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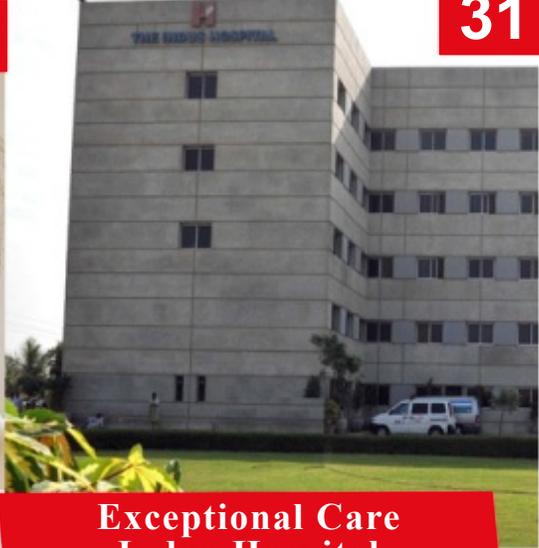
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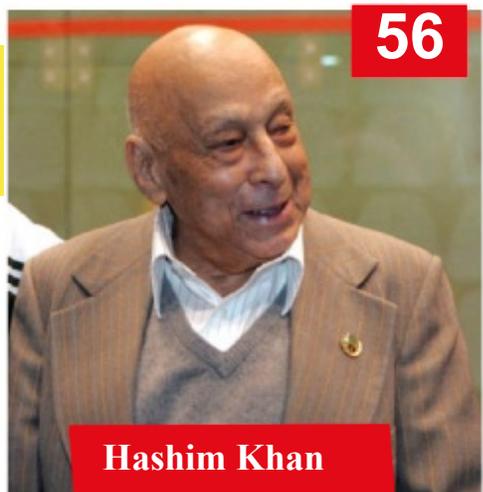
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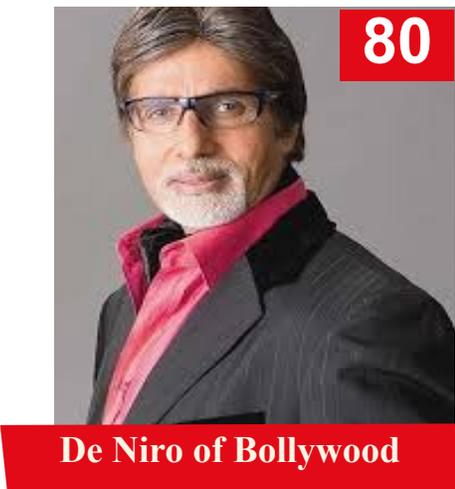
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Editorial

Through the decades, entrepreneur Richard Branson has not lost that certain wunderkind vibe about him and the way he runs his brand. This aura makes him especially inspiring to entrepreneurs who are looking to start.

Most people with good ideas... will find that 99 percent of people will give them every reason why their idea's been done before or why it's not a good idea or why they're going to fall flat on your face, In the end, you have to say, 'Screw it. Just do it.'"

At the age of 15, Branson dropped out of high school to start his first business, a magazine for young activists titled 'Student'. Four years later in 1970, Branson began selling records by mail. In 1971 he opened his first record store. In 1972 he opened a recording studio. In 1973 he started his own record label. The Virgin business empire had begun, and Branson had not yet turned 24. Today, the Virgin Group is a well-regarded global conglomerate of about 350 companies, branching into the entertainment, travel and mobile industries. Not all of Branson's big ideas have been successful. Branson has a follow-up secret to success: determination even when failure seems inevitable. The most important thing is to not be put off by failure and first of all always be focused." Being focused is the first success key, as an entrepreneur, you have a lot on your plate. Staying focused can be tough with a constant stream of employees, clients, emails, and phone calls demanding your attention. Amid the noise, understanding your brain's limitations and working around them can improve your focus and increase your productivity.

While multitasking is an important skill, it also has a downside. It reduces our intelligence, literally dropping our IQ. We make mistakes, miss subtle cues, fly off the handle when we shouldn't, or spell things wrong.

To make matters worse, distraction feels great. Your brain's reward circuit lights up when you multitask, meaning that you get an emotional high when you're doing a lot at once. Try these three tips to help you become more focused and productive:

Do creative works first: In order to focus effectively, check off the tasks that require creativity or concentration first thing in the morning, and then move on to easier work, like deleting emails or scheduling meetings, later in the day. Allocate your time deliberately: we are truly focused for an average of only six hours per week. You want to be really diligent with what you put into those hours. Most people focus best in the morning or late at night, and studies show that 90 percent of people do their best thinking outside the office. Notice where and when you focus best, then allocate your toughest tasks for those moments.

Train your mind like a muscle: when multitasking is the norm, your brain quickly adapts. You lose the ability to focus as distraction becomes a habit. We've trained our brains to be unfocused.

Practice concentration by turning off all distractions and committing your attention to a single task.

Start small, maybe five minutes per day, and work up to larger chunks of time. If you find your mind wandering, just return to the task at hand.

To Your Success

Rubina Rasheed

The power of giving

Generosity (Sakhawat) and Kindness in Islam

Generosity and kindness doesn't mean that you give only when you have lot or after fulfilling all your needs, but in fact you can still give when you yourself is struggling. Generosity literally means willingness and liberty in giving away ones own money, time, talent and etc sincerely without any personal gain.



Allah (SWT), the Wise, has said in the Noble Qur'an: "Then as for him who gives away and guards (against evil), and accepts the best, We will facilitate for him the easy end." Suratul Lail (92:5-7)

The Noble Prophet Muhammad (saw) said: "Nothing shall ensure the welfare (and interests) of your religion except generosity and good disposition."

The Noble Prophet Muhammad (saw) said: "The most generous is he who fulfills that which Allah (SWT) has deemed obligatory upon him."

Jabir ibne Abdullah Ansari narrated the Noble Prophet Muhammad (saw) never disappointed anyone who asked for his help.

Whenever the Noble Prophet Muhammad (saw) received anything, he did not sit in peace until it was finished. Umm al-Momineen Umm Salamah, reported that one day the Noble Prophet Muhammad (saw) came home looking disturbed. She asked him what the matter was. The Noble Prophet Muhammad (saw) replied that the seven dinars he had received the day before had remained on the bed until evening and had not been distributed. He did not rest until they were given away.

Hazrat Abu Zar Ghaffari reported that one evening he was walking with the Noble Prophet Muhammad (saw) when he said, "Abu Zar, if the mountain of Uhud were turned into gold

for me, I would not like three nights to pass and one dinar still be left with me, excepting what I would leave for paying my debts." He would never rest until all the cash in the house was completely finished.

Imam Ali (as) said: "Overlook and forgive the weakness of generous people, because if they fall down, Allah (SWT) gives his hand in their hands and helps them..."

Imam Ali (as) said: "Generosity is to help a deserving person without his request, and if you help him after his request, then it is either

out of self-respect or to avoid rebuke." Imam Hassan Mujtaba (as) says: The one who does not have wits and intelligence does not have decorum and decency; the one who lacks fortitude does not have generosity and magnanimity; and that one who does not possess shame and modesty does not have religion.

Once a Bedouin asked Imam Hussain (as) what is the best thing to do? Imam Hussain (as) replied, "Belief in God". Bedouin asked again, what is the best means of deliverance from

destruction, Imam Hussain (as) said, "Trust in God". Bedouin asked, what man's ornament is, Imam Hussain (as) replied, "knowledge associated with intelligence". Bedouin insisted, if this be not available, what then, Imam Hussain (as) replied, "Wealth accompanied with generosity". What if this be out of reach, Imam Hussain (as) said, "Poverty allied with patience". What if this be not practicable? Imam Hussain (as) smiled and said, let the lightning consume the man to ashes. He then gave whatever money he had with him to fulfill his needs.

Imam Jafar Sadiq (as) related that the Noble Prophet Muhammad (saw) said: "The best men in view of faith is the most openhanded." Imam Baqir (as) said: "A generous young man who is plunging in sins is favorable, in the sight of Allah (SWT), to a niggardly old man who plunges in worship."

Imam Musa Kadhim (as) said: "Man's dependants are his prisoners. Anyone upon whom Allah (SWT) confers with graces should be generous towards his prisoners. If he does not, he will soon be deprived of these graces." Imam Hassan Askari (as) says: Generosity has a limit, which when crossed becomes extravagance; caution has a limit, which when crossed becomes cowardice; thriftiness has a limit, which when crossed becomes miserliness; courage has a limit, which when crossed becomes fool-hardiness.

Generosity is one of the ethics of the Prophets, a pillar of faith and a ray of the light of firm faith. The Noble Prophet Muhammad (saw) has said: "The Auliya Allah - Friends of Allah (SWT) are, essentially and inherently, generous." Hence, in order to acquire this attribute, a Mu'min (believer) should endeavour hard to be munificent and generous towards relatives, deserving ones and the like, for the pleasure of Allah (SWT).

It is better that a person's generosity is associated with a thing that is dear to him - eatables, clothes, money etc. - and that no obligation is placed upon the person towards whom generosity has been exhibited; man should only view himself as a trustworthy person, whose responsibility is to pass on Allah's (SWT) things to deserving and needy individuals. As such, he should stay away from frugality and refrain from withholding the Divine trusts; this is because it is not known whether or not they would yield any benefit, if given after his death, and whether or not his inheritors would expend them in a correct and appropriate manner?

Islam and Generosity (Sakhawat): More Generous than Hatim Tai (Generosity Quotes) Hatim Tai was questioned: "Have you come across any one more generous than yourself?" Hatim Tai replied: "Yes, I have"

Hatim Tai was asked: "Where?"

Hatim Tai said: I had been traveling in the desert when I came across a tent. Inside it there was an old lady while behind the tent a goat lay tied. When the old lady saw me she approached me and held the reins of my horse

so that I could dismount. A little later, her son arrived and was immensely pleased to have me as their guest. The old lady said to him: "Commence the preparations to entertain our guest. Go and slaughter the goat and prepare some food."

The son said: "First I shall go and collect some firewood," but the old lady said: "Going to the desert and bringing the firewood shall consume a lot of time due to which our guest would have to remain hungry for long, and this would be contrary to social etiquette." So the son, breaking the only two lances that he possessed, slaughtered the goat, prepared the food and presented it before me. When I investigated about their condition, I realized that the goat had been their only possession and despite this, they had slaughtered it for me. I said to the old lady: "Do you recognize me?" When she replied in the negative, I said: "I am Hatim Tai. You must come with me to my tribe so that I can entertain you and shower you with gifts and presents!"

The old lady said: "Neither do we seek any reward from our guests nor do we sell bread for money, and she refused to accept anything from me." Witnessing this generosity, I realized that they were far more generous and munificent than me.

Story of Generosity: Finders Keepers

A wise woman who was traveling in the mountains found a precious stone in a stream. The next day she met another traveler who was hungry, and the wise woman opened her bag to share her food. The hungry traveler saw the precious stone and asked the woman to give it to him. She did so without hesitation. The traveler left, rejoicing his good fortune. He knew the stone was worth enough to give him security for a lifetime. But a few days later he came back to return the stone to the wise woman. "I've been thinking," He said, "I know how valuable the stone is, but I give it back in the hope that you can give me something even more precious: Give me what you have within you that enabled you to give me the stone (Generosity)."

Story of Generosity: Benefits of Generosity Allah (SWT), the Wise, has said in the Noble Qur'an: "Give to your close relatives what they need, and also give generously to the destitute and to wayfarers.

Do not squander your wealth; those who are wasteful are the brothers and sisters of Satan and Satan is always ungrateful to his Lord. But if, while waiting for the Lord's bounty, you are unable to help your relatives, the destitute and wayfarers, then at least speak kindly to them." Surah Al-Isra (17:26-28) It is narrated from Imam Musa Kadhim (as) that in Bani Israel was a righteous man who had a kind hearted wife.

One night this man dreamt that he was told that the Almighty Allah had fixed a particular life span for him.

Half of it was to be in prosperity and other half in difficulties. He had the choice of whichever life he desired first and whichever

condition he desires to have in the later life. The man requested for some time as he wanted to consult his wife as he had always sought her counsel in important matters. Next day he related the dream to his wife who told him to ask for a prosperous life first. She said, "And hurry up to obtain it. May be Almighty Allah desires to grant us with His bounties." The next night when he was asked in his dream he said that he wished for prosperity in the earlier part of life. He was told that his wish shall be fulfilled.

Thus he began to receive all types of bounties and comforts. His wealth and property increased.

Then his wife said, "O slave of Almighty Allah! Now you help your relatives and other deprived people. Do good to them. Give that particular thing to that neighbour and something to that friend of yours." This man followed the advice of his wife and was not stingy in giving his wealth in charity. In this way half the life passed. Again he dreamt of the same person and he was saying, "You were not stingy in charity, therefore the Almighty Allah had decided to grant you prosperity in the later half of your life also."

Story of Generous Giving

Generosity and kindness doesn't mean that you give only when you have lot or after fulfilling all your needs, but in fact you can still give when you yourself is struggling. Generosity literally means willingness and liberty in giving away ones own money, time, talent and etc sincerely without any personal gain as shown in the following story. Mahatma Gandhi went from city to city, village to village collecting funds for the Charkha Sangh.

During one of his tours he addressed a meeting in Orissa. After his speech a poor old lady got up. She was bent with age, her hair was grey and her clothes were in tatters. The volunteers tried to stop her, but she fought her way to the place where Mahatma Gandhi was sitting. "I must see him," she insisted and going up to Mahatma Gandhi touched his feet. Then from the folds of her sari she brought out a copper coin and placed it at his feet. Mahatma Gandhi picked up the copper coin and put it away carefully. The Charkha Sangh funds were under the charge of Jamnalal Bajaj. He asked Mahatma Gandhi for the coin but Mahatma Gandhi refused.

"I keep cheques worth thousands of rupees for the Charkha Sangh," Jamnalal Bajaj said laughingly "yet you won't trust me with a copper coin." "This copper coin is worth much more than those thousands" Mahatma Gandhi said.

"If a man has several lakhs and he gives away a thousand or two, it doesn't mean much." But this coin was perhaps all that the poor old lady possessed.

She gave me all she had. That was very generous of her. What a great sacrifice she made. That is why I value this copper coin more than a crore of rupees.



By Craig Ballantyne

3 Ways to Grow Your Business

Every morning during one of my daily readings I review one of the Kekich Credos. Some are motivational, others health related, and some are good kick-butt mindset tips.

My favorites are the hardcore business ones, like #19. It states, *“Use leverage with ideas (the ability to generalize is the key to intellectual leverage), work, money, time and people. To maximize profits, replicate yourself. Earning potentials become geometric rather than linear.”*

Applying this to my business, it means I need to: Franchise, License, Certify, Delegate

Create done-for-you marketing materials for others to implement

In the online world, this translates into creating affiliates, giving them done-for-them tools, teaching them how to become better marketers, and giving them incentives to be out selling your product everyday.

In my offline business, this means developing a Turbulence Training Certification program so that hundreds – and soon, thousands – of personal trainers could be out in the world spreading the news and mission of the Turbulence Training program.

It’s all about creating an army of salespeople for your message, whether that is online with affiliates or paid advertising, or offline with certified members of your organization, franchises, or licensees. You need many different marketing and communication channels for your message.

This will help you bring more people into what is known as the “Front-End” of your business. A front-end customer is a brand new customer, and front-end sales are the lifeblood of all companies. You need to constantly get new customers so that they will become repeat customers. Even your best customers will move on, and that’s why you always need to be acquiring new ones.

Note: Your best customers are the ones who Know, Like, and

Trust you. These are the ones who are your repeat customers. And they are the twenty percent bringing you eighty percent of your profits. Don’t ever neglect these customers. Your focus should be on how you can add more value to their lives.



I see too many entrepreneurs and small businesses allocating too much of their time, energy, and resources, selling to cold prospects instead of finding new ways to sell to their best customers. Don’t make this mistake.

Your business can grow three ways, as Dan Kennedy explains:

- 1. Increase the Number of Customers:** With more traffic & better conversion
- 2. Increase the Average Transaction Value of Each Sale:**

With better pricing strategies, upsells, & downsells

- 3. Increase Repeat Purchase Frequency (aka Build Your Back-End):** Create more products to sell to your existing & satisfied customer base. Create

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“A Leader is
Someone
who GIVES
to the Society”

Hussain Dawood

The 3 Important Elements of Success which can Turn Around Your Life

Born to a wealthy family and business legacy, Hussain Dawood's achievements in life are numerous. His present day formal engagements tell his tale to a certain extent only because he spent a rich life and continues to work very hard for betterment of his people.

Currently, He is Chairman of Engro Group, Dawood Hercules Chemicals, Pakistan Poverty Alleviation Fund and Karachi Education Initiative. He is also serving as Honorary Consul of Italy in Lahore. He is also Pakistan's first member in World Economic Forum and member of boards of Commonwealth Business Council, Beacon house National University, Pakistan Business Council and Pakistan Council of Philanthropy. He is also recipient of Italian Republic Award. Amid having all the opportunities in the world to live comfortably anywhere in the world, Mr.

Hussain always believed and worked for Pakistan. His belief in Pakistan's potential remains undeterred. This is strongly manifested by his devoted work to establish Karachi Education Initiative (KEI) which has recently founded Karachi School of Business & Leadership (KSBL). His business ventures are among the top performing business houses in Pakistan and have achieved marvelous success under his visionary leadership. Mr. Hussain Dawood is a true inspiration to upcoming business leaders and youth of Pakistan. His social activities include Chairmanship of the International Advisory Council of the Cradle to Cradle Institute in San Francisco, Karachi Education Initiative's Karachi School for Business & Leadership. He also serves as a Member of the Government of Pakistan Education Task Force, Director of the Pakistan Business Council, Pakistan Centre for Philanthropy, Beacon house National University and is a Global Charter Member of The Indus Entrepreneurs (TiE).

He is a MBA from the Kellogg School of Management, Northwestern University, USA, and is a graduate in Metallurgy from Sheffield University, UK. Chairman of Dawood Group & has a different perspective of success and leadership altogether. In his views “ a leader is someone who gives to the society. Those who take from society are not leaders but bleeders. These are the people who are only interested in filling their pockets and wear their egos on their sleeves because when pointed at, they take it personally. A professional is someone who performs within a code of governance in the most effective way, according to business rules and policies and is entirely transparent. He holds himself accountable and that accountability is never taken personally by him. The moment he would start taking it personally, he would cease to be a professional.” In my opinion, “leaders are developed over the time.”

Giving his keynote address at an lecture, he talked about ‘success’. His pearls of wisdom affected everyone present, including those who were ‘successful’ in the usual sense of the word that we all are used to.

He began with a question that we should ALL ask ourselves, every now and then:

‘What is success to me?’
I have narrated below his three



important elements of success, which if each one of us understands, our lives will be totally different:

1. If success is amassing all the wealth in the world then what good is that wealth if you don’t have anyone else to enjoy it with or share it with? He gave the example of the moviestarring Will Smith. Imagine if you owned all of New York but you were all alone. How exciting could THAT be? Success comes from people who recognize you, who know that you are a good human being. But, without people around you to praise and talk to you, talk about you – you are a nobody. Without sharing your success, what would

you be? So, try to value people over money. Or you could end up, as Robin Sharma puts it, “The richest person in the grave!”

2. Suppose you live to be a 100 years. How would you feel? Happy? Sad? Even if you were healthy your life would be difficult. Your friends and family must have left you, having lived their lives. Your children, grandchildren & great grandchildren will have their own lives. You won’t have too many people to talk to.

But, what you DO have is your legacy. That is what you work towards in your life – always. Legacy is something which people remember you for. And it should be the guiding force in your

everyday life – both professional & personal. Do YOU have a legacy? (Food for thought!) 3. Lastly, but perhaps the most important, is your reputation. If you loose this, it may not be salvaged – ever. Your reputation is your most important asset. And you have to guard it against all the evil designs of the world including your own!

It is easier to get carried away by the short term, however, if you have your eyes towards your legacy, things are in perspective and hence much easier to do (or not to do).

Integrity is something with which one has to live his life. It is always easy to make more money in ways which are not correct or legal, but there is always a choice which is difficult, but more satisfying. Not many people are willing to travel that path. However, the beauty of this path is that once you start walking on it, your life will never be the same. I had to share this with you on Mr Dawood’s impeccable reputation, worldwide: He is the Chairman of, which is the largest World Bank financed social fund – US\$ 1 Billion. Also, he has also spearheaded another ambitious undertaking – The school aims to be, according to , ‘the first international business school in Pakistan, and to be world class at that, to educate men and women, to set high moral standards and to elevate the country’s intellectual level to address its difficulties.’ Hope this helped you in understanding success from Mr. Dawood who is successful in every sense of the word. Mr. Dawood, you are an icon that everyone should follow. God bless you, sir.



Carrying the Legacy



Arsal Kassim

Arsal Kassim, mild mannered yet authoritative, after going through the University of Virginia to complete his degree in Financial Economics and Mathematics, returned to Pakistan to take his rightful place as Owner/Director of Kassim Group, with specific attention to Kassim Denim. His inception into the upper management of Kassim Denim infused a new and bolder vision which has seen this denim unit rise in stature in leaps and bounds. From an annual production of 16 million meters in 2008, Kassim now produces and exports 30 million meters a per annum and is still growing. Mr. Arsal's creativeness and unequivocal mind set gives Kassim Denim the leverage to take on challenges and roll out meter after meter of denim fabrics that are intricately woven with carefully selected yarns/fibers which lend each of our fabrics a life of zits own.

But most important is his sensitivity to the Eco effects of industry, and his pragmatic steps to make Kassim Denim a truly Eco-friendly production unit. He believes that "we are responsible for keeping this Earth green and flourishing for the generations to follow".

Kassim Textile is one of the biggest composite Organic Denim Manufacturers & top exporter of Pakistan, kindly share about your company, future plans?

At Kassim, we believe in innovating. Our near future goal is to introduce effective eco-friendly solutions at each production stage to maximize product enhancement opportunities while minimizing waste to goods ratio. With our latest eco-friendly developments we are in the process of producing the finest & most advanced denim fabrics ever introduced. This would include not only organic denim but processes that minimize water consumption, dyes and chemicals consumption, recycled fibers and zero effluent discharge to name a few. Our long is make this earth Green again, livable safe and healthy for generations to come.

“Trade negotiations with neglected regions should take place to increase market share.”

Your company is masahAllah in the top exporters club of the country, will you kindly Share your experiences, struggle, difficulties and your success key?

The cistron of our denim fabric dictates change, factors governed by demand and requirements, to push forward, to always see the glass half full. InceptedĒin 2001,Ēwith a limited line of products and concentrating solely on our local market, we were novices to the world of denim. It took us a number of years, lot of tenacious resolve and hard work in marketing, sales and R&D to evolve into on of the leading denim producers in the country.

I believe it has been our innovation and our resolution to lead the way that makes us the region’s top denim exporter.

Share your experience about your international clients?

International clients are a lot more demanding. The market has evolved and shifted so that this is very minimal contact with vendors and almost everything is based on direct contact with and solid relationships with brands. Over the years, as we have innovated and learned about markets and product design, international brands have evolved too based on their experiences with end customers. Sustainability, better social practices and stricter fabric testing standards have become a necessity. It has been easier for us than most others since we have always believed in sustainability and empowering our employees.

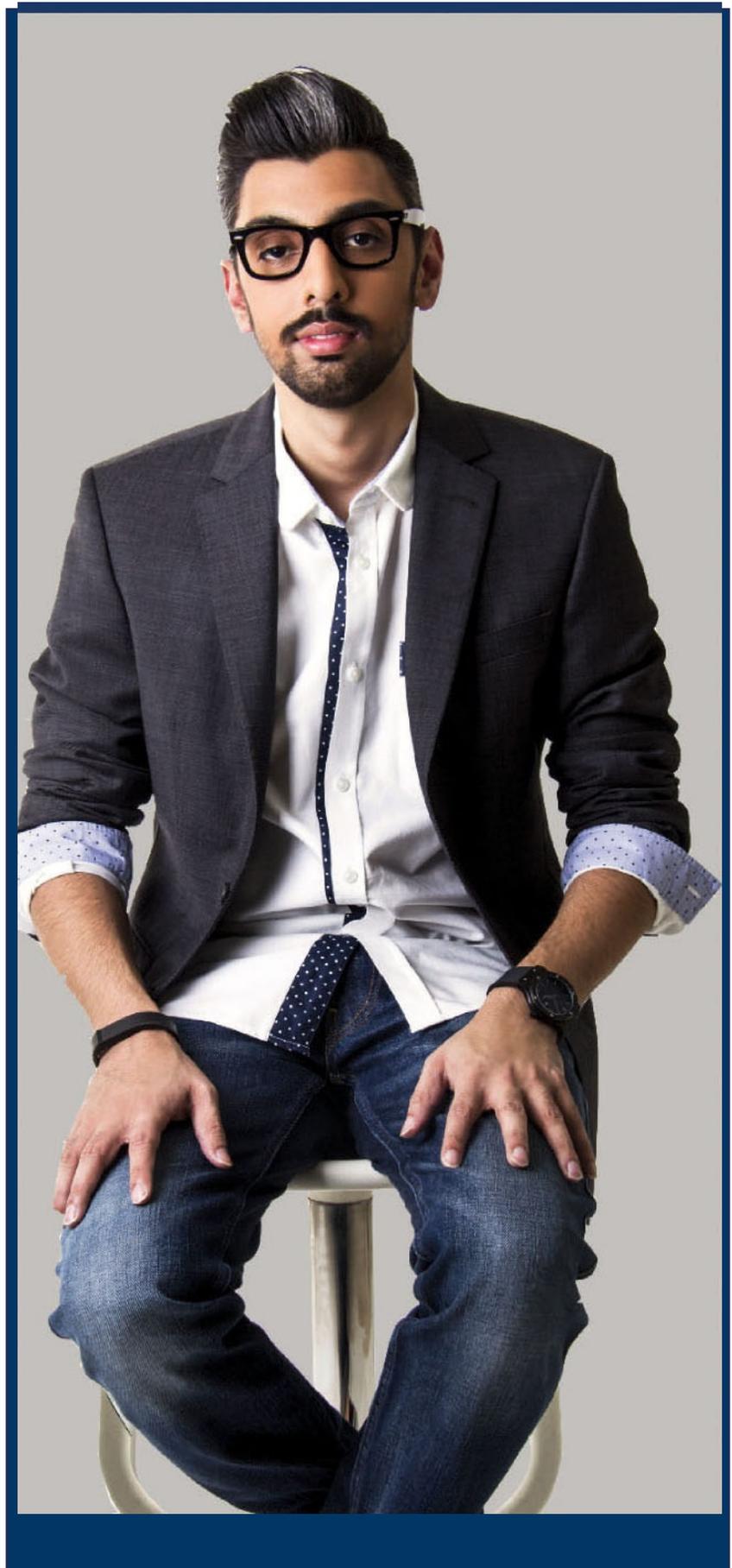
How do you define success?

A. We believe that a business that makes nothing but money is a poor business. For us success is not just about financial results and ROI, It’s more about commitment and dedication that lead to becoming a trend setter in the market; where people trust us to know and predict on what will be in fashion after two years or so. Success for us is also how we change and evolve every day while sticking to our core values without compromising under any circumstances.

What are you most proud moment of in your career?

There have been too many events and moments in the past that I have been proud of.

And I believe that if we keep changing for the better there will be many more to follow. You could say that the proudest moment right now is winning the KCCI Gold Businessman of the year award and being named as one the young entrepreneurs that could change the course of industry in this country.



“Success is not just about financial results and ROI, It’s more about commitment and dedication that lead to becoming a trend setter in the market.”

What are the main hurdles and difficulties in expanding Pakistan export?

Sociopolitical hindrance plays a major role in how any industry performs these days. Although Pakistani products are very innovative and meet the highest quality standards, our image in the western world is not as good as, as compared to for instance Turkey or Japan. Another issue is the fact that buyers are not willing to visit and have closed down some of their offices and operations because of security concerns. Without a local office and teams that can visit often, they fear that they cannot keep a close check on the products that are being produced for them. Last but not least, heavy duty structures and unfavorable trade agreements with a lot of countries like Turkey, most countries in South America, USA and India make it very difficult for us to be competitive in those markets.

Maintaining or expanding export operations rely on how well the country as a whole and the industry deals with such problems.

What are your suggestions for Government regarding export?

The authorities should analyze & revise current infrastructure for industrialists to promote export since it will be difficult to attract foreign investment in Pakistan at the moment. Trade negotiations with neglected regions should take place to increase market share.

It is also equally important to have a stable currency or one that goes in the same direction as our main competitors (India & Bangladesh), negotiations with countries where we face very heavy duties and taxes, and a favorable image as nation in front of the world.

If you granted permission and authority to draw the country’s export policy then what changes you want to make or want to create it all over again?

Import substitution industries should be exchanged with export oriented industries with exclusive tax tariff’s packages. Revising trade agreements with regions and introducing trade collaboration agreements for specific regions to introduce our industry and build effective export relations. Incentives or reduced duty structures on import of machinery and raw material would help in the long term.

What are the major problems of your industry and how it can be solved in your opinion?

It has been noticed that a major small to medium size industries are unable to provide quality consistently for the international market. The authorities must introduce managerial & skill development courses for establishing & maintaining good practices. Rising energy costs and shortage of gas has caused enormous problems for us to stay competitive. Every year, our cost of doing business is increasing a lot more than the countries that we compete with.

Are you satisfied with the performance of Trade Development Authority of Pakistan?

TDAP has provided traders with a unique platform to expand business operations across the world. Exposure of traditional art & craft by TDAP in international markets has portrayed our heritage and culture. Although it has to be said that there is a long way to go and we must never be complacent.

Any good or worst experience regarding TDAP?

Don’t have an answer to this

Your Message for our readers

Our nations export and the denim industry has come a long way in the last decade or so, becoming a driving force in the world market. The fashion industry is changing faster than ever and the expectations of customers are all the more demanding. We must continue to innovate and work towards a better future with even more vigor and persistence to stay ahead of the curve.



Storytelling That Moves People

Persuasion is the centerpiece of business activity. Customers must be convinced to buy your company's products or services, employees and colleagues to go along with a new strategic plan or reorganization, investors to buy (or not to sell) your stock, and partners to sign the next deal. But despite the critical importance of persuasion, most executives struggle to communicate, let alone inspire. Too often, they get lost in the accoutrements of company speak: PowerPoint slides, dry memos, and hyperbolic missives from the corporate communications department. Even the most carefully researched and considered efforts are routinely greeted with cynicism, lassitude, or outright dismissal.

Why is persuasion so difficult, and what can you do to set people on fire? In search of answers to those questions, HBR senior editor Bronwyn Fryer paid a visit to Robert McKee, the world's best-known and most respected screenwriting lecturer, at his home in Los Angeles. An award-winning writer and director, McKee moved to California after studying for his Ph.D. in cinema arts at the University of Michigan. He then taught at the University of Southern California's School of Cinema and Television before forming his own company, Two-Arts, to take his lectures on the art of storytelling worldwide to an audience of writers, directors, producers, actors, and entertainment executives.

McKee's students have written, directed, and produced hundreds of hit films, including *Forrest Gump*, *Erin Brockovich*, *The Color Purple*, *Gandhi*, *Monty Python and the Holy Grail*, *Sleepless in Seattle*, *Toy Story*, and *Nixon*. They have won 18 Academy Awards, 109 Emmy Awards, 19 Writers Guild Awards, and 16 Directors Guild of America Awards. Emmy Award winner Brian Cox portrays McKee in the 2002 film *Adaptation*, which follows the life of a screenwriter trying to adapt the book *The Orchid Thief*. McKee also serves as a project consultant to film and television production companies such as Disney, Pixar, and Paramount as well as major corporations, including Microsoft, which regularly send their entire creative staffs to his lectures.

McKee believes that executives can engage listeners on a whole new level if they toss their PowerPoint slides and learn to tell good stories instead. In his best-selling book *Story: Substance, Structure, Style, and the Principles of Screenwriting*, published in 1997 by Harper-Collins, McKee argues that stories "fulfill a profound human need to grasp the patterns of

living—not merely as an intellectual exercise, but within a very personal, emotional experience." What follows is an edited and abridged transcript of McKee's conversation with HBR.

Why should a CEO or a manager pay attention to a screenwriter?

A big part of a CEO's job is to motivate people to reach certain goals. To do that, he or she must engage their emotions, and the key to their hearts is story. There are two ways to persuade people. The first is by using conventional rhetoric, which is what most executives are trained in. It's an intellectual process, and in the business world it usually consists of a PowerPoint slide presentation in which you say, "Here is our company's biggest challenge, and here is what we need to do to prosper." And you build your case by giving statistics and facts and quotes from authorities. But there are two problems with rhetoric. First, the people you're talking to have their own set of authorities, statistics, and experiences. While you're trying to persuade them, they are arguing with you in their heads. Second, if you do succeed in persuading them, you've done so only on an intellectual basis. That's not good enough, because people are not inspired to act by reason alone.

The other way to persuade people—and ultimately a much more powerful way—is by uniting an idea with an emotion. The best way to do that is by telling a compelling story. In a story, you not only weave a lot of information into the telling but you also arouse your listener's emotions and energy. Persuading with a story is hard. Any intelligent person can sit down and make lists. It takes rationality but little creativity to design an argument using conventional rhetoric. But it demands vivid insight and storytelling skill to present an idea that packs enough emotional power to be

memorable. If you can harness imagination and the principles of a well-told story, then you get people rising to their feet amid thunderous applause instead of yawning and ignoring you.

So What is a story?

Essentially, a story expresses how and why life changes. It begins with a situation in which life is relatively in balance: You come to work day after day, week after week, and everything's fine. You expect it will go on that way. But then there's an event—in screenwriting, we call it the "inciting incident"—that throws life out of balance. You get a new job, or the boss dies of a heart attack, or a big customer threatens to leave. The story goes on to describe how, in an effort to restore balance, the protagonist's subjective expectations crash into an uncooperative objective reality. A good storyteller describes what it's like to deal with these opposing forces, calling on the protagonist to dig deeper, work with scarce resources, make difficult decisions, take action despite risks, and ultimately discover the truth. All great storytellers since the dawn of time—from the ancient Greeks through Shakespeare and up to the present day—have dealt with this fundamental conflict between subjective expectation and cruel reality.

How would an executive learn to tell stories? Stories have been implanted in you thousands of times since your mother took you on her knee. You've read good books, seen movies, attended plays. What's more, human beings naturally want to work through stories. Cognitive psychologists describe how the human mind, in its attempt to understand and remember, assembles the bits and pieces of experience into a story, beginning with a personal desire, a life objective, and then

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TDAP Exporters Guide

What, Where, Whom &
How to export?

All you want to Know
about **TDAP** offering to

Pakistan Exporters



TDAP Exporters Guide

The Trade Development Authority of Pakistan (TDAP) is a body corporate established on 8 November, 2006, under a Presidential Ordinance. The Ordinance will be tabled in the Parliament as an Act for approval.

The TDAP is the successor organization to the Export Promotion Bureau (EPB) and is mandated to become a dedicated, effective and empowered organization that is professionally managed. TDAP, as part of its trade 'development' mandate, as opposed to 'export promotion' only, will be dedicated to the 'holistic' development and promotion of goods and services for exports globally.

TDAP in this enhanced responsibility and role will create direct linkages with stakeholders, local and abroad, aiming for a 'Quantum Leap' in exports. The administrative ministry of the TDAP will be the Ministry of Commerce, with the objective of promotion of sustainable growth in the quantum and value of export of goods and services.

Functions of TDAP

Marketing

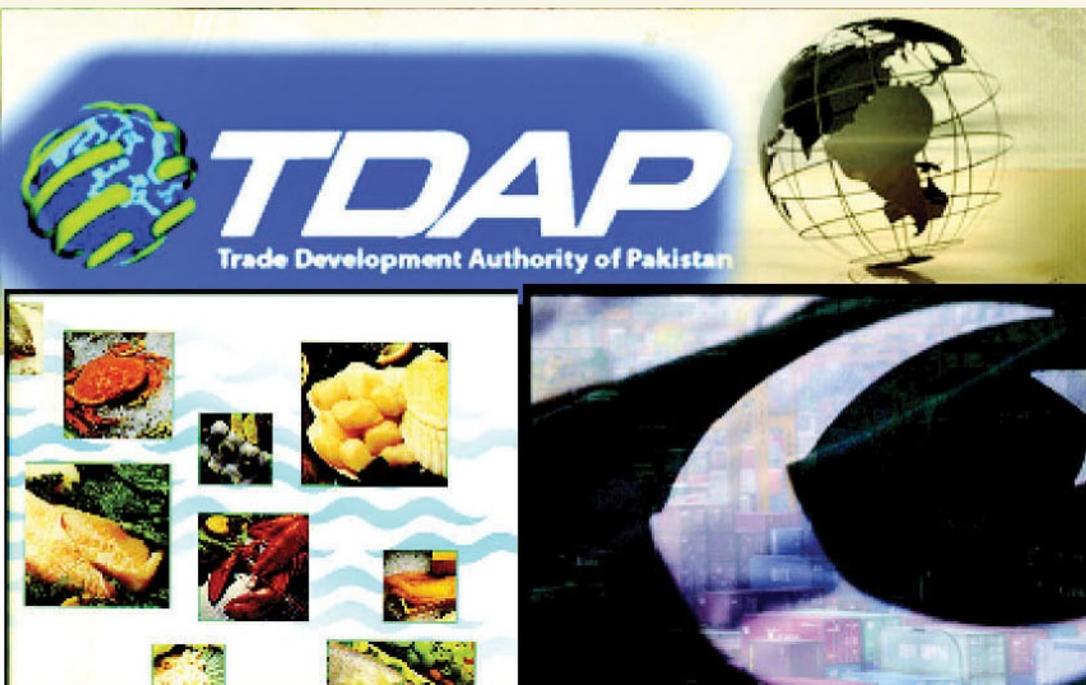
- Market research
- Fairs and exhibitions – local and international
- Trade delegation for exploring International Market
- Overseas publicity to create brand / country /product awareness
- Participation in trade related events
- Facilitation through Commercial Counselors abroad
- Expo centre- holding if international / local exhibitions
- Seminar / conferences/ workshops to create awareness about export related issues.

Facilitation

- Face to face counseling
- Export Facilitation committee – to resolve related problems
- Standardization and simplification of procedures
- Establish buyer- seller contacts
- Information dissemination through website/Fax-on-Demand/Pakistan Export information Bulletin

Regulation

- To assist Government in formulation of export policies and setting of export targets
- To monitor export and implementation of export strategy



·To recommend establishment of export oriented industries
 ·Issuance of GSP certificates
 ·Enhancement of Competitive Edge of Export Sector

·Skill development Council
 ·Establishment of training institutes for capacity development in sectors like Textile, Leather, Surgical, Jewellery, etc.

·Seminars on export related issues
 ·ISO-9000 and 14000 – helping industry to adopt the standards

What to Export?

Every product/service has a market. Even then, one has to be on the lookout for overseas importer. Nevertheless, export control is to be imposed at times, but its scope is very limited. There are also a few basic requisites for selling overseas. Determination land planning and planning are the basic requirements.

Overseas selling begins with a state of mind. Any commodity and/or product including services produced, processed and manufactured in a country can be exported, as there is hardly anything in the world that is not internationally traded. There is a market abroad for all types of products and services as no nation can itself produce everything to satisfy its needs in the modern world even if one chooses to sacrifice the principle of

comparative cost advantage. Every country is continuously on the lookout to locate overseas suppliers of one commodity or another, thereby, creating every-increasing scope for export of other countries. To take advantage of the situation, all nations make every possible effort to sell their products and services abroad. After all, exports are a vehicle of growth and development. They help not only in the procurement of the latest machinery, equipment and services not available indigenously, Expansion of export earning is as crucial for financing development plans as the mobilization of domestic resources. It leads to national self-reliance and dependence on external assistance, which, howsoever liberal, may not be available without strings.

Where to Export?

The whole world can be a potential market for your products. Individual and specialized approach is needed to ensure that each country's import requirements are met. In addition to the various publications there are a number of agencies that provide help to locate your markets overseas. Potential Market

Potential Market
 Having made the planning and

determination to sell abroad, the next step is to know the markets where one can export. Though the whole world can be a potential market for one's product(s), it may not be possible and/or worthwhile to export to the world as a whole. Each country has its own peculiarities, thereby, necessitating individual and specialized approach.

Moreover, one cannot sell every product to every country. It is better to specialize in your products first before you start to export/market them. The way refrigerators cannot be sold to Iceland, it may likewise be difficult, if not impossible, to export watches to Switzerland. At the same time, it may be wrong to assume on the basis of sketchy information that certain markets have no potential at all. For example, a Canadian manufacturer of heating equipment discovered to his surprise that he could sell his products in Jordan because, although days are hot there, the nights are cool;

He is also selling them in Venezuela, where his equipment is used not to heat houses, but to dry coffee beans. What is therefore, important is proper and judicious selection of markets where one's product(s) could sell best. Alternative usage, if devised and marketed, always helps.

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Identification

In the selection of potential markets, the primary task is to identify the areas where products(s) similar to those of the prospective exporter, are currently sold either by Pakistan or other countries. A number of organizations have been set up to help the exporters in this task of identification. These include the Ministry of Commerce, Export Promotion Bureau, and Federation of Pakistan Chamber of Commerce & Industry. Besides these, there are a number of Trade Associations/Chambers of Commerce which provide information on potential market(s) for different product(s). The exporter should establish a contact with the nearest organization. In addition, a little exercise at his desk and nearest export promotion organization's library and/or any other good library is advisable to identify the market(s).

Whom to Export?

To find prospective customers and that too in overseas markets is the most arduous task. But a little experience and contact with different agencies backed by a concerted follow up action on the information provided by them will help the exporter in locating overseas customers. But selective approach will prove to be a d v a n t a g e o u s .

Prospective Customers

The location of prospective customers or importers is the next important and perhaps arduous task faced by the exporter after the identification and selection of markets. It usually takes a long time in finding a serious and right customer who is interested in the exporter's product(s). His competitors in the country are naturally tight-lipped and would not like to reveal the names of their importers. Similarly, institutions like banks, shipping companies and custom houses are supposed to keep secret the names of parties to whom exports are currently affected by other firms. However, the exporter(s) should not feel disheartened on account of this problem. These problems are not peculiar to international markets and apply equally to the domestic selling.

There are a number of published

sources of information and Organizations/institutions, which provide information on prospective customers in overseas countries. It just requires a little exercise and contact with different agencies and follow-up action on the information provided by them.

How to Export?

The choice between the two basic methods of selling – direct & indirect – depends primarily on the amount of money and effort you want to put in. To export directly, you need to organize yourself in a suitable manner, with

upon different considerations, the most important being the amount of money and the effort one wants to put in. It may some times be advisable to operate through agencies.

Registration for importer / exporter is no longer required.

Incoterms

Incoterms is an abbreviation of International Commercial terms. This is an International rule for the interpretation of the most commonly used trade terms in international trade prepared by ICC (International Chamber of Commerce), which is based in

other terms that may be used in this contract shall have the meaning defined and interpreted by incoterms 2000, ICC, as amended. Unless otherwise specifically provided in the contract, there are 13 commonly used incoterms as follows:

- EXW : Ex Works
- FCA : Free Career
- FAS : Free Along-side Ship
- FOB : Free on Board
- CFR : Cost and Freight (Formally C&F)
- CIF : Cost, Insurance and Freight
- CPT : Carriage Paid To
- CIP : Carriage and Insurance Paid



regard to staff and personnel, backed by skill and knowledge of both product & market.

