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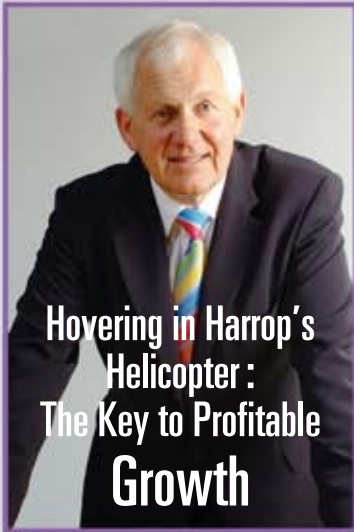
Helping you Succeed

January 2010 / Issue 1

the newsletter



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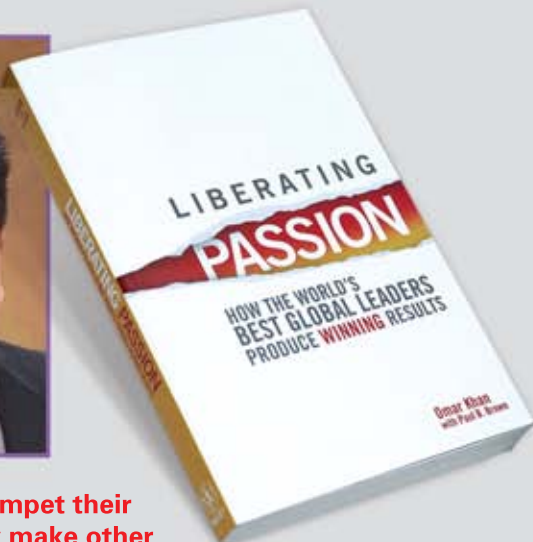
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**"Leaders don't trumpet their own power -- they make other people powerful. That's the essence of leadership"**

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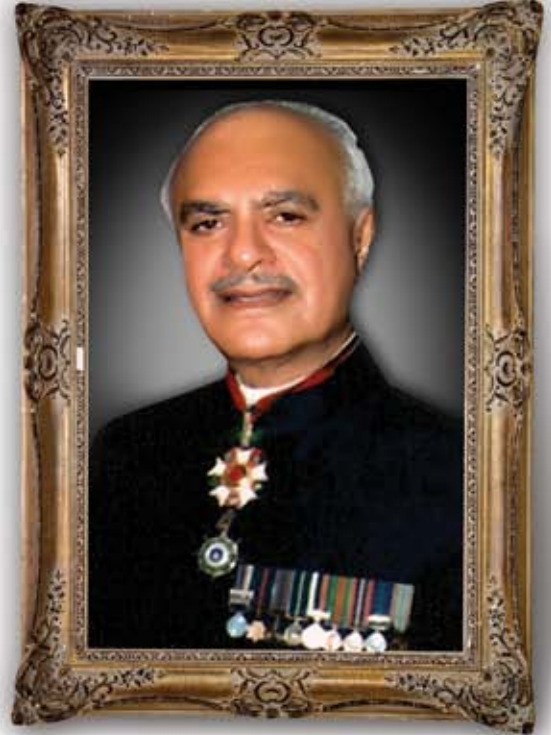
  
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## Brigadier Sadiq Nawaz Khan Awan

5<sup>th</sup> July 1924 to 11<sup>th</sup> November 2009

In life's scheme of things there is a balance between sadness and happiness. It is with a great sense of loss that we have begun to accept the passing from this mortal world of a man who will long be remembered by the countless people whose lives he touched, and by the many for whom he became a conduit for their livelihoods. Late Brig. (R) Sadiq Nawaz Khan Awan was a living legend in every sense of the word. He was a peoples' man whose concern for the human resource development of Pakistan was reflected in his every action in life. He introduced to the Pakistani landscape the notion of express delivery by pioneering first DHL, and then TCS. He was the elder brother of Khalid Nawaz Khan Awan, the Chairman TCS, and a mentor and role model to many generations of both martial and corporate warriors. He has left a great and permanent void in our midst, one which will be impossible to fill. May his near and dear, who number in the many, find the strength to bear this irreparable loss. This Inaugural Issue of octara.com is dedicated to his memory.



With this publication OCTARA turns a new corner in its development as a business enterprise adding value to the human resource in the corporate sector of Pakistan. While our communication needs with our valued customer base were being amply met by a stream of flyers sent through express courier and e-mail, we always aspired to one day have our own proper publication wherein we could archive the many milestones that we keep passing on a regular basis. We are grateful for that time finally arriving, and here is octara.com presented for your perusing pleasure!

I would like to acknowledge the tremendous training traction put in place by the Head of OCTARA, Muhammed Arif, and his team of smart working executives who have generated some very thought provoking content over the two and a half years of OCTARA's existence. Also Adil Ahmad, the Editor of TCS CONNECT, who has put his considerable pre-and-post-bypass energy into attending OCTARA Workshops and Seminars, and filing detailed reports of the findings relevant to boosting corporate performance.

Happy reading! And don't forget to send in your comments on the contents, and your feedback on the general corporate scene, to my email address below.



**jamil janjua**, CEO Octara [janjua05@gmail.com](mailto:janjua05@gmail.com)

Patron-in-Chief Khalid N. Awan | Editor: Adil Ahmad | Graphics: Asif Ali | Member Editorial Committee: M. Arif (Head of OCTARA)



# "Leaders don't trumpet their own power-they make other people powerful. That's the essence of leadership"

## OMAR KHAN

Omar Khan is a globally acknowledged leadership development innovator and success coach. He is a sought after change catalyst and a pioneer in transformational learning. He is the author of the newly released and highly awaited book **LIBERATING PASSION: How The World's Best Global Leaders Produce Winning Results**. Omar Khan's arrival in Pakistan in 2010 on the invitation of OCTARA is eagerly awaited, and, in anticipation octara.com went in search of Omar's thoughts which are reproduced below for your reading pleasure.

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It is often said that Pakistan's perception overseas is worse than the reality on the ground. What is the reason for that, and how can this imbalance be rectified?

**Omar Khan**

People in the tissue of their everyday lives find coping mechanisms. So things are never as bad as they are reported. Moreover, most of the examples of excellence, good citizenship, daily heroism, enterprise and more are not newsworthy...as news is in search of the sensational. This isn't peculiar to Pakistan. It is exceptions that get reported. Hong Kong has a thriving economy, but it doesn't make the news each day. Pakistanis have to stop complaining about unfair coverage and extol genuine role models. There are plenty of them -- but we have to project them rather than waiting for our virtues to be "discovered".

