

Issue 18th, Edition **15 August 2016**

an
Introvert's
Guide To
Leadership

EBU
ETHICAL
BUSINESS UPDATE
The Magazine of
Corporate Responsibility

By: Chris Myers

COMMUNICATIONS
& REPORTING

18th Edition 2016



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EBU

ETHICAL

BUSINESS UPDATE

is an online magazine with a strong heritage in the fields of ethics, governance, corporate responsibility and socially responsible investing.

Now available only on the web, but soon will be published and will be available for monthly subscription.

The mission of Ethical Business Update? Now, as then - is "to promote ethical business practices, to serve that growing community of professionals and individuals striving to work and invest in responsible ways."

We believe this is not only how to guarantee a future for all, but makes good business sense.

A lot has changed in the more than two decades, ethics and governance have emerged as front-page news and lead agenda items in corporate board rooms and the halls of Congress.

Good corporate citizenship is now studied, advocated and sometimes practiced. Sustainability has become a goal for well-meaning small businesses as well as many of the Fortune 500.

Whether that represents real progress is open to debate. The continuing fallout from the recent economic and financial crises is a constant reminder that many systems are not working. There's plenty to discuss. Ethical Business Update aims to serve as a guide.

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COMMUNICATIONS
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**6th
Annual**



LOGISTICONEX

**Sustainable Shipping, Logistics &
Supply Chain Summit & Exhibition 2016**
August 24th, 2016 at Marriott Hotel, Karachi.



**BUILDING OWNERSHIP OF
THE SUSTAINABLE
DEVELOPMENT GOALS IN EGYPT**

**Broad
stakeholders'
engagement
are
key in
achieving
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How Real-Time

Information Can
Transform Your

Supply Chain

By: Tom Collins

SUPPLY CHAIN

18th Edition 2016



How Real-Time Information Can Transform Your Supply Chain

By: Tom Collins

In the world of supply chain management, timing is everything. As same-day shipping is quickly becoming the new standard for many e-commerce retailers, companies are beginning to appreciate the true value of a highly effective supply chain management solution and its role in maintaining effective global operations and consistent customer satisfaction.

Enhancing your supply chain with real-time visibility can completely transform business as you know it, giving you the insight and details needed to operate quickly, accurately, and more effectively than ever before.

This particular type of innovation allows companies to take a magnified look into their operations and quickly identify potential deficiencies and issues before they become problems that affect sales.

Real-time visibility makes it possible to review supply chain effectiveness immediately—instead of at the end of a month or quarter—and make any adjustments necessary to remain in prime operating shape.

Some of the significant benefits real-time supply chain visibility provides include:

Demand updates

Providing a company with transparent visibility into potential delays, trends, and slowdowns gives it the ability to make any necessary changes before they become catastrophic and affect both customer satisfaction and the bottom line.

Strategic workflows

While this is especially beneficial for companies with seasonal product trends, all companies can benefit from the ability to adjust support, demand, and workflows to meet deadlines as they change over time.

Improved customer service

Access to real-time supply chain information means being able to provide customers with status updates on their shipments at an unprecedented speed.



Recognition of inefficiencies

Transparency within the supply chain allows for inefficiencies to be identified quickly and a solution to be implemented when it can be most effective, not after the fact when the damage has been done.

Better long-term processes

Analysis leads to improvements and insight into how your supply chain operates—which not only helps you identify short-term shortages, but can also give you visibility into longer-term problems such as seasonal hiring, shipping issues, inefficient locations, etc.

With real-time information incorporated into their supply chains, businesses will be able to recognize new ways to improve their practices and become as efficient as possible while better protecting against problems that could derail production and negatively impact customer expectations.

Visibility is truly a key attribute needed to establish a highly effective supply chain experience. Real-time technologies are a worthwhile investment for any company looking to develop or enhance their supply chain.





Companies See 'Massive Shift' in Search for Supply Chain Talent

The growing role of technology and the impact of globalization are creating demands for skills beyond traditional oversight of supply chains

By: Loretta Chao

Companies are finding that the growing complexity of supply chains has a significant consequence: hiring the right people to build and manage the expansive operations is more difficult than ever.

Industry experts say an understanding of technology and an ability to work in a global environment are increasingly important in the supply chain, forcing managers to look for people with a rare mix of specialized skills to manage this crucial aspect of their business.

With a wealth of data now available to help predict demand more quickly, for instance, companies can save large amounts of money by keeping less inventory on hand. But such savings require technological savvy and an ability to corral and analyze the large amount of data that comes in from growing markets around the world.

Supply chain operations used to be a collection of jobs under logistics and procurement functions, and managers were charged with executing leadership decisions. Now, companies are consolidating these functions within high-level leadership, pushing the positions up the executive ladder while also looking for wide-ranging skills to construct global and complex supply chains, said Peter L. O'Brien, head of the global supply chain practice of executive search firm Russell Reynolds Associates.

He said the most prominent example is Apple Inc. CEO Tim Cook, who oversaw the company's suppliers as chief operating officer before taking the top position.

Another is Dallas-based Kimberly-Clark Corp., which makes Huggies diapers and Kleenex tissue. The company recently named its first chief supply chain officer, who reports directly to the chief executive, Tom Falk.

The company tended to look at the cost of raw materials and the cost of purchasing freight transportation service "independently," Mr. Falk said. Several supply chain managers at the company reported to different people in different departments, and none reported directly to him—so he set out to hire someone to bring those functions together for the first time. "This is an opportunity to link those things together and see if we can figure out a way to get more value out of that combined cost structure," he said.



