



THE
INTERNATIONAL

BRIDGING THE BCC WORLD

MAY 1989

Number 13



The background of the entire page is a dense, colorful checkered pattern. The squares are in shades of blue, yellow, and red, with some squares appearing slightly blurred or painted. Overlaid on this are two decorative banners. The top banner is a horizontal strip with a green background, featuring intricate floral and vine patterns in yellow and orange. It contains the text 'In search of' in a white, stylized, gothic-style font. The bottom banner is similar in design, also with a green background and floral patterns, containing the text 'through the technology' in the same white, stylized font. Below these banners, the text 'Desire is as Love is a' and 'as Truth is as Giving i' is written in a blue, stylized, gothic-style font.

In search of

through the technology

Desire is as Love is a
as Truth is as Giving i

BRIDGING THE BCC WORLD



totality

of the invisible

Humility is
as Success is

BCC's annual conference is the largest gathering of our family. In many ways, it is the most important event in our calendar. As one delegate said: 'These conferences give an impetus in our journey to our destiny.' This issue of *The BCC International* carries a full report of the Athens conference.

We also feature an extraordinary follow-up conference that took place in London a few days after the Athens conference. This meeting was a pure expression of the BCC culture and manifested that it is 'happening'.

The growth of BCC in material terms continues apace. We record the opening of BCC Cameroon and the introduction of the Expatriate Services Department. The Americas have great potential for BCC and we review our progress in that part of the world through the eyes of Patrick Lynch. We also welcome the new Central, Regional, Country and Branch profit committees which are already 'on with '83'.

This year could hardly have had a more auspicious start. If the feelings and energy from recent conferences can be maintained, '83' will be a very fulfilling year indeed.

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THE DESIRE FOR TOTALITY

BCC Group conference



The Creation by Michelangelo formed the backdrop to the entire conference. It shows the moment when God, having formed man, reached out and touched him with the spirit. It is God's desire for life in man. It is a prayer of life, an unceasing prayer which helps the mind ascend into the heart.

I WELCOME you to the home which we are building in the vastness and limitlessness of truth and totality.' With these words Agha Hasan Abedi welcomed 440 delegates to BCC's

annual management conference, held in Athens on 7 and 8 March.

The topics that were discussed during the two day conference reflect the full range of BCC's interests. As befits a

commercial organisation, there was a detailed discussion of the balance sheet for 1982. But BCC's financial status is generally seen as 'an expression of our invisible assets — our faith, our humility

and our desire. So it was natural that a large part of the conference was taken up with these intangible topics.

The President's opening address set the tone. God and morality are legitimate topics for a business conference, Mr Abedi felt, because they affect all of life. We do not wish to lead fragmented lives by confining God to the mosque, church or temple. This would make us godless in our business activities. By emphasising the unity of moral and material values, we can lead an integrated and successful life.

BCC is a family of simple and honest people engaged in the search for truth. As bankers we have a sharp focus on particular markets, but underlying and supporting this we have an awareness of the unmanifest and uncreated fullness of life. This fullness of life — this totality — enfolds everything that we do.

As ordinary people engaged in managing a bank, we would like to understand how a much bigger operation is managed. The Creator has set up certain laws of nature to manage cosmic life. We would like to relate ourselves to this style of management.

'Our concept of management is based, not on our knowledge, but on the absorption within us of the totality of existence.'

Two simple truths emerge. The first is that everything is always changing and the second is that everything is dependent on everything else. Every part of creation is related to every other part and to totality. There is a constant movement and flux in creation. This process of change is a series of alternations: from a state of existence to a state of non-existence and back again. If we wish to achieve our objectives, we need to find a way to understand and manage change itself.

The key to this is humility. It can be defined as an absence of boundaries in the awareness and feelings. As the boundaries of our individuality melt away, we assume a more universal status in tune with the flow of change. The experience of humility is invigorating and fulfilling.

In the silence of humility, there arises a desire to create. This is pure desire, unrelated to a specific goal or objective. As the level of our energy increases, it looks for a channel through which it can flow. BCC's Major Purpose, which evolved at last year's management conference in Geneva, provides a series of goals. They range from the immediate



In Greek mythology there were nine spirits, called Muses. They sowed the seed of desire for wisdom in man.

task of a profit target to the sublime goal of total submission to God. All the goals of the Major Purpose are important. Each relates to a particular level of need within the human personality.

'We want a presence beyond the global presence.'

This year's conference focussed sharply on the Major Purpose and sought to identify exactly what the members of our family wish to make of BCC. Taking his cue from the Michelangelo painting, one delegate compared BCC to a work of art: the result of a fusion of vision with desire in which each family member is a stroke of the Creator's brush. There was a widespread consensus that BCC's future success depends on the intensity of our desire and the breadth of our vision. The present state of BCC is a reflection of the level of consciousness of all 7000 members of our family. Growth in future will depend on expanding the volume of our desire. As another delegate put it so eloquently: 'Desire is a divine spark of creative power within ourselves. If we have the grace to kindle it into flame, then the stars in their courses cannot defeat our efforts.'

'Without desire there would be no creation.'

The means for doing this are available today and are being perfected all the time. The technology of the invisible mobilises our own inner energy and allows it to flow in tune with the energy of all creation. We are developing techniques that allow manifest creation to merge with the unmanifest source of creation. The point and the totality become one. In this process the point becomes infused with the creative intelligence of the unmanifest. We begin to live in the home of all the laws of

nature. Everything is possible from this level of life. There is no limit to what can be achieved.

In this context, the intellect is not the best instrument for solving problems. We are developing a more successful method. The first stage is to open ourselves to all the energy that is around us and to absorb it into our own psyche. This is done through silence and humility. Next we introduce a purpose or a desire into that reservoir of energy. This serves as a focus and, as our energy starts flowing to meet its goal, our desires are fulfilled.

This method is all the more successful if the experience is shared by a number of people. Through the fusion of our feelings and our souls, what was impossible becomes possible.

'Our corporate identity is the purpose of our lives.'

Nationality is a sense of belonging. It is a place to live in and feel at home in. When the BCC vision first assumed a tangible form in 1972, Luxembourg was our legal home. Very soon we started to cross borders and take on an international dimension. By early 1983 we are operating in 61 countries. Whatever is our geographical location, that, in a sense, is our home and nationality.

In another sense the US dollar is our nationality. The dollar is the result of 200 years of unprecedented growth in the history of mankind. It is an international currency without geographical boundaries. By making the dollar our home, we can take advantage of that.