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While passion may generally be considered a desirable trait in leadership, is it advisable for a leader to be passionate, as opposed to logical and rational?

**Omar Khan**

This is a false dichotomy. Logic and rationality are not the drivers of human behavior or performance. If they were, the world would be a saner and more manageable place.

There are human forces stronger than logic. We rationalize what our emotions impel us to do. Great performance is not "rational" per se. A leader who wants to shatter precedents positively has to mine passion. A leader has to liberate passion and focus it towards ends that drive value and deliver the company's vision.

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Will not a leader driven by passion run the risk of throwing caution to the wind?

**Omar Khan**

We assume good parents are passionate about the potential of their children. Hopefully that doesn't lead them to throw "caution to the wind". We assume people are passionate about their faith, their values, their families. This actually makes us be more careful, in the sense of being "full of care". But passionately caring about something leads to being committed to its advancement. The passion we're speaking of here is the voluntary will to commit, to engage, to ignite and to drive progress forward. We don't ignore caution, we use it to inform our innovation, to provide some guard rails for our creativity -- but eventually we have to transcend it and transform it into new possibilities.

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It is said that Pakistan has been less than fortunate in its leaders. Do you agree?

**Omar Khan**

It is also said we get the leaders we're willing to tolerate. Pakistan is full of talented, capable people. However, we tend to pursue private ends, often in a zero sum, "I win/you lose" manner. Progress comes to societies who stop seeking advantage at the expense of others. They want healthy competition for sure...but with a relatively even playing field. In Pakistan, leaders have tended to strip the country of its resources, rather than add to them. Leadership is the value you add to the assets you are a steward of. What we've lacked is not leadership ability so much as accountability. We've also had parasitical elites who don't practice the sense of what the French have called "noblesse oblige." In other words, if to you more is given, of you more is expected.

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It is said that a people get the leadership they deserve. Do you agree?

**Omar Khan**

"Deserving" is based on whether we are willing to step up not just for the private advantage of ourselves and our families, but for the society in which they are going to live.



The magic bullet is education. Finally we all seek our own advantage. Only through education does our sense of our own interests expand to encompass our society, our culture, and the sustainable context in which we and those we love have to live and contribute. Education expands our vision. And only when we see more and see further, can we begin to live into that potential.

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The un-sustainability of the world economic order is being highlighted these days in Copenhagen at the Climate Talks. How up to the task in your opinion is the world's leadership when it comes to scaling back lifestyles?

**Omar Khan**

Change is the greatest challenge. We may well have to "give up" things. More likely, we have to adapt. New technologies await our discovery. And these could well empower far greater abilities and opportunities than we even enjoy today. Just as we "give up" some freedom and personal time to educate ourselves, to gain discipline or pick up life skills, we'll have to transition from gorging the planet's resources, and better leverage sustainable technologies by tapping our imagination, our will and our capacity to collaborate to safeguard our ecosystem and our world.

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There is widespread cynicism at Obama receiving the Nobel Peace Prize. Do you share in that cynicism?

**Omar Khan**

The Nobel Committee should be clear if it is awarding "achievement" or "potential". President Obama has certainly changed the global dialogue. He has the gravitas and credibility to lead the US to be a force for peace. But right now we've heard spiriting rhetoric. We have to see how those expressed ideals translate into concerted execution.

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What would you suggest Human Resource Developers do to be able to liberate passion within their organizations?

“

Any great leader is judged by the results they can help their people produce, by being architects of collective potential.

”

**Omar Khan**

Identify and help eliminate passion killers. Go to war on pointless bureaucracy. Link developing human capital to organizational strategy. Ensure there is a solid, strategy-relevant ROI from all learning. Become co-strategists alongside the CEO, CMO and CFO, rather than administrative hacks rolling out programmes people have to comply with, with no line of sight to business growth or indeed meaningful personal growth for employees.

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Is there a role for an HRM Department in the future, or will these be outsourced like everything else these days? If yes what specific advice would you give to HR people to ensure they stay people focused?

**Omar Khan**

What should be outsourced are all the commodity aspects of HR. The future HR department has to be a change agent, a catalyst for organizational potential, a developer of high potential talent, and a builder of core teams. HR has to be the voice of people, of the human factor, and has to excel in deploying and focusing human potential for business results.

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What must leaders do to liberate their own passion?

**Omar Khan**

Find a vision worth being a leader

for. Gather a team that will catalyze that vision and both support and challenge you as a leader. Have the humility to study your own impact on others -- the good and the bad. Make your customer the core of everything you do. Passion comes from challenges we care about meeting, and in advancing things we believe in.

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Can you give us examples of people who were able to liberate the passions of their followers? What set them apart from others?

**Omar Khan**

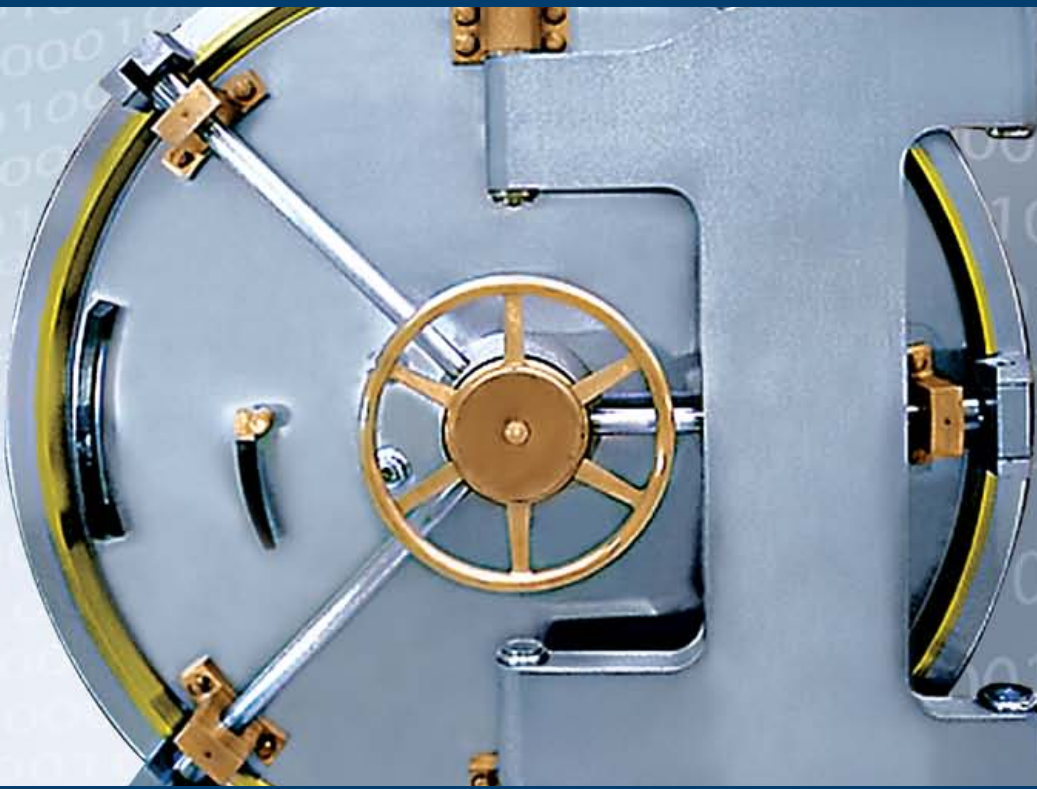
Any great leader: from religious prophets, to national founders, to moral exemplars like Maulana Edhi in Pakistan or Martin Luther King in the United States, great CEOs like Jack Welch or Lou Gerstner, or, when he was alive, Shaukat Mirza in Pakistan (he led Engro's historic employee buy-out and led his company to outdo the parent company in terms of real results and real earnings). Any great leader is judged by the results they can help their people produce, by being architects of collective potential. That is impossible without liberating passion. What sets such leaders apart is their co-equal commitment to both people and results. That's the symphony needed for world class performance.

