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**EXCLUSIVE
COVERAGE**

19th MAP Convention 2017

RISING WITH THE MILLENNIALS

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ALSO COVERING



Inside

Learn the Terms
Dr. Tommy Weir

Battling the Elements, Learning from Nature
Fred Van Leeuwen

Dear Reader,

The 13th of February 2018 was the first anniversary of Ramiz Allawala's passing. Ramiz's work and remembrance will carry on of that there is no doubt.

Ramiz understood that it was all about mindsets. What he taught was not rocket science; what he taught was unadulterated common sense that has regrettably become most uncommon in the mad dash of life as we know it today.

At Octara, we have not forgotten him and to celebrate and keep his memory, all our *"Leader Acceleration Programs"* are executed in his remembrance.

Rest in peace, my friend, and may Allah bless your soul and grant you a place in Heaven, Ameen.

Interviewer: How are you doing today?

Ramiz Allawala: If I was doing any better there would be two of me!

A highlight of this Issue, the MILLENNIALS were center-stage, and subjected to much analysis at the 19th Management Association of Pakistan's (MAP) Convention. Our favorite global guru on all matters exponential, Dr. José Cordeiro, was the Keynote Speaker at the Convention and dealt with '15 Global Challenges: Key Concerns for The Future of Business Management and the Millennials.' Accompanying him on his first ever visit to Pakistan was Dr. Francisco Palao Reinés, the co-founder and CEO of EXO Works. Based in the USA, EXO Works deals in exponential organizations the world over and Dr. Reines spoke on 'Creating Awareness for Exponential Thinking'.

(For detailed coverage by our correspondent, Adil Ahmad, please browse the link of our official website www.octara.com/octara-conferences)

The Octara themed a Seminar on "Compensation & Benefits," along with two workshops facilitated by Robert Mosley. These were "Compensation for Sales & Sales Incentive Plans (SIPs) - Incentivize, Motivate and Retain Your Sales Team" and "Advanced Pay Benchmarking and Total Pay Design - Encourage Performance, Motivate and Retain Key Executives." *(Read detailed article inside)*

Adding a particularly spicy outdoors flavor is our encounter with Fred Van Leeuwen, an international authority in the field of Information Technology (IT) who, at the invitation of Octara, conducted workshops on his IT Leadership Development Program. But it was his sailing around the Atlantic Ocean in a voyage he calls a Masterclass in management that really caught our fancy, and we have debriefed him in some depth on his experiences.



On behalf of my wonderful team at Octara I wish you a happy read through our pages, and look forward to your feedback.

Ramazan Mubarak & advance Eid Mubarak from Team Octara ☺

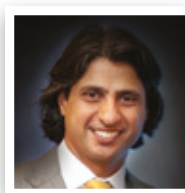
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Eid Mubarak

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MONEY MAKES THE MARE GO!

But a good boss and respect at work matter most

RE-THINK

Compensation & Benefits

with Robert Mosley & Industry Stalwarts



The nitty-gritty of motivating corporate manpower came under some intense scrutiny at a high-powered seminar put together by Octara. “RE-THINK Compensation & Benefits” brought together five local heavyweights with global guru Robert Mosley, Remuneration Expert and HR Consultant, and former SVP Human Resources for the Emirates Group.

Welcoming a sizeable audience of largely HR executives, Octara Business Head, M. Arif said that leading global organizations are transforming their total reward programs, increasing efficiencies and helping meet organizational objectives in a challenging market scenario. This has resulted in a shift in total rewards as organizations regroup to find innovative total reward structures.

The seminar provided practical information on how organizations can adopt and implement a selection of incentives to keep the workforce engaged and motivated with improved performance.

Functioning now as CEO of Lemon Pip Consulting, UK, Robert Mosley opened proceedings by delivering his Keynote Address on “The Death of Performance Appraisals: KPIs are Dead, Long-Live MSCs”. The Senior Executive HR Business Partner, sanofi-aventis Pakistan, Nauman Khan offered insights on “Changing Trends in Performance Evaluation - Technology as a Key Catalyst”; M. Merajuddin Ahmed, (Group Executive HR, UBL), spoke on “Leveraging Variable Compensation for

Talent Retention. “Grading Systems and Job Evaluation” was addressed by Muhammad Irfan Khan (Vice President for Human Capital Solutions, Abacus Consulting); “Mergers & Acquisition (M & A) – Harmonizing Compensation & Benefits” was the topic for M. Hussain Adenwala (Director & HR Consultant, HRFirst); Ali Qureshi, FSA (Head of Actuarial Services Department, EFU Life Assurance) brought the very attentive audience up to speed on “Leveraging Insurance.”

Before bringing the seminar proceedings to a close with “What’s Next for Compensation Professionals: Our Evolving Role”, Robert Mosley moderated a Panel Discussion on the MILLENNIALS and their “Growing Expectations - Reward & Recognition”.



