs, and she was in Karachi with him, keeping him in top gear as he orchestrated the ebb and flow of his interaction with 375 corporate delegates. We carry within our pages Ron's interview that provides a glimpse into the life and times of a global celebrity.

The other breaking news in this issue concerns the formalization of the Trainers Resource Group. At last! From being an informal Karachi-centric assembly of human resource practitioners, we are now PTRG, with P for Pakistan! Great things to come no doubt as other cities join Karachi in pursuit of human resource development in the corporate setting.

This issue of Octara.com is big on book reviews, with Kamran Rizvi introducing us to three of his books, namely 'Go For It! Small things make a big difference', 'Reinvent Yourself - The future is not what it was', and 'Realm of Personal Leadership.' We have also reviewed Sarmad Tariq's book 'Natural Gases', and co-authors Amer Qureshi and Qaiser Abbas's 'Leadership Insights.' All three deal with a central issue in human resource development, that of leadership.

Ramiz Allawala has written a wonderful piece for us titled 'Mastering Emotions for Leaders', and Graham Moore delivered a one hour discourse on Radiant Thinking, a glimpse of which we have captured in our report.

It is a great pleasure bringing Octara.com to you once again and I hope you enjoy reading it as much as we enjoyed putting it together.

jamil janjua, CEO, Octara & Chief Editor

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"Anger is an indulgence arising from arrogance & pride; Impatience results from lack of faith & trust; Fear consumes us because we are pretenders and not authentic; Comfort attracts us because we are addicted to certain chemicals in our brain such as serotonin; Depression afflicts us when we play the cry baby who does not get what it wants; Envy consumes us because we live in an egocentric bubble" - Ramiz Allawala

Leadership is in the spotlight. Everywhere one turns leadership is discussed, analyzed, judged, vilified, admired, and dissected. Schools teach it. Organizations develop it. Employees fear it. Ambitious copy it. Cowards shun it. The insecure resist it. The cynics mock it. The weak yearn it.

We label it but can't define it. Look for it, but can't see it. Leadership is at once simple, complex, seductive and disappointing. It's the temptress that vanishes in thin air when the beguiled get too close.

To add to this complexity is the vast gamut of human emotions. It's those multiple feelings that claw over one another into a huge knot of undifferentiated madness, badness, sadness and gladness. Daniel Goleman, thought he had the subject of emotions nailed down pat when he coined, "Emotional Intelligence". To pre-empt accusations of half-baked hypothesis he completed the discussion with a nifty piece of intellectual integration that he called one's emotional quotient - the sum of all abilities to understand one-self, to manage one-self, to understand others and to manage others. How complete is that? Very clever, Mr. Goleman!

There is one problem. Since, the introduction of EQ, the world has gone totally berserk, bonkers, bananas, nuts. Wars, divorces, firings, layoffs, financial scandals, bankruptcies, political deadlocks, all point to failure in leadership and a failing grade in EQ. And I just love failure. Failure is a great teacher. I learn from failure. In fact, I have failed so much that sometimes I wonder what else I can learn from it. That's till the next failure comes about.

So here is what I have learnt about leadership & EQ, which is the basis of Octara's upcoming workshop "Mastering Emotions for Leaders". Anger is an indulgence arising from arrogance & pride; Impatience results from lack of faith & trust; Fear consumes us because we are pretenders and not authentic; Comfort attracts us because we are addicted to certain chemicals in our brain such as serotonin etc; Depression afflicts us when we play the cry baby who does not get what it wants; Envy consumes us because we live in an egocentric bubble.

Mastering Emotions for LEADERS

Ramiz Allawala, Octara Associate



“Uneducated, Unemployable, Undernourished, Unloved, and Unnoticed = Ease, Informality, Laughter, Camaraderie, Optimism, Spirit, Stamina, Vigor”

Let's discuss the case of Abdul Hafeez Balouch. Hafeez is a cancer survivor. Just this morning on April 24, 2012 the panel of doctors treating him announced his treatment over. He is cured! I first met Hafeez 22 years ago. He came with a group of young recruits from Lyari. This bunch of roughly two dozen was largely uneducated, unemployable, undernourished, unloved, and unnoticed. Their hair was thick, curly and wild. Their skin thick and dark with years exposed to sand, sun and wind belying their young ages. If one saw them on the road, they would be considered urchins at best and budding criminals at worst. I instantly fell in love with the whole bunch, the entire smack. I loved their ease, informality, laughter, camaraderie, optimism. Most of them played soccer for small clubs in Lyari slums. They had spirit, stamina, vigor and now for once, the hope of earning a decent living.

Hafeez was undifferentiated in the pack. He was a quiet worker who showed up on time, completed all tasks and happily went home. Most of these guys had the same quality. I wondered if they had the same mother. Yes, most were related to each other. I knew if I had a problem with one, I would have a problem with all. The opposite happened. If anyone slacked off, the others would jump in and counsel the errant one. Sometimes they did so harshly. I would jump in and remind them that teams that self-manage do so with 100% buy-in and to get such a buy-in we would need 100% respect and zero tolerance with overbearing behavior. In fact I had only two rules. No disrespect and no lies! I would tolerate everything but disrespect and lying.

The work this team did was hard and physically demanding. They worked under timed conditions and under the very quality conscious

client – Pak Suzuki Motor Company (PSMC). In time, these guys impressed PSMC so much so that their management promoted us to other automotive OEMs who wanted to combat corrosion in their vehicles. Our business grew. We did projects across Pakistan and even in Dubai. The team expanded and contracted. Some left for Bahrain, Muscat or Dubai. Others joined in. Hafeez ploughed on. Never complaining, never arguing, always smiling, always grateful, always happy. I started taking a special interest in him. I wanted to know the secret of his happiness, his contentment. During off times, I would talk to him or rather interview him. I knew he had some special qualities; that he possessed some secret. He kept cool, he never gossiped nor criticized. He would present his ideas and sometimes disagree but always kept his composure & his smile.

Where I found others, rich or poor alike, get infuriated and take rash decisions, Hafeez would always disconnect from the pressure of the moment and calmly work the problem. His constancy of purpose and consistency of behavior baffled me. I took inspiration from him. I started to learn life's real lessons.

