
Leaders of Pakistan

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Dedicated to the memory of
Shaheed Mohtarma Benazir Bhutto,
my leader, who laid down her
life for democracy and human rights

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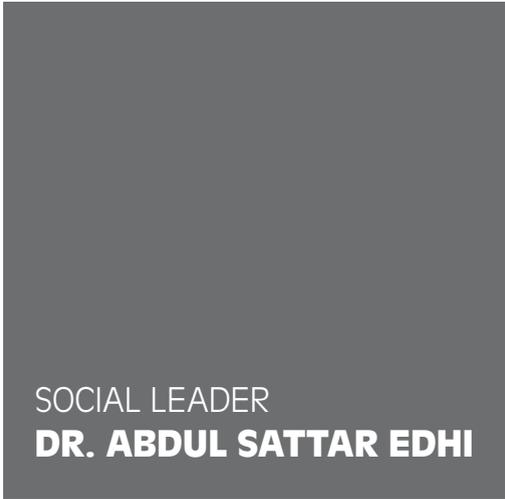
FOREWORD | This monograph is a collection of papers that were presented in the graduate course, "Creative Leadership" taught at SZABIST Karachi in Spring 2009 by the Editor. As a part of the course requirements, the students were asked to write a term paper and make a presentation to the class on "Living Leaders of Pakistan." They had to choose from a list of short-listed leaders who were identified in an earlier internet-based survey.

The following procedure was adopted to identify the leaders:

1. An email was sent in October 2008 to all employees (faculty and staff) at all SZABIST campuses to nominate a number of living Pakistani Leaders in the following categories: Political, Corporate, Performing Arts, Sports, Social, Spiritual, Technical and Media (TV and Print). Political leadership was to exclude all present and former head of states to identify new leaders; Academic was excluded to eliminate the element of bias. Others which were not included were military, judicial and bureaucratic due to limitations of study. About 8 each in Political and Corporate, and 4 each in other categories were asked to be nominated (Annex 1).
2. The political, media and performing arts leadership were readily identified by the respondents at large which was expected due to their public exposure. Others were not easily identifiable. Due to the business nature of the school, focus was made also on corporate leadership.
3. The top 62 names category wise as identified above were short-listed and put on the internet for worldwide survey at <http://szabist.edu.pk/survey> in December 2008 (Annexes 2 and 3).
4. The top leaders as identified by the internet survey were discussed with the class in January 2009. The students were asked to select a leader as per their convenience and accessibility to write a report. Based on the class enrollment, 12 leaders were selected by the students themselves.
5. The students were asked to personally interview the 'Leader' and prepare a report based on the follow guidelines:

The Leader (profile, career and history), Background, Vision and Mission, Ethics and Personality, Leadership Skills and Style, Main challenge(s) of the past, and how he / she resolved it, His / her one major decision or more that changed the nature of the company / organization / history, His / her challenge(s) of the future, Whom he / she considers leaders, and Conclusion (Annex 4).
6. The selection and inclusion of a leader in the first volume of this monograph is in no way an endorsement of the leader by SZABIST or the Editor, or is a ranking criteria in any way. It is an academic exercise in Leadership. The information in the articles is submitted and by prepared by the students themselves. The students have taken full responsibility for the contents of the articles and the interviews. SZABIST is not responsible for the contents of these articles.
7. Future students of 'Creative Leadership' will be sharing the profiles of other identified leaders in forthcoming volumes of this issue.

Dr. Javid Laghari
Editor



SOCIAL LEADER
DR. ABDUL SATTAR EDHI

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Abstract | Dr. Abdul Sattar Edhi is indeed one of the most active and serving philanthropists in Pakistan. He is leading the Edhi Foundation in Pakistan and the branches of this foundation are spread all over world. Under the leadership of Dr. Edhi, along with hospitals and ambulance services, the Foundation has set up clinics, maternity homes, mental asylums, homes for the physically handicapped, blood banks, orphanages, adoption centers, mortuaries, shelters for runaway children and battered women, schools, nursing courses and soup kitchens. Dr. Edhi strongly believes in his will power and positive thinking and he is a centurion leader in its true sense. He has earned a reputation as being one of the most selfless and honorable human beings today and the system he has established is a model for a welfare state. Dr. Edhi has received various recognitions including national and international awards. He has also received an honorary doctorate from The Institute of Business Administration (IBA) in Pakistan. His life's work restores out flickering faith in humanity and his example inspires us towards making a personal revolution, so that the collective spirit may be strengthened.

Keywords | Leadership, Edhi Foundation, Transformational Leadership, Centurion Leader, Management by Example.

The Leader

Dr. Abdul Sattar Edhi incepted his humanitarian work in 1951 from an eight foot dispensary in Mithadar, Karachi, Pakistan. After 57 years, Edhi Foundation has more than 7000 workers, including medical doctors, nurses, health care workers, ambulance drivers and social activists with more than 250 Edhi centers. There are seventeen (17) Edhi homes for old women and men, mentally challenged people, girls and boys, infants and babies and a home for animals. In total, approximately 6000 homeless people live in these seventeen Edhi homes. This was not an ordinary journey for Edhi to reach in his life time. He has approached eighty years of age in December, 2008 and is loved, admired and has numerous followers who share his vision and objectives voluntarily.

Dr. Edhi is himself a mobile institution ready to respond, dying to comfort and console the anguished souls. Edhi Foundation, under the leadership of Dr. Edhi, has been successful in developing a model of welfare services in a large number of areas where the Foundation supplements and supports the government system by mobilizing community resources without burdening the public exchequer. Edhi Foundation is run entirely with the help of volunteers and these volunteers get subsistence allowance for their services, the compensation is not in the form of salary. This "Volunteer System" results in deep commitment on part of the workers and simultaneously minimizes administrative and overhead expenses (Khan 2008).

Dr. Abdul Sattar Edhi has spent over 45 years of his life in the service of humanity and has established, more or less single headedly, a national welfare network, which operates from a small headquarter, in a poor locality of Karachi. Dr. Edhi is a unique example of what ordinary people can achieve through sincerity of purpose, dedication

and perseverance and how the leaders evolve even in developing nations. All donations for Edhi Foundation come from individuals and a few business enterprises and his vision embodies the spirit of self-help. He has broken the religious, geographical and racial barriers, thus fostering the notion of welfare for all mankind.

Background

Three centuries ago Edhi's family first migrated from Hala, Sindh (Pakistan) to Kathiawar in Gujarat (India). Edhi family settled in Bantva (therefore they are known as Bantva Memons). Abdul Sattar Edhi was born on 28th December, 1928 in Bantva, India. His mother sent him to school at the age of seven and he finished his formal education at the age of thirteen. He never enjoyed school and never was interested in education; has been more interested in playing and serving others. Dr. Edhi thinks it is his mother who cultivated the seed of social welfare and charity work within him. He thinks that she taught him how to control his desires and put away personal greed for the material world. Edhi's mother was more concerned about Edhi's development as a kind and caring human being rather than an educated one.

Edhi knew that he has a potential to be successful in his life and his self-confidence helped him establish himself as a group leader. Physically, he indeed was a solidly build, good looking and smart athletic type of person. Edhi's self confidence and his desire to make a change perhaps contributed greatly towards his personality development. Edhi remained in Bantva till his family migrated to Pakistan in September, 1947 and he developed personal values of simplicity, hard work, and sensitivity to others' feelings, humanity and truthfulness (Durrani 2006).

At the age of 13, Edhi left school and started working. He sold pencils, pens, matchboxes etc. in

Bantva bazaar and in the afternoon he read newspapers, books and magazines to educate himself. During that time he read Muslim Gujarat Gazette, Bombay Samachar, SANDES magazine and these readings introduced him to the ideas of Karl Marx and Lenin. He learned about the struggle of oppressed (Mazloom) people in Russia against capitalists (Zalim). Perhaps the theme of Zalim and Mazloom became much clearer when Edhi read the epic story of Hazrat Imam Hussain (RA). He also learned that Capitalists (Sarmayadars) are Zalim and poor people are Mazloom. Dr. Edhi became passionate about the revolution and was excited about the struggle for Pakistan. He started to follow newspapers and books on Mahatma Gandhi and Mohammad Ali Jinnah. Another personality that fascinated Edhi was Abuzar Ghafafri (RA), a dear companion of Hazrat Muhammad (PBUH). He also read about Ghaffar Khan's Khudai Khidmatgar Party and started adopting the dress code from Ghaffar Khan. Dr. Edhi's intellectual development took place through reading and reflecting biographies (Edhi 2009).

Vision and Mission

According to Dr. Edhi, "his mission is to serve humanity, regardless of religion, race, and background". He further said that "our mission is to provide Mazloom people, health, food and shelter when they need it, why a poor ill person should not have medicines or an ambulance or doctor when they need it? Poor and Mazloom people have Haq (right) to these things like any other rich person. To me serving Mazloom is just like praying and all human beings are equal and they all deserve equal treatment, respect, care and love" (Edhi 2006).

Dr. Edhi even collected funds by begging (bheek) on the streets just like beggars, because he wanted to educate this nation to learn to give charity and to the social mission. He decided not take money

and funds from rich Seths, because they want to interfere in the organization for their personal interest (Durrani 2006).

Ethics and Personality

Dr. Edhi has always sacrificed and is always willing to make personal sacrifices to lead his followers by influencing them with his own examples. He is always awake i.e. in mode of alertness, urgency, and dissatisfaction at all times. Having a blend of character ethics, personality ethics and mental ethics, Dr. Edhi is always genuinely interested in other people's welfare and well being. He engages with his team of volunteer in such a way that he and his followers raise one another to higher levels of motivation and morality, thus implementing and practicing a transformational leadership model. Even out of power, he still commands his volunteers. He is a big thinker and dreamer, with high level of ethics and sensitivity. He is a risk taker, a decision maker and courageous individual who is committed and determined to fulfill his vision and for the well being for the suffering humanity and the mankind. He follows a principle -centered, character -based, "inside -out" approach to personal and interpersonal effectiveness to cater the dynamics of this foundation as the centre of his life is the well being and service for the entire humanity. His 'Emotional Bank Account' is very high that results in a synergistic environment and his emphatic communication are one of the most important skills that enables him to sense the hearts and the emotions. Dr. Edhi learned better by reading not by listening and he always manages his time and focuses on the efforts on making contributions and also makes his strength as productive as he is always 'within the Edhi Foundation'. He always picks the future as against the past and tries to focus on opportunity rather than on problem. The word difficult is not in his dictionary and he aims high, aims for something that will make a difference, rather than for

something that is "safe" and easy to do. He possesses both the Interpersonal and Intrapersonal Intelligence is a pure High EQ male.

Leadership Skill and Style

Dr. Edhi follows the afflictive leadership style by creating harmony and building emotional bonds as he always tries to heal rifts in a team or to motivate his volunteers during stressful circumstances and juggles competing forces and takes responsibility for his decisions. From the transformational leadership perspective, Dr. Edhi is an achiever i.e. he meets strategic goals and effectively achieves goals through teams; juggles managerial and supervisory duties and stressful situation and is always action/goal oriented. He leads the volunteers of his foundation from the front and sets in front of them a model by using 'management by example' methodology.

Dr. Edhi strongly believes in his will power and positive thinking and he is a centurion leader in its true sense and he earned the position at the cost of his own life and more than 45 years of untiring and long lasting service to mankind. He has indeed a courageous heart, an adventurous spirit, a quick mind and is a visionary soul. At times, he even provided his own equipment and personal things for the cause of the wellbeing of the mankind. He makes sure the volunteers of Edhi Foundation not only see the vision, they live and breathe it and also establishes trust with candor, transparency, and credit. He possesses the courage to make unpopular decisions and gut calls and he learns from his weaknesses and has the art to minimize them using his moral courage. He believes that boldness is not the same as foolishness. He knows each and every individual member of his Edhi Foundation and has got the ability to touch the people as he leads on an emotional plane and not technical brilliance alone. Dr. Edhi doesn't really run Edhi Foundation rather; he leads individual

followers, who collectively give motion and substance to the Edhi Foundation.

Main Challenges of the Past and How Dr. Edhi Resolved it

Seeds for social welfare and humanitarian work were already planted within Edhi, but the challenge was how and where to start ploughing it in Pakistan. Edhi was deeply upset about the fact that Memons got divided in small sub communities and every sub community was serving only its own members. This was the first major challenge to young Edhi's ideas and beliefs. He was dissatisfied with the existing situation and he decided to go against the prevalent belief system, disobeying their rules and criticized the managing committee (Seths). As a result, Edhi was asked to leave the dispensary and his life was made difficult by the community elders. Edhi soon realized that it would be waste of energy and time to respond to their allegations and actions. The best strategy would be to focus on the real task and that is equitable humanitarian work. In 1951 Edhi spent two thousand and three hundred rupees from his personal savings and bought an eight (8) foot shop in Mithadar, and called it 'Memon Voluntary Corporation' and he started the new dispensary for everyone in need. His creative ideas never stopped coming, next he bought some more rooms above the dispensary and opened a maternity home where he started midwife training course with the help of an experienced doctor, this was a major milestone for him both financially and work wise. Community elders and Memon Seth increased their propaganda against Edhi to hamper his success. Edhi first changed the name of the dispensary to Madina Volunteer Corporation, to make it more universal and secondly, he put the banner at the dispensary that anyone who is not satisfied with his organization's work and from his dispensary and maternity home can take his money back.

Dr. Edhi mother's death was the most important event in his life as she was the one who prepared him towards humanitarian work, and after her death in his hands he decided that his life purpose should only be the service of humanity. He managed the challenges he was facing from his community Seths (bosses) by believing that Allah is with him in his work. But he believed that the humanitarian work is the ultimate purpose for him and he must do it.

Dr. Edhi's One Major Decision / Move that Changed the Nature of Edhi Foundation

Before 1978 Sattar Edhi has registered his organization as Abdul Sattar Edhi Trust under the Trust Act, 1886. There were several trustees including his brother. In 1978 trustees started to influence on the day to day operations of the organization. Edhi's younger brother was leading a number of trustees to remove Edhi from the Edhi Trust. At one instance Edhi's younger brother became heavy-handed and physical with Edhi, moreover trustees went to the court, but the court gave judgment in the favour of Sattar Edhi in 1979. During the whole period, Sattar Edhi was extremely stressed and he even thought about suicide, he never expected that his real brother will act in this manner against him. After 1979 Edhi converted the Trust into Abdul Sattar Edhi Foundation. There are seven members in the foundation, including his wife and himself. His two sons and two daughters are also members. The foundation submits annual audit and is exempted from income tax. On the positive side, this event transformed the Edhi foundation from a local welfare trust into an international humanitarian foundation. This experience also opened new growth possibilities for Edhi's social mission and services not only in Pakistan but also internationally.

While facing major challenges from his opponents,

he decided that he will never allow them to challenge his integrity and lifestyle. He decided that he will never spend extra time and money on himself or his family. He has only three pairs of cloths, one pair of plastic chappal, one Jinnah Cap and he sleeps on the wooden bench in his dispensary, so people can see his life completely. The more his opponents criticized him, the more committed he became to his mission and the more Edhi reduced his material needs. In the end, his simple life, his humanitarian work and simple dressing (he changes his dress every Friday) made him the Sattar Edhi he is now (Durrani 2006).

Edhi Foundation - The Challenges for the Future

According to Dr. Edhi the future challenges are "terrorist attacks from nationalist and terrorist groups, also donations inflow to Edhi foundation in the future" (Edhi 2009).

Another challenge Abdul Sattar Edhi talked about was lack of well educated and professional people coming to his organization. According to Dr. Edhi "educated young people are not coming to welfare work, only women are coming". Edhi foundation is growing and becoming complex organization, therefore he needs well educated and professional people to come and develop these systems. It would be a challenge in the future that how Edhi Foundation remains financially sustainable and most importantly to become a well managed international humanitarian organization" (Edhi 2009).

Whom Dr. Edhi Considers as Leader

Dr. Edhi considers Mahmoud Ahmadinejad, the sixth and current President of the Islamic Republic of Iran as one of the living leaders. Also he considers Mr. Muhammad Ali Jinnah, Mr. Gandhi, Mr. Mao

Zedong and Mr. Abuzar Ghaffari (RA) as the leaders. Dr. Edhi's intellectual development took place through reading and reflecting biographies. He was able to develop links between the present realities with the lives of his heroes.

Conclusion

Edhi Foundation is the largest and most organized social welfare system in Pakistan and it is a unique example of what ordinary people can achieve through sincerity of purpose, dedication and perseverance. By focusing on alleviation of human sufferings, Edhi Foundation has broken the religious, geographical and racial barriers, thus fostering the notion of welfare for all mankind. The recognitions received by Dr. Edhi include the International awards like the Ramon Magsaysay Award for Public Service, Lenin Peace Prize, International Balzan Prize for Humanity, Life Time Achievement Award, Honorary Doctorate Degree by IBA Karachi and various national awards like Nishan-e-Imtiaz, Human Rights Award, Shield of

Honour and the Pakistan Civic Award etc.

His life's work restores out flickering faith in humanity and his example inspires us towards making a personal revolution, so that the collective spirit may be strengthened.

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SOCIAL LEADER
SHEHZAD ROY

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Abstract | Education has an immense impact on the human society. Man becomes a rational animal when he is educated. It is through education that knowledge and information is received and spread throughout the world. Education plays an important role in the progress of an individual's mind and country. Ignorance and poverty are major speed-breakers in the swift developing country and can be overcome easily through education. Roy understood this fact & could relate with it. He wants that all children of Pakistan should be educated, that we can succeed economically & socially, as a tolerant & a prosperous nation.

Keywords | Education, Children.

The Leader

Shehzad Roy was born on February 16, 1977 in Lahore. His father Kabir Roy is a successful businessman and his mother Nazli Qamar is a PhD holder. His older sister is married and lives in the USA. When in 5th grade, Roy moved with his family to the USA and lived there for several years. Even at that tender age, he was struck by the discrepancy between quality public schools in America and Pakistan. He wanted to make a difference in his native country. Roy came back and settled in Karachi, where after finishing his Bachelors, his passion for music eventually launched his successful career and then he became a performer and musician.

Shehzad Roy tied the knot to the stunning Ms Salma who is a former VJ on MTV Pakistan in Karachi, Pakistan.

In 2002 he established a charitable foundation- Zindagi Trust- to alleviate the condition of working children that strayed on the streets of urban Pakistan.

What motivated Mr. Roy to do so?

Zindagi (life) is an inspiration! That inspiration comes from the unique experiences and challenges of our life's journey. Sometimes inspiration stems from the most negative realities that launch the most positive endeavors as the story of Zindagi Trust. In our darkest hour, we find trusting hands that help and guide. Only then do we realize how many more helping hands are needed to support that inspiration.

As an itinerant musician, he gets to travel to many weird and wonderful places. One of the most unforgettable was the Thar dessert in Sindh where he went in 2004 to shoot a video. Entitled "La Ilaha Illallah," it was a tribute to the poetry of Iqbal that communicates the sovereignty of Almighty Allah.

It was heart-rending to observe the pitiable socio-economic condition of the people of Thar. The most painful realization was the vulnerability of the children to poverty, malnutrition and poor health. He saw things he could not imagine, during that trip. An inconceivable image of innocent children drinking contaminated water from a well where the carrion of birds and animals could be seen floating below stamped on his mind. He has been unable to take that image out of his mind. This was the beginning when Roy decided to do something about it along with the support of his close friends, social workers and the masses.

Zindagi Trust is a non-profit philanthropic organization that aims to provide quality education to the underprivileged children of Pakistan. It has established 29 operational schools with over 2800 children currently being educated across Pakistan. Additionally, Zindagi Trust is committed to promoting quality Government school reform and improving the curriculum and textbooks of the education system of Pakistan. The roots of education are bitter, but the fruit is sweet. (Pardon of moral education, Aristotle, Emotions & Education).

Zindagi Trust along with the Book Group was successful in the remarkable transformation of Fatimah Girls Government School in Karachi where 2500 students are enrolled. Zindagi Trust has also founded vocational centres and health care clinics aimed at providing quality care to disadvantaged citizens.

Vision

Shehzad Roy says:

"We would lead the way in providing opportunities and strategies to a better life through education to the underprivileged working children of Pakistan."

Mission

Shehzad plans to achieve his vision and purpose by committing to the following mission:

- To continue to provide formal education for working children enrolled in the Trust's program.
- To create an institution, known for its commitment and excellence to the cause of education, and providing a platform for employees and stakeholders to excel in their mission.

Zindagi Trust has now been heading in two directions:

Zindagi Trust Schools ("I am paid to learn") Zindagi Trust (ZT) aims at reaching out to the working children of the nation and provides them basic functional literacy at the doorstep of their work place and residences and supplements their earnings by providing them a daily stipend. It endeavors to achieve the above through implementation of a unique concept called "I am Paid to Learn", wherein a group of about fifty to sixty children working in a certain neighborhood are brought to a Government or a private school rented in the afternoon and literacy is provided to these working children for five days a week and four hours per day. At the end of the week they are paid a stipend of Rs.50/- per week for the time sacrificed out of their work routines, and coming to ZT school to acquire some basic education, life skills and ethics which are generally lacking in their family lives.