Keynote Speaker, Robert Mosley, M. Arif, Business Head, Octara along with the National HR Leaders & Rewards Experts of the Seminar

Responsibility is a Duty plus a Reason Why

The “Reason Why” describes the Key Result Areas (KRA). Add to that numbers, targets and deadlines and you have Accountability. Upon these fundamentals rests performance, for which then accrue compensation and benefits. “You can’t set the Key Performance Indicators (KPIs) unless you know the reason why,” said Robert Mosley, adding that managers struggled with the KPIs because the job descriptions didn’t have the reason why.

Setting & Evaluating Short term Goals –‘Must Do’, ‘Should Do’, ‘Could Do’

If there is one thing of which there is no doubt in Robert Mosley’s mind it’s that traditional year-end performance appraisals based upon KPIs are a thing of the past, dead and buried, gone. They’ve been replaced by a much more vibrant short-term system based upon the ‘Can Do’ spirit – say hello to the M.S.C! Must Do, Should Do and Could Do.

“These are short term specific monthly goals set month by month so that at the end of the year they will add up to the equivalent of the annual KPI,” said Robert Mosley. “There is a lot more flexibility in changing each month depending on economic conditions and how well we did last month, and it enables the employees to self-manage.”

Moving from traditional to more robust system



Next came **Nauman Khan**, the Senior Executive HR Business Partner at Sanofi-aventis Pakistan, offering insights on “Changing trends in Performance Evaluation -Technology as a Key Catalyst”. Nauman has 16 years of experience in HR, with the last 9 years in a leadership role as HR Business Partner. He has worked in banks, pharmaceuticals, FMCG distribution and HR Consulting. He said that

sanofi-aventis, one of the Big 5 pharmas in Pakistan, was previously Excel based, but moving from the traditional to a more robust system.

Based on performance rating and market positioning, the traditional system was time consuming and prone to errors with no standardization, and gave a predetermined percentage for different categories of employees.

There was a need felt for a global tool to standardize and simplify, and yielded one integrated tool for performance and talent assessment, with multiple approvers ensuring transparency in decision making. It also makes for a paperless environment since everything is online. There is a harmonization of different practices and the entire company speaks one language and ensures confidentiality because it’s not being managed on Excel.

Grading Systems and Job Evaluation

Muhammad Irfan Khan, the Vice President for Human Capital Solutions, Abacus Consulting, said that job evalua-

MSC’s define targets for 4 weeks at a time. Must Do represents the things that are compulsory and must be done to stay in the game. Should Do are things that keep you ahead of the game and beat expectations. Could Do are things that, if done, could make you an outstanding performer.



tion was finding the relative worth of the job within the organization, and which formed the basis of the grading structure, succession planning and reward systems. It focused on the position and not the person or the performance.

Irfan spoke of the Mercer framework upon which was evaluated everyone from the global CEO to the country accountant, with Impact, Communication, Innovation, Knowledge and Risk the 5 factors spread over 12 dimensions. “Out of the 150 companies who are a part of Abacus 35% use Mercer.”



M. Merajuddin Ahmed, Group Executive HR, UBL, spoke on leveraging variable compensation for Talent Retention, saying the people associated with the reward function were objective, numeric and logical, all manifestations of left brain users. Compensation, he said, had a very limited role in retaining talent.

He turned the focus on hygiene factors, the presence of which does not increase satisfaction, but in the absence of which people stay neutral. Variable compensation is not a hygiene factor, and the reasons why mid and senior level executives change jobs are ill treatment, and more challenging roles and development opportunities elsewhere.

Business Gains, Painful Challenges & Lifetime Opportunities



“Mergers & Acquisition (M & A) – Harmonizing Compensation & Benefits” was the topic for **M. Hussain Adenwala** (Director & HR Consultant, HRFirst). Mergers and Acquisitions, he said, equaled business gains for the Organization, painful challenge for Human Resources, and lifetime opportunity for Compensation and Benefits.



"When merging with another company one needs to harmonize the compensation and benefits of the two companies because you can't take people along on different sets," says Hussain. "The two different structures of grades and benefits have to be merged into a single one. Jobs have to be evaluated and management tiers formed. Each tier has to be surveyed and salary levels ascertained. The skill required for this kind of work is not commonly available in Pakistan. One also has to think of the number of people leaving the organization, and based on market data develop meaningful severance packages for departing employees. This is very important because we want the people who are leaving to speak well of their former employers."

Leveraging Insurance

Ali Qureshi, FSA (Head of Actuarial Services Department, EFU Life Assurance) brought the very attentive audience up to speed on "Leveraging Insurance." This was the first time for him to discuss insurance in such a setting, and Ali



lamented the lack of seminars and conferences on the subject of compensation and benefits. "Insurance is rarely seen as a valuable benefit when it is presented and pitched to employees." His message to the HR executives present was not to leave compensation and benefits to the finance team at the office. HR should take ownership of this area and recognize insurance as an important benefit.