Leaders liberate passion when they present a vision that people care about, when they ensure the people who deliver that vision will personally win, when they earn credibility by modeling the way, and when they take a stand where needed to advance that vision, even when it requires some personal sacrifice. Who wouldn't be passionate about following such an example -- and seeking to become such an example as a result? But a leader doesn't trumpet their own power -- they make other people powerful. That's the essence of leadership.

Thank you Mr. Omar Khan!



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# "Staying In The Helicopter"

## The Key To Profitable Growth

### Stark Raving Mad!

Roger Harrop is a brave man indeed for having made his way to Pakistan, the frontline state in the war on terror as also, according to the Western media, the 'most dangerous place in the world' by virtue of its being the last remaining nuclear flashpoint. Business associates, friends and family back home in England and elsewhere thought he had gone stark raving mad!

### An International Speaker Who Inspires

Given what he does, a certain amount of 'madness' is inevitable. Motivating business leaders to perform at the cutting edge of excellence in operating environments that are less than enabling requires a special talent that sometimes blurs the distinction between genius and madness. Roger Harrop BSc(Hons)., CEng., FIMechE., FCIM., FInstIB., FPSA has to his credit over 4000 CEOs and others who have achieved transformational growth in profits and sales through his thought provoking and entertaining programmes laced with real-life stories, anecdotes and humour. He spent seven years as Group Chief Executive of a fully quoted, high tech Industrial Instrumentation Group with 12 operations over three continents.

### Countering Canon Fodder

Roger not only relishes a challenge, but is up to most challenges that he might encounter. The training of Pakistani corporate warriors is paramount. More than ever before the production of surplus wealth in this part of the world is critical. The ranks of the impoverished and destitute are swelling at an alarming rate, providing for the extremists an unlimited supply of canon fodder. Over the past seven years Pakistan has gone through 199 suicide attacks, according to the Center for Research and Security Studies, which cites Pakistani fatalities in terrorist related violence as standing at a colossal 22,711 with the entire Pakistani state on fire.

### On Board Harrop's Helicopter

Bright and early on a Monday morning 25 top managers from Pakistan's corporate landscape assembled in a five star setting to get on board Harrop's Helicopter. TCS fielded its top team. The presence of CEO Saqib Hamdani, VP Ops/BPR/Regional Director South Jamil Ahmed, and VP Finance Imran Younus provided ample evidence of the seriousness with which this enterprise viewed the learnings to be obtained from Harrop's Helicopter ride. Also, the fact that these top TCS

# Hovering in Harrop's Helicopter

functionaries were spending a day away from their jobs sent a strong subliminal message that all was well with TCS in its non-stop 24/7 workaholic ways and, by extension, that all was intrinsically well with Pakistan.

CEO Octara Jamil Janjua welcomed Roger Harrop and applauded his courage and gutsy-ness for ignoring the rather discouraging travel advisories issued by his government and making the trek to Karachi.

## Three Disciplines

To be a market leader the business needs to be #1 in one of the three disciplines of Operational Excellence (be the lowest cost provider in the market), Product Leadership (push the boundaries of the market with innovative products and processes), and Customer Intimacy (develop the relationship with your chosen customers that they most value) – and be at least industry average in the other two.

## Customer Is King!

There is no use in thinking that 'what I am producing you must want!' Give customers what they want. It's five times cheaper to bring back a disgruntled customer than get a new one. Always under-promise and over-deliver, and make it easy for the customer to buy from



you. Does every one of your customers know about everything you do?

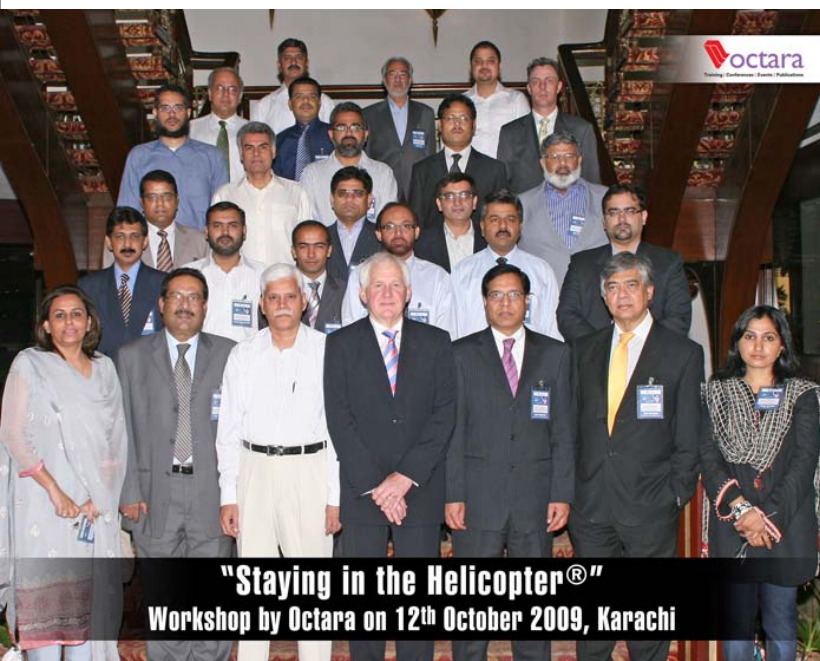
The universal buying process moves from the unaware to aware, to comprehension, to conviction, to action. Successful selling is primarily predicated upon enthusiasm and product belief, with product knowledge and skills contributing proportionately far less.

