

# Workforce TOMORROW

April 2015

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future

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AI



"Main strength of the company lies in human capital and not in the financial assets. Conferences like these are important as what we are trying to do here is not to just talk about the philosophies of HR but getting down to the data and analytics. Ultimately it is the data which can help in making the business decisions"

**Parvez Ghias**  
CEO Toyota Indus Motors

# SHRM COURSES

## HR EXPERTISE (HR KNOWLEDGE)

- 1 SHRM Essentials of HR Management
- 2 HR Generalist

## PEOPLE

- 3 Communication & Credibility for HR Professionals
- 4 Compensation Essentials
- 5 Conflict and Relationship Management
- 6 Employee Engagement & Relations
- 7 Creating a Talent Acquisition Strategy
- 8 Developing Effective Coaching Skills
- 9 HR's Role in Employee Learning & Development
- 10 Design & Implement Effective Performance Management Systems

## ORGANIZATION

- 11 An Introduction to HR Metrics
- 12 Business Acumen: Integrating HR Across Operations
- 13 Succession Planning
- 14 Workforce Planning Strategies to Support Organizational Needs
- 15 Finance for Strategic HR
- 16 Organizational Development & Effectiveness

## STRATEGY

- 17 HR Business Partners
- 18 Strategic Human Resources: Delivering Business Results

## WORKPLACE

- 19 Apply Ethical Practices to Business Operations

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# CEO's Message

**Zahid Mubarik SHRM-SCP, GPHR, HRMP**  
CEO HR Metrics and HCM Analytics  
President SHRM Forum Pakistan  
Member ISO Technical Committee 260 HR Standards  
Chairman National HR Standards Committee Pakistan



Dear HR Leaders,

Fiscal year 2014-2015 is ending and many organizations would be consolidating their key performance indicators to reflect in the annual report for stakeholders view. All business functions including sales, marketing, supply chain, production, accounts, finance, audit, risk etc project their “Impact” on the organization bottom line through measurable framework because numbers are the universal language of business and investors prefer to review business performance through verifiable objective data.

In many business concerns, despite the statement that “People are our most valuable asset” the HR function is sometime considered too insignificant to appear in annual report. Even if it appears, it is in the form of basic headcount reporting in hiring, training, compensation, turnover or “HR Activities” like outdoor training and boot camping etc; which does not convey any sense to investors.

Investors value intangible human capital assets and there is a swell of interest in the HR Metrics by the board to draw measurable linkages between HR financial inputs and company financial performance. That is the reason that high performing companies worldwide use “Investor HR Standards” which provide evidence of underlying strengths or risks that might otherwise be overlooked in traditional head count reporting. Sustainability Accounting Standards Board USA and International Integrated Reporting Council UK also recommend HR disclosure with objectivity to investors and other stakeholders.

Wishing you best of luck for new financial year and hoping that you use analytical tools to maximize true human potential of your workforce for leveraging organization productivity.

A handwritten signature in black ink that reads "Mubarik". The signature is written in a cursive style and is positioned above a horizontal line.

## HCM Analytics Summit and Learning Week, Karachi



Business leaders judge HR strategic role NOT on the basis of emotional activities but by IMPACT of HR interventions on the business, which is always measured in FINANCIAL terms. Currently the workforce investments range up to 55% of overall operating expense (high in service and low in manufacturing industry), and consequently the shareholders and CEOs are keen to have logical and principles-based framework for seeing the connections between human capital investments and organizational success. In an increasingly competitive environment dominated by cost-cutting and tight budget justification, the role of HR is becoming increasingly critical to the overall success of the organization.

First Annual HCM Analytics Conference highlighted insights, best practices, and the journeys of practitioners using analytics to drive superior business outcomes. It provided an opportunity to the professionals to be part of a collaborative, engaged, emerging community of practitioners, raising HR management standard through futuristic, predictive HCM analytics for prudent business decisions. The objective of this conference was to facilitate CEOs, CHROs and HR professionals in using measurement tools appropriate to their level for better performance outcomes. The summit was followed by the HCM Analytics Learning Week which took place from May 18 to May 22, 2015 at Marriott Karachi.



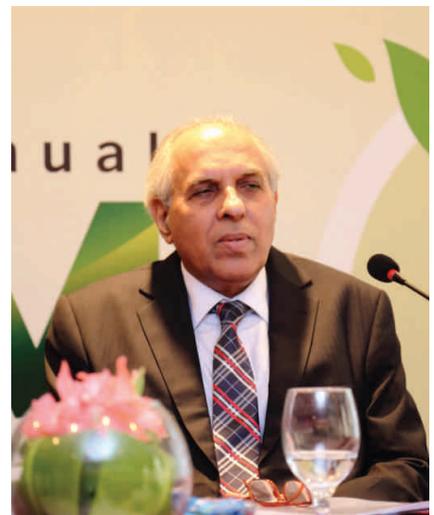
Role of Industry HR Benchmarking to Leverage Workforce Productivity and Organizational Performance

## 2015 Marriot, Karachi

The imminent speakers included Parvez Ghias CEO Toyota Indus Motors, Tariq Mohar Deputy CEO Tameer Bank, Jahangir Piracha VP Manufacturing Engro Polymers & Chemical Ltd, Tahir Jawaid SEVP Corporate Affairs and New Ventures HUBCO, Shafique Uqaili Chief HR Allied Bank Ltd, Rukhsana Asghar CEO Fulcrum Consulting, and Zahid Mubarak CEO HR Metrics.



**Lucky Draw**  
Syed Shahid Hussain, ABL receiving prize for SHRM SCP lucky draw by Shafique Uqaili Chief HR Allied Bank Ltd,



## HCM Analytics Learning Week

25 to 30 July, Crown Plaza, Islamabad



**“Business Leaders judge HR Strategic role NOT on the basis of emotions or activities, but by the impact of their actions on the business which is always measured in financial terms.”**

After successful launch of HCM Analytics Learning Week at Karachi, HR Metrics is organizing 5 days modular workshops aimed at improving the human capital measurement skills of HR professional for leveraging workforce productivity and financial performance of the organization. HCM Analytics is a “hot” arena now in HR. There is an urgency to reach that next level of talent analytics where HR teams can make a greater business impact. If you are developing HR Analytics Center of the Expertise in your organization, we have following workshops for you.

### HCM Analytics Workshops: 09:30 am to 05:30 pm

25 July	27 July	28 July	29 July	30 July
Essentials of Business and Financial Acumen for HR	Hiring and Retention Analytics	Learning and Growth Analytics	Employee Engagement and Relations Analytics	Performance Reward, HR ROI Analytics

## Benefits

### By using metrics and analytics the HR can:

Identify measurement opportunities; diagnose HR financial and operation measures, understand the messages in measured data, with a view to become competitive, cost effective and yet responsive to business needs.

Quantity HR department’s contribution to the overall bottom line, through solid, factual, and verifiable data and justify toughest managerial decision with easy-to-use mathematical formulas.

Use metrics as measurable KPIs to quantify the performance of HR functions. Integrate measurement metrics with action plan through bench marking, in order to achieve and surpass industry standards.

Upgrade standing in the organization, through accomplishment of organizational strategic goals and objectives.

## Fee Per Person Per Day

1 Pass	Rs. 20,000/-	per person per day
2 to 4 Passes	Rs. 18,000/-	per person per day
5 to 9 Passes	Rs. 16,000/-	per person per day
10+ Passes	Rs. 15,000/-	per person per day

# HR Competency Day

## Karachi

April 16, 2015



Business leadership has changed over recent decades. We now live and work in global economy in which geographic borders are virtually non-existent. Innovation, agility and strategy are critical success factors. The HR operates at the core of this global economy, ensuring the alignment of organizational strategy with a high performing workforce. This is the reality of today's HR professional. The new SHRM HR Competency Model addresses this challenge. The model is based on 3 years global research involving 32,000 HR professionals and employers, 640 CHROs, 111 focus groups in 32 countries across the world. It comprises of 8 behavioral competencies and 15 technical HR competencies to drive organizational growth through professional excellence and be successful in this competitive environment.

The behavioral competencies include Leadership & Navigation, Ethical Practice, Business Acumen, Relationship Management, Consultation, Critical Evaluation, Global & Cultural Effectiveness and Communication. The technical competencies include: Talent Acquisition & Retention, Employee Engagement, Learning & Development, Total Rewards, Structure of the HR, Organizational Effectiveness & Development, Workforce Management, Employee Relations, Technology & Data, Workplace, HR in the Global Context, Diversity & Inclusion, Risk Management, Corporate Social Responsibility and Business & HR Strategy. The competencies are mapped according to strategic/operational role of HR and validated by all sector. The HR Competency Model has been launched in Pakistan. With a view to facilitate Pakistan's HR



**Leon Menezes** Senior Practitioner, Professor-of-Practice IBA, Executive Coach and Writer



**Jamal Nasir,**  
Global Head Human and Organization Development, HBL



**Shafaq Omer,**  
HR Director Unilever Pakistan



**Azfar Mir,**  
Managing Director, A.I. Mir

fraternity to upgrade its skill set in line with contemporary business demands, the SHRM Forum Pakistan organized HR conference on 16 April 2015 at Marriott Karachi. The conference gathered an attendance of more than 170 Industry leaders, CEOs and CHROs who spoke on leadership navigation and shared their insight regarding practical application of these competencies for better organizational and HR professional growth.