But as the BCC culture developed, we began to realise that our true nationality is beyond any material limitations. Our nationality is a greater power than the power of the dollar. It is the power of truth itself. We are building our home in the heart of wisdom, truth and humility. We live in the fold of totality where



Over 2500 years ago, Greek culture represented a flowering of the human spirit. The Acropolis in Athens is its symbolic home. At BCC we are building our own Acropolis in the imperishable realm of the transcendent. Our home in the fold of totality will last for all time.



Proteus, the Greek god of change.

everything is possible. That is where we belong.

BCC's material growth has kept pace with the evolution of our moral dimension. Last year saw considerable progress in the financial basis of our organisation. Capital funds increased from \$462 million to \$640 million. Total assets grew from \$7.3 billion to \$9.6 billion and deposits started the year at \$5.6 billion and ended the year at \$7.3 billion.

In percentage terms our growth is equally impressive.

	% growth in '82'
total assets	31%
net loans	28%
capital funds	38%
total deposits	30%
gross profit	81%
profit after loan loss provision	78%
net profit	102%

These results reveal BCC as a bank of the highest quality. The results come from

the inner quality of our family. They are an expression and a reflection of our search for totality. A desire for excellence enfolds every branch, subsidiary and affiliate.

From the point of view of the outside world, the balance sheet for 1982 is very good. Few banks of our size can have achieved a similar overall growth. But we do not measure ourselves by the same standards as others measure us. As well as the balance sheet which is made public to the world, we keep another balance sheet. This is the monitor of our energy psyche and our vision. It is the balance sheet of the invisible.

'The simple point is that we are parts and we have the ability to relate ourselves to totality.'

The BCC culture is a way of life based on love, compassion and forgiveness, but there is also a discipline in our way of life. This discipline is not written anywhere. It is felt. It is the accountability of each of us to the family. When we come to draw up the invisible balance sheet, we might ask if there was a gap in the quality of our vision for '82'. We might look for some of the answers in the silence of our inner selves.

Based on our growth over the last few

years, it is possible to see annual profits in the region of \$1 billion before very long. This should be our medium term goal. But the immediate task before us is '83'. At the Athens conference delegates determined a profit target of \$450 million. This figure came from the flow and merging of feelings. Our ability to reach this target will be a measure of our success.

Success is one of the pillars of the House of BCC. Giving is another. Last year some \$3 million was distributed to worthy causes by individual members of the BCC family. This year the sum will be increased as 3% of each person's salary will be made available for this purpose. The desire to give grows stronger all the time as we appreciate the beauty of that desire. The same is true of our desire to serve humanity. The power behind these desires creates ripples in the infinite energy of the cosmos. They are leading us to totality. Our love for the Creator is becoming an unbounded ocean of love. Nothing can be more attractive or more appealing than this.

'Love is the healer's art.'

Those who know the history of BCC know that our family was born through love. As long as we are faithful to our origins, we will continue to enjoy the blessings of the Creator.

Scenes from the BCC Group conference



International Payment Systems

The formation of a new division was announced in Athens. It is the International Payment Systems Division. It will be a profit centre in its own right and will be responsible for travellers cheques, credit cards, money orders and home remittances.

The division is off to an excellent start. Experts consider that it generally takes a newcomer to the travellers cheques market three years to make a modest profit. BCC has

made a substantial profit after only eight months of operation. The five top branches for sales of travellers cheques are Sana'a, Dubai, Park Lane, Seoul and Brompton Road. But all the branches deserve the credit and our thanks for this unparalleled achievement.

The new division will soon be introducing a new service in its credit card department. This is a 'golden card' which will further strengthen

our position in this market.

International Money Orders were introduced a few years ago and are doing very well. The service will continue to expand. Home remittances are a new market for BCC. According to the IMF, the yearly value of home remittances is \$25 billion and we are out to secure a large slice of that market.

LETTER FROM HONG KONG

'The power to discover, comprehend and realise totality can only be in our Desire, our own inner self.'

R. D. Meher-Homji
International Management Development Centre
Bank of Credit & Commerce International
Regional Office
Hong Kong
March 17, 1983

Mr. Agha Hasan Abedi
Bank of Credit & Commerce International
100 Leadenhall Street
London EC3A 3AD
U.K.

Dear Mr. Abedi,

I have been so deeply touched by the Management Conference at Athens that I feel I must attempt to briefly describe my feelings and to communicate how much it has meant to me. I am filled with such joy at knowing that I have gained greatly from this unique experience. It is to express this overflowing of joy and love for you, Sir, and for BCC and its family members, and to convey my intense feeling of belonging, that I have taken this liberty to reach out to you in this manner and to describe my discovery of myself, through BCC.

Though it was at the Athens Conference that the picture became clearest on the canvas within me, my journey to this discovery of myself commenced in April 1982, when, at my interview before joining BCC, I first met Mr. Nadir Rahim and Mr. Ameer Siddiki. It was at that meeting that I felt I had met, not two Senior Executives, but a very strong spirit which emanated from them. At that time, I knew I had felt something, but I knew not what it was, nor could I describe it. I would mention, at this stage, that my nineteen years' previous banking career had not provided me with any similar experience of this feeling. I was welcomed into the BCC family in July 1982, and I now know that it was the energy psyche of those two gentlemen which was flowing from them towards me, drawing me, merging with mine and enriching mine, and it was this feeling that I had encountered at that meeting.

Since then, I have met so many other members of the BCC family and you yourself, Mr. President, whose energy psyche has the sublime quality of flowing and merging with mine.

Throughout those two days at Athens, I saw the truth of the immense and limitless pool of BCC's energy, and the flow of that energy towards the Major Purpose. It was there at Athens that the feelings of almost 450 family members were so beautifully communicated to me, whether they were expressed in words or conveyed with feelings, and I realised through my own feelings the power that is BCC.

When Mr. Thiss was speaking of a piece of the journey, it was as if he were describing, in exact detail, my own journey during my eight months in BCC. It was so real to me that I was almost expecting him to call out my name.

Very early in my own journey, I had understood the significance of humility in the process of my own integration and fusion in BCC, and in the stages of evolution which I have actually journeyed through. I now realise and appreciate the power of humility, and the vastness of the world which one can enter through its door.

Before this realisation dawned on me, the rich unseen world remained unseen. Having previously experienced only the Empirical Method of Management, the Technology of the Invisible was a new concept which BCC helped me to discover. Though I had been aware that, in managing people, one was required to be acquainted with and skilled in the art of 'man management', the importance and clarity of focus which BCC gives to this invisible side of human beings has clearly demonstrated to me the vastness of its potential.