There is a critical need to maximize the time sales people spend in front of properly pre-qualified customers. Get the people in your team right, otherwise everything is a waste of time. There is a need for round pegs in round holes.

## Change House

Managing Change requires entering 'The Change House'. The 4 types of rooms in the Change House are the Room of Contentment; Room of Denial; Room of Confusion; and Room of Renewal. Technology is moving so fast that anyone can get redundant unless they are in the Renewal Room. Also in the Change House is the Dungeon of Denial, the Paralysis Pit, the Wrong Direction Door, and the Loft of Consolidation.

Denial, Confusion, and Paralysis are words that have a familiar ring about them in Pakistan. It is time for us to move into the Renewal Room, as also the Loft of Consolidation. Thank you Roger Harrop.



**"Staying in the Helicopter®"**  
Workshop by Octara on 12<sup>th</sup> October 2009, Karachi

## Participating Organizations



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# IBA Hosts Harrop

## Perception Indeed Worse Than Reality

As the GHQ drama-in-real-life unfolded, with helicopter gun-ships hovering in the skies overhead, the trainers of Pakistani corporate warriors, the faculty members of the Institute of Business Administration, gathered in the high-tech environment of the IBA's Executive Development Center to gain some useful insights from a man who had traveled to 31 countries in the last 18 months!

Octara was the prime mover behind Roger Harrop's Karachi visit, and its CEO Jamil Janjua was fully cognizant of Roger's great potential as an ambassador for Pakistan when he travels the world.

## Making Business Complicated!

Roger Harrop's opening salvo to the IBA faculty appeared most

uncharitable. "Business is really simple," he said. "Someone buys, someone sells, and someone manufactures. Business schools spend their lives making business complicated!" Traveling the world is a great education, he said, and the problems are the same everywhere. It's all about people. His advice is to identify the purpose of your business. "Define your business's purpose within one sentence, and then further reduce it to half a sentence. From the height of the helicopter develop a laser beam focus on your business's purpose."

## Right Brain Activity Missing From Universities

Being in the helicopter enables one to take the broad view, and look over the horizon. Roger makes a very important observation when he says that right brain activity is missing from universities. "Creativity and commonsense have

gone missing from campuses all over the world. These two things are all that one needs to do business."

## Belief, Passion and Courage

According to Roger, the purpose of a business should be defined for a three years period and reviewed every six months, and the Business Plan should be stated in no more than five pages. In most organizations there are only two people who can go anywhere and talk to anyone, and these are the CEO and the Head of HR. Belief, passion and courage are the three attributes that leaders need to be successful. These were Roger Harrop's parting bits of advice to the IBA faculty. Considering that it was a Sunday afternoon, the turnout was remarkable.

“Creativity and commonsense have gone missing from campuses all over the world”





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# Jim Truscott

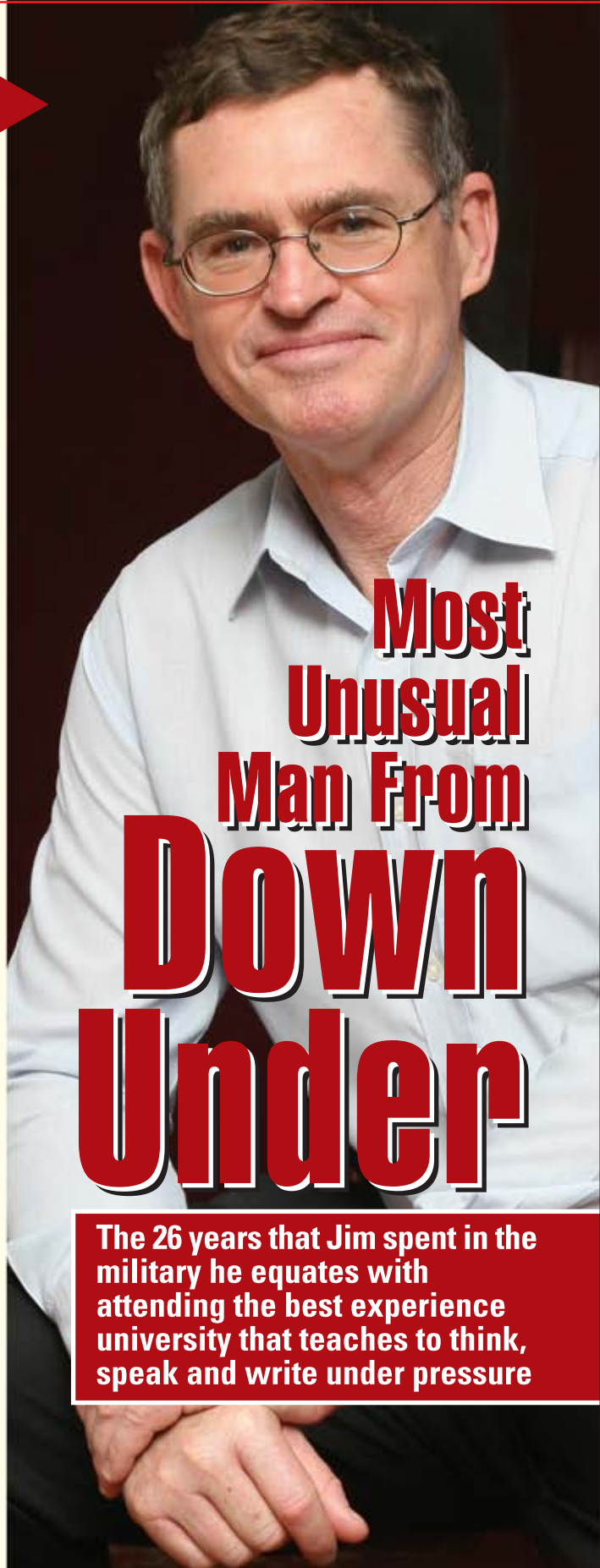
CEO, Truscott Crisis Leaders (Asia Pacific)

I sat down with Jim Truscott after his Octara Workshop to find out more about this most unusual man from Down Under. He told me of some interesting findings that he has arrived at during the course of his work. Speaking of prioritization, Jim said that the Federal Government of Australia did a multimodal exercise with all transport stakeholders to determine Western Sydney's traffic choke points. It was found that getting kids to school was a high priority so that the parents could get to work! Talking about future risk in Arab culture is looked upon with suspicion as if you were going to start something! The same is true of multinational companies working in high risk situations. The fact that there is 40 percent of Pakistan's liquid fuel passing through a single PARCO pipeline makes for a scary thought.