This poor, semi-literate man from the slums of Lyari was slowly becoming my teacher. I learnt that my anger arose from my arrogance. I learnt my impatience was rooted in a lack of trust that my needs will always get met. I learnt my ego was fed or starved by others behavior rather than by my accomplishments. I learnt the secret that happiness is linked with authenticity. I learnt that if I can live peacefully in my skin, I will be happier doing whatever I do. Overtime, Hafeez became a part of our family. We trusted him completely. Yet, I still could not understand what made him so remarkable. He unassumingly led

his teams without fanfare or display of authority. He had a remarkable ability to get the job done, to lead teams and to connect with each individual. How did he do this?

GOLEMAN WOULD BE DUMFOUNDED!

Goleman's theory and resulting conclusions were, as were the conclusions of other students of human behavior, the result of many experiments done under lab conditions. The volunteers were usually American college students trying to earn extra credit or extra money. They were by and large steeped in Western, middle-class values. Their world view and frame of reference of life stemmed from a unique, yet narrow perspective that germinates from the "American way of life". Hafeez and his band of brothers with their coastal Balouch tribal values, faith in God, and distinctly Pakistani brand of corrosive poverty, were able to manage their emotions and launch a counter attack on the forces that were so decidedly against them attaining happiness. Goleman would be dumfounded at their resilience. He would also be ecstatic. This ability to remove self-doubt, to trust God, to have faith in faith, led Hafeez to face his biggest test - Cancer.

When I first learnt that he was diagnosed, my reaction was that he's a goner. Yet every time I spoke to him during his long, painful treatment of chemo and radiation he was upbeat, happy and grateful. Never once did he say that he was suffering or that he was unfortunate. He left his fate and that of his young children to the goodness and mercy that resides in God. I asked him if he got scared or depressed. He fought back tears and said he was grateful for all he had and for the wonderful life God gave him. I sat in awe. I was sure that in Hafeez, I saw true emotional intelligence. ■

Radiant Thinking & Whole Brain Development

Graham Moore on MIND MAPPING

Mind Mapping has a rather sinister sound to it, especially given that we live in the Age of Intelligence. So is this a process to download information and knowledge from the human brain? Quite the contrary, Mind Mapping is all about optimizing the comprehension and retention of information and knowledge uploaded into the brain.

"The human mind has developed through the Agrarian, Industrial, Information, and Knowledge Ages, and now in the Intelligence Age it is all about the absorption and assimilation of knowledge in the most intelligent manner possible," says Graham Moore, International Speaker and ThinkBuzan™ Licensed Instructor, personally trained by the inventor of Mind Maps®, Tony Buzan. "There's no instruction manual on how to use the brain, but we are slowly discovering on how best to do it, and mind mapping is one such method."

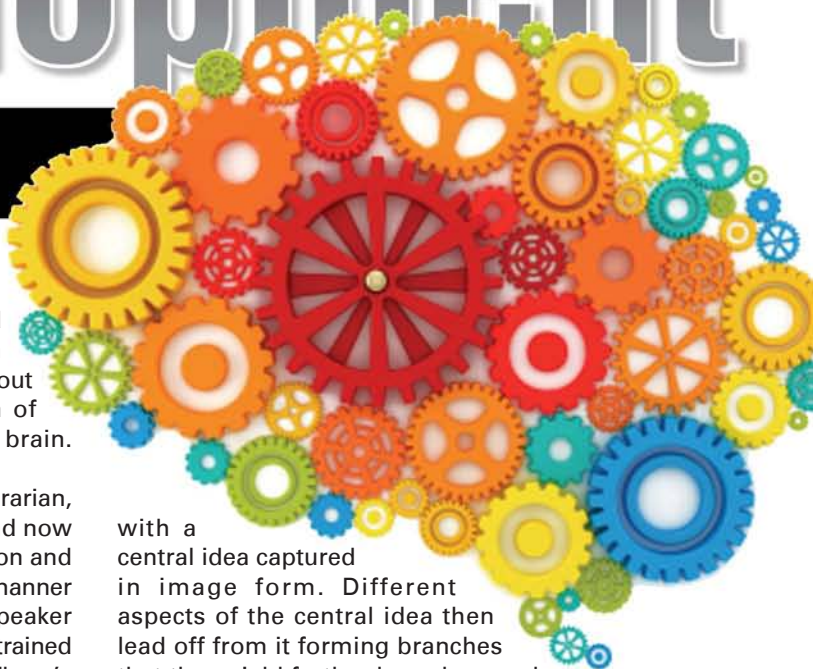
Graham Moore was in Karachi at the invitation of Octara to deliver a full day workshop on mind mapping for sales people, and a focused one hour talk to HR professionals on how mind mapping can radically improve the quality of Staff Induction, Performance Appraisal, Career Development, Coaching for Performance Improvement, and Interviewing for Recruitment.

At the HR professionals gathering, Graham Moore engaged the audience in a spot of practical mind mapping, complete with chart paper and multicolored markers. The 20 or so people present were divided up into four groups, and asked to map the various HR functions. They looked like the roots of a tree that spread out in all directions and then subdivide as they grew longer. It's all about thought organization that starts

with a central idea captured in image form. Different aspects of the central idea then lead off from it forming branches that then yield further branches, and so on and so forth until the entire idea has been plotted in the minutest, very visual and colorful detail on one single sheet of paper that can get to be as long as 25 feet as in the case of Boeing that holds the record for the world's largest mind map.

"Mind Mapping® has been called the Swiss Army Knife for the Brain," says Graham Moore. "It is now used by major corporations world-wide to improve thinking, innovation and productivity. Microsoft, Boeing Corporation, NASA, Intel, BP, Walt Disney, Oxford University Press, IBM, Tesco, Reuters, ITV, Harper Collins, Vodafone, Toyota, Procter and Gamble, Merrill Lynch, Mercedes Benz, United States Air Force, Rolls Royce, Accenture, University of Cambridge and The Body Shop are just a small fraction of the organizations who use Mind Maps."

