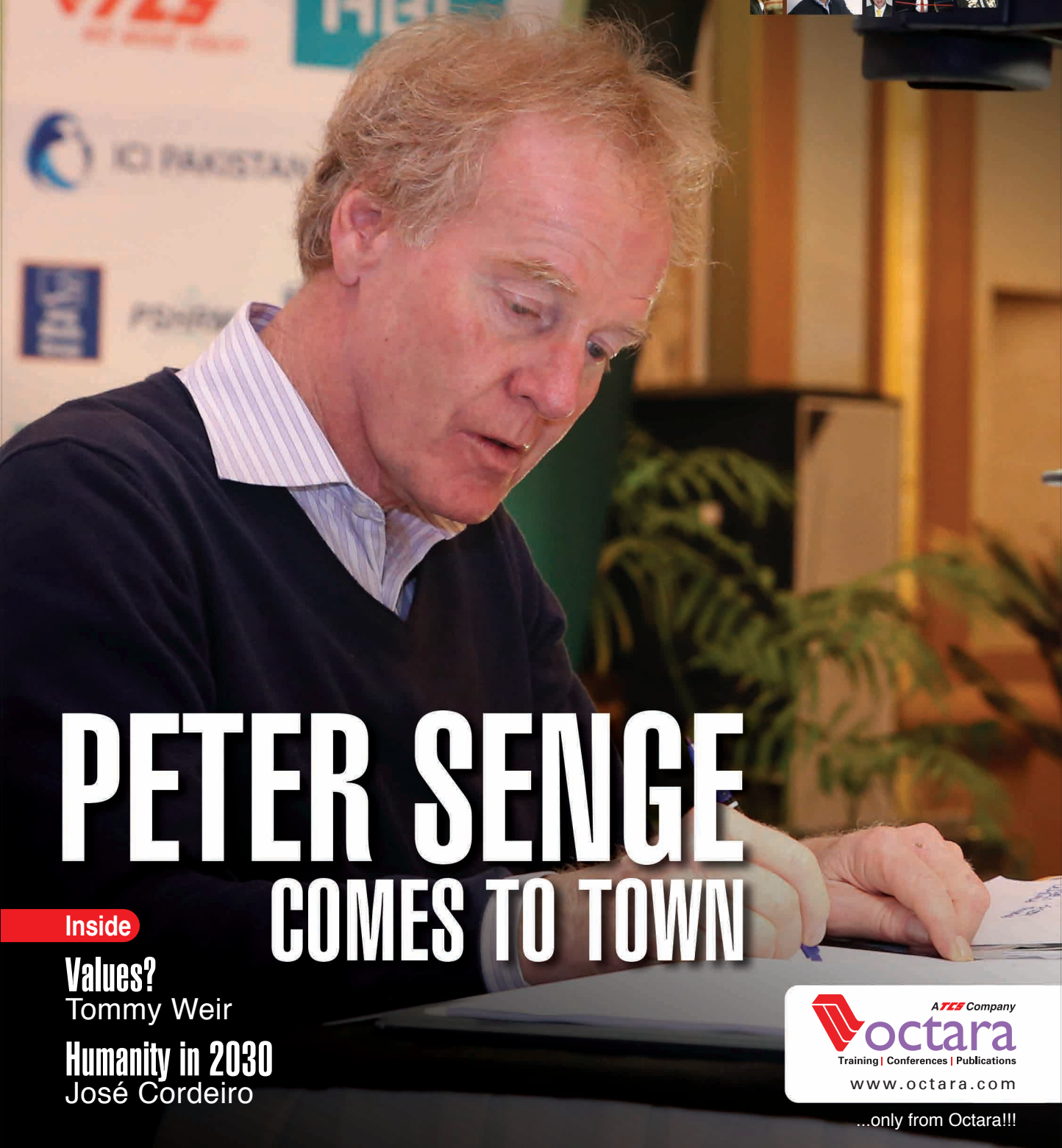


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April - June 2015 / Issue 19

the newsletter



# PETER SENGE COMES TO TOWN

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## Dear Readers,

In the midst of the unending hurly-burly that is Pakistan life goes on, reinforcing our tag as amongst the most resilient people in the world. It's a title that Peter Senge came to validate, bringing a message of hope for those steadfastly toiling for the attainment of good governance and the consequent prosperity, progress and peace, Allah be Praised.

Steadfastly toiling is a very good thing, though the word toiling, somehow, seems devoid of dynamism. And that is where the cookie crumbles. Peter Senge says that true leadership is about cultivating the collective capacity for people to shape futures they truly desire. It requires cultivating a culture of openness, trust, challenging our past assumptions and willingness to experiment throughout the organization. In short, it needs innovative dynamism.

Octara had the rare privilege and great pleasure of playing host in Karachi to Dr. Peter Senge, a living legend, the Author of The Fifth Discipline: The Art and Practice of The Learning Organization, identified by Harvard Business Review as one of the seminal Management Books.

We had a great and enthusiastic turnout for the full day seminar with Dr. Senge. He appeared sufficiently enamored of Karachi and its Pakistani people to want to come back again. Within our pages this issue of Octara we carry a five page cover story which carries the profound exchange of thoughts that went on all day.