The seminar was followed by two full-day workshops conducted by Robert Mosley on "Compensation for Sales & Sales Incentive Plans (SIPs) - Incentivize, Motivate and Retain Your Sales Team" and "Advanced Pay Benchmarking and Total Pay Design - Encourage Performance, Motivate and Retain Key Executives ■"

Report Filed by **Adil Ahmad**, Correspondent, octara.com



Keynote Speaker, Robert Mosley along with the Participants of "RE-THINK Compensation & Benefits" Seminar



Course Facilitator, Robert Mosley along with the Participants of the Post-Seminar Workshop "Advanced Pay Benchmarking and Total Pay Design"



Course Facilitator, Robert Mosley along with the Participants of the Post-Seminar Workshop "Compensation for Sales & Sales Incentive Plans (SIPs)"

Robert Mosley is widely recognized in many industries and many countries as one of the leading global experts on compensation and benefits, and is also a leading expert in the more general field of human resources and performance management. He is the recipient of "Global HR Leadership Award" by the World HR Congress in 2017, and exclusively works with Octara for his workshops in Pakistan.

Robert was born and educated in London (in UK) and he graduated with a MA masters degree in Mathematics from Oxford University (in UK) in 1983, and then obtained his MBA masters degree in business studies from London Business



Robert Mosley

School (in the UK) and Chicago Business School (in the USA) in 1985. He then became a member of the Chartered Institute of Personnel and Development (in UK) with an FCIPD qualification, after deciding to focus on HR.

Robert has nearly 30 years of experience in HR and C&B, and he developed a detailed interest in compensation and benefits when he was employed by Hay Group (Hay Management Consultants). That was his first job and he had no idea what they did. He just knew they did surveys, and that involved numbers, and he loved numbers! During that time he became a recognized expert on HR issues in several industries, and did HR consulting work in over 20 countries, mainly in the areas of compensation and total rewards.

He worked with Emirates Group and Emirates Airline based in Dubai for 13 years and was promoted to SVP Human Resources with over 22,000 employees in 60 countries. He established his own consulting business focusing on HR and C&B called Lemon Pip Consulting Limited based in the UK, and over the past six years he has developed a very successful specialist consulting practice with over 200 clients.

Robert's family includes just his wife. He never had any kids, and cites that as the big regret in his life. She accompanies him when it's a longer trip. He met her in 2006 upon returning to England from Dubai, and they were both in their late forties when they married. "She is my oxygen!" he says.

Spending his morning in bed "watching rubbish television with a nice big mug of tea and couple of chocolate biscuits!"

is Robert's way of unwinding. He plays a lot of golf, and at a very good level going by his plus 1 handicap. He would love to be playing a full round of eighteen holes, but that takes up four and half hours, and he doesn't manage to do that very often. Also, to unwind he gets his emails done, and with a clear inbox he is de-stressed! All in all he rates himself a bad un-winder.

Robert cites Michael Armstrong as an author that he would recommend for his human resource books that are very practical and very good. But he finds most books on HR to be too theoretical and academic, with most authors not having engaged practically with the HR field.

On the food front Robert loves all the different foods of the world, and says if there is one thing he likes about travelling is meeting different people, cultures and restaurants.

Thank you for your visit to Pakistan, Mr. Robert Mosley, and we look forward to your return sometime soon ■

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Interviewed by **Adil Ahmad**, Correspondent, octara.com

Robert Mosley is the globally recognized Remuneration Expert and HR Consultant. Robert is the recipient of "Global HR Leadership Award" by the World HR Congress in 2017. He is exclusively working with Octara for his workshops in Pakistan.

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Management Association of Pakistan

19th MAP Convention 2017

RISING WITH THE MILLENNIALS

Creating Sustainable Businesses



2017

19th Management Association of Pakistan (MAP) Convention sets high bar, as usual with Octara as Lead Partner.



generally known as a futurist, a man obsessed, one might say, with the technology based exponential dimensions of human evolution.

So, what was such a distinguished global heavyweight doing in Pakistan, a country cynically considered by the circles he moves in as the backwaters of progressive thought, as also the most dangerous place on Earth?

Declining populations & doubling GDPs?

Dr. José Cordeiro hypothesizes that the problem of the planet in the future is under-population, and not over-population, and that the population of Pakistan will also stabilize and then go

into decline.

Beware of the anti-tech!

According to this futurist 2045 is when singularity is expected to happen, when artificial intelligence reaches human intelligence. It will be when man becomes 'immortal' – The death of death. Technology is what was invented after you were born, and children today are born into a world of technology, and that makes the difference between the older





and newer generations.

Naturally Stupid!

The problem lies not with Artificial Intelligence but with human stupidity, says the one who has travelled the world peering into the future. "We are naturally stupid. The old world was linear, separate and local. The new world is exponential, global and heavily interconnected.

Get proactive about the future

He says there are four ways to think about the future. "The worst way is to be passive with no care about the future and one's head firmly in the sand like an ostrich. Next is being reactive which is tantamount to firefighting. This is not good but not so bad. Next is pre-active when one prepares oneself for the changes by taking out insurance. The best is proactive because that way one creates the future, a better future.

"Teachers are unable to meet the expectations of the MILLENNIALS" - TALIB SYED KARIM

The President the Institute of Business Management and the president of the Marketing Association of Pakistan, Talib Syed Karim spoke of the influence of Millennials on Education, and gave the glad tidings that Karachi was in the process of reviving its old glory.