Thank you Graham for a great interaction!
Graham Moore, Octara Associate ■





"Being at the mercy of events is a road to ruin"

Realm of Personal Leadership

By Kamran Rizvi

Life as we know it comes to an end, sooner or later. But words and ideas endure through time and continue to influence generations. With this in mind, I thought to myself why not capture some of the essential life lessons in articles and books. Hence I became an author two years ago.

My first book (available in pdf) titled 'Go For It! Small things make a big difference', was published in 2010 and launched at YLC (Young Leaders' Conference), a conference organized by the School of Leadership (SoL) annually. In it, I urged my readers to get on with life instead of just sitting and waiting for things to get better. Being at the mercy of events is a road to ruin. Instead, we need to act intelligently by selecting the right moment to seize the opportunities around us, while trying to mitigate threats through concrete measures.

'Reinvent Yourself – The future is not what it was' was my second book that was launched last year. In it, we are encouraged to equip ourselves with tried and tested beliefs that give us the clarity and confidence with which to thrive in our rapidly changing world. Tools and concepts are included to help us tap the power of our mind for our own good and for all those we care for.

In my third book, 'Realm of Personal Leadership,' I invite my readers to re-discover, analyze and expand their sphere of personal influence... our playing field, so to speak. This book will be available later this year, InshaAllah.

Anyone who is conscious and aware of his or her capacity to influence others and to hold himself or herself accountable is a leader. Our personal leadership begins the moment we begin to individually see ourselves at the centre of our realm - which only we alone can determine. How grand or simple it happens to be, is of little consequence. What matters more than anything is that first we recognize our realm and then leverage it by inspiring those in it. Realm, according to Encarta Dictionary, is the scope of something; an area or domain, e.g., of thought or knowledge. It is also an area of interest e.g., the realm of pure mathematics or philosophy.

The central theme in all my writing and speaking engagements is to draw the attention of my audience to one simple fact i.e., Know who you are, and be it!! Of course, this is easier said than done.

Our appreciation of the world we live in becomes clearer and more engaging as we delve into our own beings and find glimpses of the countless gifts we have. The journey of self-discovery is never-ending. However, the very process is rewarding. The more we know of ourselves, the better we will understand others and our environment to benefit from it.

The act of learning becomes an inspiring endeavor, when it is done to achieve a vision we hold dear. True greatness lies in living on purpose, as we have defined it for ourselves. ■



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Excel is not a good Dashboard Tool

"Top 5 Myths"

Nooruddin Surani, Octara Associate



Alvin Toffler writer and futurist said "You can use all the quantitative data you can get, but you still have to distrust it and use your own intelligence and judgment." At times the more data you have, the more confused you are. Dashboard is a tool which will enable you to increase the visibility of the information inside the gigantic data collected from different sources by visualizing, summarizing, validating, correlating & reflecting on the data so you can use your - intelligence and judgment - to take informed decisions.

There are numerous software options available for creating dashboards, Microsoft Excel 2010 is one of my personal favorites, because it is a tool which is available on almost all the knowledge workers' desks and one of the best tool for both designing and delivery of the dashboards. As Microsoft Excel 2010 started its journey as a modeling tool and over a period it created a reputation for a good tool for collecting data and perform calculations on the same, due to the same fact people have difficulty to accept it as a good information design & dashboard creation tool. This article aims to clear the misconceptions.

Myth One: Poor Data Collection

Throughout my career I have seen people using Excel as a database; they enter data into Excel like sales information, customer relationship information & financial information and use the entered data in several ways. But for large firms, the information is already collected through their ERP, CRM & other MIS systems. At the same time data is so dynamic that it is changing every minute, in this case entering all the massive data into Excel spreadsheet is not a practical idea at all.

Reality Check:

The catch here is you can use Microsoft Excel's "Get External Data" feature to connect with your enterprise systems like ERP, CRM and even your proprietary legacy systems. The same feature can be used even for connecting with your text files, which you can create from your reports.

Myth Two: Complex to Condense Data

For creating dashboards, data condensing is an integral activity that needs to be performed by dashboard developers. A famous misapprehension about the use of Excel in general is that you need to learn loads of formulas to perform simple functions like summarizing data.

Reality Check:

Excel's PivotTable is a feature which can condense data containing hundreds of thousands of rows as quick as blink of the eye. And the best part is that it has a nearly 'zero learning curve'.

Myth Three: Bad charting

When we use the word Excel Charts, people perceive the big rectangle with a Title at the top and a Legend box at the right with a little space for communicating data.

Reality Check:

From the version Excel 2007 onwards, you can create magazine quality charts. Further in Excel 2010 Microsoft added a tool named sparklines, which can create cell sized charts, which can plot 100s of data point, in a size as small as your thumb.

Myth Four: It's not interactive

Most of the people think that Excel 2010 can perform only calculations on static data and users cannot interact with it to view different trends & patterns

Reality Check:

You can use Excel 2010 Forms Control & Data Validation through which your dashboard users can quickly spot key trends when they have interactivity with the

dashboard, and can view the data in different ways and sequences. Forms Control & Data Validation can make your dashboards alive, which can respond on clicks and can change data based on selection of the users. You can use hyperlinks / buttons (for navigation), comments (for hover-over), checkboxes / option buttons (for clicks), themes (for changing colors / effects with a click), dropdown lists / validation lists / slicers (for selection & filters).

Myth Five: Lack of Delivery options and Accessibility

Today publishing one's work on the Internet is one of the most common things which one wants to do with their dashboards & reports. When we say Excel, people think that this application can only be run on big fat desktop machines. Furthermore you need to install the same in each and every PC in which you want to use the same.

Reality Check:

But with Microsoft Excel 2010 you have options to directly email your dashboards as PDFs, publish the same to web or save it to SharePoint. So, your corporate users can view it, and even use Office 365 to publish your dashboard online to be viewed even on an iPad or any smartphone. ■

Is it just me or does everyone see a trend for learning and seminar/conference providers to “capture the mood of the moment” when making their latest offerings?