At the risk of blowing my own trumpet, I cant help quoting from an email received from Dr. Senge. He writes: "It was a pleasure working with Octara on my recent visit to Pakistan. They did a great job coordinating all the details of the event. The event itself was produced in a thoroughly professional manner at a high level that would meet any standards internationally. Most importantly, I was very impressed by the caliber of attendees at the conference, which I am sure reflects Octara's reputation in Pakistan. As a visiting speaker, this is one thing you can never control, and yet it is, in my judgment, the single greatest determinant of the outcome - especially if the event, like mine, involves a great deal of interaction among the participants. I look forward to working again with Octara in the future."

Thank you Dr. Peter Senge for making the trek to Karachi, our magnificent mega-metropolis on the shores of the Arabian Sea, and showing the world that Pakistan is a safe and hospitable destination populated by intelligent and loving people.

Also in this issue of Octara we carry Dr. Jose Cordiero's thoughts on the state of Humanity in the year 2030. He examines the new paradigms that have arisen and how they are altering the balance of power. Dr. Tommy Weir analyses the disconnect between the stating of values and their actual practice in the corporate world. An interesting piece that makes one blink, and think.

VUCA is an acronym that has gained much currency in the corporate world in recent times. VUCA stands for Volatile, Uncertain, Complex, and Ambiguous. While we in Pakistan may appear to the outside world to be VUCA, we are not, actually. Well, not entirely! But, like they say, it's best to be prepared for the worst, and hope for the best. On that note, I wish our readership the choicest of health, wealth and happiness, and may Allah protect us always, amen.

We look forward to your feedback.

**jamil janjua**, CEO, Octara & Chief Editor  
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# Values?

by Dr. Tommy Weir

"I don't think there is anything too surprising in that list", shared Gary Chapman, President of Group Services at Emirates, pointing to a slide highlighting Dnata's new values while giving a speech to a group of executives.

When hearing this, several thoughts flooded into my mind simultaneously, with the first being, "I like your candor" as Gary was very open about his view on their values specifically and values in general.

I also thought, "If you know your values are just like every other company, then are they right for you? Or is your company the same as others?"

This reminded me of the time when I tested CEOs on knowing their company's values. I collected the list of values from each CEO's company, and then removed the company's logo in an attempt to mask the identity of each list and make it look generic. After sanitizing the list, I redistributed the values to the leaders – only this time I gave each a list of values from a different company.

You would hope that CEOs have an intimate knowledge of their values and would have immediately noticed that the list they received was not their company's values. To my shock and horror, most thought the list of values was from their company, when they weren't. Perhaps these leaders did not really know their values. More likely, the values at their company are not really surprising – being just like other company's.

For example, Dnata's values are: Safety & Security, Service Excellence, Imagination, Performance Driven, Delighting Customers, and Respect. They probably are very similar to yours; don't all businesses have values related to customer, respect, safety, performance and service. Perhaps you title them slightly differently but they are still the same in nature and intent.

Reflecting on this & Gary Chapman's comment made me wonder, "If every-

one's values are so similar then why is the practice of them so different?"

Values should denote how important something is to a company. They should be guides for employees to take the best action in line with what has been described as significant. Each employee should adhere to them; they are a duty, an obligation. Values promote the organizational concept of right and good in employee behavior.

Every company has values, the question is, "are the values listed the same as the values lived?" What we experience is a demonstration of the values currently existing in the workplace regardless of what ones are listed. The question you need to ask is whether these existing values are creating the workplace you desire. If not, then there is a disconnect in what you are saying and doing.

**Let the, 'values' surprise come from living out what you put on paper. Since you are on display as a leader and your team copies what you do, then live your values as if you were a model displaying a product to consumers.**

If you say customers, safety or anything else is a value, and then don't live it, it is not a value. The mistake comes in hoping that listing values on a poster means people will live them. In reality employees live what is of clear importance to the company, which is determined by what management gives attention to.

Having the privilege to be in a different company nearly every day, I am able to see the posters and other "value" propaganda plastered on the walls and weathering from sterile sitting without attention. Identifying and advertising values is not a substitute for living them.

The reason that companies can have similar values on their website and in employee manuals, yet we have differ-



ent experiences with them is the fact that some, actually a few, live their values whereas most just talk about them. The important issue becomes how to live the values rather than pausing after identifying and posting them.

**Values without action are just words.**

Rectifying this does not require more posters; it is based upon leader behavior. How you act & lead will determine how others act. Are you familiar with the idea of a "fear" culture? I've never seen a company list "fear" as a value, yet too many companies have a fear culture. This is because the leaders build it by the way they lead.

While I cannot speak for all of Dnata's values, I experience two of them - delighting customers and service excellence - on a near weekly basis passing through the airport. And must admit, it looks like the leaders build it by the way they lead, at least compared to other airport experiences and based on the awards they win.

Let the "values" surprise come from living out what you put on paper. Since you are on display as a leader and your team copies what you do, then live your values as if you were a model displaying a product to consumers ■

*Dr. Tommy Weir is a leadership advisor & author of 10 Tips for Leading in the Middle East and other leadership writings. He is expected to visit Pakistan on the platform of Octara.*



The international hegemony enjoyed by the West during the last half millennium will move back to the East, which already led the world in many areas before the European Renaissance.”