"Roughly half the country's population is MILLENNIAL whether we like it or not" - OMAR ABEDIN

Omar Abedin, CEO of Starcom Mediavest Group said that over the last 25 years he has worked with organizations that value innovation, insight based decision making, team development, and drive towards developing powerful brands as part of their culture.

"For the Millennials the defining moment was 9/11"

"For the Millennials the defining moment was 9/11, and it resonated around the

world because the Internet was becoming a global phenomenon with instant news and image sharing. It affected the lives of everyone. It was the day when the 'war on terror' was officially born and is still being played out in different markets."

15 to 20 million Millennials are online every day

"By 2025 Millennials will be 40 years old, and not the young and angry crowd of today. They're becoming more affluent with a longer life expectancy, and will have different priorities than the rest of Pakistan."

"MILLENNIALS are looking for ownership, not jobs" - ASAD HAIDER KHAN

The General Manager for Karachi of Careem spoke on the influence of Millennials in lifestyle.

"Millennials are looking for ownership, not jobs," said Asad. The average age of Careem employees is 26 and everyone has a stake and benefits from the Careem leadership program. He disagrees with the unflattering stereotype of Millennials as being lazy and narcissist, and living with their parents, and says they are tech savvy guys with a soft side, very conscientious and community minded who want to make an impact upon society. Corporate taglines don't work with them, and they want instant gratification, and with good reason. Rockefeller made his first billion in 30 years, but it took Mark Zuckerberg barely over one year! So if the Millennials

want it now it's because they see it happening."

"They are least ownership obsessed, and want quality and convenience" - GHIAS KHAN

Ghias Khan, the President & CEO of Engro Corp, spoke on loving or hating Millennials, saying that he was not comfortable because even though this cohort had been branded as entitled, self-interested, narcissistic, lazy, impatient, too sensitive, not loyal, and unable to take pressure, hating them was not an option. Ghias is a strong believer in social enterprise and environmental and human well being, and at that level he connects very well with the Millennials to which generation belong his three kids. "They recognize genuineness, take you on face value and give you that chance. They have seen college dropouts become billionaires. Engro promotes based on experience and age, and that doesn't sit well with Millennials which provides us with food for thought."

Ghias mentioned Engro's Thar project, and said that every line manager was concerned about uplifting the Thari society.

"Have a clear purpose to the business" - DR. FRANCISCO PALAO REINÉS

Creating awareness for exponential thinking and generating EXO mindsets for Millennials was Dr. Francisco's topic,



and he started by citing high school students who were learning to encode new living beings based on better DNAs.

If it isn't broke why fix it?

To become an exponential organization it is important to transform the leadership by making it aware that the world is changing, and to succeed one must change also. "The immune system of the organization always attacks innovation. Why do you want to change something that is already working? The answer is to adapt a little without changing the business model. Create an EXO on the edge of the current organization, and through incremental innovation preempt disruption. Start another brand." Two or three leading EXOs could make up the entire industry as witnessed by AirBnB and Uber which were global platforms.

Dr. Francisco's advice to Millennials is to be awake, and be aware of the new technologies and opportunities around them. "Have a clear purpose to the business. Create new ecosystems, and facilitate people by aligning them to the purpose, and take them to the next level."

This was Dr. Francisco Palao Reinés' first trip to Pakistan, and he said he liked the experience very much, and hoped that the next time he came he would find some EXO success stories here.

"The people in my films give me the courage and determination to make such difficult films"

– SHARMEEN OBAID-CHINOY

Speaking on the influence of social films on Millennials, Sharmeen Obaid-Chinoy is the CEO of SOC Films and the winner of two Oscar Awards for her productions 'Saving Face' and 'Girl in the River', very powerful statements on acid attacks and honour killings in Pakistan that jolted the government out of its past criminal inaction. Humayun Bashir, the Former Country General Manager of IBM, hosted Sharmeen on stage.

Born in the late 1970s, Sharmeen belongs to Gen X but is considered a borderline Millennial, and employs only Millennials, being the oldest person in her company. She describes herself as a workaholic, and passionately believes in telling stories using animation as her medium, and venturing into virtual reality. "It can take you places you've never been to," she says, and is introducing it to schools and colleges as a means of communicating with younger people.

Starting difficult conversations

Sharmeen focused on Pakistan much later in her career. She made films in 10 countries before that with the single purpose of starting difficult conversations that can bring about change. She won awards for her work in the Philippines, East Timor, Saudi Arabia, Afghanistan, Iraq, and Syria

which were all about displaced people and marginalized communities.

What gives her courage? "The people in my films give me the courage and determination to make such difficult films. Given the adversity and problems they face, they still wake up with a smile on their face and go on with their lives."

Need for speedy justice

Films play a very important role in countries like Pakistan with low literacy rates, says Sharmeen who has recently started Pakistan's first mobile cinema that has just finished a tour of Sindh and is touring Khyber Pukhtoonkha next.

The question for young people is what are we getting out of it beyond a pay cheque? What is it that will allow us to sleep better at night? What is it that we can do for the community and society around us? Sharmeen feels that these are the questions the Millennials are asking, and acknowledges that many companies have excellent CSR programs that engage with the youth across health and education.