Export Selling

Basically, there are two methods of export selling – direct and indirect. For direct exporting, the firm makes its own arrangements either within the existing selling apparatus or by setting up a separate and different department/company to handle export transactions. In case of indirect exporting, the firm sells through an intermediary like merchant – exporters, Export Houses, Export Consortia/Marketing Groups, and Trading Corporations – Central and State.

Though the choice between the two methods of selling depends

Paris. The purpose of Incoterms is to avoid disputes between trading parties arising from different interpretation of such trade terms in different countries.

Today, most of the business of international trade in the world is conducted using incoterms as a general business custom. In order to avoid this misunderstanding and confusion between a seller and buyer, it is advisable for the exporter to add to the contract a clause to the effect that interpretation of trade terms are based on incoterms. Most commonly, they stipulate the wording in the general terms to fulfill condition of the contract. Trade terms such as FOB, CIF and

To

- DAF : Delivered at Frontier
 - DES : Delivered Ex Ship
 - DEQ : Delivered Exquay (Duty Paid)
 - DDU : Delivered Duty Unpaid
 - DDP : Delivered Duty Paid
- For a precise understanding of Incoterms, the exporters should keep at hand a copy of the "Incoterms 2000" published by ICC Publishing S.A. Among the Incoterms, the most frequently used Trade Terms are FIOB, CFR (Former C&F) and CIF. Summarized definition "Incoterms 2000" are as follows:
- FOB – Free On Board (-----**
 - Named Port of Shipment)**
 - The seller delivers when the goods

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etc. The list of national standards applicable to packaging is pretty long. It is enough to mention that they deal with matters as varied as static and dynamic performance tests, size requirements types of packages, closure techniques and compatibility with the ISO freight containers and agricultural packaging. The standard-setting organizations of most countries are, with very few exceptions, associate members of the International Standards Organization (ISO), which means that new ISO standards, by and large, represent their technical views. Thus in the presence of ISO standards published over the last 20 years or so (available at www.iso.ch) means that there is less need to refer to or rely on national standards. As an exporter involved in international trade, the exporter should try to adopt ISO standards and apply them in accordance with the needs and requirements of the buyers and the importing countries. The Packaging Standards are Classified as under Dimensional Standard Standards Concerning Quality of Resistance to Wear **Standard Test Method** Standardized Technical Terms & Symbols: These terms and symbols are adopted throughout a country by every industry as a common technical language to be readily understood within the sector. **Codes of Standard Practice:** In general, these codes recommend method concerning the technical procedures for packing for use in specified industries. The packaging industries in some highly industrialized countries have already adopted such codes. Other lesser-developed countries often use the code as operational guidelines and in reference manuals. The packaging requirements vary from product to product and an example of standards for Kino export packaging from Pakistan are given below:

- Crates must be packed with 9 kg net Kino in them
- Crates must be printed with brand name and Net weight
- External size of crate for 9 kg fruit

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is 16 * 10 ¼ * 1/4inches

- Crates must be made with white clean wood
- Kino must be washed and waxed and properly graded
- Transportation to overseas markets only by reefer containers.

Eco labeling
The eco label was intended to encourage sustainable production and consumption by creating awareness among consumers of the environmental effects of everyday products. Its objectives are:

- To promote the design, production, marketing and use of products which have a reduced environmental impact during their entire life cycle.
- And to provide consumer with better information on the environmental impact of the products.

The purpose of eco-labels is to assist the consumer who wants to choose environmentally preferred products. They are particularly prevalent in Northern Europe where there are currently a number of eco-label schemes up and running. If appears as though the prevalence of eco-label schemes, in particular those involving rapidly consumed household goods, will increase. However, for more durable goods such as personal computers, eco-labels are unlikely to be a factor in the purchasing decisions of the vast majority of consumers. For manufacturers of such durable goods, the more important question concerns the professional user and in particular the public procurement market.

How it Works?
The eco-label scheme is voluntary and open to manufacturer or from both EU and non-EU countries. Manufacturers are under no obligation to apply for the eco-label. The definition of criteria for the award of the eco-label is based on the study of product life-cycles. The commission is responsible for adopting and revising the criteria. Either the commission or a competent body can propose a new product group. The award of labels of products is a matter for national authorities (Competent-Bodies). These bodies are independent and neutral.

Manufacturers or importers applying for an eco-label must address the competent body in the country where the product is manufactured or into which it is imported from the third country. Currently, 28 eco-labeling programs exist world-wide including Brazils Department de Certifi caoca, Gerente; Ccnada's Environmental choice program; European Union's eco-label Award, Germany's Blue Angle Program, Japan's Eco-mark Program; Norway and Sweden's Nordic Swan Program; Thailand's Green Label; and the United States Green Seal Program.

Marketing exportable products in the international market
It is important that the exporter knows the export market before starting any export business. The exporter should know in advance, the distribution channel, the market segment, the governing regulations and the price at which his goods can be sold in the new market. This information will be useful for him when drawing up his own marketing plan and negotiating with the importer. He has to develop his own strategy to match his products with the local needs and preferences of consumers. There is a slim chance that his product will fit the target market without some modification. He may have to change the size, color, specification, etc. in order to meet the consumer's preferences and the rules and regulations concerning the distribution of the product. Therefore it is helpful for the exporter to know the following points regarding his target market before he commences his export business:

- Local production figures.
- Export by destination & Import by Country of origin.
- Market size in terms of value and quantity.
- Profile of local major manufacturers.
- Distribution channel and mark-up at each of the distribution channel.
- Competition among local products and imported brands. Evaluation of products by consumers. Retailers, wholesalers and importers in terms of price, quality and design.
- Import system and related rules including special certification and

necessary documentation. It is advisable for the exporter to be aware of his responsibilities concerning import rules well in advance. Local rules and regulation related to the marketing of the intended product for sale. It would benefit the exporter if he knew earlier if the time consuming and elaborate modification, testing and labeling of his product to meet local rules and regulations are necessary.

For those who do not have any financial or organizational capability to engage marketing companies to conduct the research, there are some other ways to know more about the target market. Listed below are some ways to find information on overseas market:

- Visit the TDAP website to get commodity / country info. Visit Information Advisory Centre of Trade Development Authority of Pakistan (TDAP), which is open to the Public. It provides information on custom tariff schedules, company directories, trade statistics etc. free of cost.
- Collect catalogues, magazines and newspapers concerning the products that he intends to sell through his business associates.
- Participate in overseas trade fairs and exhibitions or trade mission sponsored by TDAP. The participants may have a chance to associate with people related to the business concerned.
- Visit trade promotional organization or Commercial Section of Foreign Embassies stationed in Pakistan. Visit trade association in Pakistan or over target country, if this is feasible, and make it a point to drop in at out concerned sections abroad.

GSP (Generalized System of Preference) Scheme
The Generalized System of preference (GSP) is a system whereby preferential treatment by way of a reduced or duty free tariff is granted by developed countries known as preference giving or donor countries, to eligible products imported from the development countries. This preferential treatment is granted without any reciprocal obligation on the part of the developing countries. The main purpose of the above tariff concession scheme is

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that the exporters in the preference receiving the Customs Tariff Schedule of the country



countries should be able to increase their export earning contributing to the foreign exchange earnings of their country, both through obtaining better export prices for their products (importers will pay a reduced rate of duty or often no duty at all) and by increasing the volume of sales (importers will be more interested to import the products from beneficiary countries than from any where else, in order to benefit from the margins of preferences provided).

It is believed that the main objectives of Generalized System of Preferences will be met by the ways given below:

- To increase the export earnings of the preference receiving countries;
- To promote their industrialization;
- To accelerate their role of economic growth.

Scheme in Operation

Generalized System of Preferences is at present in the form of following different schemes operated by preferences giving countries: Countries that accept form 'A' for the purpose of the Generalized System of preferences (GSP)

Australia, Canada, Japan, New Zealand, Norway, Switzerland, United States of America, Republic of Belarus, Republic of Bulgaria, Czech Republic, Republic, Republic of Hungary, Republic of Poland, Russian Federation, Slovakia.

How to Export under GSP Scheme

To establish the tariff classification If an exporter wished to benefit from Generalized System of Preferences he has to establish classification of his products within

where he has an export interest. Normally this will be the CCCN (Customs Co-operation Council Nomenclature) heading is used in most preference giving countries. It is believed that harmonized commodity description, and coding system has been introduced by most of the countries.

Check the product coverage

Many exporters think that all products are covered by all the GSP Scheme but this not true. The exporters should first determine whether is products are covered in the GSP Scheme of the markets where he has an export interest. He must examine the products lists of GSP Scheme by reference to the precise tariff classification and products description on his goods. Calculate the preferential margin When the exporter becomes ascertained that his products are eligible for GSP, he should have calculated the preferential margin of his product which will enjoy preferential treatment in a particular market, so that he can calculate the prices for offering to the importer. For finding the margin he has to refer to the customs tariff schedule of the market country in both, the fall rate of duty and the GSP rate of duty. The deference between these two is the preferential margin. In some cases the preferential margin may be quite larger and the exporter would be able to include a relatively larger profit, in comparison to his price offered to the countries, other than GSP Scheme. When preferential margin is small exporter cannot derive immediate financial benefit from this tariff cut. However, in the ll benefit by obtaining a new or a larger market

for his product. If the exporter can continue to sell his products to the importer he will be able diversify and expand his export. To check graduation lists

The exporter must determine if his product(s) subject to any quantitative lamination or graduated for any particular country. For example textile, leather and carpets are graduated since 1997-98, in European markets.

To study rules of origin

An exporter has to be sure that his product are fulfill the origin requirements of the particular GSP Scheme, in which he is interested and he must be satisfied that he is getting preferential treatment for his products. The main objective of GSP Scheme is to encourage manufacturing activity. Awareness or rules of origin is necessary and it should be assured that the benefit of the GSP goes to the preference receiving country.

Prepare the documentary evidence The application for GSP treatment is supported by appropriate documentary evidence regarding origin and details of the consignment of the products. GSP from 'A' is a certificate that is accepted by all preference giving countries. It must be certified and signed by a Government authority in preference receiving country. TDAP, in Pakistan is the authority to certify/sign and issue this document.

Where to seek advice

Exports who wish to know more about GSP Scheme in general, or who wish to obtain more detailed information about the products covered by preferential margin, rules of origin, tariff classification for their products in various schemes or have problems in the administration of the scheme by the preference giving countries may seek assistance from TDAP and its regional offices in Pakistan. **Origin criteria for GSP**

To qualify for preferential treatment under the GSP the products must be either:

- Wholly obtained (wholly grown or produced) in the beneficiary country.
- Manufactured, wholly or partly from materials, parts of components imported into country of unknown origin. Products which have undergone minimal process will not qualify for GSP treatment.

There are six GSP Schemes, operated, at present in Pakistan. The details of which are given as under:

I. General System of Preferences Certificate of origin (Combined Declaration ^ certificate) Form "A". Countries that accept the form of above scheme "A" for the purpose of Generalized System of Preferences (GSP) Australia, Canada, Japan, New Zealand, Norway, Switzerland, United States of America, **Facilities available to Export Houses**

- To import against BMR facilities on behalf of individual importers or a group of importers;

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Republic of Belarus, Republic of Bulgaria, Czech Republic, Republic of Hungary,

Be registered as an exporter under the Registration (Importers and Exporters) Order, 1993;

Palletizing Your Shipment



Republic of Poland, Russian Federation, Slovakia.

European Union: Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain Sweden, United Kingdom.

2. SAARC Preferential Trading Arrangement (SAPTA) (Combined Declaration & Certificate) This form of the Scheme is acceptable among SAARC countries, which are: India, Pakistan Bangladesh, Sri Lanka, Maldives, Bhutan and Nepal.

3. Preferential arrangement among developing countries negotiated in GATT certificate or origin. (Combined Declaration & Certificate) Following are the signatories to preferential arrangement among developing countries in connection with above scheme form:

Bangladesh, Mexico, Turkey, Brazil, Pakistan, Tunisia, Chile, Peru, Uruguay, Egypt, Republic of Korea, Yugoslavia & Romania.

4. Global system of trade preferences. Certificate of origin (Combined Declaration & Certificate) This form of the scheme is acceptable by Romania & Korea. Certificate in regard to certain handicraft products (HANDICRAFT) Issued with a view to obtaining the benefit of the preferential tariff regime in the European Community.

Export Houses and their functions

Export Houses
An Export House in Pakistan means a Trading Company registered as an Export House by the competent authority with its secretariat in TDAP. Conditions of Eligibility for Registration

An application for registration shall:
·Be a trading company registered under the Companies Ordinance 1984 (XLVII of 1984);

during the year immediately preceding the year in which the application is made. Fruits and vegetable exports would be eligible for 10% wastage allowance.

Any two or more exporters who, having together had during the year preceding to registration, an export performance of not less than \$ two million, have formed a consortium and get themselves registered as a trading company under the companies ordinance 1984 (XL VII of 1984) and as an exporter under the Importers and Exporters (Registration) Order 1993, shall also be eligible to apply for registration as an export House.

Earnings in foreign exchange on the following accounts shall also be taken into account for ascertaining export performance for the purposes of sub-paragraph (1), (2) and (3) namely:

·Net earnings from erection charges, consultancy fee and collaborations fees;

·Royalties for books;

·Net earnings from re-export or off-shore trading;

·Such other items as the competent authority may notify from time to time.

Export by Export House

After the expiry of the first year of its registration every Export House shall export one or two of its products under the brand

name and within five years of registration shall export all its products under its brand name.

·To retain 5% of their FOB foreign exchange earnings for the use of establishment and maintenance of offices abroad, publicity, product development, participation in trade fairs abroad, collection of commercial intelligence, market studies, adaptation of existing products to new markets, cost of air tickets provided to foreign buyers who are invited to visit Pakistan and other promotional efforts;

·Except as otherwise provided, have had an export of not less than US\$ one Million with export performance in at least one product group

·Provided that retention of 5% of FOB earning for purpose listed above shall be subject to the condition that export performance of such export houses includes 15% of the net foreign exchange earnings from the products of supporting manufacturing units which are not owned or controlled by the controlling interest of the export house;

·Provided further in that case of export house whose net foreign exchange earnings do not include 15% realization from the products supporting manufacture for only 3% of their foreign earnings for purpose mentioned in this sub-clause.

·The Federal Government may allow the export houses to establish their own cargo plan facilities or charter private cargo planes;

·The Federal Government may grant subsidy from Export Market Development Fund in freight for the export of non-traditional items like fruits, vegetables and cut flowers; and

·The Federal Government may allow issuance of distinctive passports, having up to 200 pages, to the Chairman and Managing Director of an Export House. The holder of such passport will be entitled to use VIP Lounges at national airports.

·The competent authority may permit an export house desiring to set up display centers already including warehouses where necessary, and may allow reasonable foreign exchange for the purpose.



Play Until the Whistle Blows



Salespeople must keep their heads in the game-- staying engaged with clients-- until the buying decision is final.

Tahir was stunned when his dream client called to inform him the company was buying from one of his competitors. He had been certain the account was won. Still reeling from the shock, Tahir asked the client why he lost out. They “just felt more comfortable” with the other option.

Tahir is a solid salesperson. He has an excellent command of the fundamentals of selling. He also knows his product and how to help his clients. So it was no surprise he could make a connection, develop relationships and gain an opportunity to compete for this client’s business.

He did an excellent job throughout the whole process, delivering a great presentation and a solid solution. Tahir’s dream client was impressed and said so. The decision-makers just needed time to talk things over; they would get back to him with their answer. That sounded reasonable, so Tahir waited.

But the truth is Tahir quit playing before the whistle blew.

The Buying Process

Buyers go through stages. They start by discovering some challenge is preventing them from getting the results they need. Then

they identify what they need to produce a better result. Once they have ideas about what they need, they look at the options available to solve their problems. Tahir delivered his proposal and solution during this stage of the buying process, the evaluation of options. But the buying process doesn’t end there.

In a final phase, buyers resolve their concerns: Is this the right solution for us? Are we spending too much money? Are we investing too little? Do we trust this salesperson and his company to get us results? Are we going to be embarrassed by this decision? This stage comes late in the game, but the game is still being played. It isn’t over until a decision is made. Effective salespeople know their roles don’t end after the presentation and proposal. Let’s look at another salesperson.

Playing Until the End

Karen had just delivered her pitch. Afterward, her client said the decision-makers would review more proposals, make their choice and get back to her. Her prospective client was engaged, polite and complimentary. But Karen understood the game wasn’t over just because she had finished

her presentation.

She listened carefully while her buyers explained their process and then asked to be part of it. Karen said: “I understand you need time to discuss your options as a group before you make a final decision. I’d like to ask you for the opportunity to meet with you as you work through that process, so I can answer questions that come up, clarify anything in our proposal as needed and resolve any concerns you might have about choosing us. I want you to be 100 percent confident in your decision even if we’re not the right fit. Can we schedule a follow-up call for next week?”

As it turned out, her dream client did have concerns. Karen met with the decision-makers a week later because they wanted a better grasp of her pricing model, which was higher than that of some competitors. They also wanted to clarify differences between her solution and those of her competitors. Karen resolved their concerns, demonstrating how and why her solution was different, why it cost a bit more, and how it would deliver better results. She offered three references who would attest to her results.

Karen’s story has a happy ending because she stayed involved—answering questions and giving explanations—through the end of the process. She didn’t leave it to her clients to come to the right conclusions unaided. The clients would never have resolved the pricing concerns or the differences in her solution on their own. They would have chosen someone else. Karen won because she continued to play.

Ask to Stay Engaged in the Process

Selling doesn’t end when you’ve presented your solution and pricing. Because the buyer’s process hasn’t ended, you still have the opportunity to create value for your clients by helping them make a smart decision. That means you have to be there when they struggle with fears and concerns. You have to stay in the game to help them deal with risk.

Schedule follow-up meetings specifically to resolve your prospective client’s concerns after your presentation. Ask to participate in their decision-making process, explaining how you can be valuable by answering any questions and resolving any concerns.

Battered, Broke Bankrupt and Old?

Mark Ford

I have no savings, no significant assets, and bad credit due to having to file bankruptcy. And to make matters worse, I just hit 60 and I feel like everything is suddenly starting to go wrong with my body!

Give it to me straight, Mark. Is it even possible to save myself at this point?

If you have ever felt financially or physically “old,” this essay should be helpful. For the answer to Paul’s question is yes. And not a qualified yes – a definitive yes!

Virtually all financial and most health problems can be solved. When you are young, you feel the truth of this instinctively. But as you age, your psyche’s natural optimism sometimes fades. The burden of debt and joblessness – even aches and pains – seems terminal.

But that is an illusion. You can fix all your financial problems, one by one. And you can acquire wealth. In fact, if you really want to work at it, you can become wealthy in seven years or fewer. And you can do all this starting at age 60.

Things are easier now for older people. Sixty is the new 40!

What You Can Do in Your 60s

Let’s begin with Paul’s health issues, since without good health, it is difficult to put your full energy into your business and financial objectives. Paul doesn’t have a terminal illness. He has diminished energy, occasional muscular fatigue, chronic aches and pains, and the growing feeling that his body is “falling apart.” Your doctor may tell you that these are inevitable symptoms of aging. And there is no doubt that the body is designed to wind itself down as it ages.

But that doesn’t mean that you have to give in to physical debilitation and the mental gloom that goes with it. By taking advantage of new discoveries in nutrition and exercise science, you can be strong, energetic, and pain free all the way through your 70s and even your 80s. I provide myself as your example. I come from a family that is predisposed to obesity, heart and digestive problems, and depression. My

genetic bad coding started messing with me in my late 30s.

Knowing next to nothing about nutrition, I spent about 20 years gaining and losing weight as my strength, flexibility, and stamina gradually diminished. Then, in my early 50s, I began consulting for the natural health industry. This gave me an inside view at all sorts of breakthrough studies that helped me understand how I could eat, exercise, and relax more profitably.

Today, at 63, I’m in very good shape. I’m not what I was at 25, but I’m able to work 16 hours nonstop, wrestle with men less than half my age, and spend six days climbing Mt. Kilimanjaro.

Moreover, I’m taking supplements that seem to be actually retarding the shortening of my telomeres – the cellular switches that control aging. About a year ago, I took a battery of tests that measure my “relative age” in terms of lung capacity (extremely important), visual and mental acuity, heart strength, and even something that measured the flexibility of my blood vessels. In every area, I tested at least 10 years younger than I am. In several areas, I tested 20-plus years younger.

The point: You can regain some measure of youthful vigor, stamina, and optimism by implementing a good eating, exercise, and sleep routine...

How Much Can You Accomplish?

Behind Paul’s question is a common prejudice: that our years for being productive are between 30 and 60. There is no doubt that you can change the world in that middle third of your life. But you can accomplish great things in the last third, too.

To prove the point, here are a few examples

of what these well-known people have been able to do in their 60s (or thereabouts):

- Harland Sanders, better known as Colonel Sanders, was 65 when he started Kentucky Fried Chicken. As demand for his tasty chicken grew, Sanders opened a restaurant. And the rest, as they say, is history.

- Laura Ingalls Wilder was 65 when she began writing her beloved *Little House on the Prairie* series. She went on to pen eight total books in the series – in addition to being a journalist.

- In 1954, at the age of 52, Ray Kroc opened a hamburger stand – when most people his age were retiring. Kroc revolutionized the fast-food business when this hamburger stand eventually became McDonald’s.

- Car icon and businessman Henry Ford was 60 years old when he created the first car assembly line.

- At 70 years old, Golda Meir became the fourth prime minister of Israel – and the first woman to hold the post.

- In 2004, at the age of 82, Robert Galvin, retired longtime CEO of Motorola, started Galvin Electricity Initiative, a nonprofit dedicated to transforming and improving the nation’s power grid to 21st-century standards. Consider this: As of 2009, the latest year for which information is available, persons reaching age 65 had an average life expectancy of an additional 18.8 years (20 years for females and 17.3 years for males). That means we sexagenarians have many more years to live well and thrive!

How to “Save” Your Financial Future

Do you empathize with Paul? Here’s my advice.

First, stop reading all the doom-and-gloom

material that is out there. Yes, debt burdens our world economy. And yes, that debt will be paid one way or another. But you are not going to make yourself any richer by worrying about it. Second, believe this: **It is perfectly possible – even likely – to eliminate debt and acquire wealth within seven years if you are willing to do the right things.**

That seven-year term is a personal projection, but it's not without basis. It comes from what I've done many times over in my own life and what I've been able to help other people do many times over. When you are young, seven years seems like an eternity. But at 60, you now know that it will pass faster than the blink of an eye. That's why it's so important for you to take my advice seriously and put it to work immediately. If you wait even a week to get started, you will find it easy to push it off another week and then a month, and before you know it, those seven years will have passed, and you will be in the same bind you are in now.

The third thing you must do is: **take responsibility for the financial mess you are in.**

There is no doubt that you have been lied to and misled. There is no doubt that you have been preyed upon by a host of "wealth stealers" – bankers, brokers, lawyers, insurance agents, and medical professionals whose job is to separate their clients from their money. There is no doubt that the government has been taking its pound of flesh from you while you struggle to survive. But none of that really matters. These forces and people don't care about your financial problems. They won't help you. You must accept the fact that only you can turn your life around. You have to step up to the

plate. You must make a serious personal commitment to change.

I can help you with this last bit. I wrote a book about change – which incorporates everything I've learned about the subject – several years ago. It's called **The Pledge**.

Once your body is healthy and your mind is right (including your commitment to persist in this plan), you are ready for the first life-improving change. And that is the acquisition of additional income. I have written about this subject many times before. My argument is that you can't get wealthy by investing alone. You must curtail your spending, manage your money, and allocate your investments wisely. And you must also create extra income for yourself and your spouse.

This is a big, big point. Before I first wrote about this idea in 2011, no investment expert I knew of was saying this. Bringing in extra income is the single most important way you can get rid of debt and become wealthy within seven years. It is the surest way you can get out of the financial pickle you are in and enjoy a comfortable, worry-free retirement.

Debt and Bankruptcy

As to your debt and bankruptcy, don't be intimidated by it. There are ways to contain and even eliminate it, as well as repair your credit. There are alternative retirement lifestyles that will allow you to live very well on an amazingly small amount of income.

Don't Forget to Live Rich

The fact is that – although 80% of people would like to (and should) have more money in their lives – most of them can start enjoying a higher quality of life immediately by spending their money more thoughtfully. Another great mistake people make when they retire is that

they give up their active income. There is nothing you will regret more – in terms of financial decisions – than to substitute passive income for an active one.

The good news is that anyone who is in their 60s (or younger) can eradicate debt and build wealth within seven years. And this goal – this specific goal – is the cornerstone of all of the many different mini-programs we have within the Palm Beach Wealth Builders Club.

The Bottom Line

Being 60-plus years old is not a problem. It's an opportunity. You are older now, and that means you should be wiser.

You should be able to use that wisdom to make good choices.

In the Palm Beach Wealth Builders Club, we will give you the options, and we will provide plenty of recommendations on how to follow up on any of these options you select. Get your health back by following my earlier suggestions.

Then get your mind in shape by joining the Wealth Builders Club and reading and taking **The Pledge**.

Then get to work reading everything we will be sending you. It will be a ton of useful advice and information.

If you do that, I can guarantee you that before your membership in the club is one year old, you will be on your way toward your financial goals and feeling 100% better than you feel now.

[Editor's Note: For the last three years Mark has been involved in a new venture, Common Sense Publishing, which he runs with a forensic account and former Citigroup banker named Tom Dyson. Mark's latest project is the Wealth Builder's Club.]

Need for massive CSR in Pakistan

adopting newer and innovative ways to show that they care for the well being of the humanity. The government can play a positive role in promoting corporate social responsibility (CSR) in Pakistan by creating an environment conducive to investment, and by working with the corporate sector for the implementation of community development programmes at the grassroots level. The Qur'an states that all business transactions should be done within a clear and transparent ethical framework (2:282), corruption, deception and bribery are outlawed, and shareholders, suppliers and competitors must be treated fairly and with respect. The Qur'an also reports that God has appointed man as his vicegerent on earth, therefore expecting him to protect the environment from abuse (2:30). As for quality standards, the Qur'an states to "Give just measure and cause no loss (to others by fraud). And weight with scales true and upright. And withhold not things justly due to men, nor do evil in the land of working mischief." Muhammad's (PBH) teachings also encourage fair treatment in the workplace and discourage discrimination against minorities or other groups. These four criteria, ethics, environment, quality and employee treatment, are exactly those in CSR which are mentioned above. It is advised that all Pakistani companies based on above criteria operate in the general international trend of voluntary CSR initiative.



7 Keys to Happiness & Success



The happiest people in the world are not those who have no problems, but those who learn to live with things that are less than perfect. Simply amazing! Success is not the key to happiness. Happiness is the key to success.

1. Mutual Trust: Key to happiness and success

Mutual Trust is a very important factor for all relationships. When trust is broken, it is the end of the relationship. Lack of trust leads to suspicion, suspicion generates anger, anger causes enmity and enmity may result in separation.

A telephone operator told me that one day she received a phone call. She answered, 'There was silence. She repeated, the company name. There was still no answer. When she was going to cut off the line, she heard a lady's voice, Oh, so this is it. Sorry, I got the number from my Husband's pocket but I do not know whose number it is.

Without mutual trust, just imagine what will happen to the couple if the telephone operator answered with just 'Hello' instead of 'company name.'

Imam Ali (as) says: "The best of belief is trustworthiness, and the worst of manners is betrayal."

Imam Baqir (as) says: "There are three things that God did not exempt anyone from doing.

Returning the trusts and keeping your pledges to the good and the evil-doers alike, and being good and merciful towards parents regardless of their being good or not."

Imam Ali (as) says: "Do not betray the one who trusts you even if he betrays you. He also swore that the Messenger of God told him an hour before he died: Return the trust, to the good and the evil-doers, and whether it is trivial or big."

No Pointing Fingers: Key to happiness and success

A man asked his father-in-law, 'Many people praised you for a successful marriage. Could you please share with me your secret?' The father-in-law answered in a smile, 'Never criticize your wife for her shortcomings or when she does something wrong. Always bear in mind that because of her shortcomings and weaknesses, she could not find a better husband than you.'

We all look forward to being loved and respected. Many people are afraid of losing face. Generally, when a person makes a

mistake, he would look around to find a scapegoat to point the finger at. This is the start of a war. We should always remember that when we point one finger at a person, the other four fingers are pointing at ourselves. If we forgive the others, others will ignore our mistake too.

Imam Ali (as) says: "Ignore the shortcomings and forgive the mistakes of others, just as you hope that God will forgive your crimes and sins." "The best deed of a great man is to forgive and forget."

Creating Perfect Relationships: Key to happiness and success

A person visited the matchmaker for marriage, and requested 'I am looking for a spouse. Please help me to find a suitable one.' The matchmaker said, 'your requirements, please?' 'Oh, good looking, polite, humorous, sporty, knowledgeable, nice talking. Willing to accompany me the whole day at home during my leisure hour, if I don't go out. Telling me interesting stories when I need companion for conversation and be silent when I want to rest.'

The matchmaker listened carefully and replied, 'I understand you need television not spouse.' There is a saying that a perfect match can only be found between a blind wife and a deaf husband, because the blind wife cannot see the faults of the husband and the deaf husband cannot hear the nagging of the wife. Many couples are blind and deaf at the courting stage and dream of perpetual perfect relationship. Unfortunately, when the excitement of love wears off, they wake up and discover that marriage is not a bed of roses. The nightmare begins.

No Overpowering: Key to happiness and success

Many relationships fail because one party tries to overpower another, or demands too much. People in love tend to think that love will conquer all and their spouses will change the bad habits after marriage. Actually, this is not the case. There is a Chinese saying which carries the meaning that "It is easier to reshape a mountain or a river than a person's character." It is not easy to change. Thus, having high expectation on changing the spouse character



will cause disappointment and unpleasantness. It would be less painful to change ourselves and lower our expectations. Once upon a time, there was a king who ruled a prosperous country. One day, he went for a trip to some distant areas of his country. When he was back to his palace, he complained that his feet were very painful, because it was the first time that he went for such a long trip, and the road that he went through was very rough and stony. He then ordered his people to cover every road of the entire country with leather. Definitely, this would need thousands of cows' skin, and would cost a huge amount of money. Then one of his wise servants dared himself to tell the king, "Why do you have to spend that unnecessary amount of money? Why don't you just cut a little piece of leather to cover your feet?"

The king was surprised, but he later agreed to his suggestion, to make a "shoe" for himself. There is actually a valuable lesson of life in this story: to make this world a happy place to live, you better change yourself - your heart; and not the world.

Right Speech: Key to happiness and success

There is a Chinese saying which carries the

meaning that 'a speech will either prosper or ruin a nation.' Many relationships break off because of wrong speech. When a couple is too close with each other, we always forget mutual respect and courtesy. We may say anything without considering if it would hurt the other party. A woman and her illionaire husband visited their construction site. A worker who wore a helmet saw her and shouted, 'Hi, Emily! Remember me? We were friends in the secondary school.' On the way home, her millionaire husband teased her, 'Luckily you married me. Otherwise you will be the wife of a construction worker.' She answered, 'You should appreciate that you married me. Other wise, he will be the millionaire and not you.' A little girl asked her father, 'How did the human race appear?' The father answered, 'Allah (SWT) made Adam and Eve and they had children and so was all mankind made.' Two days later the girl asked her mother the same question. The mother answered, 'Many years ago there were monkeys from which the human race evolved.' The confused girl returned to her father and said, 'Daddy how is

it possible that you told me the human race was created by Allah (SWT), and mother said they developed from monkeys?' The father answered, 'Well, dear, it is very simple. I told you about my side of the family and your mother told you about hers.' Frequently exchanging these remarks plants the seed for a bad relationship. It's like a broken egg - cannot be reversed.

Personal Perception: Key to happiness and success

Different people have different perception. One man's meat could be another man's poison. Once Luqman (as), The Wise said to his son, "Oh son! Do not tie your heart in seeking the pleasure of people. You are not likely to succeed. Do not pay attention to what people say. Instead tell yourself always to seek the pleasure of Allah (SWT)."

Luqman (as), The Wise wanted this lesson to be always remembered and never to be forgotten. He thought of a way. So, he then told his son to ride a donkey and the son obeyed.

The father followed behind on foot. They traveled in this way for some distance. After some distance they came across a group

of people. Seeing the son on the donkey, one of them said, "What an impolite and bad boy. The old father is walking on foot. The young son is comfortably riding on the donkey. This is no manner to show respect to one's father." Father and son heard this. The son came down from the donkey. Luqman (as), The Wise rode on the donkey. After some distance they came across another group of people. On seeing the father riding the donkey, the elder of the group said, "Oh you old man! This is not the way to bring up a son. You make him walk in the hot sun, while you sit comfortably on the donkey." Luqman (as), The Wise paid attention to what the people said. He came down from the donkey. Both father and son walked on foot. The donkey walked in front. They went a little further.

People seeing them, said, "How foolish you are? You walk behind a donkey. Why don't you ride it?"

Luqman (as), The Wise and his son once again accepted what the people said. They both rode the donkey and went further. They came across a river. There was a bridge to be crossed. Some

people were sitting there. They saw Luqman (as), The Wise and his son riding the donkey. One of them said, "It is very unkind and cruel of you two to ride on the poor donkey. The little animal can hardly take all your burden." So taking this advice Luqman (as), The Wise and his son dismounted from the donkey. They traveled a little distance further.

Looking very lovingly Luqman (as), The Wise said to his son, "You have heard and seen what the people said. It must have assured you, by now, that whatever you do or whichever way you move, one is not able to please the people of the world." You can never have everyone praise you, nor will everyone condemn you. Never in the past, not at present, and never will be in the future. Luqman (as), The Wise pointed at the flowing river and added, "A person can build a wall across the river. It will stop the flow of the water. But it is not possible to shut the mouth of the people from criticism." Very clearly, similar is the case in our world today.

The tongue has no bone. It can speak even without thought. There are as many opinions as there are people in the world. It is very bad to find fault with the other person..

Exceptional Care without Exception

Indus Hospital



Every day The Indus Hospital presents free treatment to thousands of people who neither have access to quality health-care nor the means to pay for it. A very high standard of health-care is delivered by its passionate team of health specialists day after day, patient after patient – all of it completely free.

“Working in the government medical system, most of my energy was being misdirected, and life is too short. So I said, ‘Let’s build a hospital where our energies are better utilized’” Said Dr. Abdul Bari Khan, CEO of Indus Hospital. This was the turning point which brings much relief in thousands of people lives.

Bari and the other cofounders of Indus Hospital had set out to improve the health of Pakistan’s poorest patients. In 2007 the hospital opened with a mission of providing “exceptional care without exception” at no cost. Four years later, nearly 1,000 patients visited the hospital daily, and the annual operating budget was five times greater. Waiting lists for some elective procedures extended longer than one year. Ample donor funding had supported the hospital’s rapid growth and boosted the founders’ faith that in the next five years they could build a 750-bed, full-service tertiary hospital that included a medical college, a nursing school, and clinical research all linked to primary care. Bari was preparing to present next year’s budget to the hospital’s board of directors and justify a 34% increase in operating expenses. The proposed increase reflected the hospital’s need to respond to the increasing patient volume and its goal of improving care quality. As Bari looked into the future, he contemplated how the hospital could maximize its ability to impact patient health given its mission, donor base, and ability to attract qualified medical staff.

Background

In the 1980s a group of medical students at Dow Medical College in Karachi formed an organization called the Patients Welfare Association to raise funds for the poor patients at Civil Hospital. When a devastating terrorist bomb blast occurred in Karachi after the Russian invasion of Kabul in 1984, Civil Hospital was unprepared to cope with the catastrophe. In response, a group of young, idealistic Patients Welfare Association members led by Abdul Bari Khan, raised money to refurbish the emergency department and build a blood bank at Civil Hospital. The experience earned the group a glowing public reputation for honesty and the ability to achieve results. It also sparked in the students a lifelong commitment to expand poor patients’ access to quality medical care.

Over the next two decades, Bari dedicated his career to building a cardiac surgery departmen

at Civil Hospital. Instead of supplementing his government salary with a private afternoon practice, he raised private money to buy new technology, subsidize salaries, and sponsor cardiac procedures at the public safety-net hospital. After 20 years and 3,000 bypass surgeries, Bari came to believe that there were two ways to improve health care in Pakistan—fight the government system or create external delivery models of high-quality, efficient care that would prompt people to demand that the government offer the same. Bari had tired of fighting corruption and inefficiencies in government. He called on his Patients Welfare Association colleagues to join him in realizing their youthful dream of running their own full-



service, charity care hospital. They had all trained and worked in the United States and United Kingdom and had returned to Pakistan, where they had established successful careers. "I was very clear from day one that the hospital had to be free," Bari said. "The people we see are the poorest of the poor. They don't have money for transport, let alone to top off their care. I know these patients from my work in the public sector. The treatment of major diseases and surgeries has become quite expensive and private hospitals charge a lot for these treatments. As I often say, the miracle of medical science is yet to reach the common man. Amazing coronary angioplasties, life saving cardiac bypass surgeries or restorative orthopedic procedures are very expensive. Some brave the expenses by selling their present and mortgaging their future but many just wait to die.

We, on the other hand, did not want people to die just because they could not afford quality treatment. Hence, we laid the foundation of The Indus Hospital with the mission of treating the ailing humanity with no price tag attached to it. With institutes like ours, we not just help people but we act as a check on market forces. Since, we provide the same treatment free of cost the private hospitals are under a check so that their costs don't skyrocket with time. Not all the founders initially believed that the hospital could sustain itself long term if it provided free care. After witnessing the outpouring of charity following Pakistan's devastating earthquake in 2005, however, Dr. Zafar Zaidi, Indus Hospital Medical Director

and an initial skeptic, became convinced that Pakistani philanthropy could support Bari's vision. All deeply religious, the founders had faith that through their hard work resources would become available. Additionally, they had established broad networks of wealthy Pakistanis willing to donate to their charitable initiatives. The founders also believed that all patients had a right to high-quality care, regardless of ability to pay, and that donors, in turn, would more eagerly support a charity hospital that offered patients the latest technology and the highest-quality service available in Pakistan. The chairman of the hospital's boards of directors, who was also a major donor, wrote in a quarterly hospital newsletter, "In my eyes, it is not enough to help provide health care to the poor. It is essential that this health care is of the same quality that we would want for ourselves and our family. It is indispensable to keep in mind that by giving to the poor, we must add to their dignity and

when a group of dedicated doctors, philanthropists and businessmen came forward and pledged support for the disadvantaged communities in Karachi by establishing a state-of-the-art, free hospital. Fuelled by a passion to serve people unable to afford health-care facilities, their determination planted the seeds of a vision that culminated in the creation of a 150 bed tertiary care center in July 2007 with the philanthropic support of The Ruffaydah Foundation and The Islamic Mission Hospital Trust. Spread over 20 acres of land and located in the densely populated Korangi area, today The Indus Hospital is a symbol of hope for the most vulnerable members of our society. It is the only initiative of its kind in Pakistan to provide premium health-care in an impressive, state-of-the-art health center completely free to everyone.

Board of Directors

Mr. Hafiz Ferozuddin	Chairman
Prof-Dr. Abdul Bari Khan	CEO
Mr. Abdul Hameed Paracha	Director
Mr. Khalid Khanani	Director
Mr. Adnan Asdar	Director
Mr. Sheikh Naveed	Director
Mr. Younus Hashim	Director
Mr. Muhd S. Sheikh	Director
Mr. S Razzak Tabani	Director
Mr. Tariq N Siddiqui	Director

not take it away from them."

Vision

The Indus Hospital focuses on providing excellence-driven (as stipulated in the Islamic concept of E h s a n) , comprehensive, free of cost, unconditional healthcare to the creations of Allah Swt The Indus Hospital is a not-for-profit entity and is funded by the Islamic concept of WAQF, Zakat, Kahirat, Sadqat and sharing of excess wealth with the Ummah.

Why Indus Hospital?

The miracle of medical science is yet to reach the common man. Amazing coronary angioplasties, life saving cardiac bypass surgeries, cutting edge laser interventions or restorative orthopedic procedures are hi-tech and very expensive. Some brave the expenses by selling their present and mortgaging their future but many just wait to die. The right to life was never ordained to be selective. The onus is on the conscientious and God fearing people to help tilt the economics of survival. The Indus Hospital seeks to fill this vacuum in favor of the unfortunate with the support of the fortunate.

How we started and grew...

The humble beginnings of The Indus Hospital can be traced back to the year 2005,



Facts and Figures

Every day at The Indus Hospital, we give free treatment to thousands of people who neither have access to quality health-care nor the means to pay for it. A very high standard of health-care is delivered by our passionate team of health specialists day after day, patient after patient – all of it completely free.

Pakistan's First Paperless Hospital The Indus Hospital has the distinction of being Pakistan's first paperless hospital. From patient registration and appointments to complete medical records, all information is entered directly into a highly advanced Hospital Management Information System (HMIS) that was developed by our core team of Health Informatics professionals, doctors and surgeons. Apart from patient information, administrative processes are also recorded electronically on The Indus Hospital HMIS to ensure that the hospital runs on a completely paper free environment. New employees who join our

team are given a thorough training on effective utilization of the system in their core areas of work so that the hospital continues to derive maximum leverage from technology. The software which has also been deployed by The Indus Hospital in NICVD hospitals on the government's request, is critical for our success as it ensures preservation of important data and enables us to manage systems and processes within the hospital efficiently and accurately.

Services

Managed by a passionate team of local and expatriate health professionals who are all top notch in their respective fields, our facilities at The Indus Hospital include clinical services in the following areas:

Community Health Center

Consulting Clinics--In-patient Services
Day Care Services--Emergency Services
Critical Care--Invasive Cardiology
Physiotherapy Services

DOTS and DOTS Plus Programs (Directly Observed Therapy) for TB and DR TB

Endoscopy -- Lithotripsy -- Hemodialysis
Radiology-- Clinical Laboratories
Pharmacy Services --Nutrition and Food Services--Continuing Medical Education (CME)
General filter clinics are conducted daily at The Indus Hospital Out-patient Filter Clinic, where walk-in patients are assessed free of charge. The patient is then referred according to his/her need to the concerned specialist clinic. Patients requiring urgent medical treatment are directly transferred to the Emergency Unit, where investigations and management are initiated immediately.

This is only the beginning...

The Indus Hospital has so far completed its first phase of development and has 4 more stages planned ahead. Its long-term vision extends far beyond the framework of treatment and intervention to prevention, education and socio-economic development for a healthy and sustainable Pakistan.

Research and Service Delivery

Indus Hospital has entered into a strategic partnership with Interactive Research and Development (IRD) to establish and operate the joint Indus Hospital Research Center (IHRC). Indus Hospital and IRD share common interests in providing free, high quality preventive and curative care to vulnerable communities. IHRC has developed Indus Hospital's community outreach program, and secured research and service delivery grants in excess of USD 12 million. IHRC continues to shape the broader strategic vision of Indus Hospital, most recently by establishing a joint research program with the University of Texas Health Science Center at Houston.

Clinical Research Unit

The Clinical Research Unit (CRU) was established at The Indus Hospital in 2011, with seed funding from Getz Pharmaceuticals. The aim of the CRU is to develop and continuously improve upon solutions for the clinical and programmatic management of high-burden

and neglected diseases faced by Pakistanis. The University of Texas Health Science Center at Houston is a key partner providing technical assistance and training to strengthen local capacity.

Indus Hospital Community Cohort

The IHCC baseline studies were initiated in 2010 with financial and technical support from the American Pakistani Cardiologists of North America, the International Society of Nephrology, IRD, the University of Texas School of Health Science Center. These baseline studies are beginning to provide detailed information on household demographics and the prevalence of select diseases and their risk factors

Pakistan is one of the top ten high burden countries for susceptible and drug-resistant tuberculosis (TB). The Indus Hospital TB Control Program uses innovative community-based models of care susceptible and drug-resistant (DR-TB) in Sindh and Balochistan provinces. Since its inception in 2007, The Indus Hospital's program is now recognized as a regional and global resource for TB control, and team members contribute directly to global efforts for scaling-control of DR-TB.

