



CONNECT



PAKISTAN



Celebrating Mian Ghani

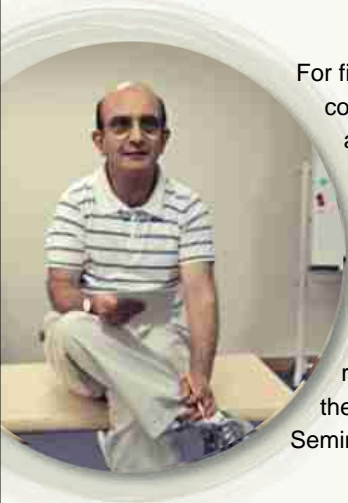
The Leadership GRID® Seminar

Breaking Management Gridlock with Grid®

Team TCS Engages with PSTD

For five days in October 2011, for twelve hours every day, 24 top executives of TCS were confined in close quarters at the impressive premises of the Pakistan Society for Training and Development (PSTD). Putting them in a state of high intellectual stimulation, and keeping them there, was Usman A. Ghani, son of legendary HR practitioner Mian Ghani, a Fortune 100 executive, distinguished by his record of developing powerful board policies and business strategies for a variety of industry leaders in 30 countries on 6 continents.

His role during this high-intensity week was to lead this group of high achieving TCS executives in exploring and developing key relationship skills like advocacy, conflict resolution, critique, decision making, initiative, inquiry, and resilience, as well as directing their impact in generating breakthrough results during the course of this Leadership GRID® Seminar (LGS).



CEO's Message



Welcome to the new issue of our Customer News Magazine CONNECT that highlights the centrality of the Customer within the TCS universe. We pride ourselves on being Customer-centric and the entire emphasis at TCS is on increasing the sensitivity of the Organization to your needs that achieves a seamless interface between our responses to your stimuli.

Three recent events at TCS illustrate the great lengths to which we are going in order to attain and retain our Customer-centricity. Firstly, the launch of the Voice of the Customer (VOC) Department with Alia Hasan as its Head is designed to 'HEAR OUR CUSTOMER' in unconventional ways not yet experienced or practiced by any service industry in Pakistan.' Its Mission is "To critically evaluate our system & processes; To identify service quality attributes that benchmark our services, and align them with customer expectations; To Innovate and build industry standards of excellence that identify TCS culture and people."

Secondly, to further strengthen our

organizational response to the Voice of the Customer, and maintain continuity at the highest level of service, TCS has launched its Rising Star Program to identify and groom from within TCS its future leadership. The Rising Star Program is the brainchild of TCS Chairman Mr. Khalid Awan who initiated it over two decades ago, and of which I am a personal beneficiary, and eternally indebted to my Chairman for the opportunities afforded me for my personal and professional development.

We at TCS are committed to continually engage in developing our human resource in pursuit of the optimal mix of people, processes, and technology. At TCS we sincerely believe that the real assets of an organization are its people, especially so in the service sector.

Finally, thirty of our senior management members, myself included, put themselves through an intensive program for 5 days, 12 hours every day, exploring and developing key relationship skills like advocacy, conflict resolution, critique, decision making, initiative,

inquiry, and resilience. This we did with Usman A. Ghani, a Fortune 100 executive, who conducted our Leadership GRID® Seminar (LGS) at the Pakistan Society for Training & Development premises in Clifton, Karachi.

The above three activities taken together we hope will help us attain and retain our Customer-centricity. Please engage us with your feedback to help us do better. TCS is fully cognizant of the role express logistics is playing in reversing the slide in Pakistan's economic activity. We have made huge investments in our people, processes, technology and physical infrastructure. This has vastly increased our ability to handle volumes, a fact that we are now leveraging in our quest for continuous improvement in the service of you, our esteemed and highly valued customer.

Thank you for giving TCS your vote of confidence and we look forward to serving you with the best of our ability.

Saqib Hamdani

Message

From The Frontlines

Courier Syed Rahil Iqbal # 30246 is in General delivery and services the Saddar Route in Karachi. He has been with TCS since 1989, is 40 years of age, and married with two daughters and a son. He has attended college in Bahawalpur and attained an Intermediate Certification. Rahil's message for our readership is as follows:

"TCS has been good for me and my fellow Courier colleagues. We have earned here a meaningful amount that has enabled us to build our homes and raise our families. The TCS Management has kept us motivated with the incentive system, and provided us with medical and insurance cover. That is why you will find only TCS Couriers on their routes from 6am until 11pm sometimes. The TCS Management's progressive thinking that reorganized the business through creating Hubs and appointing Area Business Heads has increased the quantum of business, and this has benefited all of us. The enlightened leadership of our Chairman Mr. Khalid Awan, and our CEO Mr. Saqib Hamdani, has created within TCS a family culture that has developed strong bonds of fellowship and loyalty amongst us for the Organization and its people.

On the operational front the conditions on the road are becoming more and more challenging. Each of us is coping as best as we can. I pray to Allah to keep us all in His protection, amen."



Contents

World of TCS

CEO's Messages	2
Message from the Frontlines	3
Voice of the Customer	11
HeadSpeak: Asif Ahmad Khan	16
Drivers Night Out!	17
Editorial	17
Spotlight: Muhammad Yousaf Rashid	18
Fleet Solutions helps make roads safe	19

Developing Human Capital

Breaking Management Gridlock	4
Rising Star Program	12
Shireen Naqvi	13
TRG's 164th Meeting	15
Tommy Weir on CEOs	20
Roger Harrop on utilizing Skype	21
Dave Crane on Education	22

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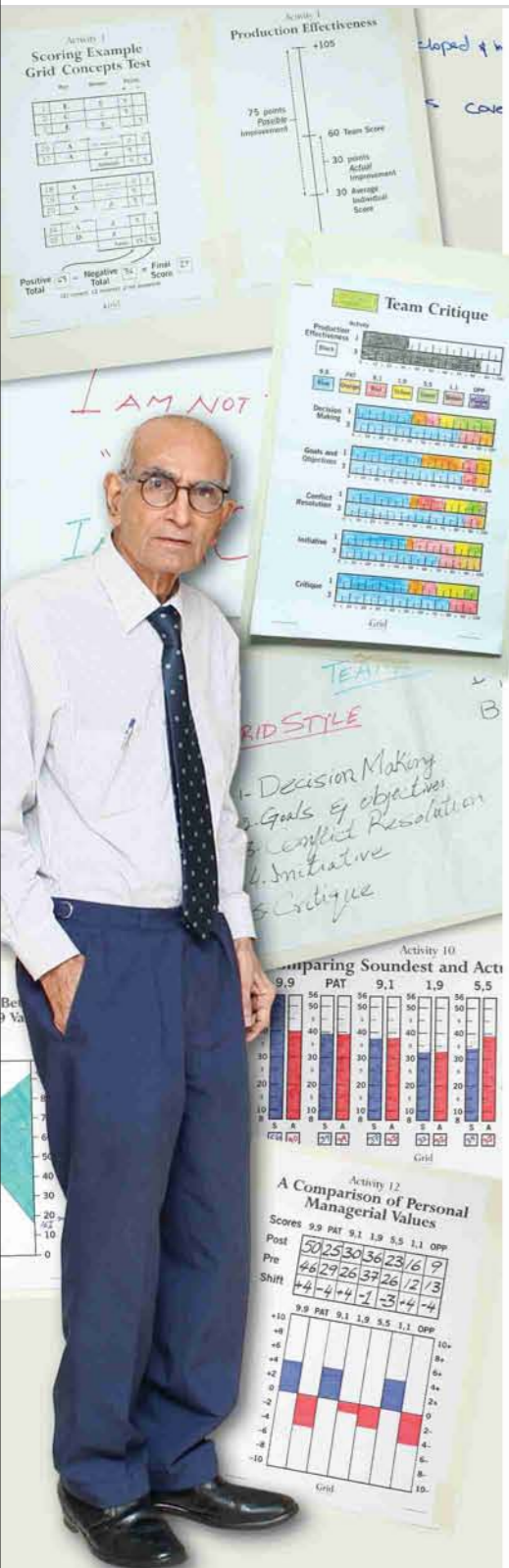
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Continued from Cover

BREAKING MANAGEMENT GRIDLOCK WITH GRID®



BURNOUT & DEFEAT - The Result of Linear Approach

"Participants come together for 5 days, and put in 12 hours of work per day on average during this period," says Usman Ghani. "Most management and leadership is one dimensional, and focused exclusively on results. The more output one gets the better leader or manager one is considered to be. In reality when people produce at the level required by this one dimensional leadership they often get burnt out or feel defeated, with just one person getting the credit for the work done, mostly 'star performers' like the CEOs who manage to write books. The mere mortals who made that success possible get little acknowledgement, and their motivation levels start slipping or they look at opportunities elsewhere."