Just think: a few years ago, every event and topic for managers and HR professionals had to include the words “for the new millennium.” This was predicated, somehow, on the belief that by entering the 21st century, things would suddenly be different. Then came the financial meltdown of 2008, so what did they do? Change their offerings to include “in challenging economic times.” I suspect that the next one we see in Pakistan will have “in an election year” attached to it.

You might say that the event organizers are being practical – even savvy. You might also think I’m just being cynical, but never mind. This got me wondering as to how to ‘adapt’ other events to capture a legitimate need in the market. Here are my offerings:

Mind Sapping (or Napping or Numbing based on the famous Mind Mapping program) is specially designed for senior-most leaders who, day in and day out, are required to be inane and incomprehensible. Techniques taught include the use of confusing analogies, providing unclear goals, setting up unreasonable deadlines and strategies to avoid accountability. Participants will ultimately be able to prove that “an open door is no guarantee of an open mind.”

Leadership for the 21st Century does exactly what the name implies – shows you how to lead sheep. Why do you need thinking, rational beings in your organization when it is much easier to give orders and let staff get on with things? There are several cost benefits to those who adopt this philosophy and apply it diligently: you never have to recruit people with high intellect who only end up asking you for bigger salaries and better benefits; you never have to hold endless meetings where nothing gets done because you get to decide everything yourself; no money is ever spent on training. As a special bonus, participants will get a free ringtone option that goes “Baa, Baa.”

Leadership Grip Seminar (also known as the Get-a-Grip Seminar) is loosely based on the Grid Seminar series and teaches senior executives how to get a grip on their lives after their egos and base instincts have ruined things. While fighting over titles and perquisites, smoking fine Cuban cigars and buying expensive watches, corporate executives suddenly realize they have not paid attention to their families and other important relationships. Major focus on humility as a virtue as well.

I’m hoping others in this field of learnings and conferences will add to the portfolio on new, improved programs for enlightenment. Good luck. ■



New, Improved Learning Events

- Leon Menezes

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Service is taking Action

to create value for someone else

RON KAUFMAN

(Interviewed by Adil Ahmad, during the lunch break of the Ron Kaufman Seminar on Uplifting Service at the Sheraton Hotel on 21-4-12 organized by Octara and the Institute of Business Management. Ron's a master navigator of the back passages through the pantries of five star hotels, as indeed all celebrities are who get whisked in and out, evading the glare of public scrutiny and paparazzi. In this case, enroute to a private part of the hotel lobby, we skirted the hotel foyer where 375 seminar delegates were having lunch and where Ron would certainly have been buttonholed, losing precious time in the 15 minutes window for the interview. The walk through the Sheraton back passages brought memories of Hollywood thrillers in which the President of the United States of America gets evacuated out of hotels by the Secret Service! Ron is a regular columnist at Bloomberg BusinessWeek, and the author of 14 books on service, business and inspiration that have been featured in The Wall Street Journal, The New York Times, and USA Today.)





Ron Kaufman, Jamil Janjua (Octara) and Talib S. Karim (IoBM) exchange insights at the pre-seminar dinner



Stimulating conversations



Dynamic Duo - Jen and Ron happy to be in Karachi



Closing ranks in support of corporate excellence



From Pakistan with love - Sabina Mohsin presents Jen and Ron with a gift on behalf of IoBM and Octara

OCTARA.COM:

On behalf of Octara.com, welcome to Pakistan!

RON KAUFMAN:

Thank you!

OCTARA.COM:

You having a good day Sir?!

RON KAUFMAN:

Phenomenal day! We have 375 people here in the Ballroom of the Sheraton Hotel for a Service Leadership Workshop. The mood and the learning are fabulous!

OCTARA.COM:

That's very good to hear! Given the economic downturn, and the dismal business conditions in Pakistan, there are increasingly fewer and fewer people who can afford things. Service gains more importance in such a scenario, doesn't it?

RON KAUFMAN:

Service is important in every scenario, especially so in difficult economic times, service becomes more important than ever, and for so many reasons. Customers have more choice, there are fewer customers, you have more competition, and when people do finally make a choice to spend their money they are often more nervous about whether they have actually made a good choice. So, the service you provide your customers, both during and after the purchase, makes a big difference to give them the confidence that they have made the right choice by going with you.

OCTARA.COM:

What is the essence of the message that you're delivering here today?

RON KAUFMAN:

The essence of the message is really captured in my definition of the word service. Service is taking action to create value for

someone else. So the essence of the message is that what you do in life and what you do at work, it's not about what you do,

but what someone else gets FROM what you do. It's not about the following of procedures. It's about whether the procedures you followed created value for someone else, whether a colleague or a customer. The whole focus of our attention should be on who is it that I am doing this for rather than what is it that I am doing.

OCTARA.COM:

Have you found the audience interactive and responsive?

RON KAUFMAN:

It's very interactive! Pakistani culture has at its heart a tremendous warmth, kindness and generosity towards other people. So the spirit of my message and the practice of my message is resonating very well with my audience today.

OCTARA.COM:

Would you like to take us down memory lane and tell us how you got into the training business?

RON KAUFMAN:

That goes way, way back! I was a Frisbee aficionado when I was in College. Frisbee is that flying plastic disc if you recall, and it is one of those games that you cannot do alone. You need another person to actually play the game with. I got involved in organizing Frisbee festivals and tournaments, and international tours all over the world. The whole point is to teach people new ways to engage with and enjoy their time with other people. So when I got involved with the corporate world, I carried that same theme along. I discovered that service is about people taking care of and creating value for other people. This was true in my youth, and now in my more mature days, I am doing the same thing which is teaching people to get along with and have a good time with others.

OCTARA.COM:

What kind of academic route did you take in life?





RON KAUFMAN:

I went to Brown College which is an Ivy League school in the USA, and I studied for two years in Europe, and in my post graduate period, my focus was on international political history. I was interested in how countries come back together after a war, and in particular what is the role that sport can play in bringing countries back together. Take for example when Pakistan and India play cricket, it is a fierce competition, but there is still the camaraderie of sport over any political conflict or disagreements, they can still get out and literally play with each other for the joy of it. When I went into the corporate world, engaging with one another is still at the core of what ever we do with human beings.