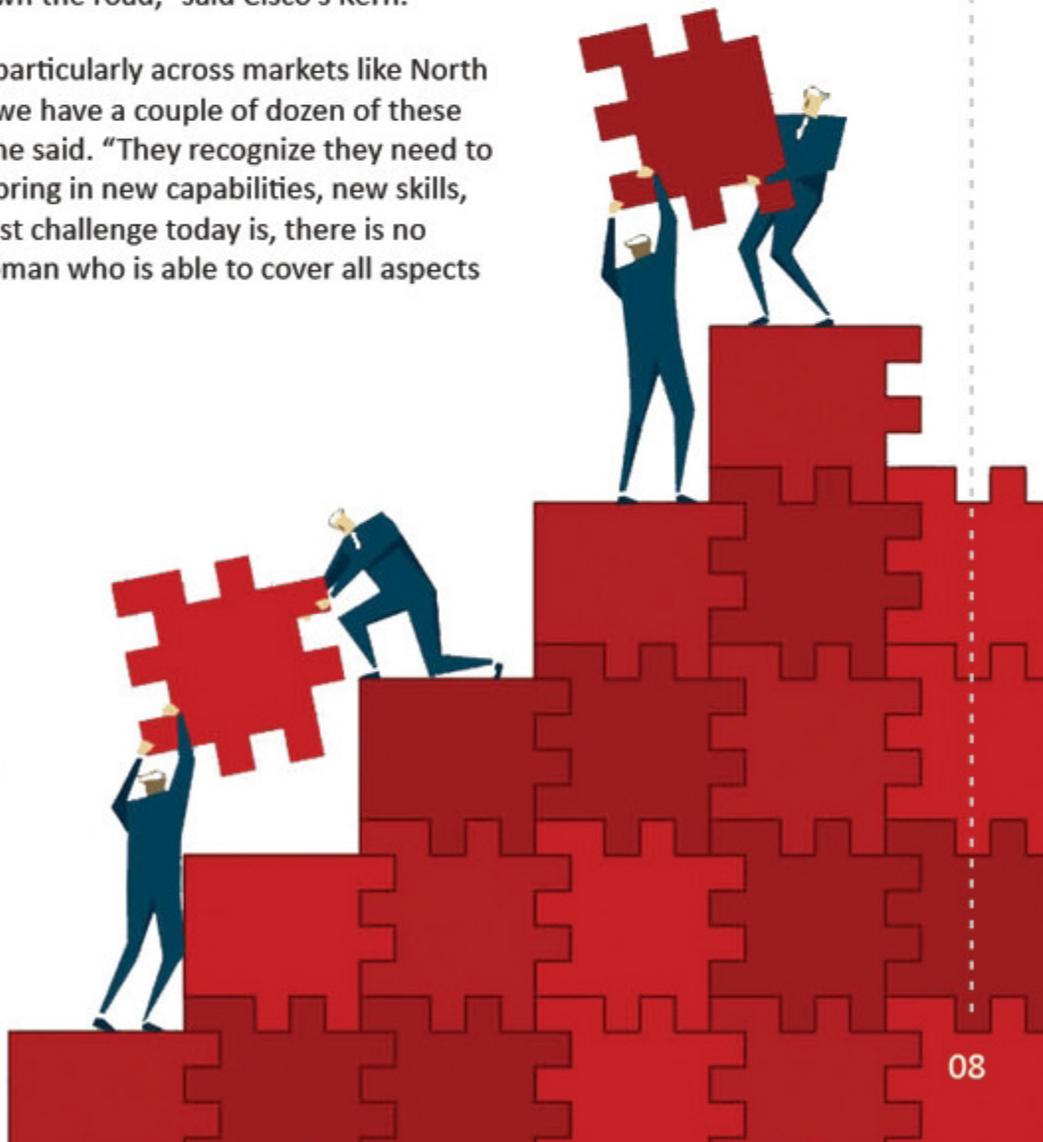
It took Mr. Falk about six months to find and hire Sandra MacQuillan, formerly global vice president of supply chain for Mars Inc.'s pet care division. Mr. Falk hopes to see "an aggressive change agenda" for the company, and believes MacQuillan's background will help the company expand in China, Russia, Brazil and India.

Global experience is especially important in bringing together a company's marketing goals and its operating challenges in new regions, Mr. O'Brien said. Companies are "needing to deal with the consumer explosion that's happening in emerging markets," he said. "That is forcing [them] to completely rethink their business models."

But top-tier people with such a broad profile are hard to find. A recent survey of 400 executives of multinational companies by Deloitte Consulting LLP found that 71% have difficulty recruiting senior leadership for their companies' supply chains; 74% said they would need strategic thinking and problem-solving skills in their supply chain managers, but less than half said their companies are good at it now.

Companies that don't invest in hiring or cultivating talent now "will get caught flat-footed two to three years down the road," said Cisco's Kern.

"At any given month, particularly across markets like North America and Europe, we have a couple of dozen of these sorts of discussions," he said. "They recognize they need to up-scale the skill and bring in new capabilities, new skills, new blood...The biggest challenge today is, there is no superman or superwoman who is able to cover all aspects of the supply chain."





Evidence Piles

up for popular pesticides' link to

Pollinator Problems

By: Helen Thompson

ENVIRONMENT

18th Edition 2016



Evidence piles up for popular pesticides' link to pollinator problems

By: Helen Thompson

Butterfly species in Northern California, such as *Pyrgus scriptura* (shown), may suffer spillover effects of local neonicotinoid pesticide use.

The link between pollinator problems and neonicotinoids, a group of agricultural pesticides commonly associated with declines in honeybees, continues to build with two new studies published this week.

Butterflies of Northern California join the ranks of honeybees, bumblebees, moths and other organisms that may be feeling the effects of the infamous insecticides. Butterfly species in California's Central Valley have dipped since the 1990s — around the same time that neonicotinoids were introduced. Matthew Forister of the University of Nevada and his colleagues report August 16 in *Biology Letters* that those two events may be linked.

Tracking 67 butterfly species at four locations for at least two decades, the researchers found that a decline in the number of species at each

site corresponds most closely to increased neonicotinoid use in the area (as opposed to land development, warmer summers or other potential drivers). Individual butterfly species in areas with higher pesticide use experienced the steepest declines. The results line up with a 2015 study of European butterflies that tallied fewer species over a wider range.

Also reported this week, a team of British scientists similarly builds on earlier work in wild bees. Researchers at the University of York mapped population data for 62 wild bee species sprinkled across the United Kingdom along with neonicotinoid treatment in local oilseed rape (*Brassica napus*) fields over 18 years.

Within species, a population's odds of going extinct increased with use of the pesticides, the team writes in the August 16 *Nature Communications*. That goes for both wild bees that forage on oilseed rape, and those that don't — though populations of known foragers were three times as likely to disappear.

Taken together, the results add some long-term data to the idea that even though wild species aren't pollinating neonicotinoid-doused crops, the effects of exposure may still appear at the regional and national level.



Humans: The real threat to life on Earth

If population levels continue to rise at the current rate, our grandchildren will see the Earth plunged into an unprecedented environmental crisis, argues computational scientist Stephen Emmott in this extract from his book *Ten Billion*

By: Stephen Emmott

Earth is home to millions of species. Just one dominates it. Us. Our cleverness, our inventiveness and our activities have modified almost every part of our planet. In fact, we are having a profound impact on it. Indeed, our cleverness, our inventiveness and our activities are now the drivers of every global problem we face. And every one of these problems is accelerating as we continue to grow towards a global population of 10 billion. In fact, I believe we can rightly call the situation we're in right now an emergency – an unprecedented planetary emergency.

We got to where we are now through a number of civilisation- and society-shaping "events", most notably the agricultural revolution, the scientific revolution, the industrial revolution and – in the West – the public-health revolution. By 1980, there were 4 billion of us on the planet. Just 10 years later, in 1990, there were 5 billion of us. By this point initial signs of the consequences of our growth were starting to show. Not the least of these was on water. Our demand for water – not just the water we drank but the water we needed for food production and to make all the stuff we were consuming – was going through the roof. But something was starting to happen to water.

Back in 1984, journalists reported from Ethiopia about a famine of biblical proportions caused by widespread drought. Unusual drought, and unusual flooding, was increasing everywhere: Australia, Asia, the US, Europe. Water, a vital resource we had thought of as abundant, was now suddenly something that had the potential to be scarce.

By 2000 there were 6 billion of us. It was becoming clear to the world's scientific community that the accumulation of CO₂, methane and other greenhouse gases in the atmosphere – as a result of increasing agriculture, land use and the production, processing and transportation of everything we were consuming – was changing the climate. And that, as a result, we had a serious problem on our hands; 1998 had been the warmest year on record. The 10 warmest years on record have occurred since 1998.