Jim Truscott is a Civil Engineer by profession, and attended the Duntroon Officer Training School in Canberra which is associated with the University of New South Wales. He admits to have spent more time deconstructing (counter-terrorism) than constructing! He is the same age as Osama Bin Laden who, he points out, is also an engineer. Jim speaks Indonesian as a second language, and his first exposure to violence was in Rhodesia (now Zimbabwe) where he was assigned to supervise the separation of Mugabe's troops from those of Ian Smith. Jim has also been involved in patrolling the Southern Ocean near the Artic, and seizing fishing vessels caught poaching the Patagonian Toothfish. He has done a bit of mountaineering as well, and climbed Broad Peak in Pakistan in 1986, which was a bad year for mountaineering he says considering the number of fatalities. In 1988 he climbed Mount Everest.

The 26 years that Jim spent in the military he equates with attending the best experience university that teaches to think, speak and write under pressure. His last assignment in the military was the Sydney Olympics security detail. In 2001 he started up Truscott Crisis Leaders which today boasts of a \$1.6m annual turnover. He describes his customers as companies who recognize their risks and are prepared to do something about them. It's a bit like mopping up blood from the boardroom floor.

There was blood aplenty when suicide bombers struck two five star hotels in Jakarta, Indonesia, claiming the life of Truscott Crisis Leaders' Country Manager for Indonesia, Nathan Verity. Jim was devastated. "It was a harrowing day last Friday.," he wrote in an email. "The media demands have been incessant for the last three days." . May the Lord keep us all in His Protection.



## Most Unusual Man From Down Under

The 26 years that Jim spent in the military he equates with attending the best experience university that teaches to think, speak and write under pressure

# Business Continuity

“  
True crises emerge  
from the unknown,  
and crisis leadership  
is dealing with the  
unthinkable  
”

After engaging Pakistan's corporate elite on the issue of 'Emergency Response', Jim Truscott was back in Karachi holding forth at an oversubscribed Octara seminar on 'Mastering Business Continuity Practices'.

Jim has evolved some interesting terminology that immediately cuts to the chase in explaining the critical areas that become operable when faced with an unsavory situation of varying magnitudes. True crises emerge from the unknown, he says, and crisis leadership is dealing with the unthinkable. This requires bringing in and applying the risk weapons of first choice to think big, think fast, and think ahead.

Jim cites three risk weapons of first choice – Shelf-ware, Sweat-ware, and Wetware. SHELF-WARE comprises the Incident Command System (ICS) plans in the cupboard, which are ideal for inductions, contact directories and technical

references.

SWEAT-WARE is the physical application of leadership. It is experiential, face-to-face, presence-based, hands-on, applied leadership.

WETWARE is the mental application of leadership; not motivation, but true inspiration through advanced problem solving, triggering new thoughts and leadership throughout the organization.

Crisis teams equipped with Shelf-ware, Sweat-ware, and Wetware leadership do not pack it in when the black shadow comes across. It's a system of leadership that forges through the unknown in a scared country with potentially anxious people in the commercial swamp with no easily apparent exit.

Jim Truscott's Workshop was an action packed affair, which is hardly surprising given his c o m m a n d o credentials! He has operated under fire with a clear head, and has field experience that no amount of classroom theory can replace. He talked about Planning being central to survival, of Business Impact Analysis, Recovery Strategies, Business Resilience that requires putting people first,

engaging third parties and ensuring diversity in business.

"Business Continuity Policy should not be driven by a fear of failure, or a governance requirement," emphasized Truscott. "The driver should be value addition to the business." Identifying the critical function should be a top down approach that zeroes in on the single point of failure, and establishes the Maximum Acceptable Outage needed to get back to customer facing, and not business as usual."



Jim Truscott is completely at home in the 'chaotic' and 'high risk' business environment that people say prevails in Pakistan. His Workshop provides great value for money, and can be put together by Octara on a customized basis for your particular organization.





# Making HR A Strategic Partner

Paul Walsh on

## The HR Balanced Scorecard



## Creating ROI on HR Initiatives



Human Resource Development is finally moving up the priority list of the corporate world in Pakistan. Responding to that positive change in the training marketplace, OCTARA welcomed Paul Walsh to Karachi, an intrepid former Senior Manager of UK's Royal Mail responsible for 1,100 employees and a budget in excess of £28 Million. Paul has delivered HR and Leadership related courses for Shell, Pepsi and Petroleum Development Oman (PDO). The two Workshops that Paul conducted for OCTARA'S esteemed clientele, namely HR Balanced Scorecard and Creating ROI on HR Initiatives, hopefully will go a long way in helping HR practitioners quantify the benefits to their organizations of investments in HR, and strengthen the hands of HR practitioners in getting additional allocations for HR budgets, and

move the HR issue higher on the Top Management's agenda priority.

There was a greater than expected turnout to the great delight of OCTARA and some apprehension on the part of Paul Walsh who prefers working with smaller groups. Notwithstanding, he did an admirable job, making the two-days proceedings highly interactive and lively.

The main thrust of the new thinking is to make HR a strategic partner of the business looking after and growing its most valuable asset. Unfortunately, the HR department continues to perform the function of personnel, and doesn't speak the same language as the rest of the Company, the making of money. Employee satisfaction is a variable statistic which doesn't convey very

much to the Management. The Balanced Scorecard identifies parameters that should be measured.

When Board members don't see HR adding value, then the Head of HR finds himself excluded from Board meetings. In many businesses HR is seen as a necessary evil, as a cost center that the Company must tolerate. If this is the case then HR is in big trouble! And this perception needs to be rectified at a conscious level before a downturn in business makes HR the first candidate for the chopping block.

Badaruddin Palampurwala, General Manager HR for Tapal Energy, and President of the five years old Pakistan Society of Human Resource Management (PSHRM) gave away the certificates to the participants.

# “HRD Needs To Learn to Fly!”

**Paul Walsh**

Paul Walsh sat for an interview with octara.com and demystified the role of HR in the modern day Corporation.

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You made a very strong statement during the Workshop about thinking HR instead of thinking Personnel. What kind of people were looking



after Personnel in the old days? What kind of academic background would they have required?