CREATING SYNERGY - The Result of Team Approach

Usman says that at GRID® they believe that the corporate mission cannot be a single dimension issue, and instead it's a two dimensional issue, with concern for results inextricably coupled with a concern for the people who are part of the equation. "It is an integrated way of developing results and people together. As these two axis, concern for results and concern for people, merge they render a variety of leadership styles. The leaders with the highest concern for their people AND results are the most likely to create synergy within the organization, which means they do better than the best person on their team."

The notion of team is not symbolic but real, says Usman. "It can be a department, a company, a family, a community, or even a country. The other spaces on that two dimensional GRID® do not generate synergy (a key outcome of true

teamwork) and, in fact, can be compromising and defeating of the central purpose, with people just sitting there and warming their seats, or pleasing one another, or compromising and leaving value on the table, or commanding people to stick to getting results."

TCS MOVES IN - Leveraging the Opportunity

Earlier in July, when he was visiting Pakistan, Usman Ghani conducted GPS, or GRID® Problem Solving, based on the natural assumption that if GRID® was such a good framework and set of values, then it should help in solving tough problems of teams and companies. CEOs and their direct teammates of a maximum of five per company were invited to bring their toughest problem and participate in the GPS. TCS was one of them, and Saqib Hamdani (CEO) was present along with Jamil Ahmed, Shafiq Malik, Khalid Dar, and Qasim Awan. The five days interaction convinced the TCS CEO that this approach provided for his top team the impetus to take it to the next level, which was indeed the result.

Come October it appeared that the entire TCS Head Office had shifted its coordinates to the PSTD, leaving one wondering as to who was minding the store! It was a major vote of confidence in Usman Ghani, and his illustrious father Mian Ghani, the first Pakistani professional Trainer and Founder of Pakistan Society for Training & Development, who introduced the GRID® methods to Pakistan in 1972 and helped many companies as well as government organizations succeed with various phases of the GRID® methodology.

Comprising the TCS 'double dozen' at the LGS were Asif Ahmad Khan (Area Business Head Karachi South), Farrukh Zaheer (Head of Line Haul Management), Mohsin

Ansari (Head of Operations - Logistics), Ghulam Murtaza (Head of Safety, Security & Administration), Alia Hasan (Head of Voice of Customer), Syed Shauket Abbas (National Manager Retail Sales), Ali Asghar Kiyani (Regional Director Operations - North), Nadir Qureshi (Regional Director Operations - South), Sajid Khan (Regional Director Sales - Central), Rehan Ally Agha (Regional Director Sales - South), Rao Salman Akhter (Regional Director-North), Waseem Beg (Strategic Business Head - Express), Qasim Qayyum (Strategic Business Head - Logistics), Saqib Ahmed (Strategic Business Head - SE & Intiana), Imran Younus (VP - Finance & Corporate Affairs), Mazhar Ayub Khan (VP - International Business), Salman Akram (VP - Sales & Regional Director Central), Rizwan Hafeez (VP - Strategy & Retail), Salman Ali Siddiqui (Head of BPR and Special Projects), Feroze Ahmed (Head of Customer Services), Mohsin Keshodia (Head of Finance), Muhammad Sohail (Head of Fleet Solutions), Nusratullah Khan (Head of HRM & OD), and Zulfiqar Ahmad (Head of Information Technology). Also present as seminar support and keen imbibers of the learning from the proceedings were Sehar Khan (CEO's Executive Assistant) and Haris Tabbassum (Manager Learning & Development).

GRID® GRADUATES - The Pride of TCS Management

Talking to Usman Ghani turned out to be a rare treat. Clearly he is a man seized with a mission and driven by passion in pursuit of corporate excellence that keeps concern for human resource at par with the generation of results. Speaking about the expanding fraternity of GRID® Graduates, he takes a trip down memory lane to when Shaukat Mirza of Engro, along with his top team, had taken part in a GRID® program led by Usman's

father Mian Ghani. Similarly, TCS founder chairman Khalid Awan and his close associates participated in the GRID® in 1983. "TCS did outstandingly well not only at the local and national level but also the regional level, becoming the symbol of sustainable success. As the top team saw its past success and its coverage in the Harvard Business School cases, it wished to go to the next level using the same behavioral and leadership technology used by their founder chairman in the early 1980s. Now we are doing at least one behavior based program for their company every year."

In Lahore DESCON has put its 52 executives through the GRID® program. "DESCON has acquired the critical mass and developed G3, the GRID® Graduates Group, which meets every month in the DESCON Library, with whoever among these GRID® Graduates is in town showing up. They share their successes and failures, and critique these using GRID® principles and leadership theory. They help each other gain conceptual clarity, reinforce their understanding, build new partnerships, and renew their mission to achieving synergy and high production effectiveness."

GRID® has a role to play in developing entrepreneurs, says Usman. "GRID® complements the seven behavioral skills that are needed to take the entrepreneurs vision to reality, and strategies and implementation plans forward. Conflict solving, for instance, leads to opportunities when two people disagree and sit down to discover something completely different, like a third option. Innovation and creativity, which are at a premium now, are the fuel for entrepreneurship and result from the sound practice of these skills collectively. Some unlearning has to be done to accommodate this and re-root executive confidence in leadership based on behavioral





science principles, not hearsay or voodoo magic or “charisma” that have been sublimely coded in our myths about leadership practice for us mere mortals.”

UNLEARNING, LEARNING, & RELEARNING - Renewing TCS Capabilities

For the week-long GRID® Seminar Usman Ghani split the TCS 'double dozen' into four teams, putting them through a process of unlearning, learning, and relearning. "One of the fundamental principles of behavioral science pioneered by Kurt Lewin is about unlearning, and then learning and relearning. So a lot of the myths about leadership in people's minds gathered from all over the place have to be first unlearned and substituted with the emerging scientific principles. Those principles are then instrumented and practiced here. Practice makes perfect when done soundly. Having the participants together for just a day or two does not allow for sufficient time for the process of unlearning, learning and relearning. Nor does it allow for a substantial observed behavior database upon which teams can draw reliable conclusions from. The five days stretch also provides the knowledge and repeated opportunity to practice the things they have learnt. The content and process is there, and we facilitate how they work. The participants are in teams, with each team working on assignments and then coming together for evaluation and critique so they can do better the next time. Then the cycle repeats while they are also measuring the growth and change over time."

CANDOR, HONESTY, & TRUST - Established TCS Values

Usman is a behavioral scientist who has studied at both Harvard and M.I.T. "The entire seminar is built on trust. The exercises determine

what a team culture is, and the tools can be used in real life workplace to improve results. There is inter-team conflict, which is good. But the question is are they focused on who is right? Or on what is right? For example, each team grades the others' reports. The process of rising above egos is established. There is a lot of candor, honesty and trust that gets built into it."

Going down memory lane Usman speaks fondly of the Atlas Group which was the first to come up with a cheque when the idea of specially designed premises for PSTD was launched by Mian Ghani in the 1980s. Mian Ghani himself put his money where his mouth was, and put in over a million rupees from his own pocket, never taking a penny from the PSTD even when conducting many programs for it.

"Mr. Yusuf H. Shirazi wrote out a blank cheque to the PSTD, and PSTD recognized his gesture by naming the first training room as the Atlas Room. The Atlas Group has always been a perennial GRID® proponent, and through PSTD has progressed to the 2nd and 3rd phases of GRID® that encompass Team Building and Inter-group Cooperation."

CASE FOR RESIDENTIAL SEMINARS - The Need to Take Lifelong Learning Seriously

In 1972 the first GRID® seminar took place at the Beach Luxury Hotel in Karachi, participated in by 75 people and conducted by Mian Ghani, says Usman. "They were all CEOs of corporations or Federal Secretaries from the Government of Pakistan and Heads of institutions like IBA, NIPA, PIA, PIM, STI, and Staff Colleges. It was a 6-day residential program and a great deal more intense as it allowed for much more formal and informal interaction and learning amongst participants who were together round the clock

as a learning community. Over time CEOs in Pakistan focused less on Talent Development and so GRID® programs got relegated to HR, and then later, further delegated down to less-experienced Training Officers with severely narrow scope and budgets. At those levels, due to cost cutting in HR corporate budgets our present programs are not residential so participants are here until late into the night before going home and returning again bright and early the next morning. It gets much more hectic for the participants but costs considerably less for the companies."

Usman believes that instead of viewing the hotel stay as an additional expense, CEOs need to rediscover the impact of the residential programs, take ownership of talent development (especially at the Board and senior executive levels), and allocate sufficient resources to HR for such events, or better still, allocate top talent development into their own budgets.

Usman Ghani is a Life Member of the Pakistan Society for Training and Development (PSTD) and trains there on a contract basis when he visits Pakistan 2 to 3 times a year for various consulting assignments, preferably during the Summer, Thanksgiving, and Christmas holidays in the U.S. At least twice a year PSTD hosts the Leadership GRID® seminar which Usman leads. Mian Sahib also makes special appearances and other experienced Grid Graduate CEOs are invited as speakers during the lunches.