*Dr. José Cordeiro*

#### The Rise of the Rest and Mars Colonization

The Chinese word for crisis has two characters (危機). The first character represents danger and the second can be interpreted as opportunity, change of time, moment or chance. Even though the meaning of these Chinese characters can vary according to the context and nearby characters, the understanding of crisis (危機) as danger (危) plus opportunity (機) can help us think about the challenges faced by humanity in 2030.

In the coming years, China will have the largest economy of the planet, dethroning the USA to number two. India will also be catching up fast as the third largest economy in the world, and its population will continue increasing after overtaking that of China in 2025. The re-emergence of Asia, as represented by China and India, will create a dramatic shift in power and geopolitics from what has been called the West to the East. The international hegemony enjoyed by the West during the last half millennium will move back to the East, which already led the world in many areas before the European Renaissance.

Fortunately, during the next two

## HUMANITY in 2030: 危機

ades, the world economy will keep expanding and human conditions will get better throughout the whole planet. Indeed, a rising tide lifts all boats. Poverty will be substantially reduced and the environment will be significantly improved thanks to a growing global conscience and continuous advances in technology. Even Africa, the historic cradle of civilization, but considered a basket case during the last few centuries, will experience its own re-emergence in the world stage. After experiencing growth of 5% during the 2010s, and even higher during the 2020s, most African countries will be joining the rapid development of China and India, like most of the rest of the world.

The world in 2030 will be radically different from the world today. Rapid economic growth and convergence will have lifted the conditions of the bottom of the pyramid, and many people will raise their eyes into outer space. The colonization of Mars will start during

the 2020s according to different plans by many governments (like those of China, Europe, India, Japan, Russia and the USA) and even some private enterprises (for example MarsOne, SpaceX & Virgin Galactic).

#### Exponential Technologies and Immortality

Change is not constant, in fact, change is accelerating very fast. We will see more transformations in the next 20 years than in the past 200 years. Some technologies are radically changing humanity, in general, and also changing human beings, in particular. Many experts now talk about the four sciences and technologies of the future: NBIC (nano-bio-info-cogno). The NBIC fields are converging at an accelerating rate and they will help to transcend many human limitations in order to improve lives all around the world, & eventually beyond our tiny planet.

We might think of nano and bio as the hardware of life, & info and cogno as



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**Change is not constant, in fact, change is accelerating very fast. We will see more transformations in the next 20 years than in the past 200 years"**

the software of life. In the next two decades, we will be able to replicate and improve the complexity of both the hardware and software of human beings. The complexity of our hardware is embodied in the human genome and its 3 gigabits of data, while the complexity of our software is implied by the human brain & its 10<sup>17</sup> operations per second.

According to some technology trends, we might achieve physical immortality by copying, reproducing, augmenting and enhancing our current hardware and software. In medicine, some scientists say that aging is actually a disease, but a curable disease. In fact,

some cells do not age, for example, bacteria, germinal cells, stem cells & cancer cells do not go through the aging process. It is fundamental to understand why this happens and use that knowledge to stop aging in more complex organisms like us. By so doing, our hardware might live indefinitely thanks to longevity discoveries related to genetic treatments, regenerative medicine and stem cell therapies, for example.

We might also reach immortality through backing up our software. Thanks to research like the Human Brain Project in Europe and the BRAIN Initiative in the USA, we will be able to

reengineer our brains. As computer-to-brain interfaces keep improving, some scientists believe that we will eventually be able to upload our brains into machines. In the next two decades, we might well see the "death of death".

Humanity is fast approaching what some people call the "Singularity": the moment when artificial intelligence will reach human intelligence levels, and then quickly overtake it. Perhaps then some humans might become transhumans and posthumans, changing forever life on Earth & the universe ■



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## Team Akzo Nobel at the Annual Sales Conference Facilitated by Dr. S. A. Rab on April, 15, 2015 - Islamabad

**A pictorial recap of sessions done with Coke on “Rang Bhar De!”**  
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Dr. Peter Senge  
Graces Karachi Courtesy Octara

# THiNKING about THiNKING, THOUGHT PROVOKING!



ICI PAKISTAN



Octara brought to Karachi a living legend, the Author of The Fifth Discipline: The Art and Practice of The Learning Organization, identified by Harvard Business Review as one of the seminal Management Books.

Dr. Peter Senge's 'The Fifth Discipline' has more than 2 million copies sold worldwide, and comes accompanied by 'The Fifth Discipline Fieldbook' that Dr. Peter Senge has co-authored with Richard Ross, Bryan Smith, Charlotte Roberts, and Art Kleiner. The 'Fieldbook' contains stories that show how communities in various endeavors can undo their 'learning disabilities' and achieve superior performance. Dr. Peter Senge encourages first reading the 'Fieldbook' before proceeding to 'The Fifth Discipline'. His concept of "The Learning Organization" is taught and practiced throughout the global

business world today. Dr. Peter Senge works with top multinational organizations around the world which include IBM, Unilever, Boeing, Xerox, Nike, Schlumberger, World Bank Group, Shell, Bayer and many more.

## LEADERSHIP IN AN INTERDEPENDENT WORLD

What does it take to lead in an interdependent global environment and foster innovation in times of unprecedented change, is the question that Dr. Peter Senge takes upon himself to answer.

In his estimation, true leadership is about cultivating the collective capacity for people to shape futures they truly desire. It requires cultivating a culture of openness, trust, challenging our past assumptions and willingness to experiment throughout the organization.

