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EXCLUSIVE ARTICLE ON

PROJECT COMMUNICATIONS: A PLAN FOR GETTING YOUR MESSAGE ACROSS

EBU
ETHICAL

BUSINESS UPDATE
The Magazine of
Corporate Responsibility

PROJECT
COMMUNICATIONS:

A PLAN FOR GETTING
YOUR MESSAGE ACROSS

By: Jason Charvat

COMMUNICATION
& REPORTS
30th Edition 2017

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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."

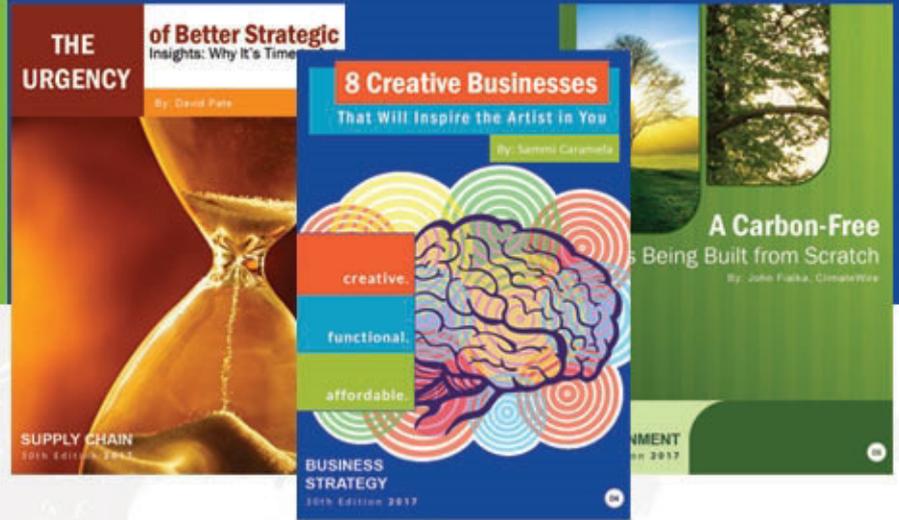
We believe this is not only how to guarantee a future for all, but makes good business sense.

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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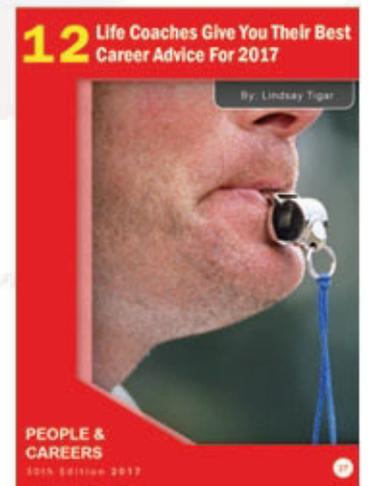
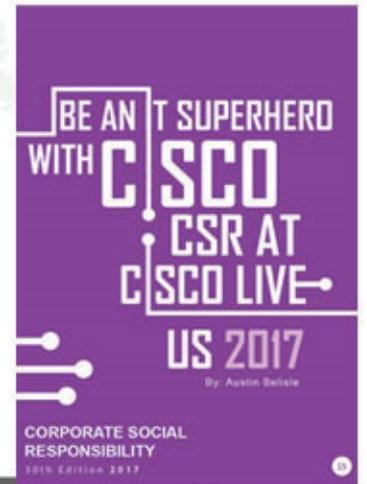
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8 Creative Businesses

That Will Inspire the Artist in You

By: Sammi Caramela

creative.

functional.

affordable.



**BUSINESS
STRATEGY**

30th Edition 2017



8 Creative Businesses

That Will Inspire the Artist in You

By: Sammi Caramela

Art is a beautiful gift that plays more of a role in society than we realize. Without it, we wouldn't have books, movies, architecture, paintings and more. However, this doesn't make the business a simple one – just consider the "starving artist" cliché.

Though artists might be intimidated by the industry, it's not impossible to get off the ground as an art-based company. Businesses like these eight successful startups keep art alive and inspire fellow artists to do what they love.

Artsy

If you're an art enthusiast but don't have the time or money to travel to various museums, consider using Artsy, an online resource for art and museums. Artsy is a platform that features popular galleries, museum collections, foundations, artist estates, art fairs and benefit auctions in one place, according to their website. Their mission is to "make all the world's art accessible to anyone with an Internet connection." Keeping art alive and appreciated, especially in an increasingly digital world, is important to the industry's success.

Bucketfeet

Raaja Nemani and Aaron Firestein met and became friends while traveling through Argentina. Firestein drew a design on a pair of plain canvas sneakers for Nemani, who soon found his shoes were a popular conversation starter throughout his travels. This inspired the pair to start Bucketfeet, a company that sells canvas sneakers in a variety of styles that feature original art by more than 40,000 creators from 120 countries around the world. These artists cover every medium, from graphic design and graffiti to photography and painting, and anyone can submit their artwork for consideration by the Bucketfeet committee.





ImageThink

Based in New York, ImageThink makes art functional in the office and the classroom. The ImageThink graphic-recording team creates illustrations based on keynote speeches, presentations, strategy sessions and more to help audiences visualize and better remember the information they see. ImageThink team members create these illustrations live during the meeting or event to accompany the presentation. The business also offers its services for creating animated videos and infographics.

Instapainting

Have you ever posted a photo on Instagram that's so beautiful it could be a painting? With Instapainting, you can transform that digitally captured sunset or portrait into a real-life work of art. You can order either a mixed-media painting (the artist will print your image onto a cotton canvas and then hand-paint over at least 90 percent of the image with oil paints) or a 100 percent hand-painted painting (the artist will start from a blank canvas and paint the entire picture by hand with oil paints) based on your photo. Throughout the process, you can view all the progress and changes made, and talk directly with the artist. You'll have a finished product delivered to you from Instapainting within about three weeks.

JuicyCanvas

With JuicyCanvas, anyone can customize art, turning it into canvas prints, shirts, phone cases, tote bags, throw pillows and greeting cards. Juicy Canvas allows customers to select a medium and an original design, and then "remix" the piece into a custom product by altering colors, rotating and cropping the image and adding text. Artists can submit their work to be used on the site, and customers can easily search through the available designs by style and country of origin.