I am excited at the thought of the immense possibilities, seen and unseen, tangible and intangible, which exist by drawing from the assumptions and projections of the collective reservoir of feelings and knowledge of the entire BCC family. The question of relating to totality, becoming one with totality, seems to me to be a natural progression from this, so that the potential of operating in the unlimited infinite world of totality can be realised.

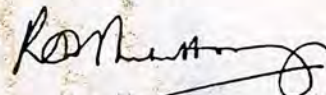
I now know that the power to discover, comprehend and realise totality can only be in our Desire, in our inner self. At Athens, I had the overwhelming feeling that the almost 450 family members gathered there were in the process of forging a joint personality, becoming one with totality, and I felt immense joy at participating in this fusion. Various streams of energy psyche were in the process of flowing and merging into each other to form one common stream which would flow even more strongly towards achieving the phenomenal results and success to which we aspire. This also helps to build a common house of the feelings and Desires of BCC family members, in which all can live happily. And I felt an inner peace that I have not felt before, because the words 'BCC is a Desire' ceased to be mere words but became fused in my own Desire. And as this happens to all our family members, the relationship of the parts and the whole becomes clear, and we can jointly find and enter totality and operate there, and thus achieve our Major Purpose.

Sir, having reached this stage of evolution and comprehension that ours is a management process based on truth and reality, based on the fundamental laws of change, interdependence and inter-relations, I realise that this is vitally related to good management. I therefore consider it a part of my mission to enlighten other members of the BCC family and help them to also progress in this journey towards realising the place, quality and volume of BCC in their Desire and finding and entering the world of totality.

I seek your indulgence in having exposed my soul to you, Sir, but I know that in the unique organisation that is BCC, I can do so in an atmosphere of love, understanding and compassion, in total submission to God and our Major Purpose.

Please accept my kindest regards.

Yours sincerely,



R. D. MEHER-HOMJI



1200 Brickell Avenue — BCC's home in Miami



Patrick Lynch: '... Miami has been good to us.'

MOVING WEST

Opening up the Americas

When Patrick Lynch was first introduced to BCC in Atlanta, he was not aware that BCC had any grand plans for the Americas. 'At that time BCC was not involved in a big way in the US,' he says. 'It came as a surprise to discover how vast was the BCC vision for the region.'

Before joining BCC, Mr Lynch worked in London, Atlanta and Jamaica, where he was involved in some of the first ventures that linked US capital and local business. In July 1981 he joined BCC. After spending nearly six months at CSO as part of an orientation programme, Mr Lynch is now based in the new offices in Miami. He says: 'Miami is a great place to live. It's an easy city to settle into, mainly because the people here are so welcoming to foreigners. Miami is an ideal base for us.'

Banks in Florida have gone through a radical change in the last few years. They used to focus mainly on local business. Then in the 1970s there was an avalanche of new banks with a broader vision and Miami started to become the financial centre of the Caribbean and Latin America. Now, boosted by the new BCC presence, Miami seems destined to develop this role further.

'We are different from the other new banks in this city,' says Mr Lynch. 'It's true that the others first brought an international dimension to Miami banking, but they are generally geared to specific services in specific countries of the region. At BCC we can offer a much broader range of services on a completely multinational basis. Provided the business conforms to the overall

guidelines of the Group, we are prepared to look at anything. And it seems that we are getting a reputation for providing a very personal and a very efficient service.'

The business community in Miami and the Caribbean see BCC as a bridge to Asia, the Middle East and Africa. They are keen to use BCC's expertise to tap these new markets. Foreign banks usually take three or four years to become profitable. BCC officially opened in Miami last August and within the first nine months had taken deposits of around \$100 million. This kind of success is unprecedented and has prompted the state authorities to invite BCC to open two new offices in Florida. As Mr Lynch says, 'Miami has been good to us.'

Do unto others . . .

Commenting on the corporate philosophy of the Group, Patrick Lynch says: 'The greatest proof of the BCC ethos is the success we are enjoying. I look at the practical application. Everywhere in BCC there is a good atmosphere and this promotes hard work and creativity. People are conscious of working for the common good.'

'I'm sure the philosophy is a unifying and a motivating force. It encourages people to think in broad, universal terms and this is good for a bank like ours. We can look at the American continent and the Caribbean as a whole. Many companies trade throughout the region and like to see a branch of their bank wherever they have offices.'

It seems likely that the BCC presence

in Jamaica, Panama, Colombia and Venezuela will soon be supplemented by new offices in other parts of the region. As always, it is a question of negotiating with the authorities and finding the right formula.

Jamaica

Past experience in Jamaica has been encouraging. The years 1972-82 were not ideal for international banking. But there is now a real effort to encourage growth in the economy and Jamaica is again becoming one of the main centres in the Caribbean. When BCC opened, there was no legal parallel market. Now the market has been formalised, creating an important source of business. 'You could take this as an example of the invisible becoming visible,' says Mr Lynch. Overall he feels that BCC is in a strong position in the region. 'We don't have any exposure with governments and this enhances our reputation when we are looking for institutional deposits.'

When the signs of recovery in the US economy become a little stronger, there will be an upsurge of activity in Latin America and the Caribbean. BCC is moving into these markets at just the right time.

The agency in Miami is BCC's first full service institution in the US. Mr Lynch says: 'I would like all BCC branches and offices everywhere to feel free to get in touch with us. We will do everything possible to help our colleagues with their US enquiries.' It is clear that Mr Lynch and all his colleagues are playing a vital role in opening up the Western hemisphere to BCC.

THE HAPPENING

London 19th March 1983

'In the dynamics and power of nature there is peace. And in my experience never before have I witnessed such peace as created at the London meeting this weekend. We now know wherein lies peace; we know now wherefrom came the dynamics. With this knowledge man can achieve his desire for peace in an environment fused by contemplation and action within the fold of love.'

A quote from a participant after the amazing meeting held in London on 19 March.

BCC conferences are not like other conferences. They are an experience. Their aim is to bring together members of our family so that individual streams of feeling and energy can flow into an ocean. Each year the waves on that ocean rise higher. Now there is a tidal wave of love and creativity sweeping through BCC. Ten years after our incorporation we are a ten billion dollar bank. This is an indication of the quality of vision at the heart of BCC. It is also an indication of our unique grasp of the dynamics of management.

It has always been BCC's policy to involve as many people as possible in the process of management. This means sharing our insights into the dynamics of change that have been so much a part of our success.