Rather than being defined by position or formal lines of authority, the leaders are those who contribute to shaping this capacity. While executive leadership is crucial, so too is the leadership contributed by many people at many levels & positions in the organization.

Creating new sources of value is not possible in today's world without first cultivating resilient and generative leadership ecologies and ongoing innovation.

Amongst the over 200 attendees that Octara and Dr. Senge attracted were Chief Executive Officers, Chief Operating Officers, Chief Financial Officers, Managing Directors, Human Resource Directors & Managers, Organizational Development Directors and Managers, Marketing Directors and Managers,



Emerging Business Leaders, Strategic Planning Executives, Public Sector Managers, General Managers, and Business School Faculty.

### VALIDATING KNOWN TRUTHS

Dr. Peter Senge is a very soft-spoken man who speaks slowly and with a great deal of deliberateness, weighing each word and making it convey the profoundness of the subject matter.

None of what he articulates is rocket science, or even new, for that matter. Most, if not every individual at the seminar knew and understood that which was being said. It is the stuff that flighty conversations are made of, and we Pakistanis are world champions when it comes to flighty conversations. But here was a man seriously intent on delivering at the practical plane, through reflection and the



Jamal Nasir - HBL

The problem is that Leadership mostly translates to boss-ship, says Senge. "The leader is the boss. In such cultures when asked to focus on the customer, the executive insists that he does. 'I have always focused on the customer, my boss!'"

### STEPPING ACROSS THE THRESHOLD

"Leadership comes from 'stepping across the threshold'. We confuse leadership with position of authority. There is deep confusion. Positions of authority are very important, but



M. A. Mannan - TCS Holdings

the term 'charismatic leader', saying that in the Western world it referred to mostly males. 'Charism' means divine gift in the Christian faith, as indeed does the word integrity come from integral. To be charismatic is to be yourself, and the best leadership style is your own. Many different leadership styles have been coined by management gurus, and these include the creative energy style; the thoughtful, soft-spoken style that one could associate with Senge himself; the Ying and Yang style, etc.

These styles are necessary tools to grow the people, says Senge. "But tools don't produce outcomes, the people do. Practicing with the tools is what makes for perfection. The operating context is important."



Jamil Janjua - Octara

### ASPIRATION OR DESPERATION

Reflection means thinking about thinking, and occupies a central tenet in Senge's discourse. "Perceptions are shaped by experiences. Reflective conversations make us more aware of what's going on. None of us see reality as it is, objectively. We do not describe what we see; we see what we know

**“Every situation is unique and it's your ability to recognize this and act accordingly that makes for effective managers.”**

art of thinking about thinking, a workable route to good governance that could save Planet Earth and its many corporate entities from chaos and ultimate destruction, Allah be praised.

Amongst the select collection of slides that Dr. Peter Senge used that day to convey his meaning a few that carried his quotes stood out. 'Courage is simply doing whatever is needed in pursuit of the vision'; 'The world is made of circles and we think in straight lines'; 'People don't resist change, they resist being changed'; 'The only sustainable competitive advantage is an organization's ability to learn faster than the competition'; 'You cannot force commitment, what you can do is you nudge a little here, inspire a little there, and provide a role model. Your primary influence is the environment you create'.

personal capacity to lead is imperative. To be an innovative, learning organization it needs leaders at all levels of the hierarchy."

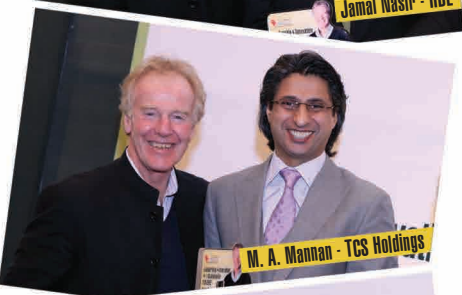
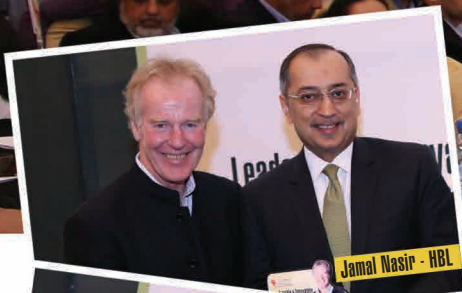
A defining feature of an effective leader is his 'don't wait for permission, but be ready to ask for forgiveness' attitude. Post-colonial societies have similar issues. The colonial masters instilled a certain mindset wherein the boss is the boss, and no questions asked. This attitude is hierarchical and authoritarian and does not inspire innovation. Leadership is collective as well as individual. Succession planning is not about finding the next hero. "It's about setting up an effective organization."

'To become a leader is to become a human being' is a saying attributed to Confucius. Senge brought attention to

how to describe." Engaging in hindsight through a 'chewing of the cud' never fails in clearing the cobwebs of the minds and generating clarity in thought.

Fostering aspiration also came under the microscope. "The oldest word associated with leadership is vision. Can people relate to that vision? Tap the capacity for aspiration. There are only two fundamental motivations for change – aspiration and desperation. Negative vision drives change through fear of loss, but that works only for short periods of time. Having survived the scare it's back to business as usual. One cannot build an innovative culture around fear."