**Mr. Zahid Ali Mubarik, President of SHRM Forum Pakistan** welcomed the participants and spoke on relevance and significance of HR Competency Model for the HR professionals. Followed by Mr. Saad Amanullah Khan, CEO Alamut Consulting, who shared his experience and insight on the development of leaders and its importance in today's changing business environment.

**Mr. Leon Menezes, Senior Practitioner, Professor-of-Practice IBA Executive Coach and Writer,** highlighted the role of HR in leadership development to achieve the strategic objective of the organization. This session was concluded with the shield distribution to the speakers and sponsors of the event along with the group photograph of the participants.

**Ms. Shafaq Omer, HR Director Unilever Pakistan** highlighted Diversity Management best practices at Unilever Pakistan. **Mr. Azfar Mir, Managing partner A I. Mir,** who spoke on the behavioral competencies “Leadership, Navigation and Critical Evaluation. Mr Azfar gave his insight and experience on highlighting the importance of these behavioral competencies in HR Competency Model. Mr. Zahid Ali Mubarik, who is also CEO of HR Metrics, highlighted the importance of Analytics in driving the superior business outcome. **Mr. Jamal Nasir, Global Head Human and Organization Development, HBL,** stressed on the importance of business acumen for HR. **Mr. Abdul Rahim Suriya FCA, FCMA,** spoke on the financial literacy of HR professionals. **Ms. Sumika Farooqui Country HR Manager,** Proctor & Gamble Pakistan, shared her insight on employee engagement for better workforce productivity.

**Mr. Jahangir Piracha VP Manufacturing, Engro Polymer and Chemicals,** shared engro best practices for strategic alignment of HR with business. **Mr. Talha Asim Ghazi, Group Head HR Dollar Stationery** concluded the session by discussing the tips for evaluating the HRIS to suit organization's requirements.



**Talha Asim Ghazi** Group Head HR Dollar  
And **Tahir Chaudhry** CEO Falcon Consulting



**Jahangir Piracha** VP Manufacturing,  
Engro Polymer and Chemicals



**Abdul Raheem Suriya**



The **Lucky Draw** for Global HR Certification Preparatory Course worth \$1500 was also held. Ms. Zainab Jaffri, Head of HR, Wi-tribe Pakistan was the lucky participant to receive this prize.

# HR Competency Day

## Lahore

February 26, 2015

SHRM Forum Pakistan, Lahore Chapter organized the Competency Session in Lahore on February 26, 2015. The session was attended by huge gathering of professionals from different industries. The Keynote speakers of the event were Mudassar Aqil CEO FINCA Microfinance Bank, Sohail Rizvi Group Head Learning Allied Bank and Haroon Waheed Head HR Fatima Group and Zahid Mubarak. The speakers highlighted the importance of SHRM HR Competency model and discussed its application in Pakistan.



**Mudassar Aqil**  
CEO  
FINCA Microfinance Bank



**Sohail Rizvi**  
Group Head Learning  
Allied Bank



**Haroon Waheed**  
Head HR  
Fatima Group



**Group photo of the participants**

# HR Competency Day

Islamabad  
April 23, 2015



A HR competency day was also observed at Islamabad on April 23, 2015 by engaging HR experts from industry and academia. The key note speakers were invited to share their insight on SHRM Competency model. Mr. Imran Fazal Director OD Telenor Pakistan shared the diversity practices in Telenor. Mr. Sheraz Karim HR Director SNL Financial Pakistan spoke on Business Acumen for HR Professionals. Dr Sadia Nadeem MCIPD Asst Professor FAST Business School talked about the balance between Behavioral and Technical Competencies in the SHRM HR Competency Model. Mr. Mazhar Hussain, CHRO PTCL was the Chief Guest of the event.



SHRM CP and SCP Classes



# Earn the New Standard in HR Certification.

Prepare with HR Metric's, SHRM-CP and SHRM-SCP



This is an exciting and pivotal time in the HR profession. Now, more than ever, HR teams are required to assume a greater leadership role, contributing to the strategic direction of their organizations. The profession is no longer just about what you know – but how you do your job.

The [SHRM Certified Professional \(SHRM-CP™\)](#) and [SHRM Senior Certified Professional \(SHRM-SCP™\)](#) credentials are poised to become the new standard for HR professionals worldwide, as they are among the first HR certifications that focus on teaching and testing the practical, real-life information HR professionals need to excel in their careers today, including knowledge, skills and behavioral competencies.

Ensure you're prepared with HR Metric's, SHRM-CP and SHRM-SCP designed for SHRM credential candidates. This intensive 6 days program combines expert instruction with the SHRM Learning System® for SHRM-CP/SHRM-SCP, so you will learn faster, retain more knowledge and stay on track for success on the exam.



## Let Us Guide You to Success.

Our course is based on the NEW 2015 SHRM Learning System for SHRM-CP/SHRM-SCP.

Comprised of comprehensive learning modules teaching the SHRM Body of Competency and Knowledge™ (SHRM BoCK™), and online resources, these study materials streamline study time, accelerate learning and build confidence for passing the SHRM-CP/SHRM-SCP exam. Expand and test your knowledge and practical, real-life competencies in areas critical for HR career success.

By attending our course, you'll benefit from:

- An experienced, certified instructor
- The SHRM Learning System historically ranked the #1 HR certification prep tool.
- A structured learning experience that keeps you on track.
- Opportunities to network and learn from your peers

The SHRM Learning system has a long and established track record of helping HR certification candidates beat average pass rates.

## SHRM-CP/SHRM-SCP Exam Window

Our course is designed to prepare HR professionals sitting for the SHRM-CP and SHRM-SCP exams.

### Classes:

Oct 17, Oct 24, Oct 31, Nov 7, Nov 14, Nov 21 2015

### Timings:

9 am-5 pm (Every Sat)

### Total Hours:

36 hours

**Karachi, Lahore, Islamabad.**

### Course Fee:

SHRM Members:

Rs: 140,000/-

Non Members:

Rs: 150,000/-

## IN-HOUSE PROGRAM

For 7 or more participants from same organization:

**Please contact for discount**

Register now for upcoming classes. Don't miss out!  
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CHROs and Senior HR Executives Lahore

As the primary source of economy is shifting from physical to intellectual capital, the organizations are spending huge sum on Human Capital Management. The new economic realities are putting pressure on HR to act as strategic business partner and demonstrate exactly how it creates value for the stakeholders in tangible terms. Global research reveals that CEOs want their CHRO as sounding board and trusted partner, and rely on their skills in linking people and business numbers to make an impact on bottom line. Due to rapid evolution in HR, now there are logical and evidence-based tools to determine connections between workforce investments and organizational outcomes.

With a view to promote conversations on emerging HR tools to impact organization bottom line, the HR Metrics formed a network of top HR executives across Pakistan by providing a platform for leading and transforming the profession. The forum for these exclusive interactions will be a series of “CHRO Hubs” in major industries across the country, which will also discuss industry challenges, trends and future drivers of business growth. Two sessions of CHRO Network were held in Karachi and Lahore on May 20, 2015 and May 28, 2015 attended by CHROs from different sectors.



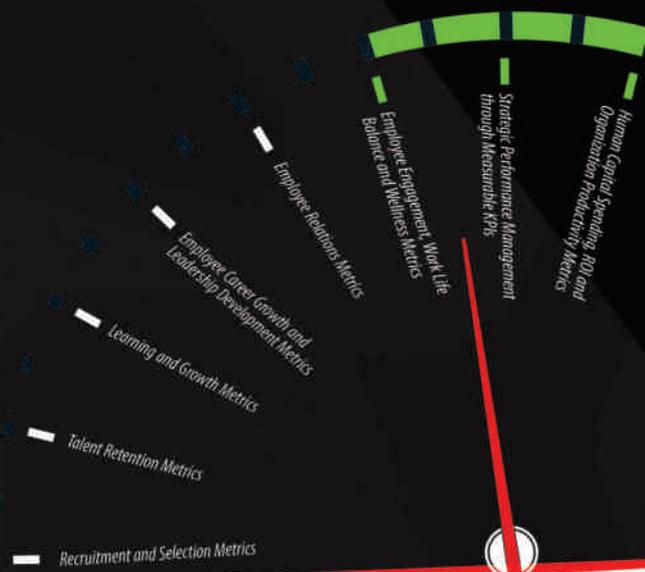
CHROs and Senior HR Executives Karachi

# TRAINING PLANNER - 2015

Programs	Days	Jan			Feb			Mar			Apr			May	
		Isb	Lhr	Khi	Isb	Lhr	Khi	Isb	Lhr	Khi	Isb	Lhr	Khi	Isb	Lhr
HCM Analytics Summit	1														
HCM Analytics Learning Week	5														
CHRO Network	1														28
SHRM-CP & SCP Certification Prep Course	6							14, 21, 28			4, 11, 18				
Strategic HR Delivering Business Results	2									12, 13					
Introduction to HR Metrics	1														
Measuring Training Transfer to Workplace & Business Impact	1														
Writing measurable KPIs for Verifiable Alignment between Organizational & employee performance	1														
Developing HR Business Case by using NPV for Financial Payback	1														
HR Business Partner	2							13, 14							

**We facilitate with:**

- Analytics Scorecard
- HCM Analytics Software
- Human Capital Benchmarking Survey
- SHRM-CP & SHRM-SCP Certifications
- Training Programs
- Workforce Tomorrow Magazine



	Jun			Jul			Aug				Sep			Oct			Nov			Dec				
	Khi	Isb	Lhr	Khi	Isb	Lhr	Khi	Isb	Lhr	Khi	DXB	Isb	Lhr	Khi	Isb	Lhr	Khi	Isb	Lhr	Khi	Isb	Lhr	Khi	
16																								
18,22				27,31						23,27		7 to 11												
20	4						13	6	20					1	8	15					17	10	3	
														17, 24,31			7, 14,21							
27,28												17,18								19,20				
									15															
														7										
																					15	8	1	
																		3						
												2,3								28, 29				

# Global Diversity Best Practices Round Table Discussion with 14 Consular Generals in Pakistan

One of the most striking economic events in recent times has been the entry of large numbers of women into the workforce. In advanced countries, this growth has been rapid. According to the Forbes insight today the three countries with the highest percent- age of female workers are Iceland (78%), Denmark (75%) and Norway (71%). Four of the five lowest rates of female economic activity are in emerging economies: Pakistan (22%), Turkey (25%), Chile (39%) and UAE (42%). Research shows that that greater economic equality between men and women reduce poverty rates, boost GDP and lead to better governance.