Two simple laws of nature shape our lives. These are the law of change and the law of interdependence. Everything in creation is always changing and is dependent on everything else. The more we can absorb these truths into our psyche, the more we will be in tune with evolution and the more nature will bless us with success.

There is a power behind the dynamics of evolution. It is the power that turns a bud into a flower and night into day. It can guarantee the dynamics of evolution because it is pure energy. It can ensure an orderliness throughout creation because it is perfect order.

We are making a home for this power in our hearts. When it first arrives, it is the faintest of feelings. But if it is welcomed as a guest and nurtured with love, it will start to blossom. As it opens up, it shows us its infinite beauty and strength. Then nothing is impossible. There are no boundaries left to hold us back. The individual is in tune with the

universal. This is management in its highest values.

Our work as bankers is part of an effort to improve the standard of living in the Third World. This is the material dimension of our work. Our emphasis on moral development is an effort to improve the quality of life. This is the moral dimension. It starts with us as individuals, then extends to our immediate environment and finally becomes all-embracing.

'If you have once tasted humility, you would like to taste it a million times.'

We do not see a conflict between moral and material values. A life of material well-being needs the balance of morality. And an exclusive emphasis on moral development will not alleviate the suffering of those in many parts of the world who do not even have enough to eat. A commercial organisation such as ours is the perfect vehicle to bring man's moral and material requirements into harmony.

As we begin to enjoy some level of success in both areas, the two strands fuse and lead to a life of fulfilment.

The London management meeting is important because it took the fusion of our feelings to a level never before experienced. Individual dynamics fused perfectly with the dynamics of the environment. This experience of the intangible became almost tangible during the meeting. The hearts of the delegates overflowed and there was a feeling of intoxication with the joy of merger.

There was an analogy that delegates came back to again and again. A bud



turns into a flower. Every bud has this potential. It is a spontaneous development brought about by the inherent power of its own dynamics. It does not open for its own benefit but to please, and to give to, the environment. The bud turning into a flower is a selfless act of generosity. The bud is not aware of the power of its dynamics. It simply experiences the unfolding of its petals. But human beings can be aware of this power. We can learn to feel this growth within us and to promote it.

There are two kinds of management. The first attempts to manipulate the visible and tangible world to achieve certain results, and that too in an incomplete fashion, as they cannot see and know all that already exists in a tangible



form. This is often associated with an attempt to control events and situations within a given framework.

‘The Creator has a purpose for us. So on with our journey.’

The second style of management starts from a different perspective. It starts with the individual who is encouraged to feel and realise his own potential and then to discover a harmony with the dynamics of the environment. It is a fluid style that merges with the power of change and growth. It is management from the inside. In its most developed

form, it allows us to grasp the essence of change in a flash. From this vantage point, BCC’s destiny is revealed. Fulfilment comes from the flow of this power and the feel of our dynamics, not from the performance of any particular task.

We want as many people as possible to share this vision. This means, first of all, sharing the experience of humility. Humility is the experience of our own essence — eternal, unbounded silence. Once we have glimpsed this, we would want to repeat the experience again and again until we can live this quality of life as an all-time reality.

This is the flowering of human personality in the light of the Divine. The BCC family is moving swiftly and

effortlessly towards this goal. Each of us is a vital part in the dynamics of our corporate evolution.

‘Everything that I have longed for is beginning to happen. I am in a state of peace.’

How can we thank our eyes, our breath, our hands? We can only praise the Creator of the body and soul of BCC and offer thanks for His grand design that brought us all together.

This was the mood and feeling at the London management meeting, a meeting and merger of souls and hearts.



EXPERIENCING THE HEART OF MANAGEMENT

In an eloquent and moving talk at the London conference, Ashraf Nawabi shared his feelings about the art and science of management.

The power that turns a bud into a flower is incredibly beautiful. A personal confession about this power, whether private or public, brings the beauty and the power of this power on to the surface.

I do not want to use the words and the language which my colleagues have used. Not that I do not like those words and language; not that I am not impressed by the beauty of those expressions. I do not want to use them knowingly and deliberately in order to put myself on test. I want to test myself by taking another road and testing myself to see if I can reach the point I want to reach by using my own terminology.

I want to see if I have captured the spirit, the meaning and the mood of this meeting. But I am a little disturbed by



'These white flowers are the power of nature. The yellow flowers are BCC managers and '83' is the fruit. My salutations to the Creator.'



the inadequacy of my expression and words. I do not wish to take myself and all of you away from the substance of the topic under discussion. The subjects of this meeting are the art and science of management, the dynamics and the meaning of dynamics, and the power and the beauty of that power, and the power of that power. And please, if at any stage of my explanation, you find me deviating from these topics, I would request you to put me back on the track because I would never forgive myself if I go and deviate.

For me, it's not the flowers or the buds that are important. We know it takes only a few months for a bud to become a flower. And then it vanishes. It disappears from the surface of the earth. I don't feel attracted to anything that is temporary, that is just the effect of a cause. For me it's that power that is important. It's immaterial whether I succeed in capturing that power or not.

Faith

Today I had the realisation that there is a power and I have faith in that power. That power is the power that converts a seed into a flower. Whatever is happening is happening. Whatever change is

taking place, it's all because of that power. This happening and that happening in the fold of this happening is all the dynamics of that power.

Getting myself identified with that power, by placing myself as near as possible to that power and remaining attached to that power, is not intended as a means to get to the top. Even if it hurts me, I believe that my ability to convert my feelings into facts and figures is the natural consequence of my being near to that power and my realisation of the beauty of that power. This is why that power, and remaining identified with it, are very important to me.

Being very honest with myself, my colleagues are all flowers and buds.

Giving me these flowers in the shape of designations and titles, I don't find any meaning in it. They are very painful to me. They might not have been very painful a few months or a few days or a few moments ago. But I am now feeling the pain of all these things. The thing which carries no pain and which is the most fascinating is the power.

Desire

Power, and the power in the dynamics of this organisation, are being propelled

by my desire. I feel it. And what is my desire? My desire is to help myself and the people around me to reach our destination. And what is that destination? What is our destiny? It is not the flower. Our destiny is the challenge which is very invigorating and very fascinating. I'm talking of that challenge and I'm talking of that destiny. And how to meet that challenge? And the challenge of creating ripples and creating history in the banking world? I'm talking of that challenge and that flower that would ultimately take place. A flower which even after it vanishes would give rise to a better flower. A challenge of setting a direction.