"Build multi-generational engagement tools by looking for the common denominator"

– SORAYA SARIF

She styles herself as Human Capital Optimization and Organizational Efficiency Strategist, and is the Co-Founder of Synerjunction based in Canada. Soraya Sarif's presentation was on Engaging Millennials, and her advice is to trust your people and build cross-functional teams from a cross-section of the organization.

Executive Discussion

On that very thought provoking note Soraya Sarif invited six stalwarts of trade, commerce and industry for a conversation on how to attract, develop, engage, retain and empower Millennials?



ABL Asset team at the Convention



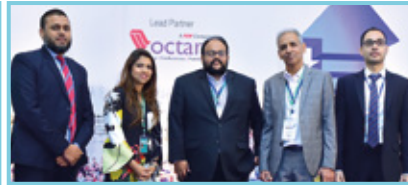
Jubilee General team at the Convention



Jubilee Life team at the Convention



EFU Life team at the Convention



HBL Asset team at the Convention



Pakistan Cable team at the Convention

Ali Raza Mehdi (SVP & CHRO, Engro Corporation), **Amir Jamil Abbasi** (Partner, KPMG), **M. Hussain Adenwala** (Director & HR Consultant, HRFirst), **Fahd Kamal Chinoy** (Executive Director, Pakistan Cables), **Khalid Zaman Khan** (Executive VP, Head of HR, Meezan Bank) and **Sarfaraz A Rehman** (Executive Coach & Consultant) gave valuable insights from their corporate

experiences.

Insights galore!

From answering the core question of what the organization's DNA is and what does it stand for, to coaching, mentoring and counseling students all over Pakistan, to having Millennials pitching to Millennials on campus visits, to making human capital

management the number one priority across the enterprise ahead of financial capital, to determining value by outcome rather than activity, to engaging Millennials with real life projects, to generating an integrated learning mix, to hearing stories and being an HR person rather than a CEO, to open door cultures and inspiring Pakistanis with Pakistaniat, to promoting global mobility through

*Asif Ikram,
President MAP,
presents mementos to:*



*Ghias Khan
President & CEO, Engro Corporation*



*Dr. José Cordeiro
Keynote Speaker*



*Soraya Sarif
Keynote Speaker*



*Amir Jamil Abbasi, Partner, KPMG &
Vice President, MAP*

*Amir Jamil Abbasi
Vice President, MAP
presents mementos to:*



*Ali Lawai, CFA, HoM & Alternate
Distribution, Al-Meezan Investment*



*Syed Khalid Husain, Country Head
Business Development, ABL Asset*



*Faiz ul Hasan, Head of
Corporate Sales, Jubilee Life*



*Syed Fakhar Ahmed, Chief Marketing
& Communication Officer, K-Electric*

*Dr. José Cordeiro
Keynote Speaker
presents mementos to:*



*Asad Haider Khan
General Manager - Karachi, Careem*



*Omar Abedin
CEO, Starcom Mediavest Group*



*Talib Syed Karim
President, IoBM*

*Humayun Bashir
Member EC MAP
presents mementos to:*



*Talib Syed Karim
Member EC MAP
presents mementos to:*



*Fahd Kamal Chinoy
Executive Director, Pakistan Cables*



*Hussain Adenwala
Director & HR Consultant, HRFirst*



*Sarfaraz Rehman
Executive Coach & Consultant*

*Sarfaraz Rehman
Member EC MAP
presents mementos to:*





Engro Corp. team at the Convention



Al-Meezan Investment team at the Convention



UBL Fund Managers team at the Convention



Meezan Bank team at the Convention



K-Electric team at the Convention



IoBM team at the Convention

overseas assignments, to making organization structures more fluid and de-layering, to frequent recognition, to ensuring work-life balance, to teaching the Millennials tolerance and patience, and building their social skills and self-esteem, to ascertaining the priorities of the employees by delving deep into engagement surveys, to reverse mentorship by having a mentor younger than you, the thoughts

generated by the executive discussion were many and provided for all present a deeper understanding of the Millennial phenomenon.

The 19th MAP Convention focused on how business leaders are required to ensure sustainable strategies by becoming aware of the global challenges, and what needs to be done to accelerate change by understanding

and harnessing the talents of Millennials, those born between the early 1980s and 2002. The convention focused on creating exponential thinking in preparation for creating ExOs, Exponential Organizations, and the organizations of the future.

Formidable array of sponsors

All in all it was an exhilarating day of discovery and introspection, made possible by the Convention's Diamond Partner **Engro**; its Silver Partners **K-Electric**, **Jubilee Life Insurance** and **UBL Fund Managers**; its Bronze Partners **Jubilee General Insurance** and **EFU Life**; its Associate Partners **Pakistan Cables**, **HBL Asset Management**, **ABL Asset Management**, **Meezan Bank**, **Al Meezan Investments** and **Dalda Foods**; its Academic Partner the **Institute of Business Management (IoBM)**; its Media Partner **Jang Media Group**; and its Lead Partner **Octara**.