Let's take one important

Yet little known, aspect of increasing water use: "hidden water". Hidden water is water used to produce things we consume but typically do not think of as containing water. Such things include chicken, beef, cotton, cars, chocolate and mobile phones. For example: it takes around 3,000 litres of water to produce a burger. In 2012 around five billion burgers were consumed in the UK alone. That's 15 trillion litres of water – on burgers. Just in the UK. Something like 14 billion burgers were consumed in the United States in 2012. That's around 42 trillion litres of water. To produce burgers in the US. In one year. It takes around 9,000 litres of water to produce a chicken. In the UK alone we consumed around one billion chickens in 2012. It takes around 27,000 litres of water to produce one kilogram of chocolate. That's roughly 2,700 litres of water per bar of chocolate. This should surely be something to think about while you're curled up on the sofa eating it in your pyjamas.

But I have bad news about pyjamas. Because I'm afraid your cotton pyjamas take 9,000 litres of water to produce. And it takes 100 litres of water to produce a cup of coffee. And that's before any water has actually been added to your coffee. We probably drank about 20 billion cups of coffee last year in the UK. And – irony of ironies – it takes something like four litres of water to produce a one-litre plastic bottle of water. Last year, in the UK alone, we bought, drank and threw away nine billion plastic water bottles. That is 36 billion litres of water, used completely unnecessarily. Water wasted to produce bottles – for water. And it takes around 72,000 litres of water to produce one of the 'chips' that typically powers your laptop, Sat Nav, phone, iPad and your car. There were over two billion such chips produced in 2012. That is at least 145 trillion litres of water. On semiconductor chips. In short, we're consuming water, like food, at a rate that is completely unsustainable.



Amazon rainforest smoulders after being cleared for cattle pasture in Brazil.
Photograph: Michael Nichols/Getty Images



Meanwhile, another 3 billion people are going to need somewhere to live. By 2050, 70% of us are going to be living in cities. This century will see the rapid expansion of cities, as well as the emergence of entirely new cities that do not yet exist. It's worth mentioning that of the 19 Brazilian cities that have doubled in population in the past decade, 10 are in the Amazon. All this is going to use yet more land.

We currently have no known means of being able to feed 10 billion of us at our current rate of consumption and with our current agricultural system. Indeed, simply to feed ourselves in the next 40 years, we will need to produce more food than the entire agricultural output of the past 10,000 years combined. Yet food productivity is set to decline, possibly very sharply, over the coming decades due to: climate change; soil degradation and desertification – both of which are increasing rapidly in many parts of the world; and water stress. By the end of this century, large parts of the planet will not have any usable water.

At the same time, the global shipping and airline sectors are projected to continue to expand rapidly every year, transporting more of us, and more of the stuff we want to consume, around the planet year on year. That is going to cause enormous problems for us in terms of more CO2 emissions, more black carbon, and more pollution from mining and processing to make all this stuff.

But think about this. In transporting us and our stuff all over the planet, we are also creating a highly efficient network for the global spread of potentially catastrophic diseases. There was a global pandemic just 95 years ago – the Spanish flu pandemic, which is now estimated to have killed up to 100 million people. And that's before one of our more questionable innovations – the budget airline – was invented. The combination of millions of people travelling around the world every day, plus millions more people living in extremely close proximity to pigs and poultry – often in the same room, making a new virus jumping the species barrier more likely – means we are increasing, significantly, the probability of a new global pandemic. So no wonder then that epidemiologists increasingly agree that a new global pandemic is now a matter of "when" not "if".

Meanwhile the emerging climate problem is on an entirely different scale. The problem is that we may well be heading towards a number of critical "tipping points" in the global climate system. There is a politically agreed global target – driven by the Intergovernmental Panel on Climate Change (IPCC) – to limit the global average temperature rise to 2C. The rationale for this target is that a rise above 2C carries a significant risk of catastrophic climate change that would almost certainly lead to irreversible planetary "tipping points", caused by events such as the melting of the Greenland ice shelf, the release of frozen methane deposits from Arctic tundra, or dieback of the Amazon. In fact, the first two are happening now – at below the 2C threshold.





As for the third, we're not waiting for climate change to do this: we're doing it right now through deforestation. And recent research shows that we look certain to be heading for a larger rise in global average temperatures than 2C – a far larger rise. It is now very likely that we are looking at a future global average rise of 4C – and we can't rule out a rise of 6C. This will be absolutely catastrophic. It will lead to runaway climate change, capable of tipping the planet into an entirely different state, rapidly. Earth will become a hellhole. In the decades along the way, we will witness unprecedented extremes in weather, fires, floods, heatwaves, loss of crops and forests, water stress and catastrophic sea-level rises. Large parts of Africa will become permanent disaster areas. The Amazon could be turned into savannah or even desert. And the entire agricultural system will be faced with an unprecedented threat.

More "fortunate" countries, such as the UK, the US and most of Europe, may well look like something approaching militarised countries, with heavily defended border controls designed to prevent millions of people from entering, people who are on the move because their own country is no longer habitable, or has insufficient water or food, or is experiencing conflict over increasingly scarce resources. These people will be "climate migrants". The term "climate migrants" is one we will increasingly have to get used to. Indeed, anyone who thinks that the emerging global state of affairs does not have great potential for civil and international conflict is deluding themselves. It is no coincidence that almost every scientific conference that I go to about climate change now has a new type of attendee: the military.

Every which way you look at it, a planet of 10 billion looks like a nightmare. What, then, are our options?

The only solution left to us is to change our behaviour, radically and globally, on every level. In short, we urgently need to consume less. A lot less. Radically less. And we need to conserve more. A lot more. To accomplish such a radical change in behaviour would also need radical government action. But as far as this kind of change is concerned, politicians are currently part of the problem, not part of the solution, because the decisions that need to be taken to implement significant behaviour change inevitably make politicians very unpopular – as they are all too aware.

So what politicians have opted for instead is failed diplomacy. For example: The UN Framework Convention on Climate Change, whose job it has been for 20 years to ensure the stabilisation of greenhouse gases in the Earth's atmosphere: Failed. The UN Convention to Combat Desertification, whose job it's been for 20 years to stop land degrading and becoming desert: Failed. The Convention on Biological Diversity, whose job it's been for 20 years to reduce the rate of biodiversity loss: Failed. Those are only three examples of failed global initiatives. The list is a depressingly long one. And the way governments justify this level of inaction is by exploiting public opinion and scientific uncertainty. It used to be a case of, "We need to wait for science to prove climate change is happening". This is now beyond doubt. So now it's, "We need to wait for scientists to be able to tell us what the impact will be and the costs". And, "We need to wait for public opinion to get behind action". But climate models will never be free from uncertainties. And as for public opinion, politicians feel remarkably free to ignore it when it suits them – wars, bankers' bonuses and healthcare reforms, to give just three examples.



What politicians and governments say about their commitment to tackling climate change is completely different from what they are doing about it.

I confess I used to find it amusing, but I am now sick of reading in the weekend papers about some celebrity saying, "I gave up my 4x4 and now I've bought a Prius. Aren't I doing my bit for the environment?" They are not doing their bit for the environment. But it's not their fault. The fact is that they – we – are not being well informed. And that's part of the problem. We're not getting the information we need. The scale and the nature of the problem is simply not being communicated to us. And when we are advised to do something, it barely makes a dent in the problem. Here are some of the changes we've been asked to make recently, by celebrities who like to pronounce on this sort of thing, and by governments, who should know better than to give out this kind of nonsense as 'solutions': Switch off your mobile phone charger; wee in the shower (my favourite); buy an electric car (no, don't); use two sheets of loo roll rather than three. All of these are token gestures that miss the fundamental fact that the scale and nature of the problems we face are immense, unprecedented and possibly unsolvable.