We have said that a flower lasts for six months and a man lasts for sixty years. I don't think that as a group we are going to last for sixty years. If we can meet that challenge, we are going to last for ever. If we can set that direction.

I am thankful to my colleagues, very sincerely and very honestly, not for giving me all these flowers which I have mentioned earlier, but for assisting me in bringing me closer to that power which I have today been able to identify, and a power which I have decided to live as close to as possible.

THE MAKING OF

One of the items on the agenda for the Athens conference stated that 'the quality of a person . . . is formulated by a combination of humility and vision.' A Banerjee, from our International Management Development Centre in London, explains how this management philosophy affects every part of BCC.

BCC offers the world the unique example of material success coupled with a deep concern for the moral well-being of the members of our family. Our growth as a worldwide financial institution is closely linked to a managerial style. An understanding of the main points of that style is therefore a key to the future development of the bank as a whole.

Over the last few years we have seen the word God used in BCC with increasing courage and freedom. This has probably startled a number of people, but there is a very simple explanation. Throughout BCC there is a great enthusiasm for our work. It is perhaps the first characteristic which newcomers notice. Our faith and our enthusiasm are closely related. The word enthusiasm comes from the Greek and means 'possessed by God'.

We make no apologies for our enthusiasm. BCC has a role to play in the contemporary world and we are innocent in proclaiming that role. We are seeking to integrate the values that bring commercial success with the values that govern the evolution of society. We are a force for stability, harmony and growth in a world that sorely needs these qualities.

The heart of BCC

We want to create a better world and this desire is at the heart of BCC. It is a simple desire that shapes each individual's personal commitment and determines his pattern of growth.

Vision is an integral part of this desire. As we understand it, vision is an urge to improve the quality of life for oneself and for others. Vision propels a man to action. How then does a banker become a visionary?

On the right we propose a chart for this evolutionary process (figure 1).

Starting in the depths of incompetence and ignorance, it analyses the steps to pure vision. BCC offers managers the opportunity to climb from the level of specialised professional knowledge to the top level of vision in each decision that they make. In BCC the decision-making process begins just where it ends in most organisations.

In 1981 Agha Hasan Abedi said: 'Hillary climbed Mount Everest not only

because of his desire, his courage and his faith, but because mankind was destined to climb Everest.' Since BCC is destined to scale the heights of international finance, it is easier for us to pitch our sights at that level. Our individual desires merge into one corporate desire. BCC itself becomes a desire. The task of management in this context is to look

after the quality, volume and direction of that desire.

Many organisations require of their managers a mechanistic and empirical approach to knowledge. This tends to lead to a management preoccupied with short-term analytical techniques. But at BCC we encourage a completely holistic approach to knowledge. The IMD training programme encourages people to complement their technical knowledge with a broad awareness of the trends of time. BCC is probably the only bank in the world where an understanding of social psychology and quantum mechanics will help you keep pace with developments in corporate philosophy.

The training programme has been designed to help the transfer of vision, knowledge and enlightened values from one individual to another. It has three main objectives:

- the knowledge gained would give courage and confidence to manage today on the basis of things known;
- the knowledge gained would produce visions unknown to management tomorrow;
- and the knowledge gained would produce humility from the inevitable realisation that what is known is an infinitesimally small fraction of what there is to know.

Successful management

The path to pure vision at the top of figure 1 will not be smooth unless it is accompanied by the successful management of one's ego. This is why we have placed so much emphasis in recent years on humility. An organisation can be damaged if officers with unbalanced egos impose their personalities on colleagues. The ego needs careful treatment. Over-developed, it produces a self-destructive arrogance. Under-developed, it leads to a paralysing meekness.

In BCC we realise that human personality is not static. We are growing towards enlightenment. The personality of a fully enlightened man is no longer purely individual. He has absorbed universal values. His personality reflects the stability and the creativity of the Absolute. The ideal of BCC management is to create an environment

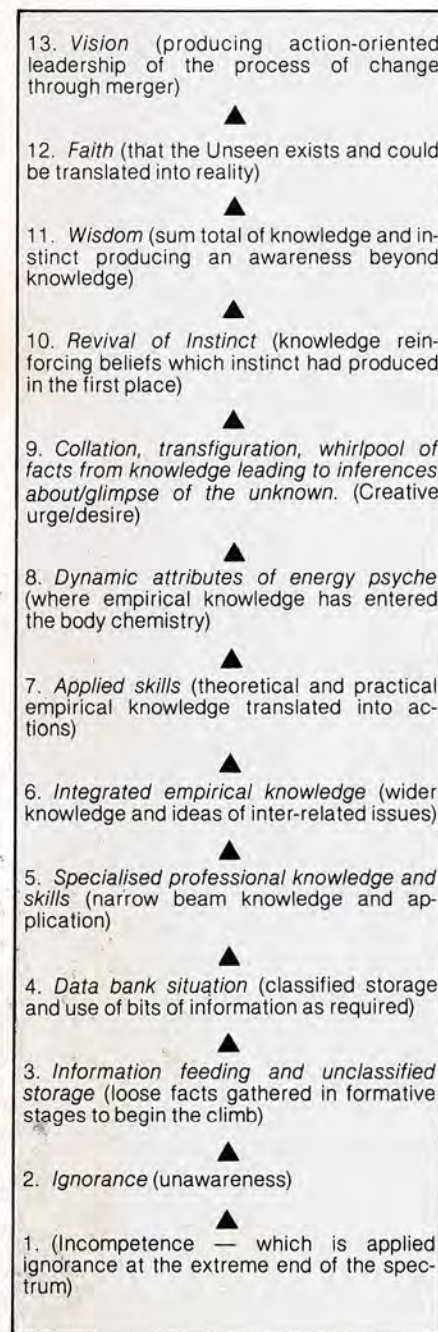


Figure 1

MANAGERS

where each individual can take charge of his own growth towards enlightenment. This is why we like to encourage self-management and self-audit as the real keys to success.

Humility arises from an understanding of the relationship between the individual and the universal — in BCC language, the point and totality. This relationship is a major part of life. It is certainly as important as any other relationship in life. But if it is not accorded its rightful place, the ego is left without a point of reference. The result can be arrogance, aggression or self-pity.

The true value of the environment can only be appreciated when the shell of the ego is broken. When this happens the self is enriched with all the qualities of the environment. The self grows and opens up. It becomes grateful for the energy and well-being that rush in, and looks for ways to express that gratitude.

Humility is the key that allows the merger of the individual and the environment. A kind of trade takes place without any tariff barriers in which the individual and the environment give to each other for their mutual enrichment and expansion.