Managers are concerned with motivation. Extrinsic motivation works through money, promotions, and other



such material inducements. "We tend to substitute extrinsic motivators for intrinsic motivators. Passion is generated internally. William Edwards Deming is some one Senge holds in high esteem, and says that Deming advocated a healthy balance of extrinsic and intrinsic, with efforts made to substitute fear with passion.

#### UNDERSTANDING COMPLEXITY

Understanding complexity or interdependence is at the heart of Dr. Peter Senge's work, and calls for seeing the health of the enterprise as a whole. Vision without reflection will generate a very frustrated and cynical organization, he says.

"How do we create conditions where people can be at their best? We learn to walk because we want to learn to walk. Primary and secondary education is very important for our future. Children are instinctive systems thinkers and they learn it from their family. In school the teacher beats that out of us. Where do we learn to 'please the boss'? In school! There's a very clear authority structure. Very often it is also true in the home. 'Never challenge the parent' is a paradigm that persists, and responsible for phenomena like the 'generation gap'. Family, school and work shape us. Institutions have to grow and evolve for change to happen."

#### BANE OF THE QUICK FIX – SYMPTOMATIC VERSUS FUNDAMENTAL SOLUTIONS

Senge has spent a lot of time teaching in China and studying the Chinese. "In 2 or 3 decades China has uplifted hundreds of millions of people to a higher level of affluence. Kids start the day with doing Taichi. They practice calligraphy to hone their creativity, and engage in recitation and chanting, creating a vibrational field and a sense

of harmony. The DNA about how things are done has to be deeply embedded in the family, school and work. Modern institutions' DNA is about profit and more profit. Social harmony has to replace the lust for profit."

The bane of the quick fix is of particular concern to Dr. Peter Senge, and the question that needs answering is that if profits are down do we opt for symptomatic solutions or fundamental solutions? Symptomatic solutions are a reactive approach that shifts the burden to quick fixes in the short term. Fundamental solutions may cost more and take more time, but they fix the problem once and for all.

Senge gave the example of P&G's problem where its brand sales were below target. The product manager was central and sales promotion was the symptomatic solution that relied on soap operas because P&G wanted to sell more soap through advertising promotion. That, incidentally, is where the term 'soap opera' evolved from.

Symptomatic solutions have side effects over time, and fundamental solutions require basic innovation. Last 5 P&G CEOs had come from sales & marketing backgrounds, and the last CEO had written copy. Being an advertising man, he was heavily biased towards sales and advertising with no experience of innovation. The next CEO didn't come from sales and marketing and was more inclined to probe deeper in search for product innovation and fundamental solutions.

#### SYSTEMS THINKING

"Systems thinking is about seeing patterns," says Dr. Peter Senge, regretting that the toughest issues are undiscussable, and their undiscussability is undisdiscussable!





"We kid ourselves that symptomatic solutions are fundamental solutions, but they yield relief only in the short term with the same problems cropping up time and again. Fundamental solutions create the basis for long term effectiveness and require sacrifice in the short term. The real processes of change are more complicated than figuring out the solution & then implementing it. Flexibility is the hallmark of innovative organizations. Every situation is unique and it's your ability to recognize this and act accordingly that makes for effective managers."

The Ladder of Inference is a useful tool to determine how well rooted a hypothesis is. High on the ladder of inference means there are a lot of assumptions behind the hypothesis with empirical evidence conspicuous by its absence. What are the assumptions behind the challenges? Shell was a pioneer in 'scenario planning.' The 'crumbling walls' scenario about the collapse of the USSR was being addressed 4 years before the Berlin Wall came down.

First rung of the Ladder comprises data directly observable input; second rung comprises immediate interpretations, and this happens very quickly and there are pitfalls. An American nodding means 'I agree', while a Japanese nodding means 'I hear you' and does not indicate agreement. The 3rd rung includes attributions, while the 4th rung comprises generalizations. There are a lot of options available with us, and the jumping to conclusions is one of them best avoided.

Leaders are forceful advocates, says Senge, citing William O'Brien the CEO of an insurance company in the USA who was also his mentor. "O'Brien was high on advocacy and high on inquiry. You have to genuinely believe that you

don't have all the answers. The big mistake that we are prone to making is thinking that we know what is being said. When crossing cultural lines always reconfirm your understanding of what is being said." The other question worth pondering is how can we challenge each others' views without insulting each other and invoking defensiveness?

The Questions and answers sessions threw up some interesting thoughts. 'What is popular is often not right, and what is right is often not popular'; 'Sacrifice means to make sacred'; 'Deming coined a term 'overcompensation' to denote payment for services that people were willing to provide out of kindness'; 'George Marshall (5 star general) of the Marshall Plan said 'great leaders are born and then made'; 'Blindness exists at the top of the hierarchy'; 'We don't need globalization as a process of marginalization; Globalization must happen from the bottom up.'

## REFLECTIONS

Amongst other goodies tucked inside the Octara briefcase presented to all seminar participants, was a slim spiral bound document of some 16 pages. The slimness of the document was deceptive indeed, for within those 16 pages were words whose weight would rock the world & turn it upon its head for its own good. Titled 'Reflections' (reflections.solonline.org), this was the Journal of the Society for Organizational Learning, set up by Dr. Peter Senge, and dedicated to Knowledge, Learning and Change.

