

# octara.com

January - March 2015 / Issue 18

the newsletter



Octara is Absolutely World Class for my public Uplifting Service Workshops!!!

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From Team Octara

# HAPPY NEW YEAR!

New Hopes, Aspirations and Resolutions...

...only from Octara!!!





## Dear Readers,

Change is the only Constant is a view that I have heard expressed by corporate gurus across the board. Whatever else they may disagree upon, on the issue of change they are all agreed. What remains to be seen is whether the individual embraces change and leads the way into the future, or is dragged into the future kicking and screaming. In the context of Pakistan, some might argue, the more things change the more they remain the same. That's the view of the pessimist, and pessimism is never good for the soul. Since the last issue of

octara.com Pakistan has transited through a horrendous, nerve shattering experience.

While it may have shaken us to the core, in retrospect the happening has set in motion an unprecedented change in the mindset of civil society, in particular the ubiquitous silent majority. Far from being intimidated into an existence of fear, the people of Pakistan have demonstrated a steely resolve to continue with their daily lives with an increased gusto. Attendance at public events has registered an all time high, with risk to life and limb not even a remote concern as families venture forth, kids and all. It is not bravado nor is it a show of defiance. It is merely a statement informing those hell bent on destabilizing the social order that they have failed, and failed they have indeed, Allah be praised.

The big happening on Octara's front in the last quarter has been the return to Pakistan of Ron Kaufman, with him gracing Lahore on this occasion with his Service Leadership seminar and workshop. We carry a detailed report of his high energy engagement, as well as the thoughts of the CEO, TCS Holdings, Mr. M. A. Mannan, who welcomed Ron to Lahore and gave a brief overview of the Service Culture at TCS.

Also in this issue is an in-depth interview of Mr. Taher G. Sachak, the Managing Director & Chief Executive of EFU Life Assurance, and the insights that he shares on the HR front are priceless, and we are privileged to have him in our pages. Also in our midst this issue is Brian Tracy with advice on how to attain one's New Year's resolutions, and do better in 2015. Roger Harrop has penned a piece on recruiting high performance teams, with Bakhtiar Khawaja holding forth on Executive Coaching, complete with case studies.

As if in response to our collective need for some lighter moments, fate bumped me into Saad Haroon, the Champion of improvisational comedy that I had the great privilege and pleasure of giving a leg up during his debut days many years ago. From a basement on Zamzama Boulevard, Saad today is closing in to becoming an International Celebrity. Based in New York with an agent in Los Angeles, Saad crisscrosses the world, performing in Sydney and then jetting to the UAE and Pakistan en-route the West. Bravo!

We look forward to your feedback.

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**Perform Better in 2015!**  
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**Exclusive Conversations' Series**  
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**Recruiting High Performance Teams**  
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**What HR & Learning Professionals Need to Know**  
Bakhtiar Khawaja

\* Octara seeks to expand its pool of professional Trainers. Opportunities exist to partner with Pakistan's premier training & event management company. Write to: [janjua05@gmail.com](mailto:janjua05@gmail.com) \*

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Do you want to make 2015 the Best & most Successful year of your Life?

## 4 EASY Steps to Reach Your New Year's Goal & PERFORM BETTER IN 2015

I want to explain what you can do to make it happen!  
These tips are very practical and easy to do, but they  
will be greatly beneficial to your success. Keep reading  
and I will show you how...

# BRIAN TRACY

Brian Tracy, Chairman & CEO of Brian Tracy International, Business Coach, Best Selling Author, Motivational Sales Speaker & Success Expert ([www.briantracy.com](http://www.briantracy.com))

### How to Reach Your Goals in 2015

One of your most valuable financial assets is your earning power. They call it your human capital or your intellectual property. What you have to do is constantly increase your earning ability. Imagine climbing a ladder. When you start climbing in your career and most people have no earning ability, but after 10 or 20 years some are earning 20 to 50 times more than others! Even though they started out in the same spot.

### What's Their Secret?

The difference was that the top people based on years of research have continually learned new skills as they go through their careers. Like climbing a ladder. Every new skill increases your ability to get great results. It increases the value of your contribution. It increases your ability to earn more money. If you want to earn more money and accomplish your goals in 2015, create more value. It's as simple as that. *How do you make 2015 a Great Year?* The only way you can create more value for yourself in 2015 is to learn and apply new skills that allow you to get better results. Results that people will pay you more and more to get.

### 1) How to Write Goals For 2015

Some people don't know where to start and wonder how to write goals. Ask yourself this question...  
*"Where do I want to be in 12 months?"*  
Write down 10 goals that you want to accomplish in the next 12 months of 2015. Look at your goals that you have written down and think to yourself, *"If I could wave a magic*

*wand, which one goal would have the greatest impact on my life."* For most of us it's a financial goal. For some of us it might be a fitness goal, a relationship goal, or a business goal, but for most of us it is a financial goal. You can still use these tips on any goal.

### 2) Focus On One Skill At a Time

Write it down very clearly and set a date. Then make a list of everything that you can do to achieve this goal. Then, the next question you want to ask is, *"What one skill will help me the most to achieve this goal?"* Think about all of the skills that you don't have and find out one skill that will most benefit you. Focus on learning that one skill which can help you achieve your most important goal. This formula is the reason why people go from the bottom to the top of anything. The most successful people are very clear on where they want to go. You must have a very clear goal. Then you must be very clear about the skills you must acquire that will get you there. When you acquire new skills, it helps you climb the ladder of success, every new step of the ladder you climb increases your earning potential. When you increase your earning ability, you open up new opportunities for yourself. Keep adding new skills and keep growing to achieve your most important goal.

### 3) Manage Your Time

Today we are overwhelmed with too much to do and too little time. You must plan everyday in advance... The simplest way to do this is to make a list of everything that you have to do in your coming day. If you are going to

invest your time into anything, you want to do the thing that gives you the greatest return on energy, or your mental and physical energy. Some people work all day and make a few dollars and some people work all day and make hundreds and thousands of dollars.

Which one do you want to be?

Make a list of everything that you have to do in the coming day and identify the most important task. Which one item will have the greatest value in your work? The greatest value in achieving your main goal? Work on this task first. Work on it until it is 100% complete.

### 4) How to Develop a Good Habit in 2015

Start each day by completing a task first thing in the morning. This is one of the great psychological tricks of success...

Start & complete one task, first thing in the morning. If you're going to complete a task in the morning, start and complete your most important task! Do that everyday before you do anything else. Repeat this over and over again for 3 weeks and you will develop a habit.