As a result of this trade the expanded self of the manager comes to live in an expanded environment. This is where the making of managers begins. The word manager indicates a mental state where an individual drops his ego barrier, applies his vision and evolves from being subjected to the environment to being a creator of environments. In this state a man's desires find a natural fulfilment.

Enlightenment

Vision, humility and creativity are not the prerogatives of any layer of BCC. They are required all the way from a departmental officer to the board of directors. Figure 2 illustrates how humility is joined with vision to produce enlightenment in the BCC family.

The movement to pure vision occurs on the vertical axis, while the horizontal axis expresses the need for balance in the development of the ego. The balanced state of humility is on the right with movement to the left representing increasing imbalance.

The cross makes four sections and a person's managerial style depends on which section his personality currently fits into. The four basic positions of the invisible part of the psyche are:

1. a creator of environments who combines humility and vision;
2. an arrogant personality that combines empirical knowledge with an over-protective ego;
3. a destructive personality formed by a combination of arrogance and ignorance;
4. an unfocussed personality combining ignorance and passivity.

Each person's evolution to the status of true manager, or creator of environments, is largely in his own hands. Figure 2 is a compass that points out some of the landmarks on the way to the goal.

One enlightened man can create a dozen brilliant managers. The department, the branch, the region and the whole of BCC gain from this merger. In turn the manager gains from an enriched and expanded environment.

We are using the generation of profits as a key to creating morally aware individuals. As our material success escalates, the BCC family is becoming increasingly dedicated to the service of humanity.

Let each man evolve to a situation where he begins to transfer his own brilliance to others. Let him evolve from



Figure 2

A concept has been emerging in recent months that throws light on the mechanics of this evolution. This is the concept of merger. Each manager has to achieve a basic form of merger to obtain cooperation from his colleagues. But the full BCC concept of merger is not a one-way traffic. It goes much further than this. It is the merger of the individual with all of creation.

This is a continuous process that springs from a desire to praise and give thanks to the source of all creation. In this state a manager feels no inhibitions in passing on his experience, his knowledge and his vision to his colleagues.

a situation where he says 'I perform well' to a state of mind that says 'I take pleasure in seeing others perform well.' Let him evolve from a situation where he feels he is better than others to a desire which prompts him to say: 'I wish I could make others better than me so that I could grow in a better environment.'

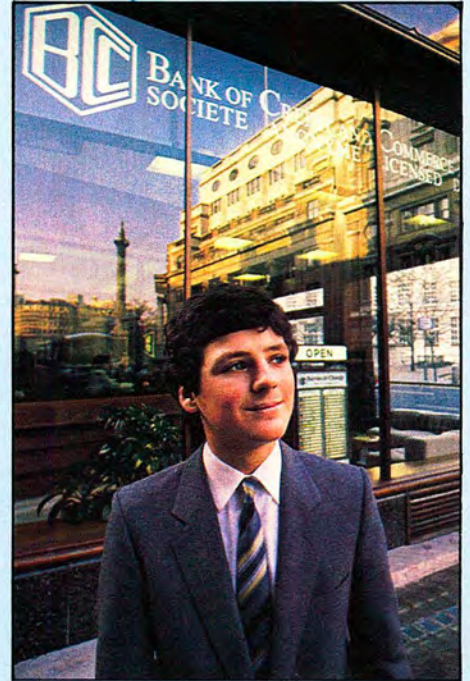
Within the foreseeable future, we will be able to say that BCC's contribution to the world is reflected not only in our \$1 billion profit or our \$50 billion size. It will not be reflected through any intention to leave behind a monument in the banking world. It will be reflected, off balance-sheet, by our success in leaving behind 20,000 better people.

AROUND THE



Meeting the Prime Minister

At a recent reception held at No. 10 Downing Street, Prime Minister Mrs Margaret Thatcher and her husband, Mr Denis Thatcher, received Mr and Mrs M M Haq. Mr M M Haq is with the Credit Division at CSO.



Work experience

Graham Hill, a schoolboy from near London, has spent a week working with the Trafalgar Square branch. This was part of a work experience programme designed to introduce young people to a working environment. At the end of the week, Graham said: 'I've decided on a career. It's a banker's life for me!'



A great start

BCC is the only Offshore Banking Unit ever to make a profit in its first year in the Philippines. Congratulations to all members of the BCC family in the Philippines.



WORLD



On with '83'

After the Athens conference, our family dispersed to 61 countries, taking with them the rich experience of those two days. On the plane back to Dubai, Ashraf Nawabi leads a discussion on BCC's Major Purpose.



Travellers cheques

Three officers in Abu Dhabi have been awarded with trophies for outstanding performances in TC sales. They are (top, right) Mr M K Zaman, (left) Mr M R Nayak and (bottom) Mr Iqbal Jaffar. All three are seen receiving their trophies from Mr Sanwarul Karim, manager of the Al-Ain branch.



Chinese links

Mr Anwaral Amin receives the President of the Bank of China at BCC's offices in Bangladesh. The photo shows the President with Mr Amin and an interpreter. On the right Mr Amin, Mr A K N Ahmed and colleagues receiving members of the Chinese community in Bangladesh at a reception given during the visit by the President of the Bank of China.



EXPATRIATE SERVICES

BCC plans to introduce a very special service this month. Expatriate services will provide away-from-home support for expatriates working within the BCC world. Informed opinion suggests that expatriates are currently generating financial activity worldwide worth US dollars 75,000 million a year. Research does not fully confirm this figure as numerous countries do not provide estimates of even guesstimates. The figure is probably far in excess of US dollars 75 billion. It is towards providing a full service for this ever increasing sector of our world that expatriate services departments are being established initially in London, Luxembourg and the Isle of Man.

We at BCC know the needs of this market, having experienced them at first hand. Expatriate services are an exciting new development which should inspire our imagination and action.

Expatriate Services Departments are being set up in response to a newly-identified need. Expatriates around the world have special requirements. At BCC we know these requirements well since 1200 of our officers are themselves expatriates. So, based on our experiences, we can tailor our services to the needs of our customers.

Opening an account

Accounts can be opened in US dollars or any major convertible European currency in individual or joint names.

Each customer is assigned an account officer who looks after the account personally.

Tax free interest

The rates of interest offered on deposit accounts are keen and competitive. Interest is paid without deduction of tax and can be reinvested, remitted or credited to a current account.

Courier service

Whenever possible, we will arrange to collect cheques or drafts from other banks overseas through our courier service, rather than use the normal postal services. This can save a lot of time and there is no extra charge.