Usman is based in Dallas (Texas, USA) where he works as a full time consultant with Board Members and CEOs of the Fortune 50 as his clients in the areas of strategy and corporate governance. He believes that the glue that binds everything together is Organization Development and that is what the Leadership GRID® Seminars provide the bases of and most scientifically. Even at the “pure” strategy formulation stage, the GRID® methodology (4th phase) makes a huge impact that is only realized by the firms who have the commitment to the pursuit of excellence, and faith in behavioral science as a foundation for all human activity and for generating true synergy.

Usman is a partner of GRID® International Worldwide, and Mian Ghani is a partner of GRID® in Pakistan since 1972. Azhar Iqbal Mir, Hasan S. Akhtar, and Kamran H. Meer have been trained by Usman and Mian Ghani to lead GRID® seminars in Karachi. In Lahore M. Asim Aziz, Hasan N. Ansari and Khalid J. Iqbal have undergone similar training, and it is heartening to see the GRID® fraternity expanding. Onward Pakistan!

Feedback from PARTICIPANTS

1. Zulfiqar Ahmad Khan
(Head of IT, TCS)



As they say, its never too late – so our organization gave this priceless opportunity to 28 colleagues of various management cadres to learn & refresh (because it was a refresher for me) how to bring change and become a change catalyst through sound leadership style from the behavioral sciences aspect. Resources R1 (people), Relationships R2 & Results R3 are the three factors that are to be kept at the soundest level through seven R2 behavioral skills i.e. critique, initiative, inquiry, decision making, conflict resolution, advocacy & resilience. In Grid theory the synergy happens when resources are multiplied in the relationships so that results are enhanced. It is important for a sound leader to remain focused on relationships to get sound results by best utilizing available resources.

Organizations are built by people practicing core values. The culture of any organization depicts how its people (R1) are behaving – it starts from top to bottom. Openness, candidness (candor) and mutual trust develops synergy among ‘groups’ which converts them into ‘teams’.

For me, this seminar was again a step towards adopting a sound leadership style, not only in my professional career but in my personal life as well. A leader always converts dreams into vision, and through R2 keeps the focus of R1 to accomplish R3. This Grid seminar gave me an opportunity to look into myself first, work on those aspects which are required for sound leadership, and then develop teams that have synergy – this will enable me to bring about 100% productive effectiveness, something the organization strives for.

2. Sajid Khan
(Regional Director Sales - Central, TCS)



To me results (R3) cannot be produced without a sound relationship (R2) with coworkers, where the quality of resource (R1) is given its due significance. A sound Relationship mainly depends on the level of frankness and openness (candor), and often conflict resolution plays a vital role in maintaining it. Two brains will always decide better than one provided synergy exists between them, and any one can

take the first step towards improvement. Grid is the initial measuring criteria which regulates certain behavioral aspects, but I hope a time will come when the corporate world will go beyond its limits, and 9,9 will no more be the maximum to achieve for.

3. Salman Akram
(VP - Sales & Regional Director Central, TCS).



I've found The Leadership GRID® Seminar to be a highly effective behavioral improvement program. The concept is simple and practical, yet quite convincing - committing oneself to becoming a sound GRID® practitioner can genuinely improve one's leadership effectiveness. I strongly recommend it to all my colleagues.

4. Rehan Ally Agha
(Regional Director Sales- South, TCS).



The course was very good and had a very strong message conveyed during the five days. I feel that the best thing would be the part when we all sat down to analyze each other, especially to try and identify the core personalities.

I think courses like "Grid" really help us as individuals and also as professional to rediscover our personalities, and start focusing on the areas of concern, which would actually help us in improving our acceptability, reliability and consistency. This normally is not the prime focus of our lives, and we tend to leave behind the reality about ourselves.

Even though the 5 days were very tough to manage, it would have been better if more days had been budgeted. Grid is highly recommended for the senior tier and product portfolio managers.

5. Salman Ali Siddiqui
(Head of BPR & Special Projects, Bulk Distribution Wing, TCS)



Nature has its own ways of alerting a person to check his dealings and indulge in hindsight to improve his behavior. But the rush of things and race against time one does not pay heed to the warning signals from within. Grid Leadership Seminar provided an opportunity wherein, leaving all chores aside, participants were imparted with the essence of leadership; systematically and in a structured manner. This sojourn also gave the opportunity for self discovery. Strengths which were a part of me but were dormant, and certain behavioral aspect which needed attention, were brought to life.

Though the Grid Leadership platform is great, it is incomplete. It fails to address the most important aspect of integrity which is the core of professional behavior.

6. Waseem Beg
(Strategic Business Head - Express, TCS)



I believe that Grid Management program should be categorized as an "essential" for everyone who is in grade 8 and 9. The Grid program identifies management styles in a very scientific manner and, barring a few loopholes, provides a point of reference and target to direct one's efforts. For me it has opened up

another window to improve myself both personally and professionally. As for the duration, I believe that it should be for 7 days covering more details on the Grid.

7. Saqib Ahmed
(Strategic Business Head – Sentiments Express & Intiana, TCS)



I had a great learning experience today, which allowed all of us to interact with each other, in an informal setting removing all ranks & inhibitions, resulting in getting to know each other at a much deeper level, appreciating & embracing each other, realizing the potential of TCS Team, & what we can achieve collectively.

We believed, we knew each other, based on years of working together. It is amazing what you discover when you start 'listening' instead of just 'hearing'. In a company, like ours, fast-paced & pushed for deadlines everyday, meeting and managing day-to-day affairs leaving us with little room for an up close and personal interaction - Grid based learning would allow us, as a team, to collectively benefit from the (Grid) concept, and appreciate & capture the essence to direct our energies towards building a culture that truly envisions: - the power of synergy, - critique, - initiative, - inquiry, - advocacy, - decision making, - and conflict resolution. I thank you once again for allowing me an opportunity to attend this training program.

8. Farrukh Zaheer
(Head of Line Haul Management, TCS)



A simple comment could be "We should have done it quite earlier, but good thing is we have ultimately

done it". Initially, I was not comfortable during pre-work but when we went there, it suddenly enhanced level of comfort and satisfaction that, "ok" we are here to make a difference and that would happen after 5 days, so let's focus on this and achieve maximum out of it.

It was an exceptional course. As an individual, it helped me to carefully and methodically examine/understand my behavior and address self deception (if any). Corrective measures were also highlighted which we need to honestly implement for our own betterment and off course that will ultimately contribute in the development of the organization too. As an organization and team, it enabled us to learn, performance support and measured results. We learnt how to handle conflicts, make productive and positive critique for better collective decisions.

9. Alia Hasan
(Head of Voice of Customer)



The one word that I could say about the Grid Leadership workshop is "Experiential Understanding" about what you are and how others perceive you. If one is open to Learning it opens up doors on the corners of that mean egoist that we all harbor in ourselves as individuals and are convinced about our fairness, and that is a Stark Revelation.

Grid has broken my biggest myth and barrier that Diversity in the workforce is unacceptable in a male dominated work culture. It has challenges but by no means should it put you in any Status Quo or allow you to adopt an Evade & Elude paradigm. One should persist and prevail to make a mark and if the stretch is longer one will be destined to meet and be a member of the 9.9 Team (Sound & Committed). Mr.Usman Ghani as a coach and

change partner facilitates the process of learning that only "Right Practice will carry you to Perfection" otherwise even Monkeys & Dolphins can be trained to perform magic.

10. Asif Khan
(Area Business Head KHI South, TCS)



This seminar was a good refresher about different human behaviors, place in different grids, against result and productivity. How to Improve/develop relationship to bring efficiency in commercial work as well as in other relations, by utilizing available set of resource. How effectively we behave if our relation is based on candid, openness, un-biased and fair culture. Usually in such type of seminars the trainer used to ask name and designation of the participants to begin with. Usman Ghani did not do so. He want to see the actual facts of human behavior without get influenced by positions. Good to know how to develop team instead of group by changing the attitude. It will be more productive if we apply it religiously in its true sprit after its clear understanding.

11. Nadir Qureshi (Regional Director Operations – South, TCS)



Overall, Mian A. Ghani did an excellent job. He was knowledgeable and able to come up with effective ways to deal with difficult situations in various scenarios. He had a good mix of lecture and group activities, and was able to get people to respond to comments and ask questions. GRID pre work activities were interesting, detailed and relevant. Five days learning would allow us to share & implement the Grid learning in the work place. Command over

Critique, and Conflict Resolution were the punch lines of the seminar.

I would have left the seminar feeling as if I had discovered 40 tips both positive & negative regarding my personality.