In order to gather ideas to improve female participation in workforce and make way to the upper echelons in Pakistan, the SHRM Forum Pakistan in collaboration with Ladies Fund Dawood Global Foundation and Fulcrum Consulting organized round table discussion followed by a lunch at Swiss Consulate Karachi on 31 Mar 2015. The ideas gathered during the session were documented and will be used for learning of HR professionals with a view to craft HR policies to impact Pakistan Diversity Index. Following eminent participants from CGs Karachi office shared valuable insight regarding their country best practices on diversity management:

1. Emil Wyss, Consular General of Switzerland.
2. Brian Heath, Consular General of United States of America
3. Francois Dall'Orso, Consular General of France
4. Akira Ouchi, Consular General of Japan
5. Gill Atkinson, Deputy Head of Mission I British Deputy High Commission
6. Oleg N. Avdeev, Consular General of the Russian Federation
7. Hadi Santoso, Consular General of Republic of Indonesia.
8. Chairman H. Hidayataullah, Consular General De Monaco
9. Noor-E Helal Saifur Rahman, Deputy Hight Commissioner Bangladesh
10. Naheed Irshaduddin, Honorary Consular General of Denmark
11. Sadia Khan, Honorary Consular General of Finland
12. Laila Jamil, Senior Consultant Business Development, British Council
13. Kimberley D'Souza, Secretary General of Switzerland.
14. Rukhsana Asghar, CEO Fulcrum Consulting
15. Tara Uzra Dawood, President Ladies Fund, Dawood Global Foundation
16. Zahid Mubarik, President SHRM Forum Pakistan



Henry G. Jackson, President and CEO SHRM USA also addressed the distinguished guests through video and emphasized the tangible benefits of diversity.



# Women's Day Celebrations

*7th LADIESFUND Women's Awards Pakistan 2015 by Dawood Global Foundation was held at Sindh Governor House on Saturday, 7th March, 2015. 500 dynamic women attended this ceremony.*

The event included award ceremony for female supportive and friendly policy. Three companies were nominated for reward:

Telenor Pakistan, Allied Bank and Pakistan Poverty Alleviation Fund. The Jury members included: Amin Gulgee, Fadieleh A. Sohail, Farkhanda Bawany, Zahid Mubarak and Zahir Rahimtoola.

The other winners included the awarding of the Khushhali Bank Idol Award to Tahira Qazi, APS School Principal, and Saima Tariq, APS School Teacher, who lost their lives trying to save the students from the terrorists in the Peshawar Attack. Brig. Tariq, spouse of Saima, flew from Peshawar to accept on his late wife's behalf and gave a heartfelt speech.

The People's Choice winners included Woman of the Year Hina Dilpazeer, Shafaq Habib who was Momentum Award winner and Momina Duraid who was the Trailblazer Award winner. Honoured posthumously with LADIESFUND® Courage Award was given to Najma Sadeque, and was accepted by her daughter Denab.



## Business Expectations from HR

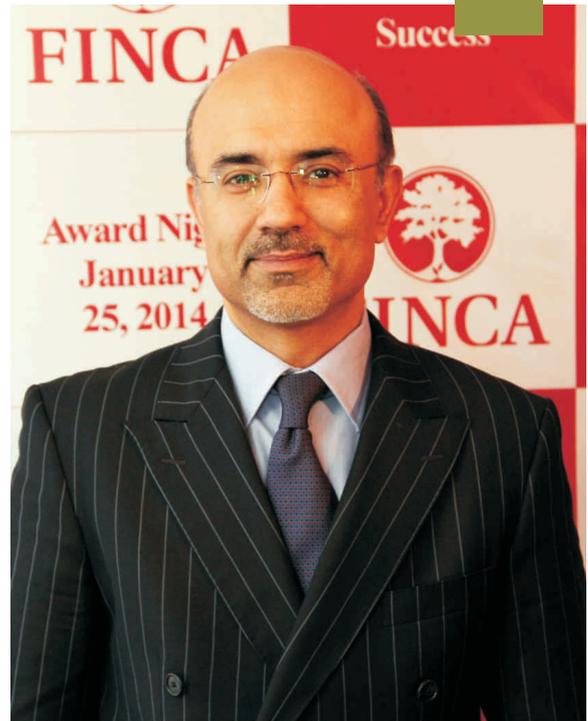
# An Interview with Mudassar Aqil CEO FINCA

### How the HR is important for the Business units operating in Pakistan?

The key challenge that organizations face today is harnessing the potential of their people. The challenges with the material things are much more tangible, in black and white, very easy to solve and you know what needs to be done. Whereas harnessing or tapping into the real potential of your organization is tapping into the real potential of your people. So that's where the real strategic role of HR comes into play.

### HR is continuously evolving from operations to becoming Strategic Business partners. What do you think the situation is in Pakistan?

I think it varies from organization to organization. The really progressive organizations understand the value of HR. But it is really a function of a quality of a top leadership. So if the top leadership of any organization does not understand the value of the strategic role of a very competent HR team can play. Then you don't see HR in the Strategic Role in those organizations. In contrast to those organizations, where on the top is awareness regarding the strategic role of HR and they invested in the competencies of their HR department, then you really see in tapping into that potential of their team also.



**FINCA is a leading international Microfinance Institution offering financial services and products to small scale businesses that have been turned down by traditional banks, so that these businesses can start, grow, and diversify with resulting increase in family income, nutrition, employment and well-being. Since its inception 5 years ago in Pakistan, FINCA Microfinance Bank has given over 200,000 small loans to micro enterprises to grow their businesses and disbursed over 13 billion rupees and helped create thousands of new jobs.**

**If one thing that has helped me in my career is  
“doing a lot of different things”.**

**I focus on value creation. So what is the value  
creation of the work we are doing?**

**If we are not adding value then we need  
to do something different.  
That is the key to success.**

### **As a CEO of an Organization, what are the Key Performance Indicators you use to assess HR performance?**

One of the vital aspects that I look at is the quality of communication within the organization. The internal communication is the important role of HR in my view. So if the information is flowing transparently, the people have the understanding of the vision and mission of the organization. So if clarity is established then half of the battle is won and HR has done great job.

Secondly, I will look for at the start of the year that every supervisory or managerial role should have clear and quantifiable quality objectives to have clear performance indicators

Third thing is the sense of fairness in the organization, where people have clear idea where are the decisions regarding are the promotions are made and how? How the decisions regarding salary increments are made? Sense of fairness and culture is extremely important and HR is responsible for fostering it in the organization. Other deliverables are totally traditional like employee recruitment and retention, people development; fourth important pillar for HR responsibility. .

### **What are the critical skills for Strategic HR Level positions?**

Clarity of thinking is very important. You have to understand the business you are in, and then you must have common sense clarity. People are spending much of their energies on the semantics or bookish knowledge and fail to pay attention to this very simple aspect. For instance in appraisal the focus is to check all the requirements before the deadline and submit it but nobody pays attention to its quality, which is why people sitting at the top level do not have a clear how

to gauge the performance of the system.

### **How the HR management of a micro financing bank is different from traditional banking?**

Its very similar to traditional banking. The basic of all businesses are very same. So the HR of micro financing is no different in this aspect. FMCG is also serving a large number of low income consumers. I am also serving the low level income consumers with financial services.

### **You have grown from Head of HR to CEO which is a climax for any professional. Can you share the tips of your success?**

If one thing that has helped me in my career is “doing a lot of different things”. I am not a typical HR Personnel with all experiences just in HR field. I had held one HR position in my career for 4 years that gave me a lot of appreciation and insight for the value which HR can bring. The focus has to be on the results and the impact.

Secondly, I have focused on value creation. So what is the value creation of the work we are doing? If we are not adding value then we need to do something different. That is the key to success.

### **Any other advice you would like to give to the HR Professionals**

In your professional life you have to keep focus on real result and real impact along with the value creation. Do not do things for the sake of just doing it. Question things, if they do not make sense.