**Conclusion** - Focus on your most important goal in 2015 by developing skills to achieve it. Manage your time by completing the most important tasks first and develop a new habit of completing them first. If you do follow these 4 tips, I promise that you will have great success in 2015 and develop great habits for years to come ■



#### Q1: Please share your Human Resource Development Strategies?

At EFU Life, Human Resource Development Strategies are aligned to our corporate vision, mission and strategic objectives. The management ensures that necessary knowledge and competencies are acquired through education, training and developmental activities. Human resource developmental interventions in EFU Life are way beyond classroom trainings and certifications. Employees are encouraged to share experiences and knowledge through training, take calculated risks and innovate as well as support each other's growth and in developing and improving relationships. The Human Resource Development Function is also involved in the Quality Management Systems for continuous process improvements. The Company is also working on the E - Learning initiative to provide employees freedom to choose the best possible time and place for personal development.

#### Q2: What measures would you suggest to improve the Quality of Human Resource entering the employment pool in Pakistan?

The quality of talent expecting employment can be improved through collaboration with the corporate sector. Academic institutions would benefit from these partnerships in terms of accessing business practices and perspectives only available in the corporate sector. Furthermore, having close collaboration with the corporate partner allows students to make better informed career decisions since they have more insight into the company's culture, its people, and its way of doing business.

#### Q3: What Engagement with Society has EFU Life flagged as part of its Corporate Social Responsibility Initiatives?

As part of EFU Life's Quality Policy, the Company wants to contribute to those activities that have the greatest visible impact on the betterment of society, with education and health as the key areas. EFU Life joined hands with The Citizen's Foundation (TCF) in their "Rahbar Program" to support the cause of educating the less privileged children in Pakistan. The TCF "Rahbar Program" is a mentorship program in which our employees volunteered to inspire young students and provide the less fortunate with the head start they need to become a productive member of our society. In addition, EFU Life

contributes Rs.50 to TCF for every child education policy sold through our distribution channels. On the health front, we support SIUT, LRBT and various other charitable organizations and NGOs which are working to provide better health care facilities in building a better and healthier community. To bring out mass awareness about LRBT's vision of providing free eye-care to every Pakistani, we ran a social media campaign on Facebook where the donation was linked to every "like" on our Facebook page. During the year we organized a blood donation campaign on World Blood Donation Day in which a large number of our employees participated. EFU also participated in "Compassionate Karachi Campaign". We believe that it is our responsibility to give back to our community with a commitment to contribute to a more civilized, enlightened, prosperous and respected Pakistan.

#### Q4: What role is EFU Life playing in the Development of Entrepreneurship in Pakistan?

EFU Life participated in the Shell Tameer Awards by sponsoring EFU Life Changing Lives Award for the creation of social impact whose recipient was Humaira Bachal from Dream Foundation Trust. Shell Tameer Awards has a decade of generating entrepreneurship opportunities in Pakistan.

#### Q5: What are the four Leadership Competencies of a CEO that you would like to see in our New Generation of CEOs?

The first is the right kind of motivation: a strong commitment to pursue excellence in pursuit of unselfish goals. Second is to have the desire to seek out new experiences, knowledge and have a candid feedback and open to learn and change. Third is Insight, the ability to gather and understand information that suggests new possibilities. Fourth is Communication and Determination. The ability to communicate the company's vision and connect with people and determination to achieve difficult goals.

#### Q6: How do you define Corporate Culture at your Company? How do you make sure that people live, act and breathe your Organizations Vision, Mission and core Values?

EFU Life embeds a high performance culture that points the organization towards the common good & creates

an intense passion for achievement at all levels. The Company follows "walk your talk" philosophy to enforce vision, mission and core values. Moreover, EFU Life Human Resource Department holds regular trainings to ensure that the Quality Policy is understood and practiced by all employees.

#### Q7: Do you have a Winning team? How do you motivate your Team, assess their performance and make them accountable to Results?

We have a Winning team as we have set higher standards in the life insurance industry of the country. Our employees feel pride in what they do for the Company. We have an empowered and self fulfilling work environment. We have self-managed teams in the Company i.e. Product Development Team, Web Development Team, QMS Team, Training Team, ISO Auditors Team, etc. At EFU Life we have a comprehensive Performance Management System to assess employee performance.

#### Q8: Retention of Key people is one of the biggest Challenges? How do you retain top talent in the Company?

Key talent has lowest turnover rate at EFU Life Assurance Ltd. Turnover rate suggests we have been reasonably successful in retention of key talent. Recruiting the right person in the first place is obviously the start. Then constant feedback about their performance, motivation, the appropriate reward system & empowering people to manage their career are all critical ingredients to improving retention. We also consistently measure and improve our retention strategies.

#### Q9: Is training, coaching & mentoring a priority to you? How much time/budget do you allocate to this? What is the ROI (Return on Investment) of the Training Programmes?

We have training centers and trainers all over Pakistan. Training, coaching and mentoring is part and parcel of employment with EFU Life. In 2014, the Company invested more than 24.7 million Rupees in training. Whilst we do not quantify a specific ROI on our training spend I believe this is judged on the basis of other factors such as our overall business, culture, service levels, retention of personnel etc.

#### Q10: What steps would you recommend to Empower Women?

We are a meritocracy and an equal

opportunity employer. We do have women in key positions in our organization. We welcome people irrespective of their race, religion and gender. We offer career on the basis of merit and candidates are placed in jobs for which they are best suited.

**Q11: What is your Strategy with regard to Succession planning and developing the next generation of Leaders?**

Succession planning is important to keep business running smoothly. At EFU Life Assurance Ltd. we have succession planning programs for key positions. Here we identify talent who have the potential to progress within the organization. We have strong training programs in place that help potential leaders to develop their skills throughout their career with us.

**Q12: How do you manage Conflicts in the Workplace?**

At EFU Life Assurance Ltd. we foster positive attitude and good working relationships. Whenever conflict arises, there is a process that is in place to resolve conflict. EFU Life has an open door policy that encourages effective communication between employee and the management. However if a conflict arises we have a grievance handling process.

**Q13: What are the most pivotal moments that you either learned from and/or that got you where you are?**

First was when independence uprooted our lives in Tanzania and I was sent to a boarding school in UK at the age of eleven. Second was when I left the British Civil Service after 5 years to

become a Life assurance salesman! And third, is when I met Mr. Roshen Ali Bhimjee, Founding Chairman of my Company. It was his personality, charisma, vision and generosity that gave me the courage to come to Pakistan 20 years ago for the first time to take on the challenge of managing a new Life company.