12. Saqib Hamdani
(Chief Executive Officer, TCS)



I had known for quite some time that Mr. Khalid Nawaz Awan, our founder chairman and his initial top team had completed the Leadership Grid® Seminar in the early 1980s and they were full believers. Their teamwork and Grid® learning produced spectacular success for TCS and the outcome was results-and-people integrated at every step of our growth. All our corporate indicators were outstanding and the Grid® language got imbibed in our culture. Top-rated institutions like Harvard Business School, etc. wrote cases on TCS and invited our leaders to talk to them about our story. Over time, and as a new generation of top management became in charge, we felt the need of a systematic approach to help us define our next level AND to achieve it (tightly coupling strategy and action). We also felt some fading of the Grid® language and culture and so, I personally attended the 5-day Top Team Grid® Problem Solving program with my top team at PSTD in July 2011. It was very capably and passionately led by Mr. Usman A. Ghani from U.S.A. Not only did we learn a scientific and self-convincing approach to leadership and management, we also applied these to one of our most thorny issues. Applying the principles learnt and with the help of my team (and some facilitation by Usman), we arrived at a superior resolution to the problem which we are now implementing. Even before the GPS concluded,

I approached Mr. Kamran Meer to request Usman Sahib to do an exclusive, in-house Grid@ program for my top-25 executives and future managers who report to my team or have the potential to take on much more challenge. Usman Sahib confirmed from the U.S. a couple of months later and I was more than delighted to host this program in early October, whatever its costs (which I see as investment in TCS people and culture). The success of this program has been outstanding; my people are very excited to implement their learning, to measure their success, to focus on sound behaviors, to help each other in clarity of understanding and advancing the Grid@ human technology. I am now able to look at our vision more convincingly that we can achieve our next level with our bold growth plans.



TOP TEAM GRID® PROBLEM SOLVING

Grid International, Inc, USA

Facilitated by Mr. Usman Ghani at PSTD, Karachi From 1st - 5th October 2011

Barometer to Attitude Excellence

TCS 'Voice of the Customer' Changes Gears

"To create a Barometer of service provided, and leverage it towards Excellence for the benefit of Customers" is how Alia Hasan, Head of the new TCS Department Voice of the Customer (VOC) defines her assignment.

"Logistics & Supply Chain are crucial to any business whether FMCG, Durables, Pharma, Banks, Telcos, Automobiles & other vehicle and vehicle parts industry, SMEs, Personal Effects business, and the list is overwhelming when we add Government sector organizations such as Pakistan Telecommunications Company Limited, Water & Sewerage Board, Karachi Electric Supply Corporation, and so on. The demands are diverse and the delivery process can be very complicated."

At TCS innovation is a norm, says Alia, an MBA in Marketing (IBA, Karachi, Class of 1992) who joined TCS in May 2002 as Business Manager for Sentiments Express. "Keeping up with this tradition our CEO Mr. Saqib Hamdani expressed the desire to HEAR OUR CUSTOMER in unconventional ways not yet experienced or practiced by any service industry in Pakistan. This is how the Voice of Customer desk came into being."

Alia Hasan is someone who knows TCS and its culture. She has interacted with clients and customers at different forums and at their premises, and is cognizant of business challenges facing trade, commerce, industry, and government sectors. "To ensure

satisfaction TCS has introduced 12 products that serve diverse business needs and created specialization in each area and personnel. The demands and the expectations from our customers are raising our benchmarks everyday, by the hour."

VOC's Mission is "To critically evaluate our system & processes; To identify service quality attributes that benchmark our services, and align them with customer expectations; To Innovate and build industry standards of excellence that identify TCS culture and people." Voice of Customer is now a significant element of TCS, and came into being in February 2011. Yasir Aftab Awan, a business graduate with a degree in software, is onboard as a VOC Executive and leads a team of young graduates doing Research.

In its short life VOC has completed 12 projects that include tele-surveys, visit surveys and projects. Some milestone projects are Jeeto Har Bar, BISE-Lahore MMS Printing & Distribution Project, and BISP-Lahore MMS Printing & Distribution Project. Projects in the pipeline include Mega VIII, Mystery Shopping, PTCL (bills delivery), Ufone/PTCL Bill delivery & Ufone Sentiments, Delivery courier attitude & behavior, Express Centre Audit-Customers Feedback, Operations Monitoring Report (Area Proper & Allied Locations).

"Developing a customer satisfaction analysis is not just about carrying out a survey," says Alia. "Major long lasting improvements need a fundamental transformation in the company involving training of human resource, and possibly involving cultural changes.



VOC conducts challenging analysis on the internal determinants of the company at odds with customer expectations. This in result creates financial benefits, less customer churn, higher market share, and stronger brand name."

Alia defines the prime focus of VOC as Enhancing Customer Satisfaction and Getting in close with the Customer. "We are creating a practice by which customers can speak to us about their experience with TCS so we can better identify customer needs and service gaps."

More power to the Voice of the Customer.

VOC's Mission is "To critically evaluate our system & processes; To identify service quality attributes that benchmark our services, and align them with customer expectations; To Innovate and build industry standards of excellence that identify TCS culture and people."

Developing Leaders for the Future

Rising Star Program at

Nusratullah Khan (TCS Head of HRM & OD) is in overdrive these days, and has been for sometime now. As TCS expands and upgrades, it is generating an ever increasing demand for quality talent at all levels of the organizational hierarchy. Nusratullah Khan is in the thick of things, recruiting and screening, testing and training. Fortunately in Moona Sharif he has an able lieutenant who is helping develop the future leadership of TCS. She is the point person for the Rising Star Program, an initiative of the TCS Chairman Mr. Khalid Awan who initiated it over two decades ago, and of which the present TCS CEO Saqib Hamdani is a shining example.

“People are not your most important asset, the right people are,” said Jim Collins in his book ‘Good to Great’. This is the central idea of the Rising Star program at TCS, says Moona Sharif, the TCS Manager for Organization Development entrusted with the task of developing a framework for the program and implementing it throughout the nationwide TCS Network.

154 candidates applied and were drawn mostly from Sales, Operations, and Customer Service, followed by Finance and Administration. The initial screening took into account qualification, experience, and performance, with 116 qualifying for the written test. This was followed by psychometric assessment (MBTI) to ascertain personality type.

“Finance, HR and Marketing executives have distinct personality types, and identifying these is very useful in developing future leadership,” explains Moona Sharif. “The numbers came down from 116 to 60, and these candidates were then processed

through four assessment centers, one each in Lahore and Islamabad, and two in Karachi. It was a full day activity involving a coordinated approach, and during the eight hours candidates were put through different simulations involving real life scenarios encountered in the organization. A group of assessors comprising senior management was on hand at each assessment center to evaluate the candidates using group discussions, situation analysis and role-play.”

The entire process has taken four months, and once the results have been tabulated, a group of 16 to 20 rising stars will be put through a specially designed fast track learning and development program spread over 6 to 9 months, depending upon the need of the individual. “The focus is on filling the HR needs of the

company’s business expansion plans,” says Moona Sharif. “Area Business Heads and Sales Managers will be in great demand, as also will be Operations Controllers. The average age of the successful candidates is 30 years.”

Given the organizational need, three consecutive Rising Star programs are envisaged. CEO Saqib Hamdani is a great supporter of the Rising Star program, having been a beneficiary of a similar program in the early years of his career with TCS. “The real assets of an organization are its people, especially so in the service sector like we are in,” says the CEO TCS. “We are continually engaged in developing our human resource in pursuit of the optimal mix of people, processes, and technology.”



TCS Stars with Rising Stars



“Become the change you want to see”

Shireen Naqvi

Nurturing Youth LEADERSHIP

Shireen Naqvi is chief executive officer at School of Leadership (SoL) and senior management consultant and facilitator at Navitus, and is routinely engaged by a number of local and multinational corporations, NGOs and educational resource centers across Pakistan. Her areas of focus are personal social development and visionary leadership. In her efforts to bring about positive change in the nation's professional environment, she has organized and led the Young Leaders Conference (YLC) since 2002.

Called ‘Shipa’ by Team SoL, their families and extended circles, Shireen has the strength of adapting to a wide range of people. From carpentry to capacity building sessions, she has multi-faceted expertise. Always on the go and needed by many, her colleagues have sometimes seriously considered getting her cloned! Being exposed to diverse cultures through extensive traveling and varied experiences, Shireen believes in the value of diversity and the existence of immense potential in each and every individual. Her aim is to develop inner discipline, greater resolve and empathy in people.

Shireen holds an MBA (1993), from the Institute of Business Administration, University of Karachi where she majored in Management Information Systems. The TCS CONNECT corporate news magazine had the privilege of an extended session with Shireen over the Internet, and came away suitably awed.

TCS CONNECT: They say that a teacher learns from his or her students. In your work at the School of Leadership with young bright sparks what has been your learning?

SHIREEN NAQVI: My young clients, associates and champions have been a source of immense growth and learning. In a nutshell; on the one hand, I know now that our youth is endowed with unmatched intelligence, enthusiasm and energy; on the other, I see, they are under-confident, lack exposure and are easily influenced as they lack an opinion of their own. This has been helpful in fine-tuning my offerings for them in the form of youth leadership development programs, i.e. ‘play on strengths’ and ‘fill the gap’. No doubt, they are in awe when they become aware of their potential and discover the possibilities that surround them. Once their mind opens, there is no stopping them. Thousands of them take the leap to make a difference to their communities and this process, over the last 10 years of SoL, has extended to millions. The revolution has started. It is a revolution of love and respect and is, therefore, quiet with many positive outcomes and little noise.