# “Business Beyond Boundaries”

## International Business with the Spectacles of Corporate Gurus



Mr. Jamil Hamdani  
Managing Director  
(Pakistan, Bangladesh,  
Srilanka & Nepal)  
Credit Agricole  
(suisse) SA  
&  
Chairman  
Pakistan France  
Business Alliance



Mr. Syed Nadeem  
Ahmed  
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Business Council



Ms. Musharaf Hai  
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&  
Member  
Pakistan France  
Business Alliance



Mr. Mehtabuddin  
Chawla  
Chairman/CEO  
Al Karam Towel  
Industries  
&  
Patron In-Chief  
Pak-China  
Business Club

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Pakistan German  
Business Forum



Mr. Shahid Hamid  
Jaffri  
Managing Director  
Perfect Associates  
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Chairman  
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Mr. Abdul Qadeer  
Khan Durrani  
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Director  
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Business Council



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Companies  
&  
Member  
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Business Council



# “Returning To The Source”

## Unlimited vistas through the visionary Alumni for your Corporate future



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Director HR  
Abbott Laboratories



Mr. Noman H. Malik  
Sr. Manager  
Recruitment &  
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Ms. Kiran Jamil  
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General Manager  
K-Electric



Mr. Omer Tahir  
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Mr. Salman Hafeez  
Head of HR (South)  
Mobilink



Mr. Atta Shah  
Head of HR  
EBCO



Ms. Mah Bibi Agha  
HR Specialist  
Total Oil Pakistan



Ms. Zainab Nazar  
Account Manager  
Interflow



Mr. Kamran Zulfqar  
Assistant  
Manager - HR  
Tameer Bank



Dr. Nisha Saleem  
Product Manager  
Elpa Laboratories



Mr. Khawaja Noman  
Director Operations  
Latani Associates



Mr. Minhaj Rizvi  
Consumer Engagement  
Field Representative  
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# Why Chief Human Resources Officers Make Great CEOs

Published in Harvard Business Review, DECEMBER 2014 ISSUE

For decades the corporate HR department was seen as a back-office function, a cost center focused on mundane administrative tasks such as managing compensation and benefits plans. But over the past 15 years Ellie Filler has noticed a dramatic change. Filler, a senior client partner in the Swiss office of the executive recruiting firm Korn Ferry, specializes in placing chief human resources officers (CHROs) with global companies. For years many of the HR chiefs she recruited reported to the COO or the CFO and complained that they lacked real influence in the C-suite. Today, she says, they often report directly to the CEO, serve as the CEO's key adviser, and make frequent presentations to the board. And when companies search for new CHROs, many now focus on higher-level leadership abilities and strategy implementation skills. **"This role is gaining importance like never before,"** Filler says. **"It's moved away from a support or administrative function to become much more of a game changer and the person who enables the business strategy."**

To investigate the CHRO role within the C-suite, Filler worked with Dave Ulrich, a University of Michigan professor and a leading consultant on organization and talent issues. In looking at several sets of data, they found surprising evidence of the increasing responsibility and potential of CHROs.

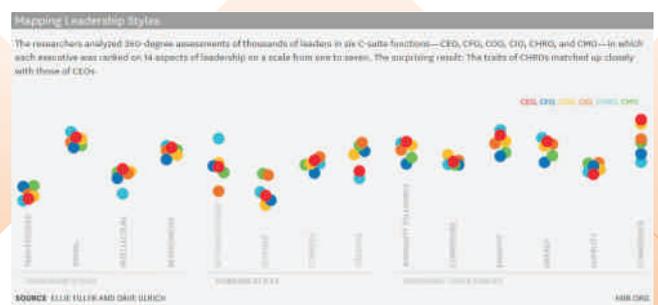
First, in order to understand the importance of the CHRO relative to other C-suite positions, including CEO, COO, CFO, CMO, and CIO, Filler and Ulrich looked at salaries. To identify the best performers, they found the top decile of earners in each role. Then they averaged the annual base compensation of each group. No surprise: CEOs and COOs are the highest-paid executives.

But CHROs are next, with an average base pay of \$574,000—33% more than CMOs, the lowest earners on the list. **"Great CHROs are very highly paid because they're very hard to find,"** Ulrich says.

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The researchers also studied proprietary assessments administered by Korn Ferry to C-suite candidates over more than a decade. They examined scores on 14 aspects of leadership, grouped into three categories: leadership style, or how executives behave and want to be perceived in group settings; thinking style, or how they approach situations in private; and emotional competency, or how they deal with such things as ambiguity, pressure, and risk taking. The researchers then assessed the prevalence of these traits among the different types of executives and compared the results.

Their conclusion: Except for the COO (whose role and responsibilities often overlap with the CEO's), the executive whose traits were most similar to those of the CEO was the CHRO. **"This finding is very counterintuitive—nobody would have predicted it,"** Ulrich says.



The discovery led Filler and Ulrich to a provocative prescription: More companies should consider CHROs when looking to fill the CEO position. In the modern economy, they say, attracting the right talent, creating the right organizational structure, and building the right culture are essential for driving strategy—and experience as a CHRO makes a leader more likely to succeed at those tasks. The advice comes with some caveats. First, Filler and Ulrich studied only the best performers, so they're pointing to a small subset of CHROs as having corner-office potential. They don't see a path to the top job among people who have spent their careers in HR; instead, they are touting the prospects of executives who have had broad managerial experience (and P&L responsibility) that includes a developmental stint running the HR department. They emphasize that any CHRO who aspires to become a CEO must demonstrate capabilities in a host of skills required of top leaders. “The challenge for CHROs is to...acquire sufficient technical and financial skills, in early education and in career steps along the way, if succession to CEO is a desired outcome,” they write in a white paper about their research. Indeed, some companies, including Zurich Insurance, Nestlé, Philip Morris, and Deutsche Bank, do put high-potential executives through a developmental rotation in a high-level HR job. (For one view on facilitating such developmental opportunities, see [“Its Time to Split HR,” by Ram Charan, HBR, July–August 2014.](#))

Filler and Ulrich highlight two examples of prominent CEOs who had developmental stints in HR earlier in their careers. Mary Barra, the CEO of General Motors, served as the carmaker's vice president of HR for 18 months, and Anne Mulcahy, Xerox's CEO from 2001 to 2009, ran that company's HR operations for several years in the early 1990s. It's no coincidence that both are women: According to the researchers' data, 42% of high-performing CHROs are female—more than double the share in the CMO position, the next highest (16%).

One implication: If more companies envisioned CHROs as potential CEOs, the number of female CEOs could dramatically increase.

In their white paper Ulrich and Filler also report on what CEOs and CHROs have to say about the changing nature of the top HR role. Several CEOs see the CHRO as C-suite consigliere. “It is almost impossible to achieve sustainable success without an outstanding CHRO,” says Thomas Ebeling, the CEO of the German media company ProSiebenSat.1 Media AG and a former CEO of Novartis. “[The CHRO] should be a key sparring partner for a CEO on topics like talent development, team composition, [and] managing culture.”

Peter Goerke, the London-based group director for HR at Prudential, agrees with Filler and Ulrich that although deep skills in marketing or finance might once have given CEO aspirants a significant competitive advantage, today a broader set of people-focused skills can be more useful. “Succession to a CEO role requires a balance of technical and people skills,” he says. “For all C-suite roles, and often at least one level down, there has been a gradual shift in requirements toward business acumen and 'softer' leadership skills. Technical skills are merely a starting point.”

In spite of the historic bias against the CHRO function, the rising status of HR leaders is not entirely surprising. Over the past 20 years Jim Collins and other management theorists have focused on talent strategy as the prime determinant of corporate success—an idea Collins popularized in phrases such as “Get the right people on the bus” and “First who, then what.” In her work recruiting CHROs, Filler has seen a growing recognition that those aphorisms hold true. “If you don't have the right people in the right places—the right talent strategy, the right team dynamics, the right culture—and if you don't proactively manage how an organization works from a culture and a people perspective, you're on a serious path to disaster,” she says. Conversely, a top-notch CHRO can help a company plot a more successful future.

## HR Best Practices at Allied Bank Limited

### An Interview with Shafique Uqaili Group Chief HR

#### How is your HR organized to provide support to the business?

There are different groups in Allied bank. Each group has a chief. All the chiefs report to CEO. Within these groups are divisions, departments and subsections. In HR we have four subgroups. First one is Strategic HR and Resourcing; responsible for all the policies and procedures in the organization. Second group with HR is HR Operations. It is responsible for the affairs of the existing employees. The third group in HR is called Industrial Relation, responsible for the employee fund and mitigation and law. Last group is Learning and Talent Development Group which deals with training and development. We have our own Professional development in Islamabad, Lahore and Karachi, which trains the employees. Since 2004 we have automated all processes of HR to have paperless environment.

#### What are the key strategic aspects to attract suitable talent for your organization?

To attract suitable workforce, one must have best HR practices enforced within the organization. We offer competitive salaries along with the Compensation and benefits to our employees. We have very high moral values along anti harassment policy which is for both male and female. We also have whistle blowing policy which ensures fairness within organization. Even a very junior employee can approach the chairman with our open door policy. Due to our best practices and congenial.



#### Allied Bank Limited was the first bank to be established in Pakistan

The Bank started out in Lahore by the name Australasia Bank before independence in 1942; and became Allied Bank of Pakistan in 1974. In August 2004, because of capital reconstruction, the Bank's ownership was transferred to a consortium comprising Ibrahim Group; therefore, it was renamed as Allied Bank Limited in 2005.

Today, with its existence of over 70 years, the Bank has built itself a foundation with a strong equity, assets and deposit base.

It offers universal banking services, while placing major emphasis on retail banking. The Bank has a large network of 1000 online branches and over 850 ATMs in Pakistan and offers various technology-based products and services to its diverse clientele.

**“There is one thing which we have established in HR over the period of time is the trust which people have in HR.**

**HR People are normally taken as inspectors, controllers or auditors and we changed this concept”**

environment, the ratio of women workforce has increased by 14% age since 2004.