Government School Reform ("Be My Buddy") There are 41,713 primary schools, 2,600 middle schools and 1,747 secondary schools in Sindh. 5 million school-age children are out of school. They are out of school because the education they get at government schools does not help them get jobs nor promises a better future. Without

reforming government schools, the vast majority of poor children will remain out of school. The answer to providing good quality education for poor children is to reform the government schools. As a first step, we need to establish a prototype of a good Government school by bringing a paradigm shift in its physical infrastructure, administration and, most important of all, the quality of education. Use this Government school for bringing administrative changes in, and training of teachers for other Government schools. Through a Government notification (Government of Sindh), Zindagi Trust has been given full management of the SMB Fatima Jinnah Government Girls School, Nishtar Road, Karachi

Leadership Skills and Style

Shehzad Roy can be termed as a centurion leader. A centurion leader is one who has a courageous heart, an adventurous spirit, a quick mind, and a visionary soul. Shehzad Roy has all the qualities of becoming one. Below are the categories which clearly point towards him being a centurion leader of Pakistan.

Creative

He is very creative and courageous as what he did needed was a lot of courage at such a tender age. He overcame all the barriers which came in his way and tried to do something with great sense of responsibility and accountability for the betterment of the entire nation.

- Education is a better safeguard of liberty than a standing army."

(Everett Edward, 2007)

- ## Unity

He unified people from all walks of life for a very noble cause which was not an easy task. He made everyone feel like they were a part of the organization.

Roy knew that he cannot do all by himself and he needed people to back him. He knew that strength lies in unity and he unified people for a very good cause.

■ Commitment

The task which he was trying to achieve was almost impossible without commitment and dedication. He put in all efforts as he could to make it possible and successful. He put alot of his precious time for this noble cause.

■ Pureness of Motive

Roy knew that he had to be first in line to do everything and others will follow. It was a great task at such a tender age but he was very clear what he wanted to achieve not for himself but the future to this country.

■ Persistence

When he started to get his ideas to the real canvas he got to know it was not a bed of roses, infact it was almost impossible to achieve it with the people around who are so self-centered and selfish people who can only think about their own good and their future generations only. Roy still dint give up and fought like a centurion to achieve his task with great honour and dignity.

- Great works are performed not by strength but by perseverance"

(Samuel Johnson)

He worked with a lot of patience and determination to achieve his goal, whenever he use too fail he use to stand up again with the same courage and determination.

- I don't measure a man's success by how high he climbs, but by how he bounces back when he hits the bottom"

(Patton)

■ Decisiveness

He knew that there will never be enough money resources, people, time and information, still he took the decision and stuck to it. Indecision or delayed decision or no decisions are decisions, he knew the value of right decisions at the right time and he did the right thing at the right time.

■ Boldness

The decision which he took was an extremely bold and commendable decision. It was not easy to do what he did and it needed a lot of courage and boldness to achieve it.

■ Care for People

He is such a great leader that he did not have care for the people of the organization or the band but care for the entire nation.

- Education is the ability to listen to almost anything without losing your temper or your self-confidence."

(Robert Frost, 2006)

He wants the future to be bright and colourful and wants the future generations to be productive units of a prosperous nation rather than an unproductive, paralyzed nation. He wants the people to have very high level of tolerance which can be achieved by education.

■ Know thy People

It is very important to know the people, their problems their miseries, for this a leader shouldn't only have technical skills but also social and emotional intelligence. I think he has it all and he has not only made the people but the entire nation proud of what he has achieved.

Main Challenges of the Past Fund Raising was a Major Issue

In such organizations fund raising is one the key factors. In the beginning people were quite reluctant to raise funds as they dint have an emotional back account or the trust level at the point, they never knew whether their money would be used for such a noble cause or would be eaten away as is it was done in the past by many so called "social workers". On the other hand some people thought that education was not such a great thing or an issue as there were even bigger issues like proper basic health facilities, unemployment, lack of food etc.

The government made many promises at the time but were not very efficient in giving funds at the right time. The funds which were received after long delays were also not of the amount which was promised earlier.

How Roy resolved this Major Issue

He did not give up and started the work with the funds which were donated by himself, his friends & colleagues.

As I have mentioned earlier that Roy lived in U.S.A. for a while when he was young and now also he has many relatives along with a sibling settled in the US. He decided not to just rely on the funds raised by the nation, but he would also try to convince the people of other nations also.

It was a bit easier for Roy to do that than others was because he was very famous all around the globe for the reason that of his musical profession. He use travel to different parts of the world for his concerts and for shooting videos for his songs. He made it a part of every concert or event which

he would attend to make people aware about his noble cause, there was no seeing back from that time, funds started to shower from different parts of the world. Initially he started from U.S.A. and U.K. Now he has his relief fund offices in the U.S.A., U.K. and Canada. Till now people of our country were also quite satisfied & have gained trust that their money will be used for the right purpose & the mindset of many people has also changed as they understood the value of education, how it could change the future of a nation.

Roy's Major Move that Changed the Nature of Zindagi Trust

ZT was not an easy task as it was assumed; it took a lot of labour and hard work to make it functional, to impart quality education to the poor and needy. There was another very big challenge when he was offered to reform a Government School. He knew that this would be a very positive step; if the standard of the Government Schools would be altered then he could reach the masses & not a small portion of the population. The infrastructure was there, which needed lots of changes & renovation but still it was better than starting from scratch.

Along with the good part there was some fear that it was something very big what he was trying to achieve & if he would fail then what? Roy showed the courage & accepted the challenge & took the complete responsibility of the reformation of SMB Fatima Jinnah Government Girls School.

The changes which were made by the new management for the development in SMB was in the administration are as follows:

- All the 7 schools have been merged into 3 sections.

- Kindergarten (Class KG - II)
- Junior (Class III - VI)
- Senior (Class VII - X)
- The school timings have been changed (previous: 7.45 am - 12 noon) to 8.00 am to 1.30 pm.
- A Principal appointed to head all the 3 sections.
- The school timings have been changed (previous: 7.45 am - 12 noon) to 8.00 am to 1.30 pm.
- Morning and afternoon shifts have been collapsed into single shift.
- Teachers work for 5 days, Monday-Friday.
- Health-room and Day Care Centre were established and are functioning.
- Modern offices and secretarial support are operational in the school.

Other Remarkable Achievements

Shehzad Roy brought Bryan Adams to Pakistan for a charity concert to aid the victims of the tragic October 2005 earthquake.

In order to promote cross-border collateral & cultural exchange with India, he sang a hit duet with Indian singer Sukhbir.

He made a musical collaboration between him and queen of Sufi soul, Abida Parveen, rooted on his latest venture - Equality in Education

He went from mainly singing bubble-gum pop romantic songs to a socio-political defiant album, 'Qismat Apnay Haat Mein,' (Fate Lies in One's Own Hands) that he launched at the Karachi Juvenile Prison at Central Jail, in July 2008. He underscored the need to rehabilitate Pakistan's justice system that ignores the pitiable conditions of many juvenile prisoners.

- Shehzad Roy's method of tackling issues of

political and social importance in his music differs however from those of, say, Rage against the Machine."

(Asfyandar Khan, 2008)

Challenges for the Future

- To maintain the quality of education & health in his prevailing institutions.
- To expand the ZT network all over the country.
- To motivate parents & students to gain education.
- As for the govt reforms
 - Document these changes and influence the Sindh Education Department to replicate this model on a larger scale
 - Use this government school for bringing administrative changes in, and training of teachers for other government schools

Shehzad Roy Considers Them as his Leaders

Shehzad Roy considers the following his leader:

- Prince Aga Khan
 - I have enormous respect for our spiritual leader; he has been a great source of support & power for me.
- Abdul Sattar Edhi
 - The guidance of our nation's most benevolent philanthropist, Abdul Sattar Edhi, was invaluable. I was honoured by his appearance in my video "YARAB" and his support to my cause.
- Mother Teresa
 - She has always influenced me with her good deeds since I was a child, tough I can never meet the level of work she has achieved, but I would like walk on her foot steps.

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SPORTS LEADER
IMRAN KHAN

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Abstract | Some people in this world are destined for greatness; Imran Khan is surely one of them. No celebrity or sport star in Pakistan has ever enjoyed so much fame and respect as Imran Khan, who appeared as cricket captain and a great cricket leader. He is responsible for bringing about significant changes in the cricket world and has given a new phase for youngsters who have determination and devotion to give services to Pakistan cricket like a soldier in the field. Imran was a fine all-round cricketer and inspirational captain whose crowning achievement was leading Pakistan in winning the 1992 World Cup. Like a leader he was leading from the front and has given the footsteps for his followers to lead generation to generation in the cricket world with auto generated leadership.

Keywords | Emotional Bank Account, Intuitiveness,
Creativity, Authoritarian, Suave Style

The Leader

Imran Khan Niazi is the most popular sports leader and has given tremendous services in the cricket history of Pakistan as a superb All Rounder. He is a great sports leader; his leadership qualities have enabled him to become a role model from generation to generation. The leader learns how to get the job done and still keep the group together (Imran Khan, 1988). The leader is an interactive puller that pulls people toward becoming comfortable with the language of personal responsibility and commitment. Leadership is not a science. So being a leader is an adventure because one can never be sure whether one will reach goal. Leadership is not magic that comes out of a leader's head. It's skill. He is responsible for bringing about significant changes in both the cricket in Pakistan has becomes super star, great hero and upright supreme cricket leader in the history of Pakistan. (Jon Hungin, et al, 2006)

Background

Imran Khan, a great sports Leader belongs to Niazi Pathan tribe from father side and his mother belongs to Burkis (Turko Pathan People). He started his career as cricketer in 1964 and was selected in under nineteen team. He appeared as a fast bowler in 1971, and finally ended his wonderful career as a fabulous all rounder in 1992 with the victory of 1992 World Cup. Napoleon Bonaparte, who knew a thing or two about leading men, said, "A leader is a dealer in hope." And Imran himself has dealt in hope with tremendous success from time to time. During his reign as captain and leader, the 'Lion of Lahore' transformed Pakistan from a talented, yet under-achieving group into one of the best teams of the era. His name as a great sports leader has been written in golden words in history of Pakistan.

Vision and Mission

Imran Khan's key message was "Never compromise

on the vision". He always had a vision of becoming the best all rounder, and when that aim was achieved, he reset the vision to a higher level - take Pakistan cricket to the top levels (OPEN's, 2006).

According to him he has heard a lot about captaincies been good tacticians or having great strategical sense, but he is convinced that unless a captain / leader can lead from the front, he cannot inspire his team to fight (Rabia Zia, 2008). His mission was to lead Pakistan into becoming the best team in the world. According to him, an advantage of aiming high is that one is never satisfied with one's performance. The hardest thing was to impart his ambitious approach to the Pakistan team and to break through negative attitudes that had prevailed for so long.

He had always promised himself that he would leave cricket when he was still at the peak of his form and still enjoying the game. Above all, he vowed that he would never be at the mercy of the selectors, or face the prospect of being kicked out in an undignified way like so many of the Pakistani greats. Ideally, he would have liked to leave on a winning note at the end of 1987, but the Australians upset that plan by beating Pakistani team in the World Cup semi-final at Lahore. Pakistani cricket needs to become truly professional; it needs to be made into an institution (Rabia Zia, 2008).

Personality Traits

Imran Khan as a leader always tried to treat each player as an individual. He thought this was important, too many captain had failed to realize that every one was different and needed to be treated differently. He had an Emotional Bank Account that's why he considered every player who were eager to show their skills. No doubt he was the finder of their talent. According to him, every one had his own personality and individuality,

it's wrong to lump all the players together and treat the team like a flock of sheep. There were always some players who needed to be encouraged, some who needed to be pushed, and some needed to be treated in a particular way depending on their own eccentricities. This all showed Imran Khans leadership quality to build strong team possessing variety and quality (Rabia Zia, 2008).

In the ground as well as in the dressing room, he always consulted with the experienced and seniors players for Effective Decision Making and make strategy to fight in the ground. Before he discussed the every bowler and batsman of the opponent team with his team members how would they fight in the ground, this all shows his Intuitiveness and Creativity. On one occasion he said that we won the world cup just because of the self-belief, which showed his confidence and will power (<http://pakistan.cricket.deepthi.com /imran-khan.html>).

He was the great Opportunist to find the new talented players and gave them chance to prove their skills and always focused on the Team Performance Measurement for further equipping and enhancement in skills for future course of action. According to him, the importance of a leader comes when he becomes a creative leader and leaves behind an institution (OPEN's, 2006). Imran Khan oversaw Pakistan's emergence and maturing as a force in world cricket and was responsible for the nurturing of the next generation of Pakistani players

Ethical Leadership Style

On a speech on Leadership, Imran Khan explained that how a leader must command respect, not demand it. This he feels can be done by showing personal integrity, courage and leading by example. He cited the Prophet (P.B.U.H) as the greatest leader mankind has known (OPEN's, 2006).

Occasionally he was criticized for certain tactical move, but it was often easy to be wise after the event. If he failed there would always be critics, whereas he was successful even if he had sometimes made tactical errors, every one would forget and praise him. Of course he believes that a captain should be tactical, and in this respect he was probably lucky to have played so much country cricket, where one cannot help but pick up the finer points of strategy by playing day in and day out.

He had strong Interpersonal skills, which greatly helped him to motivate the players as well as the selection committee for the formation of outstanding team. He always said to the team selectors that he would lead team up to the mark but without any compromising in the team selection. He always worked on the selected team on the basis of Total Quality Management (TQM), which proved results in the form of team outputs and success and also proved himself as The Power of Paradigm. He has been a role model for young cricketers, and such was his leadership that he could get his men together to win the 1992 World Cup from a position where they had been written off. He was an undoubtedly a cricketing genius. With the Pakistan team composed of a mixture of Muslims and Hindus, with all the latent jealousies and anarchy, his being a Pathan enables him to be an outstanding leader and captain (Aaronovtich, David 1992).

If there was one cricketer that was blessed with almost everything; great looks, suave style, reasonable batting, great bowling and even greater leadership qualities, it had to be one man, Imran Khan. It would, in fact, be fair to say that no other leader in the history of Pakistan cricket has been able to unite the team so well, changing it from a group of talented individuals to a team that relished each others' success. Imran Khan is regarded as the greatest all-rounder cricket has ever produced. As far as concerned to his Strength,

he was a courageous and a superb cricket leader who always pointed out the gaps in the output of each team player and gave them good suggestions for effective working. Imran is one of the most thriving personalities in the history of world cricket. If we talk about his Personality as a physical appearance he was tall, smart and serious which greatly helped in his captaincy.

As a team leader, Imran's focus was on taking a lot of responsibility on himself or "leading from the front" as he described it, thereby setting standards for others to follow. This was contrary to the widely accepted norm of a good captain being more of a strategic planner. His approach was very successful in getting the best out of the younger players of the team and the Pakistani cricket team achieved unprecedented success during this period, despite not having as brilliant a set of players as in the 1970s or the 1990s. However, he was often criticized by some in the media, as well as a few former players for being "authoritarian". Imran no doubt has the stats and quality of performance to make him the best all rounder of all time (Jon Hungin et al, 2006)

A genuine all-rounder, he was an effective batsman in both Test and One Day Matches and as a bowler; he possessed true match-winning abilities. He believed and worked as Team Work, although mostly had a thought that it was a one man show, but in fact he was much dependent on his team efforts and their feedback (<http://www.cricket-worldcup.net/Imran-khan.php>)

As captain, he oversaw the country's recognition as a force in world cricket and was also responsible for encouraging the generation of Pakistani players that came after him. It is against the background of this critical assessment that Imran's leadership qualities and the victories they earned for his team must be evaluated. Napoleon Bonaparte, who knew

a thing or two about leading men, said, "A leader is a dealer in hope." And Imran himself has dealt in hope with tremendous success from time to time. Yet Imran, always a man with a certain sense of destiny and the will to seek to fulfill it, did not lose the mother of all virtues vis-à-vis success - faith. And when a leader who is as charismatic and awe-inspiring as Imran retains faith, the team itself manages to stay afloat on the lifeboat of hope. He was a fearsome fast bowler of incredible skill while still capable of commanding a place in the side on batting talent alone. During his reign as a leader, the 'Lion of Lahore' transformed Pakistan from a talented, yet under-achieving group into one of the best teams of the era, culminating with the 1992 World Cup victory because of his Effectiveness with the collaboration of team members. (<http://pakistan.cricket.deepthi.com/imran-khan.html>)

Main Challenges of the Past

At the height of his career, in 1982, the thirty-year old Khan took over the captaincy of the Pakistani cricket team from Javed Miandad. Recalling his initial discomfort with this new role, he later said, "When I became the cricket captain, I couldn't speak to the team directly" (Rabia Zia, 2008).

In 1987, Khan led Pakistan to its first Test series win in India, which was followed by Pakistan's first series victory in England the same year. During the 1980s, his team also recorded three creditable draws against the West Indies. India and Pakistan co-hosted the 1987 World Cup, but neither ventured beyond the semi-finals. Khan retired from international cricket at the end of the World Cup. In 1988, he was asked to return to the captaincy by the President of Pakistan, General Zia-Ul-Haq, and on 18 January, he announced his decision to rejoin the team. General Zia stated for him "sportsman is like a soldier who is always ready to help his country."

Imran was left with little choice than to respond: "I am always ready to serve the nation and the game." It was his Characteristic and Integrity that the whole nation was fixing its eye for him to back in the game as a captain.

Soon after returning to the captaincy, Khan led Pakistan to another winning tour in the West Indies, which he has recounted as "the last time I really bowled well". He was declared Man of the Series against West Indies in 1988 when he took 23 wickets in 3 tests. He soon realized that the most important part of captaincies was team selection rather like a prime minister choosing a cabinet. He insisted on having control over team selection because he could not see how he could plan and over all strategy without what he considered to be the best team. He made up his mind that he would insist on complete control over team selection. He realized that this made him responsible for the success or failure of the team. He could not and would not blame the selectors if the team worked unsuccessful. Since he was not unduly worried about losing the captaincy, he could gamble on the team selection, the risks were such that he backed on judgment. If he felt a player was good enough, he backed him unreservedly. He wanted players to believe that the team was selected purely on merit and not because the player was thought to be the captain favorites or something like that as had happened so often the past.

The most important aspect of captaincy is when the team is in the field, that is in the field everything is down to the captain. Where possible, the right bowlers has to be brought on to face particular batsmen, conditions have to be assessed field placements have to be altered. Although the bowler-captain has to think about all this and his own bowling, in his point of view that being a bowler helped his captaincy a great deal. Having bowled in different conditions, he feels confident of handling his attack, and capable of advising the young bowlers in the side. Because of his leadership

attitude, it was easy for him to advise and encourage them, because he understood what they were trying to do. Finally all his leadership skills proved effective in the form of 1992 World Cup victory. He had a good Public Image; people do liked him and praised him for his excellent leadership in the form of his captaincy. According to him, leadership is that in which no one is not afraid of failure. Fear of failure almost always translates into poor leadership and ultimately, actual failure in the worse way. Whatever failures are encountered must be treated as learning experiences and the belief in the vision must stand (OPEN's 2006).

He was constantly amazed at the amount of fame he had attracted, since he had always thought of himself as no more than a cricketer, who had achieved a certain amount of success. He was not complaining about it, there was no greatest satisfaction for any sportsmen or entertainer that to be appreciated (Imran, 1988).

Achievements & Awards

Statistically Imran's achievements were remarkable both as a batsman and a bowler. He is one of the only four cricketers to have achieved the feat of scoring 3000 runs and 300 wickets in Test cricket.

In 1992, Khan was honored with Pakistan's prestigious civil award, the Hilal-i-Imtiaz. Before that, he had received the President's Pride of Performance Award in 1983. Khan is featured in the University of Oxford's Hall of Fame and has been an honorary fellow of Oxford's Keble College. On 7 December 2005, Khan was appointed the fifth Chancellor of the University of Bradford, where he is also a patron of the Born in Bradford research project.

In 1976 as well as 1980, Khan was awarded The Cricket Society Wetherall Award for being the leading all-rounder in English first-class cricket. He was also named Wisden Cricketer of the Year in

1983, Sussex Cricket Society Player of the Year in 1985, and the Indian Cricket Cricketer of the Year in 1990. Khan is currently placed at Number 8 on the all-time list of the ESPN Legends of Cricket. On 5 July 2008, he was one of several veteran Asian cricketers presented special silver jubilee awards at the inaugural Asian Cricket Council (ACC) award ceremony in Karachi.

On 8 July 2004, Khan was awarded the Lifetime Achievement Award at the 2004 Asian Jewel Awards in London, for "acting as a figurehead for many international charities and working passionately and extensively in fund-raising activities." On 13 December 2007, Khan received the Humanitarian Award at the Asian Sports Awards in Kuala Lumpur for his efforts in setting up the first cancer hospital in Pakistan. In 2009, at International Cricket Council's centennial year, Khan was inducted into the ICC Hall of Fame, being amongst a select group of 55 greats of the game.

Whom Imran Khan Considers Leaders

Imran Khan considered Ian Chappel as a great leader/ captain of England Team. He said for him:

"The captain whose example I always tried to follow was Ian Chappell. He was dynamic and forceful, and above all he had the complete respect for this young team something which became apparent when his inexperienced side fought illing-worth vastly experienced England team all the way"(Imran Khan, 1988).

Imran was always a controversial figure, always a man who gave rise to a hot debate on account of his strong conviction and hard line views. The bottom line was always the honesty, commitment and conviction with which he played cricket and it was by his conviction alone that he won over many to his point of view.

He is also impressed by Sunil Gavaskar Indian skipper, mainly because of his extensive knowledge of the game. He was a very sound captain, and had to cope with the knowledge that often his only hope was to draw matches, because Indian's bowling attack was not good enough to bowl out the other side twice.