The behavioural changes that are required of us are so fundamental that no one wants to make them. What are they? We need to consume less. A lot less. Less food, less energy, less stuff. Fewer cars, electric cars, cotton T-shirts, laptops, mobile phone upgrades. Far fewer. And here it is worth pointing out that "we" refers to the people who live in the west and the north of the globe. There are currently almost 3 billion people in the world who urgently need to consume more: more water, more food, more energy. Saying "Don't have children" is utterly ridiculous. It contradicts every genetically coded piece of information we contain, and one of the most important (and fun) impulses we have. That said, the worst thing we can continue to do – globally – is have children at the current rate. If the current global rate of reproduction continues, by the end of this century there will not be 10 billion of us. According to the United Nations, Zambia's population is projected to increase by 941% by the end of this century. The population of Nigeria is projected to grow by 349% – to 730 million people.

Afghanistan by 242%.

Democratic Republic of Congo 213%.

Gambia by 242%.

Guatemala by 369%.

Iraq by 344%.

Kenya by 284%.

Liberia by 300%.

Malawi by 741%.

Mali by 408%.

Niger by 766%.

Somalia by 663%.

Uganda by 396%.

Yemen by 299%.



Even the United States' population is projected to grow by 54% by 2100, from 315 million in 2012 to 478 million. I do just want to point out that if the current global rate of reproduction continues, by the end of this century there will not be 10 billion of us – there will be 28 billion of us.

Where does this leave us?

Let's look at it like this. If we discovered tomorrow that there was an asteroid on a collision course with Earth and – because physics is a fairly simple science – we were able to calculate that it was going to hit Earth on 3 June 2072, and we knew that its impact was going to wipe out 70% of all life on Earth, governments worldwide would marshal the entire planet into unprecedented action. Every scientist, engineer, university and business would be enlisted: half to find a way of stopping it, the other half to find a way for our species to survive and rebuild if the first option proved unsuccessful. We are in almost precisely that situation now, except that there isn't a specific date and there isn't an asteroid. The problem is us. Why are we not doing more about the situation we're in – given the scale of the problem and the urgency needed – I simply cannot understand. We're spending €8bn at Cern to discover evidence of a particle called the Higgs boson, which may or may not eventually explain mass and provide a partial thumbs-up for the standard model of particle physics. And Cern's physicists are keen to tell us it is the biggest, most important experiment on Earth. It isn't. The biggest and most important experiment on Earth is the one we're all conducting, right now, on Earth itself. Only an idiot would deny that there is a limit to how many people our Earth can support. The question is, is it seven billion (our current population), 10 billion or 28 billion? I think we've already gone past it. Well past it.

Science is essentially organised scepticism. I spend my life trying to prove my work wrong or look for alternative explanations for my results. It's called the Popperian condition of falsifiability. I hope I'm wrong. But the science points to my not being wrong. We can rightly call the situation we're in an unprecedented emergency. We urgently need to do – and I mean actually do – something radical to avert a global catastrophe. But I don't think we will. I think we're fucked. I asked one of the most rational, brightest scientists I know – a scientist working in this area, a young scientist, a scientist in my lab – if there was just one thing he had to do about the situation we face, what would it be? His reply? "Teach my son how to use a gun."



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Why People Quit, Finding a Job You Love, The Skill That Matters Most

By: Bof Team





Careers Counsel

Why People Quit, Finding a Job You Love, The Skill That Matters Most

Careers Counsel is a weekly roundup of the most helpful and inspiring advice for boosting your career.

By: Bof Team

There are few sectors of the economy that offer as wide and interesting a range of career opportunities as fashion. Careers Counsel rounds up the most useful and inspiring articles from around the web. To browse hundreds of jobs from leading brands,

"Why Most People Quit Their Jobs" (Time)

"A certain amount of job hopping can actually be beneficial to your career, boosting your pay and giving you broader horizons than if you'd stayed put."

"The Incalculable Value of Finding a Job You Love" (The New York Times)

"Resist the soul-crushing job's promise of extra money and savour the more satisfying conditions you'll find in one that pays a little less."

Source: Shutterstock

"Why This Skill Could Catapult Your Career in the Next 10 Years" (Inc.)

"If you don't continue to grow, evolve, and adapt your skills to the demand of the workplace, you risk becoming disposable."



Don't Retire Early

Change Careers Instead

By: Jean Folger

Ask five people what it means to retire early and you're likely to get five different answers. Some would consider leaving work before age 65 as early retirement, while others would argue that it has to happen before age 45. Regardless of how you quantify "early," saying adios to work isn't necessarily the solution to a happy and fulfilling mid-life experience. Many people who long for early retirement may have never known true job satisfaction. A better goal for some may be to shoot for a mid-life career change instead of an early retirement.

Why People Retire Early

Why do people retire early? Sometimes it's unplanned: a layoff, a long-term illness or caring for a loved one. In these cases, early retirement may be unavoidable, whether you're ready for it or not.

Either way, retiring early may not be the answer you're looking for. Keep in mind that retiring early has its own challenges, and a career change might allow you to continue working while doing something that you find more rewarding and that improves your overall quality of life.

Challenges of Early Retirement

The most obvious challenge to retiring – early or not – is having enough assets to provide the level of income you'll need. The earlier you retire, the more assets you will need to compensate for the potentially decades-long period that you won't be earning wages. If you retire at age 45, for example, will you have enough to live comfortably for the next 50 years? And what if some of those years require expensive medical care? Some items to consider.

Social Security

Maybe you're counting on Social Security? The age at which you start receiving Social Security retirement benefits has a significant impact on your monthly benefit amount. The earliest you can start collecting Social Security retirement benefits is 62, but your monthly amount will be permanently reduced. Your full retirement age (67 if you were born in 1960 or later) is the age at which you can start collecting full or unreduced benefits. If you wait until after your full retirement age to start receiving benefits, you may be eligible for delayed retirement credits that would permanently increase your monthly benefit (there is no further benefit increase after age 70, even if you continue to delay benefits). Also check Social Security to be sure that you've worked enough to qualify to receive it: Depending on earnings, you earn up to four credits for every year worked and you need a total of 40 credits to collect.

Retirement Accounts

Many people rely on retirement accounts to help fund their senior years; however, early withdrawals from a retirement account such as an IRA, 401(k) or 403(b) may be subject to a 10% penalty tax, in addition to regular income taxes. The penalty can be even higher if you take an early withdrawal from a SIMPLE IRA. If you wait until age 59½ to start withdrawals, you can avoid the penalties.

Non-Financial Challenges

Aside from the financial challenges, not working frees up a lot of time. Do you have enough hobbies, adventures and pursuits to keep you occupied and engaged for the next 10, 20, 30 or 40 years?