### **What are the Key Performance Indicators at Strategic Level for the bank?**

Its profit making organization since it is the bank, therefore two things that count. One is the deposit level in the branches. The branch manager's KPIs is based on daily average balance. In corporate offices we allot additional task for each position other than normal and routine tasks. At the end of the year we see how many tasks were performed and then weight age is calculated.

### **Any strong area of People Management being practiced at ABL?**

There is one thing which we have established in HR over the period of time is the trust which people have in HR. HR People are normally taken as inspectors, controllers or auditors and are not liked by the people. We worked really hard to change the mindset of the people that we are not the inspectors or auditors. We have to tell them that we are here to help you, assist you and support you. One thing which helped us was that within our HR teams we vowed not to lie and give false hopes to the people.

It is better to tell the truth up-front then to lie or create false hopes.

### **How do you ensure employee satisfaction in view of the fluctuating business demands and right sizing?**

The environment and career we have kept very thoughtfully but there comes a problem with compensation due to inflation. We used to take MTO at Rs. 20,000/- now we are taking MTOs at Rs. 32,000/- per month. So compensation adjustments we keep on doing to tackle this issue. We also push the employees to do something new other than their normal routine to improve their performance level and ensure maximum satisfaction.

### **What is the motivating factor for you to be in this organization for serving it for a longer period of time?**

My reason to serve here for so long is my chairman. I have worked with three presidents but one chairman. because he trusts me. This is the thing which is very important for me and motivating me to perform at the best of my ability. Besides this, I am honored to serve in one of the five largest banks in the country.

**“One thing which helped us was that within our HR teams we vowed not to lie and give false hopes to the people”**



**Leon Menezes**

Senior Practitioner, Professor-of-Practice IBA,  
Executive Coach and Writer

# Chicken & Egg



Am I being politically incorrect in asking: “Is HR a “feminine” function which is why it attracts females, or is it because it is attractive to women that it has become a “feminine” function?”

In an article I recently came across, the following numbers were quoted: “In recent studies carried out in the US, HR is personified by a 47-year old white woman! In the UK according to research by XpertHR, 75% of the HR function is female. In the UK at entry-level, 86% of post holders in the HR profession are female. This percentage drops to 42.5% at director level. In the US the overall percentages are pretty much the same; women occupy two-thirds of the HR executive positions.”

There are many reasons put forward for this state of affairs – from companies looking to increase the female ratio, to women being seen as “nurturers.” The situation is such that men do not want to join HR as it is not viewed as a hard, business contributor.

My anecdotal information shows much the same for Pakistan – 95%

of my HR Elective classes are young ladies hoping to work in HR. Good? Bad? Ugly? Anything I say would be a judgment on my part. But when I ask them why they wish to do so, unfortunately I always get non-business reasons - the ones that give HR a bad name: “I have good listening skills.” “I am good with people.” “I don’t like numbers.”

It’s taken HR quite a while to get away from the perception of being an admin or back-office function. And, yes, there are a number of stellar women leading the department in many large organizations. So what should we be focusing on to get the balance right?

Previously, before functional specialization became the norm, business leaders were rotated across various line and staff functions in order for them to be well-rounded enough to get to general manager positions. Many companies in Pakistan still do this. The net result was that HR was always headed by a “business” person. This brings us to the wonderful competency usually

found lacking in HR folk – BusinessAcumen.

Related to this, the concept of “Business Partner” also requires the HR person to own a portfolio of skills and competencies that have nothing to do with core HR: facilitation, developing a business case, selling & negotiation, active listening, finance, project management, to name a few. If you add to this the requirement for personal stature (the ability to stand up to strong bosses and line managers), then the profile of HR changes completely.

When confronted by accusations that HR continues to be a back-office function, my response is to ask: “Who hires the HR manager?” If you hire a flunky, don’t expect a tiger. (The same goes for Finance, by the way).

Getting it right in the beginning is key to having a solid HR function. Senior management must define the competencies and profiles it wishes to recruit, then actively hire only those it feels will deliver the goods. But then it is back to the Chicken & Egg situation: which comes first?

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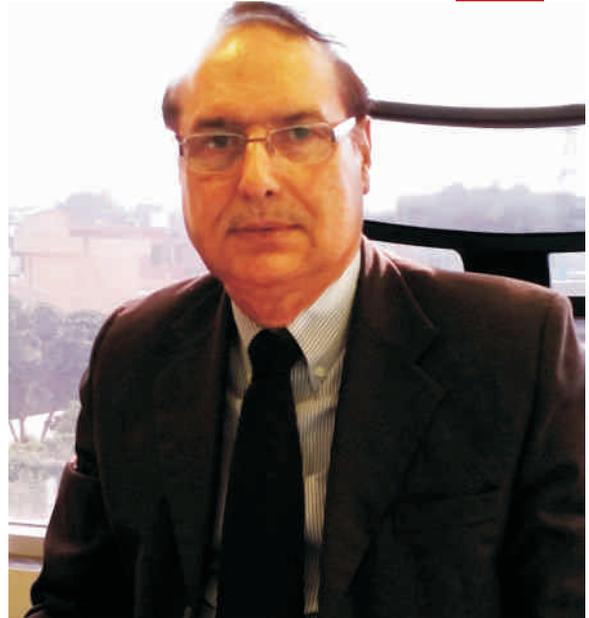
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## Changing Skill Set In Telecom Industry

### An Interview with **Zafar Iqbal**

**VP HR & Admin Wateen Telecom**  
**Tell us about your past profile**



Having over forty years of sheer dedication and commitment in Multinational companies in Pakistan and Abroad, I worked for 20 years in the Telecom and Hospitality Services Industry. I have proven track record in setting up businesses as part of the pre-launch Senior Management Teams of Warid Telecom (Pvt.) Ltd., Mobilink Pakistan and Marriot Hotels, Islamabad.

My specialities are in Human Capital Management, Strategic HR, Recruitment & Selection, Compensation & Benefits, Performance Management, Change Management, HR Operations, Designing Policies & Procedures, HR Planning & Budgeting.

#### **What is the broader range of services that Wateen offers?**

Wateen offers broader range of service ranging from internet, multimedia, telephony and enterprise services and solutions.

#### **Telecom environment is experiencing a paradigm shift. Is there any shift in the products offered by Wateen?**

**Wateen Telecom is a converged communication services provider that fulfills connectivity requirements for organizations and individuals in Pakistan. Wateen Telecom delivers complete solutions for Internet, Voice, Multimedia and Enterprise Solutions that make it the most comprehensive provider for all of Pakistan's communication necessities.**

**An Abu Dhabi Group venture, Wateen's vision is to take Pakistan into the digital revolution of the 21st Century and to make Pakistan a regional communications hub,**

**“Involving employees in the process of realizing goals creates an atmosphere in which employees feel they are heard and their ideas are valued”**

Wateen is progressively embracing cloud computing environments for business solutions and Wateen Solutions is uniquely qualified to develop, deliver, manage and support innovative offerings like Cisco-based cloud and managed service solutions for the global marketplace.

### **What is the impact of this change on employee’s skill set?**

We make our people go through CISCO certification to keep up with the changing trend. The certification rewards partners for their expertise and investments for creating, selling and delivering cloud and managed services with financial incentives and go-to-market benefits in all countries of legal presence.

### **What strategy do you adopt for retaining your skilled employees?**

Retaining employees is a crucial and ongoing effort. One of the biggest challenges is having managers in place that understand it is their responsibility to create and sustain an environment that fosters retention.

Staff requires reinforcement, direction, and recognition to grow and remain satisfied in their positions. Managers must recognize this and understand that establishing such fundamentals demonstrates their objective to support, nurture, and motivate their employees. A key to successfully motivating employees is to involve and support employees in achieving organizational goals. Involving employees in the process of realizing goals creates an atmosphere in which employees feel they are heard and their ideas are valued.

### **Is your learning and development component linked with the succession management?**

Succession management is the process of identifying those jobs considered to be at the core of the organization-- too critical to be left vacant or filled by any but the best qualified persons—and then creating a strategic plan to fill them with experienced and capable employees. We identify the high potential candidates keeping in view the business strategy in collaboration with the Division heads and identify their learning and development needs through performance appraisal system and subsequently focus on those areas.



# Metrics or Insight



Mehvish Ali,  
Manager Learning  
& Development,  
HR Metrics

In an increasingly critically environment dominated by cost-cutting and tight budget justification, the role of HR is becoming increasingly critical to the overall success of the organization.

When numbers are vital, then vital is the insight which derives value out of the numbers. Such an insight is called Metrics. Metrics are nowadays in a great demand by the businesses as it becomes their guiding star in a quest to outperform their competitors in a stiff cut throat competition. These analytical skills cannot be harnessed over night as it requires a very different set of skills, knowledge and technology which can derive people towards metrics.

Metrics is what we can measure and what we can measure is what we can manage. An organization selling its

product online, cannot take only the number of visitors on their website as true metrics of their sales online unless they connect it with how many of those visitors actually bought their product. This is the difference between vanity metrics and meaningful metrics. Vanity Metrics appear pretty but they do not lead to any meaningful outcome analysis, where as meaning only comes from the analysis. The Meaningful metrics have three attributes: the data is consistent, it takes time to collect and information generated from data is very valuable. Any metrics which qualifies these attributes will lay a sound foundation for the analysis. Such an analysis will be focused on foreseeing the future direction of the company and adjusting the path accordingly.



