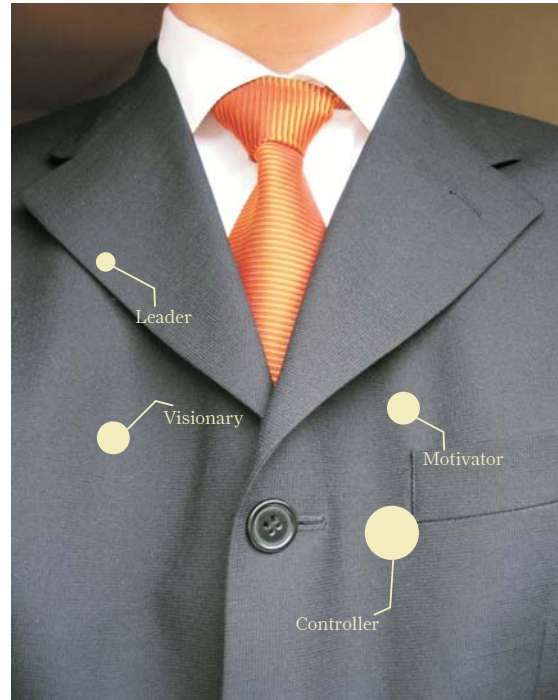


Profiling the Pakistani CEO

A Chief Executive Officer is always assumed to be the person running the show. The one who usually has the vision to lead the rest of the team ahead through the thick and thin is usually the one that commands respect without having to demand it. We have a lot of “ideals” in our mind about the perfect CEO, which is why we put out a survey online to ask heads of companies about the qualities, characteristics and traits they thought the ideal CEO should have. Here’s what the CEOs had to say!

60% of our respondents looked after a combination of the company’s financials as well as networking opportunities to help expand the company’s business. Especially in the SME sector, you’ll find more Chief Executives who own more of the top management roles than the larger companies, however as the company’s business prospects increase, so do the number of people who are required to operate the top tier. But for the time being, the CEO has to usually end up wearing many hats.

In our candid discussions with CEOs of ICT companies, the middle size companies explain that while other CXOs have specific functions, the CEO usually is the all rounder. The CTO is specific to technology, the CIO looks after the Business and Technology decisions, the CMO and CFO are always looking out to either increase or decrease the size of their bottom line. The Chief Executive Office almost always picks up the pieces and troubleshoots the

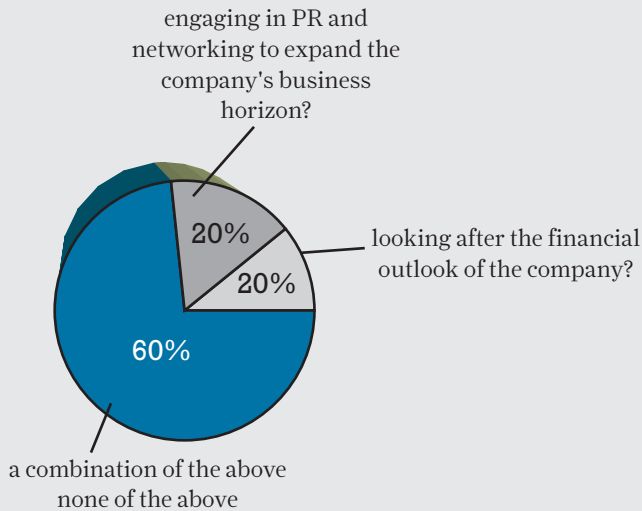


present activities with his or her vision of the future. So we’re not at all surprised that most of the people who participated in the survey, were generalists.

The mindset that places an organization to be the sum total of the people it employs, has definitely in synch with our CEOs. 100% of the respondents expressed that they consider their employees as their team as opposed to just employees or, as some might think, species from a different planet. The most cohesive and aligned a team is, the more teamwork there can be.

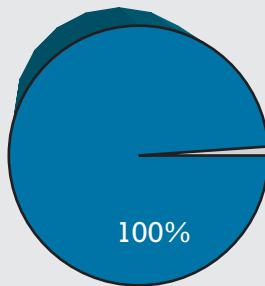
Motivation and incentives play a huge role in not just boosting the morale of your team, but also ensuring maximum productivity from the minimal infrastructure you might have. 100% of the CEOs expressed that they engaged in frequent team building activities. In their comments, they described these ‘activities’ to be anything from group trips to

What best describes your role in your organization? Are you more related to:



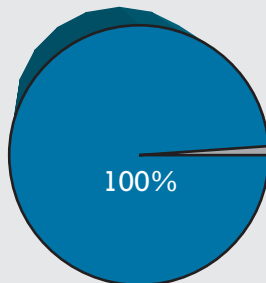
Do you consider the people in your company, regardless of their designation, to be:

- your team?
- your colleagues?
- just employees?
- people from another planet?



How do you motivate your team?