When we started SoL in January 2003, our Vision was to see Pakistan change to a prosperous, respectable and great nation in 400 years. With the exponential change that the youth is bringing about, we foresee the same happening in 20 years.

TCS CONNECT: Please tell us of the sequence of thoughts and events that led to the formation of the School of Leadership.

SHIREEN NAQVI: It was the year 2000. My children were teenagers. They and their friends were a bunch of high-voltage energy with no direction. They would respond constructively to any little attempt at capturing this power. That gave me the inspiration to do something about it and I did, but on a personal, home level. Then I saw an announcement on GYLC (Global Young Leaders’ Conference), which is held every year in New York. I questioned myself how we can organize the same for our brilliant youth? For two years I churned this idea in my head and mulled over it to, with the help of some sincere and willing adults, come up with the design for a youth leadership development program. In 2002, YLC (Young Leaders’ Conference) was initiated. The outcome was tremendous and its impact phenomenal, where our youth found their voice and let it be heard with dignity. That is how SoL (School of Leadership) came into being and in 2011, has successfully trained over 20,000 youth in the means and ways of sustainable, growth-oriented leadership.

TCS CONNECT: Please tell us about the high points that the School of Leadership has experienced during the course of its life.

SHIREEN NAQVI: Evolution happens through conscious endeavor. It is strife against entropy. Where SoL began as a sole entity to build a nation that deserves to be its best; today, in 2011, it has hundreds-of-thousands of ambassadors knitted into the web of the roots of our country. A unique business model has developed – without a single penny invested; SoL has at least 25 branches in Pakistan, officially registered and proactively working on the same agenda – youth leadership development. From student bodies in Peshawar, Islamabad, Abbottabad, Quetta, Multan, Lahore, Faisalabad, Sukkur, Khairpur, Hyderabad, several in Karachi and many more; youth in throngs are actively pursuing their dreams of contributing to societal uplift. Kudos to them who have, at times, put their lives at stake, to spread their message of empathy, love and self-reliance. When I attend their programs I am mesmerized by their single-mindedness and focus on the knowing that we can do more; we can be better. This stream has now entered its third generation, reaching those in the interior of provinces and at the gali (small street) level.

I have received feedback from employers who prefer new entrants in their organization who have been through the SoL training. The University of California wrote to offer 50% discount on fee to applicants who are YLC alumni. Parents, who formally used to resist the idea of youth leadership development, are now partnering with their children to make a difference. Deans and Registrars of colleges and universities are doing the same. Over a hundred social, public

and private sector organizations partner with SoL to actualize its Vision; persistently engaging in funding youth to accomplish their best; TCS being one of our lead sponsors and believers since 2002.

Any idea that has conviction, passion and good intent, must succeed. SoL is a story that makes this come true.

Parents, who formally used to resist the idea of youth leadership development, are now partnering with their children to make a difference”

TCS CONNECT: What next for the School of Leadership and yourself?

SHIREEN NAQVI: I am one of those fortunate people who are living their Vision. What I do and experience at SoL every single day is the reality of my dream.

Though I see the grandeur of our results, yet my anger is growing at the millions of youth who are in the dark; slaves to their conditioning of disempowerment; the adherents of centuries of fetid tradition; transforming to opening up to the possibilities of bold creativity; respect for humanity and the environment; taking charge of their abilities and pushing ahead to make Pakistan a recognized country in the league of nations.

TCS CONNECT: Please tell us about your trip to the USA.

SHIREEN NAQVI: Tempted by names like Malcolm Gladwell, Howard Schultz, Jack Welch and Bill Clinton as the lineup of speakers at the World Business Forum, New York, October 5 & 6, 2011; I packed my bags and rushed over. No matter how high my expectations were, what I experienced was far beyond. Sitting amongst over 4,000 people from 42 countries, the two days were a pure intellectually-stimulating treat. The twenty world-class speakers held me and my colleague, Kamran Rizvi, spellbound for the 8-hours a day they injected us

with some new, some old ideas but each with a fresh perspective. What fascinated me was that there are yet more ways to see simple and basic human aspects in so many more ways, each more important than the other, those that fleet by us unnoticed but are picked up by great minds that see them as the obvious distinctions of human excellence.

TCS CONNECT: Has it been difficult coping with the demands of a commercial aviator's wife?

SHIREEN NAQVI: Having known my husband Shuja 4 year prior to getting married, I fathomed that life with a pilot will be tough. But when it actually happened, it was tougher. Yet, I would make the same decision again any time.

TCS CONNECT: Please introduce us to your children, and the career paths that they have embarked upon.

SHIREEN NAQVI: I have 2 boys, now 30 and 29 years. My older one, Aroosh, is an Airbus 310 pilot with PIA, married and a father of an exquisite new-born baby girl, Leeah. Since he was four, he single-mindedly pursued his dream of flying. After graduating as an aeronautical engineer from Clarkson University, New York State; doors to his career opened as if by Providence. His lovely wife, Sivim, is an artist, having graduated from the Indus Valley School of Art & Architecture. Afaan is our younger son, who graduated in Mechanical Engineering from McGill University and did his masters in Engineering Management from Rochester Institute of Technology. He is currently an Environment and Energy Engineer with ARUP in San Francisco, a multinational engineering consultancy. He is getting married next month Inshallah. Both were born in Islamabad but grew up in Karachi while at the Karachi Grammar School.

TCS CONNECT: What hobbies do you pursue in order to unwind and rejuvenate?

SHIREEN NAQVI: I could dance all night, besides reading and watching movies. As a young girl, I learnt the Kathak and performed at occasions in Pakistan and in Japan. Being the daughter of a sportsman, team and stretch games have been my pleasure. Now, work is my hobby. Spending time with young people stimulates me perpetually, while being with my colleagues at Navitus I enjoy the deeper aspects of learning. But what I could do all my life – each day of it, is travel. I guess my mother infused a profound desire of adventure, discovery and love for the unknown, the lust of which is ever increasing.

TCS CONNECT: What is your favourite food?

SHIREEN NAQVI: I have no interest in food other than that my body needs it to remain healthy, and for which I am grateful.

TCS CONNECT: What books and authors would you recommend for the youth to read?

SHIREEN NAQVI: Books that I like are mostly related to human development; specifically on psychology but a lot of philosophy too. I am fond of reading Danial Goleman, due to his insightful research of the working of the human brain. Lately, I've discovered a new Moroccan author, Fatima Memissi, who writes about women in Islamic history. Karin Armstrong of course, is the star.

TCS CONNECT: Do you have a favourite movie and actor?

SHIREEN NAQVI: 'Enemy of the State' was a wonderful movie. I like movies that boggle the mind, like 'Inception' and 'Limitless'. Romance appeals to me as well

as action movies, particularly those where women are the heroes.

TCS CONNECT: Pakistan, indeed the world, appears plagued by a low trust culture between its people and government. Do you have any recipe for resolving this divide?

SHIREEN NAQVI: Through little glimpses of history, I would say, comparatively, we live in a better world, though far from what it ought to be. The Holy Quran explains that the purpose of the world is 'Justice'. As long as we do not practice this supreme Value, there will always be strife. Where people respect the right of the other (instead of their own first), those societies will progress; others won't. A government comes from the people – as the people, so the people will improve, so will their governance. Low trust at the government level or between people and governments means low trust in self.

TCS CONNECT: Does the SoL brigade of bright sparks have any plans for joining the global movement against corporate greed? Is there an occupation of Chundrigarh Road (Pakistan's Wall Street) on the cards?

SHIREEN NAQVI: As President Lincoln said, "Whatever you do, do it well." My young brigade is geared to do just that. They are multitasking between their obligations and duties to self, family and society, on the condition that it is growth-oriented. Yes, they are greedy, but greedy for knowledge, development, creativity and love of humankind.

Thank you Shireen Naqvi.

TRG 164th Meeting

Shireen Naqvi on Breaking Barriers

Report filed by Syed Waqas UR Rahman

An evening with Shireen Naqvi as the guest speaker was organized by the Trainer Resource Group (TRG) at its 164th meeting, the topic 'Breaking the Barriers'. Shireen kept the session very interactive and exhilarating. Taking anecdotes from her life, she asked participants to write down what obstacles had stopped them from exploring their full potential. She quoted from the Quran's Al-Rahman, "Then which of the Blessings of your Lord will you both (jinns and men) deny?" to personify the fact that it is troubles, pressures and problems that become opportunities for growth and optimization of our potential.