Meural

Ever wish you could have the works of your favorite artists at your fingertips? Meural offers that accessibility with a digital library of precious works of art, displayable in a "digital canvas" frame. Meural renders each image as lifelike and textured as a real painting, down to the last brushstroke, the site says. The canvas comes in a wooden frame. With a range of art collections from the Romantics to the Renaissance to Contemporary art and classic photography, there are more than 20,000 pieces (and the option to upload your own images) to bring a little culture to your home, office or art space. The website ensures it's easy to upload, curate and schedule images to display in your frame.





Tekuma

Art can transform a bare room into a gallery. With Tekuma, a Boston-area startup, anyone looking to enhance their interior design can choose from artwork by independent artists to decorate their home. They just snap a photo of their space and let the curators find content to match. Not only does this allow homeowners to display beautiful decor, it also promotes and rewards the artists.

TurningArt

Are you fickle about your home or office decor? TurningArt is an art-rental subscription service that allows you to select new art to feature in your home or office as often as you like, for a monthly fee. As a subscriber, you can search through thousands of pieces to find what you want, and the pieces are delivered to you at no extra cost. Your first order will come in a frame, and when you're ready for a new masterpiece, all you have to do is slide the old artwork out of the frame, send it back to TurningArt, and put the new order in. If you fall in love with a piece, you can purchase it through TurningArt as well.





A Carbon-Free City Is Being Built from Scratch

By: John Fialka, ClimateWire

ENVIORNMENT

30th Edition 2017

08



A Carbon-Free City is Being Built from Scratch

The Colorado city will rely on solar energy, a king-sized lithium-ion battery, and energy efficiency schemes

By: John Fialka, ClimateWire

DENVER — Can a city built from scratch be profitable to developers and enjoyable to residents as it tries to be carbon-free?

That is the question facing owners and planners of a mostly vacant, sunburned 400-acre plot of land near this city's sprawling International Airport as they plan an energy system with vast differences from the typical suburban subdivision.

The city, called Peña Station Next, is located at the last stop of Denver's newly completed rail line to its airport. It's named after Federico Pena, a former mayor and lawyer whose adroit political maneuvering helped to site both the airport and the rail line at their present location over 30 years ago.

The political uproar over the airport has long since faded, but the new city forming near it is facing engineering and economic challenges. It's a plan that has never been attempted before. The idea is to attract a bunch of different entrepreneurs to a power system relying mainly on solar energy, a king-sized lithium-ion battery and various energy efficiency schemes so the city has few, if any, outside energy needs.

Denver and Denver County, which own Denver International Airport, will contribute financial support for the project and the sunshine falling on the canopy of its massive parking lot. Xcel Energy Inc., the local utility, will collect it with solar arrays and contribute a 1-megawatt, grid-connected battery to provide backup power and other services to Peña Station Next.

The battery will be connected to a building being completed by Panasonic, the Japanese-based global conglomerate. The project was inspired by a smaller-scale effort it initiated in Fujisawa, a suburb of Tokyo. That "sustainable smart town," which cut its CO₂ emissions by 70 percent, was inaugurated three years ago, and property values have risen by 25 percent.

So Panasonic, which fancies itself as a "technology integrator," began to think bigger. After getting proposals from 20 U.S. cities, it chose Denver for a project 10 times larger than Fujisawa. The developer that owns the land near the airport, L.C. Fulenwider Inc., was excited.





So was the National Renewable Energy Laboratory, part of the Department of Energy located nearby in Golden, Colo., which agreed to be a consultant.

"The parties involved here are trying to figure out how you design a really large-scale build-out, a city from the start," explained Matthew Futch, NREL's director of global business development. He hopes the result will be a kind of template "on how various different businesses might be able to come together and do this. It's a kind of experiment that might be used in other places."

Some economic signs point in that direction. The price of solar power has been dropping sharply, and the cost of battery storage may be less than half of today's price by 2025, according to a paper produced by Panasonic. It predicts that energy storage will soon become the "Swiss Army knife" of the nation's power grid as a "flexible, nimble resource that can benefit utilities, customers and the entire power grid."

One big benefit for Panasonic, which is building a regional center for one of its subsidiaries at Pena Station Next, is the battery that will protect it from blackouts. Otherwise, Panasonic would have to build an expensive diesel-powered auxiliary backup system to run its elevators and computers on a 24/7 basis. The feature also attracted other companies to the project.

That resulted in what is called a portfolio micro grid. Most micro grids in the United States are managed by one owner — usually a college campus or a military base — that builds the grid to protect itself from power outages. Panasonic found that other companies were interested in joining it in the Denver project.

"We saw that and sat down with Xcel and NREL and said, 'How can we do this at a much larger scale?'" recalled Panasonic's Matthew Crosby, program manager for the project.

One result of that has been research on the potential for other common, low-carbon energy systems at the site. They include common heating and cooling systems, more rooftop solar cells, and a way of making methane from sewage, and even a look at designing a regenerative braking system to extract electricity from the airport trains that stop at Pena Station Next every 15 minutes.

"We expect the project will go beyond net zero carbon," predicted Crosby, who asserted that his company is "vendor agnostic."

"We can bring in Panasonic technologies but can also partner up when we see other technologies will achieve greater impact at the site," he said. "At the end of the day, it's all about delivering a sustainable business model."

THE URGENCY

of Better Strategic Insights: Why It's Time to Act

By: David Pate

SUPPLY CHAIN

30th Edition 2017





The Urgency of Better

Strategic Insights: Why It's Time to Act

The ability to analyze data to see important patterns in your operations is a game-changer.

By: David Pate

The inclusion of a dashboard from a 1980s or 1990s economy sedan in a modern hybrid sports car would catch your attention for all kinds of aesthetic and technical reasons. The incongruity of the dashboard and the rest of the car are easy to imagine, as are the potential issues with the setup. Sure, you could get the speedometer and odometer to work. But invaluable features like driver assist and navigation would be unavailable, so you would never be able to operate the car to its full potential.