- engage in frequent team-building activities
- engage in distinct and scheduled motivational talks or workshops
- salary and financial incentives



motivational exercises at the office or even something as simple as group outings for an informal lunch. The more your team feels a part of your vision, the more incentive they will have to work faster, better, more. Investing a little in basic human psychology will pay off in the end. It's like sitting in a classroom or attending a conference where participants with low morale usually find space in the back of the room because they are never called on from back there. By recognizing achievements, efforts and initiatives where credit is due, will have a great boon to the overall productivity on the bottom line.

About 60 percent of the respondents have some sort of Employee Recognition program running. 40% of the respondents took the workplace out for an official outing or simply ensure that there is specific time taken off for breaktimes at the workplace. But pretty much everyone does understand the importance of spending time dedicated to the team.

CEOs, especially the new kids on the block, have often wondered how to get team members to work beyond the clock. Recognition and empathy are two key points on how to achieve this. But whatever you do, make sure you are sincere to the cause because after all, the time a team member puts into getting to you outside of the workplace, is still valuable time on his or her own account.

In addition to motivation, the break up of the salary package that is offered to the staff, also had an impact on the morale. Only 40% of the respondents give a paid annual leave or allowance for car or motorbike. 60% offer health benefits and give an official mobile phone. 40% provide staff members with financial support towards their education or pension and worker compensation.

Job security, especially in a climate that is so unstable and insecure, is a key factor in how your company may perform. Everyone wants to make the quality of their life better than it is and some kind of

Which of the following do you have as part of your organizational culture?

Employee or team recognition (Employee of the month, etc...)	60%
Frequent team outings	60%
Collaborative/communal lunch or break times	40%
Some time set aside for an all-employee discussion	60%
Offering senior employees a financial stake in your company	20%

People may select more than one checkbox, so percentages may add up to more than 100%

Which of the following benefits do you offer to your employees?

Health benefits	60%
Financial support towards education	40%
Pension or worker compensation	40%
Internet connectiivty at home	20%
Office mobile phone	60%
Car or motorbike	40%
Paid annual leave	40%
Other	20%

People may select more than one checkbox, so percentages may add up to more than 100%

Do you conduct any of the following in your organization?

Appraisals and evaluation	60%
Conduct frequent employee feedback	40%

security in providing this, will help convert one thing in their life, into a certainty.

Surprisingly, only 60% of the respondent companies conduct appraisals and evaluations. And an even lower percentage conduct employee feedback to assess how the management is performing. Without this kind of communication, which might even remain anonymous, there is little or no sign of progress taking place with the organization. But what was interesting was the fact that 60% of the executives who responded, try and give worker salaries on time and encourage a two-way communication. Kind of conflicts with the data in the previous question, but we'll give them the benefit of doubt. It's never easy to take criticism and perhaps the communication is encouraged at the environment and business realm rather than the management.

One characteristic of the CEO is that he or she is willing to invest in the individual as well as the sum of its parts. We asked that if they had an opportunity travel abroad for business, would they jump at opportunity or whether they would offer it to someone who might fit the profile better. 60% said they would pick a team member. But once again, in order for team members to actually take advantage of this, they need to have not only the requisite experience, but also the loyalty and commitment to the organization. Newbies generally don't get these opportunities.

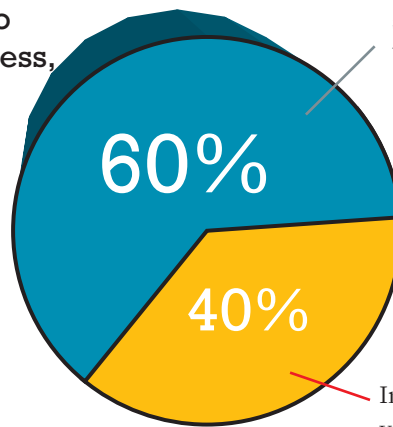
And finally, 40% of the respondents exclaimed that they were the kind of boss who loves their employees and can't live without them and perhaps even likes them. Not surprisingly, 20% said they didn't care about the workforce too much, but then we know what kinds of CEOs THEY make!

In responding to the biggest challenge that the CEO faces in today's circumstances, the responses varied from everything to "sustainability" to "keeping everyone motivated including himself," and "keeping the business afloat". Challenges faced by all but the successful Chief Executive knows how to delegate, optimize available resources and get the job done.

If you had an opportunity to go abroad for business, would you:

Noteworthy:

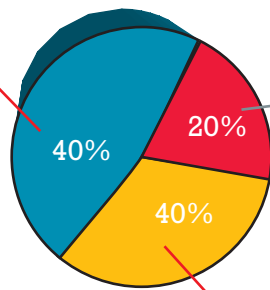
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Offer it someone senior on your staff who fits the profile

Insist on going yourself

loves your team and cannot live without them



doesn't really care about them too much

likes your team but think you can always find someone to replace them if they think too much of themselves

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Noteworthy:

Which of the following do you feel is the most important for the well being of your organization?

Formally scheduled recreation and downtime for everyone to unwind	0%
Provide a company shrink or psychiatrist	0%
Give salaries and incentives on time	60%
Communicate with your team and let them communicate with you	40%
Splurge on your team with gifts to show your appreciation	0%

Have you heard of the CIO Pakistan magazine?