**Q14: How do you manage your Anger & Stress?**

It's not in my DNA to get angry and yell at people. I do though have zero tolerance for dishonesty & individuals with low expectations and commitment disappoint and frustrate me. The key to managing stress is the facility to be able to "compartmentalize" issues.

**Q15: How do you manage Work-Life Balance?**

Being a workaholic I don't think I manage it particularly well! I am sure my family knows that they are very important to me. My children are all abroad and I always try to make it a point to take time out at least twice a year to be with my family, catch up with my grandchildren and be around on important occasions. I am fortunate to have a very supportive family and this is critical for an individual to focus at work and succeed.

**Q16: What advice would you give someone going into a Leadership position for the first time?**

For a leader, people are likely to be the biggest strength & weakness as well; one should take responsibility, insist on accountability. Develop and lead the culture of the company. Treat every individual fairly and recognize their efforts.

**Q17: What is the Biggest challenge facing Leaders today?**

The world is moving at a very fast pace, where information is processed at an accelerated speed, and response is expected more quickly than before. In such a changing world a leader needs to come up with innovative ideas to achieve business goals & at the same time fulfill the requirement of all the stakeholders.

**Q18: What is one characteristic that you believe every leader should possess?**

I believe the single most important thing is to be clear in communication-clear in his goals/vision, clear in his expectation of others. Every leader should be able to clearly communicate to all stakeholders for them to strategize to achieve the organization's goals■

**Thank you**  
Mr. Taher Sachak!



**A Conversation with**

# Taher G. Sachak

**MD & Chief Executive, EFU Life Assurance**

We believe that it is Our responsibility to give back to our Community with a commitment to contribute to a more Civilized, Enlightened, Prosperous & Respected Pakistan!



**‘KAMAL’** likh kar **9898\***  
par SMS karain

## Life mein kamal karna zaroori hai



## Zaroori Hai

# Recruiting High Performance Teams

HOW TO FORM THE PERFECT TEAM FOR A SUCCESSFUL BUSINESS

**Roger Harrop**

A Leading Business Growth Expert



With over 25 years experience of leading international business at the highest level and mentoring many start-up and SME business owners, Roger Harrop is in a unique position to advise on current business challenges.

Roger says "There's a whole new dynamic at play in the world of business today. The fact is that mediocre businesses will cease to exist. Through technological advancement the playing field has levelled and competition has never been greater. Businesses must provide exceptional products, services and the ultimate customer experience. In order to do this they have to employ exceptional people". His top tips on how to interview, assess and hire exceptional people offer any business owner a fresh, accessible & realistic approach to getting the best from their teams.

**1) Recruit the best people:** You cannot afford to have any passengers; you need to train, encourage, nurture and develop your team members. You need people who score 10 out of 10 throughout your organisation. Don't compromise if you don't find the right candidate the first time around.

**2) Genuinely performing teams** are those that are many times the sum of their parts: Team performance stems from four things:

• **The People:** Skills and their

behavioural profiles.

- **The Leaders:** Providing direction, motivation & organizing a structure.
- **The Relationships within the Team:** Mutual trust, respect & support.
- The **Atmosphere** and **Culture** in the team.

It is essential in any team to have a mix of personalities, because people come at tasks from different directions. Roger uses the Belbin Team Roles Model to help his clients overcome performance issues. He says "You might have a 'plant' who is a highly creative person and can come up with lots of ideas, but you need someone to counterbalance that with a 'completer/finisher' who takes all those ideas and makes sure all the 'T's are crossed and the 'I's are dotted. There is no point in having an idea and only getting it 80% implemented."

**3) Traditional recruitment methods** are not good enough: Roger says "it's worth putting a lot of time & effort into recruiting round pegs into round holes."

The Harvard Business School estimates that recruiting the wrong person for a role can cost between three and five times that person's salary & using conventional two level interviews and references to recruit, will, four out of five times lead to unsatisfactory appointments. Where else in your business would you accept a 60% failure rate?

"If you had a restaurant and you were looking for a new chef, how would you find out if they were any good? Would you look at their CV? Of course, but Steven D. Levitt, the co-author of *Freakonomics*, and an economics professor at the University of Chicago, cites research suggesting that more than 50 percent of job applicants lie on their CV. Would you ask for referenc-

es? Yes but these days lawyers make sure a firm gives a good reference regardless. So what would you do? You would get them to cook wouldn't you? It's the obvious thing; you would get them to 'audition'.

Roger recommends using a one day assessment format that incorporates a mix of individual and group tasks alongside psychometric testing to ensure that those, who at interview stage may have been top of your list, actually fulfill the demands of the role you have carefully etched out & have the stamina to thrive under pressure.

**4) Hire candidates** who share your values and build on the ethos of your business: The best talent has a choice today & will not work for an organisation whose values they don't share; everyone in your company needs to be clear as to how you live by them and be constantly seeking to do better.

Roger recommends taking a closer look at applicant's hobbies & interests. He says "If you're looking for a chief financial officer, and you find out that in their spare time they like hand gliding, you might be wondering if you're actually recruiting someone who is a much bigger risk taker than initially anticipated."

Roger accepts that it is not always so black & white but suggests that putting more time and effort into the recruitment process is more likely to attract and retain exceptional, motivated and inspiring individuals ■

**Roger Harrop is a CEO expert, author, consultant & international business speaker. Over 20,000 CEOs, business leaders & others in 38 countries have achieved transformational change through his thought-provoking talks laced with real-life stories and humour ([www.rogerharrop.com](http://www.rogerharrop.com)).**





# SAAD H FUNNY

Splitting sides and awakening minds is Saad's stock-in-trade, as he goes about making people happy and bringing a smile to their face. Black Fish, Shark, Agency are brands that he has launched in the realms of improvisational comedy, brands that have withered and waned as Saad has sought his fortune as a stand up comic, going solo with the Saad Haroon brand that has taken him and his infectious sense of humor overseas, landing him in New York City with an agent in Los Angeles. Unbelievable career progression coming in great leaps and bounds, some would say. But for those who have known him in the early days of his career, which started some ten years ago, Saad's has been an inevitable natural progression given his drive and talent, steeped in a mind that is wide awake and brimming with emotional intelligence as he goes about establishing an instant rapport with his audience of varying shapes & sizes, sex, and age.



# KARACHI COMEDIAN Y MAN

## NEW YORK! NEW YORK!

Saad has been in New York for the past two years, settled there with Saba, his wife of five years whom he met and fell in love with in Karachi. He was here recently, wintering in mild and sunny Karachi while New York froze over, when I caught up with him over the phone for a quick update. TCS Connect and Octara.Com were amongst the first magazines to carry tales of the Saad phenomenon that had taken Karachi by storm in the form of Black Fish at the turn of the century in 2004. So it was a special pleasure to talk to the precocious young man again who is now all of 37 years of age, with the maturity of added years refining and making more weighty his communication as I discovered in our twelve minutes chat over the phone.