The workplace also provides a social outlet, and for many people, it's their primary means of socializing, either directly at work or through work-related outings. Some people may be perfectly happy staying home and talking to nobody but their pets, but most of us need some human interaction on a regular basis. If you leave the workforce, will you have enough opportunities to fulfill your need to be social? Do you have an existing network of friends and family outside the workplace?

Some people may also experience an unexpected side effect of retirement: explaining to other people why you no longer work. For some, this is as easy as stating they are financially self-sufficient and leaving it at that. Others, however, find it difficult to face judgment (whether real or imagined) from people who question their decision to leave the workforce early or who suggest they should be working to contribute to society. Will you feel adequate without a job title? Will you be confident telling someone you no longer work, or will you feel guilty or defensive when asked what you do with your time?

Changing Careers

According to a poll by the Associated Press, 82% of working Americans over age 50 indicate it is likely they will work for pay during retirement, and 47% of people working now expect to retire later than they originally planned. Many of those working longer are choosing to start their own businesses: Data from the Kauffman Foundation show that in the United States, the highest rate of entrepreneurship has shifted to the 55-64 age group. The research also shows that people over 55 are nearly two times as likely to found successful companies as those between 20 and 34 years old.





Depending on your age, you might expect to spend anywhere from five to 30 years in a second career before actually retiring, so it's a good idea to think of ways to combine your existing skill set with your interests to create work that is rewarding. Have you been an ER nurse in your local hospital for years but long for more travel? Consider becoming a travel nurse. Are you an experienced attorney, computer programmer or human resource professional with a cause? Consider switching to the non-profit sector to assist a greater purpose you believe in. Like the idea of running a bed and breakfast, or offering kayak tours? Put your management, marketing and customer service skills to work and start your own small business.

A second career is a great opportunity to rekindle those earlier dreams, even if you adjust them slightly. If you dreamed of being a rock star, you could put your music skills to work and teach guitar. Or, if you wanted to dig for dinosaur bones, you might look for work in your local natural history museum. Too late to become a ballerina? Open a dance studio in your community. However, you don't have to recreate a childhood dream to have a fulfilling career change. After decades in the workforce, you might have the knowledge, energy, talent and time to start on a whole new career path that can provide both a paycheck and a purpose.

What if your skill set doesn't match your dream for a second career? It's never too late to learn new skills through education and training. For more information read [6 Free Ways To Learn New Job Skills](#). Professional programs, graduate schools and community colleges cater to people with work and family obligations, offering evening, weekend and online classes to provide students the flexibility they need. If you plan it right, you can complete the necessary coursework while still in your current field, allowing you to "hit the ground running" when you do switch careers.



an Introvert's Guide To Leadership

By: Chris Myers



COMMUNICATIONS
& REPORTING

18th Edition 2016



An Introvert's Guide To Leadership

By: Chris Myers

I think a lot of people assume I'm an extrovert because I'm relatively visible in my role at BodeTree and enjoy engaging with people across the board. The truth, however, is that I'm more naturally inclined towards introverted tendencies. I'm more than comfortable keeping to myself and cherish the time I dedicate to quiet introspection.

As humans, we often have a tendency to mistake loudness for confidence, and aggression for strength. As such, extroverts often have an easier time rising to the top of an organization. Once at the top, however, I've found that the traits and behaviors most often associated with introverts are the ones that separate successful leaders from failures.

The key for introverted leaders, then, is to take the things they're naturally good at – deep thinking, empathy, and the ability to listen – and augment those skills with a strategic dose of extroversion. If you're able to strike the right balance, you'll develop a leadership style that is uniquely suited for the modern workplace.

Listen and empathize

Leaders who are self-aware and introverted are typically better equipped to listen and empathize with the people with whom they interact. This ability, of course, is an invaluable skill in the modern workplace.

However, this approach can easily lead to a tense culture and high turnover. Instead, it's better to listen and empathize with the individuals in question. Many times, issues like underperformance stem from a lack of communication, unclear goals, or scenarios outside of a person's control. While this isn't always the case, good leaders explore all options before jumping to such a conclusion.

Remember that a light touch can move mountains

Rather than hammer people until they produce an expected outcome, introverted leaders bring an array of tools and approaches tailored to the situation at hand, enabling them to find the right path forward for everyone.

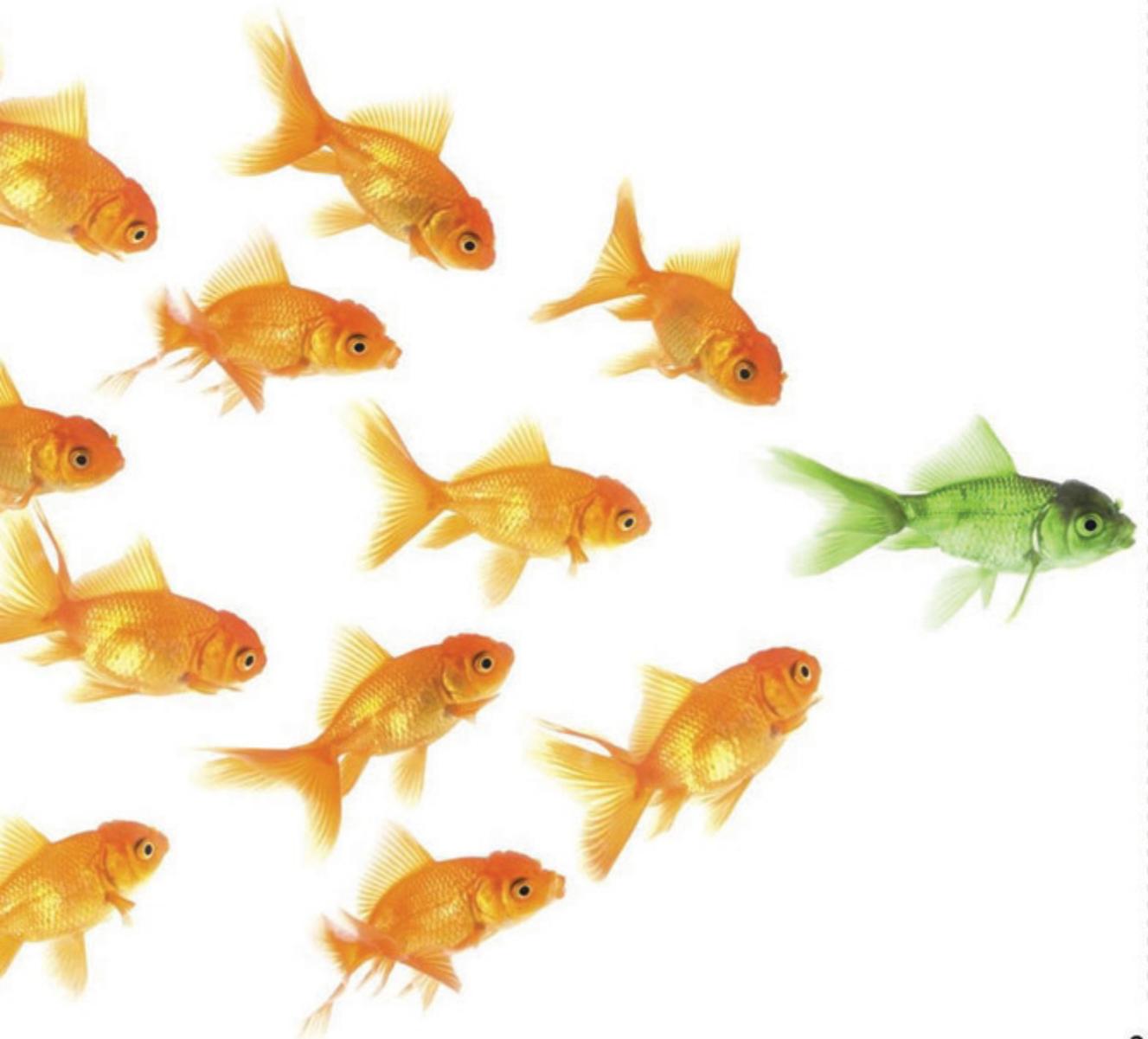


If you've ever read Aesop's fables, you've probably encountered the parable of the sun and the wind. In it, the sun and the wind enter into a competition to see who is the strongest. They decide to see who can make a passing traveler remove his cloak.