The sheer depth and breadth of the corporate sponsorship of the Convention showed the seriousness with which the

Millennials are being taken in Pakistan, at least by the private sector's leadership ■

Report filed by **Adil Ahmad**
Correspondent, octara.com



Khawaja Tanveer Saleem, Head of Information Systems, Engro Corp.



Sharmeen Obaid-Chinoy, CEO, SOC Films



Ali Raza Mehdi, SVP & CHRO, Engro Corporation



Khalid Zaman Khan, Executive VP, Head of HR, Meezan Bank



Sardar M. Aly Osman, Chief Risk & Compliance Officer, UBL Funds



Dr. Syed Irfan Hyder, Dean CBM & CES, IoBM



Muhammad Adil Sami, SVP Head of Marketing, Meezan Bank



Taher G. Sachak, Managing Director & CEO, EFU Life



Arshad Hussain, Head of Business South, CEO, HBL Asset



Imran Mughal, Chief Risk Officer, Jubilee General



Aslam Sadruddin, Director Finance, Pakistan Cables



Humayun Bashir, Former IBM Country GM

*Soraya Sarif
Keynote Speaker
presents mementos to:*



Dr. Francisco Palao Reinés, Co-Founder and CEO, ExO Works, USA



Dr. Tommy Weir

LEARN THE TERMS

Deep into a conversation with a CEO about digital disruption, the words, “we really need to train our people,” made me pause. I thought to myself, how in the world will you ever train your people to be data scientists or artificial intelligence architects—or master whatever ‘blockchain’ people do? But before I could blurt that thought out of my mouth, there was more from the chief exec: “We don’t need them to be experts or even know how to do it, we need our people to at least understand the terms so we can talk with the experts.”

This reminded me of a column I wrote four years ago, in which I urged leaders not to be fooled by impressive vocabulary. Let me explain what I mean by this. Hearing words that sound impressive, doesn’t necessarily translate into evidence on the job. In fact, knowing specific business terms and knowing how to use them, are two fundamentally different things.

Nearly every day, I hear the terms ‘artificial intelligence’, ‘blockchain’, ‘digital disruption’ and ‘robotics’ fluidly used, yet when I listen intently, nothing is really said. It becomes obvious that many of the business people who use such vocab have a sense of its importance but really don’t understand what it means—or how to use it—in practice.

This reminds me of the spelling tests we took in elementary school. Not only did we have to learn how to spell, we had to know how to use the words in a sentence. This brings me back to the point of we really need to train our people. The CEO was highlighting the imperative that we must know the meaning of the words in the dictionary of digital disruption. And he is right.

I’ve been guilty of using the term ‘blockchain’ in the past, knowing full well that I may be able to spell it, but couldn’t use it in a sentence.

So, what is blockchain?

Let me start with a scenario. Let’s say you come to my office and I give you an espresso and piece of chocolate. You will now have those items and I won’t. When they were physically passed from me to you, we know the exchange happened. We were both there, we saw it happen and you now physically control the espresso and chocolate. You can do whatever you want with them, but I cannot. That’s what a physical in-person exchange looks like. And it’s quite easy to record.

But what would happen if the espresso and chocolate were

digital? How would you know that the digital espresso and chocolate, which used to be mine, were now yours and only yours? It’s more complicated, right? How would you know that I hadn’t sent them to someone else as an email attachment first? Or to your friend? Or my friend too?

Maybe I made a couple of copies of the items on my computer. Maybe I put them up on the internet and one million people downloaded them. This is called the double-spending problem. As you see, this digital exchange isn’t as straight forward as a physical exchange.

In the physical world, it’s easy to track transactions and to record them. But how do you do that in the digital world, with certainty of authenticity and traceability?

An oversimplified way to think of blockchain is to think of it as providing the digital ledger system to keep track of all of our digital transactions. And it goes a step further by making the ledger public, which decreases its potential for misuse.

In a blockchain system, the ledger is replicated in a large number of identical databases, each hosted and maintained by an interested party. When changes are entered in one copy, all the other copies are simultaneously updated. There is no need for third-party intermediaries to verify or transfer ownership.

Keeping records of transactions is a core function of any business. They provide a view not only of how your company works internally but also of your outside relationships. The problem is, reconciling transactions across individual and private ledgers takes a lot of time and is prone to error.

Blockchain has the potential to transform the very way that companies interact. In fact there’s a strong possibility that blockchain will affect your business. So, take some time to learn more than how to spell the words, learn how to use the term ■



Dr. Tommy Weir:

www.tommyweir.com

Article from Dr. Tommy’s blog.

Dr. Tommy is the leading CEO Coach in the Emerging Markets. Sitting in their shadow, he typically advises CEOs on growth in the emerging markets. He is exclusively working with Octara for his workshops in Pakistan and was the Keynote Speaker of 17th MAP Convention 2015.

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Battling the Elements, Learning from Nature

Fred Van Leeuwen-Terrific Techie in Town!