Standing instructions

Arrangements exist to register standing instructions for periodical payments such as insurance premiums, school fees, subscriptions or monthly remittances.

Transfer and conversion of funds

We specialise in sending home remittances to members of expatriates' families. We have branches in most of the countries with large expatriate communities. In countries not directly covered, we have very effective arrangements with correspondent banks.

Remittances can be effected to any country by cable,

airmail or by issuing special drafts. Facilities also exist for converting currencies at competitive rates of exchange.

Travellers cheques

BCC travellers cheques are unique not only because they are welcome in 160 countries and, if lost, can be refunded through a 24 hour refund service, but also because of BCC's new accident insurance scheme. This is the only scheme of its kind in the world. When a customer buys BCC travellers cheques, he automatically gets accident insurance cover up to US \$275,000 absolutely free. The customer does not have to pay a cent more than the usual commission or sign any additional forms.

BCC Visa card

Requests can be processed for the issuance of BCC Visa cards. These are acceptable in 160 countries at 3.5 million points.

Investment services

A fully fledged Investment Services Department exists in BCC's main office. A team of professional portfolio managers deals in stocks and shares, Eurobonds, precious metals and in commodity, currency and financial futures. Their advice and services are available to customers of the Expatriate Services Departments.

Personal services

There is a specialised Service Department in London which provides information and guidance to overseas customers over a whole range of topics.

Again, personal account officers organise these services for their customers.

Opening an account in 61 countries

We can make arrangements to open an account in any of the 61 countries where BCC has offices, including the United States, Europe, Canada, the Indian subcontinent and the Far East.

This is by no means a complete list of services offered by the Expatriate Services Departments. As soon as we can identify a customer's needs, we try to satisfy them.

Isle of Man

The April issue of *Resident Abroad*, published by the *Financial Times* of London, includes a special supplement on expatriate services in the Isle of Man. Referring to BCC's international connections, the article says: 'The bank's presence in a number of Third World countries obviously places it at an advantage in terms of reaching the expatriate.'

'The Isle of Man branch of BCCI was established in August 1979. The bank offers the usual facilities of deposit and current accounts. Mr Sidney, manager of the Isle of Man branch, said the bank is planning to expand its range of services in the near future.'

'BCCI does not have to play second fiddle to a Channel Islands branch in attracting expatriate business, as BCCI has not ventured into the Channel Islands. Nor does it compete with other branches for business — rather the reverse in fact. "BCCI believes in using its international branch network to produce business for the Isle of Man branch," Mr Sidney commented.'

BCC OPENS IN CAMEROON

'Long live BCC Cameroon.

Long live international cooperation.'

Mr Gilbert Ntang, Minister of Finance.

BCC Cameroon was formally opened at the end of last year by the Honourable Minister of Finance, Mr Gilbert Ntang. The ceremony, in front of 250 guests, reflected the close collaboration that has been built up between the Cameroon government and BCC.

The new bank is two thirds owned by the BCC Group. The balance of the equity is held by the government and its interests. This is in line with the overall policy of BCC, which seeks to tailor its needs to the needs of the countries in which it operates. This merging of interests between BCC and Third World governments has proved successful. Some twenty-one countries in Africa are now hosting a BCC presence.

In his inaugural speech, Mr Ntang spoke of his pleasure and pride at the opening. He said: 'The presence of the BCC group in our country confirms the soundness and efficiency of the government's policy in the banking sector. Our policy, which we have been pursuing since 1973, is a decisive turning point in the pursuit of our ambitions in the matter of progressive and sound mastership of the main reins of our development.'

New records

The Minister also expressed his satisfaction at the results already obtained by BCC Cameroon. The first branch, in Douala, on the coast, opened in April last year and the second branch opened in July in Yaounde, the capital. During the few months that the branches were operating before the formal inauguration, they established new records of achievement for banking in Cameroon.

'These performance figures confirm that we were justified in trusting each other,' said the Minister. 'Only ten years after its inception, BCC has been able to pull itself up to the level of the great international banks. The BCC operation in Cameroon perfectly meets the government's desire to provide the maximum support to the economy.'

'I would like to offer my sincere congratulations and encouragements to all the BCC family who are contributing to the success of this new enterprise. I assure them that they will always find the support and comprehension they will need in their future activities, from the



Mr Iqbal Rizvi, Regional General Manager, Mr S A Shabbir, General Manager of BCC Cameroon and Mr Nasim Ahmed, Manager of the Yaounde branch, watch as guests sign the visitors' book.

public authorities and more particularly from the Monetary Authority.'

Family members

There are seven directors of BCC Cameroon. Three are Cameroonian and four are from overseas. The Chairman is Mr Jean Kanga Zamb, who also represents the Ministry of Finance. Mr Enow Tanjong, formerly technical adviser at the Presidency of the Republic, has been appointed Deputy General Manager. Forty-eight family members work in the two branches. They are engaged in local and international banking operations. Their activities include helping businesses and individuals with working loans, imports and exports and foreign exchange operations.

Mr Iqbal Rizvi, Regional General Manager, spoke of the historical importance of the inauguration. 'It symbolises our desire to serve more and more people,' he said. 'It has always been the wish of the BCC Group to offer its services to such promising countries and we are grateful to be given the opportunity to serve here in Cameroon. Indeed our presence here falls within the government's expressed desire to widen the geographical zone of its banking partners.'

'With our Group's locational network, BCC Cameroon is confident that

it will satisfy the international as well as the domestic banking requirements of Cameroonians, besides serving as a medium and a channel to attract more overseas investors to this promising country.'

Mr Rizvi was keen, during his stay in Cameroon, to emphasise the broader dimensions of the BCC Group. In an interview on Radio Cameroon, he spoke of BCC's efforts to help uplift the peoples of the Third World intellectually and socially. The Third World Foundation is an expression of this desire. The Foundation works through publications and research projects. It awards an annual prize to individuals who contribute substantially to development in the Third World.

Speaking of the new bank, Mr Rizvi said: 'We want to see BCC Cameroon a strong and powerful bank not only in the principal cities, but also in other parts of the country. We would like to see BCC grow in Cameroon in terms of its coverage and the variety of services that it offers. We want to be able to respond fully to the needs of the government and the people. Our policy in Cameroon, as elsewhere, is the pursuit of excellence and the service of humanity.'

by S A Shabbir, General Manager, BCC Cameroon



PROFIT COMMITTEES

A global network flowing through change to success

1983 is the third year of the advent of the concept of profit committees in BCC, and this concept has by now become an integral part of our organisation. Years 1 and 2 have given us the necessary experience to ensure that in 1983 the various profit committees will be far more active than before and will have a wider range of activities to monitor.