Find your balance

Nothing in life is as cut and dried as we would like. Introverts and extroverts don't exist in separate, well-defined buckets. Instead, they sit on a spectrum that is unique for everyone.

Introverts possess the skills and traits that are found in the best leaders. However, these cannot exist in a vacuum. To find success, introverts must learn to augment their natural abilities with the ability to drive change and move mountains.





Mindful

Communication: My Number One Goal For 2016

By: Peter Arvai

Being a CEO means I need to communicate effectively with my team. This is a topic dear to my heart as, back in 2009, my co-founders and I launched Prezi squarely focused on improving communication across the world. History has taught me that conscious practice can help improve any skill, and with communication in mind, my biggest goal for 2016 is being less reactive and more proactive in my communication techniques.

Why is this so important to me?

Three reasons:

#1: Being reactionary is too easy.

Scientists agree that the tools we use to share information have a huge impact on how we communicate. Television and radio allow for us to instantly bring stories to groups of people, but, in turn, create communities of passive viewers. The Internet allows us to be more active, but it has also created an overwhelming number of messaging apps that constantly compete for our attention. These apps feed our fear of missing out and many of us end up living in a never-ending stream of content, inspiring us to 'like' and comment without taking the time to think.

There are several high-profile examples of this, including the 2014 fabricated story that an entire Texas town was quarantined for Ebola after a family tested positive for the virus. The story spread across social media and it wasn't until after more than 300,000 shares that news broke of its untruth. Or the 2015 lie that Facebook FB +0.86% was going to institute a fee to keep user information private. This went away, but only after a firestorm of controversy.

#2: Mindful communication is necessary in the workplace.

Employees are reporting a loss of engagement in the workplace; this is something that needs to change. According to a recent Gallup study, a whopping 87 percent of employees worldwide report disengagement at work. Given all the opportunities technology creates for engagement, how is this possible?



#3: Idea-sharing should be fun.

How can we change our communication habits to make them more effective and fulfilling?

By creating a mindful balance between reactive and reflective communication. The outcome of exchanges between people depends on what they bring to the table. Steve Jobs, a master of reflective communication and perhaps one of the best presenters of modern times, serves as a great example how to make space for reflective of work.

He would spend days rehearsing his presentations; this thoughtful prep work allowed him to circulate his message throughout the world. Learning from him on how to make reflective communication effective, we need to turn off the buzz and focus on developing meaning. This effort can help us connect the dots.



Connecting

Architecture to Business Strategy

By: John Schmidt



BUSINESS STRATEGY

18th Edition 2016



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When I was head of Enterprise Architecture at Wells Fargo some years ago, John Stumpf, now CEO, was fond of saying “We could leave our strategic plan on an airplane, somebody could pick it up, and it wouldn’t matter. It’s all about execution.” He is still saying it as in this recent Forbes interview.

Enterprise Architecture, when done well, is a business transformation practice. Transforming a business is not about slogans, mission statements, slick PowerPoints or in-depth strategy documents. It’s about execution and actually changing business operations.

Business strategies are not static and constantly change as markets evolve, competitors act and new technologies emerge. So what we need is not just an ability to transform the business once, but to transform on an ongoing basis.

The job of the architect is to make connections. For an Enterprise Architect connections are between products, markets, channels, suppliers, business units, customers, information, systems and technology to name a few. In order to execute a transformation in a large organization you need to do three things:

- First, throw out old notions of how planning in complex is done using manual paper-based processes. Planning an enterprise transformation is fundamentally different from planning a narrowly defined departmental initiative.
- Second, invest in tools for building a transformation road map that is able to describe the elements of the enterprise as a set of components with relationships, capture it in a database, and present various views to different stakeholders. This is not as onerous as it sounds.
- Third, develop a team of enterprise architects and planners with the skills and discipline to use an EA Framework to maintain the underlying reference data about the business, its operations, the systems that support it, and the technologies that they are based on.

The clarity of the connections results in alignment of your business and IT organizations and means fewer errors due to missed opportunities or communication issues. And because your business plans are linked directly to the underlying technical implementation, business value will be delivered quicker.

This is not some “pie in the sky” theory or a futuristic dream. As I wrote in my blog last week about Markitecture versus Visualized Architecture, the BOST™ Framework leverages models, elements, and associated relationships built around an underlying Metamodel, and interprets enterprise processes using a four-dimensional view driven by Business, Operations, Systems, and Technology. It provides an architecture-led planning approach for



Gratitude As A Business Strategy

By: Howard Jacobson

Fast Company wants you to have your best year yet in 2012; click for more advice and tips on how to work smarter, manage your career, and lead a more meaningful life.

Most of us are fantastic complainers. When someone doesn't meet our expectations, we let them know. We may even let their boss or mother know.

There's nothing wrong with expecting excellence, and taking steps to get it. The problem is, we tend to take excellence—and thoughtfulness, and kindness, and joyfulness—for granted.

When things go as we expect, we don't even notice or acknowledge it. Dennis Prager refers to this as the "broken tile" syndrome: look at a ceiling with one broken tile, and where is your eye naturally drawn? To the broken tile, of course. Not to the hundreds of whole ones.

Gratitude Deficit Disorder: A Global Epidemic

Almost everyone I know, from pastors to parents, from cashiers to carpet cleaners, from architects to accountants, suffers from GDD: Gratitude Deficit Disorder. Despite all our good intentions and actions, we receive much more flak than gratitude. We are hungry for genuine appreciation and thanks. We want to know that we matter, that our efforts are making the world a better place.

And so do your customers and vendors and coworkers and friends and family. Think back on the past year. It's been tough for many of us, for many reasons. What have your business associates done that you are truly thankful for? An extra phone call? A volunteer effort? Special customer service? An unsolicited referral or testimonial?

Between now and the end of the year, how can you communicate your appreciation? How can you fill the global hunger for gratitude? How can you catch people in the act of goodness? Spend five minutes now making a list of people you are sincerely grateful towards. Then create an action plan to communicate your thanks, with no hidden agenda.

I am grateful



Real Gratitude, Not Opportunistic Holiday BS

I'm not talking about Thanksgiving sales fliers: "To thank you for your patronage, we're giving you 10% off all XXXL purple dress shirts from now until we make our sales quota."