Making an equivalent comparison with complex manufacturing operations isn't so straightforward, but even in 2017 many manufacturers are using "old-school" tools to guide what needs to be increasingly fast-paced and dynamic operations. Consider that nearly half (49%) of respondents to an Aberdeen survey rated responding to market volatility as their top challenge. Yet many companies still rely on disparate systems and spreadsheets for tracking near-term performance and making strategic decisions. That means their data is often incomplete or outdated, or both, which can result in missing near-term opportunities for performance improvements, and misguided strategic planning and decision-making.

Adjust Your Perspective to See Important Patterns

The ability to see your data from different perspectives is invaluable under any circumstances, but especially in the face of rapid marketplace evolution. Just consider how once-strong retail brands such as Macy's, J.C. Penney, Radio Shack and Sears are struggling to survive against relative upstarts and new business models. How might their strategies have changed if they had started looking at and responding to the right indicators much earlier?





On the other end of the spectrum, manufacturers in safe positions, but without strong enough lenses into their data, may be unaware of all kinds of opportunities for generating new growth or improving performance and profitability. That's unfortunate because a delay in capturing opportunity is opportunity lost—and it provides an inroad to potential upstart competitors. And that's why, regardless of current marketplace circumstances or position, it pays to make better use of data sooner rather than later.

Of course, it's possible to get a view of what's happening in the business this week or this quarter using manual-based approaches, but the views are limited, it's a drain on resources, and there is also a high potential for human error. The reality is that the ability to integrate and analyze data from disparate sources can completely change the game.

With the right analytical tools, manufacturers can not only view consolidated data faster, but they can view it through different lenses (to see detailed data from a broad perspective, for example). And what you see may surprise you.

Consider a simple example of a manufacturer that was manually keying data into spreadsheets from various systems, including an enterprise resource planning (ERP) solution. After implementing a comprehensive operations management solution, they discovered that there was typically a plus or minus 10% discrepancy, compared to the spreadsheet analysis, on what they thought they produced in any given period versus what they did produce. So the automated solution not only enabled them to access their data more easily and cost effectively, but they were able to almost immediately start making better decisions.

Another manufacturer wasn't aware that outages in a key machine were due to regular pump failures that could be avoided with proactive maintenance. Although the outages were costing several hundred thousand dollars per year in production downtime, they simply didn't have an efficient way to pull and analyze historical data for trends.

What It Takes to Be Successful

Today, there are many dashboard and analytics data presentation tools available that enable you to do three key things:

- 1) Integrate data from disparate sources.
- 2) Preserve data in a central location.
- 3) View data from select time slices in different ways to identify important patterns that have been hidden from sight.

But you need more to be successful. Regardless of how easy an operations management solution is to implement and use, it's important to remember that discovering new patterns is only helpful if you do something with the knowledge. Where many solutions fall short is in providing capabilities for helping you make adjustments and change processes based on what you discover. Ideally, a solution should have features that make it easy to create an activity based on what you are seeing and then perform root cause analysis, take countermeasures, and manage and track the activity through completion.



Going back to the car analogy, just the ability to see data is not enough. Features that enable you to “drive” or advice on “alternate routes’ to the right destination based on data analysis are also vital. While it’s certainly possible to manage activities related to what you are seeing in separate systems, you would have your work cut out for you in developing processes and fostering discipline to make quick decisions and act on the problem areas.

Beyond carefully considering features and capabilities, it’s also critical to be strategic when implementing an operations management solution. That means carefully considering what data is important to measure and why, and ensuring that your teams will be able to understand what the output means and how to respond. Unless you or someone else on your team has deep operations management experience with strategy deployment, process, data and technology, third-party operations experts can be a great resource for keeping this strategic initiative on the right track.

Start Now to Compound Your ROI

Compared to robotics, automation and many other types of technology, an operations management solution is a relatively small and non-disruptive investment that can quickly begin delivering value and help you better serve customers. The insights and benefits from your data build on themselves as you get new perspectives on opportunities and threats and establish or modify strategic plans.

Ultimately, it means you can accelerate your operations down the manufacturing highway with a clearer view of what’s ahead, rather than focusing on the equivalent of a bumper in front of you and crossing your fingers that you don’t crash.

David Pate is managing director of business development for TBM Consulting Group, a global operations management consulting and technology firm that leverages operational excellence to help companies accelerate business results and maximize enterprise value. He is an experienced business leader with previous roles in plant management, planning and lean operations.



BE AN ANT SUPERHERO
WITH CSCO
CSR AT
CSCO LIVE

US 2017

By: Austin Belisle

CORPORATE SOCIAL
RESPONSIBILITY

30th Edition 2017



Be an IT Superhero with Cisco CSR at Cisco Live US 2017

By: Austin Belisle

Cisco Live US 2017 kicks off on June 25, and our Corporate Social Responsibility (CSR) initiatives to accelerate global problem solving will be on full display. We are planning plenty of exciting opportunities for our customers and partners to participate, win prizes, and become IT superheroes.

Our goal is to accelerate global problem solving to positively impact people, society, and the planet. At Cisco Live, attendees will have the chance to help us do just that. This year, we'll be stationed at the CSR Lounge in the World of Solutions foyer and expect many of the 27,000 attendees to visit us throughout the week.

CSR highlights include:

#CiscoChat: How IT is a Superpower for Solving the World's Problems — June 21

Before Cisco Live begins, @CiscoCSR will host a live #CiscoChat on June 21 from 10:30 am to 11:30 am PT. We'll talk about how global problem solvers are using IT to make a positive impact in the world with our featured guests:

- Zoe Rose, Cyber Security Analyst and former Cisco Networking Academy student;
- Ron Buell, Chief Technology Officer of Tribal Planet; and
- Alan Donald, Director of Technology for Development at Mercy Corps

Kinetic Tile Racing in the CSR Lounge — June 25-29

What is a kinetic tile, you ask? It's a way to harness the energy of your footsteps and use it to provide electricity for other purposes. As part of Cisco Live's social impact efforts, we are hosting one of the event's many kinetic tile areas in the CSR Lounge. Our goal is to harness the energy of 1 million steps at Cisco Live — enough to provide electricity to 40 schools in Nepal for a minimum of four days, impacting 30,000 students.

Participating is as easy as scanning your badge and running on the tiles. Attendees can race members of the CSR team and even Cisco Networking Academy students from the Dream Team.





mobile Commerce & Digital Banking

Summit & Exhibition 2017
October 18th, 2017 at Marriott Hotel-Karachi.