During her talk on "BREAKING THE BARRIERS", Shireen Naqvi offered a clear and easy to follow plan of how to break through barriers and attain the freedom and success we desire. "The youth of today is weak in terms of courage and bravery. From a very young age, they get engaged in activities which they think are cool but in reality these activities are harming their personalities. The emphasis should not only be on correcting the nation, but to correct your own selves first," she said, going on to talk about Sattar Edhi and his selfless efforts to help the less fortunate. The evening ended on a high note with everyone infused with a positive feeling.



HEADSPEAK

Asif Ahmad Khan

Area Business Head Karachi South
asif.ahmad@tcs.com.pk



Asif Ahmad Khan joined TCS on May 5, 2006 as Senior Manager Special Projects, and worked on cash sales enhancement through Express Centers. He was then transferred as Business Manager TCS Overland Express (OLE) in November 5th 2007, and promoted to Strategic Business Head OLE, involved in product planning. In August 2010 Asif was given the charge of Area South Karachi as Area Business Head and worked at this position for 11 months. In July 2011 Asif has been charged with heading a Retail Distribution setup of TCS, distributing Zong Scratch cards and Mobile sets in the South region.

Asif started his professional career in August 1992 with English Biscuits as Assistant Brand Manager in the Marketing Department just after completing his B.Sc Honours (Economics) exam from the Karachi University. Along with the job Asif acquired M.Sc in Economics in 1994-95, and attended various certificate courses from the Institute of Business Administration.

From English Biscuits Asif moved to UDL Distribution in their Pharmaceutical wing as Business Line Manager. There he serviced the accounts of ICI Pharma, Veterinary, Allergan Pharmaceuticals, and Pfizer at the national level. UDL also sent Asif to Bishkek independent state of former USSR for two months to develop and implement distribution system for JSC Pharmacia for their consumer and pharmaceuticals products.

After UDL, Asif moved to Dubai as Distribution Manager Lancnor fruit juices. He returned a year later and started his own Distribution business in Karachi with the sole agency of Tops Food and Beverage, Happies Diapers, Masalas etc. Admitting that he had underestimated the challenges of self-employment, Asif wound up his business and joined Kolson Foods as Product Manager Chips Divisions, rising to Regional Sales Manager, and then Business Manager in Dubai, spending a total of five years with Kolson.

Asif thrives in challenging environments performing challenging tasks. His self-perceived strengths are punctuality, candidness, hard work, and team play. In resolving issues he consciously works on the emotional quotient rather than just the intelligence quotient.

Asif's favorite colors are Blue and Green. In his leisure time he likes to play cricket and football with his kids and spend time with the family. His hobbies include traveling and socializing. He got married in January 1994 at the age of 24, and has three kids, two boys and a girl in the middle, aged 17, 14 and 10 years respectively.

Ladies and gentlemen, Asif Ahmad Khan at your service!

DRIVERS NIGHT OUT!

The Midnight Express left the TCS Head Office in Karachi at midnight, arriving at the Kalri Jheel (Lake) Rest House at 2.30am. Comprising 2 busloads of TCS's finest men-behind-the-wheel, this was high order bonding of a cadre always on the go negotiating traffic; staying within the speed limit, and refraining from overtaking; avoiding a heavy meal prior to departure; maintaining lane discipline, and so on and so forth. Tonight these law abiding, street legal TCS hot-rodders were freed of their shackles and restraints. The mission tonight was to party for the next 24 hours! And party they did! Right up till Fajar time when prayers were offered, with some catching forty winks before embarking on fishing trips around the lake. A hearty breakfast followed, after which the assembly divided up into two groups comprising Drivers and Workshop Staff that engaged each other in a series of games. Sweaty contestants then dived into the lake for a reinvigorating swim, after which they proceeded to offer Zuhar prayers. Three cheers went up for Malik Mohammad Saeed, the Manager TCS Fleet Solutions, as he arrived from Karachi with the keenly awaited lunch. Having satiated their admirable appetites the law abiding, street legal TCS hot-rodders piled back into their two buses, and sang their way back to Karachi, arriving exhausted and bleary eyed, but recharged and ready to roll once the sleep deficit had been addressed. Hu Ha!

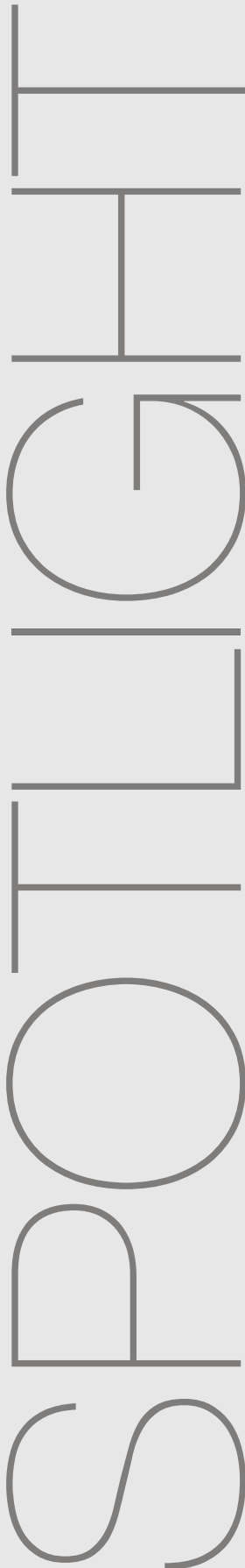


EDITORIAL

Golf & Executive Screening

The global business environment has come to be characterized by a singular lack of integrity in corporate boardrooms, spawning mantras like 'privatizing profits and socializing losses.' In the midst of this acute low-trust culture we have witnessed a spontaneous wave of worldwide public protest, beginning with 'Occupy Wall Street'. Trawling the back issues of the Harvard Business Review I came across a Letter-to-the-Editor in its September 2009 Issue, written by one Paul Pease, the president of the Pease Group (Hermosa Beach, California). He says teaching ethics and learning how to rebuild trust at the executive level, or even teaching it at business school, is a waste of time. Trust is about character, he says, and that is developed before anyone ever sets foot in business school, much less the executive suite. "Maybe the selection process should consider character before credentials. Maybe candidates should have to play a round of golf to see if they count every stroke, play every lie, and maintain composure as they hit a poor shot."

Time for Nusratullah Khan to finally take up golf in right earnest! This promises to become a win-win situation for HRD practitioners, mixing business with pleasure.



Muhammad Yousaf Rashid

Key Account Head, North

Email: yousaf.rashid@tcs.com.pk



Muhammad Yousaf Rashid is a Mathematician on his second tour of duty with TCS, having worked here for 9 years between 1995 and 2004. He did his Masters in Mathematics from the University of the Punjab in 1993, and after working for a year with EFU Life Assurance, joined TCS as Territory Manager. He was promoted to Station Manager Islamabad, and his last assignment before leaving TCS for Telenor was Area Sales Manager. While at TCS Yousaf's areas of responsibility were Sales and Account Management. His achievements included introducing the new product of Warehousing & Distribution, and revitalizing the Drop Box product. TCS awarded him with Manager of the Year in 2002.

At Telenor Yousaf spent 7 years between 2004 and 2011, joining as Assistant Manger Logistics, promoted to Manager Logistics, with his last assignment with Telenor being Manager Procurement. At Telenor Yousaf's areas of responsibility included Procurement & Logistics (Strategic & Global Sourcing, Contract Management, Material Planning, Imports, Insurance, Warehousing & Distribution, Vendor & Product Development). His achievements at Telenor he cites as conceptualizing, planning, implementing, and monitoring systems for the multimillion-dollar SIM and Scratch Card supply chain for at launch and during successive years of cutthroat competition and aggressive growth. He also succeeded in achieving 0% lost sales, while maintaining apt buffers with minimum inventory carrying cost.

Over the years Yousaf has attended a variety of courses and workshops to keep his knowledge updated. These include Materials & Supply Chain Management in Dubai; Insurance & Risk Management for Telecommunications in London; Management Development Program at LUMS; Supply Chain Management at LUMS; Project Management at LUMS; Care & Growth by Etsko Schutima; Global SIM workshop in Bangkok; Insurance Renewals Workshop in Istanbul; and, Communication Media Technology Conference in London.

Muhammad Yousaf Rashid was born in Rawalpindi on the September 22, 1969, and is married with two daughters and a son. His leisure time pursuits include book reading, cricket and soccer. Real Madrid is his favorite soccer team, and Raja Gidh by Bano Qudsia is favorite book. Mumtaz Mufti is Yousaf's favorite writer, and Richard Gere his favorite actor. 'Ijazat' and 'The Next Three Days' are his favorite movies. Were he to go on an overseas holiday, London would be the spot Yousaf would pick, a place where his favorite 'desi' cuisine is amply available. In school Yousaf captained the school's cricket team, and served as the General Secretary of the Tutorial Group in university. He is President of the postgraduate Mathematics Literary Society.