Paul Walsh

They came from various academic backgrounds. What brought them together was a love for bureaucracy, I think; people who are good with policies and rules, and good at following a paper trail. People who were in Personnel at that time were all about bureaucracy, and felt it was their job to protect the Company from its people, rather than look at it in the way that it were the people who would push the Company forward. HR now is sometimes about protecting the people from the Company.

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Seldom has there been a CEO rise from the ranks of HR, although such an eventuality would make for a very humane CEO! Why is it that people who are in HR stay in HR right through their careers? Why aren't they motivated to rotate amongst the other departments and functions of the Company?

Paul Walsh

Perhaps that is about to change. The reason why they weren't motivated in the past was perhaps because it was seen as a specialization, a one track career. If you were a HR specialist you knew nothing of Finance, you did not need to know anything about Marketing, and did not need to have a commercial aspect. You just looked after people. Now Companies are beginning to realize that the Finance and Marketing functions do need a people's touch. It's damaging HR professionals not to have this commercial awareness of the organization. In the past this was something that was not needed. Many organizations considered HR to be a necessary evil. They had to be there since everybody else had them there,

but they did not need to know anything else about the organization. I am hoping that in the next five to seven years we will see more CEOs with HR backgrounds. The fact remains that a HR background is in itself not enough. You need a combination of Finance and commercial acumen.

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Most companies are outsourcing the HR function to private organizations. Are we going to see more of that trend in the future?

Paul Walsh

It will increase if HR does not take action about it. Companies outsource because they want it done quicker, cheaper, and of better quality. Petroleum Development of Oman used to employ 35,000 people. It now employs 4,000 people. Everything else was outsourced. They decided that exploration and development is the core of our company, the rest we can do outside. HR has not demonstrated that it is doing things quicker, cheaper and of better quality. If HR cannot demonstrate that it is adding value to the company, its only future is outsourcing. In commercial aviation technology has made for a two-man cockpit, making redundant the flight engineer who must now train as a pilot if he wants to keep flying. HR needs to learn to fly!

“  
Many organizations considered HR to be a necessary evil  
”

Interviewed by Adil Ahmad



## “Turn Feelings Into Dollars and Cents!”

Paul Walsh at PSHRM

OCTARA made Paul Walsh available to the Pakistan Society of Human Resource Management (PSHRM) to address a gathering of its members, where he was blunt to the point of being painful in reiterating the central theme of his Workshop earlier in the day, that HR does not speak the same language as the rest of the Company, that of dollars and cents. HR is seen as a cost center. The Marketing Director makes forecasts and keeps an eye on revenue. HR needs to turn feelings into dollars and cents.

The million dollar question that needs asking is whether HR leads the way, or does it follow? Is HR reflecting leadership in its policies? Leadership being the process of engaging people in creating a legacy of excellence. Do people heave a sigh of relief and say “Thank God he’s



gone!”? Or do they moan “What a great loss!”? Is HR engaging the Company? Is it an important part of the Company? Or does HR learn of executive decisions after everyone else?

Questions! Questions! Questions! Clearly Paul Walsh was delivering one heck of a wake up call to the HR fraternity in Pakistan.

The essence of leadership is trust. The people who succeed in implementing change are the people whom people trust. How do we measure the difference between a motivated and de-motivated employee? Everyone wants to be an employer of choice, but the reason Google attracts the best people is because it has a flexible and fun environment. You have to start trusting your employees



enough to let them work at home. A Company succeeds when it drives shareholder value. HR does not do that. Not many HR practitioners aspire to a career path that leads to the CEO’s position because they are reluctant to leave HR and rotate in other departments.

Haroon Waheed, the Director HR for Unilever, provided the vote of thanks, and mentioned that in Pakistan Nasim of Phillips was one exception who started as Industrial Relations Manager and rose to head the Company.



Badruddin Palanpurwala

## “Only HR support functions are being outsourced”

The Human Resource Management function in Corporations has increasingly come under the spotlight in recent times, with the recession causing Top Managements to re-evaluate the contribution of the HR Department to the bottom-line. octara.com talked to the President of the Pakistan Society for Human Resource Management (PSHRM), Mr. Badruddin Palanpurwala, and found that he was relocating to America!

Thankfully not because HR is on the back-foot in any way in Pakistan! Having spent the last 13 years with Tapal Energy as its HR Head, Badruddin is migrating to the USA where his sons will be attending College while he assists his doctor brother in expanding his chain of health facilities in Texas.

“Only HR support functions are being outsourced,” says Badruddin. “These include Salary Administration, Employee Data Management, Recruitment, and Selection. The Core Functions like Performance Management, Compensations and Benefits, Career Development and Training, and Organizational Development will be retained by Companies since these contribute to Competitive Advantage.”

Mr. Palanpurwala is of the view that HR is now playing a meaningful role in bringing about organizational changes. He says that HR people need to understand the business to

develop necessary staff competencies to meet challenges. HR as business partner is a concept that has taken firm roots in the last one decade. He cites the HR guru Dave Ulrich as saying that the future role of HR lies in the four areas of Business Partner, Administrative Specialist, Change Agent and Employee Champion.

Recounting his days at the IBA, which he joined after he did his Bachelors in Commerce, Badar says that he majored in Marketing and Finance, but had read a magazine article that mentioned HR as the most sought after profession of the coming decade. “Thinking back, all my research reports and term papers at the IBA were on HR. In the course Methods in Business Research my term paper was on Labour Issues in the Textile Industry. So at both the conscious and subconscious levels I was drawn to HR.”

Interviewed by Adil Ahmad





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# interAkt FORUM

The Student-Corporate Junction



“Empower the youth wherever and whenever possible”  
Khalid N. Awan

# Student Corporate Junction *Gets Underway*



Unilever, English Biscuit Manufacturers, TCS, and MMS.

OCTARA’s latest initiative, the interAkt Forum, launched in great style, played to a predominantly young and packed-to-overflowing audience at the Sheraton Ballroom. Youth is the stock-in-trade here, and the objective is to position aspiring graduates in a manner that will favorably impact their employment prospects once they do graduate. In this interAkt was enabled by its sponsors

Jamil Janjua, CEO OCTARA, welcomed the guests, and made a special mention of Mr. Khalid Awan, the Chairman of TCS, “Who has always encouraged his Management Team to empower the youth wherever and whenever possible.” Jamil Janjua also thanked the ‘corporateers’, especially Javed Jabbar, who had given of their precious time to come and celebrate and encourage the youth of Pakistan.