No, I'm talking about honest, unselfish, respectful acknowledgment of another human being. Actually, I take that back—partly. Living gratefully is probably the most selfish thing you can do. In the moments when I am bathed in gratitude, for a caring gesture or a spectacular autumn morning, I feel phenomenal.

And you can take that selfishness even further: When people notice that you thank them for their efforts, they'll naturally work even harder to please you in the future. They may even start thanking you for your good work!

Do you think it's possible that communicating an attitude of gratitude in your business could actually make you more money? Remember the cardinal rule of business: "Find a need and fill it."

Who do you know who is a masterful "thanker"? Do you have any stories or examples of gratitude as a marketing strategy? (If so, please share them in the comments below.) As Ken Blanchard writes, "All of us is smarter than any of us."

Happy Thanksgiving. I wish you a holiday season filled with abundance—lots of love, lots of kindness, and lots of gratitude.



**6th
Annual**



LOGISTICONEX

Sustainable Shipping, Logistics & Supply Chain Summit & Exhibition 2016

August 24th, 2016 at Marriott Hotel, Karachi.

ORGANIZER

 **THE PROFESSIONALS
NETWORK**





Mir Hasil Khan Bazingo

assured the Shipping & Logistics Industry for Government's full support.

The well attended 6th Sustainable Shipping, Logistics & Supply Chain Management Conference & Exhibition ended with speech by Chief Guest Mr. Mir Hasil Khan Bazingo (Federal Minister for Ports & Shipping, Government of Pakistan).

In his speech the federal Minister for ports and shipping accepted the deliberations, concerns and recommendations of the conference being shipping and logistics support services in shambles in our country, infra structure in a dilapidated state and supply chain management depends on out sourcing. He not only assured his support but also promised to redress the grievances of the business community .He further assured the participants of the conference of his full assistance for the growth and development of warehousing and port in the country. The Conference was also attended by Vice Admiral Syed Arifullah Hussaini, Commander Pakistan Fleet, Pakistan Navy, Vice Admiral Shafqat Javaid, Chairman, KPT, Arif Elahi, Chairman, PNSC and Agha Jan Akhtar, Chairman Port Qasim Authority. They also addressed to the august gathering.

Earlier , in the morning , the conference was inaugurated by Vice Admiral Syed Arifullah Hussaini, Commander Pakistan Fleet, Pakistan Navy and attended by prominent Speakers Tauqeer Malik, Chairman Air Cargo Agents Association of Pakistan, Izhar Ul Haq Qamar, Chairman, Pakistan Freight Forwarders Association, Tariq Rangoonwala, Chairman, ICC Pakistan, Arslan Khan, Managing Director, Maersk Pakistan, A Hashim, President & CEO, Homepack Freight, Mohammed Hanif Ajari, Director Supply Chain, Getzs Pharma, Ziad Chaudhry, CFO, Bayer Pakistan and others .





Mr. Mehmood Tareen Founder & Ceo

The Professionals Network and the organizer

of the conference emphasized on the importance of such Conferences, he thanked for coordination of sponsors, participants and facilitators for their valuable support for making this conference a grand success and result oriented. He promised to continue his efforts for the betterment of supply chain solutions.

Mr. Ateeq Ur Rehman

Mr. Ateeq Ur Rehman spoke of misplaced priorities and gross negligence in the shipping, logistics and warehousing industry of Pakistan. He requested the government to release the burden of the supply chain management entrepreneurs from imposed indirect and withholding taxes. He suggested reducing the custom duty on the import of pre engineered building (Warehouse) and place it on zero rating, thus this will encourage the growth of warehousing in the country.



Green Supply Chain Award

At the concluding of the event, eight companies were awarded with the Executive Green Supply Chain Award by the Federal Minister Ports & Shipping. Companies include were, PNSC, Premier Group, Yunus Textile Mills, DHL Pakistan, Pepsi Cola, KPT, Raaziq International and United Insurance.

3 *ways to Build Corporate Social Responsibility Programs*

By: Regan Lamb

**CSR REPORTS
SHOWCASE**

18th Edition 2016



3 ways to build corporate social responsibility programs

By: Regan Lamb

The most impactful and sustainable corporate social responsibility (CSR) programs are informed by a company's mission and values — and are designed to deliver meaningful and measurable outcomes.

A compelling CSR program can improve brand and reputation, plus it will resonate with your customers.

According to the Reputation Institute's March 2016 Reputation Leaders Study, the most successful companies and organizations fully integrate CSR into their strategy and brand — the program is then infused into everything they do.

Findings from the study show that these companies are able to establish a powerful link that ensures that their corporate purpose helps improve their overall reputation.

Following are three steps successful companies take to build and then share effective CSR programs:

1. Ensure that CSR is derived from and integrated into your corporate purpose and strategy

CSR is a key driver of reputation. Merely checking the “CSR box” is not enough. The communication of overall CSR goals and achievements helps build trust within a company and across all of its business units and brands. As most business leaders know, trust is an invaluable asset in today's highly-competitive global marketplace.

2. Make sure your CSR program is meaningful and authentic

REI, the national outdoor retail co-op, made headlines in 2015 for closing its stores nationwide on Black Friday. REI employees and customers showcased their activities throughout the day via the handle #OptOutside to show how they spent the day outdoors. In addition, REI donated \$5.9 million to non-profits and invested \$60 million in the “outdoor community.”

It was a bold move - rejecting Black Friday commercialism to compel people to take time to get out and enjoy nature. The campaign worked because it was honest and delivered against the company's mission and brand. This is what businesses can realize when they take time to develop a meaningful and creative approach to CSR. In this instance, a major retailer chose nature over commercialism – which is totally authentic to this outdoor-focused brand.



3. To ensure the right story gets heard, companies must organize a consistent message and a shared storyline, and then broadcast it across multiple media platforms

The REI effort generated a significant amount of both earned and social media attention. It is no longer enough to publicize CSR initiatives in corporate board reports alone. Good CSR storytelling is dynamic and interactive. It uses the power of storytelling, combined with the ubiquity of social media channels to leave an emotional impression that remains when the memory of underlying plot points disappears.

A company's reputation is about legitimacy and is largely owned by external stakeholders. Reputations are based on the experiences, judgments and perceptions of others. Consumers want to hear your story — they want to be proud of doing business with you — they want to “share” and “like” your story. When done right, CSR storytelling can achieve more than just good publicity, it can lead to lasting customer loyalty.





Are companies creating a CSR strategy for marketing or environmental reasons?

By: Daria Boswell

This question largely depends on the company; to be specific there are companies who have CSR strategies for marketing reasons, companies that have CSR strategies for environmental reasons, and there are companies that have CSR strategies for both reasons. Those companies which use CSR as a strategy for both reasons are able to obtain a competitive advantage as a result of a strong CSR strategy.

An article which delves into this issue is *Strategy & Society: The Link between Competitive Advantage and Corporate Social Responsibility* by Michael Porter and Mark Kramer; this article addresses the difference between responsive and strategic CSR and explains how society and business are mutually dependent on each other. Additionally it also explains how for those companies which focus on a CSR strategy purely for marketing reasons will rarely find the strategic benefit that CSR offers.