1. Community-Based TB and Drug Resistant TB (DR-TB) Program

The Indus Hospital started free, comprehensive community-based DOTS (susceptible TB) and drug-resistant (DR-TB) program meeting WHO recommended guidelines in Nov 2007. Our current treatment sites include Karachi, Hyderabad, Kotri (Institute of Chest Diseases) and Quetta (Fatima Jinnah Chest and General Hospital).

The Ghori Infectious Diseases Clinic located at The Indus Hospital is an open-air facility for purpose-designed for airborne infection control. With over 300 program and clinical staff, The Indus Hospital's TB Control Program became the second highest TB notification center in the country during 2011. Its clinical, laboratory and social support teams are devoted to relieving the burden of TB and insuring the highest quality of patient care. Treatment Coordinators in Sindh and Balochistan collectively supervise nearly 200 Treatment Supporters. Treatments Supporters are individuals selected from their communities to ensure patient compliance, and are provided transport and living stipends as incentives for good performance. All program staff is trained and operates in accordance with international and national guidelines for TB control. The Indus Hospital's DR-TB Program is unique as it provides patients with free diagnosis, consultation, medication, screening of household contacts for TB, daily home visits by treatment supporters to monitor drug compliance and to provide ongoing psychological and social support during the 2-year long treatment that averages between USD 9,000 -11,000 per patient.

2. Pediatric TB Program

The Indus Hospital pediatric TB program started in November 2007. The first set of

patients enrolled were household pediatric contacts of index patients receiving treatment through the MDR-TB and DOTS program. The program has gradually expanded over the last four years and has become a key referral center for pediatric TB suspects in Sindh and Balochistan.

3-Operational Research In Tuberculosis

With support from the Stop TB Partnership TB REACH initiative, The Indus Hospital aims to increase case detection and case holding of TB patients by providing conditional cash transfer to Community Health Workers screening patients at GP clinics, hospitals out-patient departments, and pharmacies, and by engaging private laboratories in rapid diagnostic of TB.

Global Surgery Program

There is an increasing need to view surgical care as an integral part of the public health domain in countries where resources are limited. The Indus Hospital has taken a lead in this evolving field and has initiated several measures to understand and address local needs.

1. Phela Qadam

Pehla Qadam is a clubfoot treatment program. This project is coordinated by the newly established Clinical Research Unit (CRU) at The Indus Hospital Karachi, in collaboration with the Department of Orthopedics. The program aims to increase awareness and recognition of clubfoot in the catchment population; and to encourage the use of the Ponseti method to treat clubfoot during infancy. The program team is working closely with Ponseti International Association (PIA), based at the University of Iowa.

2. Surgical care Delivery Models

The Indus Hospital is not only committed to providing health care to people that come to the facility, but is also making efforts to improve access to health care, especially surgical care, in vulnerable populations. Understanding the barriers that limit access to care and adapting locally relevant models to address these barriers is a key concern at The Indus Hospital.

How can you help?

Around 70% of the patients at The Indus Hospital are treated through the Zakat we receive from our donors. An organized and adequately equipped system of patient's welfare assessment is in place in the hospital where each patient is properly assessed with respect to Zakat eligibility. Give your Zakat to The Indus Hospital and help us. **Donation** Donations received to date have enabled us to serve the poor and needy by not only providing them with quality health care free-of-cost but also design new projects and develop new facilities which will continue to serve them in the future.

Your donations and monetary contribution will go a long way towards making a meaningful difference in the lives of needy people in need of medical intervention.

You can contribute your Sadqa and Khairat (Donations).



A Manual for Dealing with Rejection

NO! Now what? After getting a thumbs-down response in business or sales, an open-minded approach can lead you into exciting new territory.

Tom Hopkins is having another unbelievable day. Just ask him.

“I tell people in sales that you can be having the worst day of your life, but no one has to know it,” says Hopkins, a sales seminar dynamo and the co-author of *When Buyers Say No: Essential Strategies for Keeping a Sale Moving Forward*. “When people ask you how business is, just be honest and say, ‘Unbelievable,’ and they will assume you mean it’s great.”

Whether you spend your days making sales calls, pitching to clients or investors, running a company, or just navigating through life, failure and the word no will inevitably dog you. Successful people are the ones who understand what a no moment means, how to put it into perspective and how to work toward the next yes.

History is rich with such lessons.

Winston Churchill, the World War II-era British prime minister who navigated his country through a series of disappointments and hard times before the Allied victory, realized that “success is stumbling from failure to failure without losing your enthusiasm.”

Author Stephen King tossed the opening pages of his first published novel, *Carrie*, into the trash after publishing houses rejected him. His wife, Tabitha, retrieved the manuscript and urged King to finish it. Eventually *Carrie*

became a best-selling book and a successful movie, and King’s ensuing books have sold more than 350 million copies, with myriad others being made into profitable television and film projects.

Another story often told in motivational training exercises is of Michael Jordan being cut from his high school’s varsity basketball team. After that setback, Jordan once noted, he went on to experience failure throughout his playing days. At one point during his amazing career, he reckoned he had missed more than 9,000 shots, lost almost 300 games, and on 26 occasions missed what would have been a game-winning shot. And that doesn’t even count the disastrous attempt at a baseball career.

“I have failed over, and over, and over again in my life,” Jordan said in a memorable Nike commercial. “And that is why I *É*succeed.” The six-time NBA champion was voted Most Valuable Player five times and used his on-court success to build a worldwide brand. The game is different, but the process is the same for becoming successful when selling or in the face of business rejection.

“The first realization is there’s no magic bullet for closing every deal,” says Hopkins, who first cut his sales teeth in real estate. “Sometimes you know you have to walk away empty-handed. The key is to realize that no isn’t an automatic failure.”

Likewise, rejection and the miserable feeling it leaves occur in a variety of work-related situations on a daily basis. But if rendered correctly, they actually drive a healthy system

of competition and ensure a high standard of work. These instances are often painful, but many moments of rejection are opportunities for learning, notes Susan Heathfield, an organizational development consultant since 1987.

“Rejection sends a powerful message, so you need to make sure that you are reading the right cues in any rejection you experience,” says Heathfield, who has worked as a human resources director and co-owns a software company with her husband. “You can only accomplish these two tasks: learning and responding to the intended message. If you are willing to practice personal courage and seek out feedback following your rejection, you can do both.”

Let’s Make a Deal

“The average American won’t say yes—meaning yes to spending money—until they first come up with some type of no,” says Hopkins, who ran the leading Coldwell Banker Real Estate office in the country for several years. “You learn to handle that concept, learn the dialogue and keep them moving toward the yes. I found, over the years, that the guys who made the most money got rejected the most, and they didn’t take it personally.” Hopkins has written 18 books, including *How to Master the Art of Selling*, which has sold more than 1.4 million copies. In 1976 he founded Tom Hopkins International Inc., through which he produces seminars, books, and audio and video training programs. More than 4 million people have attended his

seminars worldwide. During the course of his sessions, he connects with the audience by saying that if they ended up with good kids, they had to have done some selling in the process of parenting; if they get a promotion over other candidates, they have done some selling that led to the promotion; and if they stay married in the world today, both spouses are doing great sales jobs to make it happen. "My goal is to try to convince them that, hey, selling is not bad," he says. "It's not luck, wit, charm and a smile, like most people think. It truly is a science. The foundation is getting over the fear that you will be told no, and then learning what to say to cope with no." A no can come in different forms, he explains. "I want to think it over" can be a no, or it can be a stall tactic," he says. "It may be that the people need more information, or that they really need to go home and think it over, and they'll call you back. Each no is just a fork in the road, and you need to see where that new path leads you. Is it a dead end, or is it yet another road that goes somewhere else?"

Here are some of no's alternate definitions and what that preliminary "nope" on a sales call can mean:

1. I'm confused. Perhaps the customer or client hasn't had all of his questions answered yet. Keep going. The client education process is inherent to selling. "If the buyer consistently asks for more information after your initial closing attempt, then it is time to make an adjustment in your presentation," says Hopkins. "Investigate further to determine what aspect of your presentation isn't clear."

2. Now's not a good time. The buyer's no might just be a way of slowing the sales process down. Some people initially turn down all offers as a defense mechanism. They may just be buying time to think. Give them some breathing room.

3. There's something you're missing. Perhaps the buyer hasn't told you everything about his or her circumstances, needs and price range.

4. Not quite. The buyer's no may mean, "not in that size or color." Or it could be financial. Ask questions to clarify what the potential clients mean.

5. Not from you. Sometimes you just don't make the personal connection needed in sales. It's critical to make a strong first impression to buyers—be sincere and be polite. Handling rejection is not a test of will, but a matter of preparation, perspective and attitude, Hopkins says.

The Five Moves

"One of the statistics most people don't realize, and I'm now really talking about sales, is that the top producers don't accomplish the final closing until they've had five attempts—meaning they're five different moves into the close. This is why you have to learn to transform the no into the maybe, then transform the maybe into the yes, and of course most of

this is done by the words that we communicate," Hopkins says.

The three basic activities in any sales situation are making statements, asking questions and remaining silent, Hopkins says: Be comprehensive in the pitch, ask probing questions about the buyer's needs, request that the buyer take action, and then remain silent until the speaker talks again. "Silence is simple but powerful," he says.

"People will say yes based more on your belief and conviction than on your product knowledge or technical skills," Hopkins says. "A while back, I played golf with Wayne Gretzky, and I asked him why he thought he did so well in hockey. He told me he had a true passion for every aspect of the game, for winning, for responding to his opponents chasing him around the ice, all of it."

Not listening to client reaction is one of the worst things a salesperson can do in the heat of a proposal, Hopkins says. "I teach that there are three types of listeners—the poor listener,

command his customers to buy what they needed," Hopkins says. "He took to heart what I said at the previous seminar about listening, and he became one of his company's top producers."

If the Answer Is Still No

Understanding when no really means no is critical. Not doing so can damage any future business with a prospective client, Hopkins says. "I like to tell people that no is just the first part of nothing, as in, 'If you say no to me tonight, Mr. Johnson, then I feel you're gaining nothing from the benefits we have to offer.' Then let Mr. Johnson ponder that without any further pressure."

In any event, remain positive, Hopkins says. If three unsuccessful sales calls in a row leave you frustrated, don't let it color the fourth pitch. One formula Hopkins recommends is connecting the fruitless sales calls to deals you close. "Using your own closing ratio, figure out how many contacts it takes, on average, to make one sale," Hopkins says. "For example,



who doesn't hear most of the words because his or her whole focus is on what to say next; the average listener, who hears maybe half of the words; and the empathetic listener, who is so focused that he or she hears even the messages hidden behind the words, many of which are defense barriers because people are nervous and afraid of being sold to, so they come up with these things."

Heathfield notes that perceptive listening can inspire creative thinking. "If you discover the no you received is because your pricing is not competitive, go look at your pricing and see if there is something you can do," she says. "Instead, a lot of people just give up at that point."

Hopkins tells the story of a man who came up to him after a seminar and said that attending one of his sessions two years prior had changed how he worked and dramatically improved his fortunes. "He told me that he was a retired colonel in the armed forces, and he did terribly in sales at first because he was still trying to

if you close one out of every five contacts and you earn \$1,000 per sale, that means each of those four rejections gets you one step closer to your \$1,000. So tell yourself they are worth \$250 each in the process. When you hear that definitive no, think to yourself, Thanks for my \$250."

Each sales call is a new chapter in negotiation. The Harvard Negotiation Project, created at Harvard Law School in 1979 to consider global issues that involve conflicts between nations, has spawned books such as *Getting to Yes: Negotiating Agreement Without Giving In* by Roger Fisher, William Ury and Bruce Patton. *Getting to Yes* advanced the theory of "principled negotiation"—how to separate pre-existing and underlying relationship issues from the discussions at hand and focus on each side's interests, how to develop options for mutual gain, and how to use independent standards of fairness to avoid a bitter contest of wills.

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Make a Mission Statement for Your Life



Confusing, isn't it?

Everyone has a different view about the careers you should follow, the relationships you should form and the dreams you should pursue. If you're stuck, a personal mission statement can help.

Mission statements are not just for companies, businesses and organizations. A personal mission statement can help you make decisions, avoid repeating mistakes and figure out your purpose in life. Stephen R. Covey, author of *The 7 Habits of Highly Effective People*, was one of the biggest advocates of personal mission statements.

He wrote:

Effective people are guided by their own missions and manage their lives according to principles. Ineffective people follow other people's agendas and manage their lives around pressing matters. When I was unemployed, I used my personal mission statement to help me decide on jobs to apply for, people to ask for help and college courses to take. You can create your personal mission statement in five simple steps.

Let's get started.

Step 1: Brainstorm what's important to you

Before you write your personal mission statement, organize your life into key areas using a mind-map.

Typically, these areas include:

- Relationships
- Career
- Health
- Religion
- Finances
- Education
- Family

You should also consider each of the roles in your life. Normally, these include: spouse,

parent, employer/employee, student, brother/sister and so on. Elaborate on these areas in terms of your aims, beliefs, principles, progress to date, causes of concern etc.

Step 2: Draw on External Resources

Next, consider what you value in the world. Think about leaders who inspire you, people you'd like to emulate and those you'd rather avoid. Then, consider how you can apply their teachings, lessons and mistakes to your life. You can learn as much from failure as you can from success.

If you need inspiration, Martin Luther King's I Have a Dream speech is one of the most famous personal mission statements there is. For this step, I gathered quotes, information and lessons from books I read, talks I attended and places I visited. This helped me think about the kind of writer I want to become and how I can use the written word to improve my personal and professional life.

Step 3: Ask Yourself Hard Questions

Asking and answering tough questions will help you create a more honest mission statement.

Ask yourself questions like:

- When am I at my best and worst as parent, employer, employee, or spouse?
 - Where do my natural talents lie?
 - What's important to me personally and professionally?
 - What gets me up in the morning and what makes me want to stay in bed?
 - What does my perfect day look like?
 - What values guide my work, studies and relationships?
 - What principles am I not prepared to violate?
- This may include professional charters that you've signed up to.

- What mistakes have I made so far in

life, and how I can avoid repeating them? Again, a mind-map can help you expand on each of your questions and answers. Or you could write a personal question and answer document, make bullet points, or write notes on paper. I asked and answered these questions in a personal journal that I keep on my computer.

Step 4: Look the Big Picture

Ah, the big picture.

This is what the mission statement is all about. If you want to see your bigger picture, consider where'd like to be and who you want to become over the next 12 months, five years and even ten years.

You could write:

- a list of places you'd like to visit
- a college course you're going to take
- dreams you hope to realize
- a product you want to create
- a book you need to write

Consider what you'd do if you had unlimited time, money and resources.

Think big.

Remember, each of these big picture items will impact on other areas of your life. So try and make connections between them and see if they support or detract from each other. For example, several years ago I went back to college part-time at night. My studies time away from family life, and it used up some financial resources. At the time, college was in keeping with my mission statement me as I knew (hoped!) it would enhance my career and give me free time later on.

Step 5: Bring It All Together

We're almost there.

Gather all your information in a permanent document, place or source that you're going to review regularly. Consolidate your roles,

Business Cards: The SUCCESS Primer



The song says “You got to know when to hold ‘em,” but...

Pretty quickly in your career, every networking event starts to feel similar. “HELLO, my name is:” stickers emblazoned on their chests, veteran entrepreneurs and young professionals awkwardly juggle a free beer and a handful of chips while shaking hands. And any kind of meaningful interaction inevitably concludes with five words:

Do you have a card?

The resulting exchange is often equally clichéd in its ability to match the style and design of a card with the personality of its owner. Days or weeks later, as you clean out your wallet, the card may at least define your memory of the person.

We all seek to express ourselves. Perhaps that’s why the business card endures despite a litany of smartphone apps that promise a new paradigm. Mobile technology has indeed eviscerated phone books, paper maps, newspapers and calendars, but the business card remains ubiquitous even for the tech-savvy networker who is taking photos, texting and live-tweeting during events.

“There are a number of contributing factors that determine if you and your card will be remembered—size, quality of paper, design, finish—and of course what you say when you exchange cards,” says Teresa Pereira, a vice president at the online stationery store MOO.com.

Because your business card will leave an impression long after your name tag has been discarded, it’s important to put some thought

into it.

Be Deliberate About Design

For this writer, any discussion of card design instantly conjures up memories of the scene from *American Psycho* in which Christian Bale’s character, a sociopathic murderer/investment banker, engages in a yuppie joust with colleagues, each attempting to one-up the others with their singularly refined tastes. (“Look at that subtle off-white coloring... the tasteful thickness of it... Oh my God—it even has a watermark!”) Designs vary widely—and that’s the point. Those working at full-time jobs may have no choice in the cards given out by their employers, but freelancers, small-business owners, job-seekers and anyone with a “side hustle” should create their own concept and make a statement.

Your business card should be an extension of your brand. Incorporate the colors used in your website, logo and in your personal style. Starting from scratch? Check out a site such as 99designs.com, which offers “contest” packages priced from \$299 to \$1,995. Here’s how it works: You’ll receive around 30 to 90 custom designs from the site’s community of more than 300,000 designers, and you choose the one you like best.

Size Matters

The standard business card size in the United States is 2 inches by 3.5 inches, and the majority of people should probably stick to that. You say you want to differentiate yourself by opting for something nontraditional? The question is, do you feel lucky? Potential clients

often collect dozens of cards at once. Will yours stand out from the pack or be lost (too small) or tossed (too big for a wallet)? Put it this way: Sporting a pink Mohawk will also make you more likely to be remembered, but it might not be the best tactic for your wealth management business.

Take Stock

The thickness of a card (known as card stock) is measured in points and generally ranges between 12 and 16. Shoot for the high end of the range and don’t skimp. Your business isn’t flimsy; do you want your business card to feel that way? At the other extreme, MOO offers a four-layer, 32-point “Luxe” line. It will certainly make an impression, although it might also make your wallet explode if you plan to carry more than a few.

Look Sharp

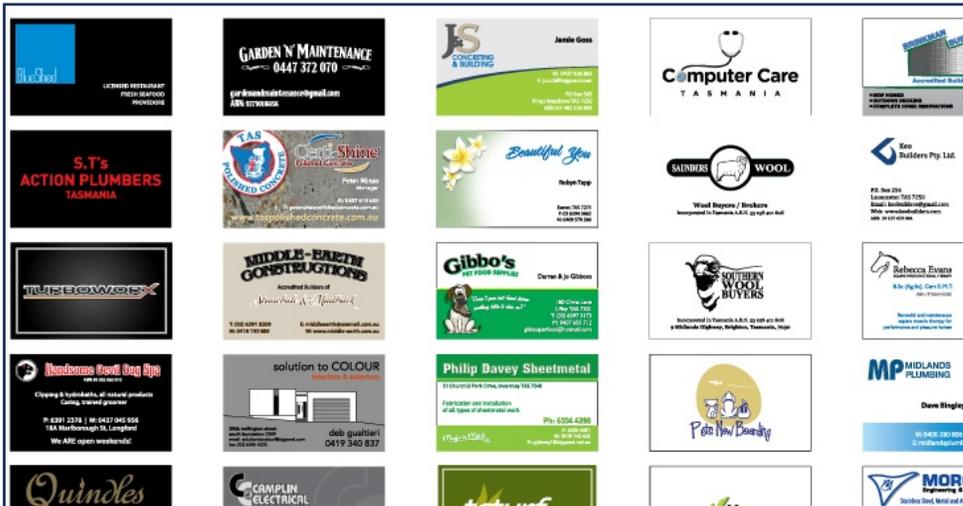
One option you might encounter is rounded corners, which have an air of being more modern or creative and can complement your design. Another plus: They’re likely to remain pristine, with no bending at the edges.

Almost Finished

You can’t go wrong with a crisp matte finish; it’s the best choice if your card contains mostly text. Cards with a glossy finish can give an eye-popping, stylish look, which is great if your design contains an image or photograph. One downside to glossy cards is they can be difficult to write on if someone wants to jot a quick note.

Start the Presses

Remember when you got your first inkjet printer and realized you could print your own



business cards the same way you printed your own mailing labels? Well, it's not the 1990s anymore, so don't even think about it. Today, online sites offer the same advantages (low cost, fast turnaround) at much higher quality. Three sites to check out are those for MOO, Vistaprint and Overnight Prints. On each site you'll find hundreds of design templates as well as the ability to upload your own. If you're looking for even more handholding, visit a local printer. The staff there will be able to show you a variety of card stock and design options, giving you a tangible feel of what you'll be getting.

Making the Exchange

OK, so your box of gleaming new cards has arrived in the mail. How do you put them to

good use? First, don't jump the gun in asking others for the personal information contained on a business card. Requesting those details should be the natural result of a forged connection at the end of a good conversation—anything sooner and you'll come across as an email collector looking to build a sales database. Next, make it mutual. If someone asks for your card, it's only polite to ask for one in return. And by all means, take a moment to look it over before shoving it straight into your pocket or purse. Finally, be strategic about follow-up. Some people secretly bend a corner of the card to remind themselves that this is a person worth contacting later, but a more straightforward

move is to simply jot down a note on the card—"Introduce to Sarah" or "Send a press kit"—as a helpful reminder to yourself.

Know When to Fold 'Em

Of course, successful people have always known to zig when others zag. Parris Whittingham, a New York City photographer, opts out of the card game.

"For me, exchanging business cards feels a bit rigid," Whittingham says. "Instead, I hand over my phone and ask them to enter their email address. We all feel a deep connection to our mobile devices, so handing it over to a stranger is an act of vulnerability and trust. Afterward I follow up with a personalized email based on our conversation and build the relationship from there."

Today the true role of a business card is to serve as a path to your digital presence. The card offers its recipients the power to manage their networks in the way that works best for them—checking out your website, following up with an email, adding you as a connection on LinkedIn, or yes, in many cases, throwing it into a huge pile of other random cards in a desk drawer.

It's all about knowing your environment. Gina Trapani, the founding editor of Lifehacker.com, once tweeted, "Business cards are irrelevant until the moment you're at a meeting with important people exchanging them and you don't have one."

So... do you have a card?

A Manual for Dealing with Rejection

Being the Boss

The Harvard Negotiation Project's process of compromise is based on three criteria: It should produce a reasonable agreement, if agreement is possible; it should be efficient; and it should improve or at least not damage the relationship between the parties.

"I think the damaging relationships part is particularly important in workplace issues," Heathfield says.

The key factor to remember for entrepreneurs and other managers of people is that when an employee comes up with an idea, you need to respond to it, she says. If your answer is no, "Tell them, 'I've heard you. Yes, there are aspects of that idea that I love. It's not practical at the moment for these reasons,' and give the employee an actual response for why their idea is not going to be implemented."

Too much of the time when employees present their ideas, the concepts fall into a black hole, Heathfield says. Because there is a fear of hurt feelings, "no one responds.

The employee is left totally up in the air and doesn't know what's going on, when simple responses would have solved and cured that

whole problem." When employees receive no feedback, they don't know what to do, so they become repetitive, Heathfield says. "They keep putting forth the same idea, hoping that they can batter down the resistance. They often turn into whiners, because they bring it up, and they bring it up, and they bring it up, and they drive you crazy.

But if you're a manager or a business owner and you've got a person doing that, understand it's your fault. You haven't allowed that person to understand that you really did hear them out and listened to them, you objectively considered their idea, and you're rejecting it for reasons X, Y and Z."

Being open to that feedback, soliciting it, and then being able to deal with and address it is crucial for an employee with an idea, or anyone trying to sell, Heathfield says.

"My husband and I have 300 employees, and there are a few that need some serious feedback from me," Heathfield says.

"One of them is having lunch with me on Tuesday, and he is going to get it. That's part of the honest appraisal. It's my duty to let him know that he isn't succeeding at the level that I honestly believe he can succeed at in our company."

And That's the Bottom Line

Accurate self-appraisal, the ability to respond to feedback and keeping rejection in

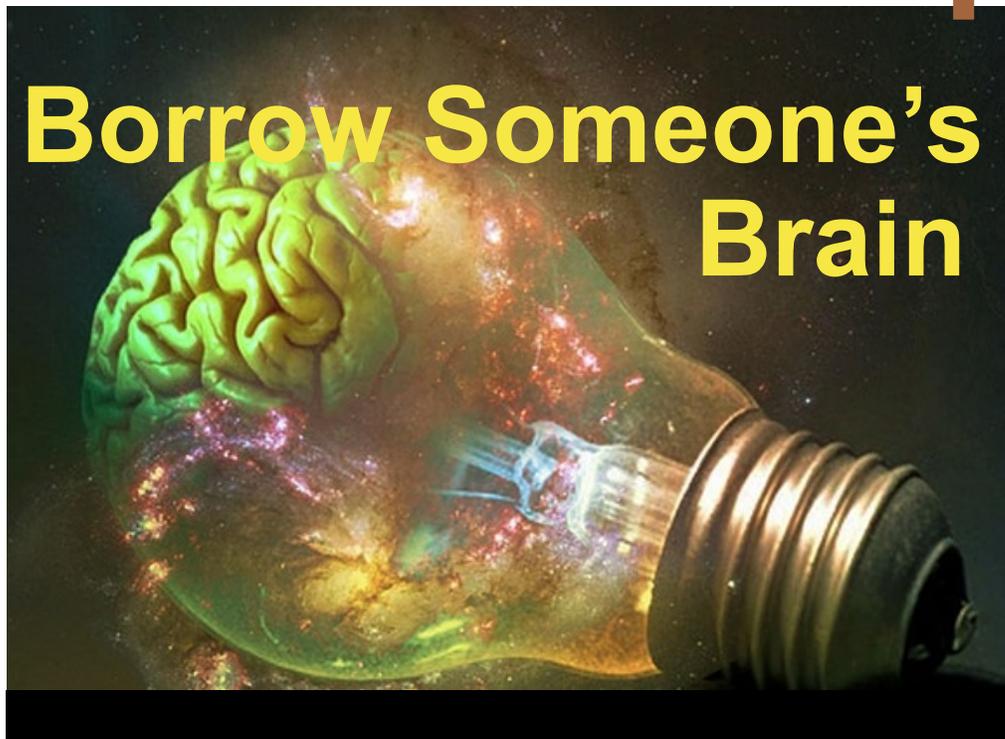
perspective: These are all powerful tools when on sales calls, whether you're out on the entrepreneurial limb or in a leadership environment.

History has proved this time and again. Robert M. Pirsig spent over four years writing *Zen and the Art of Motorcycle Maintenance* in the wee hours of the morning before going to work at his day job as a contract writer, only to have publishers reject the book 121 times, which landed him a place in the Guinness Book of World Records for most rejections by a best-seller.

The University of Southern California turned Steven Spielberg down at least twice for admission (the prolific filmmaker eventually received an honorary degree from the school in 1994 and two years later became a trustee). And legend has it more than 1,000 restaurants rejected the secret chicken-seasoning recipe of Harland David Sanders before someone finally accepted it (the "colonel's" legacy is KFC).

As with most things, Dr. Seuss explains it best. In *Oh, the Places You'll Go!*, the legendary author of children's books wrote optimistically, "You have brains in your head. Your feet in your shoes. You can steer yourself in any direction you choose."

Stumped?



Borrow Someone's Brain

Learn to shift your perspective to deal with intimidating problems or situations.

What makes salespeople successful? Jill Konrath, author of *Agile Selling: Get Up to Speed Quickly in Today's Ever-Changing Sales World*, reveals their success habits. Here, in an excerpt from the book, she shares one strategy—brain borrowing—that helps people learn fast and move past the anxiety of little experience, in sales or other unfamiliar business and life situations: Sometimes we just don't know enough or, worse yet, don't even know what we don't know. We're neophytes who lack the knowledge and skills to handle challenging situations or to take us to the next level. That's when things can get really tough for us—especially if we're on our own, unable to get guidance from a colleague. Early on in my career, I bumped into a strategy that's provided big dividends for me over the years. In fact, just recently I leveraged it to negotiate a much bigger sponsorship contract than I ever thought was possible. Here's how it all started. When I began my sales career at Xerox, I trained under Jim Farrell. He was a top-notch salesperson, masterful in his dealings with people and incredibly street savvy. I hoped that someday I could achieve his level of

competence. After a few months, I finally got my own territory. I was scared. Now I had to do it on my own, and clearly, I was no Jim Farrell. As I was sitting in my car one day, trying to get up the gumption to cold-call, my mind was racing through all sorts of tough sales scenarios. What if the customer asked me about our new product and I didn't know the answer? What if they said they weren't interested? What if, what if, what if...? I was deep into catastrophizing when it hit me. I might not know how to respond, but Jim sure would. By thinking about how he'd react and using that as my guide, I could handle almost anything. From then on, when prospects asked questions I couldn't answer, instead of sounding like a babbling idiot, I parroted Jim: "Great question. Why is that important to you?" When they tried to dismiss me by saying they already had a copier, I brought in his cheekiness: "Of course you do. That's why I'm here." "Borrowing" Jim's brain was a lifesaver for me. It allowed me to shift my perspective away from the angst that had paralyzed my thinking. Plus, it turned my problem into a question: How would Jim handle this? Suddenly my brain had an irresistible challenge to solve and immediately went to work. New ideas and answers quickly popped into my head, enabling me to deal with customer scenarios I feared. Even though it worked, I was much too

embarrassed to tell anyone (especially Jim) about my new strategy. I was sure they'd think I was nuts. That didn't stop me from doing it, though. Over the years, I've borrowed someone else's brain in virtually every single career move I've ever made. Sometimes I've used my more experienced colleagues' brains. But when I really need to stretch my thinking, I'll get more creative. Over the years, I've tapped into the brains of Steve Jobs, Princess Diana, Mahatma Gandhi, a couple of presidents and many of my customers. The ideas and insights I've gained have been extraordinarily helpful in discovering options I didn't even know existed. Many years later, I learned that "brain borrowing" is an actual creative problem-solving approach used by innovation companies to shift perspective. Hillary Clinton used the strategy when she was acclimating to her new role as first lady. She'd constantly ask herself, "What would Eleanor Roosevelt do?"

Next time you're stumped by what to do, consider borrowing someone else's brain.

It's a perfect strategy to use when you're developing the necessary confidence, knowledge and skills to deal with unfamiliar or uncomfortable situations. It's almost like having an invisible sales coach with you at all times. Use it when you need fresh perspectives too. Don't let yourself be trapped by your own limited experience.

I love the quote by former U.S. president Woodrow Wilson, who said, "I not only use all the brains I have, but also all that I can borrow." Whose brain are you going to borrow today? Expand your options by thinking from another person's perspective. Salespeople, beware of self-sabotaging behaviors. Find out what 9 actions you should avoid to succeed in sales.

Jill Konrath

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Give Your Organization a Work-Life Vision

More and more companies are acknowledging the importance of work-life balance, at least as far as official policy goes. The Families and Work Institute's 2014 National Study of Employers finds that, compared to six years ago when it conducted the same survey, several numbers have moved in the right direction: Employers have continued to increase their provision of options that allow at least some employees to better manage the times and places in which they work. These include occasional flex place (from 50% to 67%); control over breaks (from 84% to 92%); control over overtime hours (from 27% to 45%) and time off during the workday when important needs arise (from 73% to 82%).

So why doesn't it feel like we've made that much progress? Because, unfortunately, policies aren't worth much in the absence of supporting culture. Research shows that an organization's work-life culture – all the unwritten yet well understood norms and expectations about how people are supposed to work, and what it means to be a good employee – has enormous power over behavior. Culture is what really defines how much latitude people have in terms of managing their work and non-work demands, whether or not there's a flextime policy on the books.

For a striking example, think back a year to the sad story of Moritz Erhardt. He was the 21-year-old investment banking intern who died in London, August 15, 2013, after having worked 72 hours straight at Bank of America Merrill Lynch. (To be clear, the coroner testified that Erhardt suffered an epileptic seizure, and while exhaustion from the 72-hour work marathon might have triggered it, she could not conclude whether this was so.) When the news broke, a director at the bank commented: "We are used to working with people who are ambitious and want to over-perform." Fellow employees were more candid about the expectations they faced at work, where it was not uncommon to stay till 3 or 4 am. "If you go home at 11 pm, it is said you are 'giving up,'" said one. "You have no hope of a job offer."

Investment banking industry: this is your culture speaking. There is no question that Bank of America Merrill Lynch had work-life policies in place. There is also no question that having those policies didn't change the reality of the organization

How, then, can business leaders start cultivating a healthier work-life culture? The levers at

hand are communications and, more important, personal modeling – both by executives at the top and in the management ranks. For instance, SurveyMonkey CEO Dave Goldberg, husband of Facebook COO Sheryl Sandberg, believes that creating a company culture that encourages people to lead full lives is key to his edge in hiring key leaders and retaining top talent. He proves this point by leaving his office every day at 5:30 p.m. Sabrina Parsons, CEO of Palo Alto Software, makes sure employees know they can bring their children to work any time they need to.

The director of a French electric utility I've worked with uses the top 40 managers in his organization as a key work-life pilot group, making sure that they use the work-life policies the company makes available and meet regularly to discuss how they can better support work-life integration.

But as easy and inspiring as it is to cite such examples, it's surprisingly hard to shift the culture of an existing organization. It takes a high level of consistency in communications, rewards, and executive behaviors over time. To drive all of these in the same, positive direction, I'd suggest you need a work-life vision.

Having a work-life vision means being able to offer an overarching point of view that is compelling to people and provides guidance to their daily behaviors, decisions, and practices. Here's a work-life vision that might serve you well: The best managers in our organization are the ones who best manage the energy of their teams. Energy is something we can all recognize as a precious resource, which is only valuable in use, yet must not be over-exploited and should not be wasted. In an organization, energy is the essential "human resource" to be channeled – every bit as important as financial resources to success, and often more so.

Share this work-life vision and it gives managers a consistent way to think about situations that require work-life judgment: what they must balance is not the conflicting desires for output (on the employer's part) and time away from work (on the employee's part). It's the two sides of a coin both parties want: good work accomplished today, by burning energy, and good work accomplished tomorrow, by conserving and replenishing energy.

There is already a rich literature having to do with human energy management – my point here is not to reinvent that wheel. My argument

is that reframing work-life balance in terms of energy management can provide the vision that allows you to change culture. It casts the work of leaders in a new way. They are the champions and defenders of workforce energy, responsible for ensuring that employees have the physical, cognitive, and emotional resources to draw on, as well as the sense of purpose, to do the organization's important work.

I like the energy vision especially because it empowers organizations to deal with what I call the third rail of work-life: workload. Policies from HR will never touch this – indeed, earlier this summer, at the Work and Family Researchers Network Conference, the work-life director from a global corporation spoke for many when she admitted that there were no conversations going on between her group and senior leadership about what level of workload is sustainable for employees. Overwork is especially hard to fight when the rationale offered is "current business demands." You know the refrain: "In this market, we've all got to work harder."

In other words, work-life integration and well-being are luxuries we can only afford in times of slack resources. There's a good one-word response to the "business requires working like this" argument, and it technically refers to the waste produced by male bovines. When leaders see work-life as fundamentally about stewardship of human energy, they no longer ask themselves whether business conditions currently favor keeping employees healthy and whole.

More blog posts by Monique Valcour
More on: Human resources, Organizational culture, Work life balance

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You've tried just about everything else. Perhaps these four counterintuitive approaches to growth might be what you've been looking for:

1. Go Slowly.

The very best way to get to Cleveland is to drive. Or even to walk. Point yourself in that direction and start.

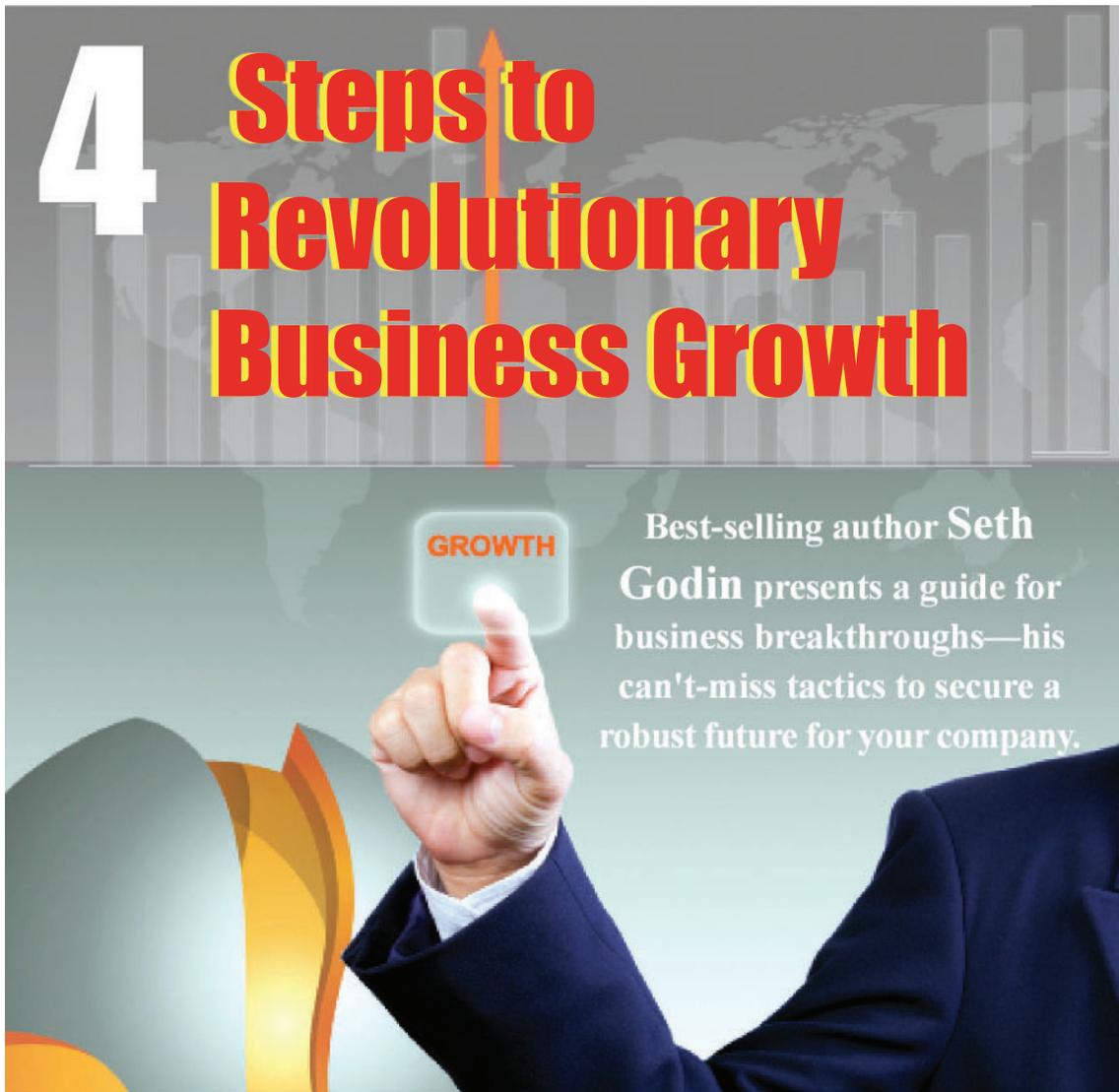
Most people don't do that, of course. They decide that they need to get there fast, so they plan on flying. But often, in their rush to get to the airport, they forget something important. And when they get to the airport, they're so excited, they jump on the first available airplane, regardless of where it's going. When that doesn't get them any closer to their destination, they get off, run to the next plane and start over. That's expensive and frustrating.

The alternative, no metaphor intended, is to figure out where you actually want to go and just go there. Deliberately. Step by step, incrementally closer to that place you've already decided to go. And, yes, it's true, if you don't know where you're going, it doesn't really matter how fast you go, does it? One more thing—slowly doesn't mean dawdling, meandering or stalling. Slowly means inexorably, and without holding back. Forward progress on a clear path.

The year MailChimp was founded, 2001, was a crazy time to be starting a company. It was about a year after the NASDAQ had crashed, and dot-coms had become dot-busts. Ben Chestnut and his co-founders set out to create a company that would take the ideas of permission marketing and make it easy (and even fun) for organizations to market via email. For the five years previous to their founding, the shortcuts were everywhere. There were funding shortcuts, marketing shortcuts and hiring shortcuts for every company that was part of the bubble. "Get big fast," was a working mantra, what every CEO heard from every board member.

Ben and his team have avoided that thinking at every turn. They've gotten big slowly. They keep customers for a very long time. They gain customers the old-fashioned way, via word-of-mouth. They have refined and obsessed about the service they offer, instead of jumping from one fad to another as fast as they can. They don't sponsor the Super Bowl—instead, they eagerly support the smallest, most dedicated entrepreneurs and nonprofits they

www.successfoundationpakistan.com



Best-selling author Seth Godin presents a guide for business breakthroughs—his can't-miss tactics to secure a robust future for your company.

can find. Drip, drip, drip. Day by day, customer by customer, email by email, they step directly toward the goal they outlined 13 years ago.

2. Act with generosity.

Moving your way up, building your project, influencing the market—these are all difficult projects, tasks that take virtually all of your available resources. The temptation is to close up, become self-focused and (at least for now) ignore those around you. It's surprising to note, then, that this instinct is actually self-defeating. Try generosity instead. What if you devoted a third or even half your time and resources to giving others a hand? What if you taught people, with no ulterior motive? What if you shared insights, pooled resources, and stepped up and acted as a leader?

It turns out that the more you give your community, the more clear your own thinking becomes. It turns out that we're more likely to trust and connect with those who, with no clear incentive, choose to trust and connect with us. Fred Wilson is one of the most successful venture capitalists in history. He's been an investor in GeoCities, Yoyodyne, Twitter, Delicious, Etsy and Tumblr. It's easy

to imagine that someone who has racked up as many big wins as Fred would be secretive, inaccessible and just a little bit selfish. It turns out that one of Fred's not-so-secret success secrets is that he's none of those. For nearly a decade Fred has been blogging daily. Every day he shares insights, describes his investment approach and even highlights the work of those he hasn't invested in. Fred spends hours every day interacting with his readers, leading a community and eagerly sharing what he knows. Beyond that, he is the co-founder of a public magnet school in New York that teaches high school students how to get ahead by programming. He spends time giving interviews and speaking at conferences as well. Why do this?

One (incomplete) analysis is that he's a unique character, someone driven merely by a self-defeating need to help his community. While it's largely correct that this is Fred's nature, the larger truth is that by becoming part of the ecosystem (and improving it) he improves the quality of his options. His eager transparency and generosity make

him the first choice for the most talented entrepreneurs, and his unquestioned integrity means that he can do more, better and faster deals—trust is hard to create if you live in a locked room.

3. Be unlike Apple

(or Tesla, Zappos and Amazon, too). The media has gotten far better at telling the stories of successful companies, and so good at telling those stories that it often appears to readers as though all it takes to have lightning strike is to act a lot like the tree that got struck last week. The thing is, these companies are worth writing about because they are interesting and unique, not because they've discovered a magical formula that's guaranteed to work for you, too.

The next time you find yourself being as brusque as Steve Jobs or laughing like Jeff Bezos, realize that the market is far more likely to embrace you when you act like you.

Maury Rubin is a baker. Well, not just a baker—he's an entrepreneur. Founder of the City Bakery, a beloved institution near Union Square in New York City, he also runs the Birdbath chain of bakeries and is a cookbook author as well. Every morning, the City Bakery in Osaka, Japan, sells out of the thousands of pretzel croissants it bakes. Every single morning.