A good analyst knows that analysis is the easiest part; the difficult part lies in what to analyze. When there is so much emphasis on metrics, then which metrics is worth analyzing is the major concern for all the analysts. Around the world, organizations are deriving success by aligning their HR strategies with the Organizational strategies. The main challenge which HR faces nowadays is to provide the business leaders with metrics which can help them in making decisions regarding investments and future strategies. It is one of the vital ways to quantify the cost and the impact of employees programs or HR processes in terms of success or failure. For instance Cost per hire refers not only to the how much was the hiring cost but also how well the money was spent in hiring the right people for the right job. Training ROI shows how effective was the training in terms of financial gains

We at HR Metrics help the organizations in making these analysis meaningful and beneficial by connecting it with the financial outcome. The employees are not only trained in understanding the language of these metrics but how to draw analysis out of it in determining the future course of their organization. Five modules are devised to address this need: Essentials of Business and Financial Acumen for HR, Hiring and Retention Analytics, Learning and Growth Analytics, Employee engagement and relations analytics, Performance reward and HR ROI Analytics. The decision making of the top management is enhanced further with the help of HCM Analytics software which enables the top management to take key decisions efficiently and quickly by using the right HR metrics. Let us help you in making your business flourish by giving you the right metrics and tools necessary to win the competition.

## Talent and Self Development Management

### An Interview with

**Ahmed Nauman Anees**

**Head-Learning and Development Division**

**How have you organized your Learning and Development component to give support to the organization in its business growth?**

Learning and Development is viewed as one of the most critical components in the personal and professional development of human capital at BAFL. Learning and Development Division at BAFL aims to create an enabling environment for all employees to enhance their professional skills and credentials. We also hire quality human resource in batches and nurture them to become top class banking professionals in the country. As a business partner for all functions, it meets their specialized learning and development needs to achieve the overall business objectives of BAFL.

**You have massive recruitment of fresh graduates through Batch Hiring. What are the key skill set you look for in the newly recruited trainees in particular?**

Batch Hiring and Learning, one of the major initiatives of the Bank is important for the development of a strong HR pipeline for its long term growth. To meet the specific requirements of respective roles, we take different batches including Trainee Cash Officers, Trainee Officers and Management Trainees. These trainees are required to have a strong drive to work in teams, improve business processes, ensure quality customer service and become change agents in the Bank.

**What is the career path of a newly recruited employee in your organization? Is there any competency framework used for this purpose?**



### **Tell us about your organization and the key services it offers**

Bank Alfalah is the 6<sup>th</sup> largest commercial bank and one of the fastest growing financial institutions in Pakistan, offering a multitude of banking solutions in Retail, Corporate & Investment, Islamic, SME, and Merchant Banking and Consumer Finance for its diverse group of customers. In 2014, Bank Alfalah went through an aggressive expansionary phase, closing the year at 648 branches including 11 overseas branches. We launched Internet and Mobile Banking services and in collaboration with Warid, rolled out our Branchless Banking franchise, Mobile Paisa. We also became the premier in introducing a specialized toolkit for small and medium businesses in the country. Our Islamic Banking business is one of the largest in the Country, which won the prestigious GIFA Award recently. And to round up the year, IFC made a sizeable equity investment in the Bank. We are also the largest Credit Cards Issuer in the Country.

**“Development of skill set of employees require not only the willingness of employees themselves but also the capacity to take time out from busy work routines”**

BAFL has a competency framework in place and provides clear career paths to the employees based on their performance. However, the Bank is in the process of further updating and aligning the competency framework and career development of employees with the best HR practices.

**What special tools do you use for self development of the employees? Do you use coaching and mentorship for this purpose?**

Bank strives to provide a wide variety of learning avenues and opportunities for the employees, including computer based learning and mobile learning programs. In addition, we encourage our employees to enhance their professional and academic credentials by pursuing executive MBA from renowned institutes of the country. Moreover, incentives are given for pursuing IBP Superior Qualification and other professional qualifications. Youngsters hired through trainee batches are also given coaching and support to ensure that they are well aligned with BAFL's culture and values.

**Any IT platform which you provide to your employees for their self learning?**

We provide numerous opportunities of learning through computer based programs and assessments. In addition, our Learning Management System supports the process of program management, especially self nomination of employees.

**Is there any system of reward for high achievers in your organization?**

We aim to promote a culture of self motivation and self learning. However, high achievers are rewarded

as per our internal HR Rewards policies. Moreover, we specifically target to reward high achievers in the certification and development programs offered at different levels. Additionally, we encourage employees to enhance their academic and professional qualifications as explained earlier.

**What challenges do you face in developing the skill set of the employees in the rapidly changing business environment?**

Development of skills set of employees require not only the willingness of employees themselves but also the capacity to take time out from busy work routines. Being a rapidly growing Bank, we need to regularly enhance our service levels, making it challenging for the teams to take out time from their busy work routine to enhance their skills set to meet the growing demands of the customers.

**What actions do you take to address those challenges?**

Bank incorporates this challenge of 'work pressures of employees' in developing the training calendars. We offer programs during those days of the month where work pressures are relatively less to create a balance between work and development needs. Similarly, the classroom learning is being supplemented by e-learning capsules to ensure that our internal customers access the learning programs 24X7.

**Any other point you want to discuss?**

Bank is continuously improving its strategy and programs to enhance the skills set of our people for the long term retention of the employees and sustainability of the Bank. With the support of its business partners, learning and development can play a critical role in achieving not only the development objectives but also business and bottom line profitability goals of the Bank.

# Diversity Value Index (DVI)

**Muhammad Waqas**

Manager HRIS & Compensation Khushali Bank Limited



## Statistical Method to Gauge Diversity

Strategists are still trying to define the term diversity, as it has very vast meaning in itself. But based on the discussions and conformity from the educationists workforce diversity means blend of people from different groups of society differs on gender, age, race, religion, lifestyle, region, experience, background, ethnicity bases etc. in broader it covers entire scale of human differences categorize in three cases;

- **Social Diversity:** age, ethics, gender, ethnicity, religion etc.
- **Value Diversity:** attitude, social & psychological differences etc.
- **Informational Diversity:** education, knowledge, functional tenure in organization etc.

Diversity is a growing reality that organizations, especially the large ones, need to address explicitly, and to add it in organization through culture. It should be acknowledged, appreciated and dealt with source of richness, creativity and cross cultural recognition. There are number of reasons but not limited to rise of diversity like globalization, migration, women's work, aging population, political pressures, corporate structure changes, status, caste etc. Managing diversity means acknowledging people's differences and recognizing these difference as valuable; it enhances good management practices by preventing discrimination and promoting inclusiveness. To have a real impact of diversity on organizational strategies and outcome, DVI plays an important role. It is a meticulous and translucent calculation that thrive actionable intelligence that an organization needs to set a corporate strategy. DVI focused to a large extent on measuring the degree to which diversity is represented in an organization. In general this creates a focus on measuring diversity through biographic and demographical value. Worldwide, the business case for workplace diversity is widely acknowledged and even integrated into corporate strategy. A study on 50 different companies been made on diversity to a matched sample, it reveals that companies with a strong commitment to diversity outperform their peers in terms of higher profit margins, return on assets (ROA), return on equity (ROE), economic value added (EVA), it basically provides an opportunity to explore new perspectives, help companies to understand ever changing and diversified customer needs, and help to provide a larger range of unique and innovative solutions and ideas.

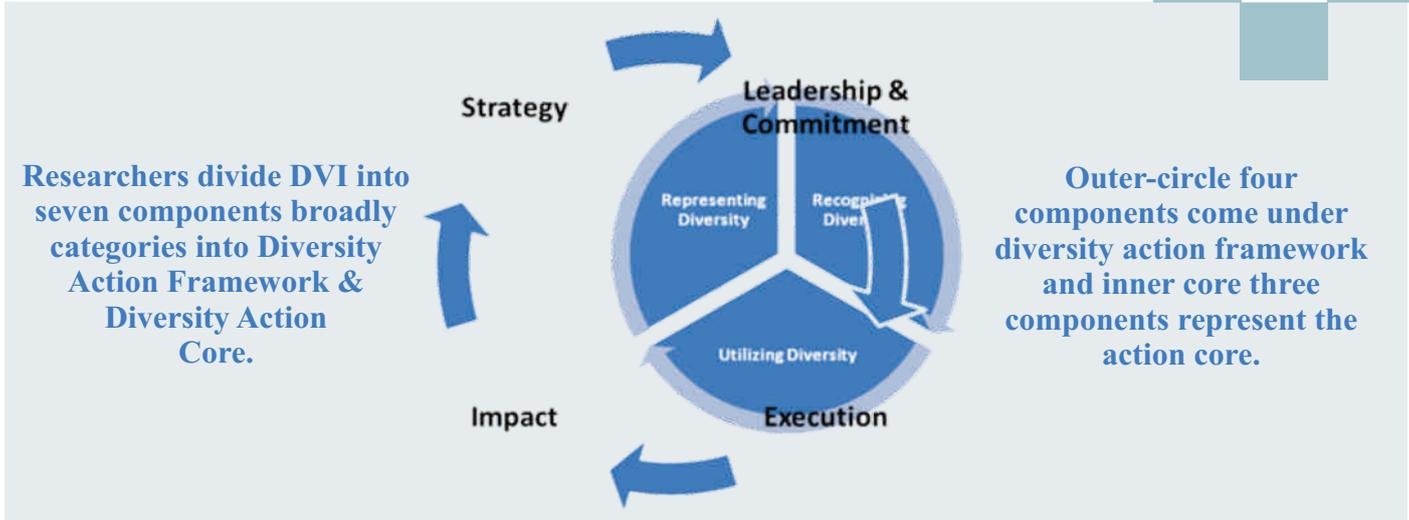
DVI uses an evidence based framework and model, the actual goal of creating evidence based model is to assess the relationship between workforce diversity and business value, which is far more complicated for many reasons, ranging from defining intangible to isolating impact. The key characteristics of DVI are

- Examination of qualitative and quantitative data based on statistical tests.
- Evolves the transparent framework, model & outcome.
- Provide value beyond compliance & representation.
- Helps in developing actionable scorecard.