He considered that Tony Greg had the most charisma among English captains. He relied on leadership from the front, so when his playing contribution declined, his captaincy form went as well. Another English captain he rated highly was Keith Fletcher, in whom he always found a shrewd tactician in country cricket (Imran Khan, 1988).

Conclusion

Imran Khan possessed good praise his team-mate while performing well and used to motivate every player during their poor performance so as to up their moral. In addition, he faced much criticism against him especially when he became leader of the team. He handled all such criticism though his self-belief, confidence and good communication skills. Imran Khan is regarded as the greatest all-rounder cricket has ever produced. In summation to all, one must say without any doubt that as he had firm grip on the ball to pitch at the right spot, similarly he had the same grip on every team member of his team which proves his leadership qualities. If there was one cricketer that was blessed with almost everything; great looks, suave style, reasonable batting, great bowling and even greater leadership qualities, it had to be one man, Imran Khan. It would, in fact, be fair to say that no other leader in the history of Pakistan cricket has been able to unite the team so well, changing it from a group of talented individuals to a team that relished each others' success.

The success of a team depends on the leadership of a leader, and he such model that ever grows besides a human door. There is a great need of

Pakistan cricket team to have a great leader to drive them smoothly and effectively; under such circumstance my suggestion for Imran Khan is to come at front to lead the team in terms of sharing his experience, expertise and inside tips. At least he may come up to as a senior team selector to produce and launch a product in terms of good cricketer, and in one of them we get another cricket leader through automated process. Experience is the best teacher and a leader does this well.

At the end one would say, the determination to succeed, passion to lead, and perseverance to meet the end, makes it easy to choose him as a subject of a leadership report.

"He is really the celebrity of Pakistan"

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SPORTS LEADER
JAHANGIR KHAN

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Abstract | This is a case study on one of Pakistan's top sports celebrities, Jahangir Khan. The study includes an analysis of Jahangir as a professional squash player as well as a person from the viewpoint of popular leadership literature. In order to do justice to the topic, multiple leadership theories, viewpoints and models have been applied in this study. Jahangir Khan has been found to have Centurion Leadership qualities as well as a high Emotional Intelligence. He is also found to have high degrees of personal mastery qualities as given by Stephen R. Covey. In conclusion, Jahangir Khan can be regarded as a genuine leader in Pakistan.

Keywords | Jahangir Khan, Leadership, Emotional Intelligence, Centurion Leadership

The Leader

Jahangir Khan is one of the most well known Pakistanis in the world. He is known to be the greatest squash player in history. His most formidable achievements include his unbeatable record of not losing a single tournament for five years and eight months (from 1981 till 1986).

During his career, he won the World Open 6 times and the British Open a record 10 times. From 1981 till 1986 he won 555 consecutive matches, which is not just a world record in squash history but also a record of any sportsman in any professional sport. Jahangir has been awarded the Hilal-e-Imtiaz and President's Pride of Performance award by the Government of Pakistan. He has also been awarded the title of Pakistan's Sportsman of the Millennium. From 2002 till 2008, he served as the President of the World Squash Federation. He was also one of the two Pakistanis to be named amongst Time Magazine's Asia's Heroes of the past 60 Years (published in 2006). The other Pakistani was Quaid-e-Azam Mohammed Ali Jinnah. He was awarded honorary doctorate degree by London Metropolitan University and honorary citizenship of Houston, Texas. He is listed in Guinness Book of World Records as having the most world championship squash titles.

Jahangir Khan retired from professional squash in 1993. From 2002 till November 2008 he served as the president of World Squash Federation (WSF). Since last year he has been awarded the honorary position of President Emeritus of WSF. Jahangir Khan resides comfortably in the city of his birth, Karachi with his family and friends.

Background

Jahangir Khan was born in December 1963, in Karachi, Pakistan. During his early life Jahangir was a sickly child. He went through a series of hernia operations and although he came from an illustrious

family of squash players, his father was advised by doctors to not let him take part in the sport.

His father, Roshan Khan (a British Open champion of 1957) eventually decided to let him play. In 1979 Jahangir Khan at 15, surprised everyone and became the youngest ever winner of the World Amateur Individual Championship. The same year Jahangir went through the biggest tragedy of his life. In November of that year, Torsam Khan, Jahangir's elder brother and one of the leading international squash players, died suddenly during a match in Australia. Torsam's death affected the budding squash champion profoundly. For some time, Jahangir quit the game. But later, was encouraged to play by family and friends. Jahangir made the decision to go back to the game as a tribute to his brother and from there on pursued single-mindedly his target of becoming the World Champion within a span of two years. In 1981, at the age of 17, he achieved this goal. From that point till 1986 Jahangir remained unbeaten in all competitive matches.

Vision and Mission

Jahangir's mission for the first part of his life was mainly focused on his profession as a squash player. Since 2002 as the President of WSF, he has been involved in efforts to expand this sport and include it in major tournaments. During the interview, Jahangir spoke briefly about his efforts to make squash a part of the Olympic Games. The efforts have borne fruit and squash is on the verge of being included in the mega tournament. Just like the time when he was playing Jahangir has managed to achieve his target with characteristic resolve, planning and determination. His motto seems to be that in every situation, when you are coming out of court there should be no guilt of not trying hard enough. Guilt breeds discontentment and disenchantment. Therefore if after an encounter you are content in the

thought that you did all that you could, then you will be a satisfied person.

Jahangir finds that the growth of the popularity of this sport is one of his life's biggest achievements. That and the fact that he is a prime example of an average man who has managed to achieve extraordinary things. In his own words Jahangir says: "I am a very simple person with a down to earth lifestyle. I don't have any airs because I am a common man who was able to achieve things with hard work and determination. Anyone can do it .It is possible to produce wins if you just work hard enough."

Ethics and Personality

If you ask anyone who knows Jahangir about his personality, you are bound to receive a standard reply; Jahangir Khan is one of the most down-to-earth individuals around. After his spectacular achievements in the 1980s, it may have been normal to expect him to have a certain degree of narcissism, even conceit, in his attitude. But he has no airs of a typical Pakistani sports celebrity. Even when he was at the top of his career, he was well known for his humility and civility.

The reason behind his rootedness is the fact that he has not forgotten his past. During the course of the interview he stated "I am proud of my roots. I was born in Lines Area, Karachi. My background is open for everyone to see and I am proud of where I am coming from because it's an example for others. I am not ashamed of my heritage. You should not forget who you are. It's your history and it has contributed in making you what you are."

Coming from a person whose face was printed on Pakistani postal stamps in 1984, Jahangir's humbleness is disarming. Humility however must not be mistaken with simplemindedness. The ex-world champion is very clearly aware about what

he is and what he has achieved. He may not believe in blowing his own horn but he also does not let anyone undermine his accomplishments.

Leadership Skills and Styles

Since he began his career in 1979 till his retirement in 1993, Jahangir Khan has been known as the fittest player in squash history. Many even say that at the height of his career, he was the fittest man on earth. This single minded focus on fitness and training has been, in his words, the reason for his success. In an answer to a question regarding the key behind his winning streak, he simply stated training. As a routine, Jahangir Khan would put in 8-9 hours every day on training. This punishing schedule was not followed only during matches, but daily, as part of his lifestyle. As part of his weekly schedule he would do fitness training for 5 days, do match practice on the 6th day and rest on the 7th day. This schedule was meticulously followed to the last detail throughout his career. This of course requires immense discipline and stability. And Jahangir is the embodiment of discipline. He says "for as long as I played professionally, I trained with discipline and complete commitment. I had no other distractions and I focused on my game completely". Complete and utter commitment to goals is a hall mark of a centurion leader.

Jahangir Khan as a Centurion Leader

Jahangir Khan can be classified as a Centurion leader. "The main attributes of a centurion leader are: Creativity, Learning from Failures, Unity, Commitment, Pureness of Motive, Persistence, Decisiveness, Boldness, Care for People and Know thy People" (Laghari, 2008) Jahangir can be classified as a centurion because he displays the same grit, courage, determination of one. Besides these he has an honorable countenance and purity of motive that are observable to anyone who

meets him. Jahangir's determination can be ascertained by the fact that in 1979 he decided to beat the then reigning world champion Geoff Hunt within a span of 2 years. In exactly two years, he did. His commitment to his sport was formidable. According to him, there are no other solutions or shortcuts in sports. "My only strategy was that I had an unwavering focus on what I had to do and worked hard to get it".

Jahangir as a Winner

Jahangir has the clarity of purpose and seriousness of goals that is hardly found in the immediate crop of talent in the sports arena. For winning he offers a very simple formula: If you practice and work at 50 percent, how can you expect to achieve a 100 percent. It's not possible. According to this success formula, only when you put in 200 can you expect to achieve 100.

This approach resembles the one postulated by Jack Welch in his book "Winning" (Welch, 2005). According to Welch the qualities to be looked for in a potential winner are 4 Es and 1 P, i.e. Energy, Energizing, Edge, Execution and Passion. Welch stresses Execution as a key factor as he points out the difference between winners and those who have all the attributes of a winner but are still unable to produce wins. This is an essential ingredient to bring together all other qualities in a synergistic whole. According to Welch, only having abilities and displaying extraordinary qualities is not enough. All efforts must materialize in clear cut wins. Anyone not translating his/her efforts into clear, decisive and distinguishable achievements on the table is no winner. Jahangir voices an uncannily similar opinion about people in sports. He says "if you put in 8 hours and then you waste your energies and fitness on peripheral pursuits than your 8 hours will not do anything for you. They will be totally wasted and will add nothing to your game. Your 8 hours daily must produce result

in court. You must be able to produce wins from that 8 hours of work out. If you don't get results, then they are utterly wasted."

Throughout his playing career, Jahangir had adopted a lifestyle that revolved around his career as a professional squash player. During that period of his life he had no distractions to distract him from his goals. He suggested a very apt diagnosis of the malaise afflicting the newer crop of extremely talented but abysmally disappointing Pakistani cricketers; "The reason why they are not able to produce wins is that they don't take training seriously. They are not completely honest to their profession. They expect 100 when they are willing to give only 50. Wins can still be possible in some instances as a one off chance but you cannot retain the top for a long period this way."

Jahangir Khan's Emotional Intelligence

The discussion offered above provides some insight into Jahangir's formula of success. This formula by the way is no secret. The fact that Jahangir's core strategy during his games was to wear down his opponent with superior stamina is well documented. But the question still remains; how is it that other sportsmen with similar training, dexterity and stamina are not half as successful as he was? How is he different from other equally fit players, who are not able to produce wins with even a fraction of consistency as he depicted? The key ingredient here is emotional intelligence. Jahangir Khan is one of the most emotionally stable people that this researcher has interviewed.

Some of the key factors in emotional intelligence are self assessment, self knowledge, self control, motivation, empathy and social skill, (Coleman, 2004). A person having these skills exhibits personal mastery to an extent that makes him resilient, determined and positive. He has repeatedly shown

high levels of resilience, determination and faith in most of his life's challenges. It is a well published fact that his early childhood was mired with ill health and after going through 4 hernia operations he was prohibited by doctors to pursue a career in sports. Jahangir, by his own account, started speech after the age of 6. This and similar health issues, naturally put him in a very disadvantaged position compared to his peers. But that did nothing to pull down either his ambition or his self confidence. He was self confident to such an extent that when in 1979, the Pakistani selectors did not select him for a tournament; he entered himself and became the world's youngest Amateur Squash Champion at the age of 15.

This tenacity was again tested the same year when he went through the biggest tragedy of his early life. That was the unfortunate demise of his brother during a match in Australia. According to Jahangir his brother Torsam was not only a brother he was his coach and his friend. "Only a day before I had spoken to him on the phone and he had told me that he had decided to quit his own career so that he could be my coach and would be concentrating on my game" Torsam Khan's untimely death at the age of 28, almost made Jahangir leave squash for good. Eventually his father and friends convinced him to play again. And Jahangir, portraying immense emotional maturity far beyond his age went back to the game, as a tribute to his brother. His goal of toppling the then champion Geoff Hunt, was fed by the desire to honour the memory of Torsam Khan.

The above stated recount reveals a high degree of self and emotional control. The future champion had enough emotional competencies and resilience to not only contemplate the goal of beating the world squash champion but also to actually achieve it in the time frame that he had given himself.

He portrayed the same determination again and again during his unbeaten reign from 1981 till

1986. According to him, he did not plan to make his unbeaten reign so protracted. He just played every game with a stubborn resolve to win. Later after losing in 1986 and 1987 to Ross Norman and Jansher Khan respectively, it may have been expected of a lesser player to throw in the towel, but Jahangir bounced back with the same valor and resolve that he had depicted earlier. He regained his World Champion title from Jansher Khan in 1988.

Jahangir Khan and Covey's Seven Habits

Jahangir Khan demonstrates the first three core habits relating to personal mastery, promulgated by the famous book by Stephen Covey titled "7 Habits of Highly Effective People." These habits include; being proactive, beginning with the target in mind and putting first things first. These habits have been more or less covered above, but nevertheless merit mentioning again due to the fact that they relate extremely well with this very important leadership model.

As stated earlier Jahangir approached each encounter with winning in mind. He was under no illusions about the effort required to win matches. When asked how he was able to deliver winning shots with such apparent ease, he had this to say: "It comes to you when you practice so much that you can play winning shots with your eyes shut. You should train so well that the game becomes second nature to you. You do not have to think about playing this shot or that, it becomes natural, instinctive. The core is that you train for 200 so that you get 100 with your eyes closed. You have to also understand that during the match, the pressure and the hype and the excitement is such that your training and fitness level is halved. In execution your endurance is tested so deeply that you produce half as much as you might have in other circumstances. So you have to prepare keeping the match in mind."

Main Challenges of the Past and How He Resolved it

Jahangir has faced all his past challenges with the same grit and determination that he displayed at 15, when he decided to play on in the face of immense personal loss. The same attitude can be witnessed in his early childhood as well. His health issues during childhood could have drained a normal child of any will or motivation to be a part of such a rigorous sport. But it did nothing to dent Jahangir's spirit or resolve. If anything, it pushed him further to beat the odds and join a game which is known as an endurance sport. Here, a word could be added upon the attitude of his parents, who did not let him doubt his capabilities. Being the youngest of the family, Jahangir was close to both his parents and credits them for his self belief. They did not allow any fear of failure take root in their son's mind.

Later, he considered all his encounters as major challenges and he prepared for each one of them like a champion. According to squash commentators, Jahangir was the master of endurance. His game strategy was that he simply wore of his opponent's stamina bit by bit. By the end, the opponent would be so exhausted that he would be grateful for the match to end. As stated earlier, his biggest asset was that he was fitter and tougher (both mentally and physically) than his opponent.

Major Move that Changed the Nature of Squash

Jahangir's career is a supreme example of how a common man changed the shape of a sport. He considers this a big achievement and states very candidly, "before me people in Pakistan hardly knew squash, but now even if they still do not know what it's about, they know who I am". His one major move that changed the nature of squash

history was his decision to play after his brother's death. One can gauge the temperament of a young man who played not for own sake or his own glory, but to honor his brother's memory. Almost all interviews and discussions that this researcher has reviewed for this project contain at least one reference to this factor of his life. This is evidence enough that he did actually honor his brother's memory and ensured that his successes would be taken as a tribute to his brother.

Future Challenges

Jahangir's life if looked at from an outsider's point of view can be taken as one of immense comfort and luxury. He is one of those people, who have "arrived". But he does not believe that his work is complete. Jahangir after retirement from squash has been very actively engaged as president of World Squash Federation to expand this game to all corners of the world. In this regard his main target was to include squash into the Olympic Games. This target has also been almost achieved and squash is about to be included into the folds of the Olympics. Besides this Jahangir is also actively involved in development of this sport locally, in which he has partnered with likeminded individuals to look for local talent and groom them. There is a parallel to this countenance with the wise general who after excelling in the first stages of his career has now settled to guide, mentor and lead others (Bennis, 2004) Therefore now he can be classified to be in the fifth age of leadership.

Jahangir Khan's Leader

The only question in the interview that drew a blank from Jahangir was the question about who he considers a leader in Pakistan. To this Jahangir answered, no one. He does not find anyone worthy enough to called a genuine leader in Pakistan. He stated, "I think everyone has done more harm to the country than good. That is the misfortune of this country. We have very good people but we

don't have good leaders. Leadership is all about team work and getting the best out of your team.

So even if we had good leaders they were not able to put together a team for execution. They end up with teams who adopt petty politics and leg pulling. So the leader is not able to produce anything at the end."

On what a leader should be and what kind of leadership traits he has, Jahangir expressed the opinion of a majority of people. A leader is a person who complete integrity and honesty and who works towards the betterment of his team, not for himself, someone like Mahathir Mohammad. Jahangir considers Mahathir as a genuine leader in the world. According to him, "It's not just me who consider him a leader. His people consider him a leader. Look at what he was able to achieve in Malaysia. I have been to Malaysia now and I have seen it before Mahathir as well. There is a marked difference. They have been able to achieve because they had a very good leader. Even though they gained independence one year after we did but look at what they have achieved. Throughout his reign no one could produce a single case of dishonesty and cheating. That is what a leader must have; honesty, integrity and a spirit of nationalism.

The fact that Jahangir steered clear of naming any Pakistani leader was not lost on this researcher. Jahangir, though a very direct and forthcoming person, is also an expert at giving interviews. That is no surprise, since he probably has been giving interviews since 1979. He does not want to be associated with any party or viewpoint. The fact that after so many years he has survived without being cornered into supporting any political viewpoint in this highly politicized Pakistani society speaks volumes about his knack of giving interviews.

Conclusion

This study sheds ample light on Jahangir Khan's personality in leadership paradigm. After assessing his person on the basis of leadership literature, this researcher has reached the conclusion that Jahangir can indeed be classified as a living Pakistani leader. He portrays Centurion leadership qualities of integrity, valor and strength. He also would score high on an EQ scale as he has depicted self knowledge, self control, personal mastery and has ample ability to positively influence others. He can be considered an inspiring example for others to follow, especially in an environment where winners are so hard to come by. He has a high degree of "self belief" which has contributed amply to his successes in the past and has allowed him to recover from numerous personal and professional challenges. One of the most inspiring comments that this researcher picked up while conversing with Jahangir, was his unbeatable formula of success i.e. to achieve 100% you have to practice at 200%. This formula can be adapted to numerous situations, professions and environments. Especially in a country like Pakistan, where mediocrity and underperformance is common place, Jahangir's formula provides an opportunity to develop winners.

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Personal communication with Jahangir Khan on
Tuesday, April 28, 2009

SPORTS LEADER
MR. HASSAN SARDAR

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Abstract | Hassan Sardar is the best center forward Pakistan hockey has so far. Hassan Sardar's body dodging was awesome. He played a big role in the victories of World Cup 1982 and Olympics 1984 in Los Angeles.

He is an excellent example of Sports Leadership. Sports Leaders make things happen. Sports Leaders are role models; helping others achieve their potential, helping their communities to get fit and lead healthy lifestyles.

Like other leaders, Hassan faced a number of challenges in his career. But with a consistent problem-solving approach as gradually overcame all of them. In the past as a player and at present as the chief selector of Pakistan's National Hockey Team, he represents a diversified, win-win approach that is discussed in details in the enclosed paper.

Keywords | Hassan Sardar, Pakistan Hockey Federation,
Center Forward, Charisma

The Leader

Mr. Hasan Sardar, a former Center Forward of Pakistan's National Hockey Team, and at present Chief Selector for Pakistan Hockey Federation was identified as living Pakistani Leader in Sports Category in a primary survey titled "Survey of Living Leaders of Pakistan 2009", conducted by SZABIST Karachi.

Besides his careers with sports, he serves as Additional Collector of Customs - Valuation. His portfolio shows his diversification thus proving him as a leader of his class.

Background

Hassan Sardar is the best center forward Pakistan hockey has so far. Hassan Sardar's body dodging was awesome. He played a big role in the victories of World Cup 1982 and Olympics 1998 in Los Angeles.

One of the top players and the name, which will come to everyone's mind when you say Pakistan centre forward will surely be Hassan Sardar. This player started his international field hockey career in the year 1980. His flow and love for the game was so high that within two years time, he played in his first hockey world cup in the year 1982. No player can make it big all by himself. Many factors have to come together for a star like Hassan Sardar to be successful.

This former hockey player was born on 22nd October 1957 and his achievements don't just end with the world cup hockey. There are many more major tournaments and events that he has participated in and succeeded in. In the ASAID tournament in 1982 when the team played against their on field arch rivals India, Hassan Sardar held his cool. While the Indian team couldn't handle the pressure, Hassan Sardar scored a memorable hat trick and led his team to another glorious victory.

Another feather in his cap of victories was the Gold medal that the Pakistan team won at the Olympics in the year 1984. His team spirit and the never say die attitude carried the team forward to this outstanding victory. He was also awarded with the honor of being the man of the match at the World Cup Hockey 1982, Asian Games 1982 and the Olympics 1984. The Pride of Performance was bestowed on this player in the year 1984.

Hassan Sardar played at a time when Pakistan hockey was at its best. Though his career was a pretty short one which lasted just over six years, he surely made it an era of victories and pride.

Vision and Mission

Hassan has a vision to take Pakistan Hockey team to the peak of professional competitiveness. Though he retired from international field hockey but has never let hockey leave him. He managed the Pakistan hockey team for a while, and even today, he is a concerned and worried activist about the current Pakistan hockey team.

His mission is to discover the best talent for National Hockey Team for the up-coming seasons, and to provide them world-class training and ambitions to be the best in the business. He proposed a strategy to form hockey teams at school and college level in his role as Chief Selector with Pakistan Hockey Federation.