Of the 16 pages, 12 were dedicated to the cover story 'Creating Desired Futures in a Global Economy' penned by Senge himself. In it he says that there is nothing more elemental to the work of leaders than creating results,







but it's no longer possible to create positive results in isolation. He then asks what it means to live in a global society, and follows it up by narrating the experience of the World Bank's Mieko Nishimizu who met an Indian woman who had to walk four miles every day to gather fresh water. "This is not life," the Indian woman had said. "This is only keeping a body alive."

Such conditions are a reality for an increasing number of people in most of the developing world, and cannot be separated from the shaping an increasingly global society. The future appears alien to us and differs from the past in as much as the earth itself is a relevant unit with which to frame and measure that future. We belong to one inescapable network of mutuality – mutuality of ecosystems; mutuality of freer movement of information, ideas, people, goods and services; and mutuality of peace and security. We are tied in a single fabric of destiny on planet earth. Policies and actions that attempt to tear a nation from this cloth will inevitably fail.

### ROCK STAR!

The CEO TCS Holdings, M. A. Mannan, presented the vote of thanks, and said that Peter Senge was like Shahrukh Khan for him! A rock star! Mannan said that earlier in his banking career he was hired by United Bank Limited to fire 8000 people and wound up retaining all of them! "They had been there for the last 30 years and had seen the glory days of UBL under Agha Hasan Abidi.

UBL went on to scale great heights, and from 130 billion rupees rose to become worth 300 billion rupees." Mannan said that he had made the 5th Discipline compulsory

reading for TCS, complete with pop quizzes! Jim Collins' next, he said while praising Jamil Janjua for doing a great job.'

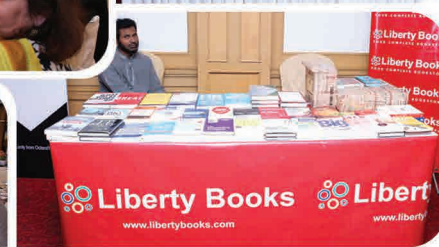
### TWO THUMBS UP FROM SENGE!

A couple of weeks after Dr. Peter Senge had left Karachi's hallowed shores, Octara received an email from him which is reproduced below and is self-explanatory:

"It was a pleasure working with Octara on my recent visit to Pakistan. They did a great job coordinating all the details, from planning the content of the event, to visas and on-the-ground coordination. The event itself was produced in a thoroughly professional manner at a high level that would meet any standards internationally for room, sound and AV, food, and participant support.

Most importantly, I was very impressed by the caliber of attendees at the conference, which I am sure reflects Octara's reputation in Pakistan. As a visiting speaker, this is one thing you can never control, and yet it is, in my judgment, the single greatest determinant of the outcome - especially if the event, like mine, involves a great deal of interaction among the participants. I look forward to working again with Octara in the future" -----

**Peter M. Senge**  
(MIT, Society for Organizational Learning, & The Academy for Systemic Change)





During the lunch break Octara.Com caught up with Dr. Peter Senge, and gained further insights into what makes the world tick.

**OCTARA** Dr. Peter Senge! What a delightful privilege it is to have you here, Sir, in Karachi & Pakistan on your very first trip to Pakistan. I wanted some detail on you that is possibly not in the public domain, about your extra-curricular activities going through academia. What were you doing when you were not studying, and being curious & inquisitive? There is this element of co-curricular which was formerly called extra-curricular which educationist now feel is a very integral part of human development. What was your co-curricular going through school, college & university?

**SENSE** I have always been oriented towards doing a lot of things that I just really enjoyed. I was involved in sports activities all the time. I picked my university Stanford to play baseball, and also played basketball. More & more everything I do is extracurricular. If you look at my M.I.T career it's not really a standard career. The important thing is to do what is really important to you, & that is often going to be not what goes on in the classroom. So it's been a long journey of doing things which were not academic at all.

**OCTARA** In your view have you succeeded in creating a lot of wealth generators through your enterprises? How much have you contributed to the

“It's been a long journey of doing things which were not academic at all” Dr. Peter Senge

process? Has there been a net shift in global wealth as a result of Peter Senge's efforts?

**SENSE** There's no way I know anybody could tabulate or calculate that!

**OCTARA** Your book's sold two and a half million copies!

**SENSE** It's been a real honor to work with a lot of people who've done great stuff in schools and businesses.

**OCTARA** Thinking about your most memorable association during your career, who comes to mind?

**SENSE** There are quite a few. My inspiration has come from really innovative practitioners. Amongst my teachers have been a lot of people who do this stuff. There is no one person quoted more extensively in the 5th Discipline than Bill O'Brien. He was the president of an insurance company, and I wondered how one could make an insurance company innovative? It's insurance! But I discovered from working around him that he had taken a company that was bankrupt to becoming a top performing property and liability insurance company over two or three decades. His take on insurance was simple. 'Life is unfair. Bad things happen to good people. Insurance is a way of compensating the good people'. My inspiration typically comes from practitioners who basically probe deep in terms of really understanding the changes, but they have to be practical. They are in practical settings and can't just be intellectual in their analysis. I have never been a very traditional academic.

**OCTARA** Analyzing the Industrial Age disconnect in terms of symptomatic & fundamental solutions, and the emergent issues of climate change and global warming, do you think the Inter-governmental Panel on Climate Change is inching towards fundamental solutions, and are they at all possible given our penchant for conspicuous consumption?