People who meet Maury always say the same thing. They can't quite get over how nice he is. In an industry known for turnover that can be measured in weeks, his staff has been with him for decades. In a city where it's not unusual for a successful business to open dozens of outlets as quickly as it possibly can, Maury is taking his time, finding locations and partners that can stand the test of time. When City Bakery installed a quirky salad bar featuring kale salad and roasted farmer's market cauliflower, it was six years ahead of its time. And that's precisely why it worked—he wasn't chasing a trend, he was inventing one. That's what Maury does. Not what you should do, but what he does, because that's who he is. Who are you?

4. Fear and approval:

Look for one, avoid the other. Surprisingly, you should consider looking for fear and avoiding approval, instead of the run-and-hide approach most of us instinctively take. Fear, the voice of the lizard brain, is the sign that you're on the right track. We're not likely to form a line out your door after you build something obvious and easy. You can't change the world and make your mother-in-law happy at the same time. An analysis of the book, music or film business will show you that just about all hits are surprise hits. The obvious must-succeed titles rarely hit their expectations, and it always seems as though the next Harry Potter, Cee Lo Green or Memento

came out of left field. The reason is simple: Nobody knows anything. Nobody knows precisely what people are going to be talking about next, about how the dice are going to come up.

And now, every project and business is like show business. Websites and snack foods, and even methods of selling insurance, are all subject to the vagaries of mass opinion and what people choose to talk about. Which means that no one knows anything and that the one thing you can count on is that conventional wisdom is wrong.

Conventional wisdom, of course, is the route without fear, the method for gaining approval at every step. Conventional wisdom is the MBA and the safe job. That safe job is clearly not safe like it used to be, though, and it turns out that people following the road less traveled might be on the right path after all.

Sarah Jones won a Tony Award for her one-woman show, a breakthrough that changed the way people saw those around them (and changed her career forever). In *Bridge & Tunnel*, her multi-character performance of various U.S. immigrants set a new record for box-office sales. To start with, only a famous person is supposed to have a one-woman show. And the other thing is, you probably should have a playwright, but Sarah both wrote and performed the whole play. And of course, it helps if you don't base your work on the invisible people around us, and you should certainly avoid making the people in the audience uncomfortable. But Sarah did all of those things. She stared the fear in the eye and did it anyway, without blinking.

It's easy to look at people like Sarah and Ben and Fred and Maury and call them heroic outliers, but of course, they're not. They have the same voice in your head that you do. The same naysayers around them. And most of all, the same set of basic human fears. The fear of going too far out on a limb, the fear of being humiliated and seen as a fraud, the fear of letting people down....

We work overtime to insulate ourselves from these outcomes and these fears, and that insulation, perversely, is precisely the cause of our lack of progress. The world of business has never been more open, has never offered more leverage to more people. You don't need a fancy degree or a well-equipped factory. All you need is the passion and dedication to care enough to dance with your fear instead of hiding from it.

We need you and your ruckus and your reality. The one only you can bring us. - See more at: <http://www.success.com/article/4-steps-to-revolutionary-business-growth#sthash.GRGvG42.dpuf>

Grow Your Business



1) Write down all the ways that you can leverage your content, contacts, products, relationships, and efforts from your business. Is there anything you are doing "once" that can be turned into money many times? For example, I'll end up using this article at least 3 ways ... as content for the Early To Rise Virtual Mastermind program, as an important teaching article for Financial Independence Monthly, and as a mental challenge exercise for my own business.

2) Ask yourself, "How can I replicate myself?"

When I ask myself the same question, the answer I get is:

a) Certify more TT Trainers so that they are out there spreading the word of TT!

b) Create and educate more Publishing Partners who are selling their own information products and building a customer list – all with my guidance as their mentor. The bigger "the worlds" I create in both environments, the better off I will be.

It will give me multiplegushing oil wells that will protect my wealth.

3) Finally, ask yourself how you can build your business based on Kennedy's 3 rules:

a) What can you do to increase the number of customers you have?

b) What can you do to increase the average transaction value of each sale?

c) And how can you increase the frequency with which your customers buy?

These 3 questions deserve a dedicated day at least twice per year, if not more often, for you to sit down and reflect on them.

Print this article out. Keep it posted on your wall in your office. Refer to it regularly. And take action on it every day.

What is the first step you can take to grow your business today?

Craig Ballantyne is the Editor of EarlytoRise.com and Financial Independence Monthly. He also coaches executives of companies with sales over \$1 million. Today, Craig is re-opening his virtual mastermind group that includes all the benefits of in-person masterminds, but saves all of the travel.

توطیای صحیح
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TAPAL
 Truly yours



اس رنگ میں جمک رہا ہے وجودِ جوس کو کروڑ پاکستانیوں کے لیے اس انصاف،
 حقی اور خوشحال بخور رہا ہے۔ "پاکستان پاکستان باد"



How to Give a Killer Presentation

A little more than a year ago, on a trip to Nairobi, Kenya, some colleagues and I met a 12-year-old Masai boy named Richard Turere, who told us a fascinating story.

His family raises livestock on the edge of a vast national park, and one of the biggest challenges is protecting the animals from lions—especially at night.

Richard had noticed that placing lamps in a field didn't deter lion attacks, but when he walked the field with a torch, the lions stayed away.

From a young age, he'd been interested in electronics, teaching himself by, for example, taking apart his parents' radio.

He used that experience to devise a system of lights that would turn on and off in sequence—using solar panels, a car battery, and a motorcycle indicator box—and thereby create a sense of movement that he hoped would scare off the lions.

He installed the lights, and the lions stopped attacking. Soon villages elsewhere in Kenya began installing Richard's "lion lights." The story was inspiring and worthy of the broader audience that our TED conference could offer, but on the surface, Richard seemed an unlikely candidate to give a TED Talk. He was painfully shy.

His English was halting. When he tried to describe his invention, the sentences tumbled out incoherently.

And frankly, it was hard to imagine a preteenager standing on a stage in front of 1,400 people accustomed to hearing from polished speakers such as Bill Gates, Sir Ken

Robinson, and Jill Bolte Taylor.

But Richard's story was so compelling that we invited him to speak.

In the months before the 2013 conference, we worked with him to frame his story—to find the right place to begin, and to develop a succinct and logical arc of events. On the back of his invention Richard had won a scholarship to one of Kenya's best schools, and there he had the chance to practice the talk several times in front of a live audience. It was critical that he build his confidence to the point where his personality could shine through.

When he finally gave his talk at TED, in Long Beach, you could tell he was nervous, but that only made him more engaging—people were hanging on his every word.

The confidence was there, and every time Richard smiled, the audience melted. When he finished, the response was instantaneous: a sustained standing ovation.

Since the first TED conference, 30 years ago, speakers have run the gamut from political figures, musicians, and TV personalities who are completely at ease before a crowd to lesser-known academics, scientists, and writers—some of whom feel deeply uncomfortable giving presentations.

Over the years, we've sought to develop a process for helping inexperienced presenters to frame, practice, and deliver talks that people enjoy watching. It typically begins six to nine months before the event, and involves cycles of devising (and revising) a script, repeated rehearsals, and plenty of fine-tuning. We're continually tweaking our approach—

because the art of public speaking is evolving in real time—but judging by public response, our basic regimen works well.

Since we began putting TED Talks online, in 2006, they've been viewed more than one billion times.

On the basis of this experience, I'm convinced that giving a good talk is highly coachable. In a matter of hours, a speaker's content and delivery can be transformed from muddled to mesmerizing.

And while my team's experience has focused on TED's 18-minutes-or-shorter format, the lessons we've learned are surely useful to other presenters—whether it's a CEO doing an IPO road show, a brand manager unveiling a new product, or a start-up pitching to VCs.

Frame Your Story

There's no way you can give a good talk unless you have something worth talking about. Conceptualizing and framing what you want to say is the most vital part of preparation. Find the Perfect Mix of Data and Narrative by Nancy Duarte

Most presentations lie somewhere on the continuum between a report and a story. A report is data-rich, exhaustive, and informative—but not very engaging. Stories help a speaker connect with an audience, but listeners often want facts and information, too. Great presenters layer story an information like a cake, and understand that different types of talks require differing ingredients.

From Report: Literal, Informational, Factual, Exhaustive...Research Findings If your goal is to communicate information from a written report, send the full document

to the audience in advance, and limit the presentation to key takeaways. Don't do a long slide show that repeats all your findings. Anyone who's really interested can read the report; everyone else will appreciate brevity.

Financial Presentation

Financial audiences love data, and they'll want the details. Satisfy their analytical appetite with facts, but add a thread of narrative to appeal to their emotional side. Then present the key takeaways visually, to help them find meaning in the numbers.

Product Launch

Instead of covering only specs and features, focus on the value your product brings to the world. Tell stories that show how real people will use it and why it will change their lives. VC Pitch

For 30 minutes with a VC, prepare a crisp, well-structured story arc that conveys your idea compellingly in 10 minutes or less; then let Q&A drive the rest of the meeting. Anticipate questions and rehearse clear and concise answers.

Keynote Address

Formal talks at big events are high-stakes, high-impact opportunities to take your listeners on a transformative journey. Use a clear story framework and aim to engage them emotionally.

...to Story: Dramatic, Experiential, Evocative, Persuasive

Nancy Duarte is the author of HBR Guide to Persuasive Presentations, Slide:ology, and Resonate. She is the CEO of Duarte, Inc., which designs presentations and teaches presentation development.

We all know that humans are wired to listen to stories, and metaphors abound for the narrative structures that work best to engage people. When I think about compelling presentations, I think about taking an audience on a journey. A successful talk is a little miracle—people see the world differently afterward.

If you frame the talk as a journey, the biggest decisions are figuring out where to start and where to end. To find the right place to start, consider what people in the audience already know about your subject—and how much they care about it. If you assume they have more knowledge or interest than they do, or if you start using jargon or get too technical, you'll lose them. The most engaging speakers do a superb job of very quickly introducing the topic, explaining why they care so deeply about it, and convincing the audience members that they should, too.

The biggest problem I see in first drafts of presentations is that they try to cover too much ground. You can't summarize an entire career in a single talk. If you try to cram in everything you know, you won't have time to include key details, and your talk will disappear into abstract language that may make sense if your listeners are familiar with the subject matter but will be completely opaque if they're new to it. You need specific examples to flesh out your ideas. So limit the scope of your talk to that which

can be explained, and brought to life with examples, in the available time. Much of the early feedback we give aims to correct the impulse to sweep too broadly. Instead, go deeper. Give more detail. Don't tell us about your entire field of study—tell us about your unique contribution.

Of course, it can be just as damaging to overexplain or painstakingly draw out the implications of a talk. And there the remedy is different: Remember that the people in the audience are intelligent. Let them figure some things out for themselves. Let them draw their own conclusions.

Many of the best talks have a narrative structure that loosely follows a detective story. The speaker starts out by presenting a problem and then describes the search for a solution. There's an "aha" moment, and the audience's perspective shifts in a meaningful way. If a talk fails, it's almost always because the speaker didn't frame it correctly, misjudged the audience's level of interest, or neglected to tell a story. Even if the topic is important, random pontification without narrative is always deeply unsatisfying. There's no progression, and you don't feel that you're learning.

I was at an energy conference recently where two people—a city mayor and a former governor—gave back-to-back talks. The mayor's talk was essentially a list of impressive projects his city had undertaken. It came off as boasting, like a report card or an advertisement for his reelection. It quickly got boring. When the governor spoke, she didn't list achievements; instead, she shared an idea. Yes, she recounted anecdotes from her time in office, but the idea was central—and the stories explanatory or illustrative (and also funny). It was so much more interesting. The mayor's underlying point seemed to be how great he was, while the governor's message was "Here's a compelling idea that would benefit us all." As a general rule, people are not very interested in talks about organizations or institutions (unless they're members of them). Ideas and stories fascinate us; organizations bore us—they're much harder to relate to. (Businesspeople especially take note: Don't boast about your company; rather, tell us about the problem you're solving.)

Plan Your Delivery

Once you've got the framing down, it's time to focus on your delivery. There are three main ways to deliver a talk. You can read it directly off a script or a teleprompter. You can develop a set of bullet points that map out what you're going to say in each section rather than scripting the whole thing word for word. Or you can memorize your talk, which entails rehearsing it to the point where you internalize every word—verbatim.

My advice: Don't read it, and don't use a teleprompter. It's usually just too distancing—people will know you're reading. And as soon as they sense it, the way they receive your talk will shift. Suddenly your intimate connection evaporates, and everything feels a lot more

formal. We generally outlaw reading approaches of any kind at TED, though we made an exception a few years ago for a man who insisted on using a monitor. We set up a screen at the back of the auditorium, in the hope that the audience wouldn't notice it. At first he spoke naturally. But soon he stiffened up, and you could see this horrible sinking feeling pass through the audience as people realized, "Oh, no, he's reading to us!" The words were great, but the talk got poor ratings. Many of our best and most popular TED Talks have been memorized word for word. If you're giving an important talk and you have the time to do this, it's the best way to go. But don't underestimate the work involved. One of our most memorable speakers was Jill Bolte Taylor, a brain researcher who had suffered a stroke. She talked about what she learned during the eight years it took her to recover. After crafting her story and undertaking many hours of solo practice, she rehearsed her talk dozens of times in front of an audience to be sure she had it down.

Obviously, not every presentation is worth that kind of investment of time. But if you do decide to memorize your talk, be aware that there's a predictable arc to the learning curve. Most people go through what I call the "valley of awkwardness," where they haven't quite memorized the talk. If they give the talk while stuck in that valley, the audience will sense it. Their words will sound recited, or there will be painful moments where they stare into the middle distance, or cast their eyes upward, as they struggle to remember their lines. This creates distance between the speaker and the audience.

Getting past this point is simple, fortunately. It's just a matter of rehearsing enough times that the flow of words becomes second nature. Then you can focus on delivering the talk with meaning and authenticity. Don't worry—you'll get there.

But if you don't have time to learn a speech thoroughly and get past that awkward valley, don't try. Go with bullet points on note cards. As long as you know what you want to say for each one, you'll be fine. Focus on remembering the transitions from one bullet point to the next.

Also pay attention to your tone. Some speakers may want to come across as authoritative or wise or powerful or passionate, but it's usually much better to just sound conversational. Don't force it. Don't orate. Just be you.

If a successful talk is a journey, make sure you don't start to annoy your travel companions along the way. Some speakers project too much ego. They sound condescending or full of themselves, and the audience shuts down. Don't let that happen.

Develop Stage Presence For inexperienced speakers, the physical act of being onstage can be the most difficult part of giving a presentation—but people tend to overestimate its importance. Getting the words, story, and substance right determinant of success or failure than how you stand or whether you're visibly

when it comes to stage presence, a little coaching can go a long way.

The biggest mistake we see in early rehearsals is that people move their bodies too much. They sway from side to side, or shift their weight from one leg to the other. People do this naturally when they're nervous, but it's distracting and makes the speaker seem weak. Simply getting a person to keep his or her lower body motionless can dramatically improve stage presence. There are some people who are able to walk around a stage during a presentation, and that's fine if it comes naturally. But the vast majority are better off standing still and relying on hand gestures for emphasis.

Perhaps the most important physical act onstage is making eye contact. Find five or six friendly-looking people in different parts of the audience and look them in the eye as you speak. Think of them as friends you haven't seen in a year, whom you're bringing up to date on your work. That eye contact is incredibly powerful, and it will do more than anything else to help your talk land. Even if you don't have time to prepare fully and have to read from a script, looking up and making eye contact will make a huge difference.

Another big hurdle for inexperienced speakers is nervousness—both in advance of the talk and while they're onstage. People deal with this in different ways. Many speakers stay out in the audience until the moment they go on; this can work well, because keeping your mind engaged in the earlier speakers can distract you and limit nervousness.

Amy Cuddy, a Harvard Business School professor who studies how certain body poses can affect power, utilized one of the more unusual preparation techniques I've seen. She recommends that people spend time before a talk striding around, standing tall, and extending their bodies; these poses make you feel more powerful.

It's what she did before going onstage, and she delivered a phenomenal talk. But I think the single best advice is simply to breathe deeply before you go onstage. It works. In general, people worry too much about nervousness. Nerves are not a disaster. The audience expects you to be nervous. It's a natural body response that can actually improve your performance: It gives you energy to perform and keeps your mind sharp. Just keep breathing, and you'll be fine.

Acknowledging nervousness can also create engagement. Showing your vulnerability, whether through nerves or tone of voice, is one of the most powerful ways to win over an audience, provided it is authentic. Susan Cain, who wrote a book about introverts and spoke at our 2012 conference, was terrified about giving her talk.

You could feel her fragility onstage, and it created this dynamic where the audience was rooting for her—everybody wanted to hug her afterward. The fact that we knew she was fighting to keep herself up there made it

beautiful, and it was the most popular talk that year.

Plan the Multimedia

With so much technology at our disposal, it may feel almost mandatory to use, at a minimum, presentation slides. By now most people have heard the advice about PowerPoint: Keep it simple; don't use a slide deck as a substitute for notes (by, say, listing the bullet points you'll discuss—those are best put on note cards); and don't repeat out loud words that are on the slide. Not only is reciting slides a variation of the teleprompter problem—"Oh, no, she's reading to us, too!"—but information is interesting only once, and hearing and seeing the same words feels repetitive. That advice may seem universal by now, but go into any company and you'll see presenters violating it every day.

Many of the best TED speakers don't use slides at all, and many talks don't require them. If you have photographs or illustrations that make the topic come alive, then yes, show them. If not, consider doing without, at least for some parts of the presentation. And if you're going to use slides, it's worth exploring alternatives to PowerPoint. For instance, TED has invested in the company Prezi, which makes presentation software that offers a camera's-eye view of a two-dimensional landscape. Instead of a flat sequence of images, you can move around the landscape and zoom in to it if need be. Used properly, such techniques can dramatically boost the visual punch of a talk and enhance its meaning.

Artists, architects, photographers, and designers have the best opportunity to use visuals. Slides can help frame and pace a talk and help speakers avoid getting lost in jargon or overly intellectual language. (Art can be hard to talk about—better to experience it visually.) I've seen great presentations in which the artist or designer put slides on an automatic timer so that the image changed every 15 seconds. I've also seen presenters give a talk accompanied by video, speaking along to it. That can help sustain momentum. The industrial designer Ross Lovegrove's highly visual TED Talk, for instance, used this technique to bring the audience along on a remarkable creative journey.

Another approach creative types might consider is to build silence into their talks, and just let the work speak for itself. The kinetic sculptor Reuben Margolin used that approach to powerful effect. The idea is not to think "I'm giving a talk." Instead, think "I want to give this audience a powerful experience of my work." The single worst thing artists and architects can do is to retreat into abstract or conceptual language.

Video has obvious uses for many speakers. In a TED Talk about the intelligence of crows, for instance, the scientist showed a clip of a crow bending a hook to fish a piece of food out of a tube—essentially creating a tool. It illustrated his point far better than anything he could have said.

Used well, video can be very effective, but there are common mistakes that should be avoided. A clip needs to be short—if it's more than 60 seconds, you risk losing people. Don't use videos—particularly corporate ones—that sound self-promotional or like infomercials; people are conditioned to tune those out. Anything with a soundtrack can be dangerously off-putting. And whatever you do, don't show a clip of yourself being interviewed on, say, CNN. I've seen speakers do this, and it's a really bad idea—no one wants to go along with you on your ego trip. The people in your audience are already listening to you live; why would they want to simultaneously watch your talking-head clip on a screen?

Putting It Together

We start helping speakers prepare their talks six months (or more) in advance so that they'll have plenty of time to practice. We want people's talks to be in final form at least a month before the event. The more practice they can do in the final weeks, the better off they'll be. Ideally, they'll practice the talk on their own and in front of an audience. The tricky part about rehearsing a presentation in front of other people is that they will feel obligated to offer feedback and constructive criticism.

Often the feedback from different people will vary or directly conflict. This can be confusing or even paralyzing, which is why it's important to be choosy about the people you use as a test audience, and whom you invite to offer feedback. In general, the more experience a person has as a presenter, the better the criticism he or she can offer.

I learned many of these lessons myself in 2011. My colleague Bruno Giussani, who curates our TEDGlobal event, pointed out that although I'd worked at TED for nine years, served as the emcee at our conferences, and introduced many of the speakers, I'd never actually given a TED Talk myself. So he invited me to give one, and I accepted.

It was more stressful than I'd expected. Even though I spend time helping others frame their stories, framing my own in a way that felt compelling was difficult. I decided to memorize my presentation, which was about how web video powers global innovation, and that was really hard: Even though I was putting in a lot of hours, and getting sound advice from my colleagues, I definitely hit a point where I didn't quite have it down and began to doubt I ever would. I really thought I might bomb. I was nervous right up until the moment I took the stage.

But it ended up going fine. It's definitely not one of the all-time great TED Talks, but it got a positive reaction—and I survived the stress of going through it.

Ultimately I learned firsthand what our speakers have been discovering for three decades: Presentations rise or fall on the quality of the idea, the narrative, and the passion of the speaker. It's about substance, not speaking style or multimedia pyrotechnics.

8 Ways to Expand Your Network Today

Unconventional ways to meet more people and expand your professional connections

The next time you're standing at yet another industry happy hour, put down the Chardonnay and try these tips to start meeting people outside your niche.

Networking is about building relationships, sharing information and finding sources of support. Often people play it safe, staying inside their industry walls—failing to pop that comfort-zone bubble and venture into new territory of new faces and new ideas. It's time to go beyond the familiar to expand your network and knowledge and meet more contacts who could help get you that much closer to your goals.

We asked eight entrepreneurs from the Young Entrepreneur Council (YEC) to give us their tips for mastering the art of meeting people beyond the boundaries of your business interests and connections:



1. Volunteer

Find an organization working on a cause you care about, and volunteer a few hours a month. It's great to step outside of your day-to-day work and contribute to a different mission, and you'll meet people who care about similar things but most likely work in different industries.

2. Find a Networking Wingperson

For any networking event, it can be helpful to have a networking "wingperson." Together, you can naturally draw others into your conversation.

This is particularly true if your networking wingperson is knowledgeable about an industry you are unfamiliar with.

If nothing else, the event will provide you with an opportunity to get to know your networking wingperson better.

3. Use Alumni Networks

Alumni chapters are a great way to stay connected and network outside your own company and niche.

They often include graduates from different majors, and it's a fun way to learn from people you don't normally interact with. You have a shared interest in your school, and it's an easy way to meet new people.

4. Host Events

Rather than attending events, where you are one of many and may be out of your niche, host events outside of your industry. As host, you and your space are a natural focal point.

In addition to this added prominence, your shifted role—from attendee to host—makes conversation easier and removes the pressure of being at the event with a specific agenda or mission.

5. Just Start

Honestly, all you need to do is get started. Don't even think about it, just get started. If you want

to become influential at anything, start by reading everything out there.

Then start networking with people in that niche. Then start going to events.

Then start writing about it.

Then start speaking about it.

Then become the expert in that niche. This is a sure way to build your network!

6. Approach a VC for Recommendations

Ask the venture capitalists who you meet which entrepreneurs they really admire.

They always have a wide portfolio of companies they work with, and they'll be able to connect you with entrepreneurs at different companies and ventures who you might not otherwise meet.

7. Become Active on Instagram and Pinterest

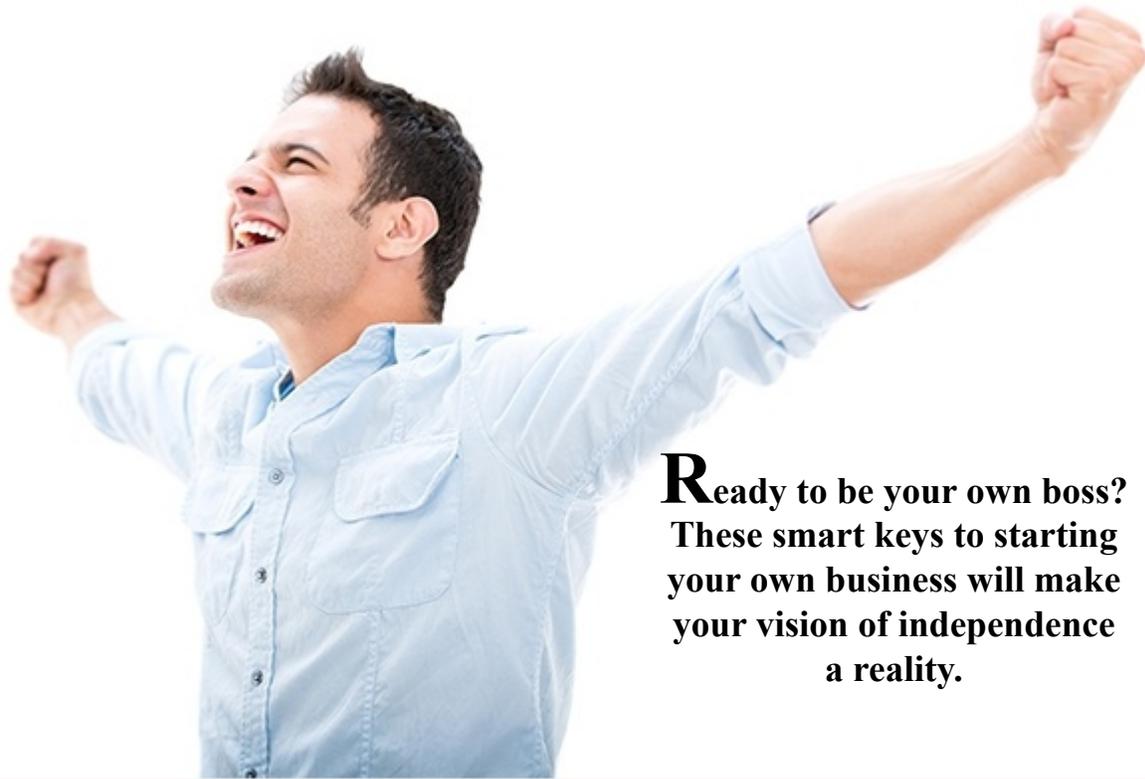
We have been successful with Instagram and Pinterest for helping reach fans beyond our natural products niche.

With beautiful photos, you can quickly up your following on both Instagram and Pinterest. Provide your audience with great content that they want to look at and the buzz will spread. Emily Doubilet, Susty Party

8. Join a Business Organization

Outside of your company and even your industry, you can build relationships and network by joining a business group like Vistage, which brings together leaders of businesses from diverse markets. It's a good mental exercise and helps you to get feedback on how your business is perceived by others outside of your industry.

The Young Entrepreneur Council (YEC) is an invite-only organization comprising the world's most promising young entrepreneurs. In partnership with Citi, YEC recently launched StartupCollective, a free virtual mentorship program that helps millions of entrepreneurs.



Ready to be your own boss? These smart keys to starting your own business will make your vision of independence a reality.

5 Ingredients for Startup Success

You've decided it's time to start your own business, but you're worried you don't have the assets, capital, contacts and experience necessary to get it off the ground. Relax. Now's your chance—with time on your side—to lay the groundwork so your new enterprise can start off at maximum advantage. Sitting at the kitchen table with a laptop or pen and paper doesn't cost anything.

Plan Ahead

The first thing to do is outline the opportunity. You need a strategy that covers not only opening the doors but bringing traffic through them for the first couple of years, with a wide range of contingency plans.

Your first step: drawing up a business plan. Why do you have to do this? For one thing, it becomes a guide to keep you on track and not distracted, but the real importance is getting you to think through the necessary steps and conduct research in the field you're entering. This doesn't have to be a huge document covering every possible detail. You'll need to describe the product or service you plan to offer, with some background on the industry. Other essentials include an introduction to your leadership team with mini-biographies and an

outline and timeline of your strategy to start turning a profit. In the business plan, it's crucial to identify and profile potential customers and explain why they would migrate to you from existing commercial channels. What makes your offer compelling? What's a likely percentage of early adopters?

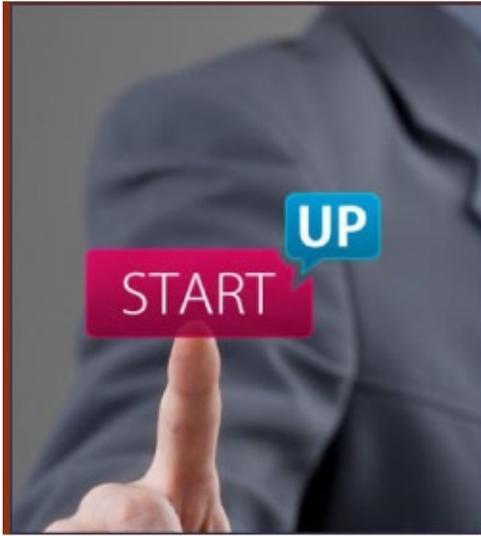
You'll need to test those assumptions. The New York Times outlines a smart next step: "Identify a list of likely customers and call them," avoiding friends and acquaintances. The people you'll call should give you an honest assessment, and you can get a wider-angle view through the use of online survey services like Constant Contact or SurveyMonkey.

Your work here is a smaller version of what big companies do when they launch IPOs—and it means honestly presenting the full range of possible outcomes (even the negative ones) and a comprehensive assessment of the market you're entering. If disruptive market changes loom on the horizon, mention them in your business plan. Just as writers producing book proposals outline the existing works on the subject, you'll need to make a list of competitors along with the strengths and

weaknesses of each. The deeper your understanding of the market, the better. You don't want to be surprised by what should have been obvious.

Find the Funds

The next part is the hardest in at least two ways—most people hate raising money, and in the current economic climate it's darned difficult. You're probably going to have to reach beyond the comfort zone of friends and family (though don't rule them out). If you're determined to own 100 percent of your business, it helps to have deep pockets—think of a worst-case figure for how much money you'll need, then add some zeroes to it. Many great companies have been launched on a bold entrepreneur's credit card. According to the Pioneer Institute, borrowing against your credit cards and loans from relatives are the two most common financing models for startups with five or fewer people. You've heard of a little company called Google? Sergey Brin and Larry Page started it in 1998 by spreading their modest costs across three credit cards. You can also borrow against your assets, but that's risky—in truth, just about all financing is risky, and all new businesses are



a gamble.

The crowdfunding revolution has created more avenues than ever to secure capital, but there is plenty of competition on popular sites such as Kickstarter and IndieGogo, so make sure you've created a pitch that will pay if you decide to go that route and be prepared to compensate your sponsors in at least some small way.

Assuming you've got the money, you'll still have to decide what kind of business this is—a sole proprietorship, a partnership or a corporation—and file the necessary paperwork (either with a lawyer or by yourself). And you'll need a memorable name that's legally clear. The current trend seems to be colorful phrases that have nothing to do with the actual business—Pandora for a music service, Yelp for restaurant reviews and Uber for an online taxi service.

Love It or Leave It

Given the very real possibility of failure, does it help if your new venture is a labor of love? Absolutely, because you'll likely be starting with a base of knowledge and enthusiasm that large companies in the field sometimes lack. But you can't let your passion for the field create the illusion of a business opportunity where none exists.

Still, don't underestimate the power of doing something you really care about. Dawn (a physician's assistant) and Brian (a mechanical engineer) Riesett weren't horticulturalists when they launched their Maryland-based Dreamland Christmas Tree Farm in 2004. "We knew nothing about Christmas trees," Dawn told the . "It was a dream we came up with." This was no walk in the park—the Riesetts had to learn about tree diseases, fungi and bagworms, which they had to pick off of trees by hand. Drought killed their seedlings one year. But they persevered and are still selling trees and wreaths today.

Learn from Life

Kimberly Catlett of Boise, Idaho, had plentiful business experience—she spent 15 years in management and marketing. But to find a great small-business idea, she needed only to look down at her very petite size 5½ feet. It was difficult to find shoes that fit, so she quit her job and developed the Bella Modi brand, which markets kits that allow the buyer to custom-assemble shoes into different styles. Don't defer your dream just because the money pile isn't high enough. Ann Marie Sastry, a former University of Michigan engineering professor, had nothing but a concept and an eight-page PowerPoint presentation when she sat down to create her solid-state battery company, Sakti3. What she did have was conviction and clear goals. Finally, following

years of after-hours work, she quit her tenured position to create next-generation cells for a receptive auto industry. The company has landed \$30 million in venture funding, including capital from big players such as Khosla Ventures and General Motors. Confidence is key, and it helps if you're willing to gamble. "All you ever get is a reasonable chance to succeed," Sastry says.

Don't Be Closed-Minded

A lesson we can glean not only from Sheldon Adelson but also from Elon Musk is to follow new opportunities wherever they may lead. Adelson might have stayed in computers, a subject he knew well, but in 1988 he saw an opening and bought the aging Sands casino for \$128 million. A gaming empire followed. Similarly, Musk took his \$165 million windfall from the sale of PayPal, and rather than starting another online business in his comfort zone, he followed a longtime interest and began , then invested in (and took over) a struggling electric car startup, . In both cases he combined business potential with personal passion. Tesla is soaring now, but the business has had many setbacks and negative headlines along the way. Failure, as Musk put it in an interview, is always an option. If things are not failing, he reasons, you're not innovating enough. Do the lessons of billionaires like Musk also apply to people starting small, even part-time, businesses? Some do and some don't. Raising money will loom as far more important for the fledgling entrepreneur, and establishing credibility without a track record can be a challenge. But any new business faces doubters, and Tesla's success is inspirational on any scale.

Storytelling That Moves People

portraying the struggle against the forces that block that desire. Stories are how we remember; we tend to forget lists and bullet points. Businesspeople not only have to understand their companies' past, but then they must project the future. And how do you imagine the future? As a story. You create scenarios in your head of possible future events to try to anticipate the life of your company or your own personal life.

What makes a good story?

You emphatically do not want to tell a beginning-to-end tale describing how results meet expectations. This is boring and banal. Instead, you want to display the struggle between expectation and reality in all its nastiness. For example, let's imagine the story of a biotech start-up we'll call Chemcorp, whose CEO has to persuade some Wall Street bankers to invest in the company. He could tell them that Chemcorp has discovered a chemical compound that prevents heart attacks

and offer up a lot of slides showing them the size of the market, the business plan, the organizational chart, and so on. The bankers would nod politely and stifle yawns while thinking of all the other companies better positioned in Chemcorp's market. Alternatively, the CEO could turn his pitch into a story, beginning with someone close to him—say, his father—who died of a heart attack. So nature itself is the first antagonist that the CEO-as-protagonist must overcome. The story might unfold like this: In his grief, he realizes that if there had been some chemical indication of heart disease, his father's death could have been prevented. But now it faces a new antagonist: the FDA. The approval process is fraught with risks and dangers. The FDA turns down the first application, but new research reveals that the test performs even better than anyone had expected, so the agency approves a second application. Meanwhile, Chemcorp is running out of money, and a key partner drops out and goes off to start his own company.

Aren't you really talking about exaggeration and manipulation?

No. Although businesspeople are often suspicious of stories for the reasons you suggest, the fact is that statistics are used to tell lies and damn lies, while accounting reports are often BS in a ball gown—witness Enron and WorldCom. When people ask me to help them turn their presentations into stories, I begin by asking questions. I kind of psychoanalyze their companies, and amazing dramas pour out. But most companies and executives sweep the dirty laundry, the difficulties, the antagonists, and the struggle under the carpet. They prefer to present a rosy—and boring—picture to the world. But as a storyteller, you want to position the problems in the foreground and then show how you've overcome them. When you tell the story of your struggles against real antagonists, your audience sees you as an exciting, dynamic person. Life worth living does not come from the rosy side. We would all rather be lotus-eaters, but life will not allow it. The energy to live comes from the dark side. It comes from everything that makes us suffer. As we struggle against these negative powers, we're forced to live more deeply, more fully.

The Rebirth of the CMO



The chief marketing officer role is undergoing a renaissance. Overly simplistic notions – “the people who do the advertising” – were based on stereotypes that never accurately reflected the range of responsibilities that many CMOs had. Those notions are even more outdated now. Instead, the last few years have seen a proliferation of C-suite titles that include a component of marketing. Some are chief customer officers, chief experience officers, chief client officers, or chief digital officers. This diversity reflects not only a deepening understanding of the connection between growth and customer satisfaction, but a much greater awareness of what marketing can do to help forge that bond. Digital disruption has driven much of this shift. Digitally enabled tools and processes have altered what and how a business sells, flipped the tables on the typical customer relationship, introduced a glut of new channels and competitors, and made it harder for organizations to break through the “noise.”

That shift has created an increasingly commoditized product and service environment. Digital has removed barriers across sectors, even in old-line businesses known for “sticky” products, such as telecom and insurance. And that same transparency has radically shortened the shelf life of any new competitive advantage. “We’ll spend a lot of time bringing product to market, but we need to plan for the fact that a launch gives us a six-month head start and no more,” says Gary Booker, CMO of Dixons Retail. “While our competitors catch up, we have to get into the mindset of already moving onto the next thing. All that has elevated – and complicated – the role of CMO. Delivering above-market growth increasingly hinges on differentiating the customer experience and building tighter customer relationships. That in turn relies on

not only having excellent marketing capabilities, but also connecting marketing with the entire organization. That isn’t easy, but the payoff is worth it: Our most recent research shows that companies with excellent marketing capabilities outperform the market with 2-3X greater revenue growth. While the CMO role necessarily varies across sectors, we see three activities that are now required of all CMOs.

1. Discover data-driven insights that drive growth.

Clear, meaningful insight into the market and the consumer decision journey is job one for today’s CMO. “When it comes to who asks the provocative questions [and] who agitates for customer-led change,” says Tariq Shaukat, the CMO of Caesars Entertainment, “it is the group closest to the customer and the group with the data. And that really is on the backs of marketing.” McKinsey’s DataMatics 2013 survey shows that companies that use customer analytics extensively are more than twice as likely to generate above-average profits as those that don’t. They also outperform their peers across the entire customer lifecycle, are nine times more likely to enjoy superior customer loyalty, and a remarkable 23 times more likely to outperform less analytical peers on new-customer acquisition. That means churning through data to find insights that others haven’t seen and then developing the organizational capability to act on them faster and better to drive above-market growth. At a large hospitality company, for instance, the CMO can use analytics to find out not only which property or category was up or down over the weekend, but how key customer segments moved as well. If data shows the lucrative “weekend tripper” segment cut back on the average length of their stays, marketers can respond with offers or other perks, such

as late checkout or complimentary upgrades, to drive changes in behavior and protect revenue.

Better analysis of those insights can improve marketing return on investment (MROI) by 10-20 percent and drive average profit growth of 14 percent. Yet, only 30 percent of companies believe they understand their customers’ needs well enough to identify what initiatives will drive growth. That’s a major missed opportunity according to Ian Ewart, Head of Products, Services & Marketing at Coutts. “I see far too many data that don’t go anywhere and that’s just a cost.” To have the influence to help set business strategy for the company, CMOs need to translate customer insights into terms meaningful to senior leadership. Deborah DiSanzo, the former CEO of Philips Healthcare, was once a CMO. She knew that to have a role in steering strategy, she had to earn the trust of her CEO and board. “To get that trust,” she says, “you have to speak with authority, you have to speak with empowerment, and you have to speak with the facts—and your marketing plans had better have a return on investment.” Data-driven customer insights give the CMO the power to do all that.

2. Design the right strategies and processes to carry out the vision in a multi channel world.

Talk about how complex marketing has become is very much in vogue, but there’s much less discussion about the operational (and diplomatic) muscle CMOs need in order to get things done. Customer journeys are complex and crisscross the organization. Even simple-seeming tasks, such as browsing or buying, often involve several steps, each touching a different part of the business. A customer may go online, compare products, scan a bar code, search, and call an agent. Designing a

consistently positive, rewarding experience across all those touchpoints takes system-wide thinking and an integrated service-delivery approach. Point solutions, such as focusing on the call center, the store, or the website, no longer cut it in a multichannel environment, not when delivering excellent customer journeys can increase revenues up to 15 percent and cut costs by up to 20 percent.

Any well-designed interaction starts with a clear understanding of customer needs and the capabilities of front-line employees. That means plotting and, in many cases, reformulating processes to create a smooth and satisfying customer experience. To stitch it all together meaningfully, CMOs are increasingly expected to act as general managers with P&L or shared/shadow P&L responsibility that drive revenue growth. That bottom line sensibility is crucial. Says Abi Comber, Head of Marketing for British Airways: "Having P&L responsibility is incredibly powerful. CMOs need to show the ROI of every pound spent on marketing and how it delivers against the bottom line."

CMOs are also now often judged on how well they can design and run an organization that reaches across the entire business. We're seeing marketers develop centers of excellence, particularly around digital, to advise and support business units and functions in serving the right information to the right person at the right place and time. To hit P&L targets, for instance, the CMO at one technology company focused on shortening the sales cycle. Data revealed the initial sales meeting and RFP were especially influential in shaping buying outcomes.

So marketers collaborated with IT to design an iPad application that allowed salespeople to enter their book of business and receive detailed customer profiles with background on important customer decision-makers and priorities, as well as status updates and other useful information. That helped account managers focus their pitch on the client's business issues and build rapport. The CMO also worked with the finance office and product managers to link pricing and benchmark data into the RFP process, which improved quality and response times. Similarly, when web analytics revealed a spike in the number of unique visitors at a student loan site, the CMO helped orchestrate the responses. To woo high-value, low risk customers, the CMO worked with the risk team to fast-track the credit approval process.

They also worked with the call center and IT to create a "chat live" button to make it easier for customers to complete forms online before they drifted off to a competing site. And when customer data showed that first-time applicants were more likely to move forward when there was a human touch to the process, marketing helped assign a sales person to individual customers. Those steps helped the bank drive up loan volumes, a tangible bump the CMO could point to in discussions with other leaders.

3. Become the organizational "glue" to deliver change.

"If marketing is not driving the change agenda then either the agenda is wrong or marketing is not being effective," says Ewart. Companies across the spectrum are grappling with change as new technologies, innovations, and customer behaviors disrupt old business models. When it comes to transforming an organization, clearly leaders across the C-suite, starting with the CEO, have critical roles to play. But the CMO has a unique and critical role to play to deliver the change. Deep insights into customer behaviors and market trends mean that the CMO needs to identify what changes are necessary. More importantly, the CMO then needs to motivate and help drive the required changes through the organization. "You have to be able to command the pace of change in your organization in order to keep up with what consumers are looking for and the ways in which they're interacting with you," says Comber.

The most obvious changes are often the ones affecting the customer experience. Providing a consistent customer journey across all the touchpoints of an organization is critical because customers today punish companies that don't deliver a consistent experience. Banks, for example, have a very strong correlation between consistency on key customer journeys and overall performance in customer experience.

When we sent an undercover-shopping team to visit 50 bank branches and contact 50 bank call centers, the analysis showed that for lower-performing banks, the variability in experience was much higher among a typical bank's branches than it was among different banks themselves. Improving a customer journey is not something, however, that CMOs can do on their own. It requires that the CMO work with other leaders in the company who have responsibility over various touchpoints along the journey.

The CMO needs to sit down with the head of sales, the COO, the customer service center leader and others to map out what exactly customers do on a given journey, which function has responsibility for which interaction, and what each then needs to do to ensure a consistent and excellent customer experience. With so many parts of the organization needing to come together to deliver on a customer journey, the CMO has to operate as the "glue" across the organization.

That bonding role extends to other aspects of the business as well, such as delivering on products and services. "Marketing is the integrator in the end-to-end chain," says DiSanzo. "If you don't have a world-class marketing enterprise, your solutions won't meet the market." At Philips Healthcare, that integration takes the form of a "Great Marketing Plan." The core of that plan is a 15-page blueprint detailing what various parts of the organization need to do and how different functions need to work together in order to

bring something to market. Marketing plays an oversight and coordinating role in this process. Erwin van Laethem, CEO of the Dutch energy company, Essent, highlighted that connecting talent when describing what he was looking for in a CMO: "We were looking for somebody who had a track record in fact-based marketing and someone who was also very engaging for the whole organization – what we call an 'attractor' for other people who would then follow the vision and the aspiration that we set out."