The food for thought that got served up this evening was simply magnificent. Asma Mustafa Khan, Farooq Tirmizi, Sohail Razzaq, Sidra Iqbal, and Umair Jaliawala were the five speakers. They were recent entries to the corporate world, and shared their trials and tribulations in achieving their present status in life. Javed Jabbar regaled the audience as the keynote speaker.



**The Corporateers! grooming future generations of business leadership**



# CAREENING CAREERS!



TCS off-shoot MMS teamed up with sister concern OCTARA, also of the distinctive red wings, and decided to indulge in a healthy dose of good old fashioned mentoring that resulted in the Careers 2.0 Conference. Jamil Janjua (JJ), the recently retired Group CEO of TCS was resplendent in his OCTARA CEO's attire, very natty dark pinstriped suit with silk tie and Raybans, as he set the ball in motion by welcoming the delegates, speakers and panelists, and acknowledging and thanking the Conference sponsors: TCS MMS (Mail Management Solutions); Networking Partners: TiE, PeaceNiche, Zumbeel.net, Shark, Food Association of Pakistan, and Hirelabs; Knowledge Partner: Google; and Media Partners: Television's News 1 and Radio's FM 91.

The Keynote speaker was Rafiq Rangoonwala (CEO, Cupola Pakistan), followed by Tanvir Haque (co-founder Capstone Consulting in Dubai), Rahila Narejo (CEO, NHR), and Rosemarie Fernandez (Head of HR, Aman Foundation). Octara senior associate Hasan B. Rizwan moderated a panel discussion on Start-Up Tips, and had Adnan Asdar Ali (CEO Multinet), Amin Rammal (CEO DigiSpace), Sabeen Mahmud (Director PeaceNiche), Aun Rahman (Director Acumen Fund), Shahrukh Chaudhry (Director Home Express), and Tanvir Haque (Co-founder Capstone Consulting) offering some valuable insights and advice.

Nazim-e-Ala Syed Mustafa Kemal advocated the selection of politics as a career option. To begin the post lunch session Saad Haroon (Shark) did his improvised comedy antics, and was followed by Badar Khushnood (Google Pakistan's Country Consultant).

A second Panel Discussion ensued, moderated this time by Salman Abedin (Director Strategic Planning, Starcrest). Participants included Azra Maqsood (Deputy Director ZABIST), Adil Moosaji (Ego ka Baap), Rose-marie Fernandez (Aman Foundation), Saad Haroon (SHARK), Badar Khushnood (Google), and Dr. S.A.Rab.

Jamil Janjua offered the vote of thanks, and launched a new OCTARA initiative, a platform for networking called 'interAkt' that has been conceived in the belief that a knowledge sharing and networking platform needs to be established that connects the student community to the corporate sector. Industry-Academia Interaction at last!

Corporateers Abdullah Firoz, Shireen Naqvi, Saqib Hamdani, and Shah Ata presented the panel of speakers with mementos to mark the occasion, even as the gong struck the break of fast, beckoning the gathering to tables laden with mouth watering goodies, a well deserved feast for the pallet following some outstanding food for thought. The interaction at interAkt continued well into the evening, and one could not help but admire this very timely initiative that brings to the fore the young lads and ladies on the threshold of leaving academia and entering the white collar workforce. For them it's a time of some uncertainty, a grey area in need of explaining and resolving. Enter interAkt!







# Trainers Resource Group Continuing Saga



Supported by TCS for over a decade, the Trainers Resource Group is a loose amalgam of corporate trainers providing value addition to the human resource available to Pakistan's trade, commerce and industry. It counts amongst its Founder Members Alam Halepota, Azhar Iqbal Mir, Ch. Azmat Khan, Cyrus Magol, Jamil Janjua, Kamran Rizvi, Leon Menezes, Syed Nusrat Ali, Arshi Ahmed-Aziz, Shireen Naqvi. Informally known as TRG, the looseness of its amalgam proved disadvantageous when the Group was served with a notice to cease and desist from using the initials TRG by a formidable business group in the call center industry. Such are the travails of the idealist!

136th TRG Meeting with

**Faisal Qureshi**

*"In order to unleash their energies people have to first understand what drives them"*

Meeting once every month on the last Thursday, I was there at the 136th TRG Meeting with Faisal Qureshi on the topic of 'Life', a most intriguing subject in this day and age when life is either aggressively

in the form of hyper conspicuous consumption, or disgracefully on the back-foot with rising poverty yielding a miserable humanity too underpowered to rise above its pathetic plight. The setting was pleasantly Spartan, an air-conditioned classroom nevertheless at the School of Leadership, but a far cry from the five-star opulence that TRG members had become used to under the generous patronage of TCS that is no longer available. Torque, a corporate training arm of the School of Leadership focused on management trainees and junior management cadres, has taken over the back-office requirements of TRG, and doing a splendid job of keeping all concerned informed of happenings.

Faisal focuses on personal and team development through areas like interpersonal skills, entrepreneurial spirit, and transformational leadership, overall strategic planning and dealing with the future. He conducts his sessions with a fundamental belief that individuals are born to succeed. In order to unleash their energies people have to first understand what drives them. Faisal wants to mentor a generation

of leaders that believe in the self; a generation that can take ownership and responsibility of Pakistan, as they do for themselves.

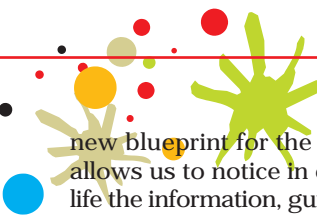
An interesting part of Faisal's presentation was his introduction of Mama Parsi School's Maheen Zakariya. This 14 years old 'super-patriot' provided the audience with much food for thought with her firm belief in the future of humanity, specially that bit which resides in Pakistan.

137th Meeting with

**Muneeb Kidwai**

*"We have automatically and unconsciously expected and imagined lack, limitation, difficulties, and problems to be part of our lives"*

TRG's 137th Meeting was with Munib Kidwai on the topic of 'Creative Visualisation' used in Sales & Management training with remarkable results, and considered an integral part of the Accelerated Learning Method. It is a technique which uses mental imagery to achieve goals. "When we visualize our goals and repeatedly focus on thoughts, images and feelings of what we want, we develop within our brain's neuronal structuring, a



new blueprint for the future which allows us to notice in our everyday life the information, guidance, ideas, insights and inspirations that will lead us to achieving our goals,” says Munib. Unfortunately, in the past many of us have used our creative visualization power in a relatively unconscious way, and because of our own deep-seated negative beliefs about self and the world in general, we have automatically and unconsciously expected and imagined lack, limitation, difficulties, and problems to be part of our lives. But when used in the right way, this technique can help us improve our competencies, generate ideas and attract resources unexpectedly to achieve growth and success most efficiently. Munib’s penchant for dramatics was put to good use as he dressed up as Change Bond 008 to expose the dark side of his arch-enemy Dr. B (Disabling Beliefs).