Ethics and Personality; Leadership Skills and Style

There are different styles of leadership, related to individual personalities, nations and cultures. They can be equally effective in giving a strong direction for people to follow.

Hassan Sardar is a gentleman with excellent social etiquettes and refined manners. He is always quick on his feet, with sensible reactions

in all the circumstances we've seen him in. He is capable of handling any situation with thoughtfulness and maturity.

Hassan possesses leadership through knowledge; what leaders need to know and be. He is a resourceful, active, hardy, careful and quick-witted. In sports, opponent can never be under-estimated, a leader must be gentle and brutal and hence Hassan is. When he was in the field as a player, he was skilful in defense and attack. Being capable of both caution and surprise, rapacious and lavish, generous and mean and there are many other qualifications, some acquired, some natural that he possesses.

While studying him as a projected personality, we came to know that unlike many other leaders his leadership style is free from fear. (Adair, 1997) states that fear makes men more attentive, more obedient, and more amenable to discipline. But it didn't happen in this case, as he is friendly and sociable in nature. (Adair, 1997) clearly thought that professional or technical competence should be a prerequisite for holding position of holding leadership responsibility.

Hassan's competence in his game gave him confidence to be associated as coach and mentor with his junior fellows and Pakistan Hockey Federation.

Here a question arises that are knowledge and experience enough? As of his great qualities as a leader, he was fond of adventure and as the central forward he always remained in an awaked position.

Hassan is famous for leading by example. As a good leader, he gives direction, sets example and share danger and hardship on equal footing.

Having a good understanding of human needs, Hassan meets the needs of his men just a good-

shepherded looks after his flock. Besides qualities approach and the knowledge approach, he has a third functional approach to leadership that centers on what he has to do in order to lead.

He can be recognized as a leader of leaders in this business. He is never lost even though is occasionally bewildered. Hassan has a charismatic personality, and recognized as the Flying Horse. Charisma is a certain quality of an individual personality by the virtue of which he is considered extraordinary and treated as endowed with supernatural or exceptional force of qualities, (Weber, 1920). While studying Hassan as a leader we realized that personal loyalty and blind obedience are not in the picture, because they end not only freedom and equality but also of leadership.

In Pakistan, perhaps no one has a better right to be called a charismatic leader than Hassan, and so he makes a goods case study for the phenomenon. As a core player, he possessed that all-important power of being able to sum-up the certainly confused situations on the playfield and then to take the appropriate action in a calm, effective way. He used to judge the possible moves of his opponent team's players, thus had sure intuition - a feeling for the real situation long before it becomes plain to others.

Reasons and calm judgment are the qualities especially belonging to a leader, (Tacitus, 1970). Hassan has an intellectual dimension of leadership. Practical reason, intuition and imagination are all included under this heading. A leader must be able to guide a problem solving or decision-making body, such a board of director, whose members may have different mental abilities as well as different personalities. In this case, Hassan is Chief Selector of Pakistan Hockey Federation, thus leading a decision making body which consists members from all over Pakistan.

According to (Thompson, 1975), Thinking is work; one must think until it hurts. The power to give sustained thought to the way ahead is part of a strategic leader competence. He is subject to heavy schedule and many distractions. Hassan manages his position as Additional Director of Customs Valuation, Federal Board of Revenue, Chief Selector Pakistan Hockey Federation, and Advisor to Asian Hockey Federation. It is part of his competence to take time to think through issues.

Hassan has ability to make things happen. During Olympics 1984 His team spirit and the never say die attitude carried the team forward to this outstanding victory.

(Tzu, 500 B.C.) emphasized the importance of clarity in giving orders. In the context of leadership, to communicate means to share with or impart to others one's thoughts and information in order to obtain a desired response. In a hockey field right messages must be communicated at the right time. Such message need not to be a verbal message but a number of different non-verbal indicators are shown to take the ball to outnumber the opponent in a particular area of the field at a moment in time. Two-way communication is inseparable from leadership.

Change and leadership are closely linked. Change tends to throw up the needs for leaders; leaders seek to create change. Leaders take initiative and initiative breeds innovation. Hassan has an evergreen welcoming attitude towards changes. He feels that hockey has changed over the years, with technology and latest methods coming in, its time for Pakistan hockey to move ahead and reclaim its position as the world number one. As Chairman - Selection Committee, Pakistan Hockey Federation, he is highly visible and carrying out "what needs to be done."

5. Main Challenge(s) of the Past and how He Resolved it / them

As discussed with him, he had his first-ever challenge - the proactive challenge - which includes finding the gap between stimulus and the response, to increase the impact on gravity and to manage the stress. He made every effort to explore what needs to be done to be the best in the business, physical and mental exercises, lots of practice and brainstorming to be an Olympic-winner team.

Another important challenge was "the influence challenge" - to make an impact, concisely or not. While an active members of the team he used to recap in the team meetings about the formation of the team in up-coming matches. He believes that feedback is the breakfast of champions. Gradually, the team realized that the feedback gathered from peers will lead us toward a winning strategy and hence the victory in the world cup.

Not much happens without a dream. There is a dreamer of great dreams behind every great achievement. Hassan had "the vision challenge" when he entered into hockey world. He articulated a picture of the future to be the fastest forwarder of the world. Following this vision, he kept flying as a flying horse and within two years of his entry in the national hockey team, he created a world record of scoring 11 goals in the tournament.

He faced the strategy challenge as well. One can not even think of winning in match without a winning strategy. Hassan always remained desperate for accepting challenges. He found out what is going-on, created his strategy, planned to achieve each strategic goal and evaluated the result. In 1984 Olympics, he used to participate in team meeting before each match to have a line-of-action in the upcoming match.

Another challenge was "the bigger and bigger challenge" which is simplified as continuously growing your skill base. It includes increased responsibility, increased authority, increased consequences, and increased expectations. After winning world cup in 1982 most of the fellow players of Hassan thought that the biggest challenge of their lives has been achieved and they got what they dreamed for. But, Hassan had something different in mind. Now he started thinking of beyond the world cup and was looking at Olympics. Like a great conqueror he won the battle after battle.

One Major Decision or Move that Changed the Nature of the Team / History

His decision to change his position from middle defense to central forward was the major decision that changed the history of Pakistan Hockey. With fellow team mates Hanif Khan, Samiullah, Kalimullah and Shanaz Sheikh, Hassan Sardar formed the world's top forward line that nearly destroyed the defense line of all of their opponent team. Their personal magic undertook all of them who tried come into their way. They worked extremely efficiently as a team and the outcome being Hassan Sardar scored eleven goals in the tournament and Pakistan won the gold.

Challenges for the Future

The future challenge for him is to regain the lost destiny of Pakistan hockey team. He is looking at the gold medal in the upcoming Olympics. He also has a challenge to discover the best talent of hockey from all over Pakistan. He is working desperately to establish hockey at grass-root level, once again.

Whom Hassan Sardar Considers Leader

Hassan Sardar considers Imran Khan, former captain of Pakistan Cricket Team as his leader. Imran Khan, as a captain, played 48 Test matches, out of which 14 were won by Pakistan, 8 lost and the rest of 26 were drawn. He also played 139 ODIs, winning 77, losing 57 and ending one in a tie. Hassan likes Imran because of his attitude and leadership style. Imran used to run his team in an autocratic way. Though he used to have feedback from his fellows but always implemented what comes into his mind only. Before being a captain of the team he was very shy but he overcame this barrier and started conversation with his team members.

Imran trained a number of cricket players during his career. Even after retirement he goes to a number of cricket academies to guide young cricketers.

Like Hassan, Imran is also famous for leading by example. Khan's career-high as a captain and cricketer came when he led Pakistan to victory in the 1992 Cricket World Cup. Playing with a brittle batting lineup, Khan promoted himself as a batsman to play in the top order along with Javed Miandad, but his contribution as a bowler was minimal. At the age of 39, Khan scored the highest runs of all the Pakistani batsmen and took the winning last wicket himself.

Imran's social responsiveness is a model to Hassan. As Imran established Pakistan's first and only cancer hospital, constructed using donations and funds exceeding \$25 million, raised by Khan from all over the world.

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PERFORMING ARTS LEADERS
MOIN AKHTAR

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Abstract | Comedy as a popular meaning is any humorous discourse generally intended to amuse, especially in television, film, and stand-up comedy.

The theatrical genre can be simply described as a dramatic performance which pits two societies against each other in an amusing conflict.

Much comedy contains variations on the elements of surprise, incongruity, conflict, repetitiveness, and the effect of opposite expectations, but there are many recognized genres of comedy. Satire and political satire use ironic comedy to portray persons or social institutions as ridiculous or corrupt, thus alienating their audience from the object of humor. Satire is a type of comedy.

Keeping in mind the above definition and style of comedy, the first name that comes to our mind is of course Moin Akhtar. Over 40 years of his career he ruled the stage, TV and other channels of communication.

Keywords | Discourse, Ause, Incongruity, Satire

The Leader

A variety show was held in Karachi on September 6, 1966, Defense Day of Pakistan. Numerous artists presented their items, including Nihal Abdullah, Taj Multani, Rubina Badar. A skinny youth by the name of Moin Akhtar also stepped up on the stage and entertained the audience with sound effects. People felt power in that boy's voice. He acted with confidence. There was a strange, enchanting way in which he conducted himself.

The show ended amidst incessant clapping. Moin was ambitious but implacably determined to build a new world. That September night he must have dreamed a mighty dream and in a few dedicated years made it come true.

His Vision in the industry is what makes him more important in the field. From the day he started he kept his eye on achieving more and more success. There had been many hard times on Television when media was dictated by so called leaders, even then Moin criticized and act his part for the betterment and good days of this media. He achieved success as being comedian and then completely transformed himself in serious roles, then anchor, director, producer and so many other fields and got success in all the fields he worked in.

He has been a very dedicated person in his work. Through thick-and-thins of media industry, he played in part and kept on achieving both respect and success. Whatever field he entered himself, he became successful, as he always wanted to be the best.

No one would ever have any doubt about his Creativity. He took so many risks in his career. He is the one who started criticizing important personalities in such a light manner that no one could ever mind it. Not only did he talk about important personalities of Pakistan, but also the

common man. He played the role of a common man in his famous show Loose Talk and in such a way that everyone could feel that in which character they can fit themselves into. His wit and humor keep the audience glued to the screen and while he says even the most impossible things, his sugar-coated words along with his boyish charm make him one of the most unique actors in the business

There are so many other qualities of this person that rightly make him a leader in the media industry of Pakistan.

Background

Moin Akhtar (Pride of Performance, Sitara-e-Imtiaz, born 1950) is a Pakistani television, movie and stage actor, as well as a comedian, impersonator, and a host. He is also a play writer, singer, film director and producer.

A highly dynamic and versatile performer from Karachi, the largest city of Pakistan, he made his debut for television on September 6, 1966. Since then he has performed a great many roles in TV plays/shows, later making a team with Anwar Maqsood and Bushra Ansari.

Whether on the stage or on the screen, Moin Akhtar is one of the most ingenious performers to entertain and amuse his audience/viewers. His sharp wit and humor keep the audience spellbound. He is an inspiration for the generations to come and is one of the few that stand out so distinguishably. He has parodied in several languages, including English, Bengali, Sindhi, Punjabi, Memon, Pushto, Gujarati and others, while in the Urdu-speaking world, he is beloved for providing great humor for people of all ages, and with an etiquette that remains unmatched. He, therefore, is admired and acclaimed not only in Pakistan but in the other side of border, India, too due to many stage shows across the border. It would not be

wrong to say that his ardent fans are spread all around the globe.

From the day Moin Akhtar started his carrier in the year 1966, he never looked back and continued his journey till date. There are so many qualities of this person that make him a leader in the field and a trademark for new comers.

He is known as one of the most senior, respectable and still very courteous in the media field. Moin Akhtar is an inspiration for all the generations to come and one of the few that stand out among the many.

Vision and Mission

Moin says his vision changed from time to time. When he entered the industry as a comedian he thought of becoming the best comedian and imagines himself doing standing comedy in from of thousands of people.

Afterwards when he became that successful, his vision changed to be the best actor of country. He appeared in every role one can on TV.

Finally, the Vision of a person who has got so much in life is to become a good Human Being. He referred a verse from Quran which says "The best of your leader are who pray for you and for whom you pray".

Now what he wants to achieve in life is not more than good relation with Allah.

Ethics and Personality

Moin has raised his God gifted talents to comper and act to a point where no other actor will be able to reach in the next hundred years. Further, what distinguishes Moin from other comedians is his par excellence-comedy of the highest quality.

Etiquettes

He has never been funny to the extent where other person starts feeling awkward. He says, one of the main reasons why he became so successful in his field is he never let his ethics go. Person sitting next to me is always more respectable for me than myself. He says, when you are on stage, nothing can make you effective than your etiquettes. How you talk, walk, sit, stand on stage is all part of your etiquettes.

This is how Moin differentiates between a host and an actor: 'Actor is like the passenger of the plane, while host is the captain of the plane'. The success and failure of the show, according to Moin, depends on the host.

Integrity

This is what team of Moin and Anwer Maqsood is known for. They always supported truth in their plays. In more than 290 episodes of Loose Talk, he showed those aspects of human personality through roles he played which most of the people were not aware of.

"You can never hide truth so better would be that you start telling it yourself", he said.

Justice with His Roles

He always did justice with his roles. This is actually a demand of writer and without being committed to you work, you can never do justice to your role. He says he never played a role in which he doesn't feel himself comfortable. I have my ethical boundaries and they don't allow me to accept a character which I don't believe in.

Temperance

According to him, patience and self-control is the key to success in his field. He referred to few occasions where his ability to control his emotions saved him. He says, especially in talk shows you

have to be very careful in what you are saying. Person sitting in front of you may lose his temper but one should never do this. He also said there had been occasions when his interviews could have ended in fights but he remained cool headed.

Leadership Skills and Style

Leadership Skills

a) Effective Communication Skills

The Pakistani nation in general and experts in particular have never come across anybody like him, not even close. A passionate voice, a magnetic stage presence and fans like Dilip Kumar, have brought international acclaim to this dynamic comedian of the Indo-Pak subcontinent.

No one can ever have any doubt about his communication skills. Whenever I saw him on stage, he always outspoken the other person. He is famous for his witty dialogues and at the same time serious too.

He has been the host of the Imran Khan Show, Dilip Kumar Show and Madhuri Show. During Imran Khan show, Raza Murad of India paid tributes to Moin in these words: 'Moin is to stage as Imran Khan and Sunil Gavaskar are to cricket and Dilip Kumar is to films.'

b) Thinker and Dreamer

When Moin was asked about the best role he played, he said "The best is yet to be. I am still in search of the role which will bring the best out of me as an actor and I will remain in quest of that throughout my life."

Along the way, he picked one success after another. Hence, his road to stardom was replete with success but still he dreams for his best role.

He always thought of bringing something new out of old topics and issues. He has been successful in almost every role he played. He says, dreaming for better and better improves you every single day.

c) Very Flexible to Change

All these years his passion for stage never ebbed. He has been flexible from day one. The secret of his success is that he remains open to change, professionally and personally.

In the early eighties, he achieved tremendous success as host of many shows, held all over the world. There is no sphere of the Pakistani society, which Moin has not copied, through his parody. From the role of a poor beggar to the character of the highest ranking bureaucrat, Moin has filled in the role of every single being

According to him, "You can change your life by changing your thinking. You can make anything of your life that you wish and that you are willing to work for".

d) Risk Taker

Talking of music, Moin is also a very good singer. Years ago numerous songs were recorded in his voice, which were originally sung by Ahmed Rushdi. Moin is the master of parody. In the past thirty eight years, he has copied the voice and gestures of thousands of artists, including Mohammad Ali, Waheed Murad, Mehdi Hasan, Ahmed Rushdi and many more.

He appeared in various Pakistan television programs. Most prominent among them was 'Rozi'. While playing the role of 'Miss Rozi', his craftsmanship seemed effortless.

All the above roles he tried his luck in were actually the risks taken by him during his era of performance. His risk taking ability never let him

sit idle and this is how he kept on moving to other fields of media. Playing Rozi was a total risk in those days when no one was expecting Moin to play such role.

e) Team Builder

In reply of my question that, do you support all team members and encourage cooperation, he said his long series of dramas prove that he has very good relations with all of his team members.

In Sach Much, there were more than 250 episodes that being the most senior person of the play, he was supposed to take every individual with him. This is how maintained teamwork with his colleagues.

He made his teams with Anwer Maqsood, Bushra Ansari and few other great actors/actresses and did almost 200 shows with them.

f) Courageous

Pakistani media was never this much open-to-talk as this is now. Military dictatorships, so-called democratic governments and many such eras never allowed television to show the true picture.

Moin Akhtar, along with Anwer Maqsood, never accepted such bindings from authorities. Through his stage, shows over the period of time, he always portrayed true picture of social issues.

In 288 episodes of Loose Talk he played character of almost every individual of this country. Not only did he display the wrong things happening in the society in this series but also he told people how to deal with these people.

Moin, For this reason, was banned on live TV shows for a long time as you can never predict what he upto is now.

Furthermore, Moin is the only host in the annals

of the Pakistani showbiz, who had the honor to be the host of maximum number of shows in which the head of states from both Pakistan and abroad were invited.

- He was the host of the show in which King Husain of Jordan was invited.
- He was the host of the show in which the Prime Minister of Gambia, Dawoodi-Al-Joza, was invited.
- He was the host of the show in which President Zia-ul-Haq was invited.
- He was the host of the show in which Prime Minister Zulfiqar Ali Bhutto was invited.
- He was the host of the show in which President General Yahya Khan was invited.
- He was the host of the show in which President Ghulam Ishaq Khan was invited

Leadership Style

Moin is an entirely different person now from what he was during his peak days. He said there is no one way to handle people you have to be different in different situations.

So his leadership styles what can be extracted from conversation with him are different too.

a) Afflictive

The day Moin started his journey in the media industry, he never looked back. He kept on achieving success one after another. Through his relationship building ability, he built emotional bonds with people.

During the era of 80's and 90's when he was at his best, he still maintained good relationship with many senior and junior artists. He was known for being down to earth and having harmony for everyone. He also has a habit of taking everyone with him during his plays or shows. Always helping and motivating in stressful situations on the stage or on the set.

b) Coaching

As the time passed, Moin's style of dealing with people changed from afflictive to coaching. After spending more than 40 years in industry, he has become an institute for new comers.

Also he wants to open a training centre for new comers so that he could transfer his experience in these new players of the game.

We can say that the second part of his life is like a coach where he wants others to deliver what he couldn't in his career.

Main Challenges of the Past and How He Resolved it

One main challenge which he had in his life was how to make people familiar with standing comedy. Before Moin Akhtar, no one in the country was known as a standing comedian. This was new type of comedy in that era and it became a challenge for him to get success in this role.

In reply of this query that how he resolved this challenge, he said through study. He is a very good reader and loves to read all sort of books specially comedy from all over the world. At that time, comedy revolved around few known sentences and nothing new was there in comedy. Good comedians used to display their talent in Punjabi language and no one in Urdu language was that famous.

He didn't only do comedy, he read it too. And with this reading, he found new ways of making people laugh with his witty communication skills. Finally world saw this person getting success in every type of comedy he did.

Your One Major Decision or Move that Changed the Nature of the Media Industry

He said he never thought of changing the media industry but he changed himself on number of times. One major event of his life was when he suffered from heart diseases and had a severe heart attack in the year 2001. There were rumors in the country that God Forbid Moin has expired.

That heart attack changed his life. He became mush serious and religious, and that showed in his attitude now. That one major heart attack changed his life all together and transformed him into a more religious person. He started praying regularly and went for Tableegh too quite a number of times.

Moin has such good judgment and intuition, that he rarely makes a wrong decision. Majority of Pakistanis believe that had there been an artist of Moin's calibre in U.S.A. then the American people would have carved his statues and the U.S. postal service would have issued stamps of Moin Akhtar.

Your Challenges for Future

Moin said being a media person whatever he wanted to do in his life; he has done it in that. There is no role which he hasn't play, no comment which he wanted and didn't get yet, no award which he dream for.

In reply of a question about his future challenged he said,

"Ki Muhabbat tu Siyasat ka chalan Chor diya Hum agar pyar na kertay tu Hakumat kertay"

He is more involved into philanthropic activities now and this is what he is thinking for the future too. He is now more influenced by a political party

and wants to join politics in future.

He claims that Pakistan badly needs some educated new blood in politics because these old politicians have ruined the face of country. He hopes that he would be appearing in next elections.

Whom Moin Akhtar Consider Leaders

In reply of this question Moin expectedly said, Anwar Maqsood. How much inspiration has Moin got from Anwer can be understood by his saying that it is Anwer Maqsood who made me Moin Akhtar.

He is one of the country's most popular comperes and writers and has even begun acting with more frequency. His razor sharp wit is a weapon he wields deftly and with serious effect. His biting satire can be seen on the state-run television channel - which is a surprise at times even to him - and on the private channel in Pakistan in the guise of teleplays, serials and stage shows.

Moin says what most people do not know is that Anwar Maqsood - the writer, actor, poet, compere - is basically a painter. He has been painting for

over three decades now and is one of the more serious names in the world of Pakistani art today. "That's how I make my living," he says.

Anwar Maqsood grew up in an environment where creativity - in whatever form or shape it decided to manifest itself - was encouraged and talent was appreciated. His creativity, friendship, he as a person and as a mentor is what makes me his great fan, says Moin. We both have worked together in hundreds of plays and stage shows and he is the one I meet my chemistry with.