In delivering on change, the CMO is increasingly being asked to go beyond providing an orchestrating role across the organization to deliver products, services, and experiences. We see CMOs, with their strong communications and creative skills, increasingly move into a position to drive changes in the culture itself. At British Airways, for example, the CMO was a leading force in using social media to transform the organization into a much more transparent, customer-oriented business. Interactions with customers went from a "tell" to a "conversation." "This is a far more open version of British Airways than we may have had ten years ago," says Comber.

To affect changes in culture, some CMOs are partnering more closely with human resources. Says Peter Markey, CMO of Post Office (and former CMO of the RSA Insurance Group), "The HR director is a vital relationship for me because a lot of what we're trying to do through marketing and brand is drive culture change in an organization. So the HR director has to be my best friend." Such a partnership is also helpful in establishing the right performance incentives. For example, a large conglomerate needed to mobilize 500,000 employees around a new customer-focused initiative. To do so, it linked customer and operational performance metrics, and then prioritized them based on their ability to lift customer satisfaction and market performance. That approach to linked metrics served as the basis for developing employee incentives, such as bonuses. The truth is that for all the hard skills needed to master the operations of marketing, CMOs really need to excel at the soft skills to succeed. Forging strong working relationships with leaders in the C-suite, building bridges across functions, being transparent, demonstrating the value of marketing, and helping other leaders succeed is becoming the core factor in a CMO's ability to succeed.

The need to deliver on organization-wide imperatives creates lots of pressure for CMOs. But it's also raising the CMO's profile, a fact that explains in part why Fortune 100 CMO tenures are growing to an average of 45 months (Russell Reynolds data), nearly double the 23-month average formerly considered the norm. CMOs who bring data-driven insights to all decisions, build effective bridges across the organization and use their experience and acumen to drive above-market growth will see their profile and influence grow significantly.

Make Yourself an Expert



“I don’t know what we’d do without him!” That’s what an executive in a Fortune 100 company recently told us about a brilliant project leader. We’ve heard the same sentiment expressed about many highly skilled specialists during the hundred-plus interviews we’ve conducted as part of our research into knowledge use and sharing. In organizations large and small, including NASA, the U.S. Forest Service, SAP, and Raytheon, managers spoke of their dependence on colleagues who have “deep smarts”—business-critical expertise, built up through years of experience, which helps them make wise, swift decisions about both strategy and tactics. These mavens may be top salespeople, technical wizards, risk managers, or operations troubleshooters, but they are all the “go-to” people for a given type of knowledge in their organizations. Because deep smarts are mostly in experts’ heads—and sometimes people don’t even recognize that they possess them—they aren’t all that easy to pass on. This is a serious problem, both for the organization and for those who hope to become experts themselves. Several professions build apprenticeships into their training systems. Doctors, for instance, learn on the job as interns and residents, under the close guidance of attending physicians, before practicing on their own. But the management profession has no such path. You’re responsible for your own development.

If you wish to become a go-to person in your organization but don’t have the time or opportunity to accumulate all the experience of your predecessors, you must acquire the knowledge in a different way. The purpose of this article is to help you do just that.

A Rare Asset

Deep smarts are not merely facts and data that anyone can access. They consist of know-how: skilled ways of thinking, making decisions, and behaving that lead to success again and again. Because they are typically experience-based, deep smarts take time to develop. They are often found in only a few individuals. They are also frequently at risk. Baby boomers—some of whom have knowledge vital to their companies—are retiring in droves. And even in organizations where key experts are years from retiring, there are often only a few people with deep smarts

In certain areas. If they’re hired away or fall ill, their knowledge could be lost. In some fields, rapid growth or geographic expansion creates a sudden need for expertise that goes far beyond employees’ years of experience. Whatever the cause, the loss or scarcity of deep smarts can hurt the bottom line when deadlines are missed, a customer is alienated, or a process goes awry.

This potential loss to the organization is an opportunity for would-be experts. Deep smarts can’t be hired off the street or right out of

school. High-potential employees who prove their ability to quickly and efficiently acquire expertise will find themselves in great demand. So how do you acquire deep smarts? By consciously thinking about how the experts in your organization operate and deliberately learning from them. Of course, you can’t—and don’t want to—become a carbon copy of another person. Deeply smart people are unique—a product of their particular mindset, education, and experience. But you should be able to identify the elements of their knowledge and behavior that make them so valuable to the organization. For example, a colleague of the expert project leader mentioned earlier described him as an exceptional manager who could effortlessly solve any technical problem and always got the best out of his people. Initially, the colleague said he didn’t know how the guy did it. But, in fact, with some prodding, he could tell us that the project leader motivated his team members by matching their roles to their interests, offering them opportunities to present to clients, and taking personal responsibility for shortfalls and mistakes, while giving others credit for progress.

The admiring colleague could have recorded and mimicked these behaviors—but he didn’t. One reason, of course, is that the expert himself had never articulated his approach to project leadership. He simply recognized patterns from

experience and applied solutions that had worked well in the past. It was second nature to him, like managerial muscle memory. The second stumbling block was that the colleague was accustomed to having people “push” expertise to him. That’s how school and formal management-development programs work. But in today’s competitive work world, that model isn’t sufficient. You can’t count on companies or mentors to equip you with the skills and experience you need. You must learn how to “pull” deep smarts from others.

The Right System

Let’s look at a specific case, a composite drawn from the many executives we’ve helped to attain deep smarts:

Melissa has been with a large international beer company for more than eight years, having previously worked in a retail outlet that sold its products. She is currently a sales representative, but she has her eye on a regional VP position. In thinking about how to become more valuable to her organization (indeed, to any beverage company), she considers which in-house experts she would like to emulate. George, a general manager who has risen through the ranks from sales, is known as a smart decision maker, an outstanding negotiator, and an innovator. His colleagues say he has a remarkable ability to think both strategically and tactically about the entire business, from the brewery to the consumer, and that he balances a passion for data with in-depth talks with people in the field. In short, he would be an excellent role model. Not everything George knows is equally valuable, of course. And Melissa does have some expertise of her own. She doesn’t want to emulate George in every way. But she wishes she had his ability to evaluate, work with, and motivate. George knows a lot about distributors because he used to work for them; he started out driving a delivery truck and made his way up the ladder before being hired by the beer company. Still, Melissa isn’t going to work for a distributor; nor would it be necessary for her to experience everything George has. What she needs is to unearth the essential skills that make him so effective with distributors, internalize his insights, and mimic his critical behaviors.

Fortunately, George is willing to share his deep smarts with Melissa, but he has neither the time nor the inclination to make her training a priority. So it’s up to Melissa to figure out how to learn from him. She can take two approaches, which are not mutually exclusive. She can interview George and get him to tell her stories that will provide vicarious experiences. Would-be experts who don’t work alongside their role models typically need to rely on this approach. If Melissa is good at questioning, and George is able to articulate much of his knowledge, she will learn a lot. George might tell her, for instance, the story of how he first discovered the power of sales data to persuade retail store managers to display his brand of beer more prominently.

This process has limits, however. George can’t tell Melissa everything he knows, because much of his wisdom is unconscious; he doesn’t think about it until a particular situation calls for it. Moreover, he’s often unaware of the communication style, diagnostic patterns, and body language that he uses.

How can Melissa learn these things? Through a process we call OPPTY, which stands for observation, practice, partnering and joint problem solving, and taking responsibility. Observation involves shadowing an expert and systematically analyzing what he or she does. Practice requires identifying a specific expert behavior or task that you can attempt on your own, but with supervision and feedback. Partnering and joint problem solving mean actively working with the expert to analyze and address challenges. Finally, when you’re ready, you can take over a significant part of the expert’s role. Along the way, you should deliberately reflect on each experience and internalize as much as possible. When Melissa asks George to help her, she’s careful to frame his doing so as an opportunity for both of them, since having another distribution expert at the company will mean he’ll have more time to handle other issues. She also promises to structure the knowledge sharing so that it minimizes the disruption to his heavily packed schedule.

Next, she creates an action plan that outlines her near-term and ultimate goals and the steps required to achieve them, along with suggested deadlines. (See the exhibit “Tools for Building Deep Smarts.”) George, and possibly his boss, will need to sign off on it.

Tools for Building Deep Smarts

As she goes along, Melissa notes what she has learned in a log. It’s tempting to think this is unnecessary work, because we all remember very well what we’ve observed or done, and we assume we understand why experts behave as they do. Keeping a log forces you to check those assumptions. It serves as an accurate record of progress (allowing for the reevaluation of goals if need be) and ensures you’ve learned what you and the expert intended. You’ll want to ask yourself questions like, What was the context of the situation? What did the expert do and why did he do it? What did I do and what feedback did I get? What worked? What didn’t? What should I do next?

In the observation phase, Melissa accompanies George on his regular visits to retail stores. This takes no additional time or effort on his part but is an eye-opener for her. Before they enter the first site, George challenges her: What in the store would indicate that a top-notch distributor is serving it? She sees that he pays close attention to details such as the positioning of products in coolers, pricing relative to competitors, and even how prices are displayed. Melissa also listens when George talks with distributors, noticing how careful he is to speak about the broad advantages of suggested changes and to ask

probing questions about operations—for example, about what incentives salespeople are given. His body language suggests empathy; he leans forward and listens intently. After a couple of months, Melissa is ready to move on to practice what she’s picked up from George. A few months after that, she begins to solve problems jointly with him. When George asks her to help analyze why a particular sales region has high sales volume but very low margins, she sees how useful it is to juxtapose data analysis with visits to the field. She watches George reject a distributor’s insistence on sticking with an unsuccessful strategy because it’s “just the way it’s always been done” and helps him brainstorm three alternative strategies for the distributor. When she reviews the learning log with George, he often comments that he rarely thinks about why he does what he does—but he agrees with her analysis.

You’ll note that Melissa has both the motivation and the discipline to persevere in learning—vital requirements for this process. And George is happy to help her, which is more common among experts than you might think. Many of those we’ve interviewed are willing to share their knowledge—thanks to an intrinsic interest in coaching or because they have incentives to do so, such as a lightened workload, kudos from management, or the opportunity to build new knowledge and find new paths to innovation themselves. Guided Experience

The system we outline in this article works best when aspiring experts have both time to learn and geographic proximity to the masters who will train them. However, our methods can be applied across distances and compressed in time. The U.S. Army, for example, uses parts of this process to transfer knowledge from officers serving overseas to personnel about to be deployed to the same regions. The transfer of expertise need not be one-on-one, either.

No matter how sophisticated current technologies for data capture and analysis are, we are still highly dependent upon human skills in many situations, and such skills are best learned from experts. There is an old saying: Good judgment comes from the experience of having made bad decisions. But we believe it’s more effective and efficient to build expertise through experiences guided by the smart people around you. If you observe, practice, partner, and problem solve with them before taking responsibility on your own, you’ll soon become as indispensable as they are. Dorothy Leonard is the William J. Abernathy Professor of Business Administration, Emerita, at Harvard Business School and a coauthor of *Deep Smarts* (Harvard Business School Press, 2005). Gavin Barton is managing director of the consulting firm Leonard-Barton Group and a principal of GB Performance Consulting, which focuses on personal coaching. Michelle Barton is an a strategies during transitions and crises.

Anger management

What Works & what doesn't



By:

Dr. Brad J. Bushman, Ph.D

Discusses research on effective and ineffective approaches for managing anger

When angry, count ten before you speak; if very angry, an hundred.

Thomas Jefferson

When angry count four; when very angry, swear.

Mark Twain

Anger is an emotional response to a real or imagined threat or provocation. Anger can range in intensity from mild irritation to extreme rage. Anger is not necessarily a “bad” emotion. Anger makes people feel strong and powerful, which can motivate them to stand up for what they believe is right. The American Revolution, the civil rights movement, the feminist movement, the gay rights movement, and many other causes probably benefited from anger and the resultant willingness to act. Anger can also motivate people to excel in and other domains in which it is beneficial to take a competitive stance. However, anger can also motivate people to stand up and fight for things that may be trivial or ill advised. Indeed, the overwhelming majority of murders committed in the United States are due to unchecked anger. Angry people seem to act first, and think later.

No doubt Thomas Jefferson’s advice (quoted above) to count to ten or even a hundred before speaking while angry is aimed at giving people time to reflect on the consequences of their actions and possibly avoid impulsive, destructive acts that will be regretted later. For example, angry people often spout off hurtful

comments to loved ones that they cannot later retract.

We all become angry, and most of us don’t like it. The question is how to get rid of anger, or at least reduce it. That is the topic of this article.

Possible Ways of Dealing With Anger There are three possible approaches to deal with anger: (1) stuff it, (2) express it, and (3) get rid of it. Each approach is discussed briefly below.

Stuff it. One standard approach to deal with anger is to hide it. This approach is endorsed by most societies. This approach can prompt people to stuff their anger deep inside and repress it. But there is some evidence that this is a costly strategy. Several studies have shown that stuffing anger inside can have negative health consequences, such as increasing the risk of illnesses such as heart disease. On the other hand, if people try to hide their anger, some anger might be diminished. According to the facial feedback hypothesis, feedback from the face muscles evokes or magnifies emotions. People who show their anger might therefore feel angrier inside than people who hide their anger.

Express it. A second approach to deal with anger is to express it. This view treats anger as a kind of inner pressure or corrosive substance that builds up over time inside the person and does harm unless it is released. Catharsis theory fits in this second approach

because it holds that expressing anger produces a healthy release of emotion and is therefore good for the psyche. Catharsis theory, which can be traced back through Sigmund to Aristotle, is elegant and appealing. Unfortunately, scientific evidence shows that venting one’s anger only makes things worse. Venting harms the self and others. Expressing anger is also linked to higher risk of heart disease, just like stuffing it inside. However, expressing anger has another drawback—it increases aggression against others. Even among people who believe in the value of venting and catharsis, and even when people enjoy their venting and feel some satisfaction from it, aggression becomes more likely after venting, even against innocent bystanders. One variation of venting is intense physical exercise. When angry, some people go running or try some other form of physical exercise such as kickboxing. Research shows that although physical exercise is good for your heart, it is not good for reducing anger. The reason physical exercise doesn’t work is that it increases rather than decreases physiological arousal, such as heart rate and blood pressure. When people become angry, their physiological arousal increases. (It is possible, however, that prolonged exercise will eventually reduce anger, if it continues until the person is extremely tired—because then the arousal is finally dispersed and people feel too exhausted to aggress.)

To use another analogy, venting anger is like using gasoline to put out a fire: It just feeds the flame. Venting keeps arousal levels high and keeps aggressive thoughts and angry feelings alive. Maybe you have heard of the joke, "How do you get to Carnegie Hall?" The answer is: "Practice! Practice! Practice!" My question to you is: "How do you become an angry, aggressive person?" The answer is the same: "Practice! Practice! Practice!" Venting is just practicing how to behave more aggressively, such as by hitting, kicking, screaming, and shouting.

Get rid of it. The third approach to deal with anger is to try to get rid of it. This solution is important because the problems of both the other approaches (i.e., stuffing and expressing) are due to the person staying angry. The key thing is to stop feeling angry. All emotions, including anger, consist of bodily states (such as physiological arousal) and mental meanings. To get rid of anger, you can work on either of those. Anger can be reduced by getting rid of the arousal state, such as by relaxing (e.g., breathing deeply, listening to calming music) or by counting to ten (or one hundred) before acting. Mental tactics can also reduce anger, such as by reframing the problem or conflict. For example, rather than being angered by a friend's rude comment, one might reinterpret the comment as a sign of the friend's exhaustion rather than as a personal attack. Distracting oneself and turning one's attention to other, more pleasant topics, also works because angry people tend to ruminate about what made them angry. Recent research has shown that taking a more distant and detached perspective—like a fly on a wall—can also reduce anger and aggression. In addition, certain behaviors can help get rid of anger. For example, petting a puppy, watching a comedy, making love, or performing a good deed can help, because those acts are incompatible with anger and therefore they make the angry state impossible to sustain.

Summary

A pressure cooker is often used as a metaphor for anger, where anger builds up inside a person like steam inside a pressure cooker. Using this analogy, there are three ways to deal with the buildup of steam. One way is to keep the pressure inside the cooker until it explodes. A second way is reduce the pressure by periodically siphoning off some of the steam, as described using common terms such as "venting" and "blowing off steam." The third



(and best) way is to lower the flame and reduce the heat! Rather than stuff anger inside or expressing it outwardly, get rid of it. Stuffing anger harms the self. Expressing anger harms the self and others.

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Hashim Khan

Patriarch of the Squash Dynasty

Hashim Khan, the world's most famous and probably the world's greatest squash player in history, who learned to play squash when he was a boy, retrieving stray balls for British military officers in Pakistan, and went on to become a champion and the patriarch of a family dynasty in the sport passed away in Denver.

Pakistan was not yet an independent nation when Khan began working as a ball boy at a British officers' club near Peshawar where his father, Abdullah, was the head steward. When he was not fetching balls hit over walls — courts used to be roofless — young Hashim watched game after game. When the officers cleared the courts, he went out to practice, barefoot. Sometimes he traded his lunch for

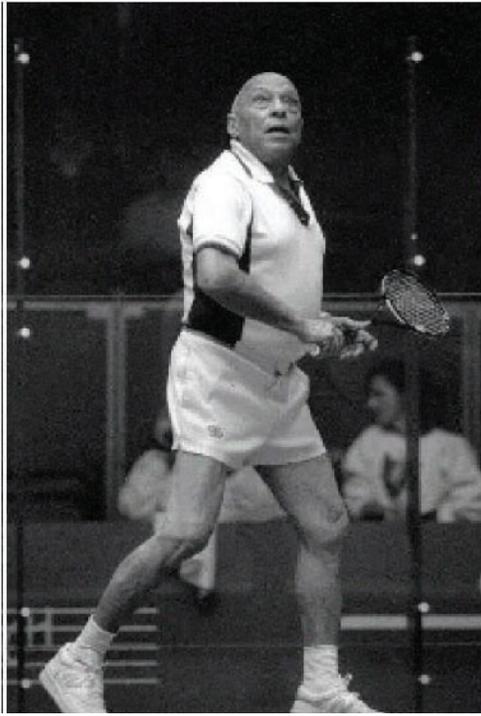
lessons. The hard work eventually got him a job teaching squash at the club and led to the belated break that made him a star. He was in his 30s and a national champion in his homeland when a player he regularly defeated, Abdul Bari of Bombay, made it to the final of squash's British Open. Khan had not played internationally, but Bari's success prompted Khan's supporters to raise money to send him to the tournament in 1951. There were concerns that he was too old, but with Pakistan having just become independent from India, it was a matter of national pride.

Khan burst into prominence in his mid-thirties by winning the 1951 British Open. He won three U.S. Opens and three Tournament of Champions titles, as well as six more British Opens. He emigrated from Pakistan to the U.S., first settling in Detroit and thirteen years later moving to Denver. He was inducted into

the U.S. Squash Hall of Fame in its inaugural class of 2000. Khan was the patriarch of the legendary Khan family dynasty. His brother Azam, his brother-in-law Roshan and his nephew Mohibullah were dominant in the 1960s, and Roshan's son Jahangir was the world's best in the 1980s. Khan and his wife Mehria had twelve children, many of whom have had illustrious squash careers, especially their eldest son, Hall of Famer Sharif Khan. On the court, he was genius. He had such blinding speed that no ball was truly out of reach. He was unconscionably fit, after his years of "Hashim v. Hashim" matches. Wind wrote that after three games in the finals of the 1954 US Open, Henri Salaun, a notoriously fit player, "could barely drag himself to and through the door leading from the court, whereas Hashim, for all his years [he was almost twice Salaun's age] wasn't even

breathing hard." He beat people with embarrassing ease. In the finals of the 1951 British Open, he toyed with the great stylist Mahmoud El Karim, 9-0, 9-0 in the last two games. In 1952, a cocky Australian went up 7-0 in the first game and began showboating; Hashim hit nine straight nicks. His record is silly sick. He won seven British Opens, the last at age 44; three US Opens, the last at age 49; three Canadian Opens, an Australian Open, eight Scottish Opens, five British Professionals, and three US Professionals. Just imagine the totals if he had been 20 when he arrived in London. Just imagine what no one but the unwitting, gin-soaked members of the Peshawar Club saw: Hashim Khan in his prime. But what makes Hashim a legend, especially in America, is not his titles. In 1960, six years after his triumphant first visit to the US, Arthur Sonneborn, a retired engineer, persuaded

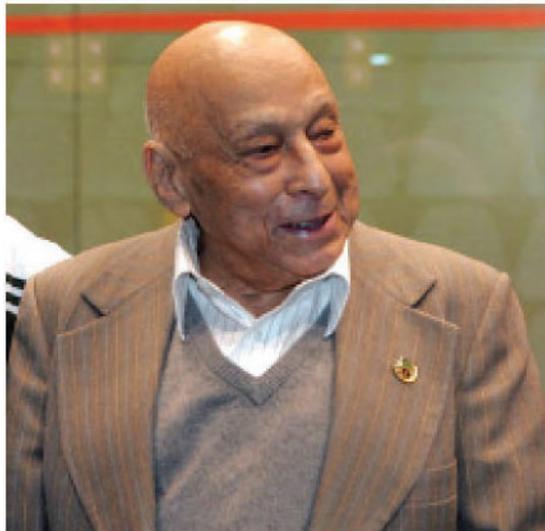




Hashim to move from Peshawar to Detroit and take a job at the Uptown Athletic Club. The club was awkwardly humble, not a Merion or Heights Casino or University Club, but a couple of courts near the Ford factory in a second-tier squash city. They did not even have a proper pro shop, so the best player in history could be found stringing racquets by hand, without a stringing machine, sitting on a thin wooden bench in the locker room. Despite the handicaps of culture, language and location, Hashim instantly transformed the American scene. He forced restrictive clubs to reexamine their practices, with one flash of his impish smile. He cooked curries for friends and once disappeared inside a Pakistani restaurant and reappeared 10 minutes later in an apron with a dish he had personally cooked. He was a magnetic coach who attracted hundreds of acolytes. People came from around the world to take lessons. A local cardiologist, a B player, took a lesson every day Hashim was in town: "Watch ball, walls don't move. Hurry to go to the ball, then take time to hit. You must be conditioned to play the last point of the fifth game." Somehow, he kept you in the game until he could call out, "14-all, world championship point," and then get a nick. "It is always a thrill for me to play with him, because he's my dad and because he's Hashim Khan," says Charlie Khan. "You just pick up on his energy. He's got that twinkle in his eye and you get mesmerized. The way he hits the ball and moves on the court, it can put you in a trance. He's not hitting the ball, he's telling the ball where to be. He and the ball are in communication. There's nothing quite like it." Using his position as the first squash celebrity in the country—the first time a camera took photographs from the front of the court, by remote, was for a Hashim match in 1954—he evangelized the game. Each year Hashim flew

to tiny squash clubs in the hinterlands—Louisville; Charleston, West Va.; Dallas—and opened new courts or gave clinics. These weekends did more than anything else to convert Americans to the game of squash. He brought over his extremely talented extended family, most of whom stayed: Mo and Gul, his nephews; and 11 of his 12 kids: Sharif, Dilshad (she stayed in Pakistan), Gulmast, Aziz, Noshad, Charlie, Sam, Yasmin, Shaukat, Muhammed, Shaheena and Subhania. (He and Mehria also lost four children in infancy.) Add in his brother Azam and cousin Roshan and Roshan's son Jahangir, and you have 25 of the first 30 winners of the North American Open. But more importantly, have long, memorable coaching tenures, whether Mo at the Harvard Club in Boston or Charlie and Sam in St. Louis.

In 1973 Hashim went even further off the beaten path. His wife, Mehria, suffered from a variety of ailments including rheumatism and arthritis and needed a drier climate; Uptown was struggling; he wanted to live somewhere that looked a little more like the Khyber Pass. "I heard through the grapevine he wanted to move," says Hugh Tighe. The incoming president of the Denver Athletic



Club, Tighe was a handball and badminton player. But as the owner of a Chrysler dealership in Denver, he spent time in Detroit and had heard of the great Hashim. Tighe called the Uptown Club. "Hashim said, 'You bring gym shoes and shorts and I give you a taste of squash Khan way.' And so we played and he almost killed me—in that marvelous, Hashim way. We flew him out to Denver and the rest of the story is still going on. Denver skyrocketed. The DAC jumped from two dozen players to hundreds. Other clubs in Colorado prospered. And the West finally was on the map. "People have heard of the DAC and Denver squash and Colorado squash because of Hashim," says Tighe. "Everywhere I go people will say, 'Wow, you're a guy who plays with Hashim?' It is like playing golf regularly with Jack Nicklaus. It gives Denver instant credibility."

Although he retired in the late 1980s, Hashim is still the majordomo in Denver. "Hashim is amazing," says DAC pro John Lesko. "I get three or four phone calls a week from people wanting to talk to him, get an autograph. I get mail for him all the time. This is his home away from home and the one place everybody knows they can find him."

Current national champion Preston Quick, who grew up at the DAC, says: "Hashim didn't seem like a world-famous celebrity when I was a kid until I started going away to tournaments. The first thing people would say to me was, 'Denver? Do you know Hashim Khan?'"

Now a nonagenarian, Hashim's life is pretty simple. He keeps in close touch with his family (he has no idea exactly how many great grandchildren he has, but guesses it is more than a hundred). He is meant to be the great patriarch. He comes home to Pakistan usually every year or two, but is an American citizen and plans to be buried in a cemetery in Denver. He and Mehria have lived in the same, ranch-style brick house in Aurora, a middle-class suburb southeast of Denver, for the past 30 years. It is decorated with numerous photographs and trophies, everything from his

US Squash Hall of Fame plaque from 2000 to his medal for winning the British Open in 1951. Green oxygen bottles stand in the front hallway, a dispiriting sign of his wife's declining health. Hashim's schedule is simple. He prays five times a day (he has made the pilgrimage to Mecca three times) and on Fridays goes to mosque. He putters around his house, fixing things; his project this spring was to repair the floor of the front porch. A couple of times a week he gets in his brown Honda and, with his head invisible from behind, drives for 25 minutes past the state capitol to the Denver Athletic Club. He changes and walks past a bulletin board stuffed with clippings from his career, the Hashim Khan Court and the Hashim Khan Trophy Room, which has a

stunning array of examples of Hashim's fame: honorary memberships in clubs on six continents, the North American Open trophy, last played at the DAC in April 1995, and, most poignantly, the 2003 SL Green Trophy won by DAC member Preston Quick. Even with a bad knee that limits his mobility, he plays doubles twice a week with a group of friends, including 92-year-old Frank McGlone and an 80-year-old, Judge Cisneros. "If you put the ball on his racquet," says Quick, "he'll put it away. Every time." And he helps out the DAC pros, Anne and John Lesko, sometimes coming to their Sunday morning junior clinics that are sponsored by the Hashim Khan Foundation. Every first of July the DAC throws a little birthday bash for Hashim. This year they hope to close off Glenarm Street and throw a block party and have the mayor of Denver, a DAC member, declare it Hashim Khan Day.

Role Model in a Male Dominated Society Sultana Siddiqui



A gifted drama director and first woman to have become the President of a channel in South Asia

Anyone who knows even a little bit about quality dramas in Pakistan must be familiar with Sultana Siddiqui's name and stature in the entertainment industry. Being a gifted drama director, she is the first woman to have become the President of a channel in South Asia and after Hum TV's creation that is a remarkable feat indeed. Sultana deserves the credit for introducing some of the most talented actors in the industry which include Mahnoor Baloch and Ghazal Siddique, who were both introduced in the drama serial 'Marvi'. Ever since her days with PTV, her dramas always touched upon the emancipation that she wanted women in Pakistan to achieve. Another one of her popular plays on PTV,

among many others, was 'Yeh Zindagi'. As a part of Hum TV, she has been involved in the production of many popular dramas such as 'Jannat', 'Shayad Ke Bahar Aye', 'Aur Zindagi Badalti Hai' and the tele film 'Saans Le Aey Zindagi' to name a few. For her contributions to television and for being the first South Asian woman to hold the position of President at a TV channel, she was awarded Pride of Performance by the government of Pakistan in the year 2007. Sultana Siddiqui's career has come full circle; and in what an enviable way? Eleven years after directing her last TV play she has staged a successful comeback. Her new directorial venture "Zindagi Gulzar Hai", has won critical

appreciation and enjoyed an unusually high viewership. What is no less remarkable is that whether she was working on the script or recording the 25 episodes, she did not take a breather from her responsibilities as the chairperson of Hum Network Ltd. It's heartening to note that she hasn't lost her touch. Siddiqui's innate sense of drama and her flair for depicting characters are very much in tact. But to be fair, she has always been the unofficial creative head of the network. Never short of ideas, she has taken part in brainstorming sessions with the programme producers, in the network as also in Moomal Productions, a banner, floated in the final days of her long association with the PTV.



In order to appreciate her multitasking abilities, one has to start from the very beginning. Siddiqi was born in a family of kazis (judges), settled in Hyderabad. She was seventh in a family of 10 children, where equal emphasis was laid on the education of boys and girls. Her mother, the guiding spirit behind the family, had studied up to seventh grade, which was not a small achievement for a small town woman in the 1930s. Her father worked for the municipality and their large mansion was an open house, where friends and relatives did not need permission to come and stay.

Like her siblings, Siddiqi studied in a government school, where Urdu and English were introduced in the fourth grade, until then the medium of instruction was Sindhi. Siddiqi was not particularly proficient in studies, but managed to clear her exams by studying shortly before the exams, a far cry from her studious sister and classmate Khurshid. Siddiqi was a tomboy. She would climb trees, challenge bullies and at times play truant. People who know her from those heady days say that she was the undisputed leader of kids in the neighborhood. She was also a caring person and had a rich sense of humour, two qualities which she has retained in all these years.

Since she was a keen participant in co-curricular activities and brought laurels to her school, Siddiqi was quite a favourite of her teachers and the headmistress. She excelled in sports, debates, dramatics and dance. When the late Shehanshah of Iran's royal consort Farah Diba was on a royal visit to Pakistan, she was selected to take part in a tableau which featured participants from different parts of the country. This was a part of the special show staged for the royal guest. Later, when Queen Elizabeth and Duke of Edinburgh were visiting

Pakistan, Siddiqi was among the talented girls selected for presenting a song-and-dance number.

She was also a motivated Girl Guide and remembers the different places she and her colleagues camped in. "In those days it was quite safe for girls to stay even in God forsaken places," she recalls ruefully.

By the time she went to college, Siddiqi had started taking interest in studies. She graduated with honours in comparative religion, but before she could have done her Master's, she was married. That was in 1966 and it was the beginning of an unpleasant period in her life. The marriage didn't work. She became a nerve-wreck and lost her self-confidence. Seven years later, accompanied with her three sons, she returned to her parents' house. Her family, particularly her elder brother Mazhar, gave her unflinching support. "I had decided that I would not just sit idle and waste my time. I wanted to make my life meaningful and become financially self-sufficient. I was determined to make a place for myself in the society and earn the respect of everyone, particularly my children," mentions Siddiqi. Her senior at the university Abdul Karim Baloch had by then become a television producer. The Sindhi programme was aptly titled Satyun Sath (in the company of friends). Siddiqi thought of a provocative, and yet relevant, subject every week and introduced a number of first time participants from the ever-smiling Mahtab Rashdi, who later turned into a brilliant moderator herself, to the popular folk singer Mai Bhagi.

She portrayed the role of the daughter of Ghazala Rafiq and Qurban Jeelani (both sadly no more) in a television play, but didn't accept any more acting assignment because as she maintains, "I wasn't excited to see myself on

the screen."

Siddiqi didn't join PTV on a full-time basis because for some time she had the feeling that her husband would have a patch up with her. But that didn't happen. In the meanwhile posts of programme producers at the television corporation were advertised. It was again Baloch Sahib who convinced her to apply for a position. She did it on the last date of receiving applications. A written test and viva followed and she was selected. A rigorous 14-month on-the-job training ensued. That included, in the later stage, assisting Haroon Rind, one of her mentors, in the production of the popular Sindhi talk show, Roshan Tara. Later, she stewarded the programme all by herself.

Siddiqi's first Urdu programme Rung Barung (1981) was a musical. It was for kids and attracted large viewership. The ditties were composed by Arshad Mahmud and rendered by Tina Sani. It got the young producer her first of the seven Best Production PTV awards. Her first attempt in the realm of drama was Marvi, based on the legendary love story of Sindh. Sakina Sammo played the title role and won as much applause as the serial and the producer did. Motivated by the success of the Sindhi serial, she asked the PTV bosses to let her present it in Urdu. The permission was given readily and the bilingual writer Noorul Huda Shah wrote an equally impressive script in the national language. Ghazal Siddiqi played Marvi and Mahnoor Baloch, another important character. All the three girls were her discoveries.

While on her knack of discovering talent, one may recall that it was Siddiqi who brought the inimitable singer Abida Perveen to the PTV studios. Abida was highly reluctant to face the camera but her husband supported the TV producer's proposal. The singer often mentions that had she not appeared on the mini screen, she wouldn't have enjoyed such massive popularity.

During all these years Siddiqi did not neglect her sons. She would try to reach her North Nazimabad residence before it got dark. She would keep track of their homework as also of the businesses she had invested her savings in. Shunaid, her eldest son, who was merely six when she left her husband's house for good, was her biggest help.

Interestingly enough, it was after his wife Moomal that she named her production house. When she was signing a contract with PTV for the screening of her first independent venture, she was asked to give the name of her production company, she thought of Moomal's name. Coincidentally, it's her third daughter-in-law Momina who is running the organization. Sultana Siddiqi doesn't believe in micro-management but she is always there to help those she has delegated her responsibilities to. She is accessible and excels in man (also woman) management. All said, one is tempted to quote her sister Dr Khurshid, who says "Sultana is a role-model in a male-dominated society."

Need for Massive CSR in Pakistan

By:
Mohammed Arifeen



About 40 per cent of the corporate companies in Pakistan think CSR means merely paying taxes. 30 per cent believe CSR is contributing to community welfare or donating to organizations for social development purposes and community development, while 15 per cent think that CSR equates employee welfare, and 10 per cent think CSR means working in areas where the company's interests lie. Only five per cent clearly understand CSR means directly implementing social development activities and projects.

Corporate Social Responsibility is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. It is necessary that business community in Pakistan in their dealings behave ethically and contribute to economic development while improving the quality of life of the employees and their families as well as of the local community and society at large. In the United States, Corporate Social Responsibility has been defined in terms of a philanthropic model. Companies make profits, by fulfilling their duty to pay taxes. They donate a part of percentage of the profits to charities concerned. The European model is more concentrated on operating the nucleus business in a socially responsible way, balanced by investment in communities for strong business case reasons. About 40 per cent of the corporate companies in Pakistan think CSR means merely paying taxes. 30 per cent believe CSR is contributing to community welfare or donating to organizations for social development purposes and community development, while 15 per cent think that CSR equates employee

welfare, and 10 per cent think CSR means working in areas where the company's interests lie. Only five per cent clearly understand CSR means directly implementing social development activities and projects. Many companies in Pakistan are still lacking in CSR practices. There are few organizations that have taken the lead and they must be praised for their efforts in contributing to the society and people of Pakistan. Unilever Company in Pakistan is the best example of CSR initiative. According to its Sustainable Living Plan, the company has outlined a number of goals to be achieved by the year 2020. Unilever Pakistan's Sustainable Living Plan focuses on reducing the environmental impact of our products through reduction of greenhouse gases, optimization of water usage and waste management. It gives priority in enhancing livelihoods by rural programmes and creating opportunities through increased distribution and empowerment through education. It emphasizes in improving health and hygiene of more than 68 million people by their personal care products. It is promoting Sustainable Workplaces by improving employees' lifestyles, encouraging diversity and creating an

environmentally friendly office. In their health and hygiene programme, they have managed to cover about 5.2 million people, under their nutrition programme. Unilever has also taken a dauntless part in flood rehabilitation programmes by contributing Rs2.43m towards flood relief and rehabilitation work. Another company that has taken leading part in corporate social responsibility is PSO. The company engaged itself in broadening Education, Healthcare, Community building, Women empowerment, Special children welfare, Sports development and Relief Activities. The company has led from the front in its CSR campaign by financially supporting several national educational institutes in order to enable the outreach of education to the underprivileged across the country. PSO has been supporting Behbud Association, a national NGO working in the field of reproductive health, community development, education, vocational training, to uplift the underprivileged sections of society. It has generously supported Institute for Special Children Quetta, the only institute of its kind in Balochistan to upgrade its equipment to facilitate imparting of education to the special children. PSO was on the forefront in 2007 cyclone that lashed Pakistan's southern coast. Siemens Pakistan, one of the leading companies in Pakistan with the corporate social responsibility yardstick plays a strategic role in the economic development of the country. Siemens acts with responsibility on the behalf of future generations for the fulfillment of economic, environmental and social progress. Siemens takes this responsibility as an employer, a contractor, an investor and provider of innovative technology solutions. As an integrated technology company, the company wants to promote as many opportunities of sustainable development as possible. Corporate social responsibility or CSR is a relatively newer concept in Pakistani corporate sector. **Continue on Pg 28**

How many **Disasters** does **Pakistan** need to Focus on **Climate Change**?



The earthquakes, the floods, the energy crisis, the rising temperatures, the unavailability of clean drinking water — are these not 'important' enough problems? Or is it just that we choose to stay aloof? Recently, most Pakistanis rejected the hypothetical UN Study based on a conjectural 9.0 magnitude earthquake in the Makran Trench. The study stated that Karachi, home to around 18 million people, could be wiped out by a tsunami if something like that happens.

Against the backdrop of the current political deadlock in Pakistan, many other important issues affecting thousands of people have been sidelined. The media is all eyes and ears for the fiery speeches, debates and discussions in the power play, and the awareness definitely plays an important role in stabilising the situation.

But what about the section of the populace greatly affected and displaced by the current war in north west Pakistan and the floods?

At least 193 people have lost their lives and 164 injured across Pakistan during floods in the first week of September. The overflowing rivers are wreaking havoc on already frail infrastructure in many regions in Pakistan. According to the National Disaster Management (NDMA) report, 28, 538 people have been affected in Punjab and Azad Jammu and Kashmir. The number of people displaced by floods at this moment is still unknown. Sadly, even catastrophes of this magnitude

can't bring our politicians together and prioritise these issues. Just a glance at the record of floods from 2010 to 2014 shows how major a threat monsoon rains currently are. Surprisingly, in the 2010 floods, the number of individuals affected exceed the total of individuals affected by the Indian Ocean tsunami in 2004, Kashmir earthquake in 2005 and the Haiti earthquake in 2010.

And the loss of lives is not limited to the

Continue on-94

Healthy Heart Guide



Eat more of
grains, vegetables,
beans, greens, fruits,
fish, seeds, & yogurt.



Eat less of
milk, chesse & nuts



Add Garlic
to your recipes



Beta-carotene
rich foods like carrots,
cabbage, sweet potatoes,
and dark leafy greens,



Reduce sodium
intake to no more than
1 1/4 teaspoons of salt
per day.



Eat regular
meals



Drink water
throughout the day



Switch
from coffee to tea



Exercise
regularly



Take the stairs
instead of an elevator
or escalator at school



Do Housework
Take it as an extra
chance to exercise



Healthy weight
should be maintained



Quit Smoking



Avoid Alcohol



Sleep
adequately



Blood Pressure
should be monitored



Cholesterol
should be monitored



Work Schedule
should be regular to
avoid too much stress



Practice
stress-reduction techniques
such as deep-breathing,
Yoga & meditation



Laughter
is a good medicine



Medical



Control



Family History

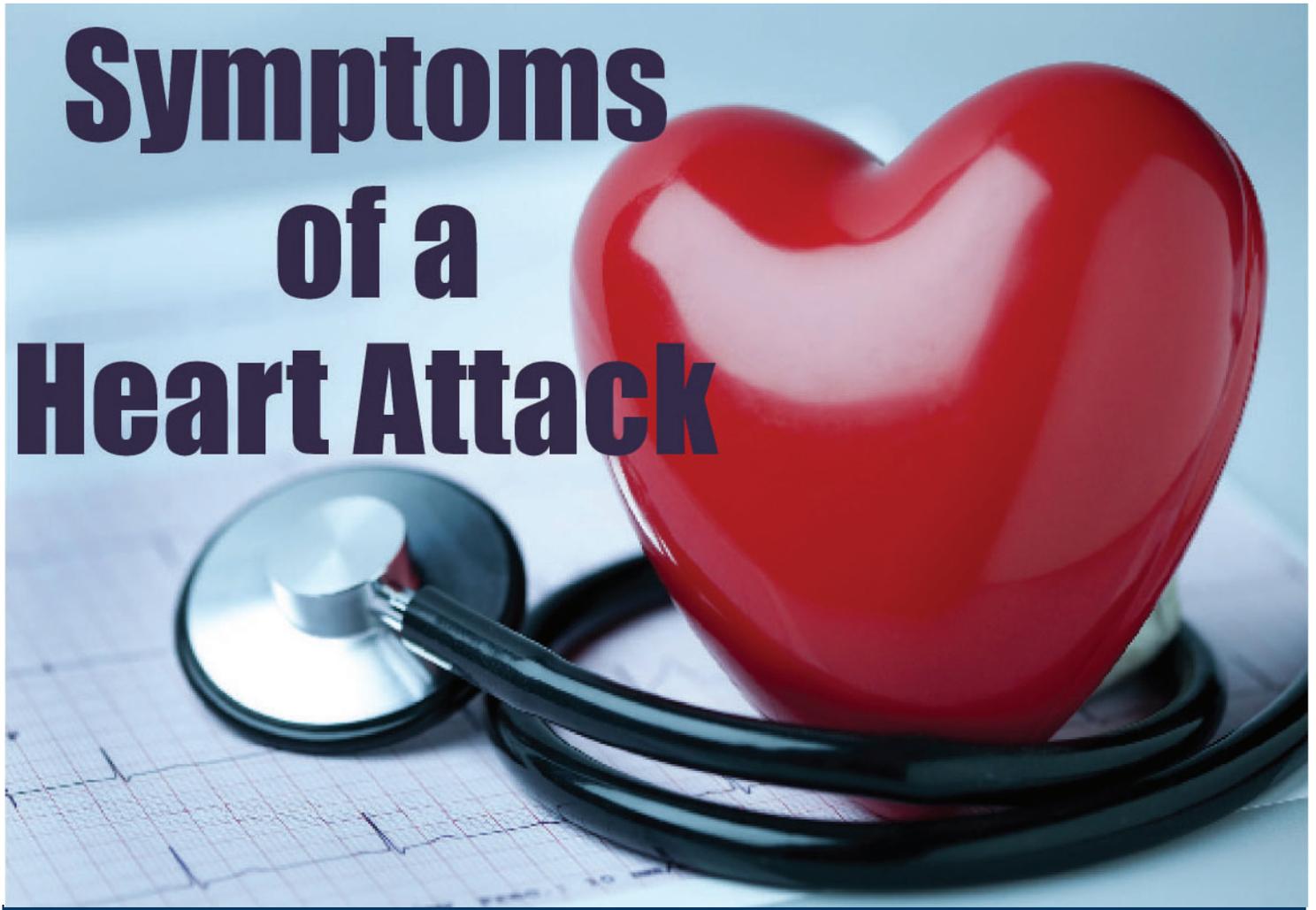


Love



Medication

Symptoms of a Heart Attack



Ask about the symptoms of a heart attack, and most people will think of chest pain. Over the last couple decades, however, scientists have learned that heart attack symptoms aren't so clear cut, and actually show up in several different ways, depending on a number of factors: whether you're a man or a woman, what type of heart disease you have, and how old you are. It's important to dig a little deeper to understand the variety of symptoms that may indicate a heart attack, so you can be sure to get the right help for yourself or your loved ones.