138th Meeting with  
**Farhad Karamally**

*“There was a time when ‘walk the talk’ would do for an organization. Now it’s about ‘dance the dialogue’”*

TRG’s 138th session with Farhad Karamally turned out to be landmark event in TRG’s relatively young history. For the first time a participation fee was introduced, moving the forum towards self-sufficiency. At Rupees 400 there were plenty of takers, though this may well have been due to the presence of a high powered presenter, and the venue was moved back to a five star hotel, with a ‘lavish’ high-tea at the end of proceedings, thus bringing to a ‘welcome’ close a brief flirtation with Spartan living, the hallmark of true

warriors, if not corporate warriors. Farhad has turned the corner on presentations, and invented a whole new approach designed to capture the heart along with the mind. Billed as the ‘Art of Funcilitation’, its origins date back to 1998 when Farhad presented at the British Council hosted TRG the ‘Making Training Effective and Fun.’ He was back after over a decade, still harping on the same subject! And what a heavenly harp he has evolved! “There was a time when ‘walk the talk’ would do for an organization,” says Farhad. “Now it’s about ‘dance the dialogue’”. In today’s working environment facilitation as a skill is vital for survival. However, funcilitation is an achievement, and a conscious effort must be made in that direction. It is about infusing fun into facilitation, and it doesn’t really matter whether one is a trainer, mentor, coach or manager, we all need it. Moderately enlightened parents also need to funcilitate with their kids!”

Farhad is an international management consultant, and a social entrepreneur working in the capacities of CEO and Founding Director of Navitus, Director of Stimulus, and Partner of Tangerine Media.

139th Meeting with  
**Leon Menezes**

*“The seeds of success lie within each of us. We just need to know how to nurture and grow them”*

‘Seeds of Success’ was the intriguing topic at TRG’s 139th Meeting with Leon Menezes, Shell’s Director and Downstream HR General Manager for Pakistan, the

Middle East, Central Asia and Sri Lanka. Once again it was a five star venue with a Rupees 400 price tag, and once again there were lots of takers who made for a full house. The high tea this time was laid on ahead of the presentation, a great idea that further facilitated the pre-presentation networking, and rewarding with a leisurely snack those who had arrived on time. “We know there is no shortcut to success,” says Leon. “We also know there is no shortcut to happiness. Yet we frustrate ourselves through unreasonable expectations and by blaming the world for our condition. The seeds of success lie within each of us. We just need to know how to nurture and grow them. We need to go beyond our limitations, define our universe, and create a set of blueprints for success.” In his view there is no new wisdom, only new insights. “Most of us go through life sleep walking, celebrating the bliss to be found in ignorance. There is a fear of knowing, and we are scared to be different. A lot of people get stuck in their function, and let their jobs define them. Sometimes people think they can’t do it, and then surprise themselves. Life and its motivations must be deliberate.” Leon is a graduate of the University of Hull in the UK, and has over 30 years of work experience in Sales, Marketing, Operations, and Human Resources. During his career he has worked for an airline, a travel company, a development organization, and a bank. In 2001 Leon joined Shell Pakistan. Amongst his personal interests Leon has a deep and abiding interest in Yoga philosophy which he feels has contributed to his work in HR Management. Apart from this he is well known in music and drama circles. These days he is working on improving his golf scores.

Filed by Adil Ahmad

**150th Meeting  
Ahoy!**

*“Electrify & light up!”*

The TRG Executive Committee convened for a special meeting focused on ways and means to celebrate TRG’s 150th Meeting that should fall due in the middle of 2010. A learning festival is on the cards, with all manner of festivities planned to whet the appetite for learning. The brainstorm has begun! It is expected that the flow of ideas will soon turn into a flood that will produce the kind of mental voltage required to electrify and light up in a radiant glow the training fraternity and beyond, enabling the blossoming of orchards with a rich diversity of fruit.

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## Creativity and Innovation for Business<sup>©</sup>

Powerful, fast paced, inspiring and filled with practical solutions to everyday business situations

17 February, 2010, Pearl Continental Hotel, Lahore

19 February, 2010, Sheraton Hotel, Karachi

9:30 am - 5:30 pm

## The Customer is KING Series



2 powerful programs for you to give eminence to your customers

Course I

### Customer First<sup>©</sup>

Enhance your service excellence to build an impressive customer base

15 February, 2010, Pearl Continental Hotel, Lahore

18 February, 2010, Sheraton Hotel, Karachi

9:30 am - 5:30 pm

Course II

### Winning & Retaining Customers<sup>©</sup>

Discover the best practices of winning & retaining profitable customers

16 February, 2010, Pearl Continental Hotel, Lahore

20 February 2010, Sheraton Hotel, Karachi

9:30 am - 5:30 pm



Course Facilitator:

**Sandra Reeves**

Senior Director CTC Consultants, Asia Pacific

## Event Calendar February to March 2010

» **Creativity & Innovation for Business**  
17 February, 2010, Lahore  
19 February, 2010, Karachi

» **The "Customer is King" Series**  
15 & 16 February, 2010, Lahore  
18 & 20 February, 2010, Karachi  
**Sandra Reeves**

» **Inspirational Speaking**  
11 February 2010, Karachi

» **The Excellent Manager**  
March 2010, KHI & LHE  
**Baseer Sami**

» **Learning to Succeed**  
February 2010, KHE & LHE  
**Sualeha Bhatti**

» **Brand Innovation in Pharmaceutical Marketing**  
February 2010, KHE & LHE  
**Dr. Azizur Rab**

» **Finance for Non-Finance Managers**  
February 2010, KHE & LHE  
**Amer Qureshi**

» "Staying in the Helicopter"  
**The Key to Profitable Growth**

» "Staying in the Helicopter"  
**And Lead Effectively**

March 2010, KHE & LHE  
**Roger Harrop**

» **Fun Learn – Team Building**  
March 2010, KHE & LHE  
**Saadi Insha**

» **Sustainable Pricing**

» **Effective Key Account Management**  
March 2010, KHE & LHE  
**Ian Ruskin Brown**

» **Communication Masterclass**  
March 2010, KHE & LHE  
**Jeremy Parson**  
**Hassan B. Rizwan**

Tel: +92-21-34534261, +92-21-34536315  
Fax: 021-34520708, 021-34546639  
E-mail: register@octara.com

**www.octara.com**