*Ladies and gentlemen, **Muhammad Yousaf Rashid at your service!***

School Van Drivers In FOCUS

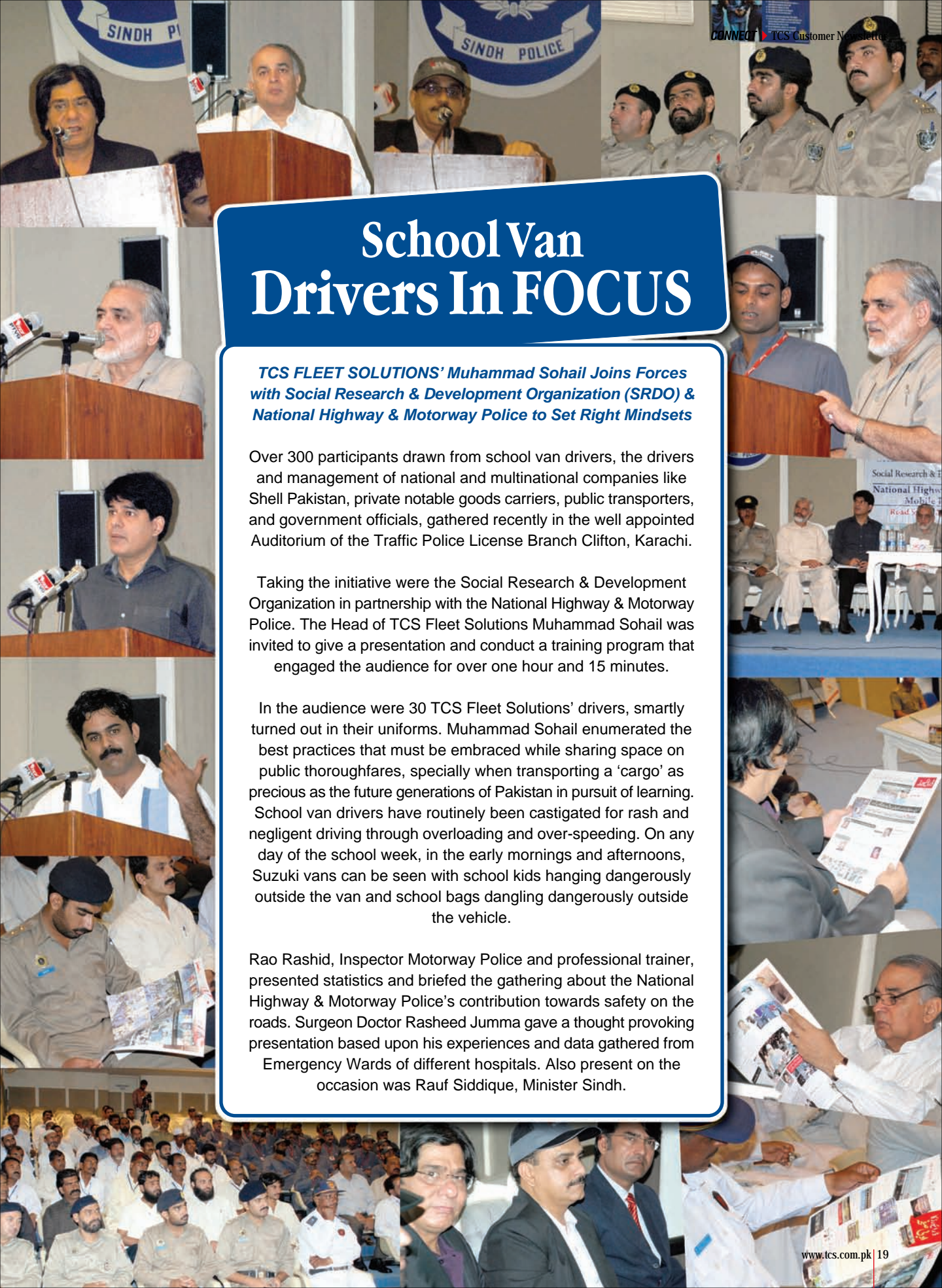
TCS FLEET SOLUTIONS' Muhammad Sohail Joins Forces with Social Research & Development Organization (SRDO) & National Highway & Motorway Police to Set Right Mindsets

Over 300 participants drawn from school van drivers, the drivers and management of national and multinational companies like Shell Pakistan, private notable goods carriers, public transporters, and government officials, gathered recently in the well appointed Auditorium of the Traffic Police License Branch Clifton, Karachi.

Taking the initiative were the Social Research & Development Organization in partnership with the National Highway & Motorway Police. The Head of TCS Fleet Solutions Muhammad Sohail was invited to give a presentation and conduct a training program that engaged the audience for over one hour and 15 minutes.

In the audience were 30 TCS Fleet Solutions' drivers, smartly turned out in their uniforms. Muhammad Sohail enumerated the best practices that must be embraced while sharing space on public thoroughfares, specially when transporting a 'cargo' as precious as the future generations of Pakistan in pursuit of learning. School van drivers have routinely been castigated for rash and negligent driving through overloading and over-speeding. On any day of the school week, in the early mornings and afternoons, Suzuki vans can be seen with school kids hanging dangerously outside the van and school bags dangling dangerously outside the vehicle.

Rao Rashid, Inspector Motorway Police and professional trainer, presented statistics and briefed the gathering about the National Highway & Motorway Police's contribution towards safety on the roads. Surgeon Doctor Rasheed Jumma gave a thought provoking presentation based upon his experiences and data gathered from Emergency Wards of different hospitals. Also present on the occasion was Rauf Siddique, Minister Sindh.





Dr. Tommy Weir is a renowned speaker, advisor, and author on innovative leadership. Globally recognized as an authority on leading in Fast-Growth and Emerging Markets, Dr. Weir, has rare insights through working with over 2,000 CEOs and business leaders from around the world, ranging from Fortune 100 companies to newly established corporations in Asia and the Middle East.

The other week while having a break from the office, I overheard what appeared to be a CEO say, "What can I do to solve this?"

I guess it is the time to make a confession. I have a habit of listening to others' conversations as they walk by. It goes with the territory of my work as I continuously observe people in their natural settings, evaluating what would make them a better leader. It seems like 24/7 my mind is wondering about leadership.

Back to the Shakespeare Cafe in Dubai where I was enjoying a nice mint shisha when this executive leader, along with his entourage, rushed past my table. His phone was glued to his cheek as I heard him ask, "What can I do to solve this?" At first I had to determine if he was attempting to abdicate his role insinuating, "What does this problem have to do with me?" You know, the classic approach to pushing

"The most important activity of the CEO is creating the operating culture of the company"

Dr. Tommy Weir on HOW CEOs CAN BEST HELP

problems away or "don't put your monkey on my back" management theory.

But as he asked a second and third time, "What can I do to solve this?" It was clear he was trying to help and wanted to know what actions he could take to get this matter closed off.

As I inconspicuously listened, I wondered, "Is this what a CEO should be asking?" Do you think that CEOs and other senior leaders should be spending their time running around trying to solve others problems? Isn't their time better spent in other ways?

Let's dive straight into the crux of this common practice and at the same time answer how CEOs can best help. No, they should not be spending their time in reaction solving what others deem as urgent. Time is a very limited commodity, you only have 168 hours per week and they quickly slip away especially after you deduct the hours for sleep, eating and other personal time. Every minute of a senior leaders life counts and should be invested in the right activities.

The most important activity of the CEO is creating the operating culture of the company – this is more important than the trendy strategy planning sessions. The CEO's actions are what really create the culture. You can invest hours and hours articulating values and determining how you want your employees to act. But, in the end, they (the employees) mirror the actions of their leaders. So the quickest way to

set culture is to live it out.

Across the region, it is ordinary to find employees who are more comfortable with their leader taking a decision and outlining what actions to take. This comes from the multi-national workforces that are heavily populated with employees from staunch hierarchical cultures. When a business leader jumps straight in and solves an issue, she or he is feeding this practice and allowing the employees to mentally skip over accountability.

The other outcome is the unhealthy dependency that is built. Over time, the culture becomes centered on CEO dependency and the resulting bottleneck limits others perspectives and involvement. The temptation to jump in and solve problems is ripe as it makes the leader feel valued. And quite frankly many welcome it. It is fun to see tangible results and feel the winds of urgency as a break from what is otherwise the deliberate strategic side of the business.

So, instead of asking, "What can I do to solve this?" Leaders need to spend their time building the culture of their organization and the employees' capabilities. Ask, "What can we do to help you solve this? Put the ownership on the employee while giving him or her confidence of support.