OCTARA.COM:

What career did you start out life with?

RON KAUFMAN:

In the corporate space, I started out with designing conferences where there would be workshops and presenters, and the topics would change from time to time whether it was sales or innovation or service. Then, when I moved to Singapore 22 years ago, it was to raise the service standards throughout the entire country. It was the Singapore government and Singapore airlines that were collaborating

on raising the quality of service in the nation, and then that became a regional base, and now I serve the world.

OCTARA.COM:

What was your first job?

RON KAUFMAN:

My very first job was delivering newspapers when I was about 10 years old, and before that I was shoveling snow off the neighbors' sidewalk when I was 7 and 8 years old in West Port, Connecticut, where I grew up.

OCTARA.COM:

That does not classify as child labour, does it?!

RON KAUFMAN:

No, it does not! I learnt a very interesting lesson delivering newspapers. Once a week, I would knock on the doors of my customers to do the collection of the money. I discovered that if I was in a very good mood and was friendly and smiling then they would give me better tips! And if I went to collect the money minus the smile then all I got was the money I was owed. I learnt at a very early age that if you were nice to other people they'd be nice to you as well. What you send out comes right back.

OCTARA.COM:

Your wife Jen, when did she appear in your life?

RON KAUFMAN:

We met eight years ago in Australia

where I was on vacation, and scuba diving to meet the whale sharks of Western Australia. Jen was running the scuba diving shop. She was the service provider and I was the demanding customer! I realized very quickly that this was someone I wanted to spend more time with, so I asked, and she said yes, and we have been together ever since.

OCTARA.COM:

She appears to be fully integrated in your work.

RON KAUFMAN:

More than integrated, she runs a big part of the business, the finance, and the logistics, and the backend to ensure that everything is running smoothly. We travel a great deal. On the third day of meeting her I asked her if she had a passport! And now we have been on hundreds of flights together.

OCTARA.COM:

Do you have a favorite food?

RON KAUFMAN:

I am very careful about food. I was a vegetarian for 26 years, and then I met Jen, and now she is a vegetarian and I am not! It's quite interesting. I don't really eat spicy food, specially not on the days that I am teaching. On the days that I am not teaching I do like to indulge. There are very few such days given that I am teaching so much!

OCTARA.COM:

Aside from Frisbee, what other sports have excited your interest?



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RON KAUFMAN:

Scuba diving certainly. Often Jen and I go scuba diving in the Maldives. I used to do snow skiing when I lived in North America.

OCTARA.COM:

Do you have a favorite movie star?

RON KAUFMAN:

I watch movies in airplanes and hotel rooms. Jen is quite partial to the TV Show 'Bones' and 'CSI'. My favorite movies are which ever ones she enjoys. Paul Newman, old blue eyes, was one of my favorite movie stars. I remember his 'Cool Hand Luke' in which he famously says 'what we have here is a failure to communicate!'

OCTARA.COM:

And on the books front?

RON KAUFMAN:

I recently read a fascinating book that speaks of the situation in Pakistan. The book is called 'The Age of the Unthinkable', and it was written by a man named Juan Carlos Ramos who is the managing director of Henry Kissinger's consulting firm. He lives half the time in New York and half the time in Beijing. In this book he talks about how this world is more volatile, more interconnected, and more unpredictable than ever before. In a world like that, he says that resilience is one of the most important features of successful people and societies. Here in Karachi it is extraordinary, because you're one of the most resilient people in the world. I was talking to people at Habib Bank, one of our clients, and he said that there could be a blackout and everyone would still be at work on time. There could be a huge traffic jam and all the children would still be in school on time. The only way that happens is if one has been exposed to such situations so many times that one builds up resilience. So my message to the people of Karachi is that you're doing very well, and carry on!

OCTARA.COM:

Thank you very much Ron! It's been a real pleasure. ■

"Here in Karachi it is extraordinary, because you're one of the most resilient people in the world"

www.octara.com REBORN

Octara turns a new corner in developing its web presence with the all new home baked www.octara.com. Designed with a fresh innovative appearance, the new website has a plethora of features to assist visitors in accessing information about our services and our knowledge hub featuring articles by leading industry practitioners and handpicked collection of expert reviews.

The new website enables Octara to lead the way in how we communicate with our customers, through regular updates and innovative technology interventions. Keeping in touch with social media, www.octara.com has been integrated with feeds and bridged interactions from our Facebook, Twitter and Youtube profiles. 'Live Support' plugin on the website enables real-time support for our visitors and minimizes the time required in getting their queries addressed. The area specific 'Course Catalog' features more than 250 technical to core skills improvement programs from our archives and serves as a great resource for Training and OD professionals.

We hope you enjoy exploring our new website, for we certainly have enjoyed putting it together. Your feedback is valuable to us! Help us make www.octara.com a better experience for you. Please share your thoughts and suggestions via 'Quick Connect' form at the bottom of homepage. ■

LIVING OUR CORE VALUES AND WINNING



The Legend Leads...

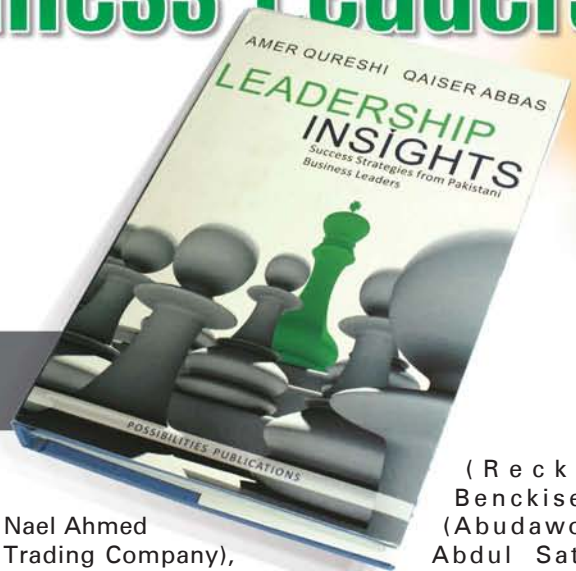
EBM's journey to success has been armed with unwavering commitment to our core values of **Leadership, Innovation, Vitality & Humanity**. EBM's best practice since its very inception has been the pursuit of excellence in these core values.