With a career that spreads over a large span, Anwar Maqsood is some one that PTV could be proud of. He is every one's favorite because of his departure from the conventional style of comparing and writing.

"I am a big fan of his interpersonal skills", says Moin, "I learnt from him how to create an emotional bond with people."

REFERENCE

Personal Interview with Moin Akhtar



PERFORMING ARTS LEADERS
TALAT HUSSAIN

Muhammad Zohaib Sufyan

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Abstract | This research paper is written to explore the leadership qualities of Mr. Talat Hussain who is a TV and Stage Actor. After interviewing Talat Hussain (2009), the author of this paper found out that he being a creative person has very different qualities of leadership as they are in any corporate executive. He has certain set of principles which guide him in every situation of life among which ethics & honesty are topmost. This research paper explores different dimensions of his personality.

Keywords | Biography, Leadership, Profile

The Leader

Overall Talat Hussain is a simple, humble, down to earth and yet technically very competent in the field of his profession. A thorough creative leader in his area, Talat is a person with a following set of values which he keeps above all and guiding principles for every decision of his life.

Honesty

Respect of Professional & Personal Life Seniors
Acknowledging the subordinates & juniors, leading them in a way that fulfils their ethical demands and yet get the targets achieved.

Keeping Ethics above all in the personal & professional life

Background

Talat Hussain Warsi, is a Pakistani Film/Television/Stage actor. He was born in Delhi, India of Altaf Hussain Warsi and Shaista Begum. His family migrated to Pakistan in 1947. He was also worked for BBC Radio in the play "Crown Coat."

Talat Hussain started his career from PTV in 1967. His first television play was Arjumand. In 1972, he moved to England, and joined the London Academy of Music and Dramatic Art (LAMDA). Talat Hussain's early roles was in Jimmy Perry and David Croft's, "It Ain't Half Hot Mum". His roles in "It Ain't Half Hot Mum" was The Club Proprietor (bartender) in Cabaret Time, The Bar Proprietor in "Don't Take the Mickey", The RAF Control Tower Officer in "Fight to Jawani" along side Jeffrey Holland and Robin Parkinson

Talat has worked in several foreign films and television drama serials and long plays. He worked in some episodes of Channel Four's television serial Traffik. In 2006, Talat Hussain won the Amanda Award for the Best Supporting Roll category in the Norwegian film Import-eksport. He also starred in "Jinnah" which starred Christopher Lee as Jinnah, but Hussain played a refugee.

Talat married Rakhshanda in 1972 who was a professor at University of Karachi. They have three children (two daughters and one son). He is currently working for National Academy of Performing Arts (NAPA) in Karachi (Ana Howard Shaw Center, 2009)

Talat an actor, producer and director is a versatile leader in his field. He joined Pakistani television industry in the time when it was in the process of making. With his name in the list of pioneers of television industry, he is a very humble and down to earth man.

He places values and hard work above all. Despite of the fact that our electronic media has moved towards commercialism & glamour, he is able to keep the value & originality of our drama in tact "Our whole society has become commercial now," he confided, "the set designers are more concerned about money, actors about glamour and directors about making a hit play and when you have to sell everything, the norms and values take a back seat." (Pakistan Television Network, 2009)

He has seen severe time in Pakistani television industries, illuminating the very fact he said, "during our times, the ruling elite represented the middle class and despite being very conservative in approach, they had a very tolerant attitude and that came into play when the policies were made. The whole scenario was changed when General Zia came into power in 70's and 80's. The policies became very orthodox during the Martial Law. Though now that orthodoxy is receding, people governing various crucial matters are not very liberal. This very attitude restricted the creative artist and his choices due to which everything is sliced and divided into pigeon holes. It is very difficult to revert back to the era of 60's where the quality of production is concerned, and to some extent, the censor policies also have a role

to play." (Pakistan Television Network, 2009)

The very fact that he is able to keep a distinctive identity for himself in this glamour and commercial world is the principle reason that has made me choose him as my leader.

Vision and Mission

Talat Hussain is not a person who has many long term plans available for himself and he never thinks in the direction of planning for long term. He has certain ambitions in life in which one is to start writing. In the starting days of his career, he always wanted to be a writer and still that wish is still intact. He was interested in writing so much that wanted to be a Professor of literature rather than an actor.

He call himself to be very different from corporate executives who have long term vision and mission, but he does not even think along those lines. He does not undertake any project in order to achieve certain objective of his vision statement, but has a simple formula to do all that, in which he can achieve satisfaction. He is satisfied from his work when he himself feels happy after completing a project.

In order to achieve this vision of writing he has started to take time out and currently involved into writing short stories. He has always dream for last 15 to 20 years about writing a novel about history of this subcontinent.

He says "I have a passion for profession not passion for fame"

Ethics and Personality: Leadership Skill and Style "Entire human life is Ethics" says Talat Hussain, and with every other profession, ethics is equally required in his profession as well. To him ethics comes prior to any other thing in every aspect of life, including work. One primary concern he has in mind before entering into a project is to evaluate

it on ethical ground. He said that "I have been offered a lot of projects in the past which were rejected by me because they don't qualify the criteria of my personal and professional ethics"

Ethics has been so integral part of Talat Hussain's personality, which he has learned from his ancestors. According to him, his father used to tell him two golden principles of leading a successful life, which include being honest to oneself and learning through out life.

According to him, leadership style is different according to different situations at hand, but team work in one characteristics of a good leader for every situation.

Challenges of the Past and its Resolution Adopting this profession and starting as a radio drama artist was the biggest challenge of his past. He continued to elaborate that at the time he entered into the field, and it was not very easy: one the field was very new itself, and second, he was a major bread earner of the family since his father was very ill.

Once he started off and became successful in radio, he had no second step to take as Film was the other entertainment platform. People use to think that with his physique & appearance, he is not suitable for film industry. One major secret of his success is being self critical.

By luck, television media started by the time he matured as a radio drama artist, and he got his break over there, otherwise "I would have gone to the teaching side had the television not started"

Major Decision of the Past

He cannot think of any decision that has entirely changed the nature of his industry. He claims to be the one of the pioneers of serious acting in

Pakistani Television Industry. He started the trend of serious acting which was followed by many newcomers of that time and it became one of the most admired category of television acting.

Challenges of the Future

"Everyday & every new project is a challenge" is what he says about the challenges of the future. He says "you start creating your own enemies once you start becoming famous and giving the challenges for many people in the Industry." As already narrated in the vision & mission section of this report, he does not have plans for long term and takes life as it comes to him. He has never thought about where he should be 5 or may be 10 years from now.

He thinks that one must dream and he categorizes himself as a dreamer as well, but thinks that fulfilling all the responsibilities of life in a nice way is a driver of his satisfaction.

Leader of Talat Hussain

He cannot categorize any one person to be his leader, but thinks all of those as his leaders who are professionally above than him.

In his personal life, his father was a true inspiration to him who has served this mankind as a Professor of English Literature. Professionally, Mr. Qamar Jamil in Radio Pakistan is considered by him as a leader cum his mentor. Spiritually there are many including Imam Ghazali and above all the Prophet (P.B.U.H)

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Talat Hussain [5th April 2009] Television and Stage Actor, Karachi Pakistan



MEDIA LEADER
KAMRAN KHAN

Shazia Malik

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Abstract | Kamran Khan is one of the renowned journalist of Pakistan .His work can be described as groundbreaking in the field of investigative journalism in Pakistan .In his career that exceeds 28 years of active reporting, he authored more than 3500 investigative stories that have appeared in The News, The Jung, The Friday Times in Pakistan and in the International Herald Tribune, The Washington Post and in the Sunday Times of London.

Keywords | Anchor, Leadership, Journalist, Geo TV,
Jang Group.

The Leader

Mr. Khan is a senior journalist associated with Jang Group for last several years. Besides anchoring a popular program for Geo TV, which is owned by Jang Group of Companies, he is Karachi's special correspondent for America's most credible newspaper "Washington Post".

Mr. Khan is considered as a most learned journalist in terms of having sound understanding of Pakistan's politics and its main actors. Years of experience has enabled him to interact with movers and shakers of Pakistan's politics. Currently he hosts a five days of week talk show on Geo News. The channel is associated with Geo TV Network, which is Pakistan's most influential and largest television network. Mr. Khan's program called "Today with Kamran Khan" reviews, discusses and analyzes major day-to-day developments with government ministers and officials and, opposition leaders.

Kamran Khan is one of the leading hosts of Pakistani media, he has emerged as a leader among TV anchors, not just inside the country but out in the Middle East, Wider Asia, Europe and America he is popular among all the masses residing in different states.

The Management of Geo TV, itself, maintains high regards for him. He is identity of Geo News and vice-versa. Some sections of Pakistani media and political parties accuse him of having connection with Pakistani Intelligence Agencies ISI and MI. They cite an interesting event of 2003 when some extremist groups attacked Indian Parliament, Mr. Khan published a story in English daily "The News," is owned by Jang Group. After publishing the story, the then Chief Editor of the paper Mr. Shaheen Sehbaï had to leave the country fearing crack down from intelligence agencies, but Khan with his good contacts in the agencies survived the anger of agencies and continued to work here in

Karachi. People also accuse him that while making choices of issues that he discusses in his talk shows; they tend to be in alignment with Pakistani establishment's agenda.

His role, however, earned immense credibility after the dismissal of Pakistan's Supreme Court Chief, Justice Chaudhry Iftikhar Mohammad, by former military dictator Gen. Pervez Musharraf whom Mr. Khan extended wide coverage to this army dictator's offense on judiciary. People still believed Geo TV Network had problems with Musharraf government as the government then had denied Geo TV license of starting another English TV channel under the 'monopoly laws'.

While covering Civil Society and Lawyers Movement in Pakistan, Mr. Khan's popularity rose to peak, he proved to be as an incredible journalist having strong grip on subjects he brought under discussions in his program. Over the last few years, he is seen now only associated with Geo News as number of stories published in Washington Post. Mr. Khan is one of the highest paid journalists of Pakistan and is considered to be the most competitive in the field of journalism.

Mr. Kamran is a centurion leader who had faced many difficulties in the past but never gave up. He is one Pakistan's best known journalists and his daily news show "Aaj (Today) Kamran Khan key Saath" (AKKKS) that runs on Geo News TV channel is the most eagerly watched TV news program in the country. Much before the launching of Private TV channels in Pakistan in 2002, Kamran Khan has distinguished himself with ground breaking work in the field of investigative journalism in Pakistan and abroad. He was the youngest Pakistani ever to be made special correspondent in Pakistan for the world's best known newspapers such as 'The Washington Post' and 'The Sunday Times of London' and many of his 3500 investigative reports were

carried as the main lead stories in those newspapers. Some of those investigative stories made headlines world over and made Kamran Khan a household name not only in Karachi, but also in Lahore, Islamabad USA and UK.

For exposing official corruption Kamran Khan was attacked in Karachi in September 1991, forcing him to leave the country for the United States, but he remained there only for two months. He rejected full time job and residency offers in the American and returned back to Pakistan and continued exposing official, business and political misdeeds and corruption. For this bravery. The Press Club in Washington D.C. awarded him with the most prestigious award of "Bravest International Journalist Award" at an extensive ceremony in 1992.

Background

Kamran Khan is a Director News Investigation at Geo TV and 'AAJ Kamran Khan key Saath,' is anchored and edited by himself, one of Pakistan's best known journalists.

Mr. Kamran Khan's work can be described as groundbreaking in the field of investigative journalism in Pakistan. In his career that exceeds 28 years of active reporting, he authored more than 3500 investigative stories that have appeared in 'The News', 'The Jang,' 'The Friday Times' in Pakistan and in the 'International Herald Tribune', 'The Washington Post' and in 'The Sunday Times' of London. As the Editor-News Investigations for The News and Jang, Mr. Kamran Khan broke stories that became the subject of national debate and investigation. Throughout his career he wrote fearlessly and objectively even on the subjects that had earlier been considered as taboo in the national press. He is one of those who have the ability to articulate in an impressive, bold manner.

For that reason many of his stories echoed in the parliament, in the Supreme Court hearings and in the presidential speeches. Since the beginning of his career in 1982, Kamran Khan focused on exposing official corruption, drug trafficking, financial frauds. Significant amount of his work focused on issues of national security. On September 21, 1991 he was attacked by an assailant armed with dagger after he wrote a series of investigative reports exposing corruption, extortion, torture, in the police department. He was awarded the International Freedom of the Press award by the National Press Club; Washington D.C. in 1992. Two year's later in 1994, he won the best Scoop of the Year Award from the All Pakistan Newspaper Society, (APNS). In 1998 the Government of Pakistan awarded him with the President of Pakistan's "Pride of Performance" award. He is also a former journalism fellow at the East-West Centre, University of Hawaii, USA.

'Aaj Kamran Khan Kay Saath' is the only daily news show that explores, analyzes and debates the top national, international and key business stories of the day, providing a unique, objective and absolutely neutral perspective to the viewers before the end of the day.

Key ministers, civil servants, political leaders, economists and business leaders appear in "Aaj Kamran Khan Key Saath" every night to provide answers to most crucial questions. Most viewers get such an in-depth and extensive view of the day's political and business scene that they don't often feel compelled to read the next morning's newspaper. When a big news breaks, as it often happens in Pakistan, his live show through special extended edition provides enhanced, current views and more pointed issue specific shows that draw a huge audience. He has a vision and mission. Aptitude and passion play the key role in any career path and Kamran Khan is a great example to prove

this belief. A graduate in science, Kamran Khan opted to apply his passion for journalism. He initially joined "Daily News", an evening English newspaper run by the Jang Group of Newspaper. Later he went on a Journalism Fellowship to the East West Centre at the University of Hawaii in United States. Mr. Kamran Khan joined "The News" when it was launched in 1991.

Vision and Mission

He is fully devoted to Pakistan and this is one of the reasons he is busy in exposing the malpractices of those who are indulged in various unhealthy activities. A total and complete devotion to see Pakistan succeed in comity of nations. To expose and challenge those who are trying to disfigure Pakistan from within. To Endeavour that democracy and democratic institutions serve people and not their petty self-interest. Justice is available to all; fair play and merit should be applied in all spheres of life.

Ethics and Personality; Leadership Skills and Styles
Every professional judgment is made without any fear or favor. Only and only public interest at large determines the content that appears under Kamran Khan's name in TV or newspapers. Many a times the content of program may disturb a good friend and provide some comfort to a disliked individual or group but that's the beauty of fairness.

These are the same people we need to keep monitoring for public good and personal friendship would create serious conflict of interest issues. Kamran Khan is one of the very few senior Pakistani journalists who avoided travel with the successive Presidents and Prime Ministers on international tours on government's expense. Opportunities from government sponsored schemes that provide special favors to journalists such as plots of land, special allocations and travels. He believes that journalists must resist government's attempts to lure media persons through various schemes and incentives.

Main Challenges of the Past and How He Resolved it

The physical attack in September 1991 on him, just three months after his marriage, was a great personal challenge that had the potential of derailing the entire career. The other key challenges came when successive head of states took personal fight with him and used state power to brow beat him and that happened several times in the last twenty five years.

Resolution of these challenges came only through sheer commitment to truth and making sure that no personal element emerges from the professional work. The most powerful people angry over his work were made to recognize that there is nothing person specific and it's not the individual but his position that is being scrutinized. He accepts the challenges with an open heart. He is a centurion leader.

Major Decisions and its Impact

The most significant decision was not to bow down under threat of physical intimidation and to ignore an opportunity to live peacefully in the United States in 1991. This would have erased him completely from Pakistani media map but his self determination brought him back to Pakistan with new enthusiasm and courage. He is decisive and courageous leader.

Challenges of the Future

He is a man of principles and knows how to maintain integrity and not to get carried away by the offers that often come to him to join the government as Minister or a political party as an Advisor and a public department as its Chairman. He is committed and dedicated citizen of Pakistan.

Whom Kamran Khan Consider Leader?

He considers Prophet Muhammad (Peace be upon him) as a true leader for ushering an era of Islam to the world, an ideal leader who is loved and followed by billions of people and will continue to love and follow him till the end of this world. He also holds remarkable views for the father of the nation, Quaid-i-Azam Muhammad Ali Jinnah for his righteousness and single purpose leadership for delivering first ideological state to the world. He considers Bill Gates a leader for changing the way he lives and works in today's world through sheer hard work and scientific innovations. Finally, he calls Barack Obama the greatest success story of a self-made man in modern times with almost unbelievable communication skills.

Conclusion

What is a leader? Who could be a leader and what are the qualities that one would like to see in a leader? Does a leader should have a number of qualities? Questions like these are often raised when people discuss concept of a leader in any society or a profession and a career.

After meeting Mr. Kamran Khan, one can reach the conclusion that he is an exceptional leader who is always thinking three steps ahead. He is quite flexible, adaptable and fully aware how to handle unexpected or uncomfortable situations.

He works to understand the needs and desires of others. As a good leader, he asks many questions, considers all options, and leads in the right direction. He is a respectful person and treats others with respect. He is quiet confident of himself and holds good intentions for others without any discrimination. He is much more enthusiastic and ambitious to attain his objectives. He is open-minded for people who greatly acknowledge his work and considers all options when making

decisions. He is a strong leader who vividly evaluates the input from all interested parties and works for the betterment of the whole. He is a resourceful journalist who intelligently utilizes the resources available to him. He enjoys being recognized for his work and actions. He is well educated to apprehend the critical situations and quite bold to render his views in an open manner, fully aware that knowledge is power and makes the most of it.

He is capable to work on community policies, procedures, organizational norms, etc. Furthermore, he is creative, coercive, having knowledge on issues and people around him, and has faith in him that he is one of the democratic leaders. He is consistent and believes in perseverance, hard work and believes that confidence and respect cannot be attained without leadership being consistent. He has the confidence that his opinions and thoughts heard and taken into consideration. He is a good courageous person and realizes that he cannot accomplish everything on his own. As a leader, he knows the talents and interests of people around him and thus delivers his tasks accordingly. Last but not the least he takes an initiative to work as a motivator. He is good in the planning and implementing new ideas, programs, policies, events, etc. on the basis of this conceptual framework. One can see him in dynamic field of journalism and one does find a reflection of these qualities in him to a greater extent. In the light of this background, I would like to say that Pakistan's leading media leader Mr. Kamran Khan is one of the most popular journalist and leader as is widely believed and acknowledged.

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Personal interview conducted with Kamran Khan.

CORPORATE LEADER
**MIAN MOHAMMAD
MANSHA**

Sana Saleem Qazi

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Abstract | A transformational leader at some point in life does fall into a centurion leader category. A centurion leader not only needs the qualities of a transformational leader but also the experience, honesty and dedication to his profession, which is clearly seen in Mr. Mansha famously known as 'Mr. Pakistan.'

He has earned his way up to the top. He had his family support and the family business base but Mr. Mansha actually got the show running. He faced hardships and failures but never let go of the hope and willingness like a centurion.

He expanded the Nishat group and made it the biggest name in the Pakistani business world. He made Muslim Commercial Bank achieve the heights of success and DG Khan Cement Factory became the top most cement factory in Pakistan.

He wishes to achieve corporate success globally and make Pakistan a stronger nation at the economic platform internationally. He has all the qualities which makes him a great leader and has a strong following in the corporate world.

Keywords | Transformational leader, Revolutionary leader, Transcendent, Centurion Leader, Entrepreneur.

The Leader

It is a popular saying among the Chiniotis that the goddess of wealth is in love with the Chiniotis. But Mansha is perhaps being loved by both the goddess of love and lady luck since he has narrowly escaped the misfortunes in the past and making the most of it in the future - like a true centurion.

(Sana S. Qazi)

"I have had many lucky breaks. Lady Luck has always been on my side. New projects just crop up before I stop doing the old ones"

(Mian Muhammad Mansha)

A transformational leader in the true sense - Mian Mansha engages with others and creates a connection which raises level of motivation and morality in his employees. He is visionary and Intellectual. He has the charisma to get the work done bringing out the employees maximum capabilities. He is dominant, has the desire to influence, He is confident and has strong sense of moral values.

Mian Mansha could be categorized as a revolutionary leader in the corporate sector. He has a strong sense of vision, mission and end-values leading towards a transcendent purpose. He believes ambition is all about energy and determination and it calls for goals as well.

The qualities of a transformational leader as rightly put forward by Noel M. Tichy and Mary Anne Devanna, or Bennis and Nanus, Mansha perfectly fits into each. He is an agent of change and courage. He believes in openness, trust and faith in the followers. Honestly, integrity and decisiveness are his major strengths.

Transformational leader combined with dedication to his profession, experience and courage make a great centurion leader, which Mr. Mansha has

proved to be. Continuous struggle, hard work and a faith so very firm in his Allah, that nothing on the face of this earth ever stopped him from attaining the goodies that life had in store for him, are his secrets of success and he did attain the giddy heights of glory, for sure.

Mian Mohammad Mansha plans methods to overcome anything. He doesn't think the usual act but thinks out of the box. He has learnt from his failures and help others learn from his experiences. Be it his family members, his friends or his employees, he has genuinely helped them to grow and flourish.

"My close friend became groups like ARY, a big Memon business whose ARY television and gold business is famous. Hussain Lawai who is a famous banker and Khanani and Kalia group, Hussain Dawood group- so I upgraded my friends from middle sized memon business families. Now the big families are my friends and partners. Today I am bigger myself also."