Early Symptoms of a Heart Attack

The sooner you can get help for a heart attack, the better your chances for a complete recovery. Unfortunately, many people hesitate to get help even if they suspect that there may be something wrong. They worry they

may be mistaken, and they don't want to go through emergency care only to find out the problem was a little heartburn or muscle soreness. They may also fear humiliation or embarrassment if it turns out they weren't really suffering a heart attack.

Doctors, however, overwhelmingly encourage people to get help if they suspect early heart attack symptoms. Even if you're wrong, going through a few tests is so much better than suffering long-term heart damage or other health issues because you waited too long. Heart attack symptoms vary from person to person, and even from one heart attack to another, so the important thing is to trust yourself. You know your body better than anyone—if something feels "off" or wrong, don't hesitate. Get to the emergency room right away. Keep in mind as well that according to the Society of Chest

Pain Centers, early heart attack symptoms occur in 50 percent of all heart attack patients, and if people are aware of the symptoms, they can actually prevent the heart attack itself. For those heart attacks that start more slowly, early symptoms may include the following:

- mild pain or discomfort in the chest that may come and go—also called "stuttering" chest pain
- pain in the shoulders, neck, and jaw
- nausea and vomiting, sweating
- lightheadedness, fainting
- a feeling of "impending doom"
- severe anxiety or confusion
- breathlessness

Symptoms of a Heart Attack in Men

According to the American Heart Association, a man's risk of heart attack increases significantly after the age of 45. A family history of heart disease plus other risk factors

like high blood pressure, high blood cholesterol, cigarette smoking, and overweight can increase that risk even more. Fortunately for men, much research has been done on how the heart reacts during a man's heart attack, and what symptoms are common. These include:

- standard chest pain that feels like "an elephant" is sitting on your chest; the squeezing sensation may come and go, or may be constant and intense
- rapid or irregular heartbeat
- shortness of breath—you feel like you can't get enough air, even when you're resting
- dizziness, or feeling like you're going to pass out
- breaking out in a cold sweat
- stomach discomfort that feels like indigestion

Remember, however, that each heart attack is different, so your

Healthy Heart Guide

symptoms may not fit the cookie-cutter description.

Symptoms of a Heart Attack in Women

Only in recent decades have scientists realized that heart attack symptoms in women can be quite different than those in men. They didn't realize this earlier simply because they weren't conducting studies on women, believing whatever they found in men would be the same for women. When they started studying women more closely, however, they realized this was not the case.

In a multi-center study of 515 women published in the journal *Circulation* who had a heart attack, the most frequently reported symptoms did not include chest pain. Instead, women reported unusual fatigue, sleep disturbances, and anxiety, with nearly 80 percent reporting at least one symptom for more than a month before the heart attack. Other symptoms more common in women include:

- unusual fatigue for several days; or a sudden, severe fatigue
- anxiety and sleep disturbances
- lightheadedness and/or shortness of breath
- indigestion or gas-like pain
- upper back or shoulder pain; possibly throat pain
- jaw pain or pain that spreads up to the jaw
- pressure or pain in the center of the chest, that may spread to the arm

According to a 2009 American Heart Association survey, only half of women said they would call 911 if they thought they might be having a heart attack. Even if you're not sure, get to the emergency room right away. Base your decision on what is normal and not normal for you. If you

haven't experienced symptoms like this before, don't hesitate to get help. If you don't agree with the doctor's conclusion, get a second opinion.

Symptoms of a Heart Attack in Women Over 50

Women go through a significant physical change around the age of 50—menopause. During this period, levels of the hormone estrogen drop. Estrogen is believed to be protective for the health of the heart, and researchers know for sure that after menopause women experience an increased risk of heart attack. Unfortunately, research shows that women who experience one are less likely to survive than men, and scientists don't yet know why. Therefore, it becomes even more important for postmenopausal women to be conscious of their heart health. The symptoms of a heart attack in women over the age of 50 are the same as those listed for women above, and may also include some of those listed for men—severe chest pain, sweating, and a rapid or irregular heartbeat. Being aware of these symptoms, as well as getting regular checkups with your doctor, can help safeguard your health.

Silent Heart Attack Symptoms

A silent heart attack is like any other heart attack, except that it occurs without the usual heart attack symptoms. In other words, the patient is often unaware that they have experienced a heart attack. A blood clot has likely reduced the supply of oxygen to a certain part of the heart, and some heart tissues may have died as a result, but for some reason, there were no serious symptoms—sometimes because nerves in the



heart were also damaged. This type of heart attack is more common among people with diabetes and in those who have had previous heart attacks, and may be diagnosed during a doctor's routine exam.

According to a 2009 study out of Duke University Medical Center, it's estimated that as many as 200,000 Americans have heart attacks without even knowing it every year. Unfortunately, these events damage the heart and increase the risk of future attacks. Symptoms that are mild but that may indicate a silent heart attack include:

- mild discomfort in your chest, arms, or jaw that go away after
- reshortness of breath and tiring easily
- sleep disturbances and increased fatigue
- abdominal pain and/or heartburn
- skin clamminess

After the silent heart attack has occurred, patients may also experience more fatigue than

before, or find that exercise is more difficult. To stay on top of your heart health, get regular physical exams, and if you have cardiac risk factors, talk to your doctor about tests to check up on the condition of the heart itself.

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Healthy Food Good for Heart

The History of



Scans of 4,000-year-old mummies have revealed evidence of hardening of the arteries - a condition which can lead to heart attacks and strokes.

Heart Disease

Our understanding of heart disease has come a long way--from LDL and HDL, angina, and coronary artery disease to the discovery of atherosclerosis in mummies.

Heart disease is the number one killer of men and women in the United States today. In 2008, over 600,000 Americans died of the disease. Hundreds of thousands more suffered from a non-fatal heart attack.

Has this disease always plagued the human race, narrowing arteries and causing blood clots and sudden cardiac death? Or is our modern lifestyle with its high cholesterol levels and expanding waistlines to blame? A look back at the history of heart disease may surprise you. Advertisement

Even Egyptian Pharaohs Had It

At the 2009 American Heart Association meeting in Florida, researchers presented study results showing that Egyptian mummies, some 3,500 years old, had evidence of heart disease—specifically atherosclerosis, which narrows the arteries. Pharaoh Merenptah, who died in the year 1203 BC, was plagued by atherosclerosis. Nine of 16 other mummies studied also

had evidence of the disease. How could this be possible? Researchers theorized that diet could be involved. High-status Egyptians ate a lot of fatty meats from cattle, ducks, and geese, and used a lot of salt for food preservation. Beyond that, the study brought up some interesting questions and has prompted scientists to continue their work to fully understand the condition. “The findings suggest,” said co-principal investigator on the study and clinical professor Dr. Gregory Thomas, “that we may have to look beyond modern risk factors to fully understand the disease.”

Early Discoveries of Coronary Artery Disease

To say exactly when civilization first became aware of coronary artery disease or artery narrowing is difficult. However, it's known that Leonardo da Vinci (1452–1519) investigated coronary arteries. William Harvey (1578–1657)—physician to King Charles I—is credited with

discovering how the blood moves: from the right ventricle of the heart through the lung and into the aorta, then the peripheral vessels, and back into the lung. Later, Friedrich Hoffmann (1660–1742), chief professor of cardiology at the University of Halle, noted that coronary heart disease started in the “reduced passage of the blood within the coronary arteries.”

Puzzling out the Problem of Angina

Angina—tightness in the chest that's often an indicator of heart disease—puzzled many physicians in the 18th and 19th centuries. First described in 1768, it was believed by many to have something to do with blood circulating in the coronary arteries, though others thought it was a harmless condition.

The cardiologist William Osler (1849–1919) worked extensively on angina, and was one of the first to indicate that it was a syndrome rather than a disease in itself. Later, in 1912, the American cardiologist

James B. Herrick (1861–1954) concluded that the slow, gradual narrowing of the coronary arteries could be a cause of angina. He's credited with inventing the term “heart attack.”

Learning to Detect Heart Disease

The 1900s mark a period of increased interest, study, and understanding of heart disease. In 1915, a group of physicians and social workers formed the first “Association for the Prevention and Relief of Heart Disease” in New York City. In 1924, the group became the American Heart Association. These doctors were concerned about the disease because they knew little about it. Typically, the patients they saw with it had little hope for treatment. Just a few years later, doctors began to experiment with exploring the coronary arteries with catheters. This would later become cardiac catheterization or coronary angiogram. Today, these procedures are commonly used to

Healthy Heart Guide

evaluate or confirm the presence of coronary artery disease and to determine the need for further treatment.

Both Portuguese physician Egas Moniz (1874–1955) and German physician Werner Forssman (1904–1979) are credited as pioneers in this field. Mason Sones (1918–1985), a pediatric cardiologist at The Cleveland Clinic, perfected the technique for producing high-quality diagnostic images of the coronary arteries. The new test made an accurate diagnosis of coronary artery disease possible for the first time.

The Beginnings of Watching Our Diets

In 1948, researchers under the direction of the National Heart Institute (now called the National Heart, Lung and Blood Institute) initiated the Framingham Heart Study, the first major study to help understand heart disease. In 1949, the term “arteriosclerosis” (known as “atherosclerosis” today) was added to the International Classification of Diseases, which caused a sharp increase in reported deaths from heart disease.

In 1950, University of California researcher John Gofman (1918–2007) and his associates identified today’s two well-known cholesterol

types: low-density lipoprotein (LDL) and high-density lipoprotein (HDL). He discovered that men who developed atherosclerosis had elevated levels of LDL and low levels of HDL. Also in the 1950s, American scientist Ancel Keys (1904–2004) discovered in his travels that heart disease was rare in some Mediterranean populations where people consumed a lower fat diet. He also noted that the Japanese had low-fat diets and low rates of heart disease as well, leading him to theorize that fat was the cause of heart disease. These and other developments, including results from the Framingham Heart Study, led to the first attempts at urging Americans to change their diets for better heart health.

The Future of Heart Disease

It was in the 1960s and ‘70s that treatments like bypass surgery and angioplasty were first used to help treat heart disease. In the 1980s, the use of stents to help prop open a narrowed artery became common. As a result of these treatment advances, a diagnosis of heart disease today is no longer necessarily a death sentence. Today, we know more about how to treat narrowed arteries to lengthen and improve quality of life. We also know more about how

to reduce our risk of heart disease in the first place. But, as we’ve learned from the study on Egyptian mummies, we don’t yet know it all. We’re still a long way from completely erasing this disease from human history.

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Heart Disease Risk Calculator

increasing your risk of atherosclerosis (artery narrowing)—even if you smoke only once in awhile. Fortunately, no matter how much or how long you’ve smoked, quitting will benefit your heart. For example:

- Quitting reduces your risk of developing and dying from heart disease.
- Over time, quitting lowers your risk of artery narrowing.
- Quitting can help reverse heart and blood vessel damage.

Your Blood Pressure

The first number of your blood pressure reading can also give you a clue as to your risk of heart disease. This is called the “systolic” blood pressure, and measures the pressure in the arteries when the heart beats or contracts. (The diastolic number measures the pressure in the arteries between heartbeats, when the heart muscle relaxes.) The systolic measurement is considered more indicative of heart disease risk because it typically rises with age. This is due to increasing stiffness in the arteries and the long-term buildup of plaque. Here are some **blood pressure guidelines**:

- Normal: less than 120 mm Hg
- Prehypertension: 120 to 139 mm Hg
- High blood pressure (stage 1): 140 to 159
- High blood pressure (stage 2): 160 or higher

If you’ve already discovered that you have high blood pressure and you’re on medications to control it, you’ve automatically reduced your risk of a heart attack.

Whether or Not You Have Diabetes

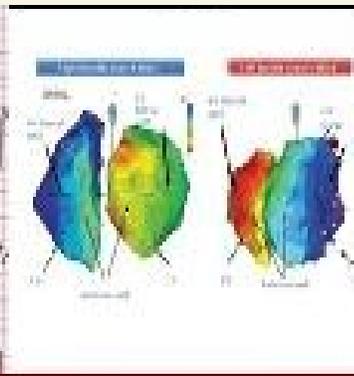
Many heart disease risk calculators have added diabetes to the list. According to the National Diabetes Information Clearinghouse (NDIC), if you have diabetes, you’re at least twice as likely as someone who doesn’t have diabetes to have heart disease. Over time, high blood glucose levels (blood sugar) can increase the deposits of fatty materials in artery and blood vessel walls, increasing the chances for artery narrowing and hardening (atherosclerosis).

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Bringing Down Your Blood Pressure



The good news about high blood pressure: You can usually get it under control. In fact, with some lifestyle changes, you could be rid of it altogether. The very bad news: if it stays high, it can be life-threatening. The other bit of bad news is that you may have absolutely no idea you have it. Because until it becomes life-threatening, there are usually no symptoms at all.

So, if you haven't had your blood pressure checked in the past year, that's your first order of health business. You might even be able to get tested for free at a local drugstore. Don't put it off; even if you had great blood pressure numbers a few years ago that doesn't mean you still do. That's because blood pressure tends to rise with age. For example, even if you have normal blood pressure at age 55, there is a 90 percent chance of developing high blood pressure at age 80.¹ Currently, about one in three American adults have high blood pressure, also called hypertension.¹ And nearly that many have prehypertension, which can lead to hypertension.¹

Don't get discouraged by the stats; keep in mind that this is a highly treatable condition. Follow the "Better Blood Pressure Strategies" section of this article—and it may help lower your numbers or prevent the condition from ever happening.

Decoding Blood Pressure Numbers

As you can see from this chart, normal blood pressure means that both the top (systolic) and bottom (diastolic) are under the cut-offs. But for all the other categories, only one of the numbers needs to be high. Risk for heart disease increases with each increasing stage of blood pressure.



Categories for Blood Pressure Levels in Adults (measured in millimeters of mercury, or mmHg)-Category

Systolic (top number)	Diastolic (bottom number)	Normal
Less than 120	And Less than 80	Prehypertension
120–139	Or 80–89	High blood pressure Stage 1
140–159	Or 90–99	High blood pressure Stage 2
160 or higher	Or 100 or higher	

Source: National Heart, Lung and Blood Institute website. "What is High Blood Pressure?"

Bring It Down!

While you're quietly reading this article, your circulatory system is in full swing, starting with the heart, which pumps approximately 60 to 100 beats per minute. With each beat, it sends blood into the arteries; the force exerted against artery walls is "blood pressure." Healthy arteries are nice and elastic; expanding to accommodate the rush of blood, then contracting in between beats. Hypertension damages arteries and are a trigger for atherosclerosis—the narrowing of arteries with cholesterol-laden plaque, which can lead to heart disease.³ And, in turn, these narrowed and stiffened arteries further raise blood pressure.

The way you live can have a major impact on whether you develop hypertension—the main lifestyle influencers are listed below. But sometimes your blood pressure is out of your control—age, genetics and an underlying illness may create a situation where only medication can bring numbers down. But even if these cards are stacked against you, good diet, exercise and other lifestyle habits may still help.

A word on medication: If your healthcare provider prescribes it, take it! You can still work on losing

weight and any of the other lifestyle strategies listed below. Just let your doctor know about any lifestyle changes you're planning on making. It's very important to schedule follow-up visits, because your new habits may cause blood pressure to fall. In that case you may need to adjust your medication dose, or, if you're lucky, go off meds altogether!

Better Blood Pressure Strategies

•Don't smoke. Both smoking and inhaling secondhand smoke can raise blood pressure by encouraging plaque buildup and damaging artery walls in other ways.⁴ That's one reason smokers have such astronomical heart disease rates. About one in five deaths in the U.S. are due to smoking, and of those, 40 percent of them are heart disease-related.

•Maintain a healthy weight. For many people, this means a body mass index (BMI) less than 25. The more you weigh, the higher your blood pressure tends to rise. But, fortunately, in many cases, losing the weight also can help bring down hypertension. In a study of 181 men and women with hypertension living in Baltimore, MD, losing an average of 5.25 pounds dropped blood pressure by 77 percent.⁵ Our Steps to Heart-healthier Diet Part One and Part Two is a terrific way to cut calories healthfully, and our Eight-Week Exercise Program will help you

Healthy Heart Guide

burn more calories as well. **Exercise.** Being physically active helps lower blood pressure in a number of ways.⁶ It helps you lose weight, which, in turn, lowers blood pressure. It also decreases chronic inflammation, which is thought to raise blood pressure.⁷ (Also, the reverse may be true: High blood pressure appears to raise inflammation.) While short-term inflammation is useful to the body (think about immune cells swarming around a wound to fight bacteria); chronic inflammation may lead to heart disease, cancer, dementia and other conditions. In addition to lowering blood pressure, exercise helps your heart in a number of other ways. For instance, it may help reduce LDL ("bad" cholesterol) and increase HDL ("good" cholesterol).⁶

For guidelines on how much exercise you need, try out our Eight-Week Exercise Program you can start no matter how fit you are.

Limit sodium. Sodium, which comprises 40 percent of salt—causes the body to retain water, which increases blood volume, thereby increasing blood pressure. Some people are particularly sodium sensitive, meaning the more sodium they take in, the higher their blood pressure, even if their blood pressure is in the normal range. And we're eating too much of it—87 percent of Americans are taking in more than the recommended daily

limit of 2,300 mg.¹ That limit is even lower—just 1,500 mg—for people with hypertension or at high risk for the condition. It's estimated that about a quarter of new cases of hypertension could be prevented if people kept sodium to no more than 2,300 mg.¹ About 75 percent of the sodium in the typical American diet comes from processed foods and restaurant meals; 10 to 12 percent occurs naturally; and another 10 to 12 percent is in foods cooked at home and salt added at the table.⁸ To cut back, you need a three-pronged strategy (For more tips, read New Strategies for Slashing Salt).

Eat more "whole" foods that are as close to nature as possible.

That means, instead of frozen-in-sauce vegetables, use fresh or frozen without salt. Sure, canned beans and canned tomatoes are convenient and healthy, but make them even better by buying "no salt added," or at the very least, check labels for no more than 150 mg sodium per half cup. Cook plain whole grains, not the kind in a box with all the seasonings (adding your own fresh herbs and sautéed onions tastes better, anyway). When shopping, always compare food labels and put the lower sodium products in your cart (i.e., some cereal has 0 to 5 mg sodium per serving; whereas, others have 250 mg or more). **Cook with little to no salt, but it's**

care when you do eat out. Check out the nutrition information on fast-food and chain restaurant websites—it's shocking. You can meet—or exceed—your daily sodium limit in just one meal. And you could also get doused with sodium at nonchain restaurants; without nutrition info, you'll never know. In these places, your only defense is to ask for dishes that are not preseasoned, like salads (use olive oil and vinegar to dress) and grilled fish.

Have at least 8 1/2 servings of fruits and vegetables daily. The reason: potassium. Fruits and vegetables are the richest sources of this mineral, which helps dampen sodium's blood pressure-



OK to add it at the table. When cooking, try to add no more than 1/4 teaspoon sodium per four servings. Pump up other flavors, such as herbs (fresh or dried), hot pepper, lemon and orange juice and zest. Once the food is on your plate, taste it. If it really needs more salt, add a dash (about 1/16 teaspoon) just before you put it in your mouth. The impact of those salt crystals on your tongue goes a long way. For instance, you get more of a satisfying salt flavor from adding a dash of salt to your sautéed zucchini or other vegetables just before you take a bite than if you'd used a lot more salt in cooking.

Avoid fast-food restaurants, limit all restaurant food and take

raising effects.⁹ In other words, even if you're overdoing the sodium, if you're getting plenty of potassium, your blood pressure may be less likely to rise. Potassium, by reducing blood pressure, reduces risk for heart disease and stroke.¹⁰ Yet only two percent of Americans get the recommended daily 4,700 mg of potassium. Skimping on potassium doesn't just affect blood pressure, but, through a complex effect on acid-base balance in the body, causes demineralization of bone, which can lead to osteoporosis. Why 8 1/2 servings of fruits and vegetables? That's how much it took to bring potassium levels close to 4,700 mg daily on the DASH study (Dietary Approaches

to Stop Hypertension).¹¹ This National Institutes of Health-funded study found that a low sodium, plant-rich (but not vegetarian) diet could significantly reduce blood pressure and body weight. If you try to get a fruit or vegetable on your plate at each meal, you can fairly easily rack up 8 1/2 servings. A serving is, in general, 1/2 cup raw or cooked fruits or vegetables. A cup of fruit at breakfast, a decent-sized salad for lunch (3 cups greens), and a cup of steamed broccoli at dinner, and you're more than covered.

Limit alcohol. Drinking excessively—defined as three or more drinks per day for men and two or more for women—can make it 70 percent more likely that you'll develop high blood pressure.¹ It can also set you up for alcoholism, and increase breast cancer risk in women. So, if you drink, follow the American Heart Association guidelines: Have no more than an average of one to two drinks per day for men and one drink per day for women.

A drink is qualifies as:
12 ounces of beer
04 ounces of wine
1.5 ounces of 80-proof spirits (such as gin, vodka, whisky, etc.) or 1 oz. of 100-proof spirits.¹²

Manage stress. People who are more psychologically stressed—especially those who have a lot of anger, hostility and/or depression—

may be at greater risk for heart disease.¹³ Although episodes of stress can cause a temporary elevation in blood pressure (i.e., you're running late to an important appointment, stuck in stop-and-go traffic), it's not clear whether stress is a cause of chronic hypertension.¹⁴ Check out these tips for stress management. How to get the motivation to make these lifestyle changes? If lowering blood pressure isn't motivating you enough, there's more! Adopt the "Better Blood Pressure Strategies" above, and you may lose weight, reduce your risk of heart disease, type 2 diabetes and other diseases. And and feel a lot better!



Heart Disease Risk Calculator

According to the Centers for Disease Control and Prevention (CDC), heart disease is the leading cause of death in both men and women and nearly 800,000 Americans experiencing a heart attack every year. You may already be taking steps to reduce your risk, but how do you know if you're doing enough?

In 1948, the National Heart Institute (now known as the National Heart, Lung, and Blood Institute, or NHLBI), started the Framingham Heart Study to learn more about heart disease and stroke. The researchers followed over 5,000 participants in Framingham, Massachusetts throughout their lifetimes to determine the common risk factors for cardiovascular disease. In 1971, a second-generation group—the children of the original group and their spouses—was enrolled. As a result of this long-term study, scientists have determined key risk factors that can increase a person's chance of experiencing heart disease or a heart attack over their lifetime. By tracking your risk factor, you can determine how

aggressive you need to be in adopting lifestyle changes and treatments.

Your Age

Your risk for heart disease increases as you age, regardless of your other risk factors. According to the NHLBI, the risk increases for men after the age of 45 and for women after the age of 55 (or after menopause). The hormone estrogen is thought to help protect the heart. This is why after menopause, when estrogen levels drop in a woman's body, her risk of heart disease also increases. Over time, the gradual buildup of fatty plaques in the arteries can become problematic. As you get older, the arteries may narrow. Sometimes, a blood clot can form, blocking the blood flow, which can cause a heart attack.

Your Gender

Men are at higher risk for heart disease than women. According to the Centers for Disease Control and Prevention (CDC), 70 to 80 percent of sudden cardiac events occur in men. So far, scientists aren't sure why this is, though studies have indicated that sex

hormones may be to blame. A study published in the journal *Atherosclerosis* found that two sex hormones are linked to increased levels of LDL, "bad" cholesterol and low levels of HDL, "good" cholesterol. A new study published in 2012 in *The Lancet* indicated that the Y chromosome, which is unique to men, may also have something to do with it. Regardless of the reason, men are at a higher risk for heart disease overall, and tend to suffer from it at an earlier age. However, heart disease is also the leading cause of death for women.

Your Total Cholesterol Levels

Your total cholesterol, which is the sum of all the cholesterol in your blood, is a potential risk factor for heart disease. This is mainly because cholesterol is a key part of the plaque that can build up in your arteries. (Plaque consists of fat, calcium, and other substances.) The theory is that the more cholesterol you have in your blood, the more may be converted into plaque buildup in your arteries. The range of cholesterol levels is:

•**Borderline high:** 200 to 239 mg/dL

•**High:** 240 mg/dL and above
The higher your total cholesterol levels, the higher your risk of heart disease.

Your HDL "Good" Cholesterol Levels

Scientists have discovered that all cholesterol is not the same. The so-called "good" cholesterol—HDL—is actually protective against heart disease. Scientists aren't exactly sure why, but they believe that it helps to reduce inflammation, which contributes to heart health. It also helps shuttle cholesterol to the liver, where it can be processed out of the body. The general consensus is that the higher your HDL level, the lower your risk of heart disease. Generally:

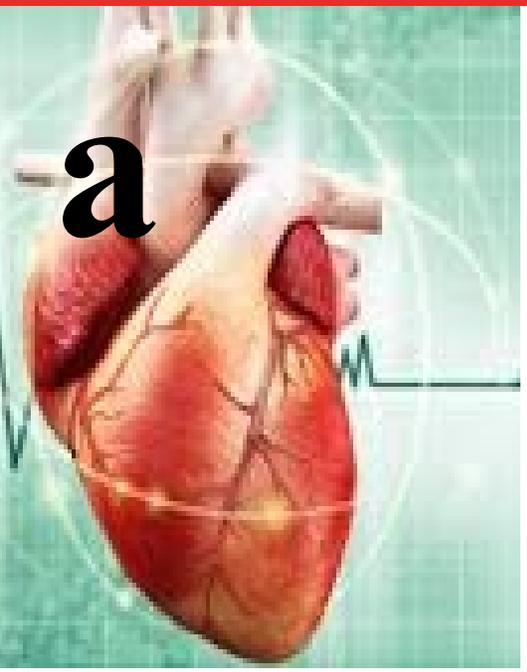
•HDL lower than 40 mg/dL increases your risk of heart disease.

•HDL above 60 may offer protection against heart disease.

Your Smoking History

Overall, smoking increases your risk of heart disease. Nicotine and other chemicals in cigarettes harm the heart and blood vessels,

8 Steps to a Heart-Healthier Diet



By

Janis Jibrin, M.S., R.D.,
Tracy Gensler, M.S., R.D.

Enjoy spaghetti with red sauce and a glass of orange juice? Bean burritos? Grilled fish? Zucchini, spinach, or any other vegetable sautéed in olive oil and garlic? Then heart-healthy eating is for you. “It’s come a long way from the low-fat diets of a decade or so ago. Now you can tailor your diet to include foods you love—the choices are nearly endless. If your diet isn’t so stellar right now, no worries! We’ll help you craft a way of eating that you really enjoy and that fits into your lifestyle. And instead of changing your entire diet overnight—an approach that generally backfires—we’re giving you eight steps. Which will allow you to ease into a heart-protective diet gradually and make changes that really stick.

So, with the first four steps, you’ll be doing the following:

- Working your way up to at least five servings of fruits and vegetables daily
- Making at least 50 percent of your grains whole grains
- Eating an ounce of nuts daily
- Reducing sodium to 2,300 mg daily

Come back next month to complete your heart-healthy eating plan. That’s when you’ll

- Switch over to healthier sources of fats.
- Eat healthier sources of protein.
- Take in two dairy (or soymilk) servings daily.

·Set a daily “treat” calorie limit. And all through the program, you’ll be watching portion sizes. We’ll help you, by recommending specific servings sizes—and number of servings—for each food group you’ll be working on. So, it’s not a “diet” in the traditional sense, but if you follow our portion recommendations, those of you who need to lose weight will naturally cut calories.

Fatal, but not fated

About every 39 seconds, someone in this country dies of heart disease—it’s the leading killer of the world. What’s so heartbreaking—literally—is that most of these deaths could have been prevented. The World Health Organization estimates that a whopping 80 percent of heart disease deaths are because of poor diet, lack of exercise, smoking and excessive alcohol intake.

And even among nonsmokers, lack of exercise and an unhealthy diet may be responsible for a staggering 74 percent of heart disease cases, according to the long-running Harvard Nurses’ Health Study. Ideally, prevention begins in childhood and young adulthood. “However, it’s never too late.

Even if you already have heart disease, switching to a healthy lifestyle may slow disease progression and reduce risk of heart attack,” says Dr. Jarett Berry, assistant professor of internal medicine at UT Southwestern

Medical Center. “But don’t become complacent; even if you don’t have heart disease, if you have risk factors, such as obesity, high LDL cholesterol and high blood pressure, you’re paving the way for heart disease later in life,” he warns. Berry’s recent study found that a 55-year-old man with no risk factors for heart disease has just a five percent chance of dying from heart disease through age 80. But with two risk factors, the likelihood jumps to 30 percent. (For women the risk is six percent versus 21 percent, respectively. Start making the changes outlined here, watch your cholesterol, body weight and other heart risk factors improve.

Steps One – Four:

Step One: Fill your plate with fruits and vegetables.

Why: “If you’re a fruit and vegetable eater, you’re already combating heart disease as well as other chronic diseases,” notes de Jesus. The research backs her up: For instance, Harvard University studies tracking men and women for decades show that people who eat at least five servings of fruit and vegetables daily reduce their risk of having a heart attack or stroke by 28 percent compared to those consuming less than 1 1/2 servings daily. 5

How come? For one, fruits and vegetables fill you up on very few calories, which help manage weight, which, in turn, reduce heart

disease risk. Though light in calories they contain upwards of 100,000 phytonutrients (beneficial plant compounds). For instance, the allicin in garlic not only lowers LDL—the “bad” cholesterol carrier—but it helps prevent it from becoming oxidized. (Oxidized LDL is more likely to clog arteries.) Anthocyanins, which give blackberries, blueberries, cherries, purple grapes, strawberries, raspberries and eggplant skin their red, blue and purple tones help make blood less likely to clot (which in turn can reduce risk of heart attacks and stroke). This compound also raises HDL levels, the “good” cholesterol carrier, which whisks this substance out of your body 6,7.

Old-fashioned vitamins and minerals also pull their weight when it comes to preserving your heart. For instance, fruits and vegetables are rich in potassium, a mineral that helps reduce blood pressure, and many are good sources of the antioxidant vitamin C. They all contain fiber, also linked with lowering heart disease risk.

How: Aim to get two servings of fruit and at least three servings of vegetables daily. A serving is a half-cup raw or cooked and comes to about 25 calories. That loosely translates to a medium-sized fruit, such as an orange or medium apple, or half a large fruit, such as a banana or large mango. And

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because salad greens are so low calorie, 2 cups of salad greens equal a half-cup of chopped vegetables.

Getting your “five a day” isn’t so hard:

Breakfast: 1/2 cup berries topping your cereal (1 fruit serving)

Lunch: 1 cup baby carrots (2 vegetables servings) with your lunch, followed by an orange (1 fruit serving)

Dinner: a side of spinach sautéed in olive oil and garlic (1 vegetable serving)

Although all fruits and vegetables are nutritious, make sure to include berries, citrus, eggplant, tomatoes and the “cruciferous” vegetables (e.g., arugula, broccoli, Brussels sprouts, cauliflower, kale, mustard greens) as they’re especially linked to heart protection. Include a wide variety of types and colors, as each specializes in its own brand of phytonutrients, vitamins and minerals.

Step Two: Make more of your grains whole.

Why: Oatmeal has grabbed the spotlight as the heart-healthy whole grain, but really all whole grains deserve top billing. People who eat more whole grains—about three servings daily—have a 30 to 50 percent reduction in heart disease risk over those eating little to none. 8,9 Ê Credit goes to similar heart-healthy compounds in fruits and vegetables: vitamins, minerals, phytonutrients and fiber.

But white rice, white flour and other refined grains are stripped of most nutrients. (“Enriched” refined grains have some B vitamins and iron added back, but no phytonutrients or fiber.) Oatmeal, barley and psyllium offer a special cholesterol-lowering advantage because they’re particularly rich in a type of fiber called “soluble” or “viscous” fiber. 10 This type of fiber forms a thick gel in the gut, trapping bile acid, a substance produced by your body to help break down fat in the diet. Bile acid is made from cholesterol, so when it hitches a ride out of the body with viscous fiber (instead of being reabsorbed as it normally is), the body draws from your blood cholesterol to make more bile acid, thus lowering LDL. In addition, viscous fiber traps some of the fat and cholesterol from the diet, sending it out of the body before it can be absorbed. And all whole grains appear to have a weight loss advantage over refined grains. Their fiber makes them more satiating, meaning you feel fuller, longer for the calories.

How: Have five grain servings per day if your daily calorie level ranges from 1,500 to 1,800. Above 1,800 calories per day, start with six grain servings, and tack on more as your calorie needs increase. A serving is about 80 calories, which is approximately a half-cup of cooked pasta, rice or other grain, and a medium slice of

bread. Cereals vary so widely in calories that you must check the label to figure out how much you get for 80 calories.

Although legumes (such as black beans, lentils and pinto beans), sweet potatoes, potatoes and peas aren’t grains, they are so close nutritionally, that they fall in the grain group as well. Therefore, you should consider 1/2 cup each serving. Beans are especially heart healthy—we’ll incorporate them more formally into your diet next month, in part two of this plan. You can distribute your grain servings however you like. For five daily servings, we often recommend having two at breakfast (which makes a nice bowl of cold or hot cereal), two at lunch (so you can have a sandwich), and one at dinner. Now figure out what percent of your grains are whole grains—aim to reach at least 50 percent. If you’re already there, raise it to 75 percent. It’s difficult to maintain a solid 100 percent if you eat out much—restaurants rarely have 100 percent whole grain bread or pasta, and many serve only white rice.

Step Three: Nosh on nuts.

Why: You might think it’s, well, a little nuts to recommend that you eat such a high calorie food on this plan. After all, calorie control is key to a healthy heart. But research shows that nut eaters actually tend to be leaner than people who don’t eat nuts. 12 How come? Nuts are

particularly satiating. In other words, 100 calories of nuts will keep you going a lot longer than 100 calories of soda or doughnuts. And research is indicating that we may not absorb nuts all that well, so some off those calories leave the body.

But the most compelling reason to make nuts a staple is because the nuts that are lower in saturated fat (such as almonds, walnuts, hazelnuts, pecans, certain pine nuts, and pistachio nuts) can help lower LDL and are linked with reduced risk of heart disease. 13 Ê And it’s no wonder; nuts are chock-full of heart-protective compounds. However, not all nuts meet the low saturated fat requirements, including Brazil nuts, macadamia nuts, cashew nuts and certain varieties of pine nuts. All nuts contain healthy fats, like monounsaturated fat and omega-3s (which we’ll tell you all about next month). In addition to phytonutrients, vitamins and minerals, many nuts are rich in the amino acid arginine. In the body, it converts to nitric oxide, which helps relax the blood vessels and lower blood pressure. Eating nuts can reduce inflammation; chronic inflammation is not only a trigger for heart disease but for cancer and other chronic diseases.

How: The amount of nuts you can eat depends partly on the number of calories you can get away with and still maintain a healthy weight

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(or lose weight, if you need to). A good place to start is with an ounce—about 3 tablespoons—of unoiled, unsalted nuts per day (or 1 1/2 tablespoons peanut butter, almond butter or other nut butter—again, unsalted is healthier). This comes to about 150 calories. If you're adding that amount to your diet, make sure to cut 150 calories elsewhere. (Potato chips, soda and other junk food would be a good place to start!)

Here are some of our favorite ways to eat nuts:

Breakfast: If cereal and nonfat milk tend to be your breakfast staples, topping your bowl with nuts not only adds satisfying crunch, but the healthy fat helps keep you feeling fuller longer throughout the morning. You get the same effect if you throw in a tablespoon or two of almonds, almond butter or peanut butter into a banana/yogurt breakfast smoothie. **Lunch and Dinner:** Roasted, unsalted nuts add texture and taste to salads, grain pilafs, fruit salads and many other dishes. (Roast in the toaster oven or oven in a single layer at about 300° for 4 to 8 minutes, watching carefully that they don't burn.) Crushed nuts make a wonderful coating for baked fish and chicken, and can even serve as a mock piecrust. And, of course, peanut butter and almond butter are classics with thinly sliced banana, apple or pear in a sandwich.

Snack: Plain nuts, roasted nuts, nuts with dried fruit, nuts topping yogurt and fresh fruit, a teaspoon or two of nut butter on apple, or banana slices—nuts are a natural snack food.

Although almonds, peanuts and walnuts are the most well-researched when it comes to heart protection, all nuts are nutritious. So go ahead and mix it up with pistachios, pecans and any other types. Seeds, such as pumpkin and sunflower seeds, are also nutrient powerhouses, so include them as well.

Step Four: Slash Sodium

Why: Although you might read about the occasional study indicating that sodium isn't such a big deal when it comes to blood pressure, the vast weight of the evidence indicates it is. A diet moderate in sodium may help manage healthy blood pressure

levels—a major risk factor in analyzing your risk of heart disease.

Excess sodium raises blood pressure by hanging onto fluid, increasing blood volume, which taxes the heart. And, according to a review of 13 studies published in the British Medical Journal, excess sodium can also cause arteries to stiffen, another cause of high blood pressure. 14 This review also linked excess sodium with higher risk of stroke.

How: We'll be honest with you, capping sodium at 2,300 milligrams (mg) per day—the recommended upper limit for people without heart disease or high blood pressure—is really tough. 15 And if you do have these conditions, you're supposed to limit sodium to 1,500 mg; nearly impossible to achieve unless you prepare all your meals at home. That's because packaged, processed foods, and most restaurant foods, are absolutely teeming with sodium. Order a burger and you've asked for somewhere between 1,000 and 3,000 mg of sodium—and that's without the fries! Many of the boxed flavored rice brands run 700 to 1,000 mg sodium for just one serving. And even healthy foods, like lentil, black bean and minestrone soup run you about 600 to 800 mg for just half a can. That said, getting down to 2,300 mg is definitely doable if you consistently follow the strategies below. "Even if you're in the group that should be maxing out at 1,500 mg, start by making 2,300 mg your goal. Take it step-by-step, allowing your taste buds to get used to lower sodium foods," recommends de Jesus. Here's how:

• Buy raw. As much as possible, buy raw fruits, vegetables, meat, poultry and fish, and prepare them yourself. That way, you're starting out with virtually no sodium.

• Buy "no salt added." Frozen vegetables, canned beans, canned tomatoes and many other canned vegetables now come in no-salt-added versions.

• Compare labels and choose lower sodium foods. When you can't get a no-salt-added product, buy the one lowest in sodium. There are tremendous differences; for instance, jarred spaghetti sauce ranges from about 200 to 600 mg

sodium per half cup; bread (who knew bread had so much sodium?) from 0 mg to 340 mg sodium per slice; salad dressing 35 mg to 620 mg sodium per 2 tablespoons. Cook without salt, but use a salt shaker at the table. Think about it—when you cook, you can easily add a teaspoon of salt (2,325 mg sodium)—usually more—to a chili, soup, pasta or other dish serving four people. That's at least 580 mg sodium per serving—on top of all the other sodium in the meal. But skip the salt and add a dash to the serving on your plate (a generous dash is 1/8 teaspoon) and you've cut sodium in half. And you won't miss it, because the impact of those salt crystals hitting the tongue is stronger than even more salt dissolved into a dish. In a study at the Monell Chemical Senses Center, participants ate a low-sodium diet (1,600 milligrams per day) and were told they could use a salt shaker liberally. Adding salt at the table raised sodium levels only 20 percent to about 1,920 mg daily—still nice and low. However, you do need salt when making certain baked goods; otherwise, the dough won't rise properly. That's OK. If the rest of your meal is low in sodium, you've more than offset the amount in the baked good.

• Choose lower sodium options at restaurants. If it's a chain with nutrition info posted online, pick out lower sodium options—if they exist! In restaurants without nutrition information, ask the server if there are any dishes that are not preseasoned, like grilled salmon or chicken, and request them salt-free. Skip soups and make your own salad dressing with olive oil and vinegar, instead of prepared dressings. (Ask the server if the kitchen can toss fresh herbs into your salad to pump up taste.)

• You've definitely had your hands full with steps one - four. As you're making these changes, keep motivation up by remembering why you're doing this—to look and feel better, to stay alive and active longer for your family, or for whatever personal reasons you may have.

Step Five: Balance your daily fat intake ("polys," "monos" & "sats")

Why: It used to be that if you had high LDL, your doctor prescribed

a low-fat diet. But now the research suggests that it's not the just total fat but the type of fat that may make a difference.

Fat 101: High-fat foods, such as vegetable oil, butter, nuts and avocados contain a combination of **three types of fat:** monounsaturated, polyunsaturated and saturated fat. Some foods also contain trans fat. Usually a food is particularly high in one type; for instance, olive oil is about 75 percent monounsaturated, but just 11 percent polyunsaturated and 14 percent saturated. "And these different types of fat have varying effects on your heart, so it's important to know which oils and other foods contain more of the beneficial fats," advises Janet M. de Jesus, M.S., R.D., a nutritionist with the National Heart, Lung, and Blood Institute in Rockville, MD. Below is a quick introduction to various types of fats. More important, we've translated all this science into what really matters to you: what to put on your plate. **Total Fat:** Based on research by Brandeis University, the Smart Balance Food Plan provides about 30 percent of total calories from fat. The total amount of fat is balanced between monounsaturated, polyunsaturated and saturated fats to optimize your HDL ('good') to LDL ('bad') cholesterol ratio.

Monounsaturated fat: Monounsaturated fat helps support healthy triglyceride levels (a fat in the blood that research shows may have an impact on heart disease risk). Research shows that monounsaturated fats may also raise levels of HDL, the "good" cholesterol that sends cholesterol out of the body, without raising levels of artery-clogging LDL. The Smart Balance Food Plan includes 10 percent of your total daily calories as monounsaturated fats.

Polyunsaturated fat: In general, polyunsaturated fats have a positive effect on blood cholesterol, decreasing LDL levels. Because polys can also lower HDL levels, the Smart Balance Food Plan balances polyunsaturated fat intake and limits total calories from polyunsaturated fat to 10 percent. Here are some additional poly specifics:

• Omega-3 polys provide essential

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I fatty acids. (Essential fatty acids are those our body cannot make by converting other fats, so, like vitamins, we need to take them in from our diets.) Omega-3s have been shown to help support healthy triglyceride levels and overall heart health. 5,6. The types of omega-3s in fish—docosahexaenoic acid (DHA) and eicosapentaenoic acid (EPA)—are more potent than the plant-based omega-3—a-linolenic acid (ALA) 5. But ALA has also been shown to be protective, so if you don't eat fish, and can't take fish oils because you're a vegetarian/vegan or are allergic, then be sure to look for plant-based sources.

•Omega-6 polys also provide essential fatty acids. However, some studies indicate that in excess, omega-6s may trigger inflammation, so it's important to maintain moderation 5.

Saturated fat: Saturated fats play a part in an overall healthy diet. They are needed to help balance monounsaturated and polyunsaturated fatty acids in the diet and to maintain a healthy ratio of LDL to HDL cholesterol, although excess amounts can raise LDL levels 2. The Smart Balance Food Plan limits the amount of saturated fat in your diet to 10 percent of total calories.

There are nuances, for instance, stearic acid, the main type of saturated fat in cocoa, does not raise LDL 7. And while the research is still sorting out the pros and cons of a type of saturated fat called "medium chain"—the main type in coconut oil—it appears that in moderation it may not raise LDL 8. In addition, medium chain saturated fat is much more likely to be burned by the body rather than stored as fat 8. Until the science is clearer, it's safest to limit your intake of all saturated fat. Trans fat: Trans fat is the most risky type of fat. Studies have shown that trans fat may raise LDL, lower HDL, and contribute to inflammation and possibly deposits of visceral, or deep belly fat, which have been linked to heart disease and other health risks 2,9. You should avoid trans fat in your diet.

Cholesterol: Technically cholesterol is not a fat, but it's worth mentioning because, in excess, it can raise LDL 2. The

American Heart Association recommends limiting cholesterol to no more than 300 mg daily. Cholesterol is found only in foods of animal origin; so, for example, olive oil and peanut butter do not contain it, but meat, seafood and dairy do.