SAVE THE DATE

**October 18th
2017**

Pencil this in your diary & add it to your calender!

For more information, visit: www.theprofessionalsnetwork.pk
or contact info@theprofessionalsnetwork.pk

mobile Commerce & Digital Banking

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UPCOMING EVENTS

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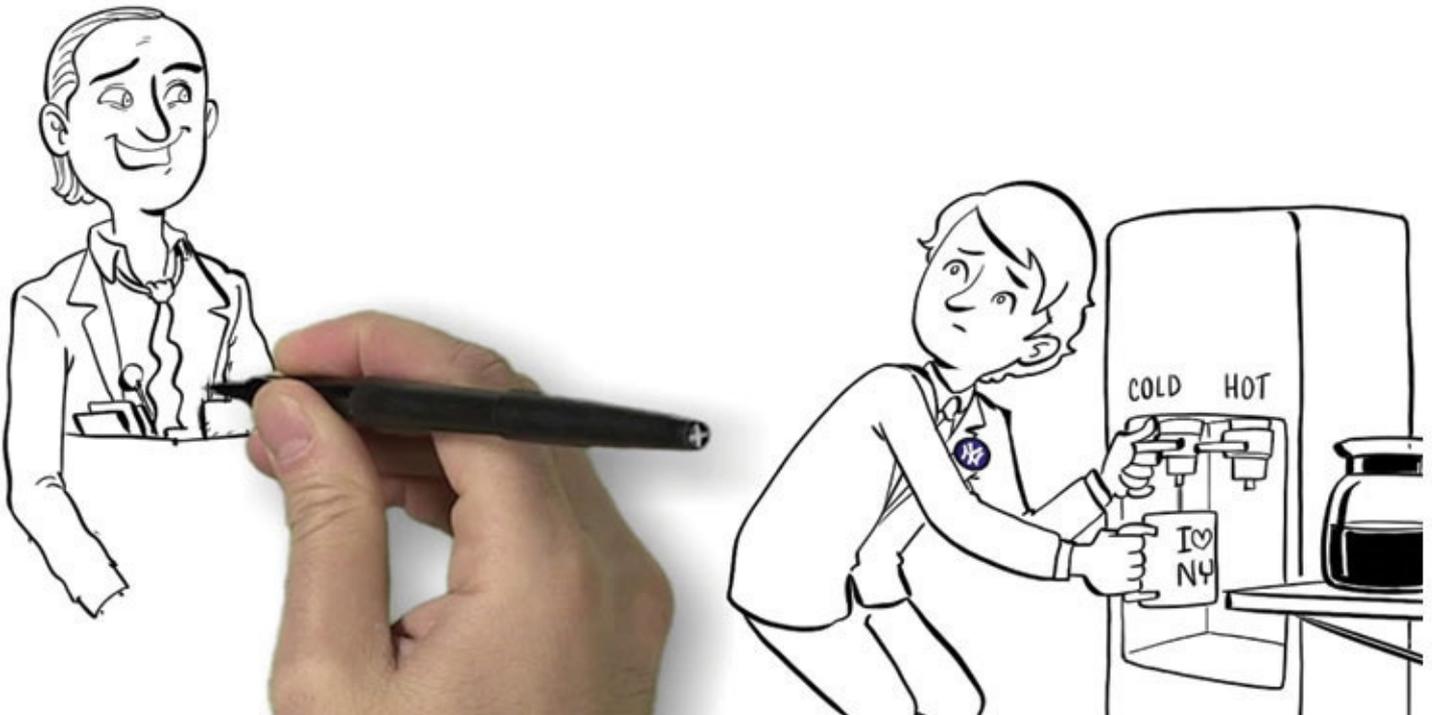
Live Broadcast — June 28, 1:30 to 2:00 p.m. PT

Tune into the Cisco Live Broadcast, where Tae Yoo, Senior Vice President of Cisco Corporate Affairs, will provide an update on our commitment to positively impact one billion people by 2025. We'll also visit the CSR lounge, where you can join us in celebrating 20 years of the Cisco Networking Academy. Even if you aren't attending Cisco Live in person, you can join 200,000 online attendees and follow the live broadcast on the Cisco Live website.

Executive Symposium: Technology Solutions to Solve the World's Problems — June 26, 4:30 to 5:15 p.m. PT

Tae Yoo will join Dipak Basu, CEO of Anudip, and Paul Polak, Founder/CEO of Windhorse International, to discuss how organizations and companies are using technology to solve global problems. One of Cisco's nonprofit partners, Anudip has trained more than 60,000 youth and women in digital skills across India, with a 75 percent job placement rate. Participants experience an average 300 percent growth in family income.

Other highlights include:



PROJECT COMMUNICATIONS:

A PLAN FOR GETTING
YOUR MESSAGE ACROSS

By: Jason Charvat

**COMMUNICATION
& REPORTS**

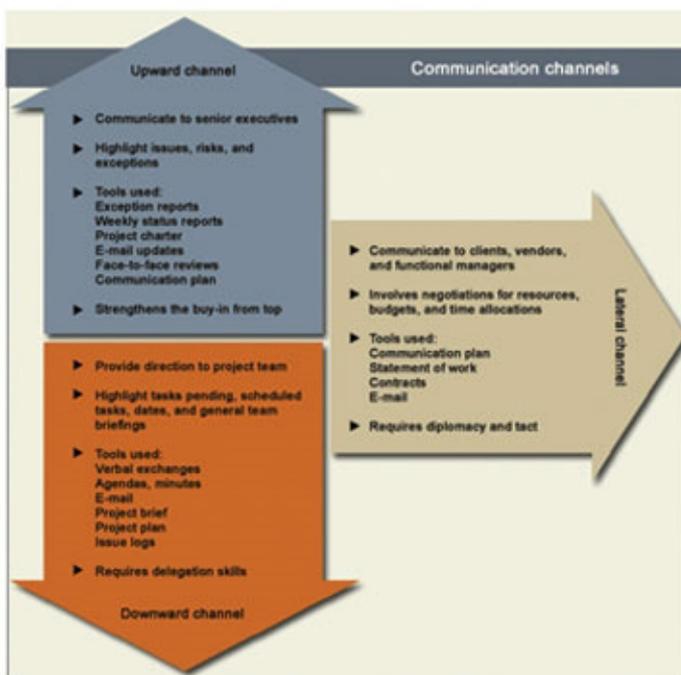
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Project communications: A plan for getting your message across

By: Jason Charvat

Here are some tips to help you better manage key communications channels for your next project. Follow these guidelines to keep your project on time and on track.