(Mian Mohammad Mansha)

He has a quick mind and God has chosen him as a Pakistani corporate destiny maker. Considering that the 61-year-old Punjabi plans to create Pakistan's first genuinely global corporate, with banking and insurance interests across Asia, the Middle East and beyond, he is remarkably down to earth.

"Accomplishment is greater than ego. Luck and timing is very important. I'm lucky in that I love my job, and so going into the office is all a joy to me. I'm now in my 60s, and big things I want to do."

(Mian Mohammad Mansha)

Background

Mian Mohammad Yahya, Mansha's father and his five brothers left their home in Kolkata, India, in

1947. They moved to Faisalabad, near Lahore, and started the family's cotton business. Mansha was born that same year. The brothers called their cotton company Nishat Mills after Nishat Haroon, a grandson of the eldest brother. The Korean War of 1950-53 brought in a cotton boom as the demand for the uniforms, bandages and tents greatly increased.

Mansha attended Sacred Heart School, a co-educational convent school run by nuns. He got enrolled for the sake of the academic standards; it had nothing to do with religious aspects. He went to study accounting at Hendon College in London, returning to Pakistan in 1968, before getting a degree because his father had developed cancer.

He married Naz Saigol; a former classmate from his hometown who was the daughter of an industrialist, Yusuf Saigol. It was partly an arranged marriage, as their parents were friends back in India. When his father died in 1969, Mansha was 22 then. He bargained with his uncles for Nishat Mill's operations in Faisalabad rather than other factories, most of them running successfully in East Pakistan. This is where the lady luck started hitting on him, and ever since has always been along with him. On the separation of East Pakistan, his uncles lost everything. Then Mansha became the CEO of Nishat Mills, which today has the nation's largest textile processing and sewing facilities.

Mansha grew as a textile entrepreneur and is also a great name in the banking sector.

Mian Mansha's Vision and Mission

Mian Mohammad Mansha is a visionary leader. He looks at the broader aspect of any picture. He visions the impossible and makes it a mission to achieve that. His vision categorically is to become the leading entrepreneurs globally, to take Pakistan

at the international level and make his company a multinational. He not only wishes to help Pakistan grow financially and economically but also wants to see the people of Pakistan leading a successful meaningful life.

Mansha is also looking attempting to create the first Pakistani global corporate. He also aims at becoming the country's largest power generator and infrastructure provider. Mansha is also pushing into tourism: the first five-star Nishat Hotel will shortly go up and more will follow.

Mian Mohammad Mansha's mission is to make his company's the leader in their respective fields. He did achieve it all. Nishat, Adamjee, DG Khan Cement and MCB all are the number one in their own fields. He is stretching his sectors of work. It is Pakistan that comes first for him rather than personal gains.

"I am aggressively restructuring my firm to create a new entity, tentatively titled Nishat Holdings. I will retire in the next 10 years, we're creating a holding company - we're doing the legal work right now - that we will control everything through. It will package everything into a single, bigger firm so that we as a corporation can equally become bigger and better. I want my sons and my professional managers to benefit from it all."

(Mian Mohammad Mansha)

Mansha says:

"I want to be the first Pakistani, like some of our counterparts in India, to really go out and show that we Pakistanis can even be successful outside Pakistan."

Ethics and Personality: Mian Mansha's Leadership skills and style

Mian Mohammad Mansha had the prerequisites of

being a creative leader. He has the desire, the determination and the drive.

Mansha is known to act as well as talk quickly but at the same time he is a keen observer and a great listener. A leading executive close to the company adds: "Pakistan's industrialists are quiet by nature. They tend to let their managers do the talking for them. But Mansha lets his managers do the managing. He is a macro manager as well. He keeps a backseat but knows what is going on at every level."

He is simple, honest and modest. He is above board and professionally runs his businesses. His board of directors has qualified and experienced people who are professional and capable of producing the best. He doesn't make his company a family venture but rather prefers merit. Even while hiring employees the qualities, he looks for in them besides the knowledge; confidence is integrity, the passion to work hard, flexible and down-to-earth.

"I feel that my privacy and my businesses are managed professionally so it is those people who should be at the forefront in the media. There are lots of other people who can do this job even better."

(Mian Mohammad Mansha)

He has ability to quickly and decisively make key internal changes, even to the extent of infuriating Pakistan's famously lethargic financial regulators. After he got into control he didn't spare even his friends and family who were defaulters.

In May 2007, frustrated with the performance of the then-MCB chief executive and president, Muhammad Aftab Manzoor, who had been at the position for seven years, Mansha acted swiftly. He fired Manzoor - "giving him 24 hours' notice to pack his bags and leave". To his colleagues, this might appear as a ruthless streak: but to others it appears to be a sign of being unbiased,

professional and dedicated. "Mansha got a lot of flak from that decision," says a former colleague. "The SBP made a lot of noise about it, feeling that their power had been circumscribed, but ultimately there was nothing they could do. Few people could have got away with that sort of impulsive behavior. He may be the only one."

One of his executive rightly puts it as: "Maybe it's his intuition, his vision, maybe his good luck, but one learns and respects his decision-making ability."

Mansha has always been ahead of time in Pakistan. He was 15 years ahead of everyone else in banking and cement, and again he is moving ahead in power faster than anyone else. He has a great ability of perceiving future themes and taking calculated risks that tend to work. He is an old man in a hurry.

Mansha isn't a typically meeting-going executive. He makes deals on his mobile phone often while walking alone in a park. He portrays emotional intelligence. He says he saw poverty-born violence firsthand after he took over D.C, Khan Cement in 1992. One of his factories was in Punjab province in northeastern Pakistan. The quarry was in a tribal area. When Mansha inspected the site, local people tried to shoot at him. He told the managers to give them jobs, even if the work was menial, such as lifting cement bags. He built the area's first medical facility. These efforts of his cut down violence and helped his business to grow. He is a family man and loves to spend time with his wife, children and grandchildren.

"I am not in bed any later than 10 o'clock. I don't have a globe-trotting life-style. I go with my family to London which is a great place and prefer to put my slippers and bounce my grandchildren on my knees."

(Mian Mohammad Mansha)

Mian Mansha maintains a low profile and his people

are guided to be the same. He opted to stay out of politics and concentrate on doing what he is best at doing that is his entrepreneurship skills. He believes in good corporate governance and like a true leader he believes in transparency and accountability at all levels. He monitors each Nishat group company by talking with 20-30 managers a few minutes everyday. He knows the bottom line by staying in touch through random calls.

"We will need to become more open and transparent, and that will travel down the company, [India's] Reliance Industries is a good model for this. It has great transparency, and that has truly brought out the value of the management that they have."

(Mian Mohammad Mansha)

Main Challenges of the past and how Mian Mansha resolved them

The initial period was tough for Mansha when he started his career as CEO of Nishat Mills in 1971. But later he was successful in expanding the Nishat group to diversified fields. Nishat Group of companies now include: Nishat Textiles, Dera Ghazi Khan Cement Company, Adamjee Insurance, and Muslim Commercial Bank. Mian Mohammad Mansha is on the board of 45 companies in Pakistan and is one of the most powerful and influential persons in the country. He was awarded the Sitara-e-Imtiaz Civil Award by President Musharraf on March 23, 2004. Nishat Mills Limited is also the largest exporting entity in Pakistan.

Nishat Group having become the first Pakistani corporate to sell GDR's on the main London bourse, some young MCB executive took the attitude: We've done well, got the offering away, now it's time to party. Mansha quickly squashed the idea and said to his young blood: "all we have done is to sell the some papers, now we need to prove to our shareholders that we know what to do with it."

The acquiring of MCB was seen as a big mistake Mansha was making in 1991 when Nawaz Sharif came into power. Later the Bhutto Government tried to nationalize it, but Mansha used all his creativity and leadership skills to save MCB from nationalization.

Though at that point in time he went into exile and came back in 1996. He worked hard on it to make it the most successfully running banks in Pakistan, and lately MCB was awarded as the best in Asia. Mansha sold his shares to May Bank, the biggest lender in Malaysia. According to the researcher, this move was to help MCB gain foreign intervention and thus making the nationalization difficult.

The magazine Euro money states that. "It's one of the great franchises in the world; it is really quite the strangest bank in the entire world, because one-third of its deposits are current account deposits, with an average of just \$2,500 per account. It's unique in the world - small customers stay with them, and they make sure they offer really good services that their customers would like. There's a trust factor - a bond between them and their customers."

MCB successfully sold \$150 million worth of global depository receipts on the London Stock Exchange in October 2006. This steady-as-she-goes attitude toward expansion is likely to appeal to investors in today's climate. Mansha is no fan of the flighty financial system that had brought in current credit crunch, or of the expansion-at-all-costs attitude of the banks that got us in this mess.

As mentioned above, DG Khan Cement Factory faced many problems at the time of its establishment but it was Mansha's emotional intelligent that helped the whole organization to run smoothly and reach the top in cement industry.

Mian Mansha's one major decision or move that changed the nature of the company/ organization

The one major decision Mian Mohammad Mansha actually took was the acquisition of the Muslim Commercial Bank. The focal point of Nishat Group is MCB today, the best financial service provider in the country and Pakistan's largest private bank. With cash of Rs. 60.7 billion (\$780 million) at the end of June 2008 - a year-on-year increase of more than 50% - MCB has also managed to outperform the Karachi Stock Exchange, not bad going in a year in which financial services companies have been badly hit by recession around the globe.

But the big news for MCB was the sale of a 15% stake, for \$680 million, to May Bank. The Malaysian lender in August bought a further 5% stake in its new partner, for \$213 million. Overnight, the deal turned MCB into a big player in the fast-growing Islamic banking and Islamic finance markets - key areas of growth for Mansha and his flagship lender.

"Alongside May Bank we are putting together a business strategy that will expand our customer base in many countries - Russia, central Asia, the Middle East and Africa, we are even looking at acquiring a bank in either of Europe or the US. May Bank has more capital and better technology but we have 7.5 million Pakistani expatriates living all over the world, and we have already applied for a banking license in Toronto. We have a budget of around \$1 billion to buy a bank as far a field as Brazil, and we are looking at potential banking acquisition possibilities in the likes of Kazakhstan." (Mian Mohammad Mansha)

Mian Mansha's challenges of the future

Mansha expresses his future challenges, "I am very optimistic about the future of Pakistan. There are external problems afflicting us but there are a lot of misconceptions about our country."

He believes,

"The best way to extract Pakistan from terrorism and boost our sluggish economy, is to create more jobs and prospects for young people by throwing open borders especially with India. I say let them come and invest with us. I am one of the few Pakistani entrepreneurs who believes the best way to expand is to open our borders with India. There are people who are afraid of the competition from over there but our ports are cheaper for them at least - we have ports that are much quicker with better infrastructure and much cheaper, than India. We need a bigger market and more competition and they need the same."

He is determined to provide the outside world, particularly investors with a more positive view of his homeland. Pakistan appears to the outside world a country which is at war with itself and is constantly in danger of fracturing.

Though the political instability in Pakistan is a challenge to Mian Mansha. The loan recoveries has become difficult, Adamjee Insurance is also being affected due to the prevailing terrorism and violence in the country. Textile industry has been hit by the recession and government policies and so did the Nishat group and to gain the same glory back is a challenge for Mr. Mansha.

Besides the accession issues, it is the here and now that interests Mansha. For a man getting on in years and in a hurry, he has plenty of life in him yet, and he clearly wants his legacy to be one of regional, even global success, and the consolidation

of his position as the country's leading industrialist and entrepreneur - a sort of "Mr. Pakistan" figure - a centurion in the Pakistan corporate world, in charge of the country's first truly global corporation.

Whom Mian Mansha considers his leader

Mansha does read book on Hughes along with biographies of John D. Rockefeller and Burmese Nobel Peace Prize winner Aung San Suu Kyi. Mansha protests with a smile

"I'm nothing like Hughes. He was something of an eccentric. I have a very normal life."

He said he idealizes his father Mian Mohammad Yahya. All the business tactics he knows and implies today, he has learnt them all from his father.

Mansha says:

"I lived for 17 years with my father working in what became the largest factory in Faisalabad, which is still called the Manchester of Pakistan. My heart still beats strongest in textiles like my father, and we make yarns and fabrics and apparel for the likes of Gap, Levi's, and John Lewis."

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CORPORATE LEADER
RAFIQ RANGOONWALA

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Abstract | This study profiles about how a leader helped an international franchise operating in Pakistan survive during the difficult times. It will be looking at the decisions made at difficult times by Mr. Rafiq Rangoonwala, CEO, Cupola Group of Companies, for the betterment of his organization and how the company moved forward in different time periods. This will help in understanding his leadership style and qualities. Mr. Rangoonwala joined the Cupola Group in Pakistan in the year 2000 and since then, he has been striving harder to deal with the hands on problems as well as at the same time expanding the horizon of the group operating companies in Pakistan. Mr. Rangoonwala brings with himself an industry rich experience from US and Middle East operating successfully some of the well known brands around the world.

Keywords | Transformational leader, Centurion leader,
Cupola Group, Marketing Association of Pakistan

The Leader

Mr. Rafiq Rangoonwala, Chief Executive Officer Cupola Group of Companies was born in Karachi. Cupola Group of Companies is successfully running KFC in Pakistan, Indulge, Freshens, My Super Store and Casa Bakery (KFC Pak, 2009). He is a man who shows both strength and honor. His strength is not shown in his arrogant attitude which people develop with success. Rather he shows his strength in the decisions he makes for his organization. By taking over the responsibility as a CEO of Cupola Group in Pakistan at a time when it was going through a difficult phase, Mr. Rangoonwala has shown his level of commitment.

He has added to the organization by not only streamlining the processes but at the same time has helped the group in diversifying its business and introduce new and better products and services to cater the ever growing demands of the Pakistani market, while giving the group profitable returns on its investments. By creating a fast food culture in the Pakistani market, Mr. Rangoonwala has surely earned his reputation in the corporate arena of Pakistan.

Background

Mr. Rafiq Rangoonwala did BA (Hons.) from University of Karachi, went to United States of America in 1979, and did Executive Development Course from Whittemore School of Business, University of New Hampshire along with several management courses from U.K, U.S, Canada, Australia and Singapore. In 1980, he started his career in Fast Food restaurants from KFC in Houston. Since then he has managed several other brands alongside KFC like Pizza Hut, Harry Ramsden's, TGI Fridays, Pizza Express etc. In 1987 he was transferred to Caribbean region as Franchise Service Manager, then to Cairo in 1988 as Field Service Manager for Saudi Arabia and Egypt. He was appointed Market Director of

Middle East in 1989. He stayed with PepsiCo in Restaurant Division for over 16 years. In 1997 - 1999 he joined Americana as head of its UAE Fast Food Division. He joined Artal Restaurants International as CEO in October 1999 and is currently heading Cupola Group of Companies who has franchise rights in Pakistan for KFC, Indulge, Freshens and Casa.

In Houston, he was General Secretary of Pakistan American Association of Greater Houston, Board Member of Islamic Education Institute of Texas, and Councilor of Islamic Society of Greater Houston. He was Treasurer of YPO "Young President Organization" - Pakistan Chapter for 2002-2003, and currently he is serving on YPO Board, and chairs Communication committee.

He is Central Committee member of Pak-India CEO Business Forum, member Central Committee and Chairman Publication Committee of 21st Century Business & Economic Club and OUAC "Overseas University Alumni Club". Additionally, he is also Advisory Board member of Institute of Business Technology. Previously he was Honorary Secretary and Chairperson of Publication & Membership Committee's of Marketing Association of Pakistan; in February 2004, he was elected President. Elected Vice President Rotary Centennial in April 2005. He is a member of Board of Governors Reflections School and President Food Association of Pakistan and Founding member of Pakistan Sri Lanka Business Forum. Elected President of Marketing Association of Pakistan, his hobbies are sports, music and reading. (MAP, 2009)

Awards

Mr. Rafiq Rangoonwala is the first Pakistani to receive the following awards from International companies: (MAP, 2009)

- "Top 10 Restaurant Manager's Award" in 1984;
- "Region IV Golden Star Award for Texas,

Oklahoma, Louisiana and Kentucky" in 1985;

- "Head of the Class Award" from Colonel Sanders University in 1988;
- "Most Profitable Initiative by KFC International" in 1996;
- "Best Performance Award" in 1998;
- "Top recognition for Human Resources Development for Asia Pacific Region in Hawaii" in 2001;
- "Putting it on the line" by Yum Restaurants in 2003.
- Yum Chairman's Award in 2005

Vision and Mission

Mr. Rangoonwala's vision is to create value in the business. He is involved in a way that his country, organization and people can benefit from it. He wants to look at things different from the usual and seek opportunities, where others don't look at with practicality which will help his organization to grow.

His mission is to bring Cupola as a perfect corporate entity that will become example for others in Pakistan. He believes that this can be achieved with immense teamwork and catering difficult times with creative and practical solutions. (Rangoonwala, 2009)

Leadership Skills and Style

Mr. Rangoonwala mostly looks at old problems with a different perspective altogether which brings creative solutions, which shows a clear indication of transformational leadership. He is mostly concerned about his values, ethics, standards, long term goals, assessing team members' motives and satisfying their needs. For this reason he holds an open discussion forum with his employees every month. He also has a strong vision, valor to look at difficult problems in hard times, wisdom of good judgment, extremely competent in what he does and commitment towards his organization,

people and other stakeholders. All these qualities of his strength show him being a good example of a centurion leader in these times.

Mr. Rangoonwala has a high moral character with his core values surrounding his personality. Many corporate movers and shakers at some point in time easily indulge in high life social gatherings and in associations that cultivate fake society and leads towards immoral actions as well. Mr. Rangoonwala comes from a humble background and on the other hand is quite religious. He utilizes his time in meaningful activities relating to his corporate social responsibility for example, the creation of Cupola Cares Foundation is clear message that he indulges his social activities relation to his corporate social responsibility and mainly works in the areas of philanthropy, education, health and other activities for relief for the needy. Mr. Rangoonwala has also been appointed recently as President Marketing Association of Pakistan which shows his social gatherings to be meaningful and driven mainly towards his business and corporate arena.

Main Challenge of the Past

Cupola was facing financial problems due to the reason that the processes were not streamlined, and due to that reason the overheads were not in control. During the year 1997 to 2000, KFC was not making as much business as anticipated and survival for the company was becoming a challenge. Even the parent company wanted to pull out the operations of KFC from Pakistan. In this scenario, Mr. Rangoonwala joined the company in the year 2000 with a foreign experience in the same industry. He then transformed the operations of the company by not only streamlining processes but also introducing new products and services at an international level in Pakistan and helped KFC survive in Pakistani Market where the culture of fast food was not present that of an international

level. (Rangoonwala, 2009) He further diversified the business from food franchise to retail super store, classic bakery and a proper Dine-in restaurant concept which can be seen in Cupola's portfolio today. The diversification has helped the company in earning more profits, expanding operations, size and business volume.

Major Decision that Moved the Nature of the Company

During the IRAQ war, the real estate prices in Pakistan came at a nominal rate. At that point in time, no one was investing and there was hardly any business during this period. Taking this situation as an opportunity, Mr. Rafiq signed couple of land deals to build more KFC outlets. This decision helped Cupola Pakistan increase their number of outlets to increase profitability as well as come up to the parent company's expectations and requirements at a time when the parent company was not happy with the way KFC was operating in Pakistan. Mr. Rangoonwala's decision on this also helped the company introduce more new concepts of dine-in and others as explained before at these purchased lands and it was easy for the company to develop and introduce other concepts apart from KFC. So the company shifted from just a fast food franchise to a group owning multiple brands. Hence, this radically changed the nature of the company from operating one brand to operating multiple brands.

Challenges of the Future

Mr. Rangoonwala is facing a lot of challenges for his company in the near future above which are suppliers of raw meat. Currently KFC has only one supplier whose monopoly can become a problem very soon which can include high prices and even non availability of standard meat. Secondly, the rising cost of utilities and tax rates are a constant threat to the company's growing overheads. Not to forget the rate of dollar has also been quite

discouraging. Mr. Rafiq is fully aware of these future challenges and has planned accordingly in order to save his organization from any future problems by thinking more out of the box solutions. Mr. Rafiq is planning to diversify the business even more and introduce L'Occitane perfumes and Saint Cinnamon, famous Canadian food company. (Rafiq, 2009)

Whom Does Mr. Rangoonwala Considers a Leader

Mr. Rangoonwala's favorite leader is Pakistan's renowned businessman Mr. Saifuddin Zoomkawala, Chairman EFU. The reason behind liking the personality is due to the corporate achievement that the group has made due to the relentless efforts made by Mr. Saifuddin, and being consistent in area of his expertise. Likewise, if we look at the corporate journey of Mr. Rangoonwala, he too is focused in his area of business coupled with his industry rich background from the international market. (Rangoonwala, 2009)

Conclusion

By looking at the traits, qualities, leadership style and the corporate journey, Mr. Rangoonwala is surely a good example of a Centurion leader whereby he shows the Strength and Honor by his strong commitments towards his organization, employees and fellow citizens through effective corporate social responsibility that supports his business activities. Mr. Rangoonwala is a thorough professional with a sane mind and does not isolates himself from the rest of the world. He faces the problems in the eye with strong teamwork and long term decisions to avoid any delay or misery. He constantly looks forward towards partnerships that brings in more light to the business and hence increase profitability.