## Diversity Action Framework

### Strategy

Organization needs to implements consistent long term strategies aligning with their workforce diversity issue according to corporate objectives, vision & mission. Diversity strategy is not only implemented to show diverse workforce but is planned to manage long term change that organization expects in future. Excellence through diverse workforce can be



achieved by methodical formulation, development & implementation of diversity strategy. Strategists applying diversity in their workforce proactively can expect high quality results from the human resource.

**Leadership & Commitment**

As long as strategy development is important leadership & commitment is also necessary for implementation of diversity strategy. Leadership & commitment not only drive through top management but also requires active support throughout the organization division, business units & employees. With improved leadership buy-in, an organization's has a greater chance of success and return on investment. Quality leadership and organizational support is demonstrated organization-wide and can be seen through active, engaged leaders who are aware of the value of diversity.

**Strategy Execution**

To have full scale impact of diversity strategy, management should adopt and implement it in true letter-n-sprit. Problems that may arises during implementation can only be overcome by defining simple, clear, effective & achievable objectives and by best utilizing of human resource. A well executed diversity strategy will lead to measurable impact & positive outcome.

**Impact of Strategy**

It is always important to know the impact of strategy implemented. Measurement gives clear picture to the leadership to decide whether tweak-up the strategy or to adjust it to have full scale value/outcome required to support the organizational objectives. For measurement of diversity, management should firstly decide the key metrics against which outcome can be matched / compared.

**Diversity Action Core**

Action core gives further insight into the diversity strategy implemented. Strategists believe that leadership should looks beyond the surface differences of human spectrum.

**Representing Diversity**

It shows commitment to & for strategy including retention of diverse key talent pool in organization. One of purpose of diversity is to eliminate overrepresentation of single group in workforce.

Diversity representation is based on demographic consideration but it also means representation of divergent thinking, unique personal experience, cultural backgrounds, educational backgrounds and social & community differences.

Representation takes into consideration broad thinking about what it means to be different.

**Recognizing Diversity**

How diversity adds value to the organization and achieves objectives is part of experimental phase of utilizing diversity. For having a full recognition of diversity strategy it is also important to tap on the differences of workforce, otherwise it's going. to be hell in maintaining the organizational culture to be aligned with core objectives. Piloting processing provides a solid base on how to best utilize the diversity or which area best fitted in diversity program.

**Utilizing Diversity**

When organization after implementing the diversity strategy reaps the benefits and progresses toward realization of objective/outcome/value inherited in strategy we say organization is utilizing its strategy. An organization can only best utilize the diversity strategy by capitalizing the potential that workforce have in themselves.

DVI benefits organizations in many ways, some of them are;

- It assesses the diversity an organization has.
- Assess the business value of diversity
- Promotes the transparent in calculation and interpretation of diversity.
- An opportunity to benchmarking.
- A tool required from representation to utilization.
- It reduces the uncertainty about decisions making.
- It affects the behavior of others.
- DVI information has its own market value & gives competitive edge.
- Helps in Improve interpersonal communication through policy adjustments.
- Enhance the creativity and innovation of workforce.
- Improves the talent attraction & retention.



**Saad Amanullah**  
CEO Alamut Consulting

## South East Asia Leadership Academy (SEALA) An Amazing Model for Transformational Leadership

How does one change the destiny of a society or a nation? It all starts with people. People make rules and policies and then implement them, and it is the people who face the consequences of the decisions they make. To have good, strong governance and a virtuous set of values and policies, we need to start positively influencing and transforming people themselves, especially leaders in the making.

Today the world is rife with headlines about cross-border conflicts and geo-political issues. As a result people are challenging the status quo and in the process placing great stress on the quality and deliverables of political regimes. They are demanding proper governance, improved quality of life and a focus on citizen's rights. Much focus is being placed on providing employment opportunities via successful business models and enhancing quality of life through sustained economic growth.

Private and social sector organizations and institutions are taking the lead in issues such as sustainability, governance and public interest matters.

What is needed in today's world is

the presence of individuals with the ability to bring transformational changes all the way to the grassroots. Such leaders are those who empower others to achieve a shared vision by transforming themselves and the people who follow them with higher morals, values and humanitarian ideals.

These leaders need to appeal to individuals to improve themselves and the lives of others around them. They must be value driven, believe in people and capable of dealing with immense levels of complexity. They also need to be able to convert followers into leaders and instill belief in them the drive to do exceptional things with a positive bias towards action.

How does one create such leaders? To be honest many such leaders-in-the-making exist within every ecosystem but they need to be polished, conditioned and groomed. In my over three decades of working in Fortune 500 companies and getting exposed to all sorts of trainings and academies, I have never come across a program which does this year after year, across geographies and in an amazing selfless manner

– until now. The Regional Leadership Academies, which have been operating since 2002 under the umbrella of the **Society of International Business Fellows (SIBF)** have found the magic formula. And it is changing lives.

History was made back in 1981 when a faculty member at **Georgia State University (GSU)**, Dr. Jim Crupi, conceived the idea of an international business fellows program to train Atlanta business executives in the intricacies of international business.

They recruited 26 intrepid, young executives and rising leaders as the first class that spent intensive two consecutive weeks studying leadership and international business in Atlanta and at the London Business School.



Based on the close bonds that developed amongst the



participants, the group decided to formally create an organization to perpetuate their experience and to maintain relationships between the members over the course of their personal and professional lives. They called this organization **Society of International Business Fellow (SIBF)** with a mission to select, educate, and connect international business leaders to further their professional and personal success and prosperity.

The creation of Regional Leadership Academies across the world by SIBF came some two decades later, as a response to 9/11/2001, which drew global attention to the fractured and volatile region of Central Asia and, by extension, the dangerously unsatisfactory development in the post-communist, newly independent states of Central Eurasia following the fall of the Soviet Union. These economies had neither the experience of a vibrant private sector nor an entrepreneurship eco-system. They were excessively dominated by a public sector bureaucratic culture.

The **Central Eurasia Leadership Academy (CELA)** was the first to be conceived in 2002 by SIBF to address this immense disparity in the economic structures as well as a means of bridging the West and a more secular Islam in Central Eurasia. Two individuals, stand out amongst many who spearheaded the effort on the part of SIBF namely Adam Albion (who worked for **EastWest Institute**) and Meade Sutterfield.

CELA and future Regional Leadership Academies were developed to encourage regional cooperation across borders and professional sectors; to support confidence and security-building through people-to-people diplomacy; and to facilitate the circulation of ideas and exchanges of best practices throughout the region and to enhance the leadership skills to lead in the 21<sup>st</sup> Century. All faculty and facilitators [most of whom are private sector executives] as well as administrators come at their own expense to the venue and are not paid for their time. They take vacation from their work and businesses and come with a single-minded focus of using their unique experience, knowledge and

passion to transform successful individuals from far-off nations and cultures into dynamic future leaders. A truly global altruistic mindset!

In the 12 years CELA has been operating its academies, they have touched lives of nearly 400 individuals from the Central Eurasian region. CELA 1 took place at Koc University, Istanbul, in July 2002 and now CELA 11 will be taking place at the same venue in July 2015. Jim Crupi, SIBF Founder immortalizes the essence of the SIBF academies, when he says, **“The ultimate gift to leadership is teaching you not so much what to think as how to think”**.

After seeing the amazing success of individuals who after leaving the academy were brimming with passion to make a difference, wanting to pursue a myriad of new opportunities, or just were transformed into better and more effective leaders such as Prime Ministers, ambassadors, mayors, business leaders and entrepreneurs etc. SIBF decided to use the same model and start engaging other critical regions



where such transformational teaching would have a similar positive sustainable impact.



The region SIBF addressed this time was the Middle East [13 countries] under the name Middle East Leadership Academy (MELA), again under the leadership of Jim Crupi. In March 2011, just 6 weeks after the Arab Spring uprising and protests in Tahrir Square, Cairo, MELA 1 took place in Jordan (Dead Sea). Due to the amazing demand and presence of strong corporate supporters, the second MELA Academy was held only six months after the inaugural one and the third academy just 6 months after that. Shell and its affiliates as well as Coca Cola have been two strong believers and supporters of MELA. MELA 6 will take place in Kuwait in March 2015.

Inspired by his experience as a MELA facilitator and with continued positive feedback and impact across different geographies and societies, SIBF member Anand Sharma took upon himself to launch a similar model of academy in South East Asia. This was a much more challenging

geography as it ranged from Pakistan all the way to Indonesia, had over 25 major languages, different cultures, and different religions. But Anand was determined to bring this amazing transformational leadership program to this region. He incorporated the Academy and made up a proper board of directors from 5 of the 9 countries. Finally in 2014 the first **South East Asia Leadership Academy (SEALA)** was held in Chennai, India with 26 participants representing 6 countries. In January 2015, SEALA 2 was successfully held in Putrajaya, Malaysia.