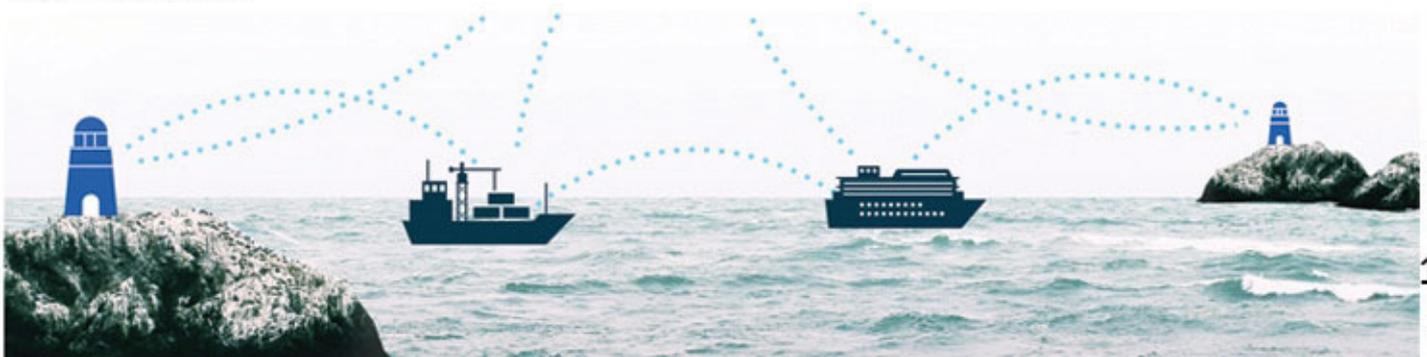


Like it or not, communication is the most important component within any project. The success of most projects, whether handled by a dedicated project team or a cross-departmental team, depends upon a set of crucial communication skills and techniques. Interestingly enough, all IT project and development managers that I interviewed agreed: Communication and human interaction make or break a project.

We sometimes forget that project communications refer to the specific behavior and techniques used to motivate, lead, delegate, and report back to all stakeholders working on the project.

There are three clear communication channels that managers need to establish once the project has started (See Figure A). Managing and improving these channels can dramatically increase your chances of success. The key to successful communications is to keep information flowing in the right direction.

Communication affects performance. Therefore, if you want high-performance teams working on a project, you need effective communications entrenched to make sure you get these kinds of results. Without well-established channels, it is likely that the project will fail. Successful project managers typically have good communications skills that include being able to effectively present the issues, listen and act on feedback, and foster harmony among team members.





Reinforcing project communications

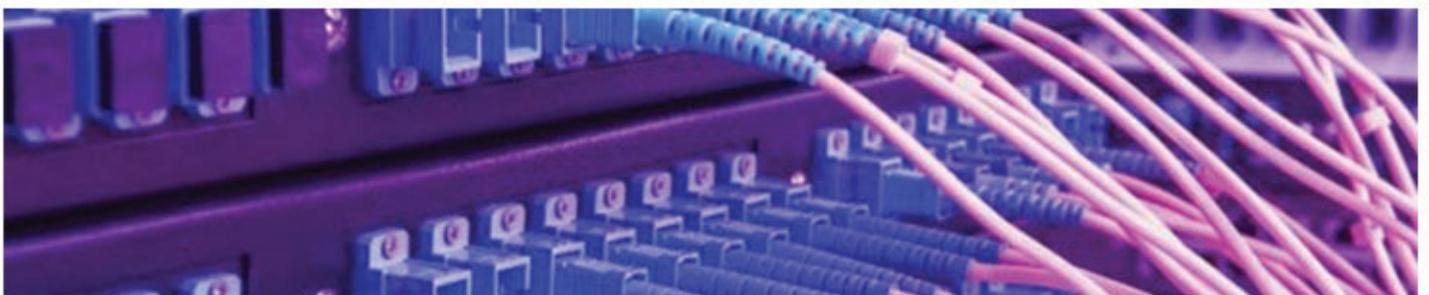
An effective communications plan will:

- Facilitate team development: Proper communication actually provides the basis for the project team to work together and understand objectives and tasks to be completed. Better communication means better performance.
- Be used throughout the software development process: From defining the user requirements to implementing the product, a proper communication plan aids in informing all project stakeholders what communication channels will be used on the project, who will report to whom, and the frequency, type, and format of project meetings.
- Make it easier to update stakeholders: Frequent communications keep stakeholders in the loop.
- Save on creating additional project documentation: By taking effective communication steps from the day the project starts, you may see a reduction in project documentation.

Use the plan to resolve critical issues

I was recently asked by my CIO to assess how one of our most critical e-commerce projects had literally fallen apart at the seams. A quick assessment showed that the project failed because of poor communications. The client was very unsatisfied with the way in which the project was being managed. He expressed his displeasure by saying, "All the project manager had to do was to either ask or come and see me, and we could've resolved this issue." There were also complaints about insufficient project status reports and how the project failed to deliver the application as the client wanted it. An initial kickoff document and a few e-mails were distributed, but that was it. No follow-up meetings were conducted and the client was left without any means of tracking progress. The client complained that he hardly ever saw anyone from the project and had wondered what was going on.

The project manager indicated that it was the developers, who had failed to develop the application correctly, a problem that meant he had to "fight fires" most of the time. Nevertheless, our company lost a valuable client, had unhappy project members, and a failed project. The CIO later said, "This is not what I want to hear on my watch; why didn't someone tell me what was going on?" An effective communications plan could have helped avoid most of these problems.





Effectively improving your communications

Project communication isn't always as easy as it may seem, but it is a foundation you can use to build your team, demonstrate your leadership, and provide timely project direction. See Table A for some of the communication tools that project/development managers have available.