As a CEO, he does not show arrogance, rather prioritizes and is always open for ideas and discussion. He believes that increasing the volume

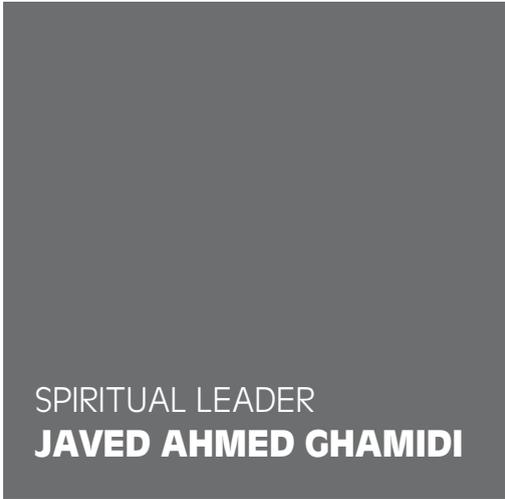
in his business will definitely stir the economic and corporate landscape of this country by creating more jobs, producing taxes for the government, increased supplier requirements etc. The overall success stories of Mr. Rangoonwala at Cupola shows a true example of a transformational leader whereby he has new ways to look at old problems.

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SPIRITUAL LEADER
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Abstract | This research paper is written to explore the leadership styles and qualities of Mr. Javed Ahmed Ghamidi who is a Religious scholar. After interviewing Javed Ghamidi (2009) it is found out that he is an extremely learned, humble and disciplined person. He possesses the qualities and ethics of a great leader. He has the afflictive and coaching style of leadership which changes the mind set of individuals without coercion. Ghamidi Sahib has an obsessive personality with his unique communication style; he is able to attract the intellects of the society. He is a reformist which is the need of an hour today.

Keywords | Javed Ahmed Ghamidi, Leadership, Obsessive personality, Reformist

The Leader

Javed Ahmed Ghamidi is a revivalist, reformist and believer of Ijmaa. He came up with those ideas which are mentioned in Islam that are the answers of those questions which had created ambiguity, differences and confusion in the Muslim world. According to Ghamidi, his views are not the last word as there is always a room for further study and research. This is an essential quality of a leader, who is open to criticism and accountable to what he believes. He has an attitude of coaching and afflictive leadership style which he exhibits in his lectures and gives an open invitation to other scholars for discussing those concepts which they view as incorrect. The kind of following he has is basically, well educated and achievers in the society. His interpretation of Qur'an and religion has to be separated from his leadership style and personality, as this is beyond the ambit of my research. The time, in which we all are living, demand us to understand what exactly Allah wants from us. Should we go back to the era of ignorance and Jahilia or should we opt for the modern era which our Holy Prophet Hazrat Mohammad (PBUH) had taught us. The problem of our society is embedded on the factor that we all are Muslims by name we practice few rituals and follows those Ulema to whom our parents have regarded as the correct. We don't read and ponder the Qur'an, this is why we have so many Jihadis and extremist groups are emerging and becoming strong. Even the Jihadis groups are unaware and unlearned about the correct teachings of Islam. Therefore, we need spiritual leaders like Javed Ahmed Ghamidi, Dr. Zakir Naik, Yousuf Estess Yasir Fazaga Dr.Farhat Hashmi, to educate the masses about the correct religion and create a drive among people to live a life that how our Holy Prophet Hazrat Mohammad (PBUH) has explained.

Background

Ghamidi was born on April 18, 1951 in a Kakazai tribe from Sialkot, Daoud village. He belongs to an

agriculturist family. His family is settled in Lahore for 35 years. He did his Matriculation from Islamia High School, Pakpattan in 1967, and learned Arabic, Persian languages, and the Qur'an with Maulvi Nur Ahmad of Nang Pal).He is a graduate of Government College, Lahore (B A Hon. in English Literature and Philosophy, 1972). He studied Islamic disciplines in the traditional manner from various teachers and scholars throughout his early years. In 1973, he came under the tutelage of Moalana Amin Ahsan Islahi till 1997. He is inspired from Moalana Hamid al-Din Farahi due to his teacher and mentor. Since 1973 he has focused on the research and study of Islam and Qur'an. He was also associated with the famous scholar Abu al-A'la Mawdudi. He taught Islamic studies at the Civil Services Academy from 1979 to 1991. Ghamidi has written and lectured widely on the Qur'an, Islamic law and various other aspects of Islam. He is the founder-president of Al-Mawrid Institute of Islamic Sciences. He is the chief editor of the Urdu Monthly "Ishraq" and patron chief editor of the institute's English journals, Renaissance. He appears regularly on various TV channels e.g. GEO, PTV AAJ and Duniya to discuss Islam and some contemporary issues as a part of his campaign to educate people about Islam. He was a member of Council of Islamic Ideology for three years, a constitutional body responsible for giving legal advice on Islamic issues to Pakistan Government and the Parliament. Javed Ghamidi resigned in September 2006 from the Council of Islamic Ideology but his resignation was impelled by former President Pervaiz Musharaf. Ghamidi argued that this was a breach of the jurisdiction, since the very purpose of the council is to ensure that Pakistan's laws do not conflict with the teachings of Islam.

In the last 35 years, he has made many unique contributions to the study of the Qur'an and the Hadith, Islamic law and jurisprudence, and philosophy. Ghamidi has contributed in categorization of the contents of religion. According to him, the Qur'an itself divides

the contents of Islam in two categories: al-Hikmah and al-Shari'ah. Whilst the former refers to topics related to the philosophy of religion, the latter to those that relate to law. He further classifies these two categories into sub-categories. The former comprises two sub-categories: Faith and Ethics and the latter comprises ten sub-categories: The Shari'ah of Worship Rituals, The Social Shari'ah, The Political Shari'ah, The Economic Shari'ah, The Shari'ah of Preaching, The Shari'ah of Jihad, The Penal Shari'ah, The Dietary Shari'ah, Islamic Customs and Etiquette, Oaths and their compensation. In each of these categories, Ghamidi has made unique contributions in interpreting the directives of the Qur'an. One distinctive feature of the approach he has given that: the Hadith should be interpreted in the light shed by the Qur'an and not vice versa. He wrote a criticism on Sufism in his book Burhan. Ghamidi is known for his stress on morals and ethics in Islam. He is frequently criticized for being modernist and creating a comfortable zone for those individuals who want to follow Islam in their own fashion. He is a religious scholar yet he writes marvelous poetry his book Muqamaat is an evidence of his creative writing and narration, Khayal-o- Khama is his collection of poetry. Some of his renowned books are Albyaan, Mizaan, Burhan, Muqamat, al-Islam, IIm- NAbi, Fiqah Nabi and Seerat-un Nabi.

Ghamidi has been blessed by four children, three boys and one daughter namely, Jawad Ahsan Ghamidi, Maaz Ahsan Chamidi, Omaima Mariam Ghamidi, and Junaid Ahsan Ghamidi respectively, out of which two have been married. The family is very supportive and helpful in their father's work and is closely bonded with each other. This characteristic in a leader significantly indicates his nature of empathy, emotional intelligence and values driven personality.

Vision & Mission

Ghamidi has a clear vision and mission of his life

nevertheless he didn't spell out his vision articulately. Yet he knows where he is what he wants and where will he be after 10 years He doesn't self proclaim himself to be a leader but he says he belong to Madrassahe-e- fikar that is from scholars group who wants to learn and spread the true Islam.

According to him his mission and vision is same which is based on his two points

- a. Research of truth and convey to others in their original form
- b. Vision: to leave this world while testifying the truth

Ethics, Personality and Leadership Skill & Style
The personality of Javed Ahmed Ghamidi portrays his creative, progressive, tolerant personality. He is a learner, a good listener, has rational approach and a symphony and on a greater side he is empathetic. He believes in listening and dialogue based learning. He wants to know other persons view point. As he says that our speaking attitude compels others to listen and learn from us.

When he was young he was an avid reader which he still pursues. His ethics are based on the religious philosophies and his mentor leader Amin Islahi's training. His denial of being a leader and acknowledging himself as a student evidently depicts him as an obsessive (productive) personality who believes in continuous learning, improvement, and following the set of rules thereby producing results by taking people along and not thrusting their opinions on them. He is an inner directed person who has his values based upon his religious beliefs and not being influenced that what people think about him. His painstakingly and tastefully designed library speaks out that he is an organized and ingenious person.

He manages his time diligently that justifies his work and family. His leadership style is a combination of democratic and coaching. The ingredients which make an effective leader are all present in him. He knows his strengths and weaknesses and accordingly he makes his moves. Ghamidi is honest and has proactive communication. He listens empathetically and demonstrated sensitivity when dealing with others. He is a truth seeker and once he is verified of the truth and then he wants to disseminate to others for the benefit of masses. He is well versed in Arabic, Persian and English and Philosophy, which gives him an edge over others scholars in research and understanding the different scholarly literature available to him. Moreover, he does not only explain the literal meaning of Quran but he correlates them with current scenario in simple language.

Another leadership style of Javed Sahib is that he has institutionalized his reformation ideas by using education as a tool to bring the change in the thinking process of masses. He has set up Al Mawrid centre of research and learning. He is a great mentor and a team player, have a high degree of emotional intelligence, IQ and technical Skills it is evident from that Al Mawrid is governed by the board of directors and he does not influence his wish on any of the decision and in majority of times the decisions which had been finalized were against his wishes. Ghamidi's character as an ethical leader shows of his high stature even though he was debarred from Jamaat Islami, due to his disapproval of politicizing Islam (though in his book he exhibits his unawareness). But he acknowledges the contribution of Jamaat Islami and Moalana Mawdudi in high esteem and he did not hesitate in admitting the fact, he talked about it during our interview and also in his book Muqamaat. He believes in learning rather than imposing ones academic research on others and stresses that one should have mutual respect, listening ability, facts based discussions and support

of strong evidences. This will lead people to listen and to understand you. His work resembles with the WASTIYA movement of Egypt; the concept behind it is that the scholars think differently from the conventional school of thoughts. They want to rectify the misunderstandings and misinterpretations of Islam and come up with the solution and reunify the different sects. All the above mentioned qualities and style clearly depicts that as a leader he is alert, prompt and in a state of dissatisfaction which coherently leads him to be an effective leader. When he was asked about his successor, he didn't nominate his successor all by himself as he is a democratic person. He says; a teacher does not have to nominate his successor the student who is capable will come in the picture automatically and carry his movement. Further he implies that Allah will direct a person (who's eligible and learned) from any of his or Amin Islahi Sahibs student will take up his work to end. As for his children they may help in some other way. As they have chosen different field one son is an entrepreneur doing business and the second son is in a professional world. As for his legacy he believes whatever you have learned passes it on to others.

Major Decision of the Past

The biggest decision of his life was when he switched the secular mode of his academic life i.e. a shift from philosophy and English literature to a pure religious study. This transition after for 22 years in his mid youth was the biggest challenge.

Ten years (1972-1982) he had to struggle to become the part of an entire new world.

This was demanding, challenging, and at times discouraging. Because he had to establish himself simultaneously he started his family life, than children came in the picture. They were financial and social challenges which he had to manage diligently in order to survive in this world and yet to pursue his passion to attain ultimate goal. This

reflects his wisdom, modest, patient, perseverance and a content personality.

Challenges of the Past & its Resolution
Like any other philosopher Ghamidi believes that life is full of challenges and exam. He regards his major decision as the turning point and challenge of his life to religious teachings. To quote from his interview that once he was talking to Moalana Mawdudi about his plan that he wants to do this and that relating to research and study. Moalana Mawdudi asked him "Son from where you will eat?" but Ghamidi's conviction has helped him to endure out this challenge and Allah has blessed him with what he want. For he believes in three things:

- one should know what he wants
- conviction and passion to be strong
- No room for weakness which is one reason for success. Work hard and be grateful to Allah.

Ghamidi is well aware of the criticism, he has been widely criticized by the other scholars namely Hafiz Mohammad Zuber (an associate to Dr.Israr Ahmed), Mufti Abulubaba Shah Mansoor, Dr Rizwan Ali Nadwi and many others. Nevertheless; he has maintained his integrity and answers their accusations with effective explanation and based on facts he received and his reaction to it is extremely positive. He reads out the criticism carefully with concentration, if something is appropriate which may lead to enhance his knowledge he accept it with thanks. He remains silent and does not react if the condemnation is not accurate. The only matter which brings breakpoint for him is, when people misbehaves, projects undisciplined attitude and give obnoxious comments. Work pressures and criticism does not disturb him.

One of the major allegation on him which his students have also addressed to it that he is a Munkar-i- Hadith (a person who denies them). In

his reply to this question he answered eloquently that he has quoted 1028 Hadith in his book Mizan. Since he is a student he can't deny the sayings of Holy Prophet. He says in Bukhari (the leading book of Hadith) if you erase the repetitions they are not more than 4000-4500 Hadith and he had criticized only two of them.

Challenge of the Future

According to Ghamidi Sahib, the biggest challenge of future is terrorism and violation of law and order in our society. Moreover, Pakistan is in danger this predicament will knock our doors shortly. Muslims through out the world are formulating negative strategy, that is not only isolating them and hence they may be destroyed by other nations of the world. He condemns suicidal attacks and explains that we don't have right to kill the innocent people. A war is against the combatants not the innocents he says. Furthermore, he is against of making weapons of mass destruction and declares it unethical. We along with USA has created this muddle. We have supported them for last 22 years. Now they end up as unified and organized force. Therefore we are getting the outcome. He has the solution and knows how to uproot it but the unavailability of an honest leadership is the main hurdle. He suggests this issue can be resolved by the philosophers of the nation. They should sit together and analyze what should be done.

As extremists and terrorist are more organized and unified than those individuals who are educated and progressive. He further elaborated that we can stop this menace by educating people. Though it is a long term process but in the middle stage we may start getting results. As he believes by oppression we can't change the mind set of those who are unaware and yet involve in wrong deeds. They will repel and no positive result will be obtained. Moreover he suggests that we should have one unified system of education irrespective of elite and deprived. If madrassahs are left without

being checked they will breed more extremists. Leaders come from nation and nation will educate and a change will arrive. He says formal and in formal education is essential and media will play a positive role in educating the nation.

On his part he is still not ready to launch any movement but he encourages others to go for it. He has completed his work on Islam 2 years back, now he is working on Qur'an for more 3-4 years than he will work on Hadith and history. This reflects his integrity and triple E (efficiency, effectiveness and excellence) strength in his leadership.

Leader of Javed Ahmed Chamidi

Chamidi sahib considers Moalana Amin Ahsan Islahi as his leader, as he writes in his book Muqamaat. In 1973 he met him for the first time and after that he didn't look up any one else for guidance and learning. He devoted a big chapter of his book in the praise and factual information on Islahi Sahib which indicates his spiritual association and mental compatibility with this renowned scholar of the subcontinent. According to Chamidi Sahib, Amin Islahi was a skillful orator, and an insightful researcher. Islahi was proficient in Arabic, a poet a writer an eminent translator and witty. He was well aware of the political scenario, he never supported the military rule, like when Ayub Khan was contesting election against Fatima Jinnah he was more supportive to the latter. When Zulfikar Ali Bhutto was judicially murdered he dejected on the act and stated that the unethical (dictator) has laid down a foundation of enmity and hatred in politics. Islahi condemned the Afghanistan fiasco vehemently and he exactly predicted what we are experiencing today. It is observed, that Chamidi is a devoted and an excellent student of Amin Ahsan Islahi which reflects in his work and leadership style.

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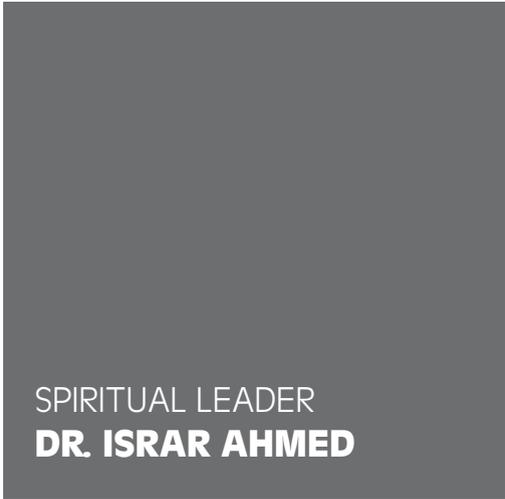
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SPIRITUAL LEADER
DR. ISRAR AHMED

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Abstract | Dr. Israr Ahmed is one of Pakistani leaders promising a panacea for the ills of the country. He thinks that change at the individual level must precede change at the collective level. Therefore he has formulated a path for his party. First, transform the Muslims with the message of Islam (He places great emphasis on learning Quran). At the subsequent stage when message is absorbed to the extent that it is practiced, then through disobedience initially and collision finally, the current system can be ditched and blithely replaced by Islamic Khilafat.

Achieving this transformational goal requires leaders and followers of high pedigree. Being from a middle class family and reared in backdrop of freedom struggle, Dr. Israr attaches himself to Jammāt-e-Islami, but Jammāt's change in methodology caused him to part ways with Jammāt and come up with his own party in 1971. Dr. Israr is a visionary personality, he has set high ethical standards for him and his coterie. He is slow to act. He is an excellent speaker and writer. He can be regarded as a centurion leader. He is strongly committed to his goal and is ready to go to any extent for the achievement of it. Unlike the other religious leaders he fervidly talks and works for the unity of Islamic parties in the country. His efforts have borne little fruit, however the patience which he shows is a sure recipe for success.

Keywords | Dr. Israr Ahmed, Tanzeem-e-Islami, Khilafat,
Anjuman Khuddam-ul-Quran

The Leader

The manager accepts the status quo; the leader challenges it. ~Warren Bennis

The history of man's sojourn on this earth is decorated with the myriad individuals who left their indelible impression in their respective fields. The peak of these stalwarts is held by the prophet Muhammad (PBUH). The transformation which he brought does not have any parallel in the history and the future will remain totally barren to match his level of excellence.

After explicitly paying our homage to the prophet, I will discuss one of the Pakistani leader who with his vision promises a better and secure future not only for Pakistan but for the whole world. The name of Dr. Israr Ahmed can be placed among the stalwarts of our religious polity. The succinct message of Dr. Israr is the establishment of Khilafat in Pakistan. The message is always a short one but the road which lies ahead is long, laborious, full of ups and downs. The things which make this objective difficult are; wrong misconception of Islam, internal bickering and internecine quarreling among the Muslims, and finally the established system being challenged will resist to the most.

Dr. Israr's approach for the establishment of Islamic system is the one using the middle way. His approach is the mixture of many approaches being practiced by different religious groups. He believes in the dissemination of message through preaching very like the Tablighi Jammat, he predicts an armed conflict with the upholders of the current system which even he might deny is very similar to the armed struggle of Taliban who came out armed against the Afghan war lords and forcefully compelled them to cede their authority.

His effort has borne some fruit. Many Quran academies have been established in Pakistan.

Hundreds of people have coalesced with these academies in the capacity of preachers. It has established a Jammat by the name of Tanzeem-i-Islami which will work to attain the final objective of Khilafat in Islam. It has tried to eradicate the differences among the different Islamic groups. The success has been sparse, but the determination still flies high and the future belong to those who will hold to the raft a little longer.

Background

Smooth seas do not make skillful sailors.

~African Proverb

There is no education like adversity.

~Disraeli

Dr. Israr Ahmed comes from a middle class educated family. He is professionally a doctor. He happily sacrificed his medical career or professional life for a cause which he holds dear to him and calls all to it. The struggle of the indigenous population of sub-continent and turn of events working in tandem landed our forefathers into a land which they called Pakistan.

One step leads to the other. Once the country came into being, we needed people to shoulder the responsibility of running it. As the majority of countrymen are Muslims, there was a thought that Islam will reign supreme. Objective resolution was the first step in this direction when Liaquat Ali Khan the then Prime Minister of Pakistan, with Shabbir Ahmed Usmani got the resolution of objectives cleared from the assembly which was explicit in pronouncing that no law of the country will be in collision with the teaching of Islam. Unfortunately, this commendable step could not find the following steps and the dream of having Islamic country could not be materialized.

Dr. Israr had his affiliation with Jammat Islami. Dr. Israr resigned from Jammat in April 1957 because

of its participation in election which he believed to be irreconcilable with the revolutionary methodology adopted by the Jamaat in the Pre-1947 period. After this divorce started a life which had the same purpose from the husband party but the methodology is ocean apart. Jamaat went for change through ballot which was not acceptable to Israr.

Dr. Israr's methodology of bringing a change can succinctly be described as to change the individual to change the system. Once the people are changed they will themselves demand Islamic system covetous indeed for many a leader of this country. He started Quran academy to inculcate the real meaning of Islam in the mind of masses. He took the next step by establishing a party by the name of Tanzeem-i-Islami. The activities and success stories will be discussed in the report.

Vision and Mission

"Vision without action is a dream.

Action without vision is simply passing the time.
Action with Vision is making a positive difference."

~ Joel Barker

Mission

The message of Tanzeem Islami founded by Dr. Israr Ahmed is the establishment of Khilafat.

Tanzeem-Islami is not a political party or a sect, it is a revolutionary party which is interested in the promulgation of Islam firstly in Pakistan and then in the all world.

(Pamphlet of Tanzeem Islami)

"Change the individual to change the whole."

The overall mission of Dr. Israr is to implement Khilafat in Pakistan and then in the world. This purpose of existence is heavy enough to effeminate, but the genius of Israr cascades down it into two objectives and one can feel that he

has a vision to materialize his mission.

Objective 1

Inculcate the real meaning of Islam in the masses through Quran and Hadiths (Pamphlet of Tanzeem Islami).