How: Avoid foods made with partially hydrogenated oil. This oil is the main source of unhealthy trans fat. And just because the nutrition label lists "0 g trans" doesn't mean you're in the clear. A legal loophole allows companies to make that claim even if there's 0.49 g of trans fat per serving. Just four times this amount—2 g of trans fat daily—has been shown to adversely impact blood cholesterol levels. Fortunately, companies have been removing partially hydrogenated fat from food, but you'll still find it in some margarines, piecrusts, cookies, cakes, candy, fried food and frozen food. By the way, "hydrogenated oil" does not contain trans fat, but can be high in saturated fat.

Step Six: Go with lean protein.

Why: Barbecuing, broiling, grilling, frying or other high temperature cooking of meats—fatty or lean—may create cancer-causing chemicals 10.

Because fatty cuts of red meat are major sources of saturated fat, you should try to limit red meat and processed meats. A National Institutes of Health (NIH) study, which followed half a million Americans for 10 years, found that men and women who ate five ounces of red meat per day were about 30 percent more likely to die (mostly from heart disease or cancer) than those who consumed just one serving or less per week 10. Processed meat, like hotdogs and salami proved to be equally risky as red meat in this study. This study shed no light on the question of whether lean red meat is less harmful than fatty cuts because they lumped all cuts of beef and pork under "red meat." Some studies indicate lean red meat may be less risky 11, but the research hasn't yet tested this out.

On the other hand, fish eaters 5,6 and vegetarians 12 may have a lower risk of dying from heart disease 2.

How: Eat more fish and vegetarian sources of protein and less red

meat (beef, pork and lamb). When eating red meat, choose lean cuts and limit portion sizes. Avoid or limit processed meats such as bacon, bologna, hot dogs, pepperoni, salami and sausage.

Step Seven: Take in at least two dairy servings daily

Why: Dairy products are an excellent source of protein and important vitamins and minerals such as calcium and Vitamin D. Including dairy in your diet can help to promote bone health. New and emerging research examining links between food and heart disease find that people who consume the most dairy foods may have a 13 percent lower risk of dying, period, from any disease, and a seven percent lower risk of dying from heart disease and 11 percent lower risk of stroke compared to those eating the least 16. And the dairy in these studies is both full-fat (like whole milk and regular cheese) and low-fat or non-fat.

One reason for the possible protection: Dairy products may help lower blood pressure. Low-fat options may have an edge, according to Harvard University's Nurse's Health Study, which tracked nearly 29,000 middle-aged women for 10 years 17. Those taking in about 3 1/2 low-fat dairy servings daily had an 11 percent lower risk of developing high blood pressure than those taking in just half a serving daily. (High-fat dairy conferred only a 3 percent risk reduction.) Dairy products—and in some research, calcium from supplements—may help regulate weight, another plus for your heart 18.

How: Have two dairy servings daily (two or three if you're taking in 2,000 calories or more). If you don't like—or can't tolerate—dairy foods, substitute soy milk containing at least 25 percent of the daily value for calcium and for vitamin D. While almond milk is also OK, note that it doesn't have nearly the protein in milk or soy milk, so be sure to have another source of protein at that meal. A serving is 86–100 calories, and includes:

- 1 cup nonfat or 1% milk
- 1 cup calcium- and vitamin D-enriched soymilk
- 3/4 cup nonfat or low-fat plain yogurt

Although a skim or 1% latte is a great way to score a dairy serving; don't fool yourself into thinking that sugary coffee drinks with through-the-roof calories count! Even vanilla yogurt, or fruit yogurts are more of a dessert than a dairy serving because of all the sugar. However, plain yogurt with fresh fruit, nuts and a little honey makes a very nutritious breakfast, and that's a great way to spend your dairy servings.

Although cheddar, Swiss and other cheeses are great sources of calcium, they are also high in saturated fat. If eating cheese, choose reduced-fat versions. Because these can still be high in saturated fat, eat limited amounts of these cheeses.

Step Eight: Set a daily "treat" calorie limit.

Why: It's no news to you that sweets and salty snacks can pack on the pounds—a recent Harvard University study found that most



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potato chips and sodas were particularly fattening. 19 But it's not just an expanding waistline that makes many of these foods bad for the heart. Sugar-sweetened beverages, like soda, sugary iced teas and punch have received the most intense research scrutiny and the findings aren't good. Preliminary, but not conclusive, research has shown that these drinks may be linked to high blood pressure, high triglycerides, inflammation and heart disease 20. The Nurse's Health Study found that compared to women who drank less than one sugary drink monthly, drinking two or more daily was associated with a 35 percent increase in heart disease 21. Some studies indicate that even diet drinks may contribute to metabolic syndrome (a cluster of symptoms including high triglycerides and excess visceral fat) and diabetes—two conditions that greatly raise the likelihood of developing heart disease 22.

How: Set a daily treat limit. We recommend the following: **Daily calories**

Daily treat calories
 1,500 to 1,600
 100
 Above 1,600 to 1,800
 150
 Above 1,800 to 2,000
 200
 Above 2,000 to 2,500
 250

A treat doesn't have to be nutritious, but to spare your arteries, avoid those made with partially hydrogenated oil. Our suggestions: flavored yogurt; hot cocoa; dark chocolate; light ice cream; a glass of red wine (unless you have a condition that precludes alcohol consumption); or a fruit and yogurt smoothie. And while a soda (or just part of a soda) is fair game, given its checkered health history, we recommend limiting it to just a few times a week or cutting it out altogether. Same for diet soda; don't drink it unless it's necessary to help wean you off regular soda. And, after you've quit regular soda, try and ease off diet. Meanwhile, set up your environment for success.

plan, keeping it with you, and referring to it when you're tempted to stray can be very helpful.

- Break habits such as a 3:00 p.m. trip to the vending machine or a morning coffee and muffin—this will help tamp down cravings.
- When cravings hit, distract yourself by taking a short walk—just around the block can do it, calling a friend, sending an email, browsing the web, picking up a book or magazine, listening to music, or something else that's completely unrelated to food.

Changing the way you eat may be one of your biggest challenges, especially if you started out with an unhealthy diet and/or weight to lose.

But we hope that breaking it up into eight smaller chunks has made the challenge a little easier and that some of the habits are sticking.

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•Get rid of all the temptations in your home, office and car.

•Make a plan. Because sugary and salty snacks are everywhere, if you're susceptible to these foods, you must arm yourself with a strategy to avoid and resist. Decide in advance what type of treat you're going to have that day.

Writing out your

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Is Your Son Turning Into Pinocchio?

sides. Bring both parents in on this as needed; don't overly rely on one parent. Confirm the truth as best you can, then act—even if, once in a while, you make a mistake, such as siding with his sister when in fact the boy never hit her. Setting a pattern of getting the facts can ultimately work to force accountability on your son.

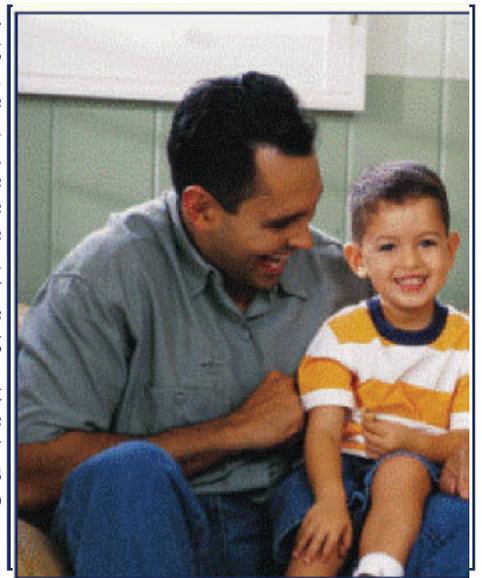
2. Use whatever the boy likes to do, listen to, play, or enjoy as motivation to help him stop lying. For example, if your son loves video games, use them as leverage. You can say, "The next time you lie, you will lose your game for one week." Make sure you follow through with

the promised consequence each time!

3. If you view the lie as a significant one, ground your son from going to friends' houses or another social activity. While his privileges are restricted, make sure he develops a plan for redemption and follows through on the plan.

4. As you ask your son to be accountable, also hold yourself accountable. If you tend to consistently express disappointment in your son, get help to change that behavior. Carry on new conversations with your son. Make sure he knows all the reasons you are proud of him.

You can expect the re-patterning of your son's lying behavior to take many weeks, even months. If after three months you see no progress in overcoming his chronic lying, you might want to change counselors, increase the consequences, and get more help. And remember, if your son tells only a few white lies now and then, you probably have little to worry about regarding his development of character. Rare is the parent who did not tell a lie or two as a child! The kind of lying we should worry about is the lying that impedes your son's ability to develop good character.



Is Your Son Turning Into Pinocchio?



Understanding the causes of chronic lying reveals tips for better parenting.

Why do boys of otherwise good character take to chronic lying? This is a question asked by many parents I encounter. If your son is lying, there could be a number of reasons. Because some reasons are extreme, you might look for them right away, before looking at more subtle explanations. As you study your situation, first try these questions:

Is my son abusing any substance or being traumatized via physical abuse, or chronic emotional abuse that is invading his brain development?

Chemicals and trauma can rewire the brain and may be primary reasons for chronic lying behavior that shows up late in childhood and early to mid-adolescence. Lying behavior can also spring from more subtle reasons. See if any of these fit your son.

Is my son being raised in too strict an environment, one in which he cannot develop his own character and self-discipline but instead is constantly hounded by a parent?

In this situation, he may lie in order to rebel and gain freedom. The lying behavior may, in this case, be quite functional; it is partly an attempt by the developing independent self of the boy to experience independence from tyrannical or abusive authority.

Is my son being raised in too passive and permissive an environment, so that he has very little respect for authority?

A boy may lie because he disrespects the authority and also because he, unconsciously, hopes to be parented differently by being taught respect and boundaries as a response to his chronic lying. He may want the authority figures in his life to be more engaged, and consequently express this need through lying or other ornery behaviors.

Does my son believe that he is a disappointment because of some disability or developmental experience?

I worked with one boy who revealed, after a number of counseling sessions, that he believed he was the reason for his parents' divorce. This

self-belief seemed to correlate with the onset of his lying to his mother.

Is my son failing in a number of areas of his life, especially the areas he lies about?

The boy in this case lied in areas of interpersonal relationships and homework. He felt socially behind in his brain and interpersonal development; she, awkward, and unable to fully read social cues in comparison to many of his peers. He was traumatized by his parents' divorce, and he was also doing badly in school. No matter the source of lying behavior, lying can be part of a larger character problem or set of moral issues. In many situations, the reasons become clear with focused counseling, and then a solution phase can begin. If your son is chronically lying, I hope you will see family counseling. As you seek this help, you can also immediately try to practice one or more of these strategies for turning lying behavior around:

Each time you think your son is lying, get all sides of the story and Continue no 75-

The Dynamic Success Tale of Allah Rakhi

You know how Charles Dickens, in *A Tale of Two Cities* starts with 'it was the best of times, it was the worst of times?' Well fast forward from his story set in the turbulent times of the French Revolution, to present-day Karachi. You must be wondering at what the connection is. Let me tell you. In Charles Dickens' tale, the two cities — London and Paris — are across the English Channel. They are in two different countries. Yet, both shared experiences that could be termed best, and worst, which are but relative terms. Just 45 minutes away from the hustle and bustle of the modern metropolis of Karachi, experiencing 'the best of times' within its administrative boundaries, lies another city; in another time zone. It is a coastal village of native fisherfolk, who are amongst the oldest inhabitants of Karachi.

How Allah Rakhi stepped up to show that she had the appetite, skills and vision to take a shot at becoming an entrepreneur. As you turn off the main road from Hawkes Bay towards the Kirthar mountains, the city skyline of high-rise buildings fade away into a decidedly rural landscape emerging seemingly out of a different time zone — 'the worst of times.' Here, there are small clusters of mud-brick and thatch almost-houses, and boundaries of dried bushes.

'Worst of times' because just within line of sight are plush holiday 'huts' along the beach for the people of the 'other city' to come and

enjoy a seaside experience with running water, gas, electricity, generators, guards to secure life and property and what have you. Yet where Allah Rakhi lives, in that little cluster in the other city, she had none of the above. Not only that, she didn't even know where her husband, a poor fisherman, will be getting the next meal for her and her five sons. Sometimes just one meal a day had to do for them; at others, there was not even that. She was grateful for the piece of land, to which they did not even have a title. She had been allowed to build a makeshift hut which she could call home. She was grateful because she could live there in exchange for the votes cast for her wadera, or the village elder in the elections.

Sometimes just extending a helping hand is not enough. The one being offered help needs to have it in them to take the hand, get up and then move on their own steam.

However, she had the spunk to make the best of this opportunity. She wanted life to be better, and contrary to local tradition, was willing to work to make it better. Opportunity came her way when Indus Earth Trust, a development organisation working for rural uplift, rolled out its TUP (Targeting Ultra Poor) programme,



through which the identified beneficiaries were provided a leg-up by way of stipends and grants of assets. Defying the disapproval of the community, and breaking taboos of being a 'working woman,' she stepped forward and offered to show she could turn around her life for the better if given a chance. Armed with a sewing machine, material for stitching and two goats, assets of her own choice, she proceeded to do just that.

A quick learner, not only did she wow everyone with her dexterity and the design of the dresses she stitched, she learned asset management, money management, enterprise development and the art of saving. She also learnt livestock management and basic health care. She not only supplements her husband's earnings but has multiplied her assets, as there are more goats now than were initially given to her. Her sons started regular school, her living quarters show a dramatic improvement, and creature comforts. But guess what she did with the savings? She bought video games! Not to play herself, or for her sons, but to use as a business. She was trying to kill not one, not two, but three birds with one stone, and she did. She made

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HER Story

7 defining moments for the Pakistani women

By
Rafia Zakaria

They are the hardy flowers of an uncertain spring. Pakistani women are one half of a country that is unsure about their value, reluctant to invest in their welfare and ready to relegate them to the margins.

In this year 2014, against the unraveling saga of talks with the Taliban, lapsed literacy rates, inattention and apathy; Pakistani women continue to persevere.

This year, like so many recent ones, they continue to push their way into unwelcome public spaces, fight for equality in private ones, and claim their country for their own. It is a difficult battle, in numbers a little over a third can expect to enroll in secondary school and more than half will have no education at all. Each one will give birth to an average four

urgent and more prominent demands of women. histories written by men.

Equality before existence

One defining moment for Pakistani women took place before Pakistan itself was an actuality. In 1932, the All India Muslim League, which counted many strong women among its ranks met and passed a resolution giving women complete equality in politics. At the occasion, the founder-to-be of Pakistan, Quaid-e-Azam Mohammad Ali Jinnah said the following words,

women.

A new country of first women

In 1947 when the country was created, Begum Shaista Ikramullah became the first female representative of Pakistan's Constituent Assembly. Begum Ikramullah a fiery and well known advocate for the cause of Pakistan was also the first Muslim woman to earn a Ph.D. from the University of Londo. Among this vanguard of Pakistan's first women, was also Princess Abida Sultan, the former heir to the princely state of Bhopal, who moved to Pakistan alone with her son. She would go on to become one of Pakistan's first female Ambassadors and first female pilots. The vision of progress and achievement represented a vision of the Pakistani woman as a modern, dynamic trailblazer.

Equality in the family

The Muslim Family Law Ordinance was passed in 1961. The law determines the balance of power in marriage; a cornerstone of the Pakistani woman's life story. The controversy and debate surrounding the advocacy and ultimately the passage of the law reflected the confusions about Pakistan's identity that continue to plague the country today. The intent of the initial advocates which included Begum Raana Liaquat Ali Khan was to put some restraints on the practice of polygamy in Pakistan. This was ultimately not possible as, the religious lobby insisted that it was unIslamic to place



babies, and less than half will get any medical care while pregnant. Too many will die in the dangerous process of giving life.

The challenge of the Pakistani woman is one of survival, of persevering against odds perhaps unseen by women of any other country. Looking back at the defining moments in the Pakistani woman's story then, is an exercise in constructing the history of resilience; a parallel history of achievements and milestones often ignored amid the more pressing, more

No nation can rise to the height of glory unless your women are side by side with you; we are victims of evil customs.

It is a crime against humanity that our women are shut up within four walls of the houses as prisoners. There is no sanction anywhere for the deplorable conditions in which our women have to live. Saying these words over a decade before Pakistan became a reality, perhaps the Quaid-e-Azam hoped, the creation for a homeland for the subcontinent's Muslims would also mean the liberation of its Muslim

restrictions on Muslim men wanting to have multiple wives. As with other insoluble problems, a Commission was created to look into the matter. Unsurprisingly, the Muslim Family Laws Ordinance that was passed in 1961 did not ban polygamy in the country. It did, however, create two provisions that sought to increase women's power in the relationship. The first was the requirement that any man seeking to contract a second marriage had to obtain permission from an Arbitration Council.

The second requirement was that all divorce proceedings had to be registered with the local Union Councils. This last provision meant that only oral pronouncements of divorce did not by itself constitute a legal divorce. This legislation, which has since been repeatedly challenged by opponents, continues to be the law governing marriage, divorce and consequently women's lives in contemporary Pakistan.

Madam Noor Jehan - songstress of the nation



In 1966, Madam Noor Jehan, who had migrated to Pakistan at Partition, received the Tamgha-e-Imtiaz which is the country's highest civilian honour. Women had won the award before and would win it again but Madame Noor Jehan's win was significant because it was representative of a feminine presence in the burgeoning cultural scene of a new Pakistan. Starting her career as an actress, Noor Jehan who came from a family of singers, reinvented herself as a playback singer in the 60s. Charming, uninhibited and unafraid, she was a public figure, a prominent one and a female

one in a still patriarchal world.

The fight

Marital law imposed in the late 70s brought for Pakistan women, perhaps the most significant challenges of the country's existence. On February 22, 1979, self-appointed President General Ziaul Haq promulgated four separate Ordinances.

These included the since notorious Zina and Hudood Ordinance which applied Hadd punishments to the crimes of adultery and fornication. After the passage of these laws, Pakistani women who were raped or sexually assaulted, required four male witnesses to prove the crime. If they were unable to provide these witnesses, the victim herself could be prosecuted for fornication or adultery.

Also passed as part of General Ziaul Haq's Islamisation campaign was the Qanun-e-Shahadat law which reduced women's testimony to count to half of male testimony in certain cases.

Challenges test the mettle of those on whose shoulders they land, despite military rule and the threat of force, hundreds of women came out on the streets in protest. Many of Pakistan's women's organisations gained their most ardent supporters during this time, forming the base of resistance against laws determined to reduce the stature of women in the society.

The election of Benazir Bhutto

On December 2, 1988, less than 10 years after Islamisation, a Pakistani woman made history. Clad in the national green, Benazir Bhutto was sworn in as Prime Minister of Pakistan becoming the first Muslim woman to be elected to such an office. Addressing the enormous crowd gathered outside Parliament for the



occasion, Benazir Bhutto said, We are gathered together to celebrate freedom, to celebrate democracy, to celebrate the three most beautiful words in the English language: "We the People".

In that moment, Benazir Bhutto became the woman who represented in one person the potential of millions of others, an icon of courage and an emblem of inspiration. Even though, the tragic events of the future were unknown then, the very fact of a woman's leadership was for a Muslim country, a huge leap forward that would light the darkness of times to come.

A judge, A climber, A fighter pilot

Caught in the wrenches of civilizational struggles, the War on Terror and the incursion of the Tehreek-e-Taliban Pakistan, the past decade has been a difficult one for Pakistani women.

We have seen over a thousand girls schools bombed, schoolgirls shot, girl's college buses attacked and nearly every iteration of women in public life discredited as un-Islamic. The weight of such misogyny has been.

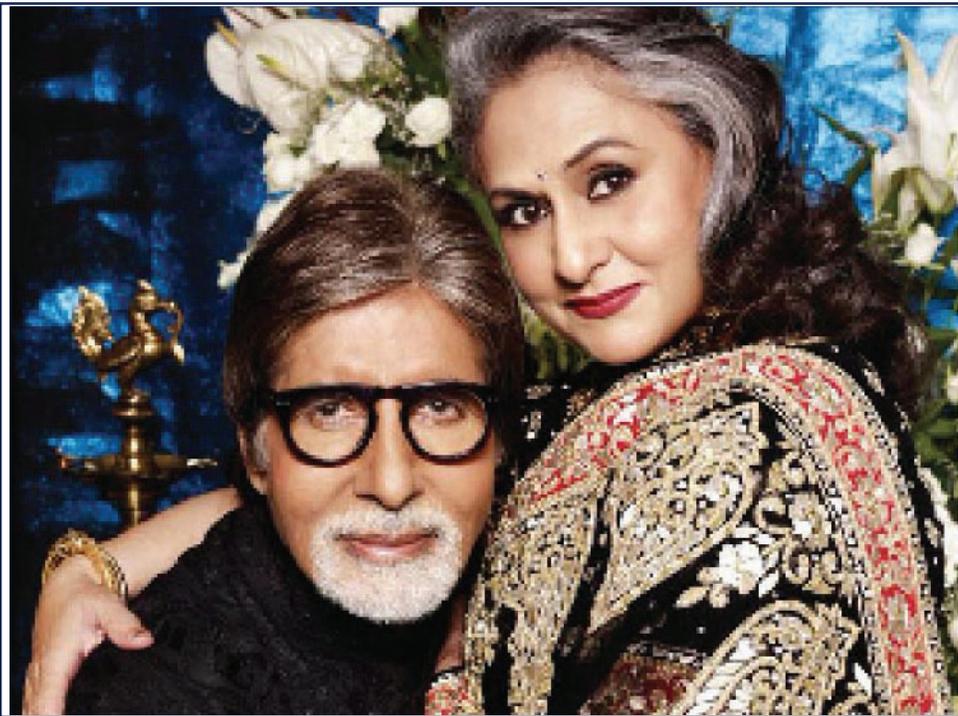
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The De Niro of Bollywood

A very Different Interview of
AMITABH BACHAN

Hailed as India's greatest actor, he's the legendary star of *Sholay* and leader of the mighty Bachchan clan. Success talked to **Amitabh Bachan**, the De Niro of Bollywood, at an International Indian Film Academy event in London.



Tell us about your background.

"We were born in Allahabad. Allahabad is a middle level town but extremely rich in all kinds of activities... My father came from a very eastern background and my mother was very western. She'd studied in a convent, she had an English nurse to look after her and she came from a very affluent house. There was a lot of difference in their cultures. My father is a Kayast from U.P. My mother is from Punjab, Karachi. She's a Sikh. My father's a writer, a poet, man of letters. A stalwart. My mother, strong in her values, in her beliefs. And therefore, fortunately, I got a lovely blend of both the worlds, the east and west." How was Amitabh Bachchan as a child? "I was very shy as a child. Very shy. Lot of problems with very simple things. Like entering a restaurant all by myself. And even much later when I was looking for work in films, I met Manojji and he said, he was shooting in Filmistan, he said come and see me there. And I used to catch a train from Churchgate, go to Andheri, walk from the station up to the Filmistan gate. But I just never had the courage to walk in. And I tried to, for seven days, but every time, I came back from the gate. I'm very shy even today. But I must admit that coming into films, and putting myself into situations which are unreal has, perhaps, given me a little more confidence. But initially it was destroying. It destroyed me completely when I went to Hotel Sun 'n' Sand and I saw Manojji doing a song with Sairaji. There were millions of people standing. I was petrified. I remember having sleepless nights. I still do sometimes, when I have to do a song out in the open in front of people. It's not so much the incapability to do the sequence, as the fact that I have to do it when there are millions of eyes watching. I know it's a contra-diction to

my earlier interest which is theater. But an introvert, I've always been. I don't know why. I don't know what it was. This is something I'll really have to search myself for, much more deeply. But at the very outset and looking at it very immediately...actually I think I should have been a lot more confident with the kind of upbringing and parents I had. Maybe my father was like that but my mother's always been very bubbly, full of confidence. My father's more shy. Introvert. But very powerful when it came to his expression, his writing. In many respects you could say that temperamentally I'm like my father. Physically, maybe I have the Sikh blood." **After you passed out of boarding school, was it difficult for you to obtain a job?** "Well, there was a lot of rejection because everywhere I went, I failed to get a job. Because I was either not qualified enough or I was too shy or I was too tongue-tied during my interview and there were more qualified people getting it. Terribly frustrating time. And then eventually, I just packed my bags and left for Calcutta."

How did you think of venturing into the movie business?

"After a few years, life in Calcutta became stifling. Something was missing. All along there was a lot of interest towards movies. Specially Hindi movies and having real flights of fancy where you, to a very long shot imagine yourself connected with the world of films. And all your dreams. And then suddenly a desire to actually go and join the industry but still very shy. How does one get in? And then coming across this talent contest and applying for it and again rejection. Not being accepted. Chucking up the job. Getting really desperate. Moving to Delhi, back to the house to see my parents. Gearing yourself up for the final plunge

and then, landing up at Bombay. Starting your struggle. Some days exciting, some days not so exciting. Some rejection, some achievements. But always moving. And then what followed after that everyone knows."

Do you think actors lead normal lives?

"I've always said that actors should be treated very carefully. We need a lot of understanding. There are millions of things that could destroy us. We are broken up people inside. That's why you find a lot of us landing up with the psychiatrists. That's why you find a lot of us behaving very peculiarly and I say, please grant us this peculiarity. Because, this is all that is there to say our own. No, we don't live normal lives...that is why we need to be treated perhaps a little gently. Handled a little more carefully. Understood a lot. Grant us our idiosyncrasies. Grant us our difficult behaviour, obnoxious behaviour, whatever it is. It's not easy to be stable. And if there is somebody who is stable, then he's got have immense power, strength to wrestle with."

Your by-now legendary accident on the sets of 'Coolie' was a turning point in your life. Would you like to talk about it?

"I hate to talk about the accident. It's like really pushing me into areas that I've put away. It's going to be difficult. See, I never knew that I was going to die. I knew that there was something very wrong with me but I never knew that I was going to die. And the entire period when I was seemingly gone, when I was struggling for life, I was in a state of coma. I was unconscious. That was the difficult period for my family. It was easy for me because I was oblivious. The difficult period for me started after I got okay. When you're told what you've been through. And it's not enough that you've been told. The worst phase is when you discover that what they have told you is, in fact, true. Your entire body is finished from within. You're in full bloom, you're healthy and you're full of life and gusto. And to suddenly find that the body is not there. You can't move your fingers. Your legs can't support you. And your whole system has gone through a battering. But you know that it was there. It was just there the other day. How come it's not working? It was a very frightening time." **Were you overwhelmed with the kind of support you got from your fans during that period?**

"The disturbing element of the accident was the millions of people and their expectations. Their wishes, their prayers and their feelings. And the extent to which people had gone. And you have nothing, absolutely nothing to repay them. You just sit in your bed and you just enjoy the benefit of how the others have prayed. And lots of them who really went through physical penance, when you've actually sat back and enjoyed it. I remember when I came out of the hospital, for many months I could think of nothing else. It still disturbs me that I have been unable to do anything in return. And how does one do it? How do you go and actually thank each one of them? How can you possibly reach all the churches, the temples,



the Gurudwaras where prayers were made. Most of them, I'm not even aware of. And to this date, I still meet the odd person whose only reference to me is that I prayed for you when you were sick. And meet this lady, she fasted for you, and meet this kid who didn't eat, this is the temple where we prayed for you. Just fleeting glances of people just coming in and saying things like this. That's your only connection. And millions of others whom you know nothing about. And what do you do? Soon after I started working, I went for a very long schedule in Madras. I remember that it was the first time I had got out of the hospital, come home and then I was alone again. I used to spend miserable nights. I used to call Jaya and I used to ask her, 'What do I do?'...Some of my friends, they tell me if we were in your position, we would have committed suicide long time ago. And sometimes I did feel like it...I don't think it's advisable to go into it further...I told you there are a lot of disturbing areas. I'm really marveling at myself at the moment that I have had the strength to talk about it but it's like an addiction, you know. When you start thinking about it, you start talking about it -

What kind of a husband does Mr. Bachchan make?

"Jaya is a very spontaneous person. Not at all like me. And it's just very fortunate for me that she's from the same profession as me and so she understands. She was always familiar with the environment I was in. She knows what the film industry is all about, so in fact, it's a boon to have her. I don't know of course what the situation would have been had I married a lady outside my profession. You say that marriages in this industry don't last. But with all due

apologies and all due respect to others, how do you put me in the same category? In any marriage, there are ups and downs and areas where disagreements take place but that's all part of it. Jaya is extremely open and very straight. Sometimes embarrassingly straight but that's how her nature is. I've never tried to disturb that quality of hers and she's not disturbed my quality of being to myself. When I want to be left alone, she leaves me alone. It's very similar to the relationship between my parents...You know, when I married Jaya, I was not economically very sound. And now, when I've reached a stage where I can afford to be extravagant, that stage has passed by. But I'm sure that had I not been married to her and had I still had the kind of success that came my way, I appreciate a more normal and simple relationship. That is what attracted me to Jaya. She's very simple and very down-to-earth. Away from all this."

Do you have any regrets whatsoever?

"My greatest regret has been that I could not share the growing up with my children. When they were growing up, I was working from morning to night. When I left, they were asleep, when I came back, they were asleep. In many ways, I envy Jaya who spends more time with them. Of course, these days, thanks to the condition put by the various associations, there is just one shift and in certain respects, we have probably not been able to give them a very normal upbringing. Specially after I entered politics and the security problem came up. Going to school with six-seven guards holding machine guns is not really the wisest of ideas for a growing child. And I'm sure it must have affected them adversely. Not being able to go to friends' houses without checking out details,

without informing the security. Not being able to invite their friends home for various security reasons. Metal detectors, checking out properties and their friends. Even my friends and people who visited me were checked out. They were embarrassed but it couldn't be helped."

Why did you venture into politics in the first place when you knew nothing about it?

"I know I should have never got into politics. And I've learnt my lesson. No more politics. But the additions and subtractions will continue. And what am I supposed to do? How can I rectify the situation?"

Have you ever tried to analyse yourself as a person?

"I know that there are a lot of areas inside me which I need to analyse. But I need time. I can't be rushed into it. Even if it keeps lingering in the back of my mind always. I keep joking, fooling around on the sets, trying to push everything away for a later day scrutiny. I don't even want to acknowledge those dark corners of my insides as yet. And if at all I do it, I'll do it for no one else but myself. Not my wife, not my parents. Maybe my children - maybe just my son. Nobody else. Of course, there is also another way of looking at things. Supposing I did not have this pressure of talking to the media, maybe people like you and others would have always thought of me as somebody else.

Most people I've met of late have gone back thinking exactly the contrary of what they thought earlier. I've tried to be as honest as I can with you. I can tell you that I've never spoken like this to anyone before. I wonder if you're convinced. You don't look it. Maybe I will convince you someday."

Dukhtar

دُخْتار
DUKHTAR

A story well-told

A story of Courage, Honour and Love ...

As a harbinger to the much-touted 'Revival of Pakistani Cinema', **Dukhtar** highlights the strengths of the industry. A strong plot, coupled with fabulous music, some very good actors and watertight direction – **Dukhtar** has no allusions towards **Bollywood** or **Hollywood** and it doesn't need to



Dukhtar or 'daughter' has a title that is self-explanatory to a large extent. The movie, directed superbly by Afia Nathaniel, chronicles the perilous journey of a mother and her 10-year old daughter, as they flee from an impending child marriage, desperately searching for freedom.

What the title does not relay, though, are the subtle nuances that flow through the storyline, the direction that seamlessly traverses the breathtaking landscape of Northern Pakistan all the way down to urban Lahore and the acting that holds it all together.

All this, coupled with a heartrending storyline, makes Dukhtar well worth the watch. The story begins in a village in the far reaches of conservative Northern Pakistan where in a bid to make peace, 10-year old Zainab's hand in marriage is promised by her father to the aging leader of another tribe.

On the eve of the marriage, Zainab (Saleha Aref) and her mother, Allah Rakhi (Samiya Mumtaz), run away from home, stumbling their way through rocky terrains before they unexpectedly get help from a cantankerous truck-driver enacted by Mohib Mirza. Their journey is fraught with dangers as they try to evade bloodthirsty tribal goons, who are desperate to search them out in order to defend their honor.

Samiya Mumtaz and Saleha Aref in a scene from "Dukhtar". – Publicity Photo
This is a story we've all heard before. In remote villages and even deep within the recesses of modern cities, the shocking practice of marrying extremely young girls to much older men persists. It is this sad truth that makes Dukhtar all the more poignant. The plot is bolstered by a stellar cast. Samiya Mumtaz and Saleha Arif, enacting the mother and daughter respectively, are definitely the stars. Their chemistry together is utterly

believable and has you rooting for them till the end. Adnan Shah as the murderous henchman is impressively terrifying. The one weak link, though, is Mohib Mirza. His Punjabi accent is stilted and he hardly looks the grungy truck-driver with his straightened, shiny hair. Perhaps the movie would have boded better had some other actor been chosen rather than Mohib, who may draw in audiences due to his commercial appeal but will not be able to hold their attention.

It is Dukhtar's slight veer towards commercialism, then, that makes it weak in places. The first-half is gripping with the plot pivoting around a mother's fierce love for her daughter, woven within a tale of strength, adventure and the ruthlessness of a patriarchal society. In the second half, though, the story returns time and again to awkward flirtation between the truck-driver and the mother, including hard-to-swallow love-struck

glances. The allusions to romance may have been added to lighten the storyline and make it more appealing to the masses. But in doing so, Afia has weakened the main plot, diluting it with a love story that takes away from the strong narrative about a mother and daughter trapped in a patriarchal nightmare. Overall, though, writer, director and co-producer Afia Nathaniel keeps Dukhtar fast-paced, interspersing light-hearted moments, twists and turns and dialogues. Hardly a scene drags and this is a movie that could have easily succumbed to monotony.

There are no depressing, long-winded scenes and monologues and while it may be a story that we have all heard and read before, it still stays interesting. Fraught with tensions and emotions, it draws you in - especially in the first half - and keeps you in suspense. The story is aided by breathtakingly beautiful scenery. The cinematography spans streams, sparse plateaus, lush green fields and the





magnificent mountain ranges of the North. Some of the imagery is hazy but perhaps this was a deliberate attempt to make the scenes more surreal. Apparently, the movie was shot within a very short span of time, but it hardly looks like a rush job. It's a movie created with a rare blend of passion, sincerity and intelligence and it shows.

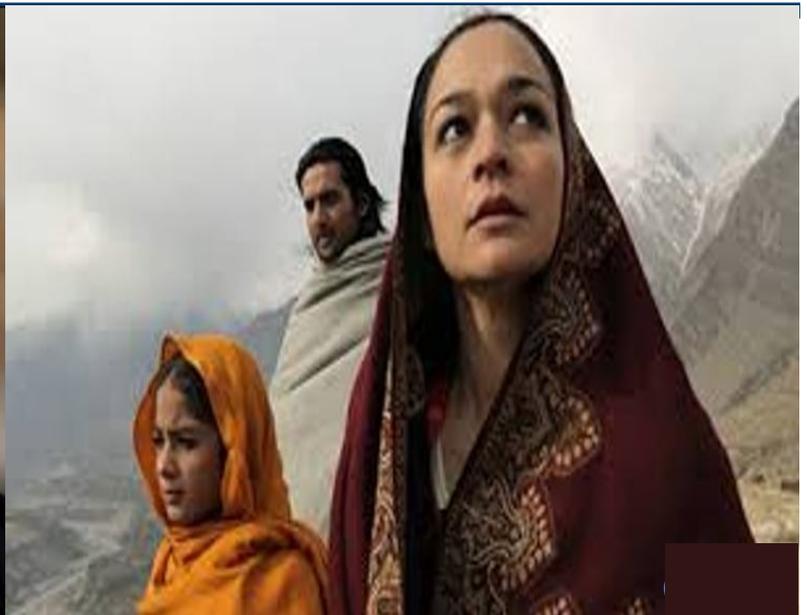
The soundtrack by Sahir Ali Bagga is brilliant. 'Ya Rahem, Maula Maula' by Rahat Fateh Ali Khan and Shafqat Amanat Ali's 'Jeenay Chalay' are particularly memorable and if there has to be one crib against *Dukhtar*, it would be that the songs should have lasted longer rather than for a few seconds during scenes. But these are minor criticisms – for *Dukhtar* is

an enjoyable movie that makes you think and still, doesn't drone on endlessly.

The film was recently showcased at the Toronto International Film Festival but this isn't just a 'festival' movie, filmed documentary-style. Afia has simultaneously tried to pander to both art and commercial cinema, something that may weaken the plot but, inevitably, will manage to drive the public to buy tickets for a movie that may have otherwise been considered 'too heavy'.

Refreshingly, *Dukhtar* refrains from making references to religion, terrorism and extremism – topics that may be real but have now been filmed in all their macabre glory far too many times, both within Pakistan and beyond.

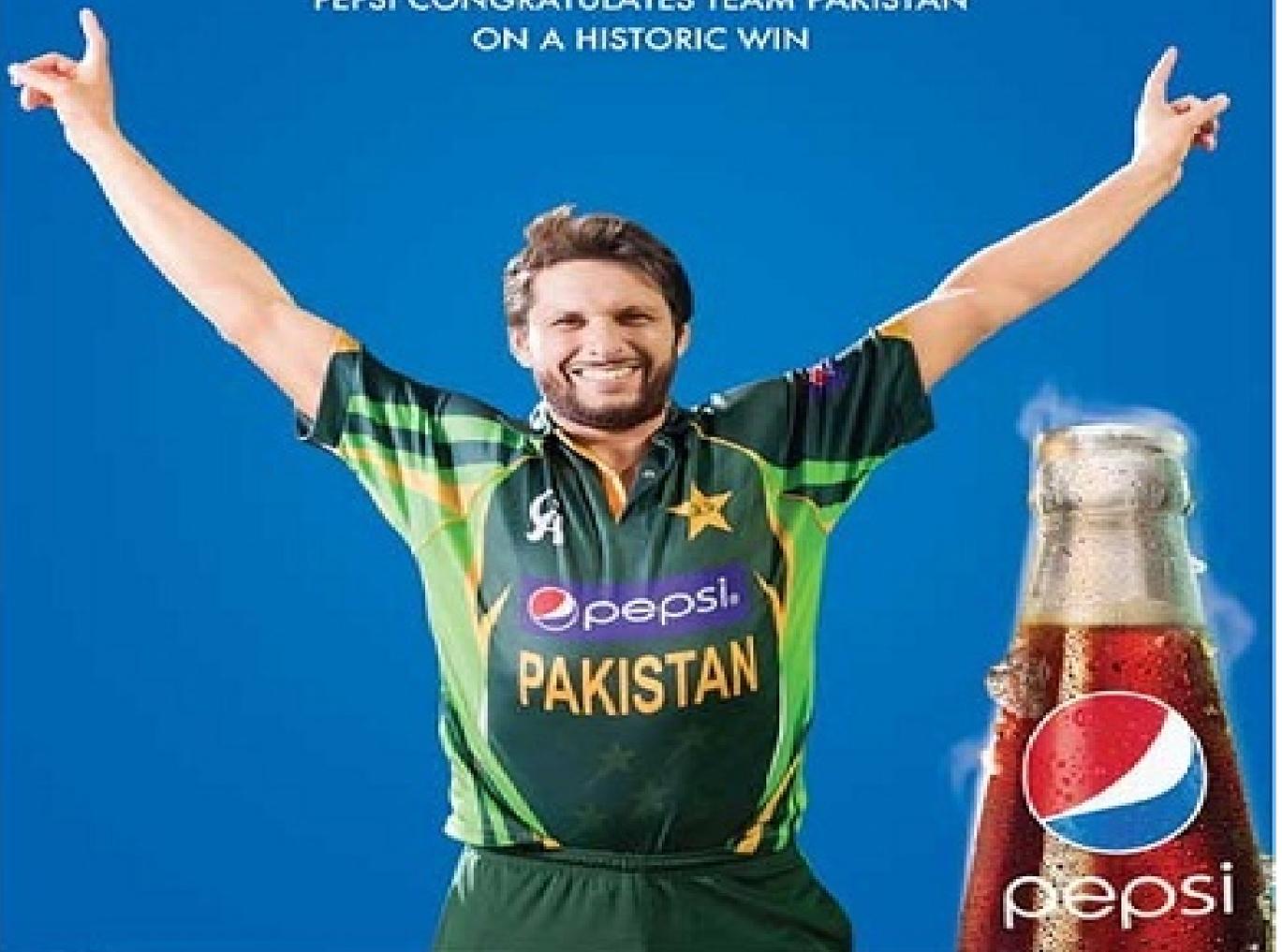
Instead, it pinpoints an issue that exists within Pakistan without naming any one particular tribe, mirroring the good and the bad and culminating with a finale that has you cheering. As a harbinger to the much-touted 'Revival of Pakistani Cinema', *Dukhtar* highlights the strengths of the industry. A strong plot, coupled with fabulous music, some very good actors and watertight direction – *Dukhtar* has no allusions towards Bollywood or Hollywood and it doesn't need to. With its highs and few lows, its stronger elements and faults, it's a completely Pakistani story, told from a completely Pakistani perspective; a story well-told.





BOYS IN GREEN GULP DOWN EVERYTHING BLUE!

PEPSI CONGRATULATES TEAM PAKISTAN
ON A HISTORIC WIN



Astrology predictions October 2014

In October 2014 relationships will again be an extremely sensitive issue, no matter if it is about couple relationships, friendships, business or collaboration relationships, and no matter if they concern personal relationships, political alliances or international cooperation. Relationships will be tense and conflicts can easily appear out of anything. On the other hand, the Grand Trine in Fire signs formed by Mars (located in Sagittarius) with Jupiter (in Leo) and Uranus (in Aries) will impregnate the whole world with productive and refreshing enthusiasm, very favorable to the people who have set their minds to big plans. In brief, October 2014 will be a month that can bring great accomplishments but which can simultaneously be marked by separation and conflicts. At the center of the action will be Librans, Arians, Sagittarians and Leos, as well as all those who have their Ascendant or other important factors of their natal chart in these signs.



Love & Relationships: Until October 23rd 2014, in Aries' house of couple will be the Sun, that will radiate and energize, along with Venus, the planet of love, which for Aries is also the ruler of their house of couple. Under this double influence, love, marriage or the partner will represent the nucleus around which almost all the thoughts and actions of Aries people will gravitate. At first sight, the presence of the Sun and Venus in your house of couples promises harmony and fulfillment. Conversely, Mercury will be retrograde, Venus will have tense relationships with Pluto and Uranus, and on October 8th 2014 a Moon eclipse will take place on the Aries-Libra axis. Therefore, it's not excluded that surprises occur and things suddenly start to develop in unexpected directions. Be ready for new challenges - or for some old ones to be reactivated. **Career & Money:** For Arians, October 2014 will be an ambitious period that will favor development and novelty. Mars, Aries' ruler, together with Jupiter and Uranus, will form a Grand Trine in Fire signs that will bring you energy, enthusiasm, and action. You'll have grand plans, full of boldness and originality, you'll easily identify opportunities and explore

them rapidly obtaining maximum effects. October 2014 will be favorable to changes and new initiatives. Collaborations, associations and contracts will be very important and they might bring Arians a lot of satisfaction, but at the same time they might cause unexpected problems too. You are recommended to approach relationships cautiously, especially where material interests are at stake, because the situation will be unstable. Important financial operations will not be recommended. **Fitness & Morale:** The ruler of Aries' house of diseases, Mercury, will be retrograde in October 2014, indicating a period that requires extra attention. You'll have a lot of physical energy but this is not the problem. You'll take quite a large amount of stress and excesses, and hectic life can reactivate older health problems or can generate unsuspected incidents / complications. Advice for Aries: Try to control your emotions and to act as rationally as possible!