**SENSE** Well, no. The reason I would say no is that deep down it's what you're alluding to. These are cultural

problems. As long as human beings live in a state of confusion, and think that all that matters is how much I can earn and buy, then climate change is just a symptom. So we're dealing with the symptom and not addressing the deeper problem; having said that, some symptomatic solutions are urgently needed if we are to survive. If we don't do them then we will not have the time to engage with fundamental solutions. To bring about cultural changes takes many generations so we're looking at this century to effect change, & not just this decade. But we have to make sure that we have enough stability in the world to sustain the change processes. In many ways the consumerism and materialism that you were referring to are the real issues in need of change.

**OCTARA** From what you have seen in your many travels, does it give you hope? Or are we doomed with Judgment Day closing in on us?

**SENSE** No one knows.

**OCTARA** Thank you very much, Sir!

*Dr. Peter Senge is partial to Chinese food, & not surprisingly, keeping in view the great deal of time he has been spending in China. Thank you, Dr. Peter Senge, for braving needlessly negative travel advisories, and making the trek to Karachi, our magnificent mega-metropolis on the shores of the Arabian Sea. We hope that Octara brings you to Pakistan more often, Inshallah■*

Dr. Peter Senge is the Senior Lecturer at Massachusetts Institute of Technology (MIT), and has been named “Strategist of the Century” by the Journal of Business Strategy, and rated amongst World's Most Influential Business Thinkers by The Financial Times, Business Week and The Wall Street Journal. He was ranked in “Thinkers 50” in 2007, and developed the concept of “The Learning Organization.” Dr. Peter Senge is the Founding Chair of the Society of Organizational Learning.



# Training Calendar 2015

## Training Calendar JUNE - 2015

**Gas Infrastructure Development Cess  
Laws (GIDC) Workshop**  
Facilitator: **Asif Kasbati**  
June 4, Karachi

### Successfull Selling Series

Facilitator: **Furqan Qureshi**

COURSE  
1

MODULE - 1  
**Personal Effectiveness**  
June 8, Lahore

COURSE  
2

**Discover Customer Needs**  
June 9, Lahore

COURSE  
3

MODULE - 2  
**Presenting your Proposal**  
June 4, Karachi | June 11, Lahore

COURSE  
4

**Gain Commitment,  
Close the Deal**  
June 5, Karachi | June 12, Lahore

**Manager Leader**  
Facilitators: **Ramiz Allawala, Dr. S. A. Rab,  
Hassan Rizwan & Kanwal Akhtar**  
June 16, Karachi

**Post Budgets Workshop**  
Facilitator: **Asif Kasbati**  
June 16, Karachi

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## Open Enrolment Programs

**First Quarter, 2015 – 2016**

### Supervisory Toolkit

Facilitator: **Hassan Bin Rizwan**  
July, Karachi & Lahore

### Maintaining Work Life Balance

Facilitator: **Dr. S. A. Rab**  
July, Karachi & Lahore

### Mastering the art of Business Writing

Facilitator: **Kanwal Akhtar**  
July, Karachi & Lahore

### Procurement Frauds Detection | Control | Prevention

Facilitator: **Nadeem Asghar**  
August, Karachi & Lahore

### Managing Upward

Facilitator: **Ramiz Allawala**  
August, Karachi & Lahore

### Measuring, Monitoring & Improving Customer Experience

Facilitator: **Naveed Ilyas**  
August, Karachi & Lahore

### Hire the Best

Facilitator: **Dr. Kamran Yameen**  
August, Karachi & Lahore

### Sales MasterClass

Facilitator: **Dr. S. A. Rab**  
September, Karachi & Lahore

### Decision Making & Problem Solving

Facilitator: **Arifeen Ashraf**  
September, Karachi & Lahore

### Executive Secretaries & PA

Facilitator: **Arshi Aziz**  
September, Karachi & Lahore

### Financial Analysis and Presentation

Facilitator: **Ali Saeed**  
September, Karachi & Lahore



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- **MOVE** from management to leadership using behavioral skills
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- **BUILD** a team based on leadership effectiveness
- **COACH**, develop and motivate your team
- **DELIVER** superior results through effective delegation
- **BECOME** more personally effective as a manager leader

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Course material, certificate of attendance, lunch, refreshments & business networking

\*(SST 15%)

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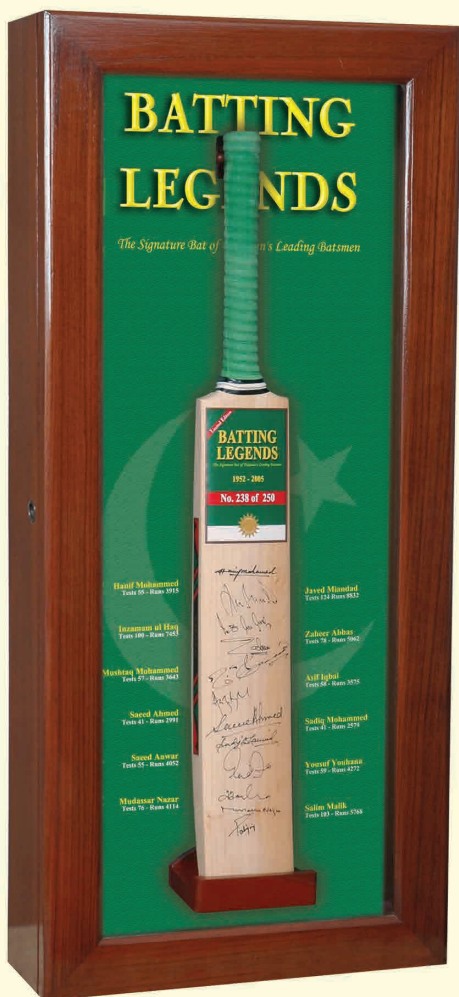
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# Octara's Premium Learning Events in the words of International Speakers

"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.