Communication aids	
Type/technique	Description
E-mail	Allows project teams to communicate text, audio, and video files between the team members
Interoffice memos	Provides a formal forum to communicate key dates, policies, and procedures
Instant Messaging (IM)	Allows team members to communicate real-time
Project status meetings	Provides regular status updates and reviews of the project
Telephone/video conferences	Provides a medium to involve team members located in other geographic regions
Intranet, Internet boards	Formally communicates status, progress, highlights, and objectives to all
Project road show	Provides feedback to stakeholders or users
Walk-about	Involves a hands-on face-to-face approach with your team and clients

You need to go back to basics to determine which tools to use to remedy poor project communications. Communications are essentially closed when information comes in but doesn't go out. This occurs when some team members have access to accurate information and others don't. It's a key responsibility of project or development managers to provide regular and consistent feedback, such as status reports, issue logs, risk logs, meeting notes, or a project Web site, where project information can be published. You should develop a common repository for project information to avoid miscommunication and confusion on the team.

On the other hand, you should also ensure that you get the correct information across to the project stakeholders without overloading them with reams of documents that are irrelevant or contain repetitive information. Skillful project managers know how to plan their communications, understand what type of information each team member needs, and utilize a wide range of communication methods.



Achieving balance in the communication process

I often think about the great expectations managers leave with stakeholders at their initial project kickoff meetings. Managers say, “My door is always open to you” or “I’ll provide you with all the communication you need,” but then, a week later, it’s a different story. The key factor is that managers should facilitate project communications and encourage openness and allow the teams to be “empowered” with the right information to do their tasks. How do you know if you are effectively managing communications? Here are a few red flags to look for that could signal impending project failure:

- **Micromanaging everything on the project:** Managers design these 1,000-line project plans and start pushing themselves and the team to get every task done in the most incredible detail. This style of project manager actually stifles the entire communication process as a result of getting too involved with the details. The team soon realizes that a dictator has taken over the project, and they typically refrain from saying too much, or, worse yet, can’t wait to leave the project. This style of management leads to mistrust and eventual frustration. The project manager usually only releases information on an “as-needed” basis and, as a result, the team becomes less creative or unwilling to come up with great ideas. Remember that project managers need to foster more open and transparent communication.
- **Allowing too much communication:** Sending too much communication can actually hamper the amount of work that gets done. Sharing every piece of data and information with everyone is the norm for this type of manager. Team members are actively encouraged to speak their minds, share their pains, and, eventually, a 40-hour workweek is made even longer, all due to overcommunication. The downside here is that when breakdowns do occur because of technical challenges, the project manager will have a tough time trying to bring the project back on track, due to communication paralysis.

The correct balance is needed on a project team when it comes to communications. The important factors involve communicating how the project will be managed, including how information will flow into and out of the project. You should also have a clear and concise communication plan to address project responsibilities and the types of communication that will take place.





The communication plan

The television series Star Trek embraces the communication plan quite well, I think. Starfleet crewmembers all refer to “The Prime Directive,” a master plan that lays out what communication channels are to be used, reporting standards, responsibilities, etc. Well, the project communication plan is no different. The following communication information should be contained within the project communication plan:

- Project communication strategy
- The kick-off meeting
- Roles and responsibilities of the team
- Project status meetings and frequency
- Change control communications
- Project review meetings
- Transition from deployment to operations
- Closure meeting

In this primer on project communications, I’ve introduced you to the basics of effectively communicating on a project or program. Not only is it essential to create a communications map of your project (i.e., communications plan), but you should also be able to effectively analyze information and distribute such information in the correct medium.



Stakeholder engagement, *key to one-district –one factory project*

By: Zuberu Aliu



**STAKEHOLDER
ENGAGEMENT**

30th Edition 2017

Stakeholder engagement, key to one-district –one factory project

By: Zuberu Aliu

Stakeholder engagement may provide several key benefits to environmental management research projects (reviewed in [4, 5]), including: improving the evidence base [6]; greater public acceptance [7]; higher likelihood of intervention success [8]; wider communication of findings [9]; and increased likelihood of impact on decision-making [10]. However, engaging stakeholders in research can also be associated with dis-benefits, such as reinforcing power imbalance [11], causing or worsening misunderstandings, and delaying decision-making [12]. However, these negative impacts should not be taken as a reason to avoid stakeholder engagement, but highlight the need for carefully planned, unbiased and balanced engagement.

Many pundits argue that no nation develops unless it embraces industrialization. Economic empowerment of all citizens should be at the centre of government policies.

There are shining examples within the African continent and beyond in the area of industrialization leading to job creation. Tanzania for instance, is reported to have created 1.423 industries within twelve months.



Ghana's industrialization drive has received a major boost with the government flagship programme of 'one-district-one factory'. This programme is one of the major policies by the Akufo Addo led government. Although this project has gained popularity among many Ghanaians, it will not be far from failing if stakeholders are not properly engaged.

Development initiatives in any form will either succeed or fail. But many of the failures are the results of lack of effective communication and participation.

The one-district one-factory project has some elements of decentralization, moving away from the usual norm of doing everything in the national capital. The initiative if properly implemented will help improve infrastructure and economies of the local communities.

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Undoubtedly, effective communication is one surest way to support the efficient implementation and success of this project. Over the years, projects are designed at the top and push onto the local people.

Some describe this as imposition. This method naturally, will create some gaps in project implementation. There are cases where classroom blocks are constructed in communities only to serve as white elephants. This is possible because the beneficiaries are usually not involved in such projects.