## Diversifying the Family Business

"So far so good," says Saad. "Back then ten years ago the plan was to engage with the family business, but I got completely caught into the grip of comedy, and knew that was what I wanted to do, to the initial alarm and concern of my family. It was about doing what you were passionate about doing, and I was passionate about theatre and film and television and comedy, so I had to be true to my calling."

Saad has spent the last few years travelling around internationally. He was in Sydney very recently for a show. He performed in England at the Southbank Center, and had a few shows in Karachi. "Where ever I am required to go I pack my bags and head out to make people happy if I can. I have different people in different places to facilitate me. I produce my own shows, and function as manager, performer, writer and producer all rolled into one, wearing whatever hat I

need to wear at whatever time. In this digital age it's all via email. To be an artist you have to be sure you can do the management side of it as well, and balance your budget and market yourself. Hopefully one day my work will reach the scale where it's too big for me to handle myself."

Have you leveraged the social media to gain a higher profile? "I have a presence on Twitter and Facebook, and try and work on videos. But I am a man of the stage at heart, and facing a live audience in the hall is what I live for." Are the silver screen and the small screen an option in your foreseeable future? "They are, and I am working on a few projects, so fingers crossed! Let's see what happens."

You don't want to give us a sneak preview into what might be cooking? "Nope! I'd rather do it than talk about it at this stage, but hopefully you'll see me soon. The timeline for the transition from the stage to the screen is what, a year? "That is for the powers to decide, and not me."

## Nurturing Talent

Have you developed an understudy? "Not specifically, but I work with a lot of young comedians in Pakistan. I just performed with this talented young group called LOLwallay, and I worked with them and helped train them in some small way. So, yes, I do what I can in that regard. I am going to Dubai now and having a workshop for young aspiring comedians there in standup comedy."

## Gallavanter & Galvanizer!

How's the love life been treating you? "I've been married for five years now to Saba, and she is a lawyer in New York, and is the more stable one in the relationship! I'm the gallavanter and she's the galvanizer! We met in Karachi, and it's only recently that we've moved to New York. Right now we're dealing with the move from

Karachi, and hopefully the future will bring with it additions to the family."

## Jogging in Central Park NOT an option!

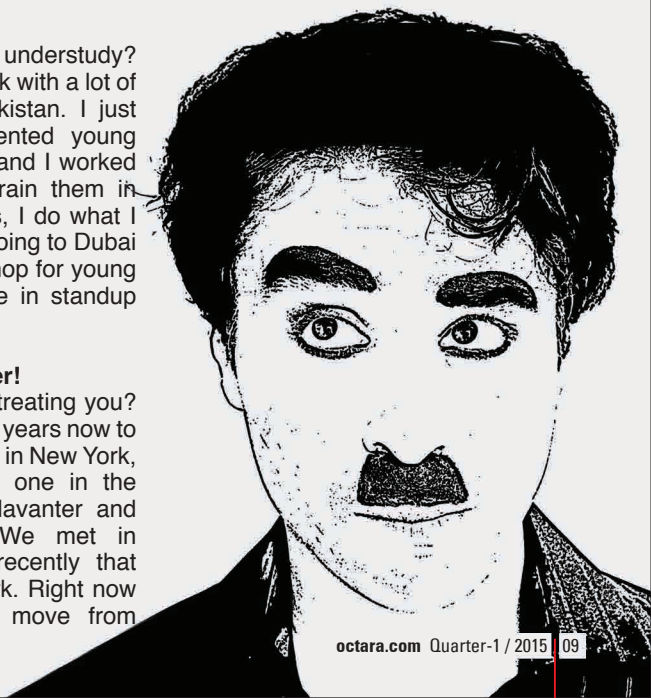
What do you do in the way of staying fit and healthy? "Not so much while in Pakistan where I am quite lazy. There's a lot of food to be eaten and a lot of relatives to visit. But I do love exercising and workout in the gym mostly. I am a bit of an extremist. When I work, I work hard, and then when I relax I'm in front of the television, being a big TV addict." Is jogging in Central Park an option these days? "No it's not! It's mostly freezing there these days!"

## Telling the Tale

In your content do you present the South Asian story? Or is it more universal? "It's about human nature, and the South Asian story is an integral part of who I am. It's about me growing up in Pakistan, my family, and my life. I have done take-offs on the Pakistani conundrum. In Pakistan I can get away with just about anything, but in the USA and I have to re-taper my writing. It's a different pallet, and so a different kind of comedy."

Saad has thoroughly enjoyed Karachi's mild & sunny winter season. He has been eating out a lot and over the past couple of days succumbed to the Karachi belly.

Hopefully he's long over it by now. Pakistan's very effective ambassador-at-large rides again! His many journeys destined to take him higher and higher, Inshallah ■





Octara takes Lahore by Storm!

# RON KAUFMAN QUITE A CHARACTER!



To say that Ron Kaufman is quite a character would be in the nature of an understatement. He's a showman extraordinaire who holds his audience captive, mesmerized as it were, as he plays them like a finely tuned violin with a full repertoire of notes. A master musician and inspired conductor evoking the sheer ecstasy and sometimes agony of understanding, as comprehension dawns of that which had all the while been sitting on the tips of our nose. Such is Ron Kaufman, a man who has dedicated his life in realizing his firm belief that every man, and indeed every woman, deserves to be treated like God's gift to Mankind.

Ron Kaufman is a good friend of Pakistan. An astute judge of human nature, he has ascertained that Pakistanis are perhaps amongst the most misunderstood people on Earth. That they're a God fearing, warm hearted people, and unfortunate in that the freaks amongst them have received a disproportionate amount of attention in the world, and the world has been quick to accept the mucho macho violence as stereotypical of the nation as a whole. "Pakistani culture has at its heart tremendous warmth, kindness and generosity towards other people. So the spirit of my message and the practice of my message have resonated very well with my audience," says Ron, alongside calling Pakistanis amongst the most resilient people in the world.



## Octara Trusted Partner

Ron Kaufman is not deterred by the often frightening travel advisories that have dissuaded US citizens in particular from visiting our shores. In Octara Ron has found a trusted partner that he can depend upon to ensure the safe and seamless conduct of his visits. His message to Pakistani corporate warriors has never wavered. See people as individuals worthy of your attention and empathy. Understand what makes them tick, and then deliver for them a WOW! Experience, and add an extra few springs to their step as they go about contributing to making this world a better place. That's the broad view of Ron's message. The narrow view, naturally, concerns the benefits to profitability and the bottom line that superior service can generate.