The article states that “the most common corporate response [to CSR] have been neither strategic nor operational but cosmetic: public relations and media campaigns, the centerpieces of which are often glossy CSR reports that showcase companies’ social and environmental good deeds;” and these types of reports which are published purely for marketing reasons are receiving negative responses as activist organizations and other stakeholders are responding to these reports which often leave out important information or fail to engage properly in transparency.

Thus while it is important for an organization to publish a CSR report as part of a strategic CSR initiative, these reports need to be accurate and transparent- a good starting point for most companies is to follow the GRI Guidelines. Furthermore a company which publishes a strong CSR report will find that they benefit strategically from a CSR standpoint and from the marketing exposure.





I think that Porter and Kramer state it best as they argue that “successful corporations need a healthy society” and in turn “a healthy society needs successful companies,” and thus there is a mutual dependence between the two. Additionally those companies which recognize this symbiotic relationship will have the strongest CSR strategy as this relationship becomes mutually reinforcing as the success of the company is dependent upon the success of the community.

As mentioned earlier one of the biggest issues that a company who engages in CSR practices for marketing purposes should be concerned with is greenwashing and how stakeholders will be affected by such practices.

Greenwashing has become very apparent in today’s society and is utilized by companies for products that we frequently purchase; and thus what we believe to be a company engaging in strong environmental practices is often actually a company using strong marketing tools to deceive us into thinking that they are engaging in CSR strategies.

An example of this was posted in an article I recently read on HBR Blog called Getting Ecological Transparency Right by Daniel Goleman; this article talked about how the food industry engaged in greenwashing with its Smart Choice campaign. This campaign put a green seal of approval on products that were apparently certified to be healthy; however questionable products received the Smart Choice seal of approval- these products included Foot Loops and Cocoa Crispies.

Obviously, both of these cereals are not exactly what one would consider to be a healthy choice considering the amount of sugar in these products; thus this campaign was largely scrutinized from outside stakeholders and the FDA ended up investigating such claims which resulted in the Smart Choice program suspending its operations. While I have mentioned only one example of greenwashing this technique is frequently used by many companies and can result in operational deficiencies when identified by stakeholders.

While there are companies which have weak CSR programs there are companies today which are leaders in CSR practices and have shown that you can engage in CSR for both environmental and marketing reasons.

Such companies include Ben and Jerry’s, Patagonia, and The Body Shop. These companies are known for pursuing CSR strategies for both calculative and value-based reasons and have seen tremendous success based off of these strategies. Therefore it is evident that there are companies who engage in CSR for different reasons, but it is those companies who have a well-rounded strategic CSR program which ultimately benefit from the competitive advantage that CSR offers.

So for those companies which want to be leaders and to outperform their competition they need to adjust their practices to be aligned with a strategic CSR program rather than a responsive CSR program.

BUILDING OWNERSHIP OF
THE SUSTAINABLE
DEVELOPMENT GOALS IN EGYPT

**Broad
stakeholders'
engagement
are
key in
achieving
2030
Agenda**

**STAKEHOLDER
ENGAGEMENT**

18th Edition 2016





Building ownership of the Sustainable Development Goals in Egypt

Broad stakeholders' engagement are key in achieving 2030 Agenda

One of the fundamental prerequisites of strengthening ownership of the Sustainable Development Goals (SDGs) in Egypt is broad public participation in decision making and implementation. In June, 2016, over 60 representatives from the private sector, civil society organizations, foundations, academia, youth, special interest groups (women, environment, start up), and development partners were invited by the government of Egypt to discuss the road map for implementing and monitoring the SDGs. The meeting was hosted by the Ministry of International Cooperation (MoIC), and co-organized by the United Nations Development Programme (UNDP) and the World Bank, as part of their joint efforts to raise awareness about the SDGs in Egypt.

The discussion was very timely as Egypt will be presenting its first Voluntary Review on the SDGs at the United Nations High Level Political Forum on Sustainable Development in July, 2016. Egypt is among the 22 countries that volunteered to report on the efforts undertaken to achieve this ambitious agenda. Throughout the drafting of the voluntary report, it has become clear that engaging with major interest groups is pivotal to build ownership of the SDGs and capitalize on local efforts for knowledge, resources and increasing mutual accountability of national development results.

Representatives from the various interest groups were invited to provide input to the government draft Voluntary Review Report on the SDGs, and the executive summary published on the UN SD platform. A steering committee was proposed to follow up on the actions put forward during the kick off meeting, which included:

Tackle the data gap and mapping national status:

an area that occupied a big part of the discussion. Major groups expressed their readiness to support the monitoring and follow up of the SDGs. Many have expressed the need to set baselines, and have an evidence based snapshot of Egypt current status for all goals and targets. The need to address existing discrepancies in data collection and data validations was highlighted, and the use of ICT tools to enhance increase access and use of data was also mentioned. Major groups expressed their readiness to support national efforts for systematic collect and formulation of quality national indicators on issues where data is not available not produced periodically produced.



Integrate the efforts of major groups in implementation led by national authorities:

A big challenge is to integrate the efforts of government bodies and ministries for the implementation of the SDGs with other non-state actors. Major groups suggested that Terms of Reference would be developed for different goals where a multi-disciplinary working groups composed of government and major groups representatives would work hand in hand in supporting the implementation of good intervention in specific themes.

Build partnerships with non-state actors, especially the civil society sector:

some participants appreciated the government's good will to work with NGOs as evidenced through the discussion, and work on common goals. The 2030 agenda provides a platform for the government and non-state actors to initiate discussion around common area of work and complement their efforts to achieve national priorities.

In September 2015, Egypt approved, along with the 192 members of the United Nations, the 17 point plan, the SDGs to end poverty, tackle climate and fight injustice and inequality at the historic events at the United Nations General Assembly. In February 2016, Egypt launched its national sustainable development strategy: Egypt Vision 2030.

Egypt Vision 2030, constitutes the national umbrella through which the SDGs will be implemented in Egypt. Both agendas will guide the country's development pathways in the coming 15 years, and will require high level of engagement of different partners, particularly civil society organization, and the private sector, academia and special interest groups to help translate these goals into concrete actions and ensure that No One is Left Behind.

During the formulation of Egypt Vision 2030, the government undertook an extensive nationwide consultation process with major groups to identify national priorities.

UNDP together with the UN system at large will continue to support the government's efforts to increase ownership and public participation to achieve this ambitious agenda.





Investigating the Knowledge interface between Stakeholder Engagement and Plan-Making

By: Crystal Legacy

The 'ideal deliberative procedure' provides structure to the process of stakeholder deliberation, yet creates a tension with the formal processes of strategic plan-making. This paper examines process design by drawing upon communicative planning theory, and the rational comprehensive model and deliberative democracy literature.

In the context of metropolitan strategic spatial plan-making, the aim of this paper is to examine how the knowledge interface between the process of stakeholder engagement and the process of plan-making enables or inhibits implementation of the plan.

A retrospective study examining the development of two metropolitan strategic spatial plans: Greater Perth's the Network City plan and Greater Vancouver's the Livable Region Strategic Plan is provided.

It is revealed that the engagement of the planners, the public and the politicians occurs within formal stakeholder engagement 'events' positioned at different stages of the plan-making process. This paper reveals that the deliberation among the professional planners and the politicians at the process design stage steers the plan-making process in a manner that retains its legitimacy and creates a more implementable plan.