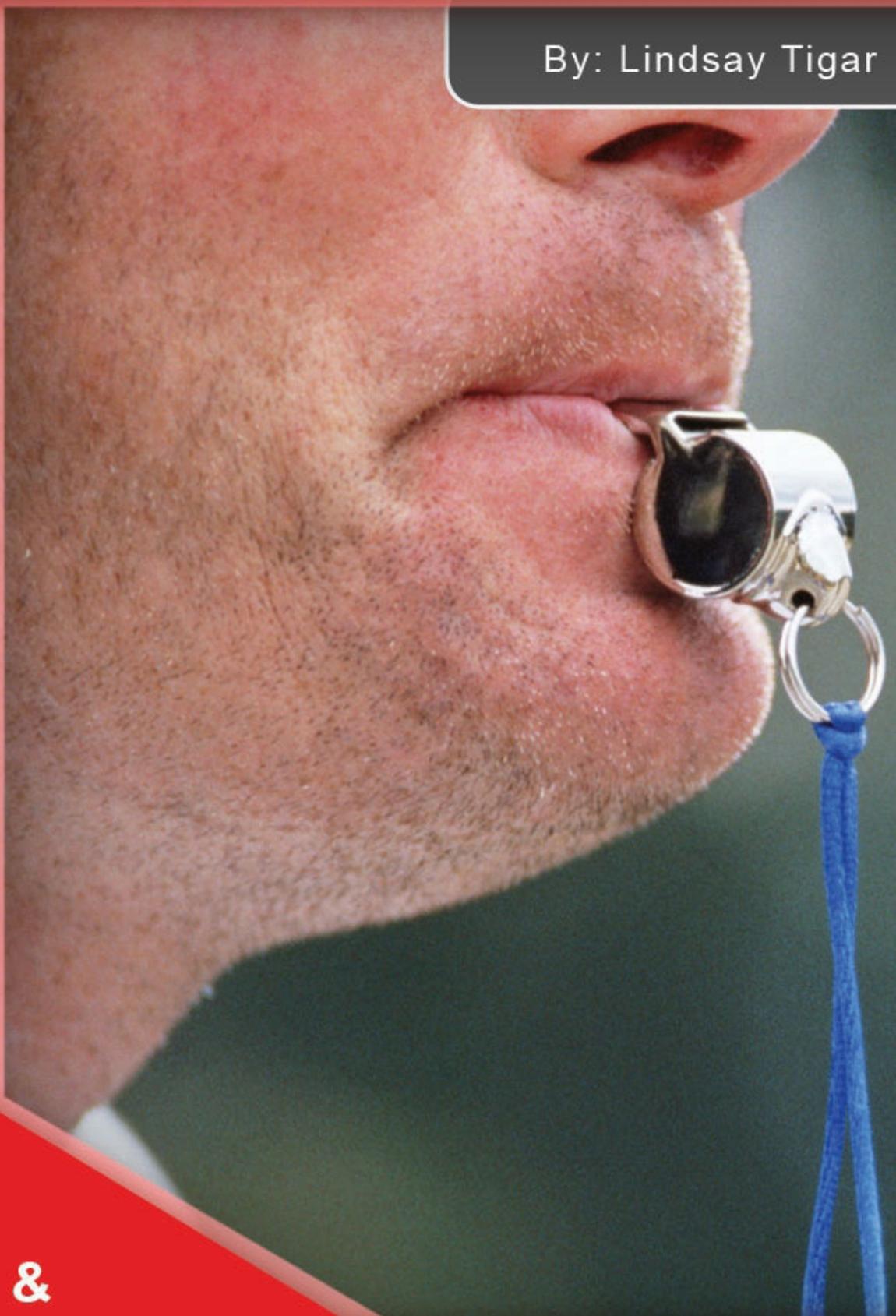
A new day has arrived and Ghanaians must change our way of doing things. It is prudent for stakeholders to engage the local people in the design of the proposed factories. Such engagements will provide platforms for knowledge sharing, consultation and empowerment.

Effective communication and participation will ensure security for investors while government directs her attention to other areas.



12 Life Coaches Give You Their Best Career Advice For 2017

By: Lindsay Tigar



**PEOPLE &
CAREERS**

30th Edition 2017



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As you start to pack your bags to travel back to your hometown or finally put up your out of office to zone out in front of Netflix without any guilt for a week or so, you likely might find your mind drifting off to thoughts of the upcoming year. While some experts suggest making New Year's resolutions, others beg you to choose a word or a theme and a few might advise to make a small, micro manageable goal — the fact of the matter is that everyone thinks about change this time of year.

And one of the places where a transformation is not only one of the hardest to achieve but arguably, one of the most important, is your career. Especially if your day job is something you have to drag yourself to each and every single day, you might be dreaming of the upcoming year as an opportunity to do more of what actually makes you passionate.

That's where life coaches comes in super-handy. Meant for people who feel stilted or stuck in a certain part of their life, these type of professional mentors can guide your choices and help you make the most proactive and effective ones for your future. Here, they give their very best tip for 20- and 30-somethings in the throngs of their career:

1. Invest In A Career Assessment

"I think the investment in a career assessment is well worth the money," Dr. Nikki Martinez, Psy.D, LCPC, tells Bustle. "Many people are hesitant to spend a little money on a good assessment that they can find online, but they are willing to go on and on being unhappy in their current job. The assessment may lead you to surprising careers you had not thought of, and often I have seen it tell people about careers they did not even know existed, but were a great fit for them."

2. Set An Intention For What You Want Out Of 2017

"The most important thing I'm doing and having all my clients do for the new year is have them set an intention for what they want to get out of 2017," Valerie Langley, mindfulness and meditation success coach and spiritual mentor, tells Bustle. "The saying where attention goes energy flows is exactly what this means. It is super important to focus with precision on what you want to bring in while having a sense of peace with where you are at not what you lack. So stay focused on the goal and take one action step each day to bring you closer to it."





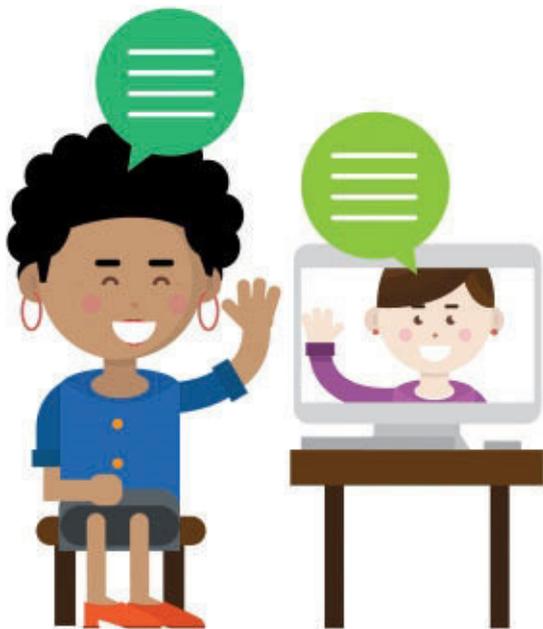
3. Find Something That Brings You Joy

"You do not have to do something you are PASSIONATE about, but you must do something that brings you joy," Kali Rogers, CEO and founder at Blush Online Life Coaching, tells Bustle. "Not every second, not every minute, and maybe not every day. And please, always remember that every single job, even if it is a job you are passionate about, has drawbacks. As a life coach and an entrepreneur - my dream career — I have to spend lots of time doing things I really do not want to be doing. But it's part of the job. Accept the fact that your job, no matter how fabulous, will always have negative side effects, and you will be much better off in 2017!"