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 believes 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.

Pakistani Business Leaders

in Focus

AMER QURESHI & QAISER ABBAS PRODUCE LEADERSHIP INSIGHTS



There's a new business blockbuster on the block, and it's called Leadership Insights, co-authored by Amer Qureshi and Qaiser Abbas. It comprises of success strategies from Pakistani business leaders, and about time too given the exclusivity American corporate case studies have occupied in Pakistani business schools. Amer Qureshi is an Australian chartered accountant, business advisor and author, and has developed a passion for helping business owners, entrepreneurs and professionals improve their lives in Australia, Pakistan and Dubai during a career spanning over more than 25 years. His aim in life is to 'educate, motivate, and inspire people'. Qaiser Abbas is the founder and Chief Inspiring Officer of Possibilities Management Development and Consulting, and the author of the best selling book 'Tick Tick Dollar'. He is an organizational psychologist, motivational speaker, and a successful entrepreneur, and has overcome adverse circumstances to realize his dreams.

Dedicated to the future leaders of Pakistan, Leadership Insights carries a very thought provoking Forward by Zouhar A. Khaliq, the executive director of Wateen Telecom (Warid Telecom) and former president of Mobilink. "In our country, we are predisposed to identifying leaders only in the political arena. While this may be an aspect of leadership that is of interest in the current environment, where the roles and actions of leaders in this category seem to be influencing the events in the country, we desperately need other role models and visionaries who can provide long term objectives and direction to the people."

The co-authors showcase the present day creme of Pakistani business movers and shakers, and offer special thanks for their invaluable insights to Hussain Dawood (Dawood Group, Engro), Sirajuddin Aziz (Bank Alfalah), Adil Khattak (Attock Oil), Syed Babar Ali (Packages, Nestle), Bashir Ahmed (Berger Paints), Saad Amanullah Khan (Gillete Pakistan), Ahmad Sheikh (Azgard Nine), Sohail P. Ahmed (The House of Habib), Thomas Huber and James Scott (Metro Cash & Carry), Ali Ahmed Khan

(Reckitt Benckiser),
(Abudawood Abdul Sattar Research Bureau),
Nael Ahmed Trading Company),
Babar (Middle East Marketing Sarfaraz Rehman (Engro Foods), Zahid Hussain (Bhorjan),
Intesar Siddiqui (Himont Group), Zafar Haleem (Pakistan Refinery), Hanif Jakura (Central Depository Company),
and late M.P. Bhandaara (Murree Brewery).

Skimming through the book my attention got arrested by Chapter 7 titled The Entrepreneurial Mindset. In it the co-authors quiz Intesar Siddiqui of the Himont Group, one of Pakistan's market leaders in the pharmaceutical industry. "If anyone has innovative ideas and is thinking about starting a business, I would encourage them to do so," says Intesar. "Pakistan needs people like that. The entrepreneurs create jobs, and they provide revenue to the country including foreign exchange. When my friends ask me what their children should do with their lives, my suggestion is to start a small enterprise and then make it bigger." Excellent advice.

In the same chapter the co-authors dwell upon an issue that has acquired great importance across the world, in particular during recessionary times, that of 'intrapreneurship'. "Entrepreneurship in a corporate setting became known as 'intrapreneurship'", say the co-authors. "It's a term coined by Gifford Pinchot, and refers to a person within a large corporation who takes direct responsibility for turning an idea into a profitable finished product through assertive risk taking and innovation while remaining strictly within the framework of the corporate environment. It is the name given to employees who come up with their own ideas and then bring those ideas to life with the assistance and resources offered by their employers."

Leadership Insights is well written in terms of its flow and sentence construction, with the large fonts making it an easy read. Highly recommended for readers across the board. ■



A new era of

Crisis Communication Management



How Social Media has reduced the response time to minutes



Jeremy Parson
Octara Associate

Due to the public engaging in private journalism, courtesy of Twitter, YouTube, Blogs etc, the response time from the incident to the issue of a statement by the Spokesperson of the Crisis Management Team, can sometimes be reduced to a matter of minutes.

Social Media has changed the rules and increased the range of news enquiry. It used to be that following rumours of corporate malpractice or an incident becoming visible, the media would wait for what was called the Golden Hour for a news release – not anymore – Social Chatter (often monitored by the media) starts within minutes causing Spokespersons to fast track response communication.

The power of multi-media news enquiry must now be managed through a response strategy that allows the Crisis Communication Team the ability to gauge both public interest and opinion from such as Tweet Desks or Google Alerts, whilst at the same time responding to the enquiries from mainstream media such as radio, print or TV.

Of course the traditional methods of enquiry from telephone and email have not stopped, in fact have

increased in strength so as to keep pace with the rampage of Social Media. This is also a Communications Team responsibility.

So how does the hard pressed CMT Spokesperson manage this new era of news enquiry and response?

The best practice is to establish a trained response team that understands the needs of both Social and Mainstream Media and is geared to multi-task quickly.

These days effective Crisis Response means having the capability to receive incident information – translating it into words the public will understand, and then fast tracking the message to both Social and Mainstream Media. ■

Communication Response Message Delivery



Jeremy Parsons is a MIPR Consultant, Global Crisis Communications Expert



Sarmad Tariq

THE CHAIRMAN

Living Beyond the Finish Line Against the Odds

A Story of Courage and Resilience in the Face of Adversity

Courage in the face of adversity is putting it mildly when describing Sarmad Tariq. His has been a courage that defies description, and the adversity that he has faced and overcome has been of gargantuan proportions. Octara has had a long abiding interest in Sarmad's story, and Jamil Janjua was instrumental in getting TCS onboard as co-sponsor for Sarmad's ground breaking drive from the Khyber to the Arabian Sea that set a world record for the longest drive by a quadriplegic, 1850 kilometers in 32 hours. We decided to revisit Sarmad after his self-narrated life story was recently posted on YouTube.