Fred Van Leeuwen is an international authority in the field of Information Technology (IT). Together with his son Joris, who was 19 years old at the time, he spent eight months (December 2002 to July 2003) sailing around the Atlantic Ocean in a voyage he calls a Masterclass in management. When Fred asked Joris which university course he would be following, he replied that first he was going to travel the world with his father!

Ultimate Masterclass!

"Can you define management as making important decisions based on limited information? Using scarce resources to reach your goal? Balancing short and long term interests? If so, then my trip was the ultimate masterclass. A few days into the main Atlantic crossing you really realise how much your survival depends on a few metres of sail and rope. We had enough fuel for just 500 of the 2,600 nautical miles between Tenerife and Suriname. You can handle delays only as long as your food and water supplies last."

With a career dedicated to making IT work in companies, Fred Van Leeuwen was in Karachi on his first trip to Pakistan, at the invitation of Octara, to conduct workshops on his IT Leadership Development Program that rests on the three pillars of Leadership, Strategy and Innovation.

Fred combines his knowledge of the content matter with excellent skills in organizational change management and a wide experience in multicultural management. His primary focus leans towards how companies can create more value from IT.

He has lectured on nearly all the continents, to share his experiences with IT Directors, CIOs, CFOs, COOs, Marketing Directors and other Board Members.

Doubling life's experience in 8 months

"You can overcome setbacks if you manage to keep channeling your energy and spirit in the right direction whatever happens and without any outside help. Your decision to undertake the voyage, with the supplies you have onboard, has become irreversible in every respect. Everything you have ever undertaken on land seems insignificant. In future, back on land, every decision will become easy to make. By effectively doubling your life's experience in eight months, your capacity for intuitive conclusions increases enormously."

On the 2nd of December 2002 on a cold winter night Fred and son Joris sailed from the IJmuiden harbor in Holland and got out of their comfort zone in a very big way, pushing boundaries to the extreme during a eight plus months journey on his 10-meter yacht, rounding the Atlantic Ocean, and returning to IJmuiden on 30th July 2003.

During the trip there were often opposing forces at work within the two-person Team, says Fred Van Leeuwen.

Total dependency on each other

"Individual characteristics caused more friction than in a normal situation. Sometimes tiredness could lead to neglect of details. At sea this can have serious effects, nasty for each member of the crew. But we had to work things out together because we were totally dependent on each other. We pitched in together to form an extremely tight team, especially when the going got tough. When one of us experienced difficulties, the other automatically helped out. This applied to both of us, and was a very special experience, especially between a father and his son."

As they sailed into IJmuiden harbor in Holland they both felt like they were approaching a country that was alien to them, seeing the high smoking chimneys of the Dutch steel Mills, the continuous stream of planes from Schiphol airport and all these nervous people ashore with their cars and mobile phones.

"After 46 days of seeing blue waves only, we now felt a strong desire for having a coffee with family & friends, taking in fresh water and sailing straight back into the ocean...But then, university was waiting for son Joris and my job was waiting for me. It took me almost 9 months to get more or less used to 'normal life' and when I see these pictures of my trip it still feels like part of my soul has remained somewhere over the Atlantic Ocean."

Anthony Hopkins, Dustin Hoffman, Christopher Clark & Charles Mann

Fred cites Anthony Hopkins and Dustin Hoffman as his favourite actors. His favourite books are 'Sleepwalkers' by Christopher Clark, a thorough analysis of the breakout of World War I, and '1493' by Charles Mann which he says is an excellent study that shows globalization starting in that year after Columbus, as well as attributing the development and distribution of power in the world to biological events.

Lebanese cuisine

Fred enjoys all kinds of food, but his favourite is Lebanese cuisine which is essentially Arabic, with a touch of refined French cooking. "In every city of the world that I have visited I can find outstanding Lebanese restaurants and will always pay them a visit."

Thank you for visiting Pakistan, Fred Van Leeuwen! And the next time you come we hope you will bring your son Joris along with you ■



Interviewed by **Adil Ahmad**, Correspondent, octara.com

Fred Van Leeuwen, is an international authority in the field of IT, with a career dedicated to making IT work in companies. He is exclusively working with Octara for his workshops in Pakistan.

For Inquiries, info@octara.com



2017 Octara Workshops at a Glance



Feedback from July – December 2017 Programs

“ The course on The Super Secretary was very effective and full of learning concepts **Raisa Mohsen - Bay View High School**
 Learn structured ways to communicate in Business Communication Masterclass! **Rana Shiraz Hussain - Lotte Chemical Pakistan**
 I got deep insight of all the tasks related to my job from Maintenance Planning workshop **Hassan Masroor - Engro Polymer & Chemicals**
 After attending Emotional Intelligence for Success workshop, I will be able to positively apply leadership skills to my team **Hafiz M. Bilal - Packages Limited**
 Blue Ocean Strategy workshop presented how to explore untapped potential rather than beating the same drum! **Rida Fatima Jaffer - Sanofi-aventis Pakistan**
 WIN! How to succeed in the new Game of Business introduced overall approach of taking a helicopter view on four fundamentals of business **Agha Tarique - Burque Corporation** ”

*These workshops can be customized to suit specific needs of your organization which may lead to significant savings & avoiding pitfalls.
 For Inquiries, jason.bosco@octara.com*



Tony Buzan

Inventor of Mind Maps & President of ThinkBuzan

"On my seminar with Octara, I saw the environment and they designed it and it was the most creative entrance to any lecture hall that I have ever experienced. Team Octara was very efficient, but not mechanical efficient, they were flexible and they were engaged with what they were doing. If there were any difficulties, which were very minor, they would always creatively find the solutions."