To highlight the long-term impact of these Academies, below are some real-life examples of what the graduates have achieved as they continued their life's journey. We cannot directly correlate their success to these transformational leadership programs but having so many prominent success stories from existing graduates clearly is food for thought. The list includes:

- 1) Azerbaijan Ambassador to USA **Elin Suleymanov** (CELA 1);
- 2) Prime Minister of Georgia **Nika Gilauri** (CELA 2);

- 3) Vice Prime Minister of Kyrgyzstan **Elvira Sarieva** (CELA 4);
- 4) Vice Mayor of Tbilisi, Georgia **Nina Khatiskatsi** (CELA 4);
- 5) Director of Human Rights and Women's Affairs in the Ministry of Foreign Affairs of Afghanistan **Asila Wardak Jamal** (CELA 5) Kyrgyzstan Ambassador to USA **Kadyr Toktogulov** (CELA 6);
- 7) Founder and Director of Jobs.GE, Georgia, **Lexo Gubulava** (CELA-7);
- 8) Chair of the Association of International Business and Technologies Hikmat **Abdurahmanov**, Uzbekistan (CELA-9)

In addition, there are many examples of business successes where graduates have enhanced their businesses using the amazing SIBF/Academy networks, or due to enhanced awareness of their own potential have initiated new businesses – example of Hitham Kayali a MELA-1 graduate started a successful manufacturing of consumer goods in Palestine Territory with help of SIBF members and is Founder & CEO of Palolea.

There are also many examples of where these academy graduates

have gone back to their corporations and made significant positive impact to improve systems, culture as well as business processes and results. There is a great story told by the CEO of a major Middle Eastern company who sent three employees to leadership academies in 2013: one to Harvard, one to Stanford, and one to MELA. He reported that the first two returned to work, proudly displayed their certificates on their walls and nothing changed. The third returned from MELA revamped his team based on what he had learned and has made a tremendous contribution to transforming the company as a result.

SIBF's vision is exactly the same. We encourage our graduates to get to know themselves better, understand their purpose in life, understand their true potential, understand people around them, have a bias towards action, discover tools that would help them in delivering a plan or a strategy and get started on a journey to deliver their purpose and positively impact life around them. In addition, we also help them connect globally by creating, building, and connecting affiliate networks in key regions around the world. We currently have some +900 members spanning 35 countries across four affiliated networks (SIBF, CELA, MELA

and SEALA). Over time, we plan to create, build and connect similar affiliates in strategically important regions around the world to fulfill our vision of being a global organization.

Payoff of being part of this overall network can vary from person to person, and each of our members has his or her own way of taking part in the variety of SIBF offerings.

That said, the payoff from SIBF generally falls into two categories: professional and personal. Because we have members from different sectors doing business in different countries around the world, the most obvious payoff is the time and money saved and credibility gained from having access to the right people, in the right place at the right time. There are programs such as the **Global Network Summit (GNS)** where all networks comes together once a year and it is a great way to meet and create new regional friendships. Check out our website (<http://www.sibf.org/>) for more information and details. SEALA is still young; we have a mere 53 graduates in 2 years. But the potential is huge as it relates to fine-tuning and polishing successful middle management business people, corporate executives, social enterprise professionals, etc. into highly credible, focused and effective

leaders. The biggest challenge SEALA faces is funding. Even though all faculty positions are volunteers, who even pay their own airfares, and participants pay tuition there are significant funds that are still needed to cover housing, facilities, food and other activities over the 2-week period. MELA and CELA organizations have over the years found supporters and sponsors to fill this gap.

SEALA needs corporate sponsors, supporters and passionate faculty members from within the region. Finding volunteer faculty member is also quite difficult, as we require professionals who understand experiential learning and have a heart of giving. These characteristics enable them to impart the kind of transformational experience that we look forward to in SEALA.

We are looking for key corporates and business houses in Pakistan as well as in the South East Asia region who believe in investing in their top talent and want them transformed into more effective leaders who are infused with the passion to drive business growth as well as positively impact a wider circle of their society. If interested to support or participate, please do not hesitate to contact me or the Pakistan chapter of Society of Human Resource Management (SHRM).



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"Human resources are like natural resources; they're often buried deep. You have to go looking for them; they're not just lying around on the surface. You have to create the circumstances where they show themselves".

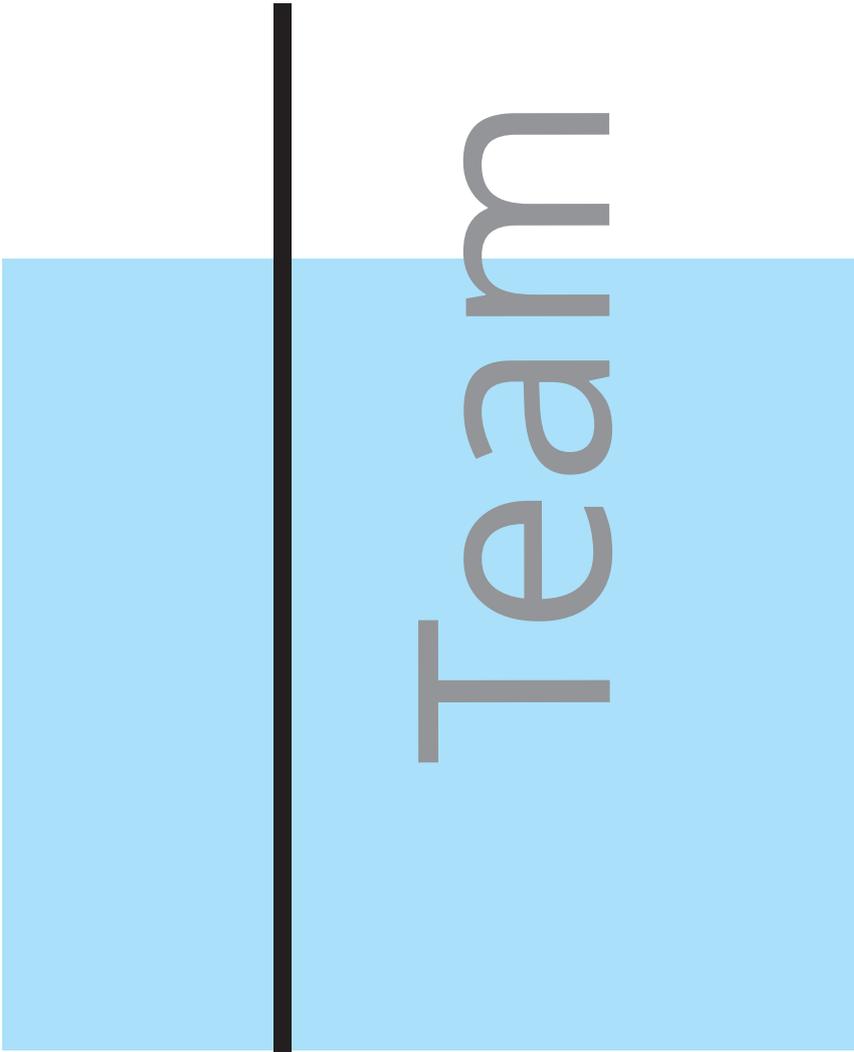
- Ken Robinson

"Human Resources isn't a thing we do, it's the thing that runs our business."

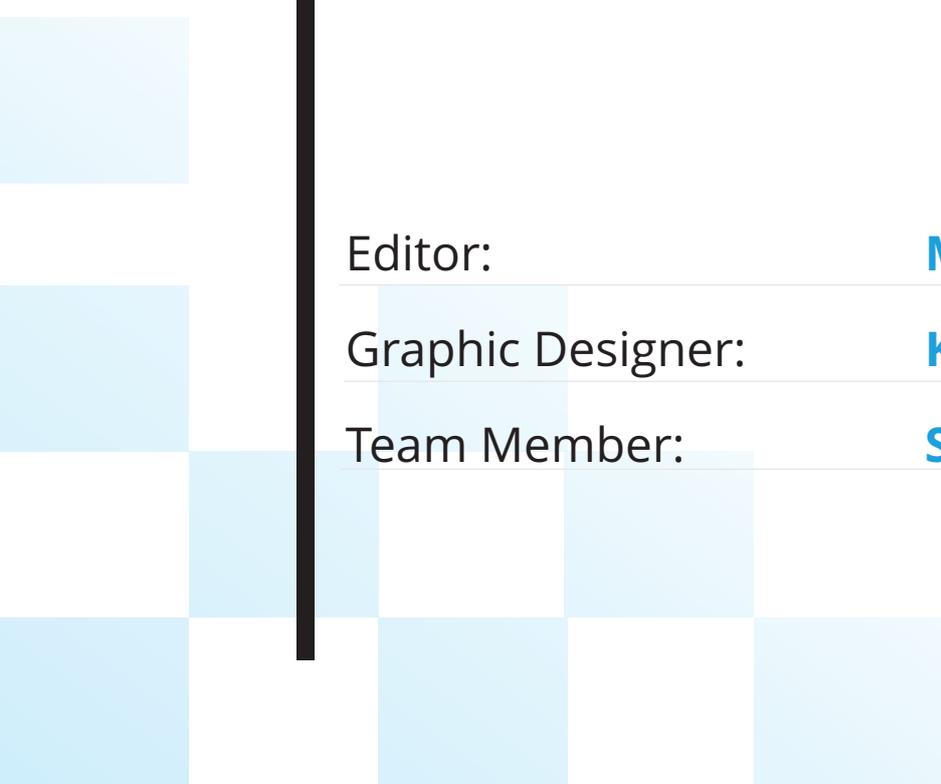
Steve Wynne - Business magnate



"Now remember, when he comes in, everyone jump out and yell 'you're fired!'"



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