MARATHONMAN

On 30th January 2005, Sarmad was the first ever and only wheelchair bound athlete in the Lahore Marathon. By finishing the race distance of 42km in seven and a half hours, he qualified to represent his country in ING New York City Marathon 2005 and

made history for Pakistan by returning with a finisher's medal. Currently, he is busy working on his Handcycle to set a land speed record by taking it to 100 km/hrs. His passion to find his hidden abilities and stretching those to extreme limits has inspired many. He is married and lives in Islamabad.

"We handicapped may have to take the long road at times but we do arrive. Remember that," says Sarmad.

HEAVY PRICE FOR A MOMENT OF YOUTHFUL RECKLESS ABANDON

"When I was 15 years old I was aspiring to become a boxer with the Olympics as my objective. During my summer vacations, after completing Matric (High School), I was visiting my cousins in Gujranwala, and while driving we came across a canal, and I took off my shirt and dived in head first. There was just two and a half feet

of water and I broke my neck in three places. I was paralyzed from the neck down, and restricted to a wheelchair for the rest of my life, and hence my current title 'The Chairman' says Sarmad in the video. That was the beginning of Sarmad's ordeal that would have felled most mortals.

"My name is Sarmad Tariq and I am Pakistan. Sarmad means everlasting. I appreciate life a lot, and I would like to leave a legacy so that people who know me or have come to hear my story live their lives to the fullest. I see myself as a story teller, and my expertise in story telling revolves around my own story." Sarmad believes that his physical confinement is the reason for his spiritual liberation. Resilience being the key to his success, he is living more than an active normal life and is pursuing a mainstream career. ■

By Adil Ahmad



From TRG to PTRG

Trainers Resource Group Restructures as a National Body; Leon Menezes in the Hot Seat



Its formalization as a legal entity has been in the offing for quite a while now during TRG's over two decades long existence as an informal body of human resource practitioners and trainers. It has described itself as 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. TRG's Constitution has finally been adopted and passed unanimously in Karachi, drafted by a team headed by Azhar Iqbal Mir with Jamil Janjua, Leon Menezes, Syed Nusrat Ali, Kamran Rizvi, Shireen Naqvi and Ayesha Chaudry as its members. It stipulates that any amendment, correction, and/or improvement may be made to this Constitution by the Governing Body in its Bi-Annual Meetings, with the first elections to be held in July 2014.

The Memorandum of Association states that the society shall be called the "Pakistan Trainers Resource Group." (PTRG), and that the PTRG is a National Body established in Karachi with its chapters in Islamabad, Lahore and Multan in collaboration with other organizations. "This expansion would continue even into other cities of Pakistan and the world. A group of professionals associated with training and Human Resources; joining hands to share ideas and resources, on a welfare basis, in order to be more effective in their organization, profession, and society at large."

The six objectives for which PTRG is formed shall be: **I.** Identify and utilize available training expertise and resources; **II.** Exchange information; **III.** Be aware of each other, maintain contact and build a network; **IV.** Participate in joint programs; **V.** Organize and conduct seminars / conferences / fairs of mutual interest on cost sharing basis; **VI.** Organize welfare services that help and train jobless graduates to improve their chances for employment, and teacher training.

As an acknowledgment of their role in founding and nurturing PTRG, the Memorandum of Association mentions the names of the Founding Members to include Alam Halepota, Azhar Iqbal Mir, Cyrus Magol, Kamran Rizvi, Leon Menezes, Sabahat Latif, and Zahra Chinoy. Amongst Support Members are mentioned Arshi Ahmed Aziz, Azmat Khan, Shireen Naqvi, Jamil Janjua, Syed Nusrat Ali, Ayesha Chowdry, Farah Nasim, Umair Jaliawala, and Saqib Niaz. It stipulates that the founding and support members will have no role in the functioning of PTRG after the formal body is formed.

The PTRG Constitution is a very comprehensive document, clearly drafted by professionals, and covers every aspect of its functioning. On a lighter note, in the section titled RULES AND REGULATIONS/ Articles, subsection (g) makes the enterprise gender neutral by stating that "All reference to 'he' is understood to include 'she' and vice

versa." In section 6 titled TERMINATION OF MEMBERSHIP, subsection 6(b) states that a member shall cease to be a member of the TRG in case of death. Fair enough. But in section 7 titled, Restoration of Membership, the Memorandum of Association further stresses the need to let the dead rest in peace by stating that a Member who ceased to be a member of TRG, for reasons other than those specified in Article 6B above (in case of death), may not have his membership restored. On the surface it does appear that PTRG is practicing discrimination against the dead, and this might limit its chances of resurrection in the hereafter!

The Governing Body, also called the Forming Team, is comprised of

1. Azhar Iqbal Mir
2. Leon Menezes
3. Syed Nusrat Ali
4. Jamil Janjua
5. Shireen Naqvi
6. Kamran Rizvi, and
7. Ayesha Chaudry

Initiating Executive Committee office bearers have been nominated by the Governing Body from amongst the Governing Body Members, and comprise Leon Menezes (President), Syed Nusrat Ali (Vice President), Shireen Naqvi (General Secretary), Azhar Iqbal Mir (Treasurer), and 6 Members to be initially nominated by the Governing Body Members. The first appointed auditor of the PTRG will be Saud Ansari (Karachi). God Speed PTRG. ■



10 Things Jack Canfield Taught Me About Success -Dave Crane

I remember when I'd just started launching myself as a hypnotherapist in Dubai. I felt very lost and directionless until my friend Jorn bought me a copy of Jack Canfield's - 'The Success Principles'. Jack changed my life! I'd been one of the country's best known DJ/radio personalities and realized that if I wanted to establish myself as a motivator and really help others, I'd have to distance myself from my old image. With that one book I found the courage to start my new adventure. I felt a new wave of confidence I'd never had before. I threw away all the things that used to mean everything to me. It meant dumping all the perceptions of a rock and roll lifestyle. It meant distancing myself from all the cool interviews I'd ever done in radio. All the premium events and launches I've hosted and all the cool superstars I've worked with. In short, it was a complete reinvention of everything I'd ever worked towards.