Brian Tracy

Entrepreneur, Professional Speaker, Best Selling Author Success Expert & CEO of Brian Tracy International

"Octara is a good company full of very intelligent, talented and skilled people, and it has a great future."



Kate Sweetman

Keynote Speaker, Co-Author of Global Bestselling Book & Founding Principal & President, SweetmanCragun, USA

"I cannot recommend Octara more highly. As colleagues, they are smart, professional, creative, willing and able. They know what Pakistani business leaders need to learn to take their businesses to the next level, and they work tirelessly to support the resources that they bring in to meet that need. It is an absolute pleasure to work with Octara"



Lucy Cornell

Keynote Speaker, Author & Founder of Voice Coach, Australia

"It has been a wonderful experience. I shared the day elevating the voice of inspiring business leaders in Karachi, crossing boundaries of age and business seniority. Thank you, Octara, for organizing an inspiring day and all the support and hospitality given to me throughout my visit."



Raj Kumar

CEO of UCSI Consulting Group, Malaysia
Certified Blue Ocean Strategy Expert

My experience with Octara has been tremendous, because I think that they are very customer-centric and they are very keen to give the best to the people in the country. Octara is a purpose-driven company, very experienced with their role and they are doing it very well.



Peter M. Senge

Founding Chairman of Society for Organizational Learning (SoL) & Director of Center for Organizational Learning at MIT

"It was a pleasure working with Octara on my recent visit to Pakistan. They did a great job coordinating all the details and planning the content of the event. The event itself was produced in a thoroughly professional manner at a high level that would meet any standards internationally."

Octara's Premium Learning Events in the words of International Speakers



Roger Harrop

The CEO Expert, Author, International Speaker
Owner of Roger Harrop Associates

"It was a Great day - ran a CEO Masterclass, once again expertly organized by Octara-A Truly World Class company."



Robert Mosley

Global Remuneration Expert and Consultant;
CEO, Lemon Pip Consulting, UK &
Former SVP Human Resources Emirates, Group

"In November 2017, I had the pleasure of chairing a Compensation & Benefits Seminar" organised superbly by Octara with some fantastic speakers and quality delegates, and it was a very inspiring day. On the subsequent two days I then conducted a pair of one-day workshops, which again had some truly high-calibre delegates, and were brilliantly organised by Octara. This was my first experience of working with Octara in Pakistan, and it was a wonderful experience, and Octara is now my preferred and exclusive partner in Pakistan for my training courses next year in 2018, and I was very impressed by all aspects of their organisation and professionalism.

Bravo Octara, and THANK YOU to the entire Octara team for a job well-done in putting these three days of the event and making it all happen perfectly!"



Ron Kaufman

Service Culture Expert, New York Times Bestselling Author,
Keynote Speaker & Founder of UPI Your Service

"I have worked with many event management companies around the world, and Octara is Absolutely World Class in event management for my public Uplifting Service workshops. In publicity, enrollment, on-site registration, room and stage layout, sound system, and graphic design - this company knows how to do it RIGHT."



**Dr. José Cordeiro
& Rohit Talwar**

"Both José and I had a fantastic time and thought that this was probably the most demanding - and as a result the most personally stimulating - event that we had done this year. A massive thank you to our fantastic hosts at Octara and MAP and to all of the delegates who made this such a memorable experience for us."



**Catherine Bentley
& John Bentley**

"The whole experience was made extremely easy and most enjoyable, thanks to the high level of support and professionalism of the Octara team. At each stage of the process from planning the marketing materials, arranging travel, accommodation and business visas through to actual on site support at the event, the organisation and attention to detail exceeded all expectations. This enabled us to focus completely on the actual workshop delivery. The partnership of PowerBase Consulting and Octara will turn up with great work in future."



Bob Urichuck

International Professional Speaker, Trainer and Best Selling Author & Founder of Bob Urichuck Management Inc / Velocity Sales Training LLC

"OCTARA is the BEST at what they do! Thanks for our ongoing partnership."



Soraya Sarif

Human Capital Optimization And Organizational Efficiency Strategist;
Co-Founder Of Synerjunction, Canada

"It was truly a pleasure to work with the Octara team again on the Management Association of Pakistan (MAP) initiative. The level of organization, quality of event and caliber of attendees was truly impressive. I look forward to future collaboration."

Does Your Company Look Top-Notch?

Prospective customers make a decision about your company based on how you look.



At Octara Design House, we believe the materials you use to develop business have to look great. Whether you need a Corporate ID, Brochures, Annual Reports, Newsletters, Presentations, Event & Activity Design, Training Materials, Web & Social Media Designing whatever it is, we'll provide some options and do our best to make it easy & cost-effective.

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