Courtesy



Tips for Better Utilizing Skype

1. Screen Sharing may be Skype's best feature: It amazes me how many people still don't know that you can share your computer screen with the person on the other end of the video call. It's an ideal way to remotely give presentations, show code to another programmer and show others what's currently in your browser. Just right click during a video call and click "Share Your Screen" (or "Share Screen" on a Mac).
2. Download Skype Extras: Skype is an extensible platform through its many plug-ins, known as "Extras." You can download apps that do everything from enable you to play games to record Skype calls. For example, Unyte provides advanced small business collaboration tools, while Pamela includes call recording, Outlook integration and Voicemail.
3. Set up call forwarding: This is one of the most important things to set up if you're a regular Skype user. You can forward incoming Skype calls to your cell phone, even if your computer is turned off. You need to set up the feature under the "Tools" menu, and you will use up Skype credit during forwarded calls, but it's worth it, especially if you don't have the Android or iPhone application (both of which run in the background). In fact, we suggest setting up call forwarding anyway, because the Skype mobile apps are well-known battery hogs.
4. Check in on the house/pets while you're away: There's an old trick for checking out your house if you're away and have a home computer. Create two Skype accounts and log in to your new account at home, set it to auto-answer any incoming calls, have it set to start video automatically when you are in a call, and enable Skype Video. The end result is that, when you call this account from your business trip in Beijing or your office downtown, you will automatically be able to see what's going on at home and put your mind at ease.
5. Turn Skype into your customer service tool: You don't have to put your Skype username on your website to provide customer support; you can use a handy Skype button to make it easy for customers to contact you with issues concerning your product. That way, you can make it known that you're available via Skype without distributing your username to the world.
6. When travelling abroad, use Skype To Go to avoid expensive international charges. You need to set it up before hand, but when you are away, you call a local number (to Skype), choose which pre-stored number you want and Skype completes the international portion of the call. Ideal for calling home.
7. Another travel related feature. If you have Skype credit, you can use this to access Boingo Wi-Fi hotspots. You are charged per minute rather than having to pay an exorbitant fee for an hour, or worse, 24 hours' access. Connect to the hotspot, and as long as Skype is running Boingo detects it and asks if you want to use Skype credit for access. No credit cards, no registration. Perfect for synchronizing emails that need a laptop instead of mobile.



A social media insight by **Roger Harrop**

5 Tips for Utilizing Skype for Business

When it comes to business communication, Skype is an invaluable tool. Its impressive array of features make it ideal for sending files, checking in on business partners, holding video conferences and making international calls.

Its popularity cannot be denied; the VoIP client has over 550 million users and actually accounted for 12 percent of the world's international calls in 2009. There's definitely a reason why one-third of Skype users utilize it primarily for business.

Very few get the full value out of Skype, though. Many in the business world don't realize just how useful Skype can be or how much time it can save for those that know its best features or the tricks for getting the most of the desktop client.

We could write a book-length guide on using Skype, but here are five of our favorite tips for getting the most out of Skype for small business.

Go Skype!





10 Reasons Why Education Makes You Stupid and is making your kids stupid too! DAVE CRANE

- 1) We Are Categorised On Our Date Of Birth – NOT Our Interests

Think about it. Look at your office, your closest friends and your social networks. Are you all the same age? Of course not. But you DO have the same interests in common.

I guarantee the key things you were interested in up to the age of seven are EXACTLY the same type of things you are interested in right now. The problem is you probably don't get to enjoy those experiences anymore. If you did, you would be much happier and if you could add those basic pleasures to the daily mix of your business day (or even get a job that allows you to get paid for doing elements of it) you'd never have a bad day again.

- 2) We Are Forced To Learn EVERYTHING – NOT How To Learn Anything

Why did you need to recite so much stuff 'parrot-fashion'? The ability to adapt and learn new skills quickly is far more useful to you than trudging through years of difficult calculus and trigonometry. You will probably never use them again for the rest of your life. Instead, if you need that expertise, you'll Google it or hire a specialist (who actually enjoyed it at school).

- 3) We Were Humiliated For Asking Stupid Questions.

Nowadays those 'stupid questions' are called 'Out of the box thinking'. They are worth a fortune to every company on the planet and almost impossible to get your trained and educated workforce to do. Well, at least, now you know why.

- 4) We Were Punished For Cheating

Time is money, short cuts are generously rewarded (they're called 'efficiency'). Nowadays, we call cheating 'reverse engineering' and that's why China and India are dominating the planet with cheaper productivity, new innovative solutions and ROI.

- 5) We Were Taught To Fear Differences In Others

The most powerful person in any group is the most flexible. Any country that operates a culture of isolated superiority will fail. The smart players are breeding global citizens with multiple language skills and an interest in travel and adapting to new cultures. One day you will actually meet that new friend from the other side of the planet you knew through Facebook.

- 6) We Focus On Our Weaknesses

It's wrong. When you have a strength and are interested in something, you become better at doing it. The better you become, the more you'll find success breeding success. With that comes confidence as you outstrip the competition and begin to start your own niche. Choose to focus on your weaknesses and someone will always be naturally better at it than you. You will at best be average, frustrated and desperately unhappy watching dullards with less talent getting better results with less effort. Sounds familiar? Unless YOU change, this pattern will keep repeating itself as it has been since your first childhood test results all the way up to your last appraisal.

- 7) We Were Taught NOT To Question Authority

Remember that the teacher/boss/government/system knows best. That's why, we've just experienced the biggest cultural revolution that the middle east has ever seen. Social media has allowed a platform for the conversations that make people realize that the status quo needs rebalancing. Regularly. In a world where presidents ask boy billionaires for advice, the rest of us have to sit open mouthed and wonder why we never got the same 'lucky breaks' as those we admire on TV. We probably did, but we're told to ignore then by people who 'knew best'. They didn't. I bet you now feel guilty about even thinking this way.

- 8) We Were Scared To Fail

We were taught a simple paradigm. If you get good exam results, you'll get a great university and a good job. If you get bad results, you'll be cursed to accept an average life in an average job forever. We are so paralyzed with a fear of failure we won't even contemplate opportunities just in case it all goes wrong. The successful people know it's a numbers game. That's why Richard Branson, Donald Trump and Steve Jobs lead their field because they know 'risk = life'.

- 9) We Worry About Making Mistakes

99% of us remember the classroom laughing at our 'foolishness' and can't bear the idea of the same treatment in the corporate world. When you understand that you actually make the right decision at the time of making it (we don't have hindsight) you can have more confidence in your own informed calculations. Success comes to those who take action and are prepared to learn from their 'mistakes'.

- 10) We Don't Believe in Our Own Abilities.

Wake up call. No-one else cares about you as much as you do, nor do they know you as well as you do. No-one else is likely to be around you from birth to death either. With only one guaranteed witness who will also double as your primary cheerleader, why is it we have to care so much about what others think? We know that they too have their own agenda from playground survival to driving a Mercedes Benz, so maybe it's time we cut ourselves a little more slack and stopped listening to others opinions. You can only read your life properly when you look at it backwards so a wayward exam result or scolding needs to be put in context of your whole life. Basically, it didn't matter then and it matters less now.

This is why most of us will spend most of our adult life searching for a new way to reinvent ourselves, make sense of our past and hope we can find the formula to happiness before it's too late. OH BY THE WAY, here's an 11th reason:

- 11) We Didn't Learn How To Make Money

Amazing isn't it. Nothing about wealth creation, handling credit card debt, buying a house, pensions, insurance and keeping cash under your bed in a biscuit tin! Without Robert Kiyosaki's 'Rich Dad, Poor Dad' series to bail you out, you'd still be in the dark ages.

We should have been taught this at school, but nobody there knew either!



Courtesy

About the Author

He is one of the freshest and highly requested trainers and motivational speakers in the market. In the last few years Dave Crane has worked in Spain, South Africa, Germany, Austria, France, Greece, Egypt, the Caribbean, Italy and Monaco. One motivational session in Greece led to one global company recording a 49% growth in sales within their next 12 months period and they attributed much of it to his work.

Dave Crane is a Certified NFNLP Hypnotherapist and NLP Master Practitioner and life coach.

He is the only Stage Hypnotist in the Arabian Gulf having trained and performed in Las Vegas and Monte Carlo.

Dave also occasionally hosts The Laughter Factory, the Gulf's longest running stand-up comedy night and numerous promotions.

Dave Crane has worked with many major names in the music business including James Brown, Sting, Bryan Adams, Kanye West, UB40, Enrique Iglesias, Robert Plant, Iron Maiden, Joss Stone, Westlife, The Prodigy, The Human League, Velvet Revolver, Paul Weller, Madness, Mika, Ziggy Marley, Melanie C and Geri Halliwell.

Dave is one of the best known names in regional radio having worked on 99.3 Radio 2FM, formerly the station manager of 104.8 Channel 4FM and Dubai 92 FM.

He is a Freelance journalist for many high profile publications, and a Freelance TV presenter/reporter.

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Quote

"We have to build up the character of our future generations which means highest sense of honour, integrity, selfless service to the nation, and sense of responsibility, and we have to see that they are fully qualified and equipped to play their part in the various branches of economic life in a manner which will do honour to Pakistan"

(Quaid-e-Azam Mohammad Ali Jinnah's Message to All Pakistan Educational Conference, Karachi, 27th November 1947)

Leadership Tip

"When the government is unobtrusive, people are pure; when the government is prying, people are wanting"
(Lao-tzu)

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