4. Follow Your Passion, But Don't Quit Your Day Job (Yet)

"I believe in taking leaps of faith and stepping out on a dream but also found that pursuing your dreams on a part time basis and being disciplined enough to plan, investigate and educate yourself will reduce fear and anxiety and actually provide the momentum you need to work towards your goal... whether that's a new job a new career or starting a new business," Life coach Arianan Curry tells Bustle.

5. Get Serious About Finding Your Social Media Voice



"My best career advice is for professionals to get serious about finding their own social media voice as a means of positioning themselves for new opportunities, new jobs, and higher salaries," Career coach and president of ExecutiveResumeRescue.com Cheryl Lynch Simpson, tells Bustle. "I recommend they upgrade their LinkedIn presence, not only by elevating their profile, but also elevating their visibility. Professionals should max out the number of LinkedIn groups they belong to and post a comment in several groups each week.

They should post a status update to LinkedIn (and simultaneously post to Twitter if they tweet) at least every two weeks, and author an article on LinkedIn at least once every couple of months. If they are active in additional social media sites, all the better, but an active LinkedIn presence is the minimum anyone serious about their career should consider."



6. Be More Tolerant

"To be tolerant. In our careers, we are judged by how we make others feel," Jackie Kells, President of PointMaker Communications, tells Bustle. "Plus, the office is a microcosm for the real world in that we all have to work with people of different races, religions, influences, preferences and ideals. Work can be a place of severe dysfunction as a result. So, with the oncoming new President and the tension that is mounting; fear of the changes that are bound to come, it's imperative upon us all to be tolerant of one another — and even better, to be compassionate. This will help raise morale and help us to emerge as leaders."

7. Find People Like You

"Find people who are in a place in their career where you want to be," John Moore, a life coach for spiritually conscious professionals, tells Bustle. "Follow them on social media sites like LinkedIn and Twitter and pay attention to their background and how they communicate. Introduce yourself as someone who is following a similar path and ask for 20 minutes of their time for an informational interview. If you get the interview, respect the person's time — keep the meeting to the exact times you promised. Be prepared — have thoughtful and specific questions ready like, 'I noticed on LinkedIn you went to a big business school, how important has that been to your career?' Thank them for their time and follow up with a hand-written thank-you card."

8. Look For A Vocation Rather Than a Job

"As people think about careers in 2017, one of the best pieces of advice I can give is to look for a vocation rather than a job," Darren Pierre, author of *The Invitation To Love*, tells Bustle. "What I mean by that, a vocation invokes calling, it invites someone to tap into their passions, whereas a job pays the bills. While paying the bills is important, a place of employment that is not life giving, that does not affirm your core strengths, is not going to maximize your profits in the long run."

I recognize that for some it is hard to find a job that will both celebrate your passions, and pay bills. In the event you can't find a job that allows you to do both, make sure you continue in all the ways you can to celebrate your purpose. For example, if you love yoga, but right now the opportunity has not availed itself for you to instruct yoga full time then make sure you carve out some portion of time toward your passion. I have found that even if just five percent of my day is put toward work I love, the 95 percent that is not as enjoyable still yields joy, keeps resentment at bay, and affords me the space to fully express myself."





9. Further Your Knowledge In A Specific Area Of Expertise

"Regardless of your line of work, it is important to continue to further your education in your line of work or in the line of work you would like to move towards," Emeline Roissetter, professional coach and founder of MomentuM, tells Bustle. Firstly because employers truly value candidates who take the initiative to further themselves, secondly because being an expert in one specific area gives you a competitive advantage. Also, in order to stay engaged, motivated and excited about your career and your life, it is crucial to keep growing, to keep challenging yourself and to gain new perspectives. An easy way to do that is to gain global perspective. In today's world, it is crucial to understand International Best Practice and that could truly set you apart and move you forward."

10. Work On Your Soft Skills

"Like communication and emotional intelligence, the workplace has become with obsessed with technology, technical skills, start up culture and entrepreneurship," Stacey Staaterman, Certified Professional Coach (Business, Leadership, Career) and Consultant, tells Bustle. "All of that is good, but for some it has come at a cost: sagging soft skills among some professionals. A good communicator with an ability to connect, persuade and teach others is extremely valuable in a job market that is facing dramatic shifts in work format."

11. Set Aside a Full Day to Make a Life Plan

"My best piece of career advice would be to set aside a full day and make a 'life plan.'" Vik Kapoor, a professional coach for Millennial leaders, tells Bustle. "There are some great resources out there that can help with this, including Living Forward by Michael Hyatt and Daniel Harkavy. Life planning is not something rigid, but it does create tremendous focus and insight on what matters most, thereby drastically reducing stress when you face difficult decisions. Should I take that job in another country or stay local? Should I pivot to a specialization or stay general? Should I invest in this professional certificate or that one? Should I launch a side hustle? All of these questions are easily answered after you have a solid life plan, which spells out your priorities, how you want others to remember you when you die, what your major goals and milestones might be, and what your process is for revising your plan as you go. The important thing to remember is that this is a living document that will change with you. Doing the work on your life plan will give you a huge edge in your career and life."

12. Stop Looking For Your Dream Job

"My best career advice for 2017 is to stop looking for a dream job, and start looking for your dream responsibilities," Jon Westenberg, founder of Creatomic and transformational consultant, tells Bustle. "So many people that I talk to are focused on looking for the ideal title, or company, and they're not focused on what they really want to be doing on a day to day basis – what kind of tasks they want to be taking on. If you aren't considering that, you're not laying the groundwork for a healthy workplace or a happy job, you're just looking at the mad scramble for a more impressive role that you don't even want. When you look for your dream responsibilities, you're going to be building a career based on your passions and the activities you care about."