Love & Relationships: Don't expect October 2014 to be a month in which everything will go according to the plan! Mars, the ruler of Taurus' house of couples, has big plans: it

wants to change or bring something new to your domestic or private sphere and, with the help of Jupiter and Uranus, it can defeat the conservatism of Saturn, located precisely in Taurus' house of couples. Mercury will also be retrograde in Taurus' house of couples starting the second decan of October 2014. Still there will take place the Sun eclipse on 23rd October, in a very significant conjunction with Venus, the planet of love. You should expect special events with an impact on the couple relationship or on your partner's life, events whose development will be unexpected, dynamic, impulsive. Unexpected development can also involve your finances or career. **Career & Money:** Crossed by the Sun, Taurus' house of work will be the center of attention in October 2014. And since it will be marked by unusual events (Mercury's retrograde movement, the Venus-Uranus opposition, the Venus-South Node conjunction, the effects of the Moon eclipse) it foreshadows unusual development. All these astrological events could bring older issues back to discussion and could force a change that, although not welcomed initially, will eventually work to your advantage. Taurus' relationships will have an important say in October 2014, regardless if they are sentimental or professional relationships. October 2014 will be an active month at the financial level, in which you'll deal with business, purchase, investments or other activities that are related to banks, insurance, the IRS. However, some of the initiatives could be governed by changes of heart, troubles, delays.

Fitness & Morale: The axis of Taurus' health will be troubled by two oppositions (Sun-Uranus and Venus-Uranus) and still on this

axis the Moon eclipse on October 8th 2014 will take place. Taureans are strong and resilient so for many of them the configuration will end up in no more than some higher stress related to daily duties. But the field will be mined, so watch out! Caution will be required. Advice for Taurus: Organize your work carefully and don't take any overload!



Love & Relationships: The characteristic of Gemini's sentimental life in October 2014 will be dynamism. Mars, the planet of energy, action and passion, will cross Gemini's house of couples.

It will make you excited, challenge you, awaken your interest and wishes - and trigger events. Fortunately, Mars will be well supported by Venus, Jupiter and Uranus, so the events it will bring should be positive, constructive, happy. In some cases it can be about a joint effort of the two members of the couple leading to success and fulfillment, in other cases, about an accomplishment of Gemini's partner. But just as well the configuration can bring Geminians some sudden love, can facilitate a conquering operation or can act as a catalyst for the break-up of an inappropriate relationship.

Career & Money: In October 2014 Gemini's professional success will be stimulated by group partnerships and projects, but will be marked by incitement, rivalry and competition. There will be plenty of ideas and initiatives and you'll go on many trips, have a lot of interesting meetings and discussions. You'll make new acquaintances, negotiate new contracts, plan new collaborations. Mercury's retrograde movement in Gemini's house of work can trigger some inconveniences in the first decan of October 2014 or bring out older problems that will be looking for solutions now.

The Sun eclipse, which will happen in Gemini's house of work too, announces surprises or unexpected development in the second part of October 2014. As for the Moon eclipse, it could influence Gemini's finances and not necessarily positively, so you're recommended to act cautiously especially in the first half of October 2014.

Fitness & Morale: Gemini's health will need to be watched carefully in October 2014. Gemini's ruler, Mercury, will be retrograde in Gemini's house of diseases, where the Sun eclipse on 23rd October will also take place. You'll need an organized life, with enough rest and thorough effort management. Harmony,

conflicts and relationships can generally impact Gemini's health condition. Advice for Gemini: Try to mobilize the others for a joint project! You'll have great chances



to succeed.

Love & Relationships: October 2014 will bring Cancerians a greater need for privacy, warmth and tenderness. It doesn't seem to be a very expansive month, marked by who-knows-what burning passion or lust for adventure, but rather oriented towards peaceful life, home, family and domestic chores. Privacy does not exclude socialization. In October 2014, you and your partner will have the chance to gladly receive dear guests or meet with people close to you, organize family reunions, etc. It is possible that you'll be preoccupied with the redecoration of your home to make it more beautiful or more comfortable. Or maybe you'll consider buying or renting a new place. Or maybe you'll decide to move in together if you live separately. In October 2014, parents, relatives or children will influence Cancer's couple life one way or another. And sexuality will still have a lot to say.

Career & Money: Well, yes, in October 2014 Cancerians will benefit from a great period! Everything will work to your advantage and if you know what to do, you'll get anywhere you want, no matter how far.

The Great Trine in Fire signs formed by Mars, Jupiter and Uranus will fill Cancer's vocational houses with force and enthusiasm: the house of status and fame, the house of work and duties, and last but not least the house of money! In other words, you'll have high chances to succeed, to receive applauds and praise, but also of increasing your income. The Sun will help you but you'll also need to give a hand. And in October 2014 you'll vigorously give a hand because the presence of Mars in Cancer's house of work will not give you much time to rest. Things will develop fast, there will be emergencies, decisions will be made quickly.

Fitness & Morale: October 2014 will be a favorable month to important decisions regarding the health problems that Cancerians have delayed dealing with so far. For example, it would now be the right time for those initiatives that require more courage such as dental or surgical procedures.

It will also be a good month for making firm decisions regarding your physical shape and lifestyle. Advice for Cancer: Be ready for some change in your career! Moreover, you'd better initiate it yourself.



Love & Relationships: October 2014 distinguishes itself by an overwhelming sexual force, fervent wishes and the tendency towards adventure. With Jupiter located precisely in Leo and with Mars in Leo's house of eroticism, passion can outburst suddenly and it'll be difficult, if not impossible, to control. The intellect will also be involved, because you'll be attracted to quick-thinking people who will stimulate you intellectually, whom you can have conversations and exchange ideas and opinions with, but it is not very likely that reason will be able to control your passionate impulses. Beware of imprudence! Romantic correspondence, going out together and trips with a sentimental purpose will be part of Leo's love life in October 2014. In some cases, it can be about somebody from far away or who comes from a cultural, university, spiritual or legislative environment.

Career & Money: The Great Trine formed by Jupiter (located in Leo) with Uranus and Mars will push Leos forward and will be the bearer of enthusiasm and progress. You'll be attracted to grand projects, you'll be under the impression that all objectives can be reached. In many cases it will be true and many Leos will benefit from special opportunities in October 2014. No matter how high you aim, the important thing is to keep your feet on the ground, to assess risks and to stay away from large-scale actions unless you have the undisputable proof that you have the necessary resources. You'd better have a plan B in case the situation develops in an unforeseen direction. This is because Venus, the ruler of Leo's house of career, will have to do with both eclipses (the Sun eclipse and the Moon one) in October 2014.

Fitness & Morale: You'll be in a great shape. Throughout October 2014 you'll overflow with vitality, you'll continuously be on the move, you'll not feel tiredness and you'll have absolute trust in your own strength and your fate. There will be, however, a marked tendency of Leos towards excesses, a predisposition towards carelessness or lack of concentration, and a risk of incidents while traveling. Prudence and moderation!

Love & Relationships: For Virgos October 2014 foreshadows to be rather peaceful and prosaic in the relationships department. You'll not overflow with romantic manifestations; your emotional behavior will mainly be discreet and reserved. In fact, it seems that you'll place emphasis on the practical aspects of life, rather than on the romantic ones. In October 2014



in Virgo's couple the discussions will primarily be focused on money or work, on the partner's duties or even their health. The initiative and efforts seem to be connected to home and family. You might tidy together, redecorate or build, move or rent, try to help a relative, or experience certain domestic turbulence. Some Virgos could feel that the partner does not give them enough attention or that they slip through their fingers.

Career & Money: An interesting month as regards money. In October 2014, Virgo's financial axis will be marked by the Moon eclipse, by important transits (of the Sun, which highlights, and of Venus, a planet with money-related connotation), by conjunctions and oppositions, and even by Mercury's retrograde movement. You can expect a lot of agitation, surprising developments, changes of situation, stress. Fortunately, this agitation can be compensated for by Mars and Jupiter, two planets of action and initiative, which will hopefully turn the wheel of luck to your favor. Anyway, in October 2014 it's recommended that you are careful how you manage your money and that you avoid risks and speculations. Retrograde Mercury might urge you to analyse and reassess the efficiency and profitability of your professional work.

Fitness & Morale; In October 2014, Virgos won't be in the best of physical shapes. Therefore, you'd better use your resources wisely and not waste any energy. Physical activities will be welcomed but try to organize your life as well as possible so that you don't waste your energy on useless or extremely stressful activities. It's time you cultivated your patience and discipline, rested and avoided prolonged nervous tension.

Advice: Be careful with decisions, documents, calculations and anything that requires concentration!



Love & Relationships: Unexpected turns can always happen - this would be the motto of October 2014 as regards Librans. Venus, the Success Magazine (89)-www.successfoundationpakistan.com

planet of love, will be in Libra, enhancing your affective needs and your capacity to attract, making the couple and the love life to acquire special emphasis. There are signs though that suggest possible changes, surprising developments, significant events: the Moon eclipse, which will take place in Libra's house of couples, but also a few rather revolutionary oppositions on Libra's axis of relationships. Simultaneously, Mars, the ruler of Libra's house of couples, will form a Great Trine with Jupiter and Uranus, and this is auspicious. Therefore, October 2014 will bring Librans a full sentimental life, even restless, which new, challenging elements will interfere with; a sentimental life that will eventually find the right way in spite of the fact that it will have experienced a certain lack of equilibrium.

Career & Money: October 2014 will be a month rich in activities and contacts, that will keep you active. Mars will fortify Librans' spirit and mind, endow them with capacity to persuade and a very vigorous spirit of initiative. Together with Jupiter and Uranus, Mars will urge you to plan actions in which you'll mobilize the others as well, and which will bring you satisfaction although they will be rather exhausting. Don't expect things to always work as you have planned! The eclipses in October 2014 (a Sun eclipse and a Moon eclipse) announce unusual events both in Libra's career and financial department. Out of the ordinary developments can also occur in Libra's collaborations. In October 2014, everything will be dynamic, will shift, will change, and sometimes this will happen rather suddenly. Learn how to adjust as you go, how to adapt your strategy - and you'll be successful!

Fitness & Morale: You won't lack energy but you'll miss harmony and this can trouble some of the physiological mechanisms. October 2014 will bring Librans a lot of stress and can lead to spasms, cramps, arrhythmia, irritation, insomnia, etc. Even to accidents, occurred on account of haste or carelessness. It's recommended that you concentrate on what is important and that you relax as often as you feel like it.

Advice for Libra : Keep calm, no matter the situation, and weigh your words and decisions carefully!

Scorpio Love & Relationships: You have



probably had happier times than this one - and you'll probably have again. For now, October 2014 doesn't promise Scorpios much happiness at the level of relationships. Venus, the planet

of love and the ruler of Scorpio's house of couples, will not be very generous with favors. Located in the dark twelfth house, Venus foreshadows loneliness, disillusion, confusing situations or, at the best, inactive weeks in which nothing notable happens. The evening of 23rd October 2014 will bring an unusual phenomenon though: a Sun eclipse will take place in Scorpio, in tight conjunction with Venus which has just arrived in Scorpio. It's a configuration that announces a very exciting end of the month, marked by passion, impulsive attitude and surprises.

Career & Money: October 2014 will be an extraordinary month by the career opportunities that will offer to Scorpio people. The harmonious aspect between Jupiter and Uranus, both located in Scorpio's vocational houses, will be enegized by Mars, located in Scorpio's house of money, which forms a wonderful Fire trine with Jupiter and Uranus, bearer of luck, development and financial accomplishment. You'll probably be the patron of such accomplishments, for which you have worked hard for a while, with discretion, maybe even secretly. That's not all though. Expect for fate to take you by surprise and for luck to come along when and where you least expect it! Basically, so that you can benefit from the favorable astral conditions in October 2014 you'll need to be bold and to welcome the changes.

Fitness & Morale: With a Moon eclipse in Scorpio's house of diseases and with a Sun eclipse precisely in Scorpio, in October 2014 you shouldn't kid around. Spare yourself and, if you know you suffer from any ailments or vulnerability or if you notice something wrong with the way your body works, you are recommended to see a doctor very soon and to follow the treatments exactly. Beware, as you can end up with unusual or sudden complications too!

Advice for Scorpio : Follow your ambitions courageously! You can fulfill them.



Sagittarius Love & Relationships: Mercury, the ruler of Sagittarius' house of couples, will be in retrograde movement so that Sagittarius' couple life in October 2014 will not be exactly easy. In October 2014 it's possible that the focus moves back to some older situations that haven't been settled at the right time, that you'll need to analyse a problem in detail over and over again, with hesitation and changes of heart, or that you come across small troubles, lack of synchronization or faulty assessment. Anyway, you'll have the power to graciously

go over inconveniences, which you'll smooth by a friendly, warm and optimist attitude. It would be a pity to do otherwise because October 2014 is nevertheless a good period to have fun together with the partner, to participate in shared social activities and to make future plans together.

Career & Money: It's time for action! Mars will be in Sagittarius, lending you more dynamism and more initiative. In October 2014 you'll need more than ever to manifest yourself energetically, to fight for something, to prove your qualities, to impose your point of view, to coordinate, to rule. Since Mars will form a beautiful trine with Jupiter, the ruler of Sagittarius, and with the electrifying Uranus, the energies will be well channeled, the efforts will have nice results and new horizons will open to you, ready to be explored and conquered. In October 2014 there will be new challenges but it is possible that older projects will come back to attention too, projects that have once been interrupted or abandoned. Financially, you'll benefit from a certain comfort, but you are not recommended to take risks.

Fitness & Morale: With Mars in Sagittarius you'll be in a top shape, full of strength, tireless and very active, the more so as Jupiter in Leo and Uranus in Aries will also nurture you with energy consistently. For a good physical and mental equilibrium, in October 2014 you are recommended to exercise more than usual. Sagittarius' health will need to be monitored more closely in the last decan of October 2014. Advice for Sagittarius :Take action strategically, calmly and without haste!



Capricorn Love & Relationships The location of Venus, the planet of love, in the highest position of your solar horoscope (Capricorn's tenth house) will massively highlight your charm, with benefits both at the sentimental level and at the social one. In October 2014 you can benefit from popularity due to the couple relationship or the partner can help you stand out or advance hierarchically. It is also possible that you'll be attracted to people with a good image that have power and prestige. A sentimental affair resulted from professional interaction will not be excluded. On the other hand, the Moon eclipse in October 2014 foreshadows unusual events that regard Capricorn's relationship, family or home. A sudden change will be possible or a sudden decision regarding cohabitation or administration of shared money. Your love & relationships horoscope for

October 2014 can be better understood in the context of (opens in new window). **Career & Money:** Capricorn's career will be marked by relationships all throughout October 2014: collaborations will acquire more importance, social contacts can help when trying to solve some problems and they can even contribute to success, you'll take some professional decisions based on some sentimental impulses or, on the contrary, you'll make sentimental choices according to professional objectives.

Otherwise, October 2014 can bring Capricorn people unexpected opportunities, out of the ordinary events, novelty or changes. This will be because Venus, the ruler of Capricorn's house of career, is connected to both eclipses in October (a Moon eclipse and a Sun eclipse) and is involved in aspects that bring surprises and reconfiguration. October 2014, Capricorn's money will come through others (partners, collaborators, protectors, family) and from discreet/secret actions.

Fitness & Morale: There's a serious amount of stress kept in store for you, on account of career, accommodation, family, parents, properties. Mars, located in your house of subversive dangers, will expose Capricornians to accidents and to weaker immunity, with risks of infection, inflammation, etc. Astrolog's Advice for Capricorn in October 2014 Don't rely on others too much! People sometimes change their minds or forget what they have promised.



Aquarius: Love & Relationships: Aquarius' relationships will flourish in October 2014. It's about relationships in general: you'll socialize a lot, you'll meet new people and start new friendships. You'll feel an urge, a current that will draw you to the others - and the others to you. The same tendency will be true for Aquarius' couple relationships too, which will go through a dynamic, constructive period, of cooperation in its practical aspects, but also of mental and spiritual communion. October 2014 will be a good time to make plans and join powers with the partner, with the aim of carrying out a joint project. If you're looking for your soulmate, you can meet somebody with the same vision as you, the same original mind. At the passionate and sexual level, you might have a dilemma, look for some answers or come back to some older issues.

Career & Money: Mars, the ruler of Aquarius' house of career, will be in a lucky house and

will form a superb Fire trine with Jupiter and Uranus. The combination will emanate a lot of energy and will allow the achievement of some great, important things. However, October 2014 doesn't favor the independent development of Aquarians, but only as part of a team. The others will be the main players, and only at their side you'll advance, you'll be able to fly. By others we mean collaborators, associates, colleagues, protectors, fans, clients, audience, etc. It is to be expected for new contracts to appear and it is also possible that you get involved very actively in, or even play the role of the leader in a group or organization. In October 2014 you'll receive money, enough of it, but there might also be some troubles in the relationship with banks, insurance companies, the IRS or other financial institutions.

Fitness & Morale: You'll be in a great physical shape and you'll have admirable morale all throughout October 2014. You'll be plugged in, continuously animated, and the mind will work very sharply. You'll experience a somehow overexcited state and you might exaggerate in some regards. Mind the excesses, because they can harm you! Be careful especially when traveling! The Moon eclipse can bring Aquarians some risks of incidents or accidents eAstrolog's Advice for Aquarius in October 2014 Support your convictions with moderation and don't say things you might regret!



Pisces: Love & Relationships: Mercury, the ruler of Pisces' house of couples, will start its retrograde movement on October 4th in Pisces' ninth house, and on October 10th it will enter Pisces' eighth house again (in reversed movement), where there is also Venus, the planet of love. It's possible that you'll face some troubles that have to do with somebody or something from far away or with money, or that you'll find out about a hidden thing that bothers you. It is also possible that you'll be in a burdening state of mind, that you'll be obsessed with something from the past or simply be in a "stand-by" phase, interested in other things, and that nothing much will happen. Money seems to be an important issue in Pisces' couple life in October 2014 though and, as it looks, it also seems connected to the accommodation, family, parents.

Pisces: Career & Money: For Pisceans October 2014 will be a month with a great potential to succeed. The enterprising Mars will be in Pisces' house of career, and from there it will launch harmonious aspects towards Jupiter, located in Pisces' house of work.

Cooking with Chef Mehboob

Chef Mehboob is a well known Pakistani chef who is a master of all cuisines. Known for his health tips and guidelines Chef Mehboob has done several cooking shows in which he taught recipes that promoted a healthy way of life. His vibrant personality and educational background makes people admire him and his teachings. Chef Mehboob proudly associates to his credit some of the most popular cooking shows like: The Cook King Show, Spice of Life Show, Weekend Masala and many others. Chef Mehboob's recipes are simple and well explained. He provides the health aspects, calorie charts, ingredient details, alternative ingredients and other such helpful tips that can help you to eat healthy yet tasty food. His live shows increased his fan following and people all over Pakistan recognize him as a top Chef of Pakistan who is in a mission to include healthy eating habits in the lifestyle of the Pakistani people.



Beef Shami Kabab

Easy to make beef kababs can be enjoyed as a side dish in meals or as a light snack. It is a simple and quick way to enjoy the taste of beef and lentil all together.

Ingredients:-Beef 1 kg-Gram lentils ½ kg-Whole all spice 2 tsp-Red chilli powder 1 tbsp-Salt 1 ½ tsp-Ginger garlic paste 2 tbsp-Talhar chilli 5 (whole)-Cumin seeds 1 tbsp-Onions 3 chopped (medium)-Green chillies 8 chopped--Fresh coriander 3 bunches chopped--Oil 1 cup-Water as required-Egg 3 (beaten)-

Cooking Directions:-Take the beef, gram lentils, whole all spice, salt and 4 cups of water and bring it to boil. Now add talhar chilli, red chilli powder, ginger garlic paste, cumin seeds and half of the -onions.

-Cook on low heat until the meat and lentils are tender.-If there is any excess water, dry it by turning the heat up.-Take the cooked mixture in a stone mortar and pound till it becomes smooth.-Mix in the rest of the onions, green chillies and fresh coriander.-

Take a hand full of the ground mixture and shape it into a small round patties.-Do the same for the rest of the mixture.-Lightly dip each patty into the beaten eggs.-Fry to a deep golden brown.-Serve hot.



Spinach Soup

A simple yet yummy soup always easy to make in winters. A veggie soup with a little taste of chicken makes it a healthy appetizer.

Spinach 1 bunch-Potatoes 3 (medium, peeled and cubed)-Milk 500 ml-Mint leaves 4 tbsp (chopped)-Garlic 4 cloves-Salt 1 ½ tsp-Black pepper powder ½ tsp-Chicken bones 250 gm-Bay leaf 1-Cloves 2-Water-Oil 3 tbsp

Cooking Directions

Wash the spinach thoroughly.-Place chicken bones in a pot of water.-Add cloves and bay leaf.-Simmer for 30 minutes then strain.-In a separate pan, heat the oil and fry the garlic and potatoes.-Add the spinach, stock, milk, salt and black pepper powder.-Cover and cook for 30 minutes.--

Add the mint leaves.-Now using a hand blender, grind the mixture to a thick soup.-

Return the soup to the stove, bring to a quick boil.-Serve hot.



ONCE A COOL KID,
ALWAYS A
COOL KID.



Fads come and go.
But the classics always survive.
Levi's denim, a fit true and blue.

PLAY UP YOUR STYLE.



Beef Nihari

A slow cook meaty recipe with a delicious taste. Many people love to eat Beef Nihari in the breakfast. Cook it over night on slow heat and serve at morning with hot naan.

Ingredients

Beef leg or shank 1 kg (large pieces) Garlic paste 1 tbsp Ginger paste 1 tbsp Fennel seed powder 3 tbsp All spice powder 1 tbsp - Cumin seed powder 1 tbsp - Salt 1 ½ tbsp - Plain flour 5 tbsp - Green chilies 8 (chopped) - Fresh coriander 1 bunch (chopped) - Red chili powder 2 tbsp Turmeric powder ½ tsp Fresh ginger 5 tbsp (chopped) Oil ½ cup Water as required

Cooking Directions

Heat oil and fry the ginger, garlic paste and beef for 10 minutes. Add the red chili powder, turmeric powder and salt and fry for more 5 minutes. Add 1 ½ liters water, bring to the boil, then cover and cook on low heat until the meat is tender. Remove the meat from the pan. Add the fennel seed powder, cumin seed powder and all spice powder in the gravy. Dissolve the plain flour in some water and add in the gravy. Move spoon. After the gravy has thickened, return the meat in the gravy and cook for 20 minutes. Garnish with green chilies, fresh coriander and ginger. Ready to serve.

Chicken Manchurian

Chicken Manchurian - Make tonight an eat-in-night to enjoy Chicken Manchurian with Egg-Fried Rice and enjoy the compliments for the hard work when all it takes is great time while cooking.

Ingredients

For Marination: Chicken breast 1/2 kg Garlic 3-4 cloves (paste) Red chilies (crushed) 1-2 tsp or to taste Salt 1 tsp White pepper a good pinch Egg 2 Plain flour as required (or 1/2 bowl) For Sauce: Salt 1 tsp or to taste Red chilies (crushed) 2 tsp or to taste Garlic (chopped) 2 tsp Vinegar 1/2 cup Cooking oil 2 tsp Sugar 1 tsp Corn flour 4 tsp or enough to thicken the sauce Chicken stock 300 ml Tomato ketchup 1 cup

Cooking Directions

For Marination: Cut the chicken breast in cubes. Now add garlic, salt, white pepper and red chili. Add eggs and mix them all well. Add plain flour in the chicken and coat them well. Leave it for 2-3 hour for marination. Fry the chicken pieces in a pan, using minimum oil. For Sauce: Pour 2 tsp oil in a pan and saute garlic. Add ketchup in the pan and simmer for a while. Add chicken stock in it, mix well. Add red chilies, salt, vinegar and sugar. Cook the sauce well. Dissolve some cornflour in water. Add corn flour mixture in the sauce to thicken it. Put chicken on the plate and then pour sauce on it.

Shawarma

This recipe has a Turkish origin but is widely popular in Arabia, too. It is famous known for its exotic taste. This recipe makes you aware of the full recipe, so you can try it at home & enjoy the Arabian-Turkish aromas in your kitchen!

Ingredients

Chicken breast (boneless) 1/2 kg Clove (grinded) 1 tsp Black pepper (grinded) 1 tsp White pepper (grinded) 1 tsp Cinnamon (grinded, daar cheeni) 1 tsp Green cardamom (grinded) 1/2 tsp Salt 1 tbsp Garlic 2 tsp White cumin seeds 1 tsp Lemon juice (as required)

Cooking Directions

Take the meat pieces and cover with plastic. Beat it with a rolling pin, beat to flatten the meat. Pour 2 tsp lemon juice in a tray. Chop the pickled cucumber. Then add a pinch of clove & white cumin in the tray & mix. Add a pinch of cinnamon, black pepper & green cardamom in above mix. Add a pinch of white pepper, salt & garlic-paste in the above mix. Now place the meat pieces in the tray. Add 2 tsp lemon juice, on the meat pieces now. Then again sprinkle a pinch of each spice in the tray. Marinate the meat for 24 hours. Take a baking tray, cover it with foil. Oil the foil and put meat pieces and pour some oil on them too. Put it in oven for 20 minutes. Add yogurt sauce as base on pita bread. Then add chicken, tomatoes, green chilies, lettuce, cucumber and chili sauce. 2. Roll the bread, and serve it.

Arabian Laham Mandi (Mutton with Rice)

Arabian laham mandi is easily the most popular Arabian food. You can now enjoy this popular Arabian food at home by following this simple recipe.

Ingredients

·Mutton 1 kg--Rice 2 cup (soaked for half an hour)- Carrot 2 (grated) - Capsicum 2 (sliced)- Olive oil 4 tbsp - Almond ½ cup - Chicken stock 4 cup- Salt as required--Green cardamom 4-Clove 4 ·Black pepper 10-Nutmeg 1 pinch-Bay leaf 2-Ginger powder 1 tsp-Lemon 4 (sliced)-Water 1 cup

Cooking Directions

For mandi spice: Add nutmeg, bay leaves, ginger powder, black pepper and clove in a grinder and grind well.--Now put mandi spices in a bowl and add lemon, 2 tablespoon oil, 1 cup water and salt.- Apply this mixture to the mutton and leave to marinate for a few hours.-Then tightly pack with aluminum foil.-Now bake in oven for 40 minutes.-Take out from oven and cook until water dries.--Inflame a piece of coal and place it in the middle of mutton pan.-Now drizzle a little oil on coal and immediately cover it tightly.-Heat the remaining oil in a pan, add chicken stock and boil for a while.-Then add 1 tsp mandi spice.-Now add salt and rice and cook till very little water is left.-Then mix capsicum and carrot.-Cover tightly and steam on very low heat for 10 - 15 minutes.- When rice is ready, take it out in platter and put prepared mutton on top.--Garnish with almonds and serve hot.



Climate Change

figures or numbers reported every time in the media. How many more red flags do we need to realise that climate change is an issue which affects all of us? It is sad to know that globally, the people most affected by climate change are the ones who are least responsible for it. Perhaps that's why we're so resistant to the climate change alarm, which sits comfortably amidst us as we go about our agendas with the 'business as usual' approach.

There is near-universal agreement among activists that efforts to limit carbon emissions have failed miserably, and that failure doesn't come because the movement has embraced the oxymoron of "sustainable growth" or because it needs to work more closely with the business community. Rather, it's because climate change activism is not challenging the key invisible narratives that drive our civilisation. Being part of the Rio+20 UN Earth Summit held in Brazil, one can say that the willingness to acknowledge the threat and act accordingly is lacking. Now with another UN Summit on climate crisis in September, it is hoped that meaningful action will be taken. We have had enough talks sitting comfortably in the past behind closed doors. Earlier talks have ended mostly without reaching any important conclusion or an action

plan. It should be more than just about choosing an exotic destination, inviting world leaders and activists to talk. We have had enough talks and it is no rocket science that we are destroying the biodiversity which allows nature systems to work efficiently.

It is time to take action if we want the seven billion people living on this planet to live with finite resources. No amount of funds can save us if we keep on destroying and polluting the soil, water and air which keep us alive. The People's Climate March on September 21 aims at gathering hundreds of thousands of people in the streets of Delhi, New York, London, Berlin, Rio de Janeiro and Jakarta; and pressure world leaders who will be gathered for the UN Secretary General's Climate Summit to take action on global warming.

This is the largest mobilisation in the history of climate change and it wants to send a strong message to the world leaders — it is time to take action. "People from across the planet will be making sure that leaders gathered in New York know the demand for action comes from every corner. This is the first truly global problem, and it has spawned the first truly global movement," says Bill McKibben, co-founder of.

In Pakistan, the issue of climate change is often

sidelined and replaced with more "important issues", without the acknowledgement that the social, economic and political issues are all intertwined.

The earthquakes, the floods, the energy crisis, the rising temperatures, the unavailability of clean drinking water — are these not 'important' enough problems? Or is it just that we choose to stay aloof? Recently, most Pakistanis rejected the hypothetical based on a conjectural 9.0 magnitude earthquake in the Makran Trench (a meeting point for Arabian and Eurasian tectonic plates, off the coast of Pakistan). The study stated that Karachi, home to around 18 million people, could be wiped out by a tsunami if something like that happens.

Karachi experienced a tsunami in the past too. In 1945, around 4000 people lost their lives to it. Instead of being skeptical about it, it is time to take aggressive measures to counter climate change. We are already seeing and feeling its effects.

Let's not shut our eyes to it.

Anam Gill is a journalist contributing articles to various dailies on different sociopolitical issues. She works as a columnist for Education for Sustainability, a project of a UK based organization.



"about the women of Pakistan, those who are not allowed to get an education, those who are not allowed to do what they want to do in life." She hoped then at that victorious moment that Pakistanis would realise that the contribution of women is important and crucial to making a country stronger. Pakistani women are nothing if they are not fighters, and while most women fought on Pakistan's contested ground, one took to the skies. Last year, at age 26 Ayesha Farooq became

the first Pakistani female fighter pilot. Flying the F-7PG, the Chinese version of the MIG 21 jet, Ayesha is a role model for millions and a literal testament that Pakistani women are fighters. The air base where she trained and passed her final qualifications had been built exclusively for men and had no lavatories for women. They had to be especially built for her, in recognition of the fact that a woman was now present, and there to stay. Her country, Pakistan, also constructed to accommodate only the needs of men, must make similar accommodations, as Pakistani women, proclaim that they are here, and here to stay.

Rafia Zakaria is a columnist for DAWN. She is a writer and PhD candidate in Political Philosophy whose work and views have been featured in the New York Times, Dissent the Progressive, Guernica, and on Al Jazeera English, the BBC, and National Public Radio. She is the author of Silence in Karachi, forthcoming from Beacon Press.

Allah Rakhi

But guess what she did with the savings? She bought video games! Not to play herself, or for her sons, but to use as a business. She was trying to kill not one, not two, but three birds with one stone, and she did. She made a thatched platform outside her hut, placed the video games there, and charged money from the village youth who got busy with this novelty and didn't stray too far away, into the clutches of dubious company. She started cooking meals and snacks, employed her 13-year-old son to run this new enterprise, and expanded her sewing business by taking orders. Her business grew, and the trappings of the new found prosperity made her a role model for the rest of the community, which had hitherto frowned at her 'professional' role.

When I met her, she spoke with a confidence that can only come through success. She proudly pointed to her house, one of the better ones in the village, and said she had built this house with her hard work. She was prouder still of the boat she had bought for her husband through her earnings, as that had not only raised the family's social profile, it also meant that they had left the 'worst of times' and moved to the 'best of times' in this 'other city' so close to the one that barely acknowledges their existence. It just took some dedicated people from one city to embrace people living in the other, giving them a leg up in life, and because she had the will in her to change her life, she did; inspiring others in the community to do away with gender prejudices and change their lives.

Her Story

Pakistani women. Despite the grim surroundings, the antagonism and the criticism, the confusion and the finger pointing, they have managed to push new boundaries and carve new frontiers. On December 30, 2013 Pakistan's Federal Shariat Court swore in its first female judge in the 33 year history of its existence. The appointment of Ms Ashraf Jehan, who had already been serving as judge in the Additional Court in Sindh province, represented an opportunity for Pakistani women to play an important role in the determination of religious law, a field from which they have been traditionally excluded.

Around the same time last year, 22-year-old Samina Baig, from the small town of Shimshal in Hunza Valley, became the first Pakistani woman to climb Mount Everest. As she unfurled Pakistan's green and white flag on the summit of the mountain she thought only of her sisters.

SUCCESS BOOKS

That Every Entrepreneur Should Read

"Predictably Irrational,"

by Dan Ariely

Ariely's book looks deep into human behavior and consumer habits, and it's focused around the revelation that humans are wired to be irrational. Ariely goes deeper by using plenty of first-hand experiments to show that the world is fuzzier than traditional economists would like it to be.

"The Four Steps To The Epiphany,"

by Steve Blank

Blank's book prompted the whole "Lean

success.

"How To Win Friends And Influence People,"

by Dale Carnegie

This is a class self-help book, but don't let that scare you away. It's essential to understanding the fundamentals of how to get people to like you, make good conversation, and win people over to your way of thinking — in other words, what you need to succeed in business. Read more about Dale Carnegie's "How To Win Friends And Influence People

"The Zigzag Principle,"

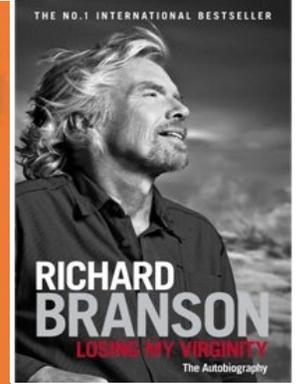
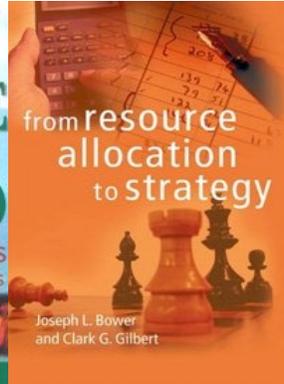
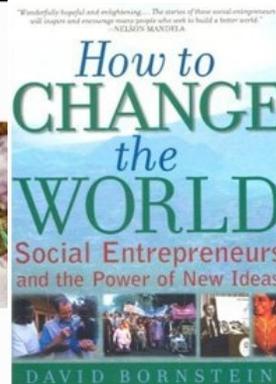
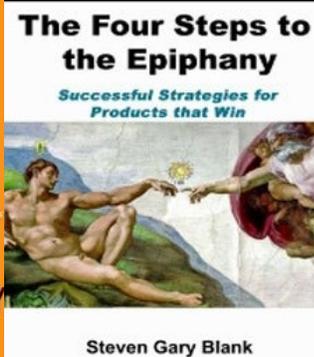
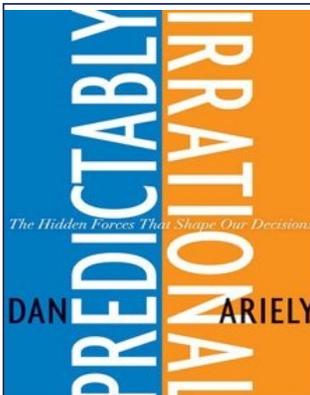
by Rich

and the entrepreneurs who thought of them. "Innovation and Entrepreneurship,"

by Peter Drucker

Drucker was one of the top management thinkers of his generation, and his insights about innovation in this book are invaluable. He breaks down the key elements involved in innovation and uses real world examples to show how they were executed. Though first published back in the 1980s, Drucker's ideas are still quite relevant today.

"The Ascent Of Money: A Financial History



Startup" movement, which says that you need to get traction in the market as quickly as possible, instead of developing a final version of a product before releasing it.

"How to Change the World,"

by David Bornstein

Bornstein profiles a variety of "social" entrepreneurs in his book. The case studies serve to show that you can succeed if you have a hunger to actively change the world, and that idealism can be an infinitely strong motivator. Read more about David Bornstein's "How to Change the World."

"From Resource Allocation To Strategy,"

by Joseph Bower

Bower offers a comprehensive guide to how organizations work. Drawing on decades of research from the top business schools, he explains how to develop an effective corporate strategy, and how to prevent breakdowns in the system. Clay Christensen recommended it to us as "a classic book about how the world works."

"Losing My Virginity: How I Survived, Had Fun, And Made A Fortune Doing Business My Way,"

by Richard Branson

One of the world's most iconic billionaires shares how he built his Virgin empire with the philosophy "Oh, screw it, let's do it." Branson's autobiography shows how having the confidence to fail is one of the surest ways to

Christiansen

Christiansen's book tells you to ignore all the voices that tell you to charge full steam ahead toward your goals. Instead, his perspective is that you have to zigzag around obstacles, but still maintain your course so that you reach your destination.

"The Innovator's Dilemma,"

by Clayton Christensen

Steve Jobs was "deeply influenced" by Clay Christensen's classic, according to his biographer. The HBS professor introduced Corporate America to the concept of disruptive innovation—or the idea of how new, low-end products can eventually completely take over a market. It proved to be extremely prescient—just look at companies like Netflix.

"Good to Great,"

by Jim Collins

Collins followed up his acclaimed "Built to Last" with this book. It identifies top-performing companies and the traits of the CEOs that lead them. For instance, Level 5 leaders have personal humility and an unwavering resolve to accomplish the tasks at hand. They also create a culture of honesty.

"The Startup Game,"

by William H. Draper

Draper dives deep into the history of venture capital and the culture in Silicon Valley. The book addresses how VCs evaluate both ideas

Of The World,"

by Niall Ferguson
This is Coke CEO Muhtar Kent's favorite book, which chronicles the evolution of the financial system. It's essential for entrepreneurs to understand the macro economic elements that will ultimately determine if their business succeeds or fails.

"Never Eat Alone,"

by Keith Ferrazzi

If you don't believe it already, this book will convince you that networking is the key to success. Ferrazzi shares how some of the most powerful people in the world—like Bill Clinton—mastered the art of networking, and made it to the top.

"The World Is Flat,"

by Thomas Friedman

Another essential macro-economic guide to understanding globalization. The New York Times columnist illustrates how companies and individuals need to react to the increasingly flat world and new ways of doing business. It's also one of JPMorgan CEO Jamie Dimon's favorite books.

"The E-Myth Revisited,"

by Michael E. Gerber

Gerber provides an approach for small businesses to survive where so many others fail. It's about turning a business into a well-tuned system that doesn't require you to work yourself into the ground every week.

"Outliers,"

by **Malcolm Gladwell**

Gladwell's third bestseller explains how hard work and luck equally play into success. The titans of Silicon Valley, for example, were all born within a few years of one another, in very specific circumstances, which allowed them to create disruptive technologies. But luck isn't anything without hard work: Gladwell also popularized the idea that it takes 10,000 hours of practice to create a genius.

consumer base for his brand by molding his company's corporate culture. His book is all about Zappos, but there are plenty of applicable ideas that can help any business looking to breed loyal customers.

"Steal Like an Artist,"

by **Austin Kleon**

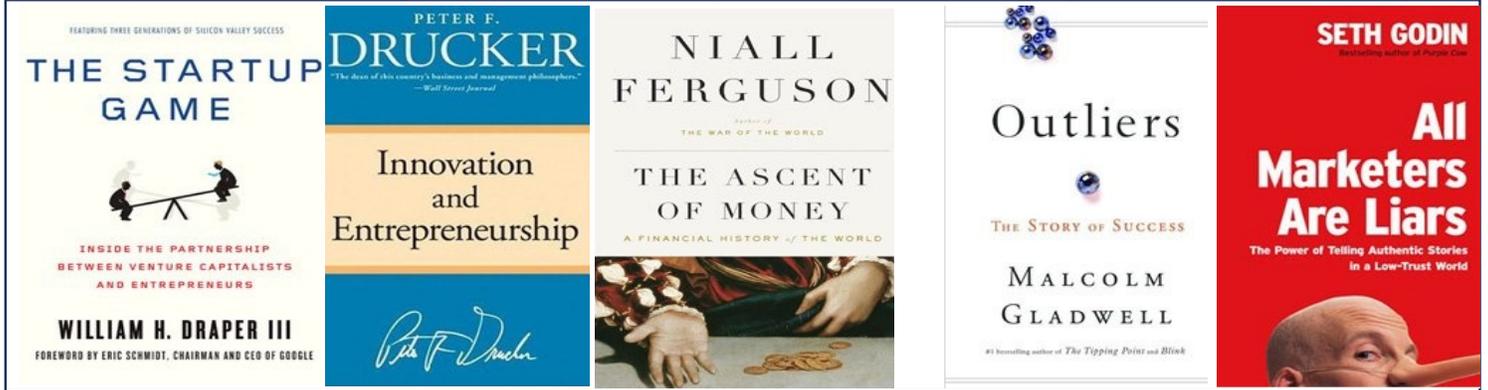
Kleon isn't a prototypical business guru—he's an artist who has some fantastic insights about creativity. The book is a short, easy, very personal read that's packed with practical tips

favorites. It's a reminder to all entrepreneurs of the power and importance of ethics, since spectacular downfalls are years—and countless small decisions—in the making.

Read more about Bethany McLean and Peter Elkin's **"The Smartest Guys in the Room"**

"Zen and the Art of Motorcycle Maintenance,"

by **Robert Pirsig**
The classic is filled with complex philosophical discussions, but at its heart it's about problem-solving and the metaphysics of quality. It's a



"All Marketers Are Liars,"

by **Seth Godin**

Godin believes that the key to marketing is telling a story, and this book has become his manifesto on the subject. When marketers tell a good story, consumers will repeat the story, and they eventually they will accept that story as a reality. But without being authentic, you'll never get to that point.

"The 48 Laws of Power,"

by **Robert Greene**

Greene wrote the book while navigating the highly political Hollywood film industry. He told us in a recent interview that he was disturbed by the psychological gamesmanship he encountered, so he read up on the history of power—especially Machiavelli—and created to understanding the dark side to human nature.

"Delivering Happiness,"

by **Tony Hsieh**

Hsieh, CEO of Zappos, created a rabid

to help kickstart creativity.

"Founders at Work,"

by **Jessica Livingston**

Livingston provides a look into the early days of software startups. It's down-to-earth and goes into the grainy details of what it was like to be in the trenches of the early '80s tech boom to the Web 2.0 days. Plus, the book picks the brains of some very experienced entrepreneurs for advice.

"How Successful People Think,"

by **John Maxwell**

Successful people are not necessarily smarter than the rest—they just know how to think differently. Leadership guru Maxwell outlines the keys to innovative and disciplined thinking, for example, by offering tips on how to use the 80/20 rule to allocate your energy.

"The Smartest Guys In The Room: The Amazing Rise And Scandalous Fall Of Enron,"

by **Bethany McLean and Peter Elkind**
Warren Buffett names the book as one of his

guide to self-reliance and reasoning that every entrepreneur should take the time to read. Read more about Robert Pirsig's Zen and the Art of Motorcycle Maintenance

"The Lean Startup,"

by **Eric Ries**
Ries' book provides an approach to dealing with uncertainty, which is integral to the success of a new company. It's often touted by VCs and entrepreneurs as a must-read roadmap for innovation.

"Start With Why,"

by **Simon Sinek**

Sinek's book revolves around one simple idea: figuring out what your company's long-term vision is. Why does your organization exist, and why should customers care about it? By doing this, all your other organizational decisions will become much easier.

more: <http://www.businessinsider.com/books-you-should-read-if-you-want-to-succeed-as-an-entrepreneur-2012-5?op=1#ixzz3FSXMOsg4>



LEADERSHIP WITH INTEGRITY



Rating: AA
Outlook: Stable



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