But it was worth it. I replaced my interest in music with talking books. I devoured the training materials of my heroes and peers until I felt able to create and launch my own products. Some became my clients and many my friends...It all comes full circle...

So here's what I have learned...

- 1) **Be authentic and genuine.**
There is only one you because everyone else is already taken.
- 2) **Be happy.**
It makes even the bad days seem like fun.
- 3) **Be passionate.**
It's addictive to others too.
- 4) **Get a mentor.**
It will take too long and hurt too much on your own.
- 5) **Get a plan.**
Without one, how will you know you've got there?
- 6) **Dream big.**
There is enough for everyone.
- 7) **Get accountable.**
Mastermind group, partners, coaches whoever will hold you accountable.
- 8) **Share the wealth.**
However large or small, give to others and it comes back even bigger EVERY TIME.
- 9) **Take it easy on yourself.**
Reprogram the self-talk so you love living in your own skin whatever the face staring back at you in the mirror might say.
- 10) **Never give up.**
The breakthrough you are looking for is getting closer with every step you take. This is a fact. Just keep on stepping!!!

www.davecrane.tv

www.turbochargeyourbrand.tv

You can see the full Jack Canfield interview here:

<http://turbochargeyourbrand.tv/turbo-charge-your-brand-tv-episode-2/>



Saeed Bin Masood (MD HR Kites), Jamil Janjua (CEO Octara) and Dave Crane in Dubai

Maintenance Management Masterclass

Certificate in
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PLANNING

Superior maintenance tactics to deliver uninterrupted operations



Course Director:

Ben Stevens

- President, DataTrak Systems Inc.
- Former President, OMDEC Inc.
- Former Consultant at Physical Asset Management Group, PWC Consulting
- Over 20 years of cross-industry experience at key positions
- Delivered well over 100 training programs

28 - 29 May 2012,
Sheraton Hotel & Towers, Karachi

31 May - 1 June 2012,
Pearl Continental Hotel, Lahore

Who Should Attend?

- Maintenance Engineers, Senior Technicians and Specialists
- Operations Managers, Heads, Superintendents and Engineers
- Mechanical Engineers, Electrical Engineers, Civil Engineers
- Plant Managers, Production and Manufacturing Managers
- Physical Asset and Equipment Managers
- Inspection Superintendents, Supervisors and Engineers
- Warehouse and Parts Managers and Supervisors

Participants will also be awarded a DataTrak Systems Inc, Canada certificate once they have successfully cleared the assessment at the end of the workshop.



Information Security

Masterclass

Leading authority and
established Information
Security Leader –
Nahil Mahmood



Course I:

Essentials of Information Security

7 June, 2012, Pearl Continental Hotel, Lahore
11 June 2012, Sheraton Hotel, Karachi

Course II:

Information Security for Managers

8 June, 2012, Pearl Continental Hotel, Lahore
12 June 2012, Sheraton Hotel, Karachi

Who Should Attend?

Technical and IT Managers, Human Resource Managers, Compliance and Regulatory Affairs Managers, Call Center and Customer Service Managers, Business Operations and Management Teams, Technical Operations and Engineering Managers, Project Managers, IT Security Managers, IT Audit and Compliance Managers, Senior Management

2 Separately Bookable Programs

Octara & HR Kites strike again in Bangladesh!

In the second trip to Bangladesh, with the collaboration of HR Kites, Octara successfully delivered three programs in March 2012. Graham Moore instantly built a rapport with around 40 participants in his course, Mind Mapping for Sales. Paul Walsh, having had a brilliant response last year, impressed the audience once again in his course HR Budgeting & Manpower Planning with around 30 participants. Both Octara and HR Kites are geared up once again to rock Bangladesh for the third time!



Anchoring Success Through NLP

Saood Bin Masood, MD HR Kites, enthralled the TCS employees in Dubai with an interactive training session on the 13th of April 2012. The session gave valuable insights on how can individuals soar to greater heights using Neuro-Linguistic Programming.



Jamil Janjua and Saood Bin Masood with world renowned author and actor Jack Canfield.



From right to left: Saood Bin Masood - MD HR Kites, Jamil Janjua - CEO Octara, Mrs. Jamil and Ram Ganglani, Chairman Right Selection, Dubai with his wife.





Omar Khan

One of the Top 25
Consultants in the World

**LIVE &
IN PERSON!**

Sheraton Hotel & Towers, Karachi

Mega Event

LIBERATING
PASSION

5 November 2012

Featuring Omar Khan Live & In Person, with a complimentary copy of his highly acclaimed book, 'Liberating Passion'.

Masterclass Investment

US \$550 per person

US \$495

per person for company bookings of 10 participants or more

US \$440

per person for company bookings of 20 participants or more

Special Value Offer

US \$330

per person for company bookings of 50 participants or more + a complimentary half-day boardroom session for senior leadership

Fee includes webinars, mega event, book, e-mail access, e-newsletter, lunch, refreshments & business networking

Training Calendar

June 2012

Practical Pricing for Results

Omar Abedin

5 - 6 June 2012, Karachi | 7 - 8 June 2012, Lahore

Information Security Masterclass

Nahil Mahmood

7 - 8 June 2012, Lahore | 11 - 12 June 2012, Karachi

Using EI to Build Relationships

Graham Moore

13 June 2012, Karachi | 15 June 2012, Lahore

Effective Financial Presentations

Ali Saeed

14 June 2012, Lahore | 15 June 2012, Karachi



Service Excellence

Sahib Karim Khan

18 - 19 June 2012, Karachi | 20 - 21 June 2012, Lahore

Certificate in

Procurement Management

Dermot Carey

18 - 19 June 2012, Karachi | 21 - 22 June 2012, Lahore

Business Ethics and

Leadership Paradigm Change

Ramiz Allawala

20 June 2012, Lahore | 23 June 2012, Karachi

Successful Project Management

using MS Project 2010

Nooruddin Surani

25 June 2012, Karachi | 26 June 2012, Lahore

From Ledgers to Leadership –

A Journey Through The Finance Function

Nadir Jamal and Ali Saeed

June 2012