Most importantly, I was very impressed by the caliber of attendees at the conference, which I am sure reflects Octara's reputation in Pakistan. As a visiting speaker, this is one thing you can never control, and yet it is, in my judgment, the single greatest determinant of the outcome - especially if the event, like mine, involves a great deal of interaction among the participants. I look forward to working again with Octara in the future".

**Peter M. Senge**

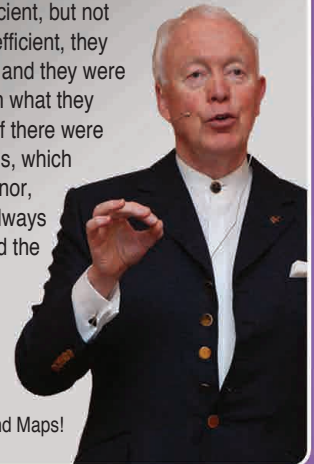
MIT, Society for Organizational Learning, & The Academy for Systemic Change.



"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."

**Tony Buzan**

Inventor of Mind Maps!



"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."

**Ron Kaufman**

Service ICON & Founder,  
Up Your Service



**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 and 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 and individuals. Many more years of success OCTARA! **Shabaash!!!**"



**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."



"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 & to all of the delegates who made this such a memorable experience for us."

**Rohit Talwar**

Futurist & Strategic Advisor

**José L. Cordeiro**

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."

**Lucy Cornell**

Chief Inspiration Officer,  
Voice Coach



"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 & the Middle East as a whole."

**Paul Bridle**

Leadership  
Methodologist



"It's the people who make the difference! From the very beginning, the Octara team has displayed a highly competent and 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."

**Ben Stevens**

President, DataTrak Systems Inc



**Bob Urchuck**

Bob Urchuck Management

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



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## Dear Readers,

In the midst of the unending hurly-burly that is Pakistan life goes on, reinforcing our tag as amongst the most resilient people in the world. It's a title that Peter Senge came to validate, bringing a message of hope for those steadfastly toiling for the attainment of good governance and the consequent prosperity, progress and peace, Allah be Praised.

Steadfastly toiling is a very good thing, though the word toiling, somehow, seems devoid of dynamism. And that is where the cookie crumbles. Peter Senge says that true leadership is about cultivating the collective capacity for people to shape futures they truly desire. It requires cultivating a culture of openness, trust, challenging our past assumptions and willingness to experiment throughout the organization. In short, it needs innovative dynamism.

Octara had the rare privilege and great pleasure of playing host in Karachi to Dr. Peter Senge, a living legend, the Author of The Fifth Discipline: The Art and Practice of The Learning Organization, identified by Harvard Business Review as one of the seminal Management Books.

We had a great and enthusiastic turnout for the full day seminar with Dr. Senge. He appeared sufficiently enamored of Karachi and its Pakistani people to want to come back again. Within our pages this issue of Octara we carry a five page cover story which carries the profound exchange of thoughts that went on all day.

At the risk of blowing my own trumpet, I cant help quoting from an email received from Dr. Senge. He writes: "It was a pleasure working with Octara on my recent visit to Pakistan. They did a great job coordinating all the details of the event. The event itself was produced in a thoroughly professional manner at a high level that would meet any standards internationally. Most importantly, I was very impressed by the caliber of attendees at the conference, which I am sure reflects Octara's reputation in Pakistan. As a visiting speaker, this is one thing you can never control, and yet it is, in my judgment, the single greatest determinant of the outcome - especially if the event, like mine, involves a great deal of interaction among the participants. I look forward to working again with Octara in the future."

Thank you Dr. Peter Senge for making the trek to Karachi, our magnificent mega-metropolis on the shores of the Arabian Sea, and showing the world that Pakistan is a safe and hospitable destination populated by intelligent and loving people.

Also in this issue of Octara we carry Dr. Jose Cordiero's thoughts on the state of Humanity in the year 2030. He examines the new paradigms that have arisen and how they are altering the balance of power. Dr. Tommy Weir analyses the disconnect between the stating of values and their actual practice in the corporate world. An interesting piece that makes one blink, and think.

VUCA is an acronym that has gained much currency in the corporate world in recent times. VUCA stands for Volatile, Uncertain, Complex, and Ambiguous. While we in Pakistan may appear to the outside world to be VUCA, we are not, actually. Well, not entirely! But, like they say, it's best to be prepared for the worst, and hope for the best. On that note, I wish our readership the choicest of health, wealth and happiness, and may Allah protect us always, amen.

We look forward to your feedback.

**jamil janjua**, CEO, Octara & Chief Editor  
janjua05@gmail.com

Feedback: [info@octara.com](mailto:info@octara.com)

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Dr. Tommy Weir



**Humanity**  
Dr. José Cordeiro



**Dr. Peter Senge**  
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