The structure of the profit committees at various levels remains the same, i.e. new central, regional, country and branch profit committees have already been set up and are now functioning. The Central Profit Committee, under its chairman Mr. Saleem Siddiqi, is determined that this year there will be much greater mobility and movement of members of the CPC and its secretariat, and there will be more active participation in profit committee meetings at all levels around the BCC world. Personal contact with other family members will be emphasised, and subsequently enhanced inter-branch and inter-regional cooperation will be of tremendous benefit to the organisation.

Additional programmes envisaged for this year include re-emphasising the suggestion scheme among members of the family, and producing a profit manual which suggests ways and means of enhancing income and reducing expenditure.

The ultimate success of the profit organisation will depend on the contribution and involvement of each member of the BCC family, in whatever way he or she can. This involvement will determine the shape of '83'.

CANADA Head Office Profit Committee

A.D. Raja — Chairman
Bipin Saxena
William Galbraith
F. Zahedi
Munawar Hussain
Anis K. Zuberi
Hasan Parvez
Suroosh Isfahani
Irshad Karim

MIAMI REGION Regional Profit Committee

A.R. Sakhia — Chairman
Anjad Awan
Waseem Siddiqui
S.U. Sakrani
A. Maqsood
Shabbar Javed
Akbar Bilgrami
M.U. Rahman
Patrick Lynch
Nadim Hasan
Romit Basu

LATIN AMERICA Regional Profit Committee

Kemal Shoaib — Chairman
W.S. Al Kaylani
A. Calvo
K.K. Elley
A.R. Sakhia
A. Awan
S. Helmy
A. Bilgrami

U.K. REGION Regional Profit Committee

V.H. Abidi — Chairman
P.A. Meikle
C.L. Johnson
M.H. Shaikh
A.R. Velmi
I.K. Patel
Shafiqur Rehman Khan
B.A. Chowdry
Subhan Siddiqui
A. Hadi Ansari
S.H. Hyder Rizvi
Z.A.H. Kasim
K.K. Misri
Hadi R. Barrage
S.A. Iqbal Ashraf
S.A. Jaffer
J.S. Shringarpure
N.A. Wood
E. Parry-Williams
A.K.A. Haq
G.S. Rao

LUXEMBOURG REGION Regional Profit Committee

S. Akhlaque Husain — Chairman
Irshad Ghouse
Kazim Naqvi
S.F. Akhtar
Arif Kamil
Ajaz H. Khan
J. Holste
W. Kuchenbrandt

BCC NIGERIA Head Office Profit Committee

S. Qaiser Raza — Chairman
S.A. Ojikutu
K.L. Omilabu
M.D. Bhatena
R. Gohar
U.K. Ghosh
D.S. Karkera
Yomi Tokosi
S.S. Anka
Alhaji K.S. Ringhim
N.K. Tripathi

AFRICA II (PARIS REGION)

Regional Profit Committee

Iqbal Rizvi — Chairman
Amin Jindani — Kenya
I. Karim — Paris
Hassan Javed — Monte Carlo
Amin Uddin — Lome
A.M. Chanda — Libreville
M.B. Rao — Dakar
S.A. Shabbir — Yaounde
Mohibul Haque — Abidjan
S.N.H. Bilgrami —
Regional Office
Muzzafar Iqbal — Regional Office
I. Narendar — Regional Office

BANQUE DE COMMERCE ET DE PLACEMENTS S.A.

Head Office Profit Committee

Walter Sporri — Chairman
Erwin Bogli
Christian Boesch
Nisar A. Hasan
J. Peter Pihlgren
Ernest Schlatter

AFRICA I (EGYPT) REGION

Regional Profit Committee

Sadiq Ali — Chairman
M. Kazim Hassan
M.H.M. Burney
S. Abbas Nawab
Muslim Khan
Javed Razaki
Jamshed Anwar

AFRICA III (SOUTHERN AFRICA REGION)

Regional Profit Committee

E.A. Garda — Chairman
Iqbal Zafar
A.B.S. Jafri
Rashid Khan
Wazir H. Jaferi
Razi Ahmed
Motiwala
S.Z. Raza

MIDDLE EAST REGION

Regional Profit Committee

Ashraf Nawabi — Chairman
Fakhri Bilbeisi
Abdul Salam
Ameer Siddiqui
Shafqat Bokhari
Quddus Siddiqui
Sajid Ali Abbasi
M.H. Zuberi
Khalid Ahsan
Waheed H. Shaikh
Khalid Imran

LEBANON

Head Office Profit Committee

S.M. Fayyaz — Chairman
Nabil Chartouni
Antoine Khoury
Jamil Iqbal
Mounir Traboulsi
Mrs Claire Suer
Moustafa Halabi
Gabriel Haddad
Kamal Milkhi

MIDDLE EAST REGION

BCC Emirates Head Office — Profit Committee

Zafar Iqbal Chowdhry —
Chairman
Akbar Nawaz
A. Rehman Khan
Bashir Tahir
Mahmood S. Allarakhia
Mansoor Jawed
S. Jawaid Gillani
Saeedul Ghani
S.S.A. Kirmani
Zaheer Abbas

FAR EAST REGION

Regional Profit Committee

Dildar Rizvi — Chairman
S.P. Chandavarkar
Mazher Abbas
Arif Maqsood
Anwarul Amin
K. Murari
Nooruddin Ahmed
Omar Khan
D.R. Chand
R.K. Sood
M.A. Rashid
Arif Kamal

FAR EAST REGION

Hong Kong Metropolitan Bank — Profit Committee

S.P. Chandavarkar — Chairman
D. Rizvi
S.M. Abbas
S.S. Dinamani
A. Kapoor
S.L. Fu
Mrs R. Lee
Y.W. Wong
N.B. Shams
Shahid Hussain
Robinson Yeung

SOUTH ASIA REGION

Regional Profit Committee

M.A. Bukhari — Chairman
M.A. Wasay
Farrukh H. Rizvi
Amanullah Khan
Sani Ahmed
Iqbal Khateeb
Mirza Aitmad
Muhammad Nasim Khan
Mamnoon Alvi
Rafiq Amin
Khalil Zobairi
Haroon Makani
Tariq Sheikh
Qamarul Hasan
S.H. Naqvi
Tasneem Haqqui
Azhar Iqbal