2014 saw Ron Kaufman visit Karachi and Lahore with his Service Leadership full day Workshop. While Karachi has been a frequent beneficiary of his presence, this was his First trip to Lahore, and his reception here was equally enthusiastic. While in Karachi the Chairman TCS Mr. Khalid Awan had offered the welcome address, in Lahore the newly minted CEO of TCS Holdings, Mr. M.A. Mannan, was at hand to thank Ron for sharing his time, experiences and advice at a time when Pakistan was sorely in need of good counsel.

## "We're in the Emotions Business" – M. A. Mannan

"TCS Holdings has many businesses, and Octara is one of those businesses, and a very important one at that," said Mr. Mannan. "All over Pakistan we have our own pool of specialized experts. Yet we realize the enormous value that global gurus like Ron Kaufman can add given their enormous exposure and international experience across industries, often by validating and reinforcing our existing thinking and practices, and identifying gaps that need to be plugged. By dedicating a day to a learning experience like this we can all gain our own inspirations and take back one idea which we can implement in our own organizations, and believe that one idea can make a big difference."

Offering an insight that he had gained, Mr. Mannan narrated a personal experience. "I did a lot of research on the global logistics and courier industry before I joined TCS. I realized that our customers are looking for on-time deliveries and shipment packing. It's that simple, and in that simplicity I thought that the TCS universe is at stake. During an orientation session I witnessed something firsthand at an Express Center which changed my perception of the service industry. As I was standing there I saw a mother come in to ship a shirt to her son a thousand miles away. As our Express Center staff quickly put it into the Red Box, she leaned over the counter and fixed that shirt just a little bit. I thought to myself that this shirt was going to travel via truck to an airplane, to another truck, onto a courier's motorbike, and then be delivered. But all the mother cared about was just that one little crease on the shirt which she wanted to be just right for her son. In that one moment I realized that we're not in the shipments business, nor the parcels business, but that we are in the emotions business."

## Service matters in Commoditized World

In his writings Ron Kaufman has made some very valid observations, said Mr. Mannan. "He says that in difficult economic times some businesses cut costs by cutting corners on customer service. This is exactly the wrong thing to do because service matters more than ever when the economy is between a rock and a hard place, a situation that Pakistan is passing through these days once again. When people buy during an economic downturn they are extremely conscious of the "hard earned" money that they spend. Customers want more attention, appreciation and recognition for their purchases, not less. Customers







want to be sure they get maximum value for the money they choose to spend. The basic product may remain the same, but they want more service. On the other hand, we live in a world which is getting commoditized very quickly. In my previous career as a banker I know what commoditized means. Each branch offering the same thing, but the branch offering greater service gets more deposits and assets. Thank you, Ron, and thank you ladies and gentlemen for your presence here today, and I am sure what is to follow we will all relish and remember for a very long time to come. A very special thank you to our sponsors without whose active and generous collaboration we may not have been able to

invite Ron Kaufman to Pakistan.”

### Scuba Diving!

With the CEO Octara Jamil Janjua extending a very Lahori welcome, Ron Kaufman was up and running, breaking the ice with an expectant audience by offering some personal information, and alluding to his rather distinctive baldness. “There was actually a time in my life when I had hair, and lots of it!” Ron disclosed that he had been the captain of the Brown University’s Frisbee team, and that his Wife Jem is from Australia, and he had met her while scuba diving, a pastime that they’re both passionate about, and do it together all over the world. Ron has one daughter, 18 years old Brighton.

She grew up in Singapore, which is where Ron’s been based for the past 25 years, and she has only just started her educational career in the USA.

### Analyzing Service

Having formed a firm rapport with the large suited and booted audience, Ron picked the pace with identifying the beneficiaries of service. Who do you serve? Customer, client, patient, and wife. Who serves you? IT department, branches, & staff. Service can be face-to-face, over the phone, or in the digital sphere. There can be Memorial service and Religious service. Human beings need service to just survive longer than any other species on the planet given that its many years before a new born can fend for itself. We are creatures of service. If you don’t get service, or give service, you end up failing.

### Service is taking Action to create Value for someone else

Starbucks, Disneyworld, Apple, and Amazon.com all have an aligned service culture that is

customer-centric and focused on service. Do we have a good working definition for this term, service? Do we give the customer what they want? Or what they need? Service is taking action. What is the purpose of the action? Service is taking action to create value for someone else. This definition applies to everyone. Service excellence is creating the right value for the right person at the right time. Service culture is the way we support each other and work with each other every day. The service hero, delivering above and beyond the extra mile, is not sustainable. The hero will either be pulled down to the lowest common denominator, or he will quit.

If you want to consistently deliver an excellent service experience then you also have to build an uplifting service culture. How do you do that? Ron says he has never come across an academic program designed for this purpose, nor is it taught in any MBA program. “The good news is that there is actually a plan, a methodology that you can follow. It’s a fundamental architecture. You need to build an environment where people are continually encouraged, reinforced, supported, educated, motivated, and inspired to serve.”

### Education more Effective than Training

Training is telling someone what to do in a certain way in a certain situation where it is very important that they do it exactly right. Education is teaching people how to think so they can figure out what to do even if it is a new situation that they haven’t seen before. “You want to have your children to be well trained to drive a car, handle a knife or an open flame, but you want them educated in the fundamental principles of life so as they grow they can think for themselves and come up with the right actions to take.”

### Training is very Important

“I don’t want the pilot of my plane to engage in creative thinking in the cockpit! I want him to do exactly what he was trained to do, specially if something goes wrong. I don’t want him to go out-of-the-box. But in business we need people who can think. We need team members to come up with new ideas and better ways to handle a situation. We want people to make good decisions without having to ask for help all the time.”

### Singapore Experience

Ron disclosed that he had been living in Singapore for 25 years. He moved there at a time when all the manufac-







turing was moving out of Singapore to China and India. It was then that Singapore had decided to get into the service industry to compensate for the loss of manufacturing. "Singaporeans are taught in very definite manner about either being right or wrong. But service is not about being right or wrong, but about understanding what that person really want or need. Service is an emotional experience, as pointed out by Mannan, and one must develop the ability to adjust to what you're going to do to suit the situation." Singapore brought in Ron to reeducate the Singaporean people.

#### Changi International Airport – Being the Best & Friendliest

"They have an ambition. They want to be known as the friendliest and the best airport in the world. Being the best airport is not difficult for Changi, because being efficient, productive, secure, clean and fast are things Singaporeans are good at. But being friendly is not ease for Singaporeans. It's not part of their culture. In Thailand it would be easy. 'Swadikap!' The reason Thai people are so gentle and kind is because it's in their culture. Or Japan, 'Hai! Hai!' All very respectful and very formal. It's in their culture. Or Australia, 'G'day mate! C'mon in! Have a beer!' Why are they so outgoing like that? It's in the beer! And the beer is in the culture! How Changi International airport in Singapore maintains its position as the number one airport in the world is because I taught them about the 6 levels of service, and I taught them about transactions and perception points, and they use it every day."

#### Transaction called 'Arrival' & Perception Points

Changi airport has a transaction called 'Arrival'. 'Arrival' begins when the aircraft door opens, and 'Arrival' ends when the taxi door closes. Everything in between is part of the transaction called 'Arrival at Changi Airport'.

"When you step off the aircraft you step onto the aerobridge. Don't you notice whether the aerobridge is wet or dry, hot or cold, clean or dirty? Don't you start evaluating the city just based on the aerobridge? You do it because it's your first impression. Then you get into the terminal building and the transit area. Which way do you go? How far do you have to walk? Where are the bathrooms? Are the sidewalks moving? Then you go down to Immigration. Is there a line? Is it moving? How long does it take? Is there a card that has to be filled out? Where are the cards? Then you go to baggage claim. Which belt? How long did you wait? Did all the bags come? What condition are they in? Then you get a trolley. Then you walk through Customs and into the Arrivals area. There are the people holding the signs. There are the banks. There is the taxi stand. Get in line, wait for the taxi, step inside, and close the door. Now the 'Arrival' transaction is complete.

#### Immigration 'Unfriendly'

One of those perception points consistently kept getting a low score in the category called friendliness. "In other words, people said 'that's not friendly!' The unfriendly department was Immigration. It's not their job to be friendly. Their job is to check you out. But Changi International Airport wants to be the friendliest airport in the world. So they will not suffer any perception point that gets them a low score. So they evaluated that perception point and came up with an idea. They wrote a script. Every immigration officer was supposed to say to every single person all day long – 'Good morning and welcome to the Republic of Singapore. I hope you had a very nice flight. On behalf of all of my colleagues at Immigration, Welcome. May I see your passport please?'"

"The Immigration officers were not amused by that script! It took way too

much time, and there was no way to do it all day long. So they got rid of the script and came up with an idea. They put a mirror on the computer terminal facing the officer with a little sticker that said 'smile!' That backfired as well. Instead of improving service it degraded service, because as the passenger was walking up the officer was busy looking at himself in the mirror! So they got rid of the mirrors. They came up with a third idea. On every immigration counter in both arrivals and departures they put a box of candies; little breath-mints. They changed the script to just two words. 'Passport. Sweets?' 66 million times a year. The Immigration scores went up. The first and second ideas didn't work. They had to keep trying to find a way to add value."

#### Making life easy by Design and not by Chance

"People still bring things to airports that are not allowed. They forget what's in their bags. At Changi International Airport you do not have to throw it out. You can mail it back to where you came from, or mail it ahead to where you're going. That mailbox is positioned right at the security screening area for your convenience. They turned a point of complaint into a point of compliment."

"In the restrooms there is a digital screen where if you press 'poor' because of some shortcoming, the beeper goes off on the monitor identifying the bathroom in trouble, and the response is immediate. Changi has installed a four storied slide so kids can play, and go up and down until they're tired and enjoy a restful flight. Everyone is grateful for that. My wife takes me there! They have even installed a butterfly garden in Terminal 3 where you go and stand still and the butterflies come and land on you. How special is that. It creates an emotional experience during travel. They're not just focused on running an airport, but they're focused on creating an ▶



experience. It's their experience that turns them on and drives them. So it's not package, volume, or shipping rates and on time delivery scores. These are vital, but 'expected'. It's the experience you create for the mother who's shipping the shirt, as in the case of the TCS example. The Changi experience is by design, & not by chance.

### Service Transaction

Service is delivered in a sequence – there's a beginning, middle and an end, and within this transaction there are multiple perception points being evaluated on the six levels of service. "Have you ever called a restaurant and reacted to the way you were handled? If you weren't handled properly then instead of creating value the restaurant destroyed, degraded and damaged its value. It was just one phone call, and you went to another restaurant. The owner of the restaurant and other staff don't even know it happened. Just one person on that one telephone call didn't deliver service at the level it was expected and did all the damage."

Ron's workshop was peppered with insights and case studies. It was a lot to assimilate, but what made life easier was the fact that what Ron said was the kind of rocket science that would pass for commonsense. Ron frequently switched the focus of the audience from himself to each other, giving the participants plenty of opportunity to interact amongst themselves and reflect upon the wisdom being shared, and its applicability to their own organizations and functions.

### Deep in a Service Crisis

Back in Karachi some six months earlier Ron had said that we are deep in a service crisis. "In the operating room, surgeons and their teams communicate in a very precise language; airplane pilots follow a strict protocol to take-off and land safely every time; and, when launching a new product, companies lay out a plan that all employees follow. But when it comes to building a strong service culture, the path to success is usually much less clear. We relegate service to a single department guided by anecdotal wisdom and less than helpful clichés like 'the customer is always right.'"

With global economies transforming at record speed, we are largely unprepared for the service demands we face day and night from around the world, said Ron. "We promise our customers satisfaction and then allow internal politics and inefficient methods to frustrate our ability to deliver. With service so much a part of our daily lives, why aren't we doing it better?" Ron Kaufman knows the answer to this question, and not only believes we can do it better, but shows us how by taking us on a journey into a new world of service that is guided by fundamental principles and actionable models. He has discovered that while each successfully team is different, the architecture they apply to build an uplifting service culture is the same.

*Author of 'Uplifting Service', a New York Times bestseller, and Founder of UP! Your Service, Ron is cited as the world's premier thought leader, educator and motivator for uplifting customer service and building service cultures. A regular columnist at Bloomberg Businessweek and the author of 14 other books on service, business, and inspiration, Ron provides powerful insights from working with clients all over the world in every major industry for more than 20 years.*



## Bakhtiar Khawaja

(ACC), Executive Coach & CEO, Coaching Resolve  
[www.coachingresolve.com](http://www.coachingresolve.com)

One-on-one Coaching is the new mantra in Executive & Leadership Development. HR professionals today have a general idea about what executive coaching is, but their knowledge regarding its benefits, methodology and cost is rather fuzzy. It's time that you get to grips with this powerful leadership development tool, because very soon, executives are going to demand it. When that happens, you don't want to cut a sorry figure, hurriedly reading up on coaching, and wondering where to find suitably qualified and experienced executive coaches. The purpose of this article is to update HR and Learning professionals' awareness and knowledge about one-on-one coaching, the new rage in leadership development.

### What is Coaching

In these challenging times and rapidly changing business climate, high performing leaders, who can empower, inspire and connect with people are in short supply. To meet these challenges, high performing organizations systematically invest in their leadership development programs. More and more organizations now consider Leadership Coaching as a high leverage strategic investment, which strengthens and empowers their leaders like no other intervention can. One-on-one Executive & Leadership coaching inspires leaders and helps them unleash their true potential & achieve extraordinary results.

### History of Coaching

The concept of coaching has been around for as long as the human race itself. However, a more sophisticated form of coaching aimed at inspiring greater understanding or awareness started emerging in the earliest philosophies and religions. In 1974 Tim Gallwey's book "The Inner Game of Tennis" recommended a more psychological approach to peak performance. He stated that the opponent in one's head was greater than the one on the other side of the net. In 1992 Sir John Whitmore, a motor racing champion, published "Coaching for Performance" where he developed the most influential model of coaching - the GROW model (goal, reality, options, will). Gurus such as Stephen Covey and Anthony Robbins also fuelled the appetite for personal development and awareness. Coaching has since come of age with a majority of organizations in the developed world organizing coaching for their high potential leaders.

A number of Coaching Associations have evolved over the



# Executive Coaching

## What Human Resource and Learning Professionals Need to Know?

last two decades, contributing to the coaching profession in useful ways. The biggest and the most influential of these is the International Coach Federation (ICF), with over 20,000 member coaches, a framework of core competencies and a well drafted code of ethics. ICF has also accredited a number of coach training institutions around the world, which train coaches in the 70 odd core competencies. Qualified and experienced coaches are awarded ICF Credentials once they fulfill stringent criteria involving coaching training and experience.

### Benefits of Coaching

One-on-one coaching helps professionals:

- Boost their emotional intelligence and enhance focus on their purpose, goals and top priorities
- Discover their hidden potential and prepare themselves for peak performance and results
- Improve performance and

### CASE STUDY

*I was contracted to coach a General Manager at a large Pakistani corporation, who was being considered for a higher leadership position. The CEO had some reservations about certain behavior patterns that Rashid (not his real name) exhibited during interactions with other senior leaders and peers. Rashid's boss asked him to consider undergoing leadership coaching, hoping that this would pave the way for his possible promotion. We agreed to get a 360 degree feedback done on Rashid to see if the feedback corroborates senior leaders' perception about his behavior. Rashid was open minded & keen to discover how he can move forward in his career by discovering and removing any barriers along the way. With focus and commitment, he actively participated in the 12-session coaching series. Midway through, the senior leadership team noticed a definite all round improvement in Rashid's personality and attitude and he was promoted to the higher-level position.*

productivity and achieve/exceed corporate and personal goals

- Eliminate roadblocks that keep them from advancing & enjoying a fulfilling career
- Balance work, family & personal time and excel in all areas

### Methodology

Professional coaching is a structured process in which a trained and experienced coach establishes a relationship of confidentiality & trust with clients. The focus is on creating awareness about their innermost thoughts and feelings leading to insight, learning, action & empowerment. Leaders may find it awkward or risky to share their innermost feelings and thoughts with in-house coaches or learning professionals - hence the need for external coaches.

Confidentiality and trust is key here. Coaches with world-class training, coaching experience and ICF credential have a greater chance of winning that trust. Once trust & rapport is established, leaders are encouraged to explore and identify obstacles and roadblocks in the way of moving towards their vision and goals. The next step is for them to devise strategies and actions to remove the obstacles & move forward, supported by their coach.

### Measuring Coaching Effectiveness

Kirpatrick's four-way measurement of training effectiveness is applicable to coaching in equal measure. Those who undergo coaching are asked for their 'Reaction' & their 'Learning' from the coaching experience. Any 'Behaviour' improvement can be verified from their bosses, peers and direct reports, and 'Business Results' compared from factual data over a time period.

Medeliene Homan and Linda Miller in their book titled 'Coaching in Organizations' outline the following approaches to measuring coaching effectiveness:

- Establishing clear objectives for the coaching initiative
- Informal surveys
- Structured measurement interviews
- Formal impact studies
- Bottom-line dashboard tracking

### The Way Forward

As a senior leader in your organization, you can ask your HR/OD head to arrange executive coaching for you as part of the organization's leadership development strategy. Further, ask

### CASE STUDY

*A few years ago, I coached a young professional (let's call him Irfan), who was stuck in a routine assignment, preparing daily, weekly and monthly reports for his boss in a major financial services firm. Bored with the routine nature of work, Irfan was on the verge of resigning from his job when he happened to bump into me and asked for help. I agreed to coach him. Within the first two or three sessions he realized that he had tremendous energy, knowledge and skills that could propel him towards becoming a mainstream banker – his dream job. With renewed confidence he approached his boss for a transfer. He also picked up the courage & had a brief one-on-one chat with the CEO after the latter's address at a formal gathering. This boosted his confidence further. Within two years, Irfan became a departmental head at a branch of his choice & the next year he became branch manager. His salary and perks increased threefold during this period and he is looking forward to a great career ahead.*

the HR to shortlist a few certified, experienced and (preferably) ICF credentialed coaches from which to make a final selection. Alternatively, you can visit [www.coachfederation.org](http://www.coachfederation.org) and search for member coaches in your city/country who can be considered for the coaching assignment. You can then ask for a preliminary meeting with shortlisted coaches to select the one who has the requisite qualifications and depth of experience and exposure to be able to guide you realize your potential and reach your cherished goals.

"In a recent study, training alone improved leadership skills by 22%. When combined with Executive Coaching, improvement jumped to 77%." *Fortune Magazine* ■

## Training Calendar

**FEBRUARY - MARCH**

### Open Enrolment Programs

#### Time and Stress Management

Facilitator: Dr. S. A. Rab

February 20, Karachi | February 11, Lahore

#### Intrapreneurship - Empowering Energized Employees

Facilitator: Arifeen Ashraf

February 23, Karachi | February 26, Lahore

#### Essential Managerial Skills

Facilitator: Ramiz Allawala

February 26, Lahore | March 2, Karachi

#### Analytical Thinking

Facilitator: Ramiz Allawala

February 27, Lahore | February 28, Karachi

#### Mind Maps for Finance Professionals

Facilitator: Ali Saeed

March 4, Karachi | March 6, Lahore

#### Poised for Excellence

Facilitator: Kanwal Akhtar

March 7, Karachi | March 9, Lahore

#### Enterprise Risk Management: ISO 31000

Facilitator: Jon McNish

March 10-11, Karachi | March 13-14, Lahore

#### Advanced Maintenance Management Techniques

Facilitator: Ben Steven

**Course-1** → Reliability Centered Maintenance (RCM)  
(3 Days) March 15-17, Karachi

**Course-2** → Maintenance Tactics and Reliability  
(2 Days) March 18-19, Karachi

#### Decision Making - Getting it Right the First Time

Facilitator: Arifeen Ashraf

Karachi, Lahore, Islamabad

#### NOTE:

\*Fee per participant (includes lunch, refreshments & course material) GST Lahore 16% / GST Karachi 15%  
Discounts available on a minimum of 5 nominations per course/city

# Training Calendar

# 2015

Happy  
New Year  
New  
Hopes,  
Aspirations &  
Resolutions

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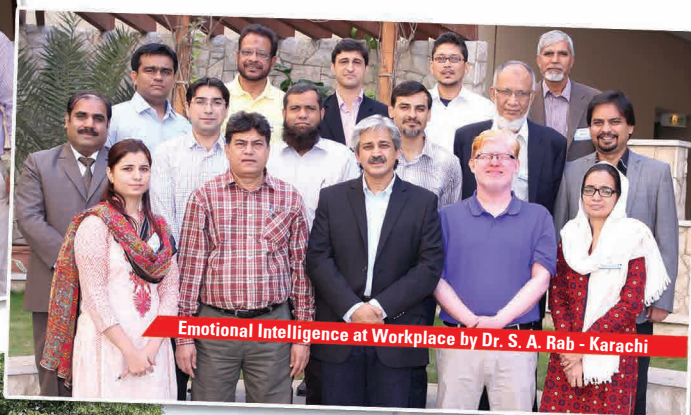
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Q4, 2014

# Octara's Workshops at a Glance!

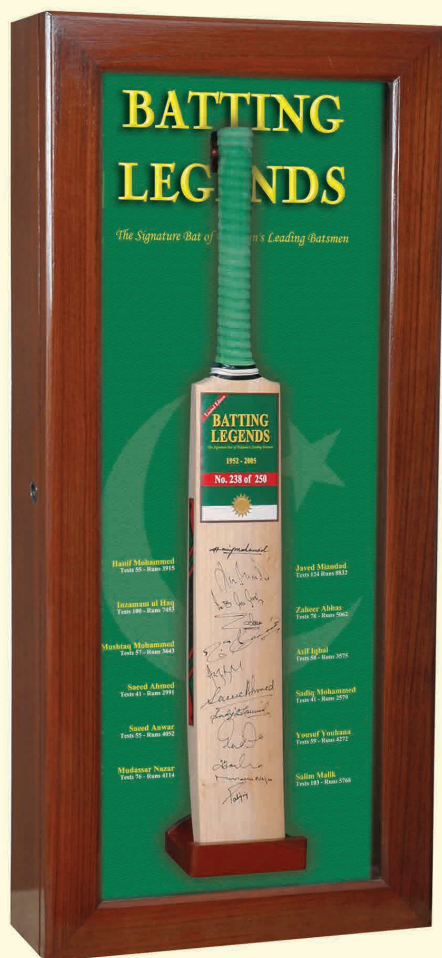




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# Octara's Premium Learning Events in the words of International Speakers

## Tony Buzan Inventor of Mind Maps!

"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."



"Team Octara are one of the best in being totally customer focused. They seek to create an event that adds value to the delegates work and personal life. From my position, they are a professional team that are a pleasure to work with and representative of the best in Pakistan and the Middle East as a whole."

## Paul Bridle

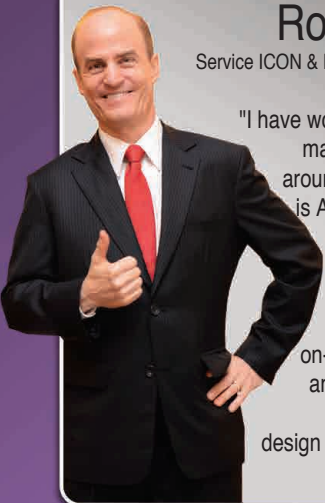
Leadership Methodologist



## Ron Kaufman

Service ICON & Founder, Up Your Service

"I have worked with many event management companies around the world, & 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."



## Sandra Reeves

Senior Director, CTC Consultants, Asia Pacific

"OCTARA has established itself as the premier regional training solutions provider with an impressive team of subject matter experts from around the world who regularly share their competence & insights in their own chosen specializations and fields."

The OCTARA winning team of dedicated employees spares no effort at expanding its reach & growing its impressive array of Human Capital Resource solutions for the betterment of its corporate clients & individuals. Many more years of success OCTARA! **Shabaash!!**"

"Both Jose and I had a fantastic time and thought that this was probably the most demanding - & 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."

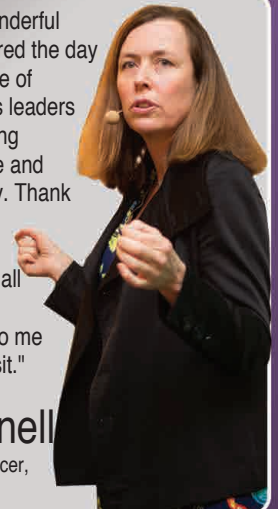


## Rohit Talwar José L. Cordeiro

Futurist & Strategic Advisor Founder, World Future Society



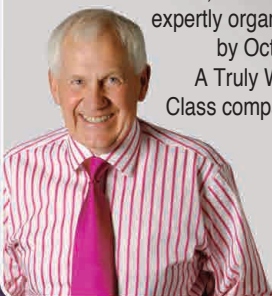
"It has been a wonderful experience. I shared the day elevating the voice of inspiring business leaders in Karachi, crossing boundaries of age and business seniority. Thank you, Octara, for organizing an inspiring day and all the support and hospitality given to me throughout my visit."



## Roger Harrop

Business Expert, Author & International Speaker, Roger Harrop Associates

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



## Ben Stevens

President, DataTrak Systems Inc

"It's the people who make the difference! From the very beginning, the Octara team has displayed a highly competent & professional approach to business. I work with companies similar to Octara in many corners of the world - Octara are in the top tier. I look forward to working with them for years to come."



## Lucy Cornell

Chief Inspiration Officer, Voice Coach

## Bob Urchuck

Bob Urchuck Management

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





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