Objective 2

Implement Khilfat in Pakistan and then in the world (Pamphlet of Tanzeem Islami)

Dr. Israr says that the fulfillment of first objective is in fact the preconditioning for the achievement of the second objective. He is of the view that when sufficient numbers of trained workers are prepared who have complete understanding of Islam and are fully practicing Muslims, then his organization Tanzee-i-Islami will be prepared to take the final step of implementing Khilafat by overtly challenging the established system of the country. Currently, the Tanzeem is using the methodology of Tablighi Jamaat peacefully creeping into the whole society. Once it has become a power to reckon with, it will throw its cloak of peace and challenge the government openly (Tanzeem-e-Islami Ke Dawat, Dr. Israr, 33-36). The tool available to it will range from meager civil disobedience to mighty armed collision. So Dr. Israr promises to achieve with the nimble use of soft and hard hands which to this time Tablighi and Islamic political parties with soft hands and Taliban with hard hands have failed to achieve. (Tanzeem-e-Islami Ke Dawat, Dr. Israr, 33-36)

Dr. Israr thinks that the armed struggle will be inevitable. Without an armed struggle the people who have interest in the existing system will dither to leave it so easily. He has mentioned it time and again that the dethronement of the current system and its bearers can not be materialized without an armed struggle. Those interested in change will have to show their determination while

those who defend will be compelled to resist; the ensuing result will be a conflict. Dr. Israr describes his proposed method to be fully in accordance with the teaching of Muhammad (PBUH). The seven steps method which he gives is as follows. (Rasool Anqilab ka Tariqai Inqilab, Dr. Israr Ahmed, 19-29)

1. Revolutionary Concept
2. Organization
3. Training
4. Passive Resistance
5. Active Resistance
6. Armed Conflict
7. Export of Revolution

In the first step people are being invited towards the mission. At the second step, those who have accepted and consented to work for the mission are organized. Here Tanzeem believes in full allegiance, but this allegiance is not the total allegiance which the Sahaba had for Muhammad (PBUH). This allegiance is only in good deeds. There is no Baihah in evil.

The third stage requires proper training of the workers. "Listen and Follow" spirit needs to be created in the workers. With all this training when the organization enters into full dissemination, the opponents will come out severely as their interest would be in jeopardy. Their two tools will be character assassination and persecution, as initially the organization is not strong enough therefore avoidance or passive resistance will be the right strategy. This passive resistance will be beneficial in two ways. One it will work as publicity and additionally the sympathies will be amassed.

The next step will be the active resistance. When Tanzeem will be able to gather four to five lakhs workers, it will be in position to challenge the established system openly. Banks will be

surrounded, places of vulgarity will be engulfed and all evils will be resisted without resorting to violence. At this stage the exploitive components of the system will be rejected. This step will really bring both the groups in front of each other and the extreme case will be armed collision. If Tanzeem would have prepared itself well enough in every aspect, the success would be a reality.

The transformation of the dream into reality will be the eye opener for the people being oppressed by the other exploitive system and people living under the other systems will come open against their systems and implement Tanzeem's theory there in their countries.

4. Ethics and Personality; Leadership Skills and Style
No one is hero to his valet. ~ Homer

People mostly wear two faces. The real they hide, the fake they use to hide. Dr. Israr does understand that the followers will be greatly hurt and retreat if they find the leader to be wrong to his words. Understanding the importance of the issue, Dr. Israr wanted to keep himself free from any blame and he came up with a booklet in which he has given what he owns, how he got what he owns today. This step of Dr. Israr shows that he believes in transparency. (Hisab Kum wo Baish or Guzarish-e-Ahwal-e-Waqae)

Visionary

Dr. Israr proves himself to be full of vision. The methodology taken from Quran and Sunnah is very clear. Unlike the other religious leaders he has totally avoided to make Islam a party issue. In case of other parties, their opponents because they have transformed Islam into a political slogan which will give birth to political friction as the case with any other political thought.

Dr. Israr has never put his workers into a hazardous

situation. He is resolute in his mission, but he will never show a slight of imbecility to put workers in a danger which will bring trouble to the workers and disrepute to the Tanzeem.

Autocratic

Dr. Israr who calls him the Ameer of his jammat has an autocratic style of leading his Jammat. He takes opinion from his Counsel, even he goes for voting on an issue, but he reminds them that the final decision will be his. The Baihah (Allegiance) which he demands from the members of his Jammat is allegiance in good deeds (Tanzeem-e-Islami Ke Dawat, P-28, Dr. Israr Ahmed). As long as his orders do not transcend the limits of Shariat, the workers are bound to follow him with full obedience and content of heart.

Slow to Act (Think Grey)

While going through the ups and downs of Dr. Israr's life, one can really see that he is slow to act when faced with strategic decisions. When he broke his connection with Jammat Islami, he took six years to come with his own faction. Whenever he came under attack, sometimes because of the malicious intent of the opponents and sometimes because of the well wishers desire to correct, the answer was ready on the spot, but deliberately divulged slowly to the concerned people. It seems to be a commendable strategy to hold your tongue when emotions are high. In his book, Islamic Renaissance and The Real Task Ahead, Dr. Israr (The Real Task Ahead) describes impetuosity of the leaders of Islamic Jamaat to be the reason for the failure. We the impetuous breed will accuse Dr. Israr and his organization of being sloth. But Dr. Israr and entourage believe in slow and steady wins the race.

Communication Skills

He is undoubtedly an erudite man. He speaks with great eloquence and in an unequivocal manner. His understanding of history abets him in further

clarifying himself logically. All these abilities make him dear to educated and rich Muslims, while the majority of the country composed of poor and leanly educated remains aloof to his ideas because they do not go for reason but emotion. The masses want someone to touch their emotional chord. Unfortunately, Dr. Israr fails to vibrate this emotional string and his being the mean of reason does not hold any sway with the commoners.

Simplicity

Simplicity is always cost reducing. Visit to Quran Academy at Khyaban Rahat was really inspiring. The spirituality emanating from a plain edifice really enchanted me. The offices allocated to the office bearers were very simple. Dr. Israr is said to have spent very little on marriages of his offspring and advises same to his followers.

Type of a Leader

Dr. Israr with his own vision defines a path of salvation for Pakistan and its inhabitants. The materialization of his vision requires a person with centurion attributes and transformational thinking.

We would try to explore whether he meets the requirement of both.

Dr. Israr as a Centurion Leader

Dr. Israr claims to be following the methodology of the Prophet Muhammad (PBUH) in its totality with a clear intent of transforming Pakistan into an Islamic Khilafat; however, his solution to the problem of land is unique. He wants his followers to follow him less and follow the Prophet Muhammad (PBUH) in full. He restricts their allegiance to him in good. (Tanzeem Islami Ke Dawat, 28) He proposes that through inculcating the message of Quran in the Muslims, the revival of Muslim Ummah is possible.

We see many a time in his life that he rebounds after touching the rock bottom. This is due to his acceptability to learn from mistakes. The recent

example is his all out making an apology for his statement regarding Hazrat Ali (Ra), under tremendous pressure from one of the sect; he out-rightly apologized to all those hurt. In the same case, when TV channels were not welcoming him, he started giving lectures more frequently at different Quranic academies. These all show that how committed he is to his goal and the same points towards the purity of his goal. Because his commitment is not towards any person but Allah (Azm-e-Tanzeem, Dr. Israr)

Dr. Israr's Tanzeem has not made a big leap towards its goal of promulgating Khilafat in the country; however, it has become a known name in Pakistan. Glancing through the life of Dr. Israr, it becomes evident that he succeeded in keeping his team united in face of numerous daunting challenges. Initially creating a team out of scratch was an uphill task, the in surmountability of the task failed to deter him which points towards his persistence.

This level of persistence from the leader and followers is only possible when they have firm belief in their motive. Dr. Israr attaches the prosperity here and the salvation in hereafter to our struggle for the implementation of Islamic Khilafa. Unlike any other organization, it has not deviated from their chalked path and shows no sign of betrayal.

Dr. Israr has succeeded in maintaining his following. There are some positives which are of great advantage to him. He never dwells on controversies. He would not take any pain in defending the ills of like minded parties. There has been no defense or condemnation of Taliban from his side. On the other hand, he takes time but always undergoes great agony to clear him from any blame. He does understand his people. He knows that they are the ones who think rationally therefore in case of any blame or failure of strategy, he comes up with

full disclosure of the reality. Hisab Kum-o-Baish points towards his this mentality. He has not created personal cult, presents himself for accountability, and defends himself against all the forays. These all point towards his understanding of the sincerity of his people and cares for them.

He like a true centurion has kept his intentions fully open (Attacking from the front). During his still unabated striving, he has not amassed something for himself and has no intention to do so in future (Getting low prize for his struggle).

Main Challenge of the Past, & How He Resolved Them

Obstacles are placed across our path in life, not be boggled at but to be surmounted. ~Hitler, Mein Kamp

The obstacles placed in the way of Dr. Israr are not physical, but intellectual. He has dedicated his life to the establishment of Khilafat in Pakistan and in the whole world, but before even embarking upon this uphill journey, he has a great formidable task which requires the best of man and he promises to give it. He is quite telling in his books, that first of all there needs to be a spark in the nation so it can feel the detrimental repercussions of the prevailing unjust system and then the spark to rise up against it providing another system which will be embraced by all. The complacent thinking of religion has dealt badly not with the basic beliefs of Deen, but caused the stagnation or even decline of the system. They have thought Islam to be only a collection of some rituals, the following of which ensures emancipation in the next world while the living in this world and exploitation in this world we must face. This whole wrong misconception of the Deen has enabled the evils to spread its tentacles over the whole system and render it as corrupt and ineffective as we see it today in our part of the world.

The panacea to this ill of wrong conception of Islam is to revert back to Quran and Hadiths. Dr. Israr established Quran Academies in the whole country where the understanding of Quran with the help of Hadiths is used to give the right conception of Islam. Hundreds of people have joined these circles as preachers and now these preachers are spreading the message in the world. His endeavor has been limited in its success, but the swelling zeal of the group shows light at the other end of the tunnel.

The other problem which has made the implementation of Islamic system very much impossible is the mushrooming of religious groups in the country. Dr. Israr thinks that we should not make political party on the basis of religion because it will cause it to be a debatable issue and people who could not previously think of opposing the implementation of Islam, now, openly rejects it. The mushroom growth of Islamic political parties have and the ensuing mutual bickering on non-issues have given the opponents of them a strong excuse to come hard on them (Mazhabi Jamatoo Ki Bahmi Taawun, P-32) . It is the need of hour to unite all the Islamic parties into one. In the same book Dr. Israr gives three ways for uniting the Islamic parties

- Avoiding Conflict
- Cooperation of those parties which are historically or intellectually similar.
- If unity is not possible then a weak type of federation must be considered.

Tanzeem-i-Islami has time and again come up with some convalescing ideas to coalesce the fragmented Islamic parties.

It has time and again invited the heads of other Islamic parties to preside over their conventions. In 1982, it has positively replied to the call of Mr.

Taufail (Head of Jammat Islami) to be united on the basis of Quran.

In 1985, it invited members from different parties to expound their thoughts in the convention of Tanzeem-i- Islami.

The striving for the covetous unison of the religious parties has proved to be evasive so far, but great are those who know not to lose hope.

His one Major Decision or move that changed the nature of the Movement

Two roads diverged in a wood, and I... I took the one less traveled by, and that has made all the difference. ~Robert Frost

Dr. Israr is fervently attached to the cause of the supremacy of Islam in the country. Due to procedural differences, he had to part way with Jamaat. At that time it had never transpired to him that he would have to lead a Jammat on those lines which caused an exodus from Jammat Islami. His unabated struggle to coalesce the reneging members of Jammat, his striving to call people towards Quraan and then finally establishing a Tanzeem by the name of Anjuman Khuddam-ul-Quran, then Tanzeem-i-Islami and at last Tahreek-i-Khilafat. The chronological order of these milestones is: (Appendix II, Chronology of Events, Azm-e-Tanzeem)

- Establishment of Markazi Anjuman Khuddam-ul-Qur'an in 1972
- Establishment of Tanzeem-e-Islami in 1975
- Establishment of Tahreek-e-Khilafat Pakistan in 1991

But the event which paved the way for all these milestones is something else. The story goes like

this. The overwork had strained the Doctor to the most. His health was not a convalescing one without taking a break. Dr. Israr decided to move to Baitullah to have rest. This rest not only recuperated him, but also gave him the zeal to go for the hard decision. This is the decision which changed the pace of the struggle. It was during his stay in Baitullah that he decided upon taking a single path. The fear of hunger must be defeated in order to be the soldier of Allah. Dr. Israr (Azm-e-Tanzeem, Establishment of the Markazi Anjuman Khuddam-ul-Quran Lahore) decides to quit medical practice to completely concentrate on his work. This important decision was made in 1971.

In the retrospect, the decision seems to have served its purpose. The work which previously had been expected to take months now completed in a span of few days. Without this decision it would have been next to impossible to prepare so many preachers preaching all over Pakistan. It is true a small decision proves to be the basis of great movement.

His Challenges of Future

If I keep a green bough in my heart, the singing bird will come. ~Chinese Proverb

The journey is still on. Dr. Israr and his entourage have not been able to reach the destination they have set for themselves. So the future task which he naturally sets for himself is the achievement of his mission. Implementing Khilfat in Pakistan and then in the world.

Dr. Israr Ahmed considers the establishment of system of Khilafat in Pakistan through the methodology of Muhammad (PBUH). Dr. Israr in his book "Islamic Renaissance, The Real Task Ahead" mentions the weakness of the revivalist moments undertaken in the lands of Muslims. For example he mentions the impetuosity of the leaders of

Jammat Islami and Ikhwan to be the reason of their failure even though they had strong thought base system and fervor to achieve the goal of Islamization.

At the same time he propounds the misunderstanding of the concept of Islam to be the reason of their failure.

In the book real task ahead, he elaborates upon the methodology to be adopted for the establishment of Khilafat. He mentions that first of all we have to convert many a people in practicing Muslims, and the way he propounds for the achievement of this goal is to establish Quranic academy. Once a sizable majority of practicing Muslims is prepared then the dream of establishing Khilafat will be a reality.

A blueprint for action given in the book real task ahead mentions (Even though the book was published in 1968, it is still valid because of stagnant environment and no substantial success of the struggle.) the Tanzeem should strive to revive and revitalize the faith of Muslims to enlighten their mind and chasten their character. The proposed tool and text to achieve this end is Quran. People with zeal, free from the worries of earning are required to perform this task of inviting the masses towards the message of Quran.

At the second stage he envisages to do the same work at the academic level by establishing Quran academies (Tanzeem has established Quranic Academies). But more is required to be done on the same lines in order to get the target of establishing Khilafat in Pakistan.

Whom he considers leaders

"I not only use all the brains that I have, but all that I can borrow." ~Woodrow Wilson

Your life remains in making forever. Every passing day has an effect on you. Every person who you meet and every book you read proves to be a forming brick. Dr. Israr Ahmed considers Prophet Muhammad (PBUH) as a leader. It is the religion presented by Muhammad (PBUH) which he wants to reign supreme in the world and for which he has practically dedicated whole of his life.

Besides Muhammad (PBUH), Dr. Israr considers other eight individuals from whom he learnt greatly. The names of these individuals are: (Azm-e-Tanzeem, Dr. Israr Ahmed) & (Wikipedia)

1. Mehmood-ul-Hasan
2. Shabeer Ahmed Usmani
3. Dr. Muhammad Iqbal
4. Dr. Rafidduin
5. Abul-Kalam Azad
6. Abul-Ala Modudi
7. Hameed-ud-Din Farahi
8. Ameen Ahsan Islahi

Dr. Israr considers Mehmood-ul-Hasan and Shabeer Ahmed Usmani to be providing scholarly knowledge of his base. Dr. Muhammad Iqbal and Dr. Rafiuddin furnish him with philosophical depth. Abu Alkalam and Moududi inculcated the basic thought of a movement. Last but not the least, Hameed-Ud-Din Farahi and Ameen Ahsan Islahi gave him the base for understanding the Holy Quran.

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ANNEXURES

Survey of Living Pakistani Leaders for Term Paper Topics

For the term papers this Spring 2009 in "Creative Leadership" course at SZABIST, we will be covering living Pakistani leaders. These leaders will be short-listed through an internet survey so it remains unbiased. It will have pre-short-listed names on the internet survey out of which top names will be selected for the term papers.

But before these names are put on the net, we would like an input from the full time staff and faculty at SZABIST (Karachi, Islamabad and Larkana) as follows:

Please nominate (number of) living Pakistani leaders in the following categories:

Political (8) - not including all present and former heads of state

Corporate (8)

Performing Arts, including media, film, theatre, painters (4)

Sports (4)

Social, including philanthropists, social workers, etc (4)

Spiritual (4)

Technical (4) - including scientists, engineers, doctors, architects, etc

Media (TV) (4)

Media (Print) (4)

Kindly provide input to laghari@szabist.edu.pk but ensure the names are limited to numbers in brackets and are for each category as listed above. You can submit less names but not more than the numbers listed.

Note: After your input has been compiled, top 62 names in all these categories will be placed on the internet survey for world participation for the top selection.

Text of email sent in October 2008.

Survey of Living Leaders of Pakistan 2009

Dear Everyone:

The Leadership Class at the Shaheed Zulfikar Ali Bhutto Institute of Science and Technology (SZABIST) is conducting a survey to identify the living leaders of Pakistan for the leadership course being taught at SZABIST in Spring 2009.

A primary survey was conducted to identify leaders in 9 categories (Political*, Corporate, Performing Arts, Sports, Social, Spiritual, Technical and Media-Television & Print (*the political leaders category does not include any leader having served as head of state to exclude any bias)). The top leaders identified in the primary survey in each category are now chosen for a wider Internet survey, which is available at <http://www.szabist.edu.pk/survey/leadership.aspx>. Each of the category listed has the names of the leaders identified as top candidates in the primary survey. *Note that you can vote only once.

The results would be generated automatically, and as a participant you would be able to view them once you have completed and submitted the survey. The survey results would help identify the top living leaders in the 9 identified categories - that would be assigned as Project Personality to students undertaking this course. The students will then prepare their term report/paper in a prescribed format on the assigned leaders. The final completed reports would be available online at this site by June 2009.

We would appreciate if you could kindly visit <http://www.szabist.edu.pk/survey/leadership.aspx> and participate in the survey.

Thank you for your participation in the survey.

Sincerely,
SZABIST Leadership Class 2009

Text of message on the internet at www.szabist.edu.pk/survey in December 2008.

*Please vote for one leader in each category.

Survey of Living Leaders of Pakistan 2009

(in alphabetical order)

Political

Aitzaz Ahsan
Altaf Hussain
Asfandiyar Wali Khan
Bilawal Bhutto Zardari
Choudhry Nisar
Imran Khan
Moulana Fazlul Rahman
Qazi Husain Ahmed

Corporate

Abdul Razzak Yakoob
Aqeel Kareem Dhehdi
Arif Habib
Dewan Yusuf Farooqi
Jehangir Siddiqui
Mian Mohammad Mansa
Rafiq Habib
Rafiq Rangoonwala
Sadruddin Hashwani
Syed Babar Ali

Performing Arts

Abida Parveen
Amin Gulgee
Anwar Maqsood
Bushra Ansari
Mehdi Hasan
Moin Akhtar
Reema
Talat Hussain (actor)

Sports

Hassan Sardar
Imran Khan
Javed Miandad
Jehangir Khan
Mohammad Yousuf (Cricket)
Mohammad Yusuf (Snooker)

Social

Dr. Abdul Sattar Edhi
Abrar ul Haq

Ansar Burney
Asma Jehangir
Shahzad Roy

Spiritual

Allama Tahir ul Qadri
Dr. Israr Ahmad
Javed Chamdi
Pir Pagaro
Prince Karim Aga Khan
Syedna Burhanuddin

Technical

Dr. Abdul Qadeer Khan
Dr. Adeeb Rizvi
Dr. Pervaiz Hoodbhoy
Nayyar Ali Dada
Dr. Samarkhand

Media (TV)

Ayesha Tammy Haq
Faisal Qureshi
Hamid Mir
Javed Choudhry
Kamran Khan
Saima Mohsin
Dr. Shahid Masood
Sajjad Mir
Talat Hussain (anchor)

Media (Print)

Ansar Abbasi
Ardeshir Cowasjee
Ayaz Amir
Rauf Klasra
Shaheen Sehbai

Disclaimer:

Names chosen for this survey are only representative of those who have internet access, have access to the survey, and have decided to participate in the survey.
It does not reflect the views of SZABIST.

Short-listed names put for leadership survey at
www.szabist.edu.pk/survey/leadership.aspx in December 2008.

MS 5211 Creative Leadership

Guidelines for Report Preparation

- Abstract
- Keywords
- The Leader (Profile: Career and History)
- Background
- Vision and Mission
- Ethics and Personality; Leadership Skills and Style
- Main challenge(s) of the past, and how he / she resolved it
- His / her one major decision or move that changed the nature of the company / organization / history.
- His / her challenge(s) of the future
- Whom he / she considers leaders
- Conclusion
- References

Reports on leaders are prepared according to the above guidelines.



Editor's Profile

Dr. Javaid Laghari is President of SZABIST (www.szabist.edu.pk). He is also an elected Senator in the Pakistan Parliament on a technocratic seat from the PPP. Previously he was Professor at the State University of New York at Buffalo, NY. Dr. Laghari has taught Creative Leadership at SZABIST since 2006. Dr. Laghari's profile is available at